Caroliniana Columns - Fall 2004

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SOUTH CAROLINIANA LIBRARY MOURNS THE PASSING OF FORMER DIRECTOR E.L. INABINETT

"He certainly knows more about South Carolina than anyone I’ve ever met. He knows its people, its books, its geography, its pictures, practically anything you can think of. He’s a gentleman and a scholar, and he’ll be sorely missed.” With such laudatory words, E.L. Inabinett, second director of the University of South Carolina’s South Caroliniana Library, was honored upon his retirement in 1983 after having headed the Library for twenty-five years.

Inabinett’s response was characteristically unassuming and summed up his three decades of work with the Library in a few simple words—“A library is only as good as its collections, its staff and its friends and patrons, and we rate outstanding on all three counts.”


After completing a two-and-a-half year stint in the U.S. Navy during World War II, Les earned a bachelor’s degree in history from Pepperdine University in Los Angeles, California, and subsequently pursued graduate studies toward a Ph.D. in history at the University of South Carolina. He came to USC in 1950 as a graduate student and part-time employee at the South Caroliniana Library. His responsibilities quickly expanded to include work with the John C. Calhoun papers editorial project and as chief assistant to his mentor, Dr. R.L. Meriwether.

Inabinett holds the distinction of having served longer than any director to date and is remembered for his instrumental role in expanding the Library’s collections relating to South Carolina’s leadership up to the modern era. It was during his years as head of the Library that such important additions as the Williams-Chesnut-Manning, James H. Thornwell, Milledge Luke Bonham, Francis Lieber, John Shaw Billings, Hammond-Bryan-Cumming, James Glen, David R. Coker, and Hampton family papers were made to the

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UNCOVERING HISTORY
IN THE READING ROOM

Every day in a library is a good day.

That became my motto when given the opportunity to spend a few weeks at the South Caroliniana Library. Journalists are familiar with documents; we often request from officials the paper to prove a point or deepen an investigation. But most often we deal directly with the living, with what they have to say, and we favor speech in the present moment.

Then we move on to the next new thing.

work, glass cases of artifacts to wander by, the green of the Horseshoe in front, a fountain behind.

And South Caroliniana is inhabited by kind and helpful people. No one seems to mind saying for the umptumph time that notes must be taken in pencil. Best of all, everyone shares your excitement. Find a document that gives you a thrill, and they're bound to offer you another just as wonderful.

Which means every day in the library could easily extend — I wish — to every year.

But memory is mutable. And 50 years ago was long ago, especially for recalling events so painful they seemed best forgotten.

South Caroliniana comes to the rescue, with the letters and the legal papers, the photographs and the pamphlets and the speeches. And, in those documents reside the personalities of the prime movers.

What a sorrow to read a plea for help to the FBI! What a thrill to read a letter by Thurgood Marshall!

Libraries enchanted me from the start. A bookish child, I would check out the maximum, walking home from an Air Force base's barracks or Quonset hut with a stack of stories. But the pleasure of ancient letters and diaries and maps, of firsthand information from long ago, that was new to me.

And because the story changes as it changes hands — I can testify that Briggs v. Elliott seems told more often wrong in the details than right — seeing the original document is invaluable to truth-telling.

I’m a convert.

We interview people on the phone, by e-mail and in person, individually and in groups, in restaurants and meeting places.

We journalists talk, talk, talk. Then we listen.

But South Caroliniana is quiet. Occasionally, a pencil is sharpened, and everyone looks up. Once in a while, a cell phone rings, and everyone glares at the offender, who scurries out.

But South Caroliniana has the records, the actual version.

I wanted to learn more about Briggs v. Elliott. A lawsuit brought by parents in Summerton, it evolved into one of the suits comprising Brown v. Board of Education. That 1954 U.S. Supreme Court decision ended "separate but equal" and began the desegregation of America's public schools.

Four journalists from The State — Carolyn Click, John Monk, Roddie Burris and I — are writing a book on the civil rights movement in South Carolina.

I’m writing about education, and I wanted to learn far more than is usually written at Brown anniversaries.

