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"Meet My Mentor": A Collection of Personal Reminiscences

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“Meet My Mentor”: A Collection of Personal Reminiscences

Compiled by Frank G. Houdek*

Contributors describe the mentoring they received as law librarians. Individually the pieces offer fascinating glimpses of individuals and relationships. Collectively, they demonstrate how important—and how varied—the process of mentoring has been and continues to be for the growth and evolution of the profession.

Introduction

Law Library Journal previously has offered several collections of short essays that served dual purposes. In one, authors told about the first Annual Meeting they attended;¹ in another, a typical “day in their law library life.”² Most important, publishing these stories let readers learn about their colleagues in the profession of law librarianship. But another significant purpose was to fill significant gaps in the documented historical record of the profession. Judging from the positive response to the publication of these collections, these are goals that many readers share. The collection of personal reminiscences about mentoring experiences that follows is designed to meet these same goals.

The authors of these reminiscences were asked to write about “the individual (or individuals) who served in that very unique capacity: as your mentor. The person who helped you learn the ropes, in a professional sense, about your job and who may, in fact, have provided the impetus to turn that job into a career.”³ While authors were given complete freedom as to subject, content, and format, the following were offered as questions that they might wish to consider:

- Who do you consider to be your chief mentor in law librarianship? Are there others who also served in a mentor role for you?

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1. See Frank G. Houdek, comp., *Stories of “My First Annual Meeting,”* 88 L. Libr. J. 9 (1996).
2. See Frank G. Houdek, comp., “A Day in My Law Library Life,” *Circa 1997*, 89 L. Libr. J. 157 (1997).
3. Letter of solicitation from Frank Houdek, Editor, *Law Library Journal*, to prospective authors 1 (June 18, 1998) (on file with author).

- How did you meet your mentor? Did the relationship begin in an “employment” setting or in some other way?
- Can you trace the path over time of the mentor–mentee relationship? Has it continued in the same way or changed character over time?
- In what significant way(s) did your mentor help you in your professional career? In a tangible way or with more general advice? Or both?
- What attributes or characteristics stand out as making this person an effective mentor for you?
- What were you like as a mentee?
- Are there any specific highlights or memories of your mentor experience that you care to share?
- Did being a mentee lead you to become a mentor yourself?⁴

I am pleased to report that the series of word portraits of mentors received in response to the solicitation achieved exactly what I hoped for. Individually the stories are both fascinating and heartwarming. Collectively they remind us of how important (and how varied) this process of mentoring has been for the continued growth and evolution of our profession, while also “documenting more thoroughly the lives of the many individuals who have been the backbone of law librarianship and AALL.”⁵ I hope that readers find the stories that make up this collection to be as interesting and informative as I do.

On a personal note, I would be remiss if I did not take this opportunity to step momentarily outside my role as compiler and editor to acknowledge and salute my own mentor, Earl C. Borgeson.⁶ While I could easily fill pages with my own “meet my mentor” story, suffice to say that if Earl had not taken time from his busy schedule at the Los Angeles County Law Library in the mid–1970s to counsel (on many occasions and in many ways) a beginning reference librarian on the personal satisfaction to be had from being an active, contributing member of a profession rather than a mere nine-to-fiver, I would not be in a position to be soliciting anybody to write about anything. Nor would I have served in any of the capacities that I have as a member of AALL and several of its chapters and special interest sections. Whether in this regard Earl’s mentoring of me should be considered a worthwhile contribution to law librarianship I will leave for others

4. *Id.*

5. *Id.*

6. Earl C. Borgeson, a past president of the American Association of Law Libraries (1968–69) and member of the Executive Board (1965–67), served as Associate Librarian of the Los Angeles County Law Library from 1975 to 1978, a period that overlapped my own tenure as a reference librarian at LACLL (1976–79). Earl also served as law librarian at Harvard Law School (1954–70) and Southern Methodist University (1978–88) and as Associate Director of the Stanford University Library (1970–75). He received the Marian Gould Gallagher Distinguished Service Award from AALL in 1988. To trace the origins of Earl’s mentoring abilities, see the story he has provided for this collection describing the individuals who guided his own entrance into the profession. Earl C. Borgeson, *We Love to Help Each Other*, 91 L. LIBR. J. 191 (1999).

to decide, but I hesitate not a moment in stating how important it was in my personal and professional growth. I am pleased to be able to use this space to thank him publicly for both his guidance and, especially, his friendship, over the past twenty-plus years. Because he modeled for me the role of librarian/teacher/thinker/leader to which I have aspired since the very beginning of our relationship, it is only appropriate that I dedicate this collection of essays about mentoring to Earl C. Borgeson, the consummate mentor.

Frank G. Houdek

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Prano Amjadi*

My Mentor

The first time I saw my mentor she was giving a lecture to the entering class of UNC-CH library students in 1986. At that time, the university's Library School program required all students to take a three-hour introductory class infamously referred to as "The Block." Every Monday, Wednesday, and Friday, from 9 a.m. to 12 noon, we listened to lectures on all aspects of librarianship. Lolly Gasaway was a guest lecturer toward the end of the semester. I still have the handouts she gave us that day as she discussed the importance of Title 17 of the *U.S. Code*, and especially its sections 107 and 108, the fair use and library copyright provisions.

At that time, I had never thought of being a law librarian. My plans were to be a corporate librarian. As I progressed through library school, I realized how important legal research could be in the corporate environment. I took courses in government documents, online database retrieval and, in my last semester, legal research and bibliography, which was taught by Lolly. And boy, was I taught! I learned so much in that semester that much of my current research knowledge is still drawn from the information Lolly shared with us and pushed us to learn.

As a class assignment we had to complete exercises from *Legal Research Exercises* by Foster, Johnson, and Kelly. I spent my entire spring break that year working in the Duke Law Library, completing the assignment with a classmate. Three or four days into our research, a law student approached us and asked what class we were doing *all* this work for . . . he wanted to be sure he didn't take that course next semester!

Lolly seemed to view her teaching with the library school as including a mentoring role. She was always willing to give advice and encouragement. There were only a few students in each class who were planning to work in law libraries, but she made a point to discuss career plans with everyone and suggest strategies for job advancement.

Mostly, however, Lolly was a mentor by example. While I was in library school she served as president of the AALL. She also received a special award from the Special Libraries Association the year I graduated from library school and attended my first SLA conference. The importance of professional associations and the need to be active in the profession were lessons well demonstrated. And as my own professional interests turned toward copyright, Lolly was there as a leader in the profession. From the books and articles she has written and the workshops she has done for AALL and SLA, to her work on the AALL Copyright Committee, Lolly has been a glowing example of professional expertise and commitment.

And then there are the Annual Meetings. From the very first one I attended in Atlanta in 1988 through 1998 in Anaheim, Lolly has always been available to

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chat, to update each other on what is happening, and generally to be a friendly smile in an ocean of faces.

But she is not just a once-a-year mentor. She is always just an e-mail message away. She has given me advice and encouragement as I took on law school part-time and moved from cataloging to reference. She watched, as a mother does a young child, when I took a brief step from academic life into the law firm world. And then when I returned, I was greeted with an e-mail message: "So, what happened???"

In September I celebrated ten years in the library profession, all in law libraries. In the time since I joined the profession, a few other librarians have also served as mentors for me; but without Lolly's example and encouragement, I might never have attended that first conference in Atlanta and interviewed for my first position. I love my job, I love this profession, and I am so grateful to have had Lolly Gasaway lighting such a bright light in front of me.

Marvin Anderson*

Three Plus One for the Road

There are three individuals who have made significant contributions to my development as a law librarian and to the perspective I bring to my work. I'm positive one other person would have had a similar impact had I accepted his offer of employment. While they have not been mentors in the traditional sense of the word, I value my relationship with each of them. I am grateful for this opportunity to express my appreciation to these persons for the advice and encouragement they have given throughout my career.

When I left the practice of law over two decades ago at the age of 36, I had no clue as to what I would do the remainder of my professional career. I was fortunate to have savings that allowed an opportunity to travel and reflect. Yet, by the time these funds were gone, nothing of a substantial career interest had come to mind. However, as I discovered, not having a job or money has a way of sharpening one's focus. A light went on and, in a way I will never be able to fully explain, the idea of becoming a law librarian came into my head. Once the idea sprang forth, I picked up the phone and called the University of Minnesota Law School and asked to speak to the librarian.

George Grossman

George Grossman answered the phone and changed my professional life forever. I can't remember all that I told him, but I do recall describing my search for a career after the practice of law, my travels, and my struggle to make a meaningful career choice. I thought I sounded like a rambling fool but, to my surprise, George was genuinely interested in my story. We talked for a long time, and finally I asked him if I

* State Law Librarian, Minnesota State Law Library, St. Paul, Minnesota.

could stop by to get more information on the profession of law librarianship. Instead of the polite "yes" I expected, George replied by asking, "When can you start?"

The rest, as the saying goes, is history. I was hired and spent four years at the University of Minnesota. I acquired much knowledge that has helped me in my career. One of the most important lessons I learned, which I attribute directly to George, is my approach to hiring. As much as I look at resumes and reports of job references, I rely more on a long conversation with a prospective applicant and my gut reaction to this exchange. George did it for me and I have tried to use it whenever possible in my employment decisions.

Robert Stumm

My position at the university was nighttime, part-time reference librarian with circulation desk responsibility while I went to library school. In this capacity, I came to know Robert "Bob" Stumm. Bob was a World War II veteran who earned his library degree on his return from active duty. He was an unforgettable character who, after ducking bullets and avoiding land mines, wasn't about to let any prima donna student or faculty member tell him how to run his circulation desk. Whatever they gave him, he returned it in spades. He demanded respect for the staff and got it.

He was also a very good librarian. He was meticulous with a great sense of humor and a firm grasp on reality at all times. He taught me a couple of reference tricks that helped me master the collection and save valuable time when it was needed. One of his favorites was to memorize the library's layout and keep that information up-to-date. "That way," he would say, "you can give directions to every corner of the library without ever having to leave your desk." Like all advice, I took some and let some go. However, Bob made a deep impression on me, especially in emphasizing the role that a librarian must play when faced with others who sometimes need to be reminded that librarians should be treated fairly and with respect.

Oscar Strothers

My first Annual Meeting was Toronto in 1977. (What a great place for a meeting. Am I the only one who has wondered why we haven't returned to Canada?) Like most first-timers, my excitement in attending was overwhelming. One of my first tasks was to introduce myself to other African-American law librarians. And each time I did, I was asked if I had met *Oscar* or did I know if *Oscar* had arrived. By the sixth or seventh time, I began to wonder who this *Oscar* was and why everyone was waiting to see him. By then I had decided that if he did not show up, I was going to give him a call.

Oscar finally arrived on the second day and I discovered that his appearance at the meeting was well worth the wait. When he heard there was a first-timer in attendance, he sought me out and welcomed me as if he had known me for many years. Thus began a friendship that has endured for all these years. Our bond was solidified when we discovered that we had both attended the same undergraduate college.

Oscar worked as a federal government librarian for the Department of Energy. He was one of the founders of the Washington, D.C. chapter and active in a number of local affairs. He had all the skills and intelligence one associates with top professionals and the ability to share what he had learned with others. On top of all his professional talents, he was and remains one of the most stylish and elegant gentlemen I have ever met. He had a *joie de vivre* that transcended and brightened any social circle he was in, and he could cut a mean step on the dance floor.

Oscar taught me how to value a career and how to place it within the proper context of one's life. Be exceptionally good at what you do, but do not do it at the expense of living one's life to the fullest . . . with elegance, style, élan, and grace. I can't wait to see him when we get to Washington in 1999.

Roy Mersky

A number of circumstances prevented me from accepting an offer from Roy Mersky to join his staff at the Tarlton Law Library. Seeing and talking to others who did, I know what a tremendous and rewarding experience it would have been. Fortunately, I have had the opportunity to get to know Roy and exchange ideas and thoughts with him at the Annual Meetings and throughout the year. I have been and remain deeply impressed by his intelligence and knowledge of law librarianship. The professionalism of his staff and the creative use of art and literature within the law library have been an inspiration to me and countless others. Some of the finest law librarians I know are ones who did accept Roy's invitation and learned firsthand how he acquired his reputation for hard work, scholarship, and a highly developed sense of humor. I am sure it would have been a wonderful experience for me as well.

There are certainly others whose work I admire. I wish I could write a short note about all of them. Space limitations make that impossible, but you know who you are and my debt of gratitude to each of you remains intact.

Margaret Maes Axtmann*

Meet My Role Models

Librarians have influenced my life since early childhood, so I suppose it's no surprise that I have never had a paying job anywhere except in a library. Perhaps because of the variety of libraries I have worked in and the number of people who have taught me, I can't identify any one individual who guided my career or acted as a mentor for me.

Nevertheless, I'm fortunate to have worked with great librarians before, during, and after library school. They were people who not only knew their jobs inside

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out but who also were passionate about the purpose of libraries and librarianship. They exemplified a commitment to service in their libraries and in the profession of librarianship. They may not have been “mentors,” but they were certainly wonderful role models. These are three of the many who have influenced me.

Sue Weinstein

I never really intended to go into law librarianship. I had worked in a public library in high school and college, and I expected to find a technical services position in a public library when I finished my degree. Then I went to library school at the University of Denver, where a part-time job in the law library changed the course of my career.

Barb Allen hired me as a student worker for cataloging and other technical services tasks. I knew nothing about what it would be like to work in a law library, but I did have a background in technical services. Barb taught me what was different about cataloging legal materials. Subsequently I took courses in legal bibliography and law library administration from Al Coco. Barb and Al both contributed to my decision to stay in law librarianship, and Al was instrumental in helping me secure my first law library job.

But it was Sue Weinstein who helped me realize what it would take to achieve any real success as a law librarian. Sue had a complete understanding of all aspects of librarianship. Her responsibilities in the law library were very broad, and she was equally comfortable staffing the reference desk, solving an invoice problem, making a personnel decision, or selecting materials for the collection. She taught me about the organization and use of legal materials, the management of law library collections, and the provision of good service. After working with Sue, I knew how important it was to acquire and maintain an understanding of the entire library operation.

Sue also had an innate ability to pull together a disparate group of people to execute a project. She was a great planner and always had the details of any project firmly in mind before beginning it. The work sometimes involved dusty physical labor—shifting books in the stacks or unpacking and sorting boxes of gift books—but staff and student workers alike pitched in and got the job done. People worked hard together and enjoyed each other’s company in social settings. The congenial atmosphere at the University of Denver was due in large part to an administration that understood and respected the role of each staff member in the law library.

It has been more than ten years since Sue left the profession to return to school and use her considerable administrative skills in a new career. I miss her contributions to law librarianship, and I know that I was fortunate to have worked with her.

Phyllis Marion

Although my first job was in a law firm library where I did everything from legal research to looseleaf filing, my second job was more focused on cataloging. I knew I wanted to concentrate on technical services, and I knew that cataloging was the

right thing for me at that time. When I finally went to my first AALL Annual Meeting, it was at a time when the special interest sections were just being formed. One of the first people I encountered was Phyllis Marion, who was instrumental in forming the Technical Services SIS. Already known as a cataloging guru, Phyllis was (and still is) an articulate speaker on a wide variety of library issues.¹

Phyllis not only had superior technical knowledge about bibliographic concepts, she had a knack for being able to express complex issues in simple terms. When AACR2 was adopted by the library community, Phyllis helped catalogers and administrators understand the new rules and their ramifications. She planned and conducted institutes² and seminars, inspiring a whole generation of law catalogers and providing them with analytical tools that would serve them throughout their careers. For many years Phyllis also was the AALL Representative to the Library of Congress Law Classification Advisory Committee, serving the law library community during a critical period in the development of the law classification schedules.

Phyllis has made many contributions to the profession through her writings and her presentations. She is always willing to spend time teaching others, in the classroom, at educational programs, in group settings, and in individual conversations. Her interests and expertise have expanded beyond cataloging and technical services,³ but she continues to share her time and energy with others through a wide range of professional activities. This unselfish commitment to her colleagues and the profession at large is exemplary, and I am grateful for her wisdom and counsel.

Jane Hammond

The challenge in describing Jane Hammond is to find words that have not been used before. Awarded the Marian Gould Gallagher Distinguished Service Award in 1993, Jane Hammond has already been acknowledged for her many contributions to the profession. Throughout her career she had a strong commitment to serving the profession through activities in AALL and its chapters. She served as both secretary and president of AALL, and she worked tirelessly on numerous committees. In addition to these AALL accomplishments, Jane also served the library and legal professions through service to the Association of American Law Schools, the American Library Association, the American Bar Association, the Council of National Library and Information Associations, and the Depository Library Council.

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1. *Editor's Note:* In 1992 Phyllis Marion was the first recipient of the Renee D. Chapman Memorial Award presented by the AALL Technical Services Special Interest Section "for outstanding contributions in technical services law librarianship." The author, Margaret Maes Axtmann, received the same award in 1994.
 2. *Editor's Note:* Phyllis Marion codirected (with Peter Enyingi) an AALL Institute, "AACR2 for Law Catalogers," held at Southern Illinois University, Carbondale, Illinois, June 17-20, 1980.
 3. *Editor's Note:* Phyllis Marion is currently Director of the Library and Associate Professor of Law at California Western School of Law in San Diego, California.

Jane's professional service was matched by an outstanding career in three academic law libraries. When she retired from the Cornell Law Library, staff at all levels paid tribute to her dedication and leadership. She was practical in her approach to decision making and composed in her dealings with personnel. The public will remember that she planned a building addition and supervised a renovation project, but the staff will remember that she worked side by side with them to move and reshelve thousands of books when the project was completed.

Jane taught me most of what I know about the history of legal publishing and methods of building legal collections, willingly sharing her knowledge and experience. She often served as a sounding board for my ideas, and her thoughtful guidance helped to shape my professional interests and activities. Her retirement left a void in the profession, but her contributions will not be forgotten.

Final Tribute

What are mentors and role models? They are people who teach and guide us, sometimes in formal relationships but often more informally by example. I've never thanked any of these women for what they've done for me, but I know I continue to be influenced by their example. I'm pleased to offer my public thanks to Sue Weinstein, Phyllis Marion, and Jane Hammond for all they have done for me and for so many other law librarians.

Donna K. Bausch*

My Mentors Three—Anne Butler, Jim Heller, and Kay Todd

At two critical stages in my professional life, three law librarians served as mentors and role models. Although they were from disparate sectors of law librarianship and different cities, the common trait they shared was professional generosity.

It is hard to believe that I met Jim Heller nearly twenty years ago, when I was a One L at George Washington University. I am truly grateful that I did, as it was his example and guidance that led me to a career in law librarianship. By the third week of law school, I realized that I was not likely to find fulfillment in the traditional practice of law. I was learning to love legal research and writing but found the conflict inherent in the practice world to be contrary to my nature. Economic necessity led me to a part-time job in the law library. As Head of Public Services, Jim made law librarianship, of which I'd never even been aware, appear to be an enjoyable career choice.

Jim took a number of my classmates under his wing. When he moved to head the Civil Division Library at the U.S. Department of Justice, he found opportunities for six of us to accompany him as temporary part-time appointees in the Main Library. Two of us, Linda Corbelli and I, remain active members of AALL—not

* Law Librarian, Norfolk Law Library, Norfolk, Virginia.

a bad recruitment ratio! We had the opportunity to work in a law library filled with history on a wide variety of projects. I have always felt a great debt of gratitude to Jim for demonstrating what a law librarian does and how enjoyable a pursuit it could be. His example made me see a law library career as a viable option.

Change is a constant in many of our professional lives. About five years later, after obtaining my J.D. and M.S.L.S., my future husband was transferred to Atlanta. I was distraught. I had spent a couple of years breaking my way into the private law library world on K Street and learning the ropes at a busy law firm library. My work was exciting and challenging and I was beginning to become more involved in the Law Librarians' Society of Washington, D.C. Washington was a great place to begin to build a private law library career. I knew nothing about the South and I was fearful of starting over in a new city with little knowledge of the local research resources or players in the profession. However, by then I knew that law librarians are always ready to help one another succeed. It was in Atlanta that I met two more mentors—Anne Butler and Kay Todd.

The timing for my move was fortunate. Challenging reference slots were available at two of the most prominent law firms in Atlanta. Both were offered to me. How would I choose? I sought the advice of Kay Todd, who had been kind enough to discuss opportunities in Atlanta with me in detail, even though her library had no vacancies and she knew nothing about me other than my moving plans and my profession. Her advice led me to Alston & Bird, which afforded the best training and experience possible for a relatively new law librarian.

Everything I know about customer service and management skills grew out of my tutelage by Anne Butler. Anne's special blend of Southern charm and hospitality was coupled with the determination needed to serve the myriad needs of a burgeoning law firm in the "go-go '80s." No matter how busy Anne was—and she worked as hard as any law librarian I have ever known—she was always unflappable, gracious, and eager to assist anyone in the firm with *anything* they needed. I learned from Anne that indispensability is the key to longevity in any organization. Loyalty and dedication will be rewarded, but creativity and flexibility are critical, too. If it meant baking cookies, having parties, doing lots of outreach of all kinds, visibility and accessibility were the keys not just to survival, but to success. The law library was and remains truly central to the life of the firm at Alston & Bird, under the leadership of another of Anne's proteges, Fran Pughsley, who continues to embody many of the best traits that Anne pioneered.

Kay, Anne, and Jim continued to open doors and create opportunities by introducing me to new colleagues and suggesting ways to become more involved in AALL and chapter activities. Opportunities to speak, serve on committees, and run for chapter office were all doors these colleagues and others opened. However, it was by example that each of them taught the most. None of them paid lip service in their dedication to their chosen profession. Each of them continually found ways to contribute to law librarianship. Though all focused on substance, each exemplified

style in spades. I wanted to emulate them and have always considered them my mentors, though it may come as a surprise to each of them. They are so generous with their time and concern that they are mentors to many without even knowing it. Enhancing the professional development of their colleagues, and thereby the profession as a whole, is simply a given for them, as it should be for each of us.

