

Gratia A. Countryman and Family Papers.

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To My Staff:

There has never been in any library a more legal staff than our own. It is now brought to my attention that there is unhappiness and disaffection among my heretofore loyal co-workers. I am puzzled and grieved to know what causes it, and I scarcely know how to make each and every one of you feel that confidence in the administration and loyalty to the best interests of our institution is absolutely necessary.

The Salary Committee did a magnificent piece of work in quietly winning over the whole Board to a general rise of schedules. They had nothing to do with fitting individuals into the grading or the schedules.

and here is our problem which you all have a right to know. We were already running a budget \$15,000 in excess of our income. It is unlawful to have a deficit at the end of the year. The new salary schedule has added a good many thousand dollars to the already large deficit.

The Board demand that I find a way out. I am wading in deep water to find a solution of an almost insolvable problem. I am planning to keep the members of my staff at their increased salary, but to re-arrange work so that vacancies can be filled with our own people rather than new people.

I am puzzled beyond words how to save enough money. I have

consulted with many, and it may be that imperfect reports have found their way out and have troubled the staff.

May I assure each of you that you are not only my co-workers in working out our temporary troubles but are individually my friends. My office is open to you; if you feel troubled by any rumors, don't repeat them, but come to me for the truth. I ask for your confidence and for a renewal of your staunch loyalty and for your assistance in building up the splendid morale which has heretofore characterized us. I would otherwise have no courage to work out our problems, and I am sufficiently burdened even with your renewed loyalty.

This is an earnest appeal to you to control
the unrest and lack of harmony that seem to be creeping
in. It is also my promise to give to you official information whenever any changes are made.

Gratia A. Countryman
Librarian.

Glence can Ircine Porblem. If I had been assigned the last of Heaking of any one Docine problem, at hught han has some hope of degining it. What to roll are the problem under ones Contemplation at once, to thuit of the Collection Forester 3 our Pocial Jabrie, and to Vet them forth loved. They Chemis, is a somewhat imposite talk. One can senicity do noon than Enumerate their, or give an improvemente Disture of our present locial pituation Comprehingly this book Ransahinbush: Christianity and the Sociel Crisis Lik me read 4 your a little allegary with which he four a chapter Called the Mesent Crisis (Chep 5. p 211) Jes, we all betier that wice once. One day from there but me recognize neon and morn that the mondeyful Century I discorry and himition just possed to left multiplied foroblem for the wentert Century to Color. Men are not free.

their near before in the loved love Do many industrial Planes. Then are not rich, there never before was and uniqual distribution of wester Why is the previous redunption of the poce so flow. One day Jesus stord up in the Remagner at Majereth and reach "The opinit of the Lord is upon me because the their anounted me to. Presch the frapel to the poor, the hath Rend me to Leal the broken-Learted, to presch deliverance to the Experiors land recovering of sight to are bruised, to present the acceptable year of the Lord" Hos Just aminand his program, his cocial political and religions Chupaign Bokes Conder the Social Bliderupeum has been stow, for the Church hasit yet taken up the foregram Jesus Christ. Hot get has the Oburch as an organizate body historial an stee out and out thist campaign for the social uplift of the social today. all your work has been for the

Chiedren do grow up marined and Crippled for disease, somewhat Hey are not trained for thought and action, but grow out before their time in crowded factories and livered ships.

and not for hervidual redempline noce Aldemption Here is not a engle social problem Which does not belong to the Church to solve, Here is not a single problem Which the Jew dominted principle laid down by Jesus Christ would not Dolor the principa of love, seef sacrifice and service Let us Kup in mind as we consider Rome Jutin problem, that evengtheim and Me might dindr our problems into Grufos Ruch as numigration problems, Educational problems, industrial foroblems Health forbleys, Problems of the Chied and of the family problems of vice and of poverty. but no group umed be exclusion of any other. Lake the problem of pointy, which Pertipo avakens our Christian Sympathin girst girst thus bygging it the formigent. Days in his book on Bourty that Le l'atuate four million persons un the U, & as dependents on Quebera relief, that fin their misery his sitemen, and that

len million have an income insufficient to maintain their even in a state of physical efficiency to do this work, That makes 18 million perfec he this rich and prosperous Country all gitter liver fitt of the centile population.