South Caroliniana was the place to do that. The library possesses the papers of the Rev. J.A. DeLaine, a minister who advised and encouraged the parents brave enough to sue. South Caroliniana also has the papers of the state attorney who opposed those parents, Robert McC. Figg, who later became a dean of the law school at USC.

Like a good journalist, I talked to people who remembered the lawsuit, the few remaining who participated or knew the participants. Then I talked to their children, even their children’s children.

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I’m a convert.

Have any papers to donate? I’m ready to read them at one of those beautiful tables.

By Claudia Smith Brinson, a columnist for The State presently working on a book on civil rights
Modern Political Collections recently received the papers of Congressman Floyd Spence, who represented South Carolina's Second District from 1971 until his death in 2001. Approximately 220 linear feet of materials have been received, including books, memorabilia, photographs and audiovisual materials, speeches, and papers relating to legislative matters, particularly Spence's work on national defense issues.

Spence was instrumental in the development of the modern Republican Party in the state. In 1962, as a member of the General Assembly, Spence announced he was becoming a Republican, making him the first elected official in South Carolina to break ranks from the dominant Democratic Party. His bid for the U.S. Congress that year was unsuccessful, but his candidacy foreshadowed a change in the state's political climate—one which saw the Republican Party becoming a viable political entity in South Carolina.

Spence eventually was elected to Congress as a Republican in 1970, and became known for his advocacy of a balanced budget amendment, his work on the House Ethics Committee, and his unwavering support for a strong military. Spence rose to national prominence as the three-term chairman of the House Armed Services Committee from 1995 to 2000.

An online exhibit relating to Spence's life and career is available at the Modern Political Collections website, located at <http://www.sc.edu/library/socar/mpc/exhibit/spence/>.

By Dorothy Hazelrigg, Curator of Modern Political Collections
Craig Keeney, New Cataloger

I accepted the position of Cataloging Librarian for the Published Materials Division of the South Caroliniana Library in May 2004. I now have been on the job for three months but barely can recall doing anything else or working anywhere else. I credit this feeling less to premature memory loss than to the excitement of accepting new challenges and learning new skills. What events led me to seek this job?

I begin with a confession. I had waited in the wings for a permanent position to open at the Library for several years. As a graduate student working towards degrees in Library and Information Science and Public History, I helped process the personal papers of General William C. Westmoreland for the Manuscripts Division. Upon completing my graduate coursework, I partially processed another large manuscript collection, the papers of education reform advocate M. Hayes Mizell. I also knew something of the Library’s resources as a researcher. While writing my Masters’ thesis on the topic of Vietnam War protests in Southern universities, I extensively utilized the Library’s resources, from independent newspapers and microforms to interviews on audio cassette and papers of local organizations.

I believe that my experiences with the Caroliniana Library prepared me somewhat for my current position, but the first few weeks of training were intense nonetheless. Catalogers May Liu, Charlotte Marshall, Martha Mason, Elizabeth Sudduth, Derek Wilmott, Maggie Worth, and Linda Wyman from the Thomas Cooper Library ushered me into the esoteric world of cataloging, explaining the intricacies of authority headings, Dewey decimal numbers, subfields, and subject headings, as well as computer commands and search strategies. Had I not already learned to ask questions and take notes in school, I surely would have during my training phase. It was a lot of information to process at once! Librarians Robin Copp and Thelma Hayes meanwhile explained to me the Published Materials Division’s various policies regarding copy orders, researchers, and shelving and re-shelving materials. At one point, I remarked to a colleague that I felt like a beginner drummer; I understood all the rudiments, but I could not yet put them all together to play a fluid beat.

Three months later, I am pleased to report my “timekeeping abilities” have improved considerably. Of course, I still am a student in the art of cataloging and will remain so for the foreseeable future. What precisely do I do as a cataloger? In simplest terms, I describe materials within our holdings. If I can locate an existing description of the item in hand in a global catalog, then I export the record into the University’s local catalog. If no record exists for the item in hand, I create one. My position is somewhat different from other catalogers, however, in that I likely will never specialize in working with materials in any one format. Some catalogers describe maps or serials only; I need to be able to describe any published material that crosses my desk, be it an electronic journal, a map, or a sound recording. I find this aspect of the job challenging, but also appealing. It requires that I understand not only how materials differ, but how I must express those differences in a manner consistent with current cataloging standards, and, hopefully, in such a way as not to confuse non-catalogers.