It is imperative that each of us identify professional role models who exemplify the best and emulate them. Over the years, whenever I've felt hopeless, depressed, or resentful, I've thought to myself, "What would Anne Butler do in this situation?" Anne was always able to see the silver lining. A practical Pollyanna, she used her optimism to create a positive environment around her and brighten the spirits of those with whom she interacted. When I feel overwhelmed by office politics, the "system," or prospects for the profession, I try to imagine what a visionary Kay Todd would design and implement to initiate positive change. And when I wonder what it would have been like to practice law instead of becoming a law librarian, I think of Jim Heller and thank my lucky stars for having known such excellent professional role models and mentors to guide me onto the best path for my professional life. It is said that good things always come in threes, and for me, they did.

Carol D. Billings*

My Mentor and He Doesn't Even Know It

"The Most Influential Lawyers of the Past 25 Years" proclaimed the banner headline in the *Massachusetts Lawyers Weekly*.¹ The story's lead opened with a definition from Webster: "In-flu-ence—vt. 1. To have power over; affect. 2. To cause a change in the character, thought, or action of."²

Not surprisingly, the twenty-five worthies pictured on the page included Governor William F. Weld, Harvard's Alan Dershowitz, former governor and presidential candidate Michael S. Dukakis, a former counsel to President Nixon, and various ABA and state bar presidents. And right on top was the man I like to consider my mentor: Edgar J. Bellefontaine, Librarian of the Social Law Library in Boston for thirty-seven years.

I should explain that Ed has probably never considered himself my mentor. I've simply bestowed that title upon him because I admire him and look up to him as a role model. After a decade as a general academic librarian and at-home mom, I fell into law librarianship quite by happenstance. For the few years that I worked for Harriet Lemann, my predecessor at the Law Library of Louisiana before her retirement, she was very supportive and made it possible for me to attend my first

* Director, Law Library of Louisiana, New Orleans, Louisiana.

1. *The Most Influential Lawyers of the Past 25 Years*, MASS. LAW. WKLY, Sept. 22, 1997, at B11.

2. *Id.*

AALL institute and Annual Meeting in 1979. From then on, I was nurtured by the whole profession. The State, Court, and County Law Libraries SIS was my home base, and its stalwarts became my colleagues and advisors.

Ed Bellefontaine was clearly a paterfamilias within SCCLL, along with legends like Connie Bolden, Bethany Ochal, and Dick Beer. He was not much older than I, but he had the air of one whose wisdom was sought and whose opinion was respected. During 1982–83 he chaired the section, and in 1997 he was awarded its Bethany J. Ochal Award for Distinguished Service to the Profession, along with his right-hand woman, Associate Director Maria Sekula. In addition to leading and working on numerous SCCLL committees over the years, Ed chaired AALL's Certification Board and the Special Committee on Public Relations and served on the Financial Advisory Committee. The West Excellence in Government Law Librarianship Award was presented to him in 1993. My favorite AALL memories of Ed, however, are his appearances in authentic Colonial garb, complete with white stockings, brass-buttoned waistcoat, and cocked hat, looking for all the world like the jovial town crier.

One unfamiliar with Ed's accomplishments might assume that it is easy to appear important when one heads a great, historic institution like Boston's Social Law Library. On the theory that it's safer not to rock the boat, especially if it has been afloat for over 150 years when you take command, Ed could have comfortably preserved Social Law as a venerable, stodgy depository of books for venerable, stodgy Boston lawyers. But that simply wasn't in his nature. To illustrate: As I began to think about writing this piece, I vaguely remembered dining years ago with a group that included Ed and hearing something about his having been to the South Pole. That memory sufficiently intrigued me that I called Maria Sekula to ask if it was a figment of my imagination. Oh no, Maria assured me, it was true. In the mid-1960s Ed, an avid outdoorsman, had met a man in a bar or some such place who had been an aide to Admiral Richard Byrd on his polar expeditions. The two hatched a plan to sponsor a flight around the world over both poles in commemoration of Admiral Byrd's accomplishments. Having recruited sixty fellow adventurers, including a number of captains of industry, they successfully completed their mission in 1968, landing in Antarctica along the way.

"If I had to think of one word to characterize Edgar," Maria Sekula said, "it would have to be 'innovative.' He's not afraid to fail. He was always thinking ahead about where the library should be going." Years ago, according to Maria, Ed concluded that the Social Law Library would not continue for long if it didn't get out in front of the technological revolution. Because Social Law is a subscription library, supported to a large extent by membership fees from Massachusetts lawyers, it has to think like a business and deliver services that its customers need. Rather than allow the lawyers to forsake the library for electronic services delivered by other suppliers, Ed decided that Social Law should become the provider of those services. Seeing an important niche market for local Massachusetts legal materials, the Social

Law Library began offering Internet subscriptions to Massachusetts statutes, appellate reports, and administrative regulations. It also publishes CD-ROM versions of the state administrative code, administrative decisions, and building codes.

Yet it is not Edgar's reputation as a technological innovator that has most inspired my admiration. Many of our law library colleagues possess impressive technical and management expertise. What sets Edgar apart from most of us is that he is a consummate politician. A Renaissance man with a passion for history, art, antiques, and, of course, the law, his enthusiasm and personal charm serve as magnets for other influential people who can help him carry out his missions. Other law librarians stand in awe of Edgar's ability to attract solid state funding to complement Social Law's subscription revenues. I was not surprised when I learned that Edgar and legendary Massachusetts politician William M. "Billy" Bulger had graduated together from Boston College Law School. Before he assumed the presidency of the University of Massachusetts in 1996, Edgar's old friend served with distinction for thirty-five years as a lawmaker, most notably for nineteen years as president of the state senate. Bulger made the funding of public libraries a high priority. Draw your own conclusions.

A large part of Edgar's political success in the Massachusetts legal community can be attributed to his interest in many endeavors beyond the library. Always involved in the work of the bar and the judiciary, he has been active for over twenty-five years in the development and implementation of rules of criminal procedure. He served as reporter for Federal Speedy Trial Planning Groups in both Massachusetts and Rhode Island. Since 1976 he has been a member of the Massachusetts Judicial Records Committee. The Colonial Records Preservation Project, carried on in the old jail in the Suffolk County Court House where the Social Law Library resides, attracted national acclaim.

Edgar's contributions to legal history are as significant as his stewardship of the Social Law Library. Since 1990, he has served as Director of the Supreme Judicial Court Historical Society, considered by many to be the preeminent state legal history society in the country. When one of our Louisiana Supreme Court justices became interested in starting a historical society here about seven years ago, the AALL Annual Meeting fortuitously brought Edgar to New Orleans. I took him to visit Justice Dennis, who listened in awe as Edgar explained what his society was doing. Edgar's phenomenal fund-raising success for the society is the result of an impressive public relations effort that includes beautiful scholarly publications, preservation projects, educational programs, and elegant social events for the members. A prolific writer, he has published numerous articles that chronicle the rich history of Massachusetts courts, judges, and lawyers. The titans of the Massachusetts bench and bar are pillars of the Historical Society, and Edgar is their friend, advisor, and colleague. Would that more of us law librarians could have that kind of relationship and influence with our clientele.

Following his official retirement in October 1998, Edgar remains at the Social

Law Library as Librarian Emeritus, and, of course, he continues to direct the Supreme Judicial Court Historical Society. He also continues to delight in his five children and eight grandchildren (with another on the way), his antique-filled Boston home, and his family home in his native Maine. And unless I miss my guess, he is dreaming up new adventures.

Barbara A. Bintliff*

Four Mentors and a Role Model

I've been lucky to have had several mentors during my career. With some, my experience was limited in duration, but their advice, encouragement, and assistance was invaluable. With others I had an extended association, even to today. With all, I had a sense that my career development was important to them and that I, as a person, was important to them, too. I never felt that I was being given "standard advice." My mentors were open to my questions and were willing to spend time discussing my career development by giving their opinions or just listening. Each taught me important things that have shaped my view of the profession and my role as a librarian, and each went out of his or her way to help me get a job or to point out opportunities that I might otherwise have missed. While there have been others who freely gave (and still give) of their time, advice, and encouragement—and to whom I am most grateful—these four people are the ones I consider my mentors.

I was privileged to work under Al Coco at the University of Denver Law Library, my first long-term professional job (after a brief stint in a law firm), and I consider Al my primary mentor. It was at DU that I learned how full law librarianship could be. Al allowed me to work in all the library's offices so I could know them better. He encouraged me to publish and to participate in professional activities. He pushed me to teach legal bibliography sessions in law school classes. Al constantly had "projects" going and was usually willing to parcel out portions of them; he was happy to share credit when you worked with him. Sometimes he would even hand over an entire project if he didn't have the time or inclination to complete it. He gave me my first consulting job, told me what needed to be done, and helped me organize my resources and myself to complete it.

Al liked to talk about law librarianship, law libraries, and law librarians. He enjoyed strategizing about how to position yourself to be considered for this job or that. He was even willing to give me a new job title—one that sounded more descriptive than "reference librarian"—when I applied for a nonlibrary job. Al could tell you more about AALL and its players than you could imagine, yet he always kept promises of confidentiality and anonymity. Although that left gaps in some stories, it told you he was trustworthy. Above all, though, Al taught me that

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work could be, and should be, fun and exciting. We share stories of playing “Happy Birthday” on kazoos in a Chinese restaurant, of supervising work-release laborers to help move the library, and of ways to keep the staff happy, which included his supplying Friday morning doughnuts.

My other mentors include Marian Gallagher, Roy Mersky, and Oscar Miller. Mrs. Gallagher (or “Mrs. G.,” but never “Marian” to the likes of me!) took a personal interest in her law librarianship students. She spent the time we were in library school trying to help us determine what kind of library work interested us and what kind of job would be best for us. I was one of those challenging students who was clueless about it all. Mrs. G. allowed me to work in several library departments so I could explore all the available options. She would talk to me about the jobs that opened up across the country, what they required, and whether I should consider applying for them. She never told me to go away when I incessantly asked her questions about this or that job, but instead encouraged me to come back or call whenever I needed to. Even after I moved, she would call me to suggest a job and offer to make calls or write letters on my behalf. She was meticulous in her attention to the details of each job and, while I knew she would be talking to other present and former students about some of the same jobs she and I discussed, I always felt like I was treated fairly and respectfully. Mrs. G. taught me that being a professional didn’t mean losing the personal touch.

Next, I include Roy Mersky as a mentor. Roy supervised my month-long library school internship. He graciously counts me as a former employee, and has offered his support and encouragement throughout the years. Roy has never been hesitant to voice his opinions. His assessment of potential employers—and my fitness for a particular job—is sometimes sobering. At least once he was more disappointed than I was when I didn’t get a job offer that he felt I should have received. Many are the times that Roy has walked up to me at an AALL or AALS meeting and told me I should (or shouldn’t) have done this or that, or I should do the something else. He’s taught me to think outside the walls of the library and to challenge myself to be involved in more than traditional library work.

I spent several years working for Oscar Miller, whom I count as my fourth mentor. Oscar taught me that the sometimes tedious daily routines of any library job can be enlivened by professional association activities, and that the things you learn through association work can have real value at the office. He encouraged and supported association work, and basically volunteered me as editor of the *SWALL Bulletin*. He understood the feelings of isolation caused by being the only law school in town and one of only two in the state. I have remained involved in *SWALL* ever since and regard it as one of my most enjoyable professional experiences.

And the role model? That’s Ann Van Hassel, currently at Stoel Rives LLP in Portland, Oregon. I first met Ann when I was a law student at the University of Washington. Ann was a circulation librarian at the UW law library. It seemed as if she was always in the best of moods and always enjoyed her work; it was a pleasure just to be around her. She was a professional in every sense, and few

things escaped her notice. As I moved into the law librarianship program and had more contact with Ann, I realized how much I would like to be like her.

I have to admit to feeling like a dismal failure in this regard, for I am not like Ann. I am not always in a good mood. I do not always enjoy my work, and I am sure there are times when I am not a pleasure to be around. But I still think of Ann's unfailing good humor, even on those less-than-perfect days, and wish I could be more like her. From time to time I get a little note from her on an ILL form, or some other unexpected communication, and it's almost like being around her again. I sit up straight, smile, and try—once more—to be like Ann.

Earl C. Borgeson*

We Love to Help Each Other

"Who needs a mentor, anyway? With books to study and activities to observe, I can plan and prepare for my own career and follow my own guidelines for progressing to a goal."

There may indeed be those who can approach their lives and careers with such an attitude, but I was never so self-centered or egotistical to believe that I could function as an island unto myself. I had a teacher in high school social studies who found a way to introduce "the human factor" into almost every daily lesson we had with her. Oh, I am so glad that her message came through for me. Otherwise I would have accumulated forty-plus lonesome years as a law librarian; all accomplishments would have been hollow without someone else being involved in my efforts.

Take your choice of label—a wise and loyal advisor, a teacher, a coach, a trusted counselor, a guide. Many individuals will serve you; select the ones who have standards as high as or higher than your own, who have a warm and sharing personality, who have developed a body of expertise or who have unique skills from which you can learn, who return respect and seek to draw upon your talents, who can, when and if necessary, maintain confidentiality in your relationship. In fact, everything you might want in a "best friend" you will want to find in a mentor.

To be sure, there are teachers and supervisors who instruct. That is essential, but they do not become mentors from such assignments. There must be a two-way intentional movement beyond learning the mechanics to the next level of dealing with the whys and wherefores, the alternatives, and the vision of the higher levels beyond routines. There must also be continuing accessibility for discussions of new and vexing problems and, when needed, comfort and reassurance when one has to pay the price for error.

* Retired. Among former positions: Professor of Law and Director, Southern Methodist University Underwood Law Library (1978–88); Associate Librarian, Los Angeles County Law Library (1975–78); Associate Director, Stanford University Library (1970–75); and Law Librarian, Harvard University Law Library (1954–70). Served as AALL president (1968–69) and as a member of the Executive Board (1965–67). Recipient of Marian Gould Gallagher Distinguished Service Award in 1988.

Over the years of a career, there will be a number of mentors exerting influence upon the mentee. But, when sorting through the career, there will be one who stands out as the initial qualified source who sort of pulled the trigger for your career efforts.

Today, age has introduced patches of fog to my memory. But I am very clear that in September 1940, I was sent to do some typing at the law library of the University of Minnesota. My first contact was with Miss Caroline Brede¹—my supervisor, but soon to become my first mentor. The years that followed in college, the United States Navy, and law school established our friendship and the subtle career guidance to complete law school and yet, to become aware of a parallel career as a law librarian—then, mostly law school librarianship. I was led through just about every support staff job one could envision in a major law library; I was also briefed as to the rationale of what I was doing and how each piece fit together with others. To this very day, my first mentor knows that she is my mentor, and I know she stands ready to counsel upon any matter I might elect to present to her for discussion. Along with her, Miss Myrtle Moody soon became my supervisor, and the same relationship developed with her.² Again, it extends to this very day.

As graduation approached, I looked hard at career opportunities and concluded that an investigation of the potentials of law librarianship was in order. A series of letters of inquiry went out, and of the dozen or so replies, everyone recommended that I contact Miles O. Price of Columbia University—the “Dean of Law Librarianship.” One reply was a four-page letter from Carroll Moreland, Librarian at the University of Pennsylvania Law School. He provided me a detailed analysis of what a law librarian was, what a law library was, what each could be, and what commitment and preparation a career in law librarianship called for. Only a thoroughly committed law librarian could have presented that profile; only a true mentor could have thusly opened a relationship that would last a lifetime.

Following the example of such role models and their counsel, my next contact with one easily identified as a mentor was Marian Gallagher, Law Librarian and Director of the law librarianship program at the University of Washington. That gracious, dynamic lady taught the detail, but constantly explained and involved students in the “big picture of the profession,” and seized every opportunity to introduce her students to the personalities leading the profession.

Because of her “introductions” I always felt confident that even without established relationships as mentor-mentee, I had the benefits of that implied relationship with such fine people as Bob Roalfe, Bernita Davies, Helen Newman, Jack Leary, Frances Farmer, Bill Murphy, Elizabeth Finley, Oscar Miller, Al Coco, Hibernia Turbeville, Arthur Charpentier, Helen Hargrave, George Strait, and so many others that naming them would challenge earlier editions of the *AALL Directory*.

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1. *Editor's Note:* Caroline Brede served the University of Minnesota Law Library for nearly forty-seven years, as Cataloger (1935–43) and as Assistant and Associate Law Librarian (1943–82).
 2. *Editor's Note:* Myrtle A. Moody served as Order Librarian at the University of Minnesota Law Library, 1937–42. She was Head Acquisitions Librarian at Harvard Law School Library, 1942–58, and Assistant Librarian for Technical Services at Harvard from 1959 until her retirement in 1981.

There is one, again a lifelong friend and mentor, my contemporary Betty V. LeBus, long at the law library of Indiana University and later at the law library at Miami University in Florida. I have always been thankful for the many hours of open, exploratory, and sometimes adversarial discussions we had as I progressed through the curriculum of Marian Gallagher's program. Even to our latest phone conversation of just a few weeks ago, we always manage to touch upon the affairs of AALL, the progress of friends still active in important law library positions, and a few of the issues I encounter in my new experiences in a law library service ("out-source") business. We are still very much the law librarian; we are still mentor-mentee, each playing both roles. Would that every law librarian could have the important professional experience that I have been privileged to enjoy with mentors.

Just keep in mind that while there are structures for establishing such relationships, the best way is to pick out a law librarian you respect. From reputation, position, writings, or whatever, take the initiative to make contact and ask your question. Law librarians live by article 2 of the AALL By-Laws—we love to help each other!

Nancy Carol Carter*

The Accidental Mentor

Mentor. The word evokes images of a benevolent force, a kindly and generous presence, one willing to advise and encourage and take a personal interest. My mentor was none of these. I have always described the most influential librarian of my career as the meanest man I ever met. Admittedly, this description is harsher than reality, but it makes a point about mentors who do not try—a model in which the mentor teaches and advises by workplace example alone. For some new librarians, the accidental mentor can be as effective as any other in extending the perpetual lifeline that, when grasped, links beginners with earlier generations of librarians and helps them to move up the professional mountain. Long before the self-proclaimed "mentor" and the self-congratulatory "mentor movement" descended upon us, mentoring occurred in libraries. Sometimes, it was just a matter of opening one's eyes.

My mentor would be discomfited by the very application of the term, for he was utterly unselfconscious about the process of mentoring. To the degree that he took an interest in my development, it was purely professional. My learning served the library. He did not bend his rules or expand his thinking when it could have benefitted me—he took no personal interest. In fact, he could not remember my name for the first three years of our five-year association and referred to me as "that bouncy girl in Acquisitions." Our nonrelationship served me well. It offered the freedom of objectivity without the guilt of disloyalty—I learned as much from my mentor's mistakes as from his wisdom and accomplishments.

In the smoke-free workplace of today, it is hard to picture Dr. Arthur

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McAnally, Dean and Director of Libraries at the University of Oklahoma from 1951 to 1973. His Bogartian nicotine addiction was the stuff of legends. Dr. McAnally always had one—and often two—unfiltered Camel cigarettes smoldering between his yellowed fingers. At the library, we marveled at how he could paste a burning cigarette to his lower lip and keep it in place while talking. We watched with fascinated apprehension as the Camel bounced with every word, littering ashes and tiny fires over his clothes.

Dr. McAnally was distant, taciturn, and downright scary to a young librarian. One of his most admiring faculty colleagues described him as harsh, volatile, and without patience for anything except a quality performance from himself and others.¹ When he was not actively striking terror in my heart, I judged Dr. McAnally to be a fundamentally shy person and someone usually absorbed in thought. His rare smile was genuine, but this form of contact was at least as frightening as any other. He was known to fly off the handle and impressively sustain fits of pique.

The ebullient Mrs. McAnally told a story that put us on edge. The McAnallys spent every July in Wyoming. At the start of one trip, the telephone rang just as they were locking up the house. Always annoyed by the domestic interruptions of his wife's real estate sales business, Dr. McAnally insisted that she ignore the telephone and get into the car. When she instead went back inside to take the call, Dr. McAnally left without her, driving straight through from Oklahoma to Wyoming before calling home. If Dr. McAnally got this mad at his wife for delaying a fly-fishing trip, what might we expect?

Dr. Arthur McAnally, acclaimed smoker and man of temper, is my link to a chain of library greats and was himself a near-great. He was a product of the illustrious University of Chicago Graduate Library School and worked as an Assistant Director at the University of Illinois Library under Robert B. Downs.² Downs, who served Illinois both as University Librarian and Dean of the School of Library Science for twenty-seven years, was a major professional influence for Dr. McAnally and his coauthor for a seminal piece of library scholarship³ that contin-

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1. Arrell M. Gibson, *Arthur Monroe McAnally*, U. OKLA. LIBR. BULL., Winter 1973, at 1, 3.
 2. All biographical information in this paper relies on ALA WORLD ENCYCLOPEDIA OF LIBRARY AND INFORMATION SERVICES (1986) and GEORGE E. BENNETT, LIBRARIANS IN SEARCH OF SCIENCE AND IDENTITY: THE ELUSIVE PROFESSION (1988). Robert B. Downs entered library administration under the influence of Louis Round Wilson in 1933 at the University of North Carolina, but will always be associated with a golden age of library development and library science education at the University of Illinois. He won faculty status for librarians at Illinois in 1958. He served as president of ALA and ACRL and was very active in the international arena. He produced an important bibliography, AMERICAN LIBRARY RESOURCES: A BIBLIOGRAPHICAL GUIDE (1951), and many more popular works, including BOOKS THAT CHANGED THE WORLD (1956). He inaugurated the respected journal *Library Trends* in 1952.
 3. A.M. McAnally & R. B. Downs, *The Changing Role of Directors of University Libraries*, 34 C. & RES. LIBR. 103 (1973). The authors documented that the once lifetime term of university library directors was so dramatically shortened as to change the nature of the job and the potential contributions of directors to their institutions. Several factors contributing to the rapid turnover in directorships were identified.

ues to spark interest.⁴ His career overlapped with Fremont Rider's,⁵ and he was a contemporary of such other library luminaries as Jesse Shera,⁶ Lawrence Clark Powell,⁷ Lester Asheim,⁸ Verner W. Clapp,⁹ and Ralph R. Shaw.¹⁰

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4. A 1989 article noted that the turnover documented by McAnally and Downs was no longer remarkable but had become the norm in university libraries. Anne Woodsworth, *Getting Off the Library Merry-Go-Round: McAnally and Downs Revisited*, LIBR. J., May 1, 1989, at 35. A twenty-year update on the original findings is offered in Dana C. Rooks, *Terms for Academic Library Directors*, 43 LIBR. TRENDS 47 (1994).
 5. Fremont Rider (1885–1962) began his career early enough to be an associate of Melvil Dewey and lived long enough to become a leading advocate for the microcard. An editor, publisher, writer, and librarian, he founded the journal *About Books* and wrote an influential book, *THE SCHOLAR AND FUTURE OF THE RESEARCH LIBRARY, A PROBLEM AND ITS SOLUTION* (1944).
 6. Jesse Shera, a "philosopher" of librarianship, was the dean of Case Western Reserve's School of Library Science from 1952 to 1970. He edited *American Documentation* and later, the *Wilson Library Bulletin*. Shera wrote extensively about the definition of "library science" and the emerging influence of technology on librarianship, stating that "technology is a means, not an end." LIBRARIES AND ORGANIZATION OF KNOWLEDGE 163 (D. J. Foskett ed., 1965). Shera was part of a weighty discussion at early mid-century about the relationship of librarianship to scholarship. His many contributions to the literature include: *Handmaidens of the Learned World*, 56 LIBR. J. 21 (1931); *The Place of Library Service in Research: A Suggestion*, 36 LIBR. 387 (1931); and KNOWING BOOKS AND MEN; KNOWING COMPUTERS, TOO (1973).
 7. Powell was the quintessential librarian-bookman-scholar, and was in the right place at the right time. When the Regents of the University of California decided to elevate the reputation of UCLA to a level more comparable to that of UC Berkeley, Powell was on hand to build the library. From 1944 to 1961 he was the director of both the university library and the rare books collection, the Andrews Clark Memorial Library. His popularity and political contacts helped to establish the previously unplanned UCLA School of Library Science. In 1961 he left the libraries to become the founding dean. A leading advocate of the "librarian as lover of books" school, the eccentric and outspoken Powell did battle with both the Documentation movement of the 1950s, see *infra* note 9, and the advocates of automating and mechanizing libraries. Powell was a popular speaker and wrote extensively, both as a scholar and a novelist. *A PASSION FOR BOOKS* (1959) is one of his best-known works.
 8. A leading library science educator, Lester Asheim joined the University of Chicago Graduate Library School faculty in 1948 and served as dean of the school from 1952 to 1961. He is known for his excellence as a teacher and for furthering the concept of international librarianship. He wrote prolifically and developed, for the ALA, model library personnel and policy documents that helped to standardize job definitions and descriptions across all types of libraries. Through the ALA Office for Library Education he strengthened accreditation standards for graduate library science programs. After several years with ALA, Asheim returned to teaching in 1971 and became editor of the scholarly journal *Library Quarterly*.
 9. The author of over 200 publications and founder of the journal *Choice*, Verner Clapp worked at the Library of Congress from 1923 until 1956, climbing to the post of deputy librarian before resigning to become the first president of the Council on Library Resources. In this capacity, Clapp demonstrated energetic and imaginative leadership, turning attention to such projects as library automation, book preservation, and the development of long-lasting paper. Clapp became a leader of the Documentation movement, which stressed the need to organize information content and disseminate it to researchers (rather than waiting for the user to enter a library). Clapp proclaimed the failures of library classification schemes and called for a greater emphasis on bibliography in articles and speeches. See, e.g., Verner Clapp, *The Role of Bibliographic Organization in Contemporary Civilization*, in BIBLIOGRAPHIC ORGANIZATION: PAPERS PRESENTED BEFORE THE FIFTEENTH ANNUAL CONFERENCE OF THE GRADUATE LIBRARY SCHOOL, JULY 24–29, 1950, at 3–23 (Jesse H. Shera & Margaret E. Egan eds., 1951).
 10. Director of libraries at the U.S. Department of Agriculture, Rutgers, and the University of Hawaii, Ralph Shaw was an early advocate of using machines to improve the ways librarians worked. He helped establish the School of Library Science at Rutgers, where he taught some of the earliest classes in applying mechanization to library functions. Although a frequent critic of ALA bureaucracy, he served as the organization's president. He and his wife established The Scarecrow Press to publish bibliographies and scholarly works in librarianship unlikely to attract a commercial publisher. Some of his "radical" ideas are expressed in LOUIS N. RIDENOUR ET AL., *BIBLIOGRAPHY IN AN AGE OF SCIENCE* (1952).

Dr. McAnally and his contemporaries were all born after the turn of the century, and all were in their professional primes when university libraries and library schools boomed in response to the increased college enrollments funded by the G.I. Bill.¹¹ This generation of librarians had previously unknown opportunities to build libraries at home and to participate in international programs abroad.¹² Collectively, they established the place of libraries and librarians within the post-World War II American university. (Notably for academic law libraries, this was also the group who did battle with law schools attempting to win independence for their law libraries within the university structure. In some instances they won, retaining control of the law library as one of several branch libraries. On some campuses, the university library director lost or willingly conceded, and law library funding, hiring, and reporting became tied solely to the law school.)

Dr. McAnally accepted the directorship of Oklahoma University's libraries on condition of being named a dean, knowing the library could benefit from his direct access to the provost and president and understanding the power structure of academia. He was an early and ardent supporter of library faculties and won faculty status for librarians at Oklahoma. As dean of that faculty, he adhered to all conventional faculty practices.

When I applied for my first librarian position at the University of Oklahoma, I underwent a rigorous faculty interview under Dr. McAnally's critical eye. At the tender age of twenty-four, the mystery of a faculty interview was forever removed for me. In this first job, I learned the academic ropes: how rank and tenure work, how to build an academic dossier, and how to participate in peer review. Along the way, naiveté and youthful sentimentality about the noble scholar were mostly vanquished, as I witnessed my first sorry examples of academic rivalry and the gutless compromise of standards in tenure decisions.

Working in Dr. McAnally's library taught me about academia and gave me an appreciation for the academic foundation of librarianship. It made me unapologetic and proud of my chosen profession, but more clear-eyed about professional relationships and the people and organizations with which I had chosen to work.

As the Assistant Acquisitions Librarian at the University of Oklahoma, my contacts with Dr. McAnally were frequent because collection building was his priority and his passion. At a time when most academic library directors were truly

11. See generally STEPHEN E. ATKINS, *THE ACADEMIC LIBRARY IN THE AMERICAN UNIVERSITY* (1991).

12. After World War II and the creation of the United Nations, visitorships at foreign universities and consultations in every part of the globe expanded the horizons of this generation of American librarians and enlarged their conception of their work and the place of libraries. Librarianship became a tool of diplomacy and libraries instruments of peace and democracy and national development. I have an unsubstantiated notion that there was a "missionary effect." After making the case for libraries as U.N. consultants around the world, these librarians must have returned to their home turf with a more finely honed message about libraries and the importance of their support. Dr. McAnally depreciated some of the natural provincialism and isolation of his campus after returning from teaching and advising in Peru and Turkey.

"bookmen" (with unapologetic gender specificity), Dr. McAnally combed dealers' catalogs and personally selected many materials. A combination of fear and awakening interest compelled me to learn everything I could about the book trade and collection development. This sadly diminished aspect of librarianship enriched my early career immeasurably and taught me principles of collection building that I employ to this day. Dr. McAnally's burning interest in books encouraged me to master my craft and inspired me to learn some of its art.

With gritted teeth and the aversion of a "bookman," Dr. McAnally introduced one of the earliest modes of library automation at the University of Oklahoma: the production of book order forms on keypunch cards. The Acquisitions Department was at the center of this innovation, so I became an early veteran of the library automation wars. I learned about the radical adjustment of routines and that directors sometimes have to steer their libraries in directions they would prefer to avoid. I came to understand that library automation would change everything.

Dr. McAnally's example offered some useful career admonitions. He was too disconnected from his staff and too defeatist about hiring (he expected three out of four new hires to be duds). He funneled resources into collection building—his legacy to the institution—to the detriment of providing the best possible service to the students and faculty who relied on the library every day.

Service to patrons also suffered because Dr. McAnally was a willing captive of his limited understanding of technical services. At that time, Oklahoma's cataloging department harbored a nest of the hidebound dragons who excite every negative librarian stereotype. These librarians were painfully out of touch with user needs and unsympathetic to suggestions from the rest of the staff.

The efforts of public service librarians to win more user-friendly practices repeatedly failed. Dr. McAnally felt too insecure about his grasp of the issues to overrule his technical staff and admitted as much. At an early career stage, I witnessed all the classic technical services/public services tensions, played out in their most unproductive pattern. I came to understand why *all* library decision making must put patrons at its center. And, I set a personal goal—certainly not always achieved—never to become so completely out of touch with areas I supervised that my ignorance became a library liability.

While an unforgettable character, Dr. McAnally was a man of his times. His prefeminist, pre-Title VII mind had long-term, if unintended, consequences for my professional life. My consciousness about equity and fairness in the workplace was abruptly raised by finding out that Dr. McAnally routinely hired men at a salary 30 percent higher than similarly qualified women. Later, I was denied a promotion because my sex disqualified me from joining the Faculty Men's Bowling League. When my immediate supervisor left, Dr. McAnally told me that I was qualified for the department head position and had earned a promotion. However, he could not give me the job because the camaraderie of the bowling league was invaluable to the faculty liaison role of the head of acquisitions.

Indeed, my recently resigned boss had been bowling his heart out every Wednesday night for years and I finally knew why.

Neither salary disparities nor gender-based discrimination in hiring was illegal or unusual in the early 1970s, but I had no trouble grasping the fundamental unfairness. I decided to take my career in a new direction, settling on law school to prepare for a specialization in law librarianship. In my first-year classes, student reactions to the rigorously applied Socratic method ranged from low-grade terror to noisy, wet sobs. To me, my professors were amateur fear mongers compared to Dr. McAnally. I calmed myself in class by thinking, "This prof can't scare me; I've just spent five years working for the meanest man in the world."

It was very disappointing to have an obvious career path blocked by a library director's confidence in the power of bowling. However, I left my first library job with a wonderfully useful foundation for all that has followed in my career. Through Dr. McAnally, I felt solidly connected to my profession, its history, and some of its leading lights. Dr. McAnally was my bridge to the generation of librarians who shaped and built the modern university library. Both as a student in the excellent library science course Dr. McAnally taught and as one of his employees, I was guided to the best professional writing and ideas of the day. I had witnessed the emotional intensity that underpins dedicated collection building. Also, I had acquired a great deal of practical knowledge about books, publishing, libraries, and automation from Dr. McAnally and several of the other librarians with whom I worked.

What I did not understand at the close of that first job was how deeply Dr. McAnally had etched himself into my professional experience. I was surprised when he proved to be a backdoor comfort to me in law school and by the persistent memories of his vivid personality in subsequent years. Dr. McAnally was not patient, protective, or interested, but he was surely a powerful mentor. Almost thirty years after our working association, I regard him as the most influential figure in my learning about librarianship.

Francis R. (Bob) Doyle*

You Only Had One Mentor! How Unfortunate for You

January 15, 1955, was the start of my love affair with a profession. It was my first day as a page at the Harvard Law School Library. My dad had sent me to the law library in September to see his old friend, Jim Coward, about possible employment. Jim got me an interview with Earl Borgeson, the library's director. At the time all I really wanted was income, and where and how I got it was incidental. I had to take a physical for the part-time job and looking back, this was probably thought to be the easiest way of denying me the job as being too physically

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demanding. The doctors were surprised that I walked over a mile to school each day and they passed me.

I was assigned to work evenings from 6 to 9 P.M. under the supervision of Jim Coward. My initial salary was forty-five cents an hour. The circulation desk was in the center of the reading room and there was a book lift with a set of tubes that went to each of the floors below. Students filled out slips for what they wanted. If the book requested was not at the circulation desk, the slip was sent by tube to the appropriate floor and a page retrieved the book and put it on the book lift to be sent to the reading room. If you could not find the book, you marked the slip "NOS" along with your initials. The entire stacks collection—in excess of a million volumes at the time—was separated into groups, like the Anglo-American treatise collection, casebooks, state reports, Congressional material, federal agency material, foreign law, and international law. All but the international law collection was unclassified and arranged alphabetically. All sorts of exceptions existed, and some materials were even stored under the dorms.

Jim Coward reviewed all the NOS slips that you sent to the circulation desk and double checked for your effort. Woe to the dopey page who marked a slip NOS only to have Jim find the requested book. You might not get your break. You might get the book against the back of your head. You might have Jim not speak to you for the rest of the evening. You learned not to trust the shelving and you scanned the shelf from end to end to be sure the book was not out of order. You remembered what color the books were and you learned to anticipate where a book might alternatively be shelved. You paid attention to details. The next summer I was assigned to file all fifty state tax reporters put out by CCH. It had not been done for a year, so I had six hundred reports to file. It almost drove me crazy. Jim Coward was one of three stack supervisors who, by the time of retirement, had worked fifty years for the Harvard Law Library. These men knew the Harvard collection intimately and loved each book. They were masters of reading catalog cards and finding items based upon what they read in the catalog. They instilled in me an appreciation of books and of the effort that was expended to make the wealth of information accessible to the patrons of the law library through the catalog.

The Harvard Law Library under the leadership of Earl Borgeson was a wonderful place to be in the late 1950s and early 1960s. There was a talented group of librarians, including Phil Putnam and George Strait in reference, the Moody sisters in technical services, and Val Mostecky in foreign and international law. They were giants of our profession and inspirational leaders. They all contributed in some way to my professional development. Long after we went our separate ways, I continued to keep in touch—with George until his death and with Earl and Val to this very day.

Earl encouraged me to further my education and moved me into the International Legal Studies Library as a supervisor. This was at a time when they were developing a classification system for the collection, and I learned a great deal about classification and the thinking that goes into such an effort. Val had a

way of piquing your curiosity in terms of bibliography. I remember being piqued and collecting materials behind the circulation desk in ILS, then waiting for Val to ask me what I found out. He might not ask for months, and he may very well have raised another question or two in the meantime for which I collected a sample. He would then ask about the first issue and I would show him what I had found. He gave everyone a lot of latitude, and it was exhilarating to feel that I was part of the team. We had a chance to participate in the publication of *Doing Business Abroad* (1962) and the *Index to Multilateral Treaties* (1965). The *Index* was an attempt to locate important treaties in as many languages as possible for the foreign students at the law school.

After my graduation from Boston University, I continued to work at the library. Earl allowed me flexible hours in 1965 so that I could make an abortive attempt at election to the House of Representatives of the Massachusetts General Court. In retrospect, not being elected was the best thing that ever happened to me. I was later appointed librarian of the Middlesex County Law Library Association, met my wife-to-be, got married, and went to New England School of Law. George Strait, who had been a county law librarian in Worcester, took me under his wing to fill me in on the intricacies of working for a county. As I was graduating from law school in 1972, Val Mostecky offered me a position with him at Berkeley.¹

At each crucial crossroad in my career, Earl, George, and Val were there as a group or individually to provide guidance, instruction, or just plain comfort to a struggling young law librarian hopeful. Earl took a chance with a handicapped kid and gave him a start at what would be his life's work. He encouraged the kid to do more and made it possible for me to do it. Over the years he has always been willing to listen and advise, whether it dealt with professional or personal matters. When I started law school, Earl asked me if I was going to continue in the field of law librarianship. I remember telling him I liked the work and that I knew he would have fired me long ago if I didn't have what it took to be a good law librarian. He was pleased that I wanted to continue.

I admired George Strait very much. He had overcome many obstacles and became a master of his profession. He loved to be in the thick of things and involved in developing a library collection. He was a fun person to be around, and he always took great delight in rattling me. I spent close to fifteen years working with Val Mostecky. He was a challenge to work for on the first day and on the last. In California, he and his wife Iva were our best friends. We spent most holidays together. Val loved to talk economics and the stock market. I remember at dinner one night he predicted that the market, then about 700, would someday reach 2,500

1. *Editor's Note:* After serving as Assistant Librarian at Harvard (1958–69) and Librarian at Buffalo (1969–71), Vaclav Mostecky became Librarian and Professor of Law at the University of California, Berkeley, in 1971.

and we all laughed. When we were at Harvard, Val had broken his leg and was out for about two months. When he came back, he was invited to lunch with Professor Milton Katz who was the Director of the International Legal Studies Program of the law school. Professor Katz congratulated Val for being out for so long and having such a good staff that no one missed him. He was very proud of the compliment and we, the staff, were proud of having been able to carry on so well.

What makes these mentors special to me is that they were honorable people steeped in their profession. By teaching and challenging those of us around them, they enabled us to achieve our very best.

Donald J. Dunn*

Never Formally Introduced: Mersky As Mentor

My first duty as a work-study student at the Tarlton Law Library in February 1967 was filing cards in the public catalog. Almost every day this little guy would come rushing by and say, "Do this" or "Do that." Finally, I asked someone, "Who the hell is that?" I was told it was Professor Roy M. Mersky, my boss. This name meant nothing to me; I was an undergraduate studying to be a coach. To this day we've never been formally introduced.

Yet, my chance hiring at Tarlton and my initial encounters with Roy Mersky led to a friendship and a professional relationship that has lasted more than thirty years. I'm a much better person as a result. Most people at Tarlton refer to him as Mr. Mersky; some use the initials RMM; some use names I can't repeat; but no one calls him Roy. The "RMM" came from a rubber stamp he used that read, "See me about the following matter. RMM." You'd find stuff all over your desk defaced with that damn stamp. When I took a position at Western New England College School of Law, he sent me a letter saying that I could call him "Roy." I felt I had hit the big time. I've called him Roy ever since.

How can someone who seems so irascible, demanding, brazen, and pushy be considered a mentor? Simply because Roy is also a deeply caring, considerate, imaginative, charming, compassionate, thoughtful, and creative human being, not to mention an incredibly dedicated law librarian. Tarltonites rarely appreciate this side of him while working there because they live in constant fear that their performance of the assignments he gives them will not meet his high standards and timetables. They are usually right. But once people leave Tarlton, they realize how much they've learned, that there is a very special and enduring affiliation, and that they have a friend for life. Without a doubt he has launched and fostered more law librarian careers than anyone else—ever. Now it can also be said that he fostered the career of a law school dean: me.

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Admittedly, my experiences differ from most others who have worked or now work at Tarlton. I didn't go there to become a better law librarian or even a law librarian at all. I ended up there by accident. I got lucky and wonderful things have happened to me ever since. I was at Tarlton when I got married ('67), when my son was born ('69), when I received my B.A. ('69), when I managed to avoid being drafted ('70), and when I received my M.L.S. ('72). How he managed to keep me in library school is an entirely separate story.

After receiving my B.A., I began working there full-time; by that I mean about sixty hours per week. Roy's definition of flex-time is to come to work early and stay late. I quit at least twice and I think he fired me at least the same number of times. I was always back in a few hours. Somehow I knew I was in a good place. Along the way I began to think about law librarianship as a career. I loved the service aspect that he instilled in us all. He kept encouraging me to go to library school. He even gave me time off to take classes (provided, of course, I made it up).

He also mentored many wonderful people who were at Tarlton while I was there and who later went on to become directors elsewhere: Marian Boner, Stella Chiang, Lance Dickson, Frank Liu, Terry Martin, Jane Olm, Jim Werner, Bardie Wolfe. Many, many more came after I left. That is why the exes refer to Tarlton affectionately as the "Mother Library." But there was also a regular core who remained at Tarlton, such as Adrienne, Gwyn, John, Guido, Barbara, Mary, Manuela, and Elizabeth, and who helped a kid from Tyler, Texas, to learn and survive.

In 1969, Roy hit upon the idea of seeking National Science Foundation grants to support research on how law librarianship intersected with other disciplines. Tarlton received three of these grants, which were used to put on month-long institutes in Milwaukee, Denver, and Berkeley. He took me to each one to help out. Once the two of us drove together (that too is a separate story, but suffice it to say I don't like to go swimming at 5 A.M.). It was during these institutes that I met Marion Gallagher, Julius Marke, Morris Cohen, Mike Jacobstein, Tom Reynolds, Jerry Dupont, Al Coco, and Margaret Leary, to name just a few. What great people; what great contacts.

Then in 1973, age 27 and one year out of library school, I was given the opportunity to become library director at Western New England College School of Law. Why? Because I had the Tarlton credentials and the Mersky training, that's why. At the time I took the position, Roy was on sabbatical in Israel teaching at Bar Ilan University. I left Austin before he returned. I didn't get the chance to say good-bye.

When he returned to UT shortly after my departure, I received the "you can call me Roy" letter and soon thereafter a series of inquiries asking if I would be interested in working on this project or that assignment. I almost always agreed. One never really quits working for him (although I rarely accept his collect calls). Over the years we have stayed in regular contact, by phone, by letter, and by get-

together at AALL Annual Meetings. Even now we talk almost weekly and exchange e-mails daily. He regularly asks about my family, my job, my health, etc. He is sincere when he inquires. I ask the same of him and I, too, am sincere. Whenever I see him or know he's on the phone, I am sure to have paper and pen at the ready. I know he will tell me something and then say "Write it down." Forgetting is unforgivable.