My position differs from other catalogers in another important aspect. Reference librarians typically work at the reference desk: catalogers typically catalog materials. The lines are clearly drawn. I, however, work at the reference desk on occasion. I find it insightful to observe first-hand how researchers use or sometimes misuse the Library’s catalog. How do they seek information? When they look at a record that I created, or one that another cataloger may have created, does it confuse or help them? I have the rare opportunity to see the products of my labor and that of other
catalogers in use. Armed with these insights, I intend to become a better cataloger, that is, one highly attuned to our researchers’ needs.

Thelma Hayes, Library Technical Assistant

“Then and Now”

Entering the newly renovated reading room early in November 1987, the first person I saw was frequent researcher John Hammond Moore, who immediately called the head of the Books Division, Mrs. Eleanor Richardson, from the stacks.

It was a Tuesday when Library director Allen Stokes and Mrs. Richardson interviewed me in the Kendall Room, which was a lovely room. I started work the following Monday, November 16th, and on Friday had my first taste of the Library’s hospitality as I helped host a book-signing party. Since then, there have been many other functions, and a particular pleasure has been participating in the University South Caroliniana Society’s annual reception.

I have had three supervisors in the Books Division; Mrs. Richardson; Dan Boice; and Robin Copp; as well as 6 co-workers: James Hill; Jaime Hansen; Mae Jones; Mark Herro; Jackie Peck; and Josh Vassallo. There have been three University presidents during my tenure: Dr. James Holderman, Dr. John Palms, and Dr. Andrew Sorensen.

When I began, the third floor stacks housed hard copies of Charleston and Columbia newspapers by dates, much easier to retrieve in my opinion. The third floor also held the picture files, person/artist files, sheet music files; music and other record albums, the Sanborn maps, plus oversized maps. It certainly helped having the dumbwaiter in working order! Since then, the image files have moved to the Manuscripts Division and into Beth Bilderback’s capable hands.

Before Elizabeth West’s and Craig Keeney’s office was built on floor above the Kendall Room, that area housed the Library’s vertical files and manuscript materials with John Waters and Tom Johnson occupying the corner offices. Now John Heiting is ensconced in John Waters’ old office, but Tom’s office has become an equipment room housing part of the HVAC system.

The microfilm reader/copier and the engineering map copier were acquired around 1989 and are still in good shape. The number of copies they have produced in the last fifteen years makes them remarkable pieces of machinery; they have been moved from pillar to post and from the second floor to the balcony.

Ann Troyer’s new office was Charles Gay’s office until 1991, and it housed the photocopier and microfilming equipment. Later the microfilming cameras moved to the Pearle Building, the Library’s annex at 720 College Street. At the same time, Modern Political Collections was established to document South Carolinians and their government at the national and state levels. Under Herb Hartsook’s able leadership, these collections also moved to the Pearle Building.

All of the University’s theses and dissertations were originally housed in the Caroliniana building in the alcoves and second floor stacks. To make space, they were moved to the Pearle Building where they stayed for several years before finally being transferred to the new Library annex near the State Archives. The alcoves of the main building now house wonderful, recently acquired collections, Kohn-Hennig, Simms-Oliphant-Furman; and Gage.

Technology has brought changes as well. A major change was the advent of computers! At first, the only monitors available were for the public use of USCAN, the Libraries’ electronic catalog; then Vice Provost and Dean of Libraries George D. Terry insisted we each have a

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SPREADING THE WEALTH: 
THE WOLFE COLLECTION 
IS DONATED TO THE 
CAROLINIANA

Two years ago when I first learned that Dr. Allen Stokes planned to retire from his position as Director of the South Caroliniana Library, I thought about his many contributions to his alma mater and to his state. Many people may think of Allen primarily because of his devotion to the preservation and dissemination of South Carolina history as manuscripts librarian and, more recently, as director of the library. To me, however, Allen's greatest gift has been his ability to teach the scholarly world about the richness of the resources available at the South Caroliniana Library. He has never lost sight of the fact that the purpose of preservation is to save the materials of history so that the wisdom of the past; recorded in books and manuscripts, may be used to help us understand our state, our nation, our world and ourselves.