Since leaving Tarlton I've become coeditor with him of the *Index to Periodical Articles Related to Law* and coauthor with him and Mike Jacobstein of *Fundamentals of Legal Research*.¹ Roy continuously pushes opportunities my way. He remains relentless with new ideas and follow-up. He's tireless and tiring. He's exhausting and invigorating. Most of all he is simply "the best" mentor anyone could have. I owe him so very much—he has my respect and admiration. He still occasionally can scare the hell out of me. I guess this feeling comes from knowing that he has invested so much of himself in my life and career that I would never want to let him down.

Amy J. Eaton *

Mentors I Have Known

How do you define a mentor? Is it someone who leads you onto a path you had not considered, or someone who guides you on the path you chose? Maybe a bit of both. I had decided on becoming a librarian my second week of college (drop those accounting classes and bring on the liberal arts credits!) and never wavered in my goal. I did not, however, plan on becoming a law librarian. I avoided all the legal bibliography classes and focused on the arts and special libraries. With graduate work in art history and reading knowledge of Latin and French, I thought I would be a great candidate for the many jobs in art libraries. I soon found myself competing with dual-degreed doctorates for positions that paid \$13,000. As Dear Abby would say, wake up and smell the coffee!

My first job offer came from the Detroit College of Law in Detroit, Michigan. Although I had absolutely no experience, the director, Mario Ceresa, liked my varied background and was confident I could learn it in no time—plus, I was cheap. In the five years I spent there, Professor Ceresa gave me the opportunity to learn legal bibliography, to develop advanced spreadsheets tracking all the library expenses, and to work on those new computers with Microsoft Windows 1.0.

Professor Ceresa also supported my involvement in AALL and the local chapter. I found that I enjoyed the more complicated reference questions and liked working with the local attorneys. If not for the opportunity he gave me, I probably would have ended up at the University of Detroit Dental School library, wandering in its dusty warren of rooms.

1. J. MYRON JACOBSTEIN ET AL., *FUNDAMENTALS OF LEGAL RESEARCH* (7th ed. 1998).

* Librarian, Stokes Lawrence, Seattle, Washington.

My husband and I left Detroit after five years to return to Seattle. I was extremely fortunate to land a position quickly with one of the larger firms in the city. I was also excited about the opportunity to work in the commercial sector and soon came to rely on the library manager, Barbara Holt, as my new mentor. Barbara taught me many things about working in a business setting—how to evaluate the cost of various services, add value to our services, promote the library to the firm, and supervise employees—as well as the other aspects of library management.

I learned much while watching Barbara steer the library staff through firm cutbacks, increased duties, and expanding offices. If I wanted to learn more about any part of the management process, her door was always open to me. Barbara also advised me to volunteer in our local chapter and the national association and introduced me to many people active in the field.

As a working mother of two, Barbara understood my desire to balance my work life against my home life. When I chose to stay part-time, although it worked to the firm's disadvantage, she supported me. When I considered leaving the firm for another position, she acted as my mentor rather than my supervisor, helping me to negotiate terms and prepare for the new position. There were times when it was difficult for her to balance her role as mentor against that of supervisor, but she managed to do so with practicality and humor. I did leave the firm and, although we no longer work together (or perhaps because we don't!), we have become friends and see each other regularly. It is a relationship I will always value for both her professional and her personal guidance.

Ed Edmonds*

Meet My Mentors—Janet Wallin and Caroline Heriot

My career as a law librarian was greatly shaped by two extraordinary professional librarians who served as my mentors. These two women, Janet Wallin and Caroline Chandler Heriot, were quintessential role models.

I entered the University of Maryland College of Library and Information Services in 1973–74, with the intent to attend law school after graduation. Because I also wanted to work in a law library, I decided to apply to law schools with evening/part-time programs. I narrowed my search to three schools, which I visited; the last was the University of Toledo College of Law. I was immediately struck by the pleasant atmosphere of the law school community there and, in particular, the library. The law librarian was Professor Janet Wallin.

Professor Wallin began her undergraduate study at Michigan State University and started her legal education at Toledo. She moved to Chicago and ultimately

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graduated cum laude from Loyola University Chicago School of Law in 1960. She worked at DePaul University College of Law from 1958 until 1962 before returning to Toledo in 1963 as its director.

Professor Wallin completed her legal education at a time when few women went to law school, and she maintained a dedication to women's legal issues throughout her life. She worked on the boards of a number of organizations throughout the southern Michigan-northern Ohio region. She was always a woman of action and always a leader. The area surrounding Toledo and Monroe, Michigan, is forever in her debt.

I arrived at Toledo not too long after the move from what is now Gilham Hall into the College of Law building on the west side of the campus. Professor Wallin's work on the design for the new building and the actual move was still a fresh memory. The plan for the original building had to be altered for financial reasons. The completion of the second phase years later created a law library that is the lasting tribute to her vision and dedication.

Soon after I arrived, Professor Wallin offered me the position of head of the circulation department despite my lack of library and supervisory experience. I know that my first year must have been trying at times for her and Rhoda Berkowitz, the Associate Law Librarian. I was met on the job by a seasoned group of law student desk workers who challenged my ability to provide direction. Somehow both the library and I managed to survive my lack of experience. Professor Wallin patiently watched and guided my development, and she graciously corrected my errors.

Professor Wallin had a passion for her work as a librarian and a teacher. Her speciality was real property, a course she taught during the winter and spring quarters. She was a campus leader who chaired or served on nearly every major law school or university committee. Her office was close to the entrance to the law library, without anyone or anything as a buffer. She was always available to students, faculty, and the general public. She instilled in me a real sense of service to the public. I have tried to be true to that spirit of helpfulness throughout my career.

My commitment to professional library associations is rooted in Professor Wallin's belief in their value. She encouraged me to attend meetings of the Ohio Regional Association of Law Libraries, an organization that she served as president in 1967-68. At these meetings, she would introduce me to some of the leaders of the profession. I marveled at how easily she interacted with everyone and admired how well known and respected she was. Professor Wallin was a person of compassion and thoughtfulness. I will always remember her enjoyment of a good social gathering and her engaging smile. She was classy, always impeccably dressed. She was a true professional, both as a teacher and as an administrator.

When I entered my last two quarters of law school, I sought Professor Wallin's advice about my future career. She displayed keen insight, and I am sure that she gently pushed me toward the correct decision. I had interviewed at the

Marshall-Wythe Law Library at the College of William and Mary for the position of Associate Law Librarian. I wanted the chance to participate in the move to the new building. Furthermore, I was intrigued by the opportunity to work for Caroline Chandler Heriot.

Caroline Heriot, or Miss Heriot as she was called, was a native of South Carolina. Her library science and law degrees were from the University of North Carolina. She was truly a "genteel Southern lady." By the time we met she had already worked at the University of North Carolina and headed the law libraries at the University of Iowa, the New Mexico Supreme Court, and Loyola University New Orleans.

Miss Heriot had been hired as law librarian at William and Mary by Dean William Spong because of her outstanding experience as a library administrator and her ability for designing libraries. I remember her spreading out the blueprints and discussing the new building with me when I interviewed with her. The new library would be her crowning glory and a lasting tribute to her vision of how library service could be expressed spatially. When I returned to Toledo, I know that Professor Wallin sensed my excitement about the position and the challenge at William and Mary. I waited eagerly for word about the position. One morning Professor Wallin called me into her office and told me to go home at lunch and check my mail. Sure enough, a letter offering the position at William and Mary awaited me.

Caroline Heriot was a polished and expert administrator who included me in all aspects of the library's operation. She allowed me to assist her in planning the move to the new law school building. Because the existing law library was located in three separate buildings, this was no easy feat. Under Miss Heriot's direction, I planned and shifted small collections in the two auxiliary library areas. After satisfactorily completing these tasks, she allowed me to help plot the move of the collection into the new library. I still enjoy planning and implementing shifts to this day. Miss Heriot also taught me a great deal about budget planning. She provided me with sage advice about what battles to fight and how to fight them with dignity and a steadfast reliance on truth. I learned how to write proposals using sound empirical research and pertinent comparative data. I learned from her the importance of a strong work ethic, and I came to appreciate her passion for the profession.

Miss Heriot encouraged my continuing interest in professional activities. When I arrived she was just completing her two-year term as president of the Southeastern Association of Law Libraries (SEAALL), and she encouraged me to become an active participant. SEAALL has provided me with many of my greatest professional friendships and memories, and I owe Miss Heriot and the chapter a great debt. She also graciously introduced me to her close friends Frances Hall and Mary Oliver, two of the greatest librarians in North Carolina and leading figures in AALL. She made a point of introducing me to many librarians during my first two AALL Annual Meetings.

Miss Heriot's personal courage and grace after the diagnosis of her cancer taught me the difficult lesson of how to conduct oneself in the face of death. Her tenacious struggle revealed her depth of character and her dignity. The cancer would ultimately triumph over her body, but it never defeated her spirit. One of my happiest moments was at the joint meeting of the Southeastern Chapter of AALL and the Southeastern Conference of AALS in Williamsburg in 1981. It was one of the last times I was privileged to be in Miss Heriot's company, and it was wonderful to see how thrilled she was to have everyone admire her new library.¹

Both of my mentors were truly professional legal educators and administrators. Their passion for their work, their dedication to this profession, and their nurturing and supportive manner were great blessings to me. I hope that I was worthy of their support and encouragement, and I continue to strive to be the type of librarian of whom they would be proud. I hope that I will reward their legacy to me by becoming an inspiration and mentor to others.

Jack Ellenberger*

Evelyn Grace DeWitt, Mentor

Though qualified in definition as giving mostly "advice and counsel," an effective mentor must be a *teacher* whom one encounters in a working, on-the-job relationship. Moreover, a good mentor should have a relative presence to the gestation of a career that can be vividly recalled as that career matures.

Less than thirty years ago, before the ultimate objective of all law library employment became "administration" with its heavy, almost limitless devotion to preparation and defense of budgets, personnel management, and "systems" design and control, the private law librarian could frequently be an active (indeed, enthusiastic) on-the-job mentor to younger and newer law librarians directly or by association. One such person comes compellingly to mind from my early years in private law library work; one who gave so generously, if only briefly, to my own formative *experience*—that essential element of learning that all of us need but usually acquire by fortuitous accident and can never leave behind. This person was Evelyn Grace DeWitt, law librarian from 1941 to 1973 for the firm of Baker, Hostetler and Patterson (now Baker & Hostetler) in Cleveland, Ohio.

I met Evelyn DeWitt in September 1960 when I went to Cleveland to take the position of law librarian for Jones, Day, Cockley & Reavis (now Jones, Day, Reavis & Pogue). At age thirty, for me, this was an exciting and challenging opportunity to work for a major law firm outside of New York, where my previous

1. I have always wanted to correct an error in my memorial to Caroline Heriot, 75 L. LIBR. J. 175 (1982). Caroline Heriot died on December 28, 1981, not December 28, 1982.

* Retired. Among former positions, Director of Libraries, Shearman & Sterling (1978-94), and Librarian, Covington & Burling (1963-78). Served as AALL president (1976-77). Recipient of the Marian Gould Gallagher Distinguished Service Award in 1994.

experience (a singularly operative word at the time) was obtained in a small Wall Street law firm library¹ after graduation from Columbia University School of Library Science. In Cleveland, with many more lawyers to work for, my tasks were chiefly reorganization, collection building and cataloging, and work-product indexing—each a task requiring *major experience*. Though satisfactorily prepared academically, I needed a mentor! Arthur Fiske, the director of the Cleveland Law Library Association, who had actively recruited me from New York, urgently recommended that I meet Evelyn DeWitt. This was easy since we were only a few floors apart in the Union Commerce Building. Evelyn and I were pals from the start. She became not only a generous colleague but also, during the time we could work in around our respective jobs, a mentor *par excellence* whom I can never forget and whose help I have recalled many times.

When Evelyn and I met, she had already acquired an enduring celebrity as a public librarian in the Business & Economics Division of the Cleveland Public Library, as a law librarian for Baker et al., as a teacher in the School of Library Service at Case Western Reserve University, and as a teacher of legal research in Cleveland area law schools. In a word, Evelyn's deep sense of professional service had already made her a legend in the Cleveland information community. Indeed, her schedule in 1960 was still so busy that I hesitated to intrude on it with my questions, but she famously welcomed and encouraged young colleagues. "Come see me," she would say, "I can always find time," and perhaps she could, given how fast she moved. Though she was a large lady who wore her prematurely gray hair high on her head, usually secured with old-fashioned tortoise-shell hairpins, she had been a skilled athlete in her youth and she was hard to keep up with, mentally or physically.

Evelyn's earliest and dearest ambition was to become a lawyer, even though the odds against this were formidable in the 1920s when she entered Cleveland-Marshall Law School while working at Cleveland Public Library (where she eventually reached the position of Assistant Librarian). Graduating with honors from Cleveland-Marshall in the fateful year 1930, Evelyn was admitted to the Ohio bar the following year but could find no work in the profession to which she aspired. In truth, not many women were finding a way into law practice even before the Great Depression calamitously struck the nation, and Cleveland with special severity. Undaunted, Evelyn stayed with CPL for another ten years. She turned her phenomenal experience with business and economics reference resources into a living resource that was often tapped by a fledgling private law library community trying to meet the demands of the city's big-time corporate law practices for copious amounts of manufacturing and marketing factual information after World War II recovery. This early experience also made Evelyn a zealous advocate of "cross-over" training in business and economics reference

1. *Editor's Note:* Ellenberger was Librarian at Carter, Ledyard & Milburn, 1957-60.

sources for librarians of any specialty preparing to work in a business-oriented environment. I suspect that this attitude toward both professional education and employment went far in making Evelyn not only a superb teacher but a leading figure in the work of the Cleveland chapter of the Special Libraries Association in which she was long active.

Then as now, the Baker, Hostetler law library was a definitive collection of primary and secondary legal resources with major business information sources to support its corporate practice and notable tax practice. At the time, these were also areas that I was being called upon to enhance at Jones, Day. As I came up with questions then novel to me about comparable authority or technical detail inevitably subject to editorial/publisher discretion, I would call upon my oracle a few floors down, but her responses were never Delphic. When we caught up with each other, usually at the end of a busy day, Evelyn would say, “When you finish work, come on down and we will talk about that.” The “see and talk” strategy sessions in Evelyn’s happily cluttered office that followed this invitation (often several times a week) were disarmingly casual, but for me, and sometimes for both of us, they were immeasurably rewarding.

In best Socratic fashion, taking one of my questions as a premise, Evelyn would proceed to “brainstorm” both of us through a fulsome explanation of the whole range of primary and secondary authorities available in her wide experience to resolve major questions, real or hypothetical, that could be at issue in my question. “Don’t let that question get away from you; move things around in it; what if the facts were reversed or different? Would you need different authorities for different conclusions? How would these relate to each other?”

But that was only a start as we then repaired to parts of the remarkable B, H & P collection to look through the organization, indexing, and editorial peculiarities of the many authorities we had already discussed. Evelyn seemed to have an encyclopedic knowledge of the even-then massively proliferating, topical secondary tax services. As a lawyer and trained researcher, nothing seemed to escape Evelyn’s scrupulous analysis “in practice.” This included all of the frequently related business and economic references that a lawyer with a busy commercial practice needed in an era before the Uniform Commercial Code and its colossal case reporting had started to evolve nationally. Back in her office, Evelyn would refer to copious files of advertising literature and publisher correspondence she had acquired in twenty years at B, H & P, as well as her own comparative study of the perpetually competing treatise and periodical authorities, even then in myriad format.

All of this, even in small doses after a day’s work, could be a rough ride in a fast machine but it was always in wonderful company. It was a process guaranteed to produce intuitive thinking about work that we both loved. Moreover, it inspired mutual respect for each other’s capabilities—I think a proper stance for mentor and mentee to achieve.

In time, through Evelyn's systematic approach, I began to think of law libraries as laboratories in which human experience *in adversity* is daily tested and *our side* wins if we have *learned* and chosen wisely. "Assembling the tools of empirical method in an adversarial setting" is probably the way Evelyn DeWitt might have described her thorough approach. It was natural to her, however, and I wanted it to be the same for me. The product of a priceless early *learning* experience, I hope that Evelyn was looking over my shoulder as I tried to convey some of her ideas in my own later teaching and mentoring efforts. But even then her patience and wisdom attracted admiration where it counted! One day as I was leaving Baker, Hostetler after a "brainstorming," I met a partner who I knew often called on Evelyn for help. I remarked my admiration for her as a great librarian *and* mentor. "You are right, of course," he replied, "but she is also a great *teacher*."

Laura N. (Lolly) Gasaway*

My One and Only Law Library Boss . . . and Lifelong Mentor: Alfred J. Coco

Although there have been many important law librarians in my life, only one has been a true lifelong mentor: Alfred J. Coco. Al is the only law library boss I have ever had, and most of what I know today I learned from him.

In June 1968 Coco hired me for my first professional job right out of library school, assistant catalog librarian at the University of Houston Law Library. Even during the interview process, I knew that Coco would be a major influence in my life, if I could just land that job. Well, not only was I hired, but Al and the dean agreed that I could enter law school in September of that same year as a part-time student. It was a hectic but joyous time my life. I loved both work and law school!

Even with the title Assistant Catalog Librarian (there was no Catalog Librarian—I suppose the university just felt someone right out of school could not be the real cataloger), I was in charge and asked to make many important decisions affecting the future of that library. The collection at the University of Houston had never been cataloged, so I started with a blank slate using Library of Congress classification and subject headings by Ellinger.¹ Class KF was brand new and, in fact, there was only a photocopied draft of it which was not indexed. Thus started my career as a law librarian. Coco trusted me with all of the decisions about the catalog, and soon I was hiring full-time staff to work with me to locate bibliographic records, prepare the catalog cards, and label and arrange the collection. He was there to answer questions and discuss issues, but his answer

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1. WERNER B. ELLINGER, *SUBJECT HEADINGS FOR THE LITERATURE OF LAW AND INTERNATIONAL LAW* (2d ed. 1969).

often was, "It is your decision." He never ridiculed, even when asked stupid questions. I remember trying to classify a book dealing with blue sky laws and asking him whether I should put it with aviation rather than law!

No one could have been more supportive and encouraging than Al Coco. Not only did he support me in the decisions about the collection and the catalog, but he encouraged me to complete my law degree. I was able to take classes in either the day or night program, and he advised me on which faculty would be the best. As Coco's confidence in me increased, so did my job responsibilities. He made me feel that there was nothing I could not accomplish.

I had the great good fortune to start work the same month as Patrick Kehoe, who became the Assistant Law Librarian at Houston that same summer. Pat already had his law degree in addition to his M.L.L. Both Al and Pat were products of Marian Gallagher's program at the University of Washington, and they worked very well together. Al made us all feel that we were a critical part of a team that was doing important work.

Coco graduated from St. Mary's School of Law in 1960, and he obtained his Master of Law Librarianship degree at the University of Washington in 1962. He then returned to St. Mary's as law librarian and as a law teacher. In 1966 he became law librarian at the University of Houston. He was an excellent director who was more than willing to help guide young librarians. Al was the best at building a team and getting people to perform at consistently high levels. Everyone wanted to please him because we all loved and admired him so much.

I worked hard in law school and in my job, and was pretty successful at both. But Coco's encouragement made the difference. At the end of my second year, when I had completed about twenty-five hours, I received an invitation from Law Review. I assumed that there was no way that I could be on Law Review and be a full-time librarian and a part-time student, so I was set to decline the invitation. However, I had the good sense to consult Mr. Coco. He let out a whoop and said, "Of course, you will be on Law Review!" He allowed me time to complete my writing assignments and continued to support and encourage me as I took course after course.

Al also insisted that we become active in professional organizations. This meant jumping in with both feet. My first AALL meeting was in 1969 in Houston. Because there were so few law librarians in town at that time (five, to be exact), each of us had major responsibilities. At age twenty-four I was in charge of registration for the convention. Things went pretty well except that when she registered, I gave the famous Marian Gallagher some other Marian's name tag, and Ms. Gallagher just wore it! (I was mortified, of course).

From Al Coco I learned many important lessons: (1) love and respect your staff and they will do the same in return; (2) do not expect that everyone shares your high standards or you are doomed for disappointment; (3) work, as well as life, should be pleasurable; (4) library conventions should be fun and not all work;

(5) if a program is boring, get up and leave; (6) spending one's days with law students is an absolute delight; and (7) work very hard but make sure you leave time for family, friends, and relaxation. I still struggle with the last part of number 7.

Al and his wife Joyce became more than just friends to me. To this day they remain like a brother and sister to me. I admire both of them so much and what they have accomplished. Some of the best times in my life were spent with them. When Al announced that he was leaving Houston to become Law Librarian and Director of the Law Librarianship Program at the University of Denver, I thought I would die. It was such a wonderful opportunity for him, but I could not imagine working for another boss. (As luck would have it, I never have). I have continued to consult him throughout my career, and he is always willing to offer advice and encouragement.

One endearing trait of Al's is that he never thought I got any older. To him I was always twenty-three, my age when he hired me. After I had finished law school and become Director at Houston, Al would brag to people at conventions, ending with "And she is only twenty-three!" He truly thought I never aged.

There are two other people I want to mention: Ruth Lindsey and Hibernia Turbeville. Ruth was librarian at the Arkansas Supreme Court when I was still in high school. I met her at the Arkansas Student Librarian's Association annual convention where she was a speaker, and Ruth was instrumental in interesting me in law librarianship. She was still at the court when I entered the profession, and she knew what she had meant to me. Hibernia Turbeville accepted me as the first library intern Southern Methodist University had ever had. I worked there one day a week in 1967 for my final semester as an undergrad at Texas Woman's University. She designed an excellent internship for me and remained a wonderful advisor for many years. Miss T encouraged me to accept the offer from Al Coco because I would learn so much from him plus I would have a wonderful time doing it. She was so right.