When I thought about Allen's effectiveness as a teacher, I wanted to honor that dimension of his career in a tangible, useful way. In my own teaching, I have often used original manuscripts, letters, and documents in an effort to illustrate in a memorable way some of the most important subjects in American history. When discussing the Civil War, I have relied on a collection of letters that I had acquired in the 1970s to show the day-to-day life of a common soldier. Sam Wolfe, a carpenter in civilian life who served in the 18th Regiment of South Carolina Infantry for three years, wrote most of the letters. Because he has devoted his career to the preservation and utilization of such letters, I decided to donate my Wolfe Collection to the South Caroliniana Library in honor of Dr. Allen H. Stokes upon his retirement as the library's director. Now, the collection will be available for others to use as I have for so many years.

The collection consists primarily of the Civil War letters of Samuel H. Wolfe (ca. 1828 to 1864), a Union County, North Carolina, native who lived in Unionville, South Carolina, at the time he enlisted in the army in November 1861. Letters from the Charleston area, from Florida, and finally from Virginia addressed to Sam's wife, Diana, recount the ordinary experiences that Sam faced as he campaigned far from his home. Also, a letter from Diana to her husband early in the war illustrates the problems the separation caused her. Sam was killed at Petersburg, Virginia, June 30, 1864, along with twenty-two others in his regiment, in the explosion of a tunnel packed with gunpowder under the Confederate line.

Two years after Sam's death, Diana remarried. About 1875, she and her husband, John Laney, moved to Texas where they continued to correspond with family members who remained behind. Letters written from Texas describe local economic conditions and provide family news.

This collection has served me well as a wonderful tool in teaching the human side of the Civil War. As part of the rich holdings of the South Caroliniana Library, I trust the Wolfe Collection will continue to prove useful to students of South Carolina's history and, at the same time, commemorate the career of Allen Stokes, who has, in my opinion, done more for South Carolina history over the past quarter of a century than anyone else.

By Ron Bridwell, President, University 
South Caroliniana Society, 2001-2002

View of the Crater, the result of the explosion during the siege of Petersburg in which Sam Wolfe lost his life.
personal computer. Now we have the newest models and they are used continuously. Originally, we handled our own interlibrary loans and bindery orders, but with computer networking Thomas Cooper Library took over the functions to streamline efficiency.

The number of students and scholars using the library has grown considerably while the number of genealogy researchers has diminished somewhat, probably because so much information now can be found on the web. The Library’s collection itself has grown extensively as well, especially the microfilm collection. But space in the building has become a premium commodity and is always needed.

Since the University added the Annex and Conservation Lab, located near the State Archives building, we have been able to barcode items to be sent for off-site storage. We have sent thousands of items which has relieved the overcrowding of our shelves. To alleviate the crowded map cabinet situation, new map cabinets were installed in the Kendall Room.

Since I have been on the staff, the Library has been broken into and damaged twice. The first time, I came in on a Monday morning and saw the packages under the Christmas tree torn open and desk drawers opened. It was scary. I ran to the emergency box outside on the Horseshoe and pushed the button. I was told the break-in occurred over the weekend. Nobody had bothered to tell me. The second break-in brought about the installation of a security system.

As a result of severe flooding of the East stairwell, the Library building was re-roofed. This in turn led to high humidity in the building, which broke down much of the plaster, especially in the Kendall Room and on the balconies. In addition, the old heating and air conditioning units frequently flooded the floors. Repairs had to be made, which was a long, tedious process. Now we have modern equipment that controls humidity and thermal windows to keep the temperature constant.

Outside, the building was given a pressure wash and the windows were completely removed, refinished and replaced.

My greatest regret is not having been more alert and possibly preventing one of our atlases from being vandalized by a notorious thief. My greatest joy is in seeing and knowing that many students have come through this Library and are now successful professionals in diverse fields. My funniest recollection is of grown men, Allen Stokes in particular, chasing a trespassing squirrel around the Reading Room. And if I could take a souvenir of all my years behind the desk, it would be my typewriter – faithful through all these seventeen years.

By Thelma Hayes, Published Materials Division (Retired)

"THE GENTLEMAN FROM RED BANK" : A COUNT BASIE CENTENNIAL EXHIBIT

Following the death of band leader Count Basie, Freddie Green, the Charleston-born jazz guitarist who played with Basie's orchestra from 1937 on and was called "Basie's Left Hand," put together a scrapbook of obituaries and other newspaper and magazine articles memorializing the legendary band leader.

The spiral-bound scrapbook (pictured here as part of the exhibit) was recently loaned by the South Caroliniana Library to be displayed as part of the Count Basie Centennial Photographic and Memorabilia Exhibit. Under the formal title of "The Gentleman from Red Bank: Swinging the Blues," the exhibit is touring venues in New Jersey, Count Basie's home state, between July 2004 and January 2005.

For further information on the exhibit and other centennial activities, visit the Count Basie Centennial website at <http://www.countbasiecentennial.org>.

Photo ©Lauren Crable/@Photo.com 2004
Inabinett, Continued

Library's manuscripts collection. And at the same time, equally significant strides were being made toward building the book, pamphlet, map, music, and visual images collections.

Yet asked at the time of his retirement what he considered the most welcome event during his tenure, he pointed to the addition of central air conditioning in the mid 1970s, a move that not only helped ensure the preservation of the Library's extensive historical collections but went a long way to make working conditions more pleasant for its staff and visitors. "It was sorely needed," Inabinett noted. "Temperatures at times reached the 90s in the principal reading room." And, he remembered, the heat and humidity often were responsible for driving researchers out of the building during South Carolina's long, hot summers.

In 1987, four years after his retirement, Les Inabinett sat down for an oral history interview with Dr. William W. Savage, former dean of USC's College of Education. Looking back upon his years at South Caroliniana, Inabinett reflected—"I just am glad to have been able to work there for those 33 years. It was a wonderful experience. Every day was an interesting day. It was hard work—and that was one of the real problems.

No one really realized how hard the work was. The place looked so quiet, and rarely visited, and everyone got the impression that people were just there with their legs propped up on the desk—you know, reading a book, something like that—but it wasn't that at all...."

There were other challenges along the way too. "Whatever physical improvements were made over the Caroliniana during my tenure...were mixed blessings. I was glad to have them, but they were always disappointing in that one of our most pressing needs was never met with those improvements, and that is additional space," he recalled. "That old building was a curse and a blessing at the same time. It was wonderful, you know, having the old building to operate in, but it never was built for an ever expanding collection of Caroliniana."

Most of those with whom Les Inabinett worked closely throughout the years are no longer living—Jane Darby, Clara Mae Jacobs, Eleanor Richardson, Martha Workman, to name just a few. And of the Library staff members he hired, only three remain—Director Emeritus Allen Stokes, Curator of Manuscripts Henry Fulmer, and Administrative Assistant Ann Troyer. They, and many others who knew and worked with Les over the years, hold fast the memories of Les Inabinett as a devoted friend and colleague who, even in his retirement years, demonstrated an abiding interest in the Library, its collections, and its people.

Harvey Teal, former president of the University South Caroliniana Society and long-time South Caroliniana Library supporter, worked with Les Inabinett, both cooperatively in building the collection and during the 1950s as a fellow graduate student employed by R.L. Meriwether. Harvey remembers having had classes together with Les. "I especially remember the Diplomatic History class taught by Dean Calcott. Dr. Meriwether always wanted to know which one of us got the better grade. To the delight of Meriwether, we both made an 'A' more often than not."