From Al I learned about working with people, presenting ideas effectively, dealing with controversy, and treasuring fun in life. Throughout my career, I have never made a major move without consulting Al. He has tremendous insight and can often help crystallize my thinking with just a few pointed questions. I will always be grateful for all that Coco did for me, and I can only hope that I have been able to pay him back by mentoring others as he did me.

Penny A. Hazelton*

Sometimes You Need a Good Shove

I would never have been a law librarian without the shove given to me by my mentor. Virginia Kelsh, law librarian at the University of San Francisco, is my mentor and very good friend. We met in the fall of 1972, when she was the assistant law

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librarian at Northwestern School of Law of Lewis & Clark College. She had just started her first law library job, and I was beginning my first year of law school in the night program. Newly married and short on financial resources, I needed to work to stay in law school. Fortunately I was hired to work in the law library.

That first year I was supposed to be learning how to think like a lawyer. Instead I spent nearly every waking moment unpacking the thousands of volumes the library was adding in order to get AALS accreditation. It was here my real instruction in legal bibliography began. I learned about the *Green Bag* (a periodical published in Boston between 1889 and 1914); the *Southern Law Journal and Reporter* (a periodical with case reports published in Tennessee from 1878 to 1881—does this shelve with the periodicals or the reporters?); *Selden's Notes* (a New York case reporter covering cases from the New York Court of Appeals from 1852 to 1854); *Judgments in Admiralty* by Hopkins (a one-volume reporter containing opinions from the federal district court of Pennsylvania from 1779 to 1788); and the fierce rivalry between the now defunct Fred O. Dennis & Co. and the Hein Co. (both law book dealers from upstate New York).

The first edition of Price and Bitner (reprinted by Rothman)¹ was my bible. Where else could the unwashed find a list of regnal years, an appendix with the list of English law reports by name, a comprehensive list of case reporters for each state, and fabulous lists of abbreviations of American, English, and Canadian legal materials. I always swore I would update this masterpiece someday when I grew up. Well, I grew up to be a law librarian, but others have tackled this major bibliographic chore!²

I finally stopped sorting and shelving books and took over incoming serials, having the title of Serials Librarian during the last couple years of my employment in the law library (and of my legal education). I loved this job a lot. Organization, organization, decisions, problems—I was in heaven. Through the three years I worked in the law library, Virginia treated me with respect and helped me learn more and more about library operations. She showed me how she did the chart of accounts to track law library expenditures, she discussed issues of space and staff organization, she taught me how to work with publishers, she asked for my opinions (I had a lot, even then), and she helped me learn to work with other staff and library users. None of these were part of my job duties. Virginia was not required to tell me any of this. But she satisfied my curiosity and challenged me to look beyond my daily work routine. She infected me with the value of teamwork, the value of full discussion of issues in

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1. MILES O. PRICE & HARRY S. BITNER, *EFFECTIVE LEGAL RESEARCH: A PRACTICAL MANUAL OF LAW BOOKS AND THEIR USE* (Fred B. Rothman 1969) (1953).
 2. *Editor's Note*: The fourth edition was prepared by Harry Bitner and Shirley Raissi Bysiewicz. In their preface they thanked the following individuals for their contributions: Albert P. Blaustein, Dale Alan Diefenbach, Dorothy Dropick, Mary Fisher, Judith Lahey, Marlene McGuirl, William Matthews, Robert Oakley, Meira G. Pimsleur, Nicholas Triffin, and Ruth Van Demark. MILES O. PRICE ET AL., *EFFECTIVE LEGAL RESEARCH* [xxiii] (4th ed. 1979).

search of solutions, and the value of honest and straightforward interaction with people.

By the late spring of 1975, law school graduation was in sight. But I had done nothing to prepare myself for a permanent position in law practice. Nothing. Zip. Nada. Virginia asked me what I was going to do after graduation. When I replied, under my breath, "I don't know," Virginia said, "Go to library school. There is a great program at the University of Washington." I did. What irony that I am now working for this same institution!

Looking back, as Frank's inquiries make us do, I smile with fondness as I remember my law school years filled with work in the law library. Virginia's influence on me was pervasive, yet subtle. She taught by doing. Her sense of humor, her dedication to her work, her excitement when a plan came together, her respectful treatment of others, her team orientation, her knowledge and understanding of libraries, and her high standards for service gave me an unbeatable model to emulate. And besides, she knew what I had not even figured out for myself—that I would love being a law librarian.

So, Frank, thank you for allowing me to publicly thank a woman who literally got me where I am today. I'd probably be digging ditches if not for her. Thanks, Virginia. And here's to many more wonderful years in this profession!

Barbara C. Holt*

All I Really Need to Know I Learned from My Mentor

I had a mentor before I even knew that I was supposed to look for one. When I was about to begin library school in 1974, I was already working in a Seattle law firm. I asked my firm's librarian if there might be a part-time library clerk position. Jane Stewart hired me on the spot. I didn't immediately recognize that this job was the beginning of my "career." Having already worked as a law firm receptionist, switchboard operator, and proofreader, I wasn't much interested in working for a partnership or working with lawyers. I wanted to be a public librarian, doing work for the greater good, maybe on a bookmobile. But Jane taught me more than I expected to learn, and I remained on her staff for nine years.

A special librarian is a real librarian. Only a handful of law firms in Seattle had professional librarians, and it was up to each librarian to define his or her role. Jane imposed high standards from the start: prompt and thorough reference service combined with solid library structure. Jane was the first local law firm librarian to institute full Library of Congress cataloging and LC classification into the collection. When the firm doubled and tripled in size, the classification scheme grew along with it.

Develop your staff. Jane ensured that each and every library staff member,

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from filer to assistant librarian, had opportunities to work on self-directed assignments. As our experience and knowledge increased, so did the complexity of the projects.

Give credit where credit is due. Jane always insisted that a library staffer's name appeared on any work that he or she produced. She shared recognition for good library service with all members of her team.

A librarian is also an administrator. While it is possible that Jane gave me responsibility for budget tracking due to a dislike of math, she always made a point of sharing administrative duties with library staff. This gave her time to stay involved with reference work, brought more brainpower into running our library, and prepared library staff well for their next jobs.

Provide technology leadership for your organization. Jane saw the librarian's role as information innovator and continually looked for technical solutions. When LEXIS came on the market, Jane brought key partners to sales presentations, offering actual research examples that were performed much more effectively via computerized methods. Management was sold. We routinely used Dialog for research, even when that required using a thermal-printing dumb terminal that was housed at a secretarial station outside the library. When WLN (formerly, the Western Library Network) became available to private firms, Jane spearheaded the effort that made ours the first local law firm to subscribe and reap the benefits of shared cataloging.

Expect the unexpected. No amount of planning can head off all disasters. When preparing to expand the library, workmen unhooked a strut that was securing several ranges of industrial-type metal shelving. With a terrific WHUMP that knocked a large hole in one wall, the shelves housing the National Reporter System metamorphosed from a rectangular structure into a parallelogram. We wrestled free the volumes still wedged in the shelving and stacked them along the hallways. Due to vendor supply delays and prolonged winter snows in the Plains states, the volumes remained in the halls for three months. Jane remained (outwardly) calm throughout this nightmare, and we all followed her example.

Network. When I was still in library school, Jane invited me to attend a Westpac meeting with her. Although my most vivid memory of that meeting is of dropping a barbecued chicken wing onto my white sweater at the opening reception, I also remember informative sessions and numerous opportunities to meet librarians from the entire region. When I had completed my degree and joined the staff as a librarian, Jane alternated AALL attendance with me and supported attendance at local Special Libraries Association meetings. Long before the Law Librarians of Puget Sound became a chapter, Jane was one of a small group of local librarians who met regularly to network and share ideas.

Lighten up. You'll last longer. At least once a week, something occurred that

made us laugh so hard that we cried. These weren't necessarily big things or even things that were all that funny. But Jane's humorous approach to the frustrations and miscommunications that regularly occur in any setting helped us through many a stressful time.

I learned lots of other stuff, such as: never lose sight of your vision and goals when lost in detail work; practice lifelong learning; surround yourself with the brightest people you can find; mistakes happen—learn from them and move on.

A more difficult lesson was that mentor relationships, like most relationships, change with time. After nine years of working side by side, the signs of change were growing. I wanted more opportunities to work directly with the firm's administration, to gain more direct recognition from those outside the library, to try some different ways of doing things. It was time to take all that I had learned and find a library to manage on my own.

In the fifteen years since I left that job, I have managed two law firm libraries and one law firm records center. I've done a few things differently, but I also found that many of Jane's methods served me very well. I continue to turn to her as my sounding board, supporter, and friend.

Finally, I learned that it pays to: *Be a mentor*. Much of what I know, and most of what I have accomplished, is dependent upon those whom I supervise. The benefit of mentorship works both ways.

Joan S. Howland*

J. Myron Jacobstein: More Than a Mentor

Ever since the Greek poet Homer's "faithful and wise" Mentor first advised Odysseus, or Merlyn the young King Arthur, wise men have counseled, taught, coached, and sponsored the young.¹

Actually, I had a lot of help as has anyone who has "made it."²

In almost all arts and professions, there is an accepted premise that a novice learns the craft or trade best when studying under the tutelage of a demanding but caring mentor. More than merely a teacher, a mentor is a senior advisor who "guides and aids a younger person through the early stages of his career."³ The optimal mentor relationship exists when a more experienced colleague supports and facilitates the realization of a younger person's dream to be successful. The mentor gives the

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1. Gerald Roche, *Much Ado About Mentors*, HARV. BUS. REV., Jan.-Feb. 1979, at 14, 14.
2. Elizabeth Martinez, *Racism: It Is Always There*, LIBR. J., Nov. 1, 1988, at 35, 39. Martinez, former Executive Director of the American Library Association, was reflecting on her ability to succeed in librarianship, despite a variety of professional and societal obstacles.
3. M. K. Badawy, *Finding and Using a Mentor*, MACHINE DESIGN, Aug. 9, 1994, at 57, 57.

dream his blessing, helps define the younger person's career path, and creates "a space in which the aspirant can develop and try his wings without paying a severe price for mistakes."⁴

A 1978 survey indicated that executives who were counseled by committed mentors were the most likely to achieve success in their chosen careers and to become mentors themselves.⁵ Perhaps more significantly, the survey reported that executives who had been mentored generally were "happier with their career progress and derive[d] greater pleasure from their work" than their peers.⁶

Since entering the academic law library profession over twenty years ago, I have always been happy with the direction and pace of my career development, and I have continually derived great pleasure from my work. I am certain that this success and satisfaction stems from the incredible good fortune of having held a series of positions in exceptionally strong law libraries and from being guided by talented, skilled, and concerned colleagues.

Throughout my career, I have had the privilege of working in environments where senior librarians not only shared their knowledge with me, but also motivated me by their example to truly excel as a librarian. Undoubtedly, my first position at the Stanford Law Library defined my entire career and who I became as a librarian. I was surrounded by truly outstanding librarians, including Rosalee Long, the epitome of both professionalism and elegance; Adrienne Adan, who set a standard for competency in legal research skills and a devotion to service that I have never seen matched; and Iris Wildman, one of those rare librarians who excelled in both the technical services and public services aspects of librarianship.

Ten years at Stanford gave me the experience and foundation to move on to the position of Associate Librarian for Public Services at the Harvard Law Library. In Langdell Hall, I worked under one of the greatest management teams ever created—Terry Martin, from whom I learned to see the gray, not just the black and white; and Sandra Coleman, who taught me that the right decision is usually the hardest one, and who inspired me to eventually earn a masters degree in business administration. In my next position, as Deputy Director at the University of California, Berkeley Law Library, I had the incredible experience of occupying an office situated between those of Robert Berring and Thomas Reynolds—two of the most respected and brilliant law librarians of this century. Not a day passed when I did not expand my knowledge—or laugh. Robert Berring was also very generous in sharing his experiences and insights as both a law library director and a legal educator.

Even now as Director of the University of Minnesota Law Library, I still have the good fortune of benefitting from the knowledge and experience of senior colleagues. Caroline Brede, who worked in the law library from 1935 through 1982, has continued her career at the law school as an assistant to Dean E. Thomas

4. *Id.*

5. *See Roche, supra note 1, at 14.*

6. *Id.*

Sullivan. Rarely does a week go by in which I don't stop by her office with a library policy question or a query about some piece of ephemera that has appeared on my desk, such as the picture of a long forgotten alum. She invariably reaches deep into her encyclopedic memory and responds to my question with an astonishingly detailed and witty answer. Ms. Brede also inspires me on a daily basis as I watch her, at age eighty-five, nimbly navigate between traditional legal research resources and complex electronic tools, including the library's online catalog.

Although I have benefitted from the guidance and friendship of these many skilled and generous librarians, there is one individual who is distinct from the rest—J. Myron Jacobstein, Professor of Law and Law Librarian Emeritus at the Stanford Law School. Throughout my career, Professor Jacobstein has been the one individual who has continually guided me, supported me, and ensured my success. It is not an overstatement to say that everything I have achieved professionally, I owe to Professor Jacobstein.

I began my career in librarianship in 1973 at the Stanford Law Library. I had not yet completed my graduate degree in library science, and my first position was that of an Acquisitions Assistant. Professor Jacobstein was in Europe on vacation with his family when I was hired, and I have no recollection of my initial meeting with him. My first clear memory of Professor Jacobstein was one afternoon when I was pushing a loaded book truck down the ramp near his office in the original Stanford Law School building. Never very good at physics, I misjudged the speed at which I could descend the steep grade with a heavily weighted cart. I quickly lost control of the book truck, and it flipped over, with a great deal of racket, in front of Professor Jacobstein's office door. As I stood paralyzed, hoping that the linoleum floor would swallow me up, Professor Jacobstein emerged from his office, surveyed the scene, and with his dry humor said, "I certainly hope you are doing well in library school. You have absolutely no future in your current line of work."

Convinced that a second such episode would end a career in librarianship that had not yet even begun, I vowed to work hard, keep my head down, and avoid drawing any further attention to myself. One day shortly thereafter, however, Professor Jacobstein appeared at my desk with a book in hand, *Fundamentals of Legal Research*.⁷ This volume is now my "Bible" as a law librarian, but at the time it was, to my untrained eye, just another Foundation Press publication. Unfamiliar

7. *Editor's Note: Fundamentals of Legal Research* has a long and storied history. The first edition, published in 1956 by Foundation Press (then of Brooklyn, New York) was written by Ervin H. Pollack, Librarian at Ohio State University Law Library. He also authored second and third editions in 1962 and 1967. J. Myron Jacobstein and Roy M. Mersky entered the picture in 1973 by producing a fourth and final edition of Pollack's original work. J. MYRON JACOBSTEIN & ROY M. MERSKY, ERVIN H. POLLACK'S FUNDAMENTALS OF LEGAL RESEARCH (4th ed. 1973). The work returned as a first edition with the original title in 1977, labeled as the "successor volume to Pollack's *Fundamentals of Legal Research*, 4th ed., by Jacobstein and Mersky." Second through fifth editions were published in 1981, 1985, 1987, 1990; the sixth edition in 1994 found the addition of a new author, Donald J. Dunn. The current seventh edition was published in 1998. J. MYRON JACOBSTEIN ET AL., FUNDAMENTALS OF LEGAL RESEARCH (7th ed. 1998).

with either the text or its authors, I assumed the volume had arrived by mistake and that I was going to be asked to return it to the publisher. Instead, Professor Jacobstein said, "I think it would be a good idea for you to sit in on my legal research course for the first-year law students. This is the text. Be sure to do the homework assignments." Although mostly clueless, I obediently attended Professor Jacobstein's lectures, which I found fascinating and thoroughly enjoyable. However, I did not put this adjustment to my work schedule in any larger context. I had never considered a career in law librarianship. With a masters degree in history, a teaching credential, and a fiance in Waco, I assumed that I would go back to Texas upon graduation from library school and become a school librarian.

One spring day, toward the end of my second to last semester in library school, I was summoned to Professor Jacobstein's office. As I entered the room I panicked when I saw, not only Professor Jacobstein, but also the Associate Director, Rosalee Long, and the Public Services Librarian, Adrienne Adan. I wracked my brain trying to remember what I had done wrong. (I hadn't tipped over a book truck in quite some time, although there had been that rather embarrassing incident with the dumbwaiter . . .) Then, without any formalities, Professor Jacobstein said, "We are moving into the new law school building in June and we will need a reference librarian. Would you like the job?" With one more semester of library school left to complete, not to mention the absence of a law degree, I was somewhat dumbstruck by this unexpected offer, but, fortunately, still astute enough to accept it on the spot before anyone came to their senses and reconsidered. At that instant, thoughts of a career in school librarianship, as well as the Texas fiance, flew out the window.

What transpired over the next eight years was a classic mentoring relationship between Professor Jacobstein and myself, although I was too unsophisticated at the time to realize it. In a quiet and unobtrusive manner Professor Jacobstein guided me in my pursuit of a successful career and provided me with the support to achieve my professional goals. Most important, perhaps, he offered me the opportunities that would ensure that I could realize my full potential as a law librarian.

Three weeks after assuming my new position as a reference librarian, Professor Jacobstein sent me to the CONELL program held in conjunction with the 1975 AALL Annual Meeting in Los Angeles. I had no idea what CONELL was and only a faint understanding of the nature of AALL. Of course, upon arriving in Los Angeles, my learning curve became quite steep, and I left the conference three days later with not only a much greater comprehension of AALL, but also of the profession of law librarianship in general. However, what I remember most about my first AALL Annual Meeting was the CONELL reception to which many of the leaders of AALL had been invited. When Professor Jacobstein arrived, he immediately took me under his wing, introducing me to several distinguished individuals whom I knew only by reputation, including Roy Mersky, Betty Taylor, Dan Henke, Julius Marke, and Morris Cohen. This experience was

to be repeated throughout my career; Professor Jacobstein often sought me out in a crowded reception room to help me meet the people from whom I could learn. I have one other vivid memory from the CONELL reception: at some point, as a continual stream of people approached Professor Jacobstein to offer their greetings, it occurred to me that Professor Jacobstein was more than a nice man who just happened to be my boss—he obviously was one of the most eminent law librarians in the country.

During my first three years as a reference librarian, Professor Jacobstein provided me with the optimal learning experience. Not only was I working with an exceptional collection and library staff, but I was serving an incredibly gifted student body and a brilliant law faculty. Professor Jacobstein also gave generously of his time whenever I needed assistance with a reference question or was completely at a loss as to how to handle some patron service issue. Perhaps what I remember most distinctively from my time as a reference librarian at Stanford were those instances when Professor Jacobstein happened to be walking by the reference desk when a student was posing a question. Professor Jacobstein would frequently stop and handle the question himself; this occasion invariably became a lesson for both me and the student on the legal issue at hand, or legal research methodology, or most likely both. Professor Jacobstein's enthusiasm for the law and legal research were contagious; not only was I infected with this enthusiasm, but so were the many students who were lucky enough to have these chance encounters with Professor Jacobstein outside of class.

Early on in my career as a reference librarian, Professor Jacobstein began encouraging me to audit law school courses. Once again, oblivious to my good fortune, I took for granted the opportunity to sit in on, among other classes, torts with Marc Franklin, constitutional law with Gerald Gunther, American legal history with Lawrence Friedman, and copyright with Paul Goldstein. I remember a specific conversation during which Professor Jacobstein suggested I audit William Baxter's administrative law class. I was mesmerized as Professor Jacobstein took a good half hour out of his busy day to discuss why such a course would be beneficial to a law librarian, and then proceeded to discuss the historical background of the publication of the rules and regulations of the federal agencies. To this day, I can remember the facts and reasoning in the "hot oil" case, *Panama Refining Co. v. Ryan*.⁸

As these first years passed, Professor Jacobstein continued to offer me opportunities not normally presented to a fledgling reference librarian. For example, shortly after the law school moved into its new facility, Stanford received a visit from an ABA/AALS sabbatical inspection team. Professor Jacobstein asked me to provide Professor Francis Gates, the law librarian on the team, with a detailed tour of the library. Looking back twenty years later, I realize how unusual it is to ask the most junior librarian on a library staff to perform this function, but at the time

8. 293 U. S. 388 (1935).

I assumed this was the norm. Of course, the experience proved to be invaluable for me on a number of levels. Not only did I gain a much better understanding of the sabbatical inspection process, but I also developed a certain degree of self-confidence from being able to express myself, at least somewhat coherently, in the presence of an individual as formidable as Professor Gates.⁹

Professor Jacobstein has always emphasized the responsibility librarians have to produce significant scholarship. Often when I delivered materials to his office, he took time to explain the project he was currently working on or why he had decided to publish an article in a particular forum. Professor Jacobstein provided me with the ultimate mentoring experience when in 1978 he asked me to coauthor with him an article for the *Yearbook of the Supreme Court Historical Society*. My contribution to this piece consisted mostly of tracking down the bibliographical references and writing short descriptive sections, while Professor Jacobstein contributed the intellectual content. The article was a wonderful opportunity to work under Professor Jacobstein's close tutelage. It also provided me with the first publication on my resume,¹⁰ which I assume had been Professor Jacobstein's motivation to include me on the project in the first place.

After a few years at Stanford, I began to feel the not so subtle pressure from a variety of directions to enroll in law school. There was no question that I was "dragging my feet" in regard to taking this step. I had settled into that malaise that strikes so many individuals a few years into their careers. I loved being a reference librarian and enjoyed a comfortable lifestyle that included evenings and weekends free from studying. One fall I took the LSAT and didn't embarrass myself, but somehow I did not get around to applying to law school for several months. Then one day when leaving his office on some minor errand, I remember Professor Jacobstein succinctly saying, "Joan, there is still time for you to get your law school application in this year." There was no lengthy discussion weighing the pros and cons of such a decision; he was simply pointing me in the direction that we both knew was the next logical step in my career. Needless to say, I began my first semester of law school seven months later.