"When Les succeeded Dr. Meriwether, it was my continued honor and pleasure to work for him for a time and modestly to assist him in building the collections of the Library," Teal said. "He was a cherished friend and a competent fellow 'toiler' in the 'historical vineyards' of South Carolina for many decades."

Allen Stokes succeeded Inabinett as director of the South Caroliniana Library in 1983, after having served for a number of years as Manuscripts Librarian. "Les Inabinett," he writes, "admirably carried on the work that had been accomplished by Dr. Meriwether. Working with Les at the Caroliniana was fun and challenging. We sensed his dedication and commitment to the work that we were doing. During Les's tenure many important new collections came to the Library and are often cited by the scholars who used these collections and authored major works in Southern history in the 1960s and '70s. One of our undergraduate student assistants, in referring to Les's office, was fond of saying "Mr. Inabinett is in his cabinet." Even in his cabinet, Les was never too busy for a bit of advice on a collection, and his detailed knowledge of South Carolina's history and geography was amazing."

By Henry G. Fulmer, Manuscripts Librarian
DANCING THROUGH THE GREAT DEPRESSION

In October of 1929, the stock market crashed, marking the end of the Roaring Twenties and the beginning of the Great Depression. South Carolinians, preoccupied with the Big Thursday Carolina-Clemson game and the other events of the State Fair, didn't really notice at first. The state's two main economic resources, textile mills and agriculture, had been in a depressed state since around 1920, so the Palmetto State did not suffer the dramatic plunge that the Depression brought to the more prosperous, industrial economic centers in the nation.

The University of South Carolina was already dealing with tough times as well. After reaching an appropriations peak of just over half a million dollars in 1926, Carolina's state funding began a decline that would continue until 1933, resulting in a cumulative cut of sixty-nine percent. However, the institution avoided wholesale layoffs by raising tuition, cutting programs, paying faculty in scrip, and abolishing scholarships. Carolina students from all socioeconomic backgrounds sought out jobs to help their parents pay school expenses. Administrators frequently received letters from students and parents asking for an extension to the deadline for payments.

However, the grim economic times couldn't dampen the students' zest for social activities. Despite homemade dresses and borrowed tuxedoes, Carolina alumni of the 1930s fondly recall that dances were a prominent part of the University's social scene. Formal and informal dances were held throughout the year, both on weeknights and weekends, and were sponsored by fraternities and other student clubs, including the German and the Damas dance clubs. Most dances were held at the gym, now Longstreet Theatre; and some were held at the elegant Jefferson Hotel ballroom. The University's social season culminated with the June Ball, an all-night event that usually wrapped up around six a.m. After the dances, students gathered at local restaurants, such as the Metropolitan Café or the Toddle House, for coffee and a piece of pie.

The fortunes of the state and the University began to turn in 1934 with the implementation of President Franklin D. Roosevelt's New Deal programs, some of which funded student jobs and construction and repair projects at the University. The end of the decade brought a slow climb in the University's appropriations, and presented a new set of challenges for the institution and its students with the onset of World War II.

By Elizabeth West, University Archivist

NOTE: The University Archives is producing an online exhibit on the University in the Great Depression. It will be on the website at the end of October. http://www.sc.edu/library/socar/archives/exhibit.html.

Above: A co-ed holds a rooster on a leash at a football game, possibly Homecoming.

Left: A student takes in the countryside during an auto excursion.
THINKING AHEAD: THE SUCCESS STORY OF JOHN E. SWERINGEN

In May the Library hosted a reception honoring John and Bonnie Swearingen on the publication of his memoir, *Think Ahead*. Swearingen was born and reared in Columbia. Like his father before him, he attended the University of South Carolina, enrolling at age sixteen and graduating in 1938, magna cum laude.

One year while in college, Swearingen had a part-time job in the Caroliniana, collating and re-shelving books. He has said his training at USC “taught me how to identify, analyze, and solve problems and equipped me to make a success in the lifetime career I was later to choose.” In 1939, he received his master’s degree in chemical engineering from the Carnegie Institute of Technology. Shortly thereafter, at age twenty, he went to work for the Standard Oil Company. In 1958 he was made president of the company, and in 1960, at age forty-one, became CEO.