Although working full-time, my law school studies proceeded unbelievably smoothly, in large part due to Professor Jacobstein's support. I was permitted to arrange my reference hours around my class schedule and to take vacation time during finals. Professor Jacobstein made certain I knew about and applied for an AALL scholarship, which covered a full semester of tuition. It was also during this period of my career at Stanford that Professor Jacobstein began informally sharing a broad range of information about law library administration with me. One afternoon, out of the blue, Professor Jacobstein explained the library's budget to me. I remember

9. *Editor's Note*: Francis Gates was Librarian at Columbia University Law School from 1975 to 1981. He was president of AALL in 1980-1981.

10. J. Myron Jacobstein & Joan S. Howland, *The Supreme Court in Current Literature: Publications July, 1976-June, 1977, 1978 Y.B. SUP. CT. HIST. SOC'Y* 114.

clearly another afternoon when he showed me several different examples of law library collection development policies, ranging from one sheet of paper to a tome of almost a hundred pages. He went on to discuss which format he preferred and the reasoning behind his preference. In another instance, Professor Jacobstein mentioned in passing that a rather difficult faculty member had been exceptionally rude to a staff member; he then described how he had handled the situation and why. At the time, I did not realize how valuable these conversations would be to me when I became an administrator years later. However, even as a relatively inexperienced librarian, I was astute enough to discern that one of the reasons Professor Jacobstein was such a successful law library director was that his decisions were always driven by accurate information and rational judgment, not ego.

One day in the fall of my last year in law school, Professor Jacobstein handed me the announcement for the position of Associate Librarian for Public Services at the Harvard Law Library and suggested that I apply. What followed was, once again, a classic example of mentoring. Professor Jacobstein not only spent several hours helping me with my resume and cover letter, but also personally spoke with professors Gerald Gunther and Marc Franklin about serving as references for me. When I was invited to Cambridge for an interview, Professor Jacobstein spent a considerable amount of time preparing me for the types of questions I would be asked during the interview. In addition, he coached me on what questions I should ask and helped me with the presentation I was required to make to the entire library staff as part of the interview process. He also enlightened me as to how the Harvard Law Library differed from the environment and collections I was familiar with at Stanford. Needless to say, when I interviewed at Harvard, I was extremely well prepared and was subsequently offered the position.

Although I left Stanford in 1983, I still benefit from Professor Jacobstein's support and quiet guiding hand. Although I realize I am imposing on him, Professor Jacobstein has always welcomed my telephone calls when I am faced with difficult career decisions. Several years ago, when I was torn between two job offers, Professor Jacobstein spent an inordinate amount of time with me weighing the positives and negatives of each position. His careful reasoning and perceptive insights always clear up even the most clouded picture. Also, as the director of a law library, when I am confronted with a difficult operational or personnel decision, I invariably reflect back on those conversations in Professor Jacobstein's office nearly twenty years ago to determine the appropriate course of action.

I still learn and grow as a law librarian each time I have a discussion of any length with Professor Jacobstein. At the 1998 AALL Annual Meeting in Anaheim, Professor Jacobstein flew down from Stanford for one day to attend the Recognition Luncheon as a former AALL president. After the luncheon, he and I sat down for a one hour chat which was definitely the highlight of the conference for me. While we discussed old times and current developments in law librarianship, he reflected on some of his experiences while director of the Stanford Law Library. Within these

recollections were subtle lessons on how to navigate the political waters of a major law school and how to ensure that the library remains integral to the mission of the institution. He also used this conversation as an opportunity to, once again, emphasize the importance of scholarship and professional involvement to one's career in law librarianship. An added benefit of this conversation was the chance to hear the latest news about Professor Jacobstein's charming and gracious wife Belle, as well as his children, Ellen and Bennett, and his three grandchildren.

Professor Jacobstein has been a powerful influence in the lives of several talented and renowned law librarians, including Robert Berring, Kathleen Price, and George Grossman—who all showed great promise early on in their careers. I am certain I showed no such promise. In fact, I have no idea why Jacobstein took a special interest in me, except that, perhaps, after the book truck incident he may have realized that manual labor was not my forte. In any event, I was very fortunate that Professor Jacobstein, an incredible man with an incredible mind, took notice of me and pushed me to reach my maximum potential. Because of him, I have had opportunities and experiences beyond my wildest expectations. All that I have achieved I owe to J. Myron Jacobstein—he is not just my mentor, he is my inspiration.

J. Myron Jacobstein*

The Dean of Law Librarians

I am pleased to have this opportunity to acknowledge my appreciation to my mentor Miles O. Price, Law Librarian and Professor of Law at the School of Law, Columbia University, 1929–60. If this collection of stories about mentors had been gathered in 1960 rather than 1998, the number of law librarians who would have claimed Miles O. Price as their mentor would probably be in double digits.

A digression is necessary to explain this statement. I first met Miles Price in 1950, while attending the School of Library Service at Columbia University. At that time, I already had one year of law school and hoped to be able to find a position in a law library after graduation. By 1950, Price was known throughout the world of law schools as the "Dean of Law Librarians." He had been the Chairperson of the AALL Placement Committee since 1938. During those years whenever a law school dean needed a law library director, Price would be called for recommendations. Similarly, whenever a law library director needed to recruit a staff member, he or she usually contacted Price for names to consider.

But it must be noted that the AALL was a much smaller organization during the years Price was at Columbia. For example, the membership in 1950 was 540. Moreover, the membership largely consisted of law school and county law librarians. AALL's 1950 directory, *Law Librarians in the United States and Canada*,

* Law Librarian Emeritus and Professor of Law Emeritus, Stanford University, Stanford, California.

lists only three law firm librarians in Los Angeles, four in San Francisco, none in Denver, and only two in the District of Columbia and Chicago.

This made it feasible for someone like Price to play such a dominant role in acting as mentor for so many. While in library school, I met with him and indicated that I was interested in finding a position in a law library. He took my name and said he would see what he could do. But by the time of graduation, I had not heard from him nor received any offers from law libraries, so I accepted a position with the main library of the University of Chicago. Two years later, after finishing law school, I attended the AALL Annual Meeting held in Toronto, Canada, where the total attendance was around 120.¹ I met Price there and told him I was still interested in becoming a law librarian. Within the next few weeks I was contacted by three law schools and accepted the position of assistant law librarian at the University of Illinois.

Two years later, Price offered me the position of assistant law librarian at Columbia University, which I gladly accepted. Miles Price was noted for keeping his assistants for a few years and then finding director positions for them at good law schools.² In fact, when I arrived, he told me he would be disappointed if I stayed more than four years. An assistant law librarian to Miles Price was exposed to all aspects of the law library. He did not hesitate to delegate important tasks. He also impressed upon me that the first obligation of the law library was to provide service to the students and then to the faculty. While Price always emphasized providing reference services, he equally insisted on the importance of excellent cataloging.

The experience I gained at Columbia served me well during the rest of my professional career. In fact, I can now confess that many of the concepts I included in the planning of the new Stanford Law Library (for which I received much praise) were mostly things that Price had wanted for the new Columbia Law School building but were not accepted by the Law School administration.

I conclude this acknowledgment with one of my favorites of the many stories told about Miles Price. At an AALL Annual Meeting, there was a panel on education for law librarianship, and one of the topics was whether it was a necessity to have the three degrees. During the question period, one member stated that he "went to Library School and that practically all he did was annotate children books." Price replied, "I am surprised at you. Everyone knows that the more you learn about children, the better you'll be at dealing with faculty." A Price aphorism that stood me in good stead over the years.³

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1. *Editor's Note:* Actually, there were 194 registrants for the 45th Annual Meeting, July 7–10, 1952, held at the Royal York Hotel, Toronto, Canada. *Registration List*, 45 L. Libr. J. 499 (1952). The list includes "Jacobstein, J.M.—Chicago, Ill.," as well as "Price, Miles O.—Columbia University, New York, N.Y." *Id.* at 500, 501.
 2. Some examples: Louis Piacenza (UCLA), Ervin Pollock (Ohio State University), Harry Bitner (Yale, Cornell), and Morris Cohen (University of Pennsylvania, Harvard, Yale).
 3. For more stories and information on Miles O. Price, see the collection of remembrances in the issue of *Law Library Journal* dedicated to him. *Miles Oscar Price*, 62 L. Libr. J. 2 (1969).

Patrick E. Kehoe**Mentors Four*

When Frank asked me to contribute these few words about the individual who served as my mentor, I realized that I really did not have just one mentor but rather four. They were Marian Gallagher and Viola Bird with whom I worked at the University of Washington, Al Coco at the University of Houston, and Art Charpentier at Yale. Each of these individuals was a major leader in our profession. Each served as mentors to many of our colleagues. Each viewed their role as more than just being the boss. Each was a friend who made a special effort to give me skills that have guided me well throughout my career. Finally, each was also very different from the other.

University of Washington

I began working in law librarianship late one summer at age fifteen when the then dean of the law school recruited his son and three of his son's friends, myself included, to help out Marian Gallagher, whose library was throwing away some unneeded books. It seems that the regular law student assistants, perhaps smelling real physical work, had departed for a short while just before school was to begin for the fall term.

Even at fifteen, I had long known "of" Marian Gallagher, though I did not know her personally. Marian, or Mrs. G. as we all called her, had been a law school classmate of my father and he had often spoken of her, especially when he served the University of Washington as an adjunct law faculty member. In any event, the four of us boys showed up one Monday morning and were immediately put to work with little ceremony. A week later the books were all gone and we were on our way back to high school classrooms.

The following June I received a telephone call from Viola Bird. She asked if I would like to work for the library that summer. My job would be to do whatever I was told (Viola was all business), and this would include working at the circulation desk, shelving books, filing looseleaves, and whatever. The pay was minimum wage. I accepted. I recall that I spent a lot of time that summer shifting books in the stacks, attempting to place them where my two direct supervisors, who could not seem to agree on anything, wanted them placed. In the end, I just put the books where I thought they should go, and Viola, who had not been directly involved until then, backed me up.

That summer began an experience for me that was to last a decade and only end when both Marian and Viola had decided I was ready to go forth into the real world as a fully credentialed law librarian. The experience I had at Washington was wonderful. I learned that Marian was a delegator who made very effective use

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of all those who worked under her supervision. Viola ran the library on an everyday basis and was really the one who kept close tabs on what those of us in the ranks were up to. Much later I was to learn that Marian also knew just what was happening in the library and what every one of us was doing. That she did this without showing it or otherwise undercutting her assistants was a sign of her considerable ability as a manager.

Marian set the standard for all and led by example. She believed that her role as the law librarian (we did not yet use “director” as the title) was to set the strategic goals for the library, prescribe the standard for individual performance, and then get out of the way to let those assigned the tasks perform them. Marian also believed, fervently, that as a professional she had obligations well beyond those she had in the library itself. This was amply manifested by her teaching role in the university’s library school, her involvement as a faculty leader at the law school, and her work with the law school’s foundation and journals as well as a whole array of high-profile services contributed to the broader university community.

Marian also provided frequent service to the state bar and other professional associations, including AALL. Marian went further by encouraging professional service and involvement by all of the librarians who worked at her library. I remember that she always let them split the entire library travel allocation while paying her own way to meetings. After all, as she once told a group of us, she made more than they did and, as a widow without children, could better afford the costs of going to meetings than they could.

Viola, as already mentioned, ran the library or at least the public services end of its operation. Viola was very much a hands-on kind of administrator although, when appropriate, she was still an effective delegator. Her office was situated so that she could look out and see what was happening in the library. It was also considerably larger than the adjacent one that Marian used and there was a connecting door between them that I never saw closed. This, I believe, said good things about their relationship. Viola never shrank from stepping in whenever needed and lending a hand in order to get something accomplished. She taught me that no one should ever believe they are above doing whatever has to be done.

University of Houston

I began at the University of Houston at age twenty-seven as Al Coco’s assistant law librarian and number two administrator. The three years I spent with Al were among the most pleasant of my entire career. We did a lot together and with Al it was together because that is how he operated. Working with Al, in contrast to working with Marian, Viola, and later with Art Charpentier, who were all a generation or so my senior, was like working with an older brother who was also my best friend. I think one could have appropriately described the two of us as a couple of kids running a library. Al involved me in virtually everything that was going

on and, I must say, a lot was going on. More important, Al always explained why he did what he did or thought as he did. Many times over the years when I faced a new situation, I asked myself, "How would Al Coco have handled this?" Al also taught me both by words and example how to effectively relate to all the people who comprise a university community. Al could get more information and services out of other university offices than the dean could. He described his method to me: "Pat, always treat everyone as you would like to be treated should your roles be reversed."

While I was with Al, the university built and then moved into a new three-building law school complex. The actual move took place during the summer of 1969, which was also the summer that AALL met in Houston, with Al Coco, Dwain Gay of Humble Oil, our cataloger Lolly Gasaway, and me as the *entire* local arrangements committee. Needless to say, we had a wild time that year completing the building, determining how to furnish it, planning for and overseeing the move, and putting on the AALL Annual Meeting. And later that same summer I topped everything off by getting married!

All this activity brought the best (or was it the worst ?) out of Al Coco. I recall many stories about him and us that year, but I dare tell only a couple of them. Once, for example, Al had been charged with determining just what telephone service each faculty and staff member would get in the new building. We sat down late one evening to develop the specifications for this phone service and put them into writing. At one point, perhaps after we had returned from a dinner paid for by the university (justified, at least to our satisfaction, by the fact that yet again we were working a very long day), Al commented to me that the dean had asked for a phone with two stations on it. Now neither of us knew just what a phone with two stations was, but he suggested that we both needed them too. His reasoning: "If the dean needs such a phone, then so do the head and assistant head of his law library." Needless to say, I liked the way Al thought. I recall that the dinner was very good too.

The decision to host the Annual Meeting is yet another story. What happened was that the Annual Meeting had originally been scheduled to be held in Dallas that summer. But a few years earlier, the Executive Board had been asked to find a different location for it because Southern Methodist University in Dallas was scheduled to get its new law library that same summer and the administration there did not believe it should simultaneously take on two projects of the magnitude obviously involved in each of these events. Characteristically, Al volunteered to host AALL's meeting in Houston and the board accepted. After all, everyone knew that Al's new building was due to be completed the previous summer so certainly it would be well behind him when he got around to organizing and then hosting the Annual Meeting. Well, after the Board's decision, the normal kinds of events that one should anticipate in connection with such large construction projects delayed completion of both the University of Houston and SMU building

projects. We moved into the new law center about a month after the Annual Meeting. SMU got its new building two years later.

Yale University

I left Houston and AI for the great establishment world of the Northeast in 1971, arriving at Yale just as the era of student unrest ended. While at Yale, I worked with my final mentor, Art Charpentier. Art's was a name that had been ingrained into me by Marian Gallagher, who believed him to be one of the most skilled of all her national colleagues. They also were the best of friends, so I knew that Art had a full report about me when I arrived.

Art, like Marian, Viola, and AI, was always an effective delegator who believed in maintaining a broad-based personal presence at the law school, on the campus, and in professional circles. He also encouraged and arranged institutional funding so that his librarians could become involved in AALL activities and then worked behind the scenes to ensure that they would be given that opportunity. Art Charpentier was a mover and a shaker in our profession. He had also earned quite a reputation for having saved the Yale Law School from serious damage during the student unrest era. When I was there, I noted that Art still kept a bullhorn stashed in his office closet and I was told that he had put it to good use on several occasions.

Art knew how to acquire and use power. Once I happened to be sitting in his office when Art learned that a certain article was being considered for publication in *Law Library Journal*. I don't know how he had learned about the article but he believed that it painted an unfavorable image of someone who Art really liked and respected. I listened as he picked up the phone and with one call, killed publication of that article for all time. Art's ability to acquire power and his knowledge of just how and when to use it were perhaps his chief legacy to this protégée.

I left Yale almost twenty-six years ago and moved on not only to American University but also to a certain prominence in our profession.¹ I owe much of the success I've enjoyed in those years to my four mentors, two of whom are still living and remain my very close friends.

Melody Busse Lembke*

Melody and the Magyar

Magyar. It means Hungarian, and it's one of the four Hungarian words I committed to memory while working with Peter Enyingi. Since we were both at Los Angeles County Law Library (LACLL), it makes sense that the second word I remember is *jog*, meaning law. I was very lucky when I landed at LACLL straight

1. *Editor's Note:* Among a long list of professional contributions and achievements, Patrick E. Kehoe served as president of the American Association of Law Libraries in 1995–96.

* Technical Services Librarian, Los Angeles County Law Library, Los Angeles, California.

out of library school; Peter was my boss. He retired as LACLL's Technical Services Librarian in 1990. Not only was Peter my immediate predecessor in various job levels at LACLL, he was also my mentor.

Peter was a Hungarian lawyer who fled Soviet-dominated Hungary in 1956. He and his wife Ethel came to the United States where Peter attended library school at Columbia University in New York City. It was natural for him to put his legal background to good use. His first job was at Cornell Law School Library. Peter was one of numerous Hungarians who became law librarians. *Servus* means hello, but how appropriate to think of it in terms of "service" to the profession of law librarianship.¹ Some of the other Hungarian law librarians who come to mind are Simon Goren (Case Western University Law Library), Laszlo Szegedi (Loyola Law School Library), Elizabeth Lamartine (Sidley & Austin), Jozsef Miklosvary (University of California, Berkeley), and George Grossman (University of California, Davis).

The part of the brain that handles our sense of direction also deals with facial recognition. While highly developed in other areas, Peter's brain definitely has problems with these two functions. I mention this because I should have bet someone twenty years ago that communism would fail in Eastern Europe. Why? Because they made an attorney with no sense of direction a bus driver. It was good for me that they did. That job was just one of many reasons Peter fled Hungary and found his way to LACLL where the paths of a loquacious Hoosier and a quiet, tenacious Hungarian intersected. Peter and I made a good duo at AALL Annual Meetings. I can remember faces, but not names; he's just the opposite. I would recognize a member and tell Peter where the person worked, he would then come up with the name.

Complementary skills and interests typified our working relationship in other areas as well. Peter was very interested in subject analysis, especially LC's subject headings as applied to legal materials. Many of the programs he organized for AALL Annual Meetings² and his writings focused on subject cataloging.³ On the

1. The extent to which Peter served his chosen profession was demonstrated in 1998 when the Technical Services Special Interest Section bestowed on him its highest honor, the Renee D. Chapman Memorial Award for outstanding contributions in Technical Services Law Librarianship.
2. See, e.g., LEGAL SUBJECT HEADINGS AFTER DAY 1, audiotape of program presented at 74th Annual Meeting, Am. Ass'n L. Libr., Washington, D.C., June 30, 1981 (Valencia, Calif.: Mobiltape, 1981) (remarks of Peter Enyingi, moderator); IS THERE A LESH IN YOUR FUTURE?—SUBJECT ACCESS TO LEGAL LITERATURE, audiotape of program presented at 76th Annual Meeting, Am. Ass'n L. Libr., Houston, June 29, 1983 (Valencia, Calif.: Mobiltape, 1983) (remarks of Peter Enyingi, panelist); VOICES OF LC POLICY: A CONVERSATION WITH MARY K.D. PIETRIS AND BEN TUCKER, audiotape of program presented at 79th Annual Meeting, Am. Ass'n L. Libr., Washington, D.C., July 8, 1986 (Valencia, Calif.: Mobiltape, 1986) (remarks of Peter Enyingi, moderator); AUTHORITY CONTROL IN LOCAL SYSTEMS, audiotape of program presented at 82nd Annual Meeting, Am. Ass'n L. Libr., Reno, June 20, 1989 (Valencia, Calif.: Mobiltape, 1989) (remarks of Peter Enyingi, moderator).
3. Peter was the subject expert in the beginning of *The Law Cataloger* and continued as an editor of the subject column in the *Technical Services Law Librarian* until 1986. He also compiled *Legal L.C. Subject Headings Weekly Lists* from its inception in 1986 until his retirement in 1990. See also Peter Enyingi, *Subject Cataloging Practices in American Law Libraries: A Survey*, 68 L. LIBR. J. 11 (1975); Peter Enyingi et al., *Library of Congress Subject Heading Modification and Development of the Subject Authority File at Los Angeles County Law Library*, 68 L. LIBR. J. 1 (1975).

other hand, after the advent of AACR2, I became very interested in choice of entry for and description of legal materials. These complementary interests came together in the two editions of *Cataloging Legal Literature*,⁴ which we cowrote with Rhonda K. Lawrence.

When does a “boss” become a mentor? I think it depends on the individual person. Is the person a trusted counselor or guide? Is the person willing to teach and share what he knows? Continuous professional learning and sharing it with others was a way of life for Peter. He guided by example: active member of AALL’s Committee on Cataloging and Classification, early organizer of the Technical Services SIS and its “Big Head” roundtables, and contributor to *Technical Services Law Librarian*. He was always willing to support and guide me through any project, whether related to our library or to a professional challenge on the local or national level. Does that mean that we agreed on everything? No way! In fact, if you had been privy to our “discussions” about AACR2, you probably would have thought we didn’t like each other. But disagreements were part of the learning process for both of us. Of course, my fourth Hungarian word is *hülye*, which means idiot.

I am happy to report that Peter is the “California” grandfather to my two AALL boys (so called because they were born while I was on the Executive Board of AALL). He continues to lead them by example. Stay healthy and active by caring for one’s body: Peter eats yogurt and is a yoga practitioner who also swims and takes long walks while listening to books on tape. He stays current with today’s technology, recently getting the Leisure World photo club to purchase a better PC to support today’s innovative software for photo editing. He keeps his brain stimulated by indexing for the *Index to Foreign Legal Periodicals*. He retains a great sense of fun and adventure and has introduced the boys to Laurel and Hardy, IMAX 3-D, boating on the Colorado River, and house-boating on Lake Powell. How lucky to have a mentor for the next generation!

Frank Y. Liu*

Roy M. Mersky Will Always Be My Mentor

I have been in the law library profession for twenty-seven years. There is no question in my mind that Roy M. Mersky has been and will always be my mentor.

How We Met

I first met Roy when I was a foreign graduate student pursuing a Master of Comparative Jurisprudence (M.C.J) degree at the University of Texas at Austin (U.T.) in 1967. Roy was the Director of the now famous Tarlton Law Library. As

4. PETER ENYINGI ET AL., *CATALOGING LEGAL LITERATURE: A MANUAL ON AACR2 AND LIBRARY OF CONGRESS SUBJECT HEADINGS FOR LEGAL MATERIALS, WITH ILLUSTRATIONS* (1984 & 2d ed, 1988–90).

* Director of the Law Library and Professor of Law, Duquesne University School of Law, Pittsburgh, Pennsylvania.

a student, I did not have much direct contact with him. However, at the end of the day we often went home around the same time and walked along the same route across the campus. I would wave and smile at him; he would wave and smile back to me. I sensed that we both had a favorable impression of each other. Around the same time, I heard that Roy was a national leader in the law library profession and that he was the best in his trade.

The Fateful Decision

When I finished my course work and began to write my thesis at the law school, I enrolled in the Graduate School of Library and Information Science at U.T. I received my M.C.J. degree in winter 1970 and my M.L.S degree in summer 1971. Upon graduation from the library school, I received two job offers: one from Northern Texas State University Library as a librarian heading a cataloging project, and one from Roy to be a "professional intern" at the Tarlton Law Library. Roy's offer did not carry professional status and paid much less. All my teachers and friends advised me to take the Northern Texas State offer. They warned me that Roy was a tough taskmaster and that he demanded a great deal from his staff.

I still vividly remember the interview. Roy said that working with him at Tarlton would allow me to use my legal background and that I would receive excellent training for law librarianship. After agonizing for several days, I decided to accept Roy's offer. I figured that I was still young and that I must learn from the best. This was the most fateful and best professional decision that I have ever made in my life.

An Unforgettable Meeting

As a professional intern, I worked in all of the departments in the library. I finally ended up in the circulation department where I became a very popular figure because I knew where everything was in the library and I was pleasant to patrons. I was soon given librarian status and promoted to head the circulation department. By the time I left Tarlton in 1975, I had been promoted to the position of assistant law librarian.

Some time during the early stage of the internship, because of my language barrier and ignorance of American office culture, there were a number of complaints about me from other staff members. A meeting was held in Roy's office with all parties concerned. I was told about the complaints and how I should improve my performance. The meeting came as a shock and was an extremely humiliating experience for me.

Roy asked me to stay after the meeting ended. He said to me: "Frank, don't worry, you will do fine. I know that one day you will become a great director of a law library. I really believe in you!" The timing and meaning of his words could not have been more poignant. I needed affirmation at that particular moment, and what he said was exactly what I wanted to believe about myself. In life, aside from

being loved, there is nothing more important than being understood and appreciated for one's ability and talents. I felt lucky that Roy understood and appreciated my potential. I never forgot the meeting, and his words have been a source of strength throughout my professional life.

A Brilliant Role Model

After I worked with him for a while, I soon understood why people perceived him as a tough taskmaster. Roy sets extraordinary standards for himself and expects other to follow. He is extremely intelligent, highly disciplined, and meticulously well organized. His energy is indefatigable, his drive prodigious.

Roy works harder and faster than any one I have ever known. He works long hours and on weekends. He deals with his mail and his professional reading on a daily basis. He frequently sends personal notes to faculty and staff members whenever he comes across information of interest to them. He keeps his office and his desk spotlessly neat and clean. At any given time, he has numerous professional or scholarly projects in progress, which, over time, has created a stream of publications.

Under his brilliant leadership, the Tarlton Law Library has become one of the leading law libraries in the country. Its rich collections, well-organized and beautifully maintained physical plant, exquisite artwork displayed throught the building, and its excellent services have set high standards for others to follow. Roy's management of the library has always been a source of inspiration for my professional development and my management of the Duquesne University School of Law Library.

Nurturing Talents

It is well known that Roy has an extraordinary gift for recruiting talented people to work with him and then helping them advance in the law library profession. With a missionary zeal and selflessness that is rare in today's world, he has helped many law librarians reach the top of the profession. They include some of my contemporaries such as Stella Chiang, Lance Dickson, Donald Dunn, and Terry Martin. Roy loves talented people, and he never seems to be jealous of their talents nor afraid that they may get ahead of him because of his help.

Because I came to this country as a foreign student seeking the American dream, his gift was particularly crucial and precious to me. He recruited me, trained me, helped me to find my niche, and supported me every bit of the way throughout my career. He recommended me for my first job outside Tarlton serving as the Assistant Law Librarian of the Villanova University School of Law Library. He constantly sent my name to law school deans who were looking for candidates to fill the director positions in their libraries. My Tarlton credentials and Roy's endorsement have helped immensely to establish my credibility in the profession.

Roy's prominence also gave me great opportunities to become acquainted with many giants of the law library profession, including Marian Boner, Morris Cohen, Phil Cohen, Jack Ellenberger, Myron Jacobstein, Jane Hammond, Julius Marke, Tom Reynolds, and Erwin Surrency, to name a few. Jane Hammond appointed me to serve as her Assistant Law Librarian at Villanova. AALL President Jack Ellenberger appointed me to serve as the chairman of the Committee on Contemporary Social Problems (which later became an SIS). Morris Cohen recommended me for my present job as Director of the Duquesne Law Library.

Friends for Life

Since I left Tarlton Law Library in 1975, our friendship and my love and respect for Roy have grown with time. Now we are the best of friends. It is a clear and simple fact that without Roy's guidance and support, I would not be where I am today. Roy M. Mersky—he has been and will always be my mentor.

Bethany J. Ochal*

In Search of a Mentor—One Woman's Path

I decided to write about my first boss. I read it to my daughter. She said, "Mother, it is a lovely memoir and tribute to your first boss, but she wasn't a mentor—she was a role model. Women didn't get the vote 'til 1920." We discussed the current concept of mentoring for women, patriarchy, the "old boys" network, and the tremendous societal changes since women's lib. My thirty-eight-year law library career flashed before my eyes: ten years at the bar library; eleven at the university; and sixteen at a county.

When soliciting contributions for this collection, the editor wrote, "If you are one of those RARE individuals who did not have a mentor . . . deposit this in the recycling box." As a woman, I do not believe I'm that rare. I just worked in a forgotten age. My career was not planned. It happened by accident, coincidence, or luck. I do want to contribute, however, and by stretching the definition, I find I ultimately did have one "mentor." More about that later.

When I started law school at night, there were three women in my class of fifty-five. Later, in day school, I was the only woman in the class. All the faculty were also male. I married a classmate. For a few years, I, with two small children, tried to practice law with my husband—typing envelopes for R. L. Polk at \$3 a hundred—to help pay the rent. A classmate was reference librarian at the Detroit Bar Association Library making \$50 a week. I substituted for her when she took

* Retired. Formerly Reference Librarian and Librarian, Detroit Bar Association Library (1952–61); Librarian, Wayne State University Law School Library (1961–72); Director, Orange County Law Library (1972–88). Recipient of the Marian Gould Gallagher Distinguished Service Award in 1988.

a three-week vacation to visit her law school boyfriend working for IBM in South America. She married him there and never returned.

A librarian, Olive C. Lathrop, was recruited from the Library of Congress when the Detroit Bar Association Library was established. She was a disciple of Fred Hicks, longtime librarian at Columbia Law School, and active in AALL. She hired Helen Snook as Assistant Librarian in 1926 when Helen graduated from the University of Michigan with an A.B. degree. Olive was a role model and gave on-the-job training. Olive's career spanned thirty-five years. She retired in 1947 without a pension but received a stipend of \$1,500, renewed by an annual vote of the Bar Association Board.

Helen Snook's first AALL meeting was in New Mexico in 1947. She took up where Olive left off, immersing herself in the activities and work of AALL. She was a founder and charter member of the Ohio Association of Law Libraries and served as vice-president 1954–56. She believed only a person from Ohio should take the presidency.

I had not been to library school. It was common practice for people in smaller libraries to learn library skills on the job or later in workshops. In fact, when AALL adopted standards and qualified law librarians by certificate in 1961, all members were grandfathered in. So I followed Helen around. I learned to use Hicks,¹ to accession, to collate, to shelf read, and to prepare the records and briefs for binding. I also honed my research skills. I participated in Helen's AALL work and was privy to the personalities and politics. She brought new ideas or technology home from every Annual Meeting. I remember the first photocopies we made. There was a hand-held Contura with a cushion to take the picture, two smelly trays of solution for the bath, and a stand-up dryer that held three prints on each side. The print was white on a black background. The paper turned somewhat brittle and the edges curled.

I loved working in the law library. I admired Helen for her high standards, loyalty, good spirits, sense of humor, and fortitude. These were difficult years. The bar association, funded by dues of members, was frugal, sometimes penurious. Positions of leadership were often held by men who had little appreciation of the library or its staff. Helen carried her lunch, made her own clothes, and continued to give her best. When she was asked to accept the nomination for AALL president in 1959, she asked the bar president for permission to run. This was before AALL had a headquarters and paid staff, so it was no small undertaking to be its president. The board did not meet until the next month, but finally it agreed to authorize additional clerical help to handle the workload. In November 1960, while president of AALL, Helen married William R. Roalfe, Law Librarian at Northwestern University, former AALL president himself and, at the time, president of the International Association of Law Libraries (which he had helped found

1. FREDERICK C. HICKS, *MATERIALS AND METHODS OF LEGAL RESEARCH* (3d rev. ed. 1942).

in June 1959). Helen retired from the library. She received no pension. The Detroit Bar Association gave a luncheon in her honor and a \$1,000 wedding present. In retirement they moved from Chicago to San Diego, where I stayed close to both of them as long as they lived.

So, after nine years, I am Acting Law Librarian and eligible to attend my first AALL meeting, Boston 1961, where my former boss and her new husband are presiding.² On arrival in the lobby, I ran into Dr. Norbert West, Law Librarian at Wayne State University. He said he was retiring—come to Boston to find his replacement—and would I be interested? I didn't know, but when he learned I was making \$6,200 a year, he said, "You'd be interested." A month later I began work as Law Librarian at Wayne State University.

Dr. West was a refugee. A successful lawyer in Vienna, he and his wife were on a cruise when war broke out. They escaped to the United States. He went to library school at the University of Michigan. Kate Wallach who later became Director of the law library at Louisiana State University was a classmate. He worked at Brown before coming to Wayne. He encountered problems. He did not receive a raise for seven years. Finally, the all-male faculty demanded he be given one. The dean made a deduction from each faculty member's salary for Dr. West's raise. Dr. West opened my eyes to a much broader world and was a wonderful friend, but he was not a mentor. We both needed one.

I inherited Dr. West's administrative problem: two heads not of one mind. I served under the university librarian but was also answerable to the law school dean. I never guessed right. I made mistakes. I was told to administer some practice exam questions to first-year students. I took the questions from old exam files. Some of the questions covered areas the class had not yet studied. The students screamed. The all-male faculty were amused. When a new dean appointed a thirty-year-old male as Law Library Director over me, I wanted to die or retire. Instead I took some extension courses at University of Michigan on administration and leadership. It was a very uncomfortable situation.

I took the notice of the opening at Orange County Law Library in California home and showed it to my husband. That night, he sat down and typed my application, got me to sign it, and took it to the Post Office. About a month later a judge called me. His first question was, "Mrs. Ochal, if we offer you the job, will your husband move?" He said yes, but he didn't.

2. *Editor's Note:* "At the second annual meeting of IALL, held in Boston in conjunction with the AALL meeting, [William] Roalfe presided. His wife, Helen Snook Roalfe, presided over the AALL meeting. This was not only the first and only time spouses held the presidency of these two professional organizations, but to hold them simultaneously was truly remarkable—the first couple of law librarianship!" Michael G. Chiorazzi, *William R. Roalfe: Builder of Libraries, Scholar, Association Animal*, in *LAW LIBRARIANSHIP: HISTORICAL PERSPECTIVES* 215, 243 (Laura N. Gasaway & Michael G. Chiorazzi eds., 1996).

I did not know then that the search committee had hired a consultant, Fred Smith, Law Librarian at UCLA, and that all applications went to him. Fred was formerly at the University of Michigan, and he knew the quality of my work and was aware of my circumstances. Fred Smith was my mentor! Twenty-one years into my career, I had a taste of mentoring as we understand it today. Fred was the first one to offer guidance to help me be successful.

In California toward the end of my career, I began mentoring others. In retirement I have found a place to mentor in a variety of areas. Dr. Judy B. Rosener writes about recognizing strengths of women and how the quality of the leadership and management style of women differ from that of men. I had a good and fulfilling career and have no regrets, but I can't help wondering what else could have been accomplished if there had been a greater recognition of women's strengths, and the concept of mentoring, as we know it today, had been extended to women.

M. Kathleen Price*

Not a Librarian at All

As I look back over a career spanning thirty years, I consider myself extremely fortunate in being helped by a variety of successful law librarians. Igor Kavass, my first director at the University of Alabama Law Library, launched my career with his suggestions of valuable research projects, his publication ethic, and his recommendation of me to Morris Cohen, Mike Jacobstein, and Roy Mersky. The traveling troubadours of the profession, publishers representatives that included Roger Noreen, Bill Hein, Bill Gaunt, and Bill Hibbet, carried the news of an ambitious librarian caught in Tuscaloosa during the first faculty revolution of 1970. Oddly enough, however, the person I believe did the most to shape my career was not a law librarian at all.

A. Kenneth Pye,¹ my dean at Duke, has won mixed reviews among law librarians. A harsh critic of our purchasing practices, close relationships with publishers, and professional ethics, he was responsible for the first AALL Code of Ethics. As president of AALS, he warned me that if we didn't clean up our act, AALS would do it for us! I spent the following two years working with Jerry Dupont on the ethics code and traveling the country raising support for it. In the process, I became identified with this issue and later was elected AALL president.² I believe we are a stronger profession today for cleaning up the consulting practices prevalent in an earlier time and am grateful that Ken identified this need.

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1. *Editor's Note:* M. Kathleen Price was Librarian and Professor of Law at Duke University from 1975 to 1980.

2. *Editor's Note:* The AALL Code of Ethics was adopted in September 1978. M. Kathleen Price served as AALL president in 1983-84.

Ken's public criticism of librarians always surprised me because he was the most supportive of all deans. He truly believed in hiring the best people and delegating to them. We conducted our library business in the fifteen minutes per year in which he told me how much I could overspend my budget. Ken's authority stopped at the front door of the library. I was completely nonplussed the month after my arrival when he hired a security guard to keep undergraduates outside of the library during exams. I thought the gun worn by the guard was overkill but had to admit that we got no complaints from law students.

After Ken was president of AALS, the law school standards were upgraded to require study rooms under the control of the library. Ken asked how I was going to meet the standards and was surprised to learn that I had used salary savings and my good relations with the university architect to build two rooms in our former cage the year before.

Ken is best remembered as the best financial administrator in higher education of his generation. He was in great demand as a consultant, ABA inspection chair, and cleaner-up of academic scandals. He became president of SMU after investigating its athletic slush fund, for example. He had definite ideas about saving money in the library by the use of consortia. I still remember his telling me to inform Mary Oliver, renowned Director of the University of North Carolina Law Library, that we at Duke would collect France, Germany, and Mexico and UNC could have the rest of the world. Of course, Mary told me that UNC would collect France, Germany, and Mexico and Duke could have the rest of the world!

Ken insisted that Duke be generous to a fault with North Carolina Central Law School at a time when UNC's circulation policies were quite restrictive. We worked closely with its faculty and students and developed a system for sending materials back and forth with students studying in our reading room. Our faculty were quick to loan their office copies of looseleaf services to their colleagues at other Research Triangle law schools to the consternation of the other area library directors and our filers.

One of Ken's innovations was the awarding of jobs in the library to spouses of three law students as part of the students' financial aid packages. We faced the dilemma of having workers we had not selected or doing without three clerical employees. We quickly bought into his belief that smart students had smart partners and had a wonderful group of workers during my tenure at Duke. They were among the library's biggest boosters!

I remember Ken best for his admonition that a successful library director must be a good colleague to the law faculty. His two conditions on my employment were that I must teach a substantive law course and that I must have coffee every day at 10 a.m. in the faculty lounge. He bragged to faculty at other law schools when my small section gave me special gifts as their favorite teacher. Ken wanted the law faculty to be involved on campus and in the profession. I don't know if as Duke chancellor he was pleased to have me serve as vice chair of the facul-

ty senate. I do know that he encouraged the provost of Minnesota to involve me in faculty affairs there and was proud of my later service as Assistant Vice President of Academic Affairs.

I have been privileged to work with a remarkable group of law deans—Dan Meador, John Cribbet, Bob Stein, and John Sexton are all still active. That Ken Pye, a mentor to deans, faculty, and librarians died at an early age from cancer requires that those of us who were influenced by him carry his message to the next generation.

Michael Saint-Onge*

The Right Place at the Right Time

Have you ever noticed how mentors seem to come along just at the right time? I have. Mine appeared as I was in the process of crossing over to another life, having just left the seminary after nine years of studying for the Roman Catholic priesthood. To say that I was scared would be an understatement.

At twenty-seven years old, I had experienced some tremendous things: I had worked as a hospital chaplain, worked and lived in a housing project in the inner city, and helped staff a shelter for battered and abused kids. All of those experiences were challenging, but underneath it all, I had the support and encouragement of the religious community I had joined. This other life was new. This was the one without the net. I was leaving to start over, and there wasn't anyone looking out for my well-being. Or so I thought.

I had belonged to a teaching order that had encouraged us to get dual degrees—one religious and one secular. I had been drawn to library work in college and petitioned to be allowed to study for my M.L.S., thinking that it might one day come in handy should I be stationed in an educational setting. I worked on my M.L.S. during the summer and my M.Div. during the school year.

When I finally made the decision to leave, it didn't take a lot of time to figure out that an M.L.S. would be more lucrative than my M.Div., but I hadn't yet finished my library science degree. I was about three-quarters of the way through. I moved to Washington, D.C. (I had been working on my M.L.S. at Catholic University) and started looking for a job.

Now, to be honest, at that point I just wanted a job. To medical libraries, I would write in my cover letter, "I have always had an interest in medical librarianship . . ." and to elementary schools I would write, "being a primary school librarian has been a lifelong dream." Actually, I just needed something that would pay my rent. I thought I'd figure out what I really wanted to do after I had my first job. What little money I had was running out fast.

As luck would have it (or maybe it was more than luck—nine years in the seminary must count for something), one of the jobs I applied for was in a law library.

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Susanne Zumbro called me for an interview, and I got the job. I think she was mildly amused at this overly eager, somewhat naive young man. Whatever the reason, she hired me. We clicked right away and I knew instantly I had landed on my feet.

I hate to belabor the point, but it really felt as though I had entered another life. I had left my father's house at eighteen to enter the seminary, and so at twenty-seven, everything was new. I had never written a check, or had my own apartment, or dated anyone. I moved to D.C. with one suitcase. The prospect of building my life was terrifying and exciting at the same time.

Being taken under Susanne's wing was a relief. Suddenly it didn't seem so scary. She patiently explained how a law library worked, encouraged me to take courses in law librarianship at Catholic, and was supportive and enthusiastic all along the way. When the inevitable happened and I finished my degree, she encouraged me to find another position that would build on my skills. She also offered two pieces of advice for which I am forever grateful. One, she encouraged me to get involved in AALL. In fact, at her urging I volunteered for an AALL committee fresh out of library school. I can't say that I brought much to the committee, but I was thrilled to be a part of AALL, and that feeling has never really left.

Her second piece of advice also had an impact on my professional life. She spoke of the importance of the AALL Annual Meeting, and encouraged me to negotiate my attendance at the Annual Meeting as part of my benefits package at any future job. To this day I continue to make certain that my employers know how important it is to me, and I have been able to attend the last nine Annual Meetings.¹ It was sage advice that I have passed on to as many librarians as I can.

While we don't talk as much as we used to, I know that she's still there, encouraging and supporting me. I was very much aware that while I was serving as chair of the Private Law Libraries SIS, I was holding the same office she had held years before. That was exciting for me to follow in her footsteps. I have, of course, gotten acclimated and the world doesn't seem quite so new and exciting anymore. At forty, I am no longer so young or so naive. I do, however, still thank fate for leading me to Susanne Zumbro and to a profession that I love.

Michael J. Slinger*

How I Became a "Jacobite"

There are many occasions when I find myself thinking how lucky I am to be in such a wonderful profession. Most often these thoughts cross my mind when I

1. *Editor's Note:* Mr. Saint-Onge not only attended his ninth consecutive AALL Annual Meeting in Anaheim in July 1998, he chaired the Annual Meeting Program Selection Committee that was responsible for presenting an ambitious educational program organized around the theme "New Horizons."

* Law Library Director and Professor of Law, Cleveland State University, Cleveland Marshall College of Law Library, Cleveland, Ohio.

reflect back on how my fellow law librarians have helped me over the years on matters both small and large. In many ways, we are an entire profession of mentors because nearly every one of us will go miles out of his or her way to help a colleague.

In my own career, many individuals have served as role model and mentor to me. Among the most significant have been the Franks (Houdek and Liu), Dan Freehling, Edgar Bellefontaine, Janis Johnston, and Jim Gates. However, without question, the one person who has influenced me above all others, the person whom I think of first when I need to call on a colleague for advice, is Roger F. Jacobs of the Notre Dame Law School Library.

I first met Roger when he came to Notre Dame to interview for the position of Law Library Director. Roger was at that time serving as the Librarian of the United States Supreme Court and had already enjoyed a very distinguished career as a law school library director at the University of Detroit, the University of Windsor, and Southern Illinois University. To have a person of Roger's reputation as my potential boss was an exciting yet somewhat daunting prospect.