The book is not only a memoir of a fascinating life and a history of John Swearingen’s career in the oil and chemical business, it also provides important advice for a life well lived. Summer visitors to the Library have enjoyed an exhibit featuring material from the collections of Swearingen and his father. John E. Swearingen, Sr. (1875-1957) was an educator and long-time South Carolina Superintendent of Education.

By Herbert J. Hartsook, Secretary/Treasurer

Not only is reading one of life’s finest forms of entertainment, the ability to read complex and often difficult material carefully and analytically is, in my opinion, one of the prerequisites for success in a business career – or for that matter, in any career of substance. (p.12)

...a good CEO thinks, plans, and builds for the long term. And like a musical conductor, the effective CEO must work through other people. This is the real test – to have a vision of what one wants to accomplish, to have the ability to inspire good people to work in harmony toward the realization of that vision, to measure performance, and to bring rewards for a job well done to stockholders, customers, employees, and communities....In the end, success as a CEO requires certain basic attributes – clarity of vision, singleness of purpose, the will to succeed, and leadership. It requires a clear set of goals and objectives. And finally, it requires time and patience. (p.273)

A CEO’s first task is to live in the future, not in the present and not in the past. He must sense the direction of events; he must prepare to take advantage of opportunities and protect against adversities. He must engage in prudent risk taking but always be conscious of the perils of unforeseen events.... A CEO must recognize changes in the direction of his business....A CEO must be able to make difficult decisions in a timely manner without equivocation. Agonizing over, and delaying, decisions is disruptive to an organization, as is communicating decisions in an ambiguous way.... The CEO has the job of defining the objectives of the corporation, building the organization to implement them, and devising means of monitoring performance versus objectives.... (pp.277-279)
**A SCHEDULE OF EXHIBITS AT SOUTH CAROLINIANA: PHYSICAL & VIRTUAL**

**IN THE SCL LOBBY:**

Currently on display: *Behind the Scenes at the South Caroliniana Library*
An exhibit showing SCL staff in action.

Sept. 20 through Oct. 29: *Evidence of Things Not Seen: Civil Rights Collections at USC*

November: *Palmetto Veterans*
Selections from war-related collections in the Manuscripts Division, in recognition of Veterans Day.

December-January: Modern Political Collections’ annual Christmas card display, this year from the collection of Senator Lindsey Graham

Coming in 2005: An exhibit on the life of Donald S. Russell

**ONLINE EXHIBITS:**

October: USC in the Great Depression, on the University Archives’ webpage.

January: *Two Hundred Years of Student Life at USC*
Originally produced by the University Archives in 2001 for the bicentennial of the University’s founding. The exhibit is being reformatted for display on the Archives’ webpage, in commemoration of the bicentennial of the University’s opening in 1805.

Permanent: Modern Political Collections exhibit subjects include Floyd D. Spence, John C. West, and Presidential Christmas Cards.

**GIFT ITEMS AVAILABLE FROM SCL**

For more information or to place an order, please contact Ann Trower at 803-777-3131.

*SCL print (watercolor by Harry Dodge Jenkins, 1927): $75.00 + $5.00 shipping*  
*Columbia Reader: $10.00 + $3.00 shipping*
**MEMORIALS & HONORARIA**

**In Honor Of**

Mr. Harvey Teal

**In Memory of**

Senator Donald Holland
Dr. Porter McLaurin

**From**

Mr. & Mrs. Dennis Teal and family

Dr. & Mrs. Flynn Harrell
Mr. & Mrs. Harry Varney
Mr. & Mrs. Harvey Teal
Mr. & Mrs. Scott Johnson
Mr. & Mrs. Donald McLaurin
Ms. Philoma Skipper
Ms. Elizabeth Underwood
Cayce West Columbia Sertoma Club
Ms. Mary M. Saunders
Ms. Martha M. Griffin
Mr. Joseph Barrett
Mr. & Mrs. Dennis Teal and family
Mr. & Mrs. Edwin Jones
Ms. Jane Sites
Mr. & Mrs. Fred Walters