At the time, the Notre Dame staff was very small, and because of pending staff retirements, Roger would be inheriting only two librarians if he joined the Notre Dame faculty. I was to be one of the holdovers and I had only one year of experience as a law librarian at that time. My biggest fear was that I was not yet good enough to work with such a law library "giant." Fortunately, Roger put me at ease during his interview by telling me he felt one of his most important responsibilities was to help train his librarians so they could realize their full potential. I left the interview convinced that Roger was the kind of person who could teach me how to be a good law librarian. Very few times in my life has my initial impression been so right.

Roger accepted the Notre Dame position and everything should have gone smoothly from then on, but unfortunately, I almost destroyed our relationship before it really started. The fact that my actions did not get me fired says a great deal about why Roger is such a great mentor—he is both kind and mature. What am I talking about? Well, let me back up a bit. One of my concerns during my first year at Notre Dame was that I was not being paid commensurate with my "many" contributions. After Roger accepted the Notre Dame job, I decided to write him a letter in which I pointed out in a reasoned, unassailably logical manner why I deserved an immediate raise. Well, it seemed like a good idea at the time, certainly right up there with "sure, coach, I can be the punter" (I should have remembered that this bravado led to me taking fifty extra laps after football practice) and "why don't you let me drive that truck" (another memory failure—how could I forget \$250 worth of damage?). In any case, rereading the letter several years later, I was struck by how pompous and arrogant it sounded and how inappropriate it was as a greeting for my new boss. It would not have been unjust for Roger to fire me on the spot, but somehow he was able to look past the immaturity in the letter and

see potential in the person who wrote it. He was willing to give me a chance to show what I could do. Eventually, I did accomplish enough to earn several raises from Roger, and now the only lasting consequence for the indiscretion of my youth is that every couple of years Roger resurrects the letter and sends it to me. It keeps me humble and humane toward others.

Why has Roger Jacobs been such a great role model and mentor to me? I would need an entire book to adequately explain, but let me tell you about some of the things he has taught me that I have tried to use in developing my career:

- *Promote yourself and what you do.* Law librarianship is a powerful profession. We offer services that our institution badly needs. Therefore, we should not keep what we can do a secret, but rather we should aggressively go forth and sell ourselves and what we do. From these efforts good things come, including status, support, respect, and salary increases.
- *Defend your principles.* While one should be politically savvy, one should also be willing to defend a principle that is important to oneself. I witnessed Roger's strength and integrity on so many occasions, and I attempt to follow his example in my own career.
- *Support your staff and librarian colleagues.* Roger unselfishly fought for raises and promotions for me and countless others over the years. He went out of his way to make sure the credit for our good work went to us instead of to him. He always encourages those who work for him to come to him with ideas and he works to nurture and support those ideas. He promoted many of us for better jobs outside of our organization even when it was not in his personal interest to do so. He treats everyone he meets with kindness and humanity.

What does Roger Jacobs expect in return for doing all of these things for others? I once asked him how I could thank him for all the support and kindness he had showed me over the years. He replied, "Just go out and help others in similar ways."

Since I left Notre Dame in 1990, my relationship with Roger has by necessity changed in some ways. I am not a member of his staff anymore, rather I am a fellow director and more of a colleague. Roger has given the ultimate compliment by occasionally asking *me* for advice. Nonetheless, he is still and will always be my mentor. I call upon him less than in past years, but he is still the first person I think of when I need help or advice. Never has he turned me away and seldom has he not provided me with the guidance I needed.

At least once his help took on an almost mystical quality. During my first week as a new law library director at Suffolk University Law School, I was faced with one disaster after another. Things seemed so bad to me that I became convinced I had made a huge mistake in taking this job. I was so emotionally distraught that I literally laid my head on my desk in despair. The very moment my head hit the desk, there was a knock on my door and my secretary walked in with a fax for me. It was from Roger: "As you begin the challenges of your new position,

please remember that you are a talented law librarian who is well suited to be a director. Also remember that you cannot accomplish everything overnight, and that back in South Bend your old comrade is rooting for you and stands ready to lend you any assistance should you need it." That fax picked up my spirits like nothing else could have done and even today I cannot adequately express how much it meant to me. How it came to arrive at the precise moment of my darkest despair, I will never know. What I do know, however, is that it came from a tremendous mentor.

I think it is very important for people to develop mentors. We are particularly lucky in our profession because so many are willing to play the role of mentor. My advice to those looking for mentors is to be active professionally, find people you respect, and then develop a relationship with them by seeking their advice on questions for which you think the views of a more experienced person would be helpful.

For myself, I have tried to follow the example set for me by people like Roger, Frank (both of them), Dan, Edgar, Janis, and Jim, and have looked for opportunities to serve as a mentor for others. Hopefully, there are a few out there who feel that in some small way I have helped them in their career. I consider helping others to be the ultimate compliment to my mentors, because it is repaying at least a portion of the debt I owe to them for what they did to assist me during my career.

Oh, you are wondering about the title of this essay, "How I Became a Jacobite." Well, when Jim Gates¹ and I were attending our first AALL Annual Meeting after Roger Jacobs had been hired at Notre Dame, we walked into the business meeting (we were so young then) and a veteran law librarian exclaimed, "Look, here come the Jacobites." I can hardly think of a prouder moment than when I was "officially recognized" as a Jacobite.

Sara Sonet*

A Sage, a Role Model, a Teacher

A Sage—Arthur Charpentier¹

The setting: The General Business Meeting during the 1980 AALL convention in St. Louis. Connie Bolden, AALL president, patiently presiding.²

Impassioned speeches dragged on, both pro and con, about raising membership dues to \$65 (from \$40). AALL leaders wanted more money to hire an exec-

1. *Editor's Note:* Before moving on to Boston University Pappas Law Library, University of Florida College of Law Legal Information Center, and now as Director of the National Baseball Hall of Fame Library in Cooperstown, New York, James Gates was Staff Librarian (1983–85) and Assistant Director for Technical Services (1985–86) at the University of Notre Dame Kresge Law Library.

* Research Librarian, Supreme Court of the United States Library, Washington, D.C.

1. Arthur A. Charpentier, AALL president, 1965–66, was Assistant Librarian and Librarian at the Association of the Bar of the City of New York from 1950 to 1967. He then moved to Yale Law School where he was Librarian and Associate Dean from 1967 until his retirement in 1981.

2. *Editor's Note:* See *Proceedings of the 73d Annual Meeting of the American Association of Law Libraries Held at St. Louis, Missouri, June 22–26, 1980*, 73 L. LIBR. J. 793, 800–15 (1980).

utive director. Clearly the Executive Board envisioned then the sort of headquarters that has since been established. But then, there was only the wondrous Babe in charge of everything and everyone, knowing everything and everyone. The arguments continued until a tall burly man seated near the dais rose and turned to face the hundreds seated behind him. Raising his arms in a wonderfully enveloping gesture, taking all listeners inside his circle, he finished his statement by challenging his listeners to dare to be great!³

The vote finally taken, dues increase is passed. The speaker who carried the day, Arthur Charpentier of Yale.

Later that day, after some reception or other, as we waited for some bus to return us to some hotel, I asked Mr. Charpentier for help. The naïve riot of questions ran something like this: "How do I make the right decisions about *what* to do, and *where* to work, and *when* to change jobs. . . ." "Do what you love to do," he said reasonably and patiently. And I have.

A Role Model—Penny A. Hazelton⁴

The setting: Research Department, United States Supreme Court Library, 1981–1985.

Working for someone so energized, so unafraid of change, with the ability to make decisions quickly, whose belief in communicating ideas created an atmosphere of trust and competitive joy, whose ability to mine and promote the strengths of her staff was remarkable and remarked upon, who worked at the speed of light before the light had dawned for the day—*when* did I realize that this person was making a profound difference in the work I did as she helped me find the courage to learn and translate that learning into better and better work results? When?

Day one.

A Teacher—Patricia Evans⁵

The setting: Research Department-U.S. Supreme Court Library 1976 to the present.

From the very first day on the reference desk, from the easiest question to the most difficult, Pat was literally at my elbow, available to review, encourage, verify, and validate. A natural teacher, I asked her to doublecheck my every breath. And she did. When I had gained the confidence and experience to work independently, her experience and guidance proved an admirable base from which to take off. We con-

3. *Editor's Note: Id.* at 811. Actually, according to the published proceedings, he followed the challenge with one further comment: "You never know who you are. Just come ahead because it's your generation now . . . that's taking this association over, and us over-60 types are about to stagger off into geriatric helplessness. (Laughter)." *Id.*
4. Penny A. Hazelton, Professor of Law and Law Librarian at the University of Washington Gallagher Law Library, a position she has held since 1985, was the Assistant Librarian for Research Services at the United States Supreme Court Library from 1981 to 1985.
5. Patricia Evans has been Research Librarian at the United States Supreme Court Library from 1974 to the present.

tinue as colleagues today, sharing a reservoir of memories and a mutual determination to continue to meet the needs of a demanding, odd, and wonderful place to work.

Roberta (Bobbie) Studwell*

Idaho Mentors: Fond Recollections

I was fresh out of library school. *They*, the University of Idaho Law Library, were looking for a cataloger. What luck for me! I was about to return to my home in Moscow, Idaho, home also to the University of Idaho.

I had not known how lucky I would be until I met Rita Reusch at the interview for the job. Rita was Associate Director at the law library and assigned to handle interviewing for this position. I don't know how many people were scheduled to talk with her, but we hit it off well, and she made me feel good about my interview skills and qualifications, whether or not she offered me the job. Fortunately I was lucky enough to be hired.

There was a cataloging backlog of almost a year's worth of titles when I arrived. It created many tense moments for me, but Rita was encouraging and realistic about her goals for completing that project. She helped manage my expectations for myself and taught me how to set realistic deadlines and goals. I think back to those days now when I'm under the gun on a big project. Most projects seem minuscule in comparison to that backlog.

Rita left the University of Idaho to become Director at the University of North Dakota only six months after I started. North Dakota knew a good thing when they saw it and wanted her to begin as soon as she could. Rita was candid and honest with me about this job change, another good lesson I learned from her. She knew I took my position partly because I'd get a chance to work with her, and that's how she began breaking the news to me that she was leaving. Not an easy conversation to have with anyone, let alone a mentee fresh out of library school, fumbling through her first law library job, needing lots of guidance.

But I was fortunate once again. Lynn Foster replaced Rita, not only in the associate director's position, but also as my mentor. Lynn was just completing her law degree at the University of Illinois when she came to interview. We talked at length during her interview about attending law school. She seemed interested in helping me in my position and immediately gave me good advice about attending my first AALL meeting: what programs to attend, what groups to join that might help me with cataloging questions, and the importance of overcoming my shyness to introduce myself to anyone.

Within a year of her coming, Lynn began seriously talking with me about attending law school and moving into a reference position in another law school

* Associate Dean of Library & Information Services, Thomas M. Cooley Law School Library, Lansing, Michigan.

setting. She knew I wanted to do reference work based on conversations we'd had about my experience at the University of Idaho undergraduate library. The seeds she planted then motivated me to do just that within the next three or four years.

Rita moved on, Lynn moved on, and eventually I moved on, but they have continued to be my mentors. They were interested in me personally (but not overly nose-y) and used that information along with knowledge of my work habits, likes and dislikes, and capabilities to move me forward into my present position as Associate Dean for Library and Information Services at the Thomas M. Cooley Law School. I thank them every day as I experience the joys of directing a law library.

Now I mentor other librarians and try to deliver the same mix of wisdom and candor they gave to me. My eighteen-plus years of experience help, but experience alone is certainly not enough when it comes to giving other librarians good advice. I enjoy this mentor role. How could I not with such good role models as these to follow?

Kay Moller Todd*

Mentor, Schmentor

"Mentor, schmentor. Who needs them? If you're really good, you'll excel without help from anyone."

Not an uncommon view, but scarcely one commonly held by most successful people. Most of those who rise in a profession or within an organization will respond affirmatively and often fondly when asked if they had a mentor. In fact, our society has many organizations that are based on the premise that a novice benefits from a mentor, who does not so much instruct in specific skills as provide a model of how to behave in the organization or in the profession. The mentor may demonstrate skill, much as Pat Morita did for Ralph Macchio in *The Karate Kid*, but more often the mentor provides connections that enable the novice to move upward in the ranks of the profession. Looking back at a number of people who have provided me with opportunities, I realize that there are many whom I could name. However, three individuals stand out as I look back on nearly thirty years in the profession.

The first was Edwin Schuck, who was briefly the Law Librarian at Columbia University. During his tenure, I was first a student assistant, entrusted only with sitting at the door and checking briefcases, later Circulation Supervisor, and finally the Assistant Reference Librarian. Ed was a nonlibrarian, who nonetheless showed by his example an enthusiasm for those who were new to his library, and for the skills that a library school student could bring to his institution. When I left the graduate history program, he and other professionals on the staff suggested that I work full-time, become eligible for free tuition, and use those tuition credits toward

* Senior Legal Researcher, Paul Hastings Janofsky & Walker, L.L.P., Atlanta, Georgia.

a master's degree in librarianship. He provided references to ensure my acceptance into the library school program.

He further proposed to the library school that I receive credits for what was developing into a practicum experience in the law library, an idea that was too advanced for the dean of the now defunct Columbia School of Library Service. When my degree was within reach, Ed encouraged me to apply for the Assistant Reference Librarian position, which I did. My first and only year in that job coincided with his first year of teaching the bibliography and reference course in the library school. New though I was to legal reference, he enlisted me as his teaching assistant, using me to prepare questions for his class and grade their papers. This opportunity was of enormous benefit to me as I developed my own legal reference skills. Throughout my interaction with Ed Schuck, he was ever supportive and always interested in me and my accomplishments, never failing to forward a compliment that he had received on my work. I remember fondly my time at the Columbia Law Library, due in no small part to my interactions with him.

I left Columbia and New York and relocated to Atlanta where I never again worked in an institution with a staff that included more senior law librarians who could serve as mentors. This is probably true of most law librarians who work in law firms. However, two individuals in the profession have been significant mentors for me in other ways. In 1987, President Albert Brecht decided to appoint a committee to review AALL's structure and to determine whether significant changes in AALL's relationship to its chapters, special interest sections, or representatives were desirable. He appointed a committee of librarians from a variety of workplaces—many with significant years of experience in AALL—and asked me to serve as chair. It was a wonderful opportunity for me in a number of ways. It provided an opportunity to work with law librarians from other types of libraries. It also provided me with an inside look at AALL as an organization, and gave me a better understanding of how the organization works and how it promotes the interests of its members through its various units. Most important, however, it gave me a level of visibility in the profession which was clearly key to my being elected to the Executive Board in 1988. Albert has served as a mentor for many law librarians, and he continually encourages others to be active in the profession. His enthusiasm for meeting newer members and learning about them and their workplace successes is boundless. I'm grateful to him for supporting me.

The other law librarian is Roger Jacobs. I first met Roger when he was doing the traveling road show of an AALL president and visiting chapters. He impressed me then as being interested in newer librarians and having a clear understanding of the commonalities among librarians from different types of law libraries as well as the differences. My gratitude to Roger is of a different nature. I do not owe to him a specific appointment or connection. Instead, I am grateful to Roger for his informal promotion of me as a law librarian. Following our work together on the Organizational Structure Committee, Roger continued to promote my skills

and abilities informally to others. As a past president, he was particularly supportive during my own tenure as president by publicly announcing that he deferred to the Executive Board and its recommendations, stating that it had more information than he did and consequently he was willing to follow the board's recommendations.¹ He is a treasured friend and would probably be surprised, given the informal nature of his support of me, that I view him as a mentor.

Marie Wallace*

Mentors as a Picket Fence

Mentors have enlarged and illuminated my life starting before birth. My father got the mumps in the army. Mumps usually render adult males sterile. So statistically I was highly unlikely; but once an unidentified mentor saw to it that I was conceived, mentor behaviors seemed to have been programmed into my genes. Seeking and giving help were as intuitive as eating. I looked for and converged with mentors like iron to a magnet. When I was seven, I started a list of "important people"—those I trusted to "bring me along" (a child's concept of a cross between an angel and the family dog). I recognized them when I met them but did not learn the word "mentor" until decades later.

I rode a horse to a one-room grammar school with the eight grades taught by one teacher who could do everything: throw a football, administer first aid, play the piano, keep the fire going in the stove, and put on a Christmas play—all while teaching the 3 Rs. She laid the groundwork for mentoring by encouraging students to learn from each other. So early on I was comfortable with both coaching and being coached. Learning was a reciprocal relationship. I was a whiz at math, spelling, and hitting home runs, but often needed help with history, writing compositions, and oral expression.

The metaphor I like for mentoring is a picket fence, an open structure formed by connecting substance and space—sort of an architectural *pas de deux*. The substance portions (the slats) are the mentees and the spaces (the slits) are the mentors. The spaces add depth perception and make it possible to see from here to there in small, manageable increments.

My picket fence has many mentors, but seven stand out in my career as a private law librarian. Three were from other professions. One I never met personally. Two evolved from employment settings, and two were younger. I got support

1. *Editor's Note:* Roger F. Jacobs served as AALL president in 1981–82.; Kay Moller Todd held the same position in 1993–94.

* Retired. Among former positions: Head of Acquisitions, UCLA Law Library (1956–57); Head of Acquisitions, Los Angeles County Law Library (1958); Law Librarian, Kindel & Anderson (1971–82); Law Librarian, Latham & Watkins (1982–88); Law Library Manager; Special Projects Coordinator, O'Melveny & Myers (1988–1995). Recipient of Marian Gould Gallagher Distinguished Service Award in 1997.

from mentors for mind mapping, reality checks, restraint, timing, focus, inspiration, feedback, briefing, jump starting, getting “back on the horse” after falling off, and especially to celebrate.

Fast forward to shortly before I would return to work after being at home for twelve years raising a family and retooling by taking computer programming classes. I had volunteered to turn a garage full of environmental materials into a library for Ellen Stern Harris, a Southern California citizen activist. Ellen was a charming self-taught genius at applied civics and moving bureaucratic mountains. She could readily distinguish a public agenda from a hidden agenda—helpful preparation for my future destiny in the unique world of law firm governance.

In 1971 when I did return to work, it was as a librarian for a mid-size law firm, Kindel & Anderson, in Los Angeles. I had never done reference, cataloging, space planning, or a library move. All I knew was acquisitions. The first week on the job I could not believe the ridiculous arguments about things that were obvious. Was my situation unique? There were very few private law librarians in L.A. at that time. The only one I knew personally was Stanley Pearce, Law Librarian at O'Melveny & Myers. I had met Stan in my first law library job (fourteen years earlier) when he was an intern from the University of Washington and I was Head of Acquisitions at UCLA's Law Library. One day he came to work in a total state of excitement. “Marian Gallagher is coming!” he repeated over and over. I was skeptical that a library school professor could cause such intensity of emotion—until I met her. The mentor vibes passing between Stan and Marian were like electrical energy. This is when I first consciously associated the word “mentor” with the relationship.

Fourteen years later, I turned to Stan as a mentor, but I did not know any lawyers. Like the proverbial traveller, I found help along the way in the form of the library partner at Kindel & Anderson, Roy E. Potts. He talked in parables and Civil War battles to illustrate how the practice of law was changing and the old collegial values disappearing. It was a miracle that law firms stayed together. An engineer before becoming a lawyer, Roy understood how things worked and could explain them in vivid stories. He held up a mirror for me to see myself professionally in a bigger world.

Roy knew Stan Pearce but thought Stan's idea of a law librarian “too grand” for a smaller firm. He advised me to confer with the librarian down the street at Gibson, Dunn & Crutcher, a firm that was slated to move into the same complex of towers as K & A. It turned out that Irwin G. Manley not only had also grown up on a farm, he also faced many of the same library issues as I did. Irwin saw the world through the dual lenses of a pilot and a basketball player. When he was not thinking about flying or the court, he was a strong advocate for working with professional associations. I would never have gone to my first AALL Annual Meeting in Florida if it were not for his coaching nor would I have had the opportunity to work on local arrangements for the 1975 Annual Meeting in Los

Angeles.¹ Irwin also helped form a learning team that met once a month for lunch and mutual support in the back room at Casey's Bar.

I never met Elizabeth Finley but through her book on private law libraries,² she was always available, practical, and wise in all the counsel she had to offer. She is the only mentor whom I did not collaborate or reciprocate with in some way.

Not long after I resumed working, I discovered that Francis Gates was the Law Librarian at the University of Southern California. Francis had gone to library school with my husband (two years after I did at UC Berkeley) and then worked with me at the main library at Berkeley. Francis was a contemporary Socrates, seeking the truth by continually asking questions. He expanded my understanding of law librarianship to include how to deal with "the rascals." After a conversation with Francis, I always knew more about myself and my situation than previously.

Lyn R. Oliensis, Program Attorney at Practising Law Institute in New York, asked me to cochair the first PLI program on Private Law Libraries in 1977. Up to that time, continuing education for private law librarians was under the aegis of AALL. Creating a broader-based program under the wing of a CLE organization for attorneys seemed like a great opportunity. Even though I was terrified of public speaking, I agreed to do it and discovered that organizing programs is a form of teaching—work but fun. Lyn taught me about the spatial and relational aspects of programming and brought me full circle back to my grammar school days. Now payback time began. I started being both a mentor and a mentee. I continued to grow along this path for many years until retirement, or what I call "Life in Progress." Then I became primarily a mentor as a "Guide on the Side" via a LLRX column.

Working with a mentor is a growth experience, being a mentor is a regeneration process—like being a grandparent. Both are aspects of the picket fence—kindling support, making connection, and serendipitously reframing your world.

1. *Editor's Note*: Irwin Manley served as chair of local arrangements for 68th Annual Meeting of the American Association of Law Libraries, held in Los Angeles, June 22–26, 1975.

2. ELIZABETH FINLEY, *MANUAL OF PROCEDURES FOR PRIVATE LAW LIBRARIES* (rev. ed. 1966).

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Editor's Note: The list below is arranged alphabetically by "mentor." The "mentees" are included in parentheses.

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