It is a Lordon borden protung to contimpention. bread line, or retire a few starving familie. What an top ineffectual drop of annfort he are ocean of misery and writehedness. What do we there or how can me ineagine how it puts to be always hungry, never to have Enough, never to be prefectly sure He builden of pointy is one which we long to lift, but it is out of the frestion to feed and clothe 18 million perfore Continually, besides it homes payferige then and ruin them, if the problem, the tour who the land, the problem of problem of the trick the trick the trick the trick the problem of the factor that the later the temperance problem and the later problem. and it must be Robert mit

Terkey no social problem is Ro Oleosing us for a solution as the later foroblem, and no forother if it win Robert, nour for so far toward Retilling many other troublows matter. agitalis the boson mounting works movement is its trouvest terms is the effort I men to him the life of men It is the Rystematic organized effort of the merses to ottain near leveure, and a richer existence for mind body and coul - just the bry things that the suplayer hunery To some, it is known only by the aux pluty incommences and exapporations with many employers it spells only runn, Austruction of monthy, Strikes and interference but to Amgifiel suiventi Jake turnes, the organized effort to Control Louis, wages and Conschere of lator, is only as Vory Ely Days, the

effort of men to be men and but plant, to control their brown lives took that and shere in the natural sources Juralit. This labor morement is not only hoved wide but mored old and it with the likely to be macute and bitter twite to solve the latory but is solved. the nimitable + economic revolution Which his been upon us ever since the introduction of power medining has Carried many other problem as Correlation Men no longer work in their own undefoutent, workships, but in the great factioner. Leveled together, loving their Wentity in the more, loving their buterest in the fordure of their Land. losing the intellectual sternelar which Comes from actually creating something Gustine of that they work one bet I muscles are day they contract What me Cul middle discuss like the auful "Phoney jaw" of the neated industry, they are in continual danger from accident his later are

Art Dimply the possiblenes of artition and strike and wages dut tours. Here are the forthere of bookingment Compoundation In accidents, workingmins insurance, there is factory inspection and factory laws to be enocted. Here Minte Whole Rubject of Old age Morror the mountain Condition are responsible for the growth of greet ceties, and think her meling problem grown out of the Crowding with cities, the filthy stemme, the crowded Correct by waterwise ignorant which by lover crowding. On we have the Sorblem of housing the poor; con by to have visiting housekupers to the best advantage. In han problems Her live chiedren to run in and Europe pure air for cher to break. High gave the fair and speace in chicken

Raving procuedly none of it. Frolemo of pure mick, clean struct, dispose, 7 refuse, belong to the or public Leasth, Samtehing to the est come about because of the Virconding of cities. The great Alagne, tubercuteria, thrive and Sprends the witinate Contract of city-life later disturbances han thust still other porblems upon us. Because the faction Could not Rupport his family weder. the trages system, his wife had to Leefo, and more entered fectioner and this not being sufficient, the Cittle son and daughter were finish, Dusted out, then me have the Woman gristin upon us and the horris of the Devent Atop, that the givet of forostitution, and the finally the Chied Ration attrocities.

I heritate to Opent much regarding them last toos problems, for fear I speak to strongly. I do not know as this mount the estimated muchan of women toagreamero, but Ido Herris Hat there are million working at a longe so small that they upolet the When scale of mages for men. and at wages so small that thecut living Constituen Carnot be maintained. I know that in our own city girls are Couragement, meeting conditions of sickment Ruppirthing familie, and losing their youth time, on a wayer so pitifully small that you and I comment comprehend for the whole future of the chicken, what are we doing assignitely to effectually stop Chied Cobor, Low much effect han we get had on Jewrile delingunay, He for much do me Kurn get afout the Cause of delinguing or the best met a to pursue. He pollies. an sill on our Conscious, with the But to and track to delingues.

West while was are spenking of the Chied, In might late into consideration the great problem of education. We hurst confers that our whole educationel Dongram i on trist, m Okopman at the present Conservation Congress layo that only 20% of the chiefmen fo though college, but the the whole Dofort Curriculum is made up for that 29 and not for the 98% which fello out all along the grates. The Ken Compulsory education, and are Compelling the Chied to mate profite years volunte years our a system which we are bed Corent fit tim for life. Do we are Studying and trying out trate setorts of Continuation Acktolo. In are sludying Vocational guidance. Hur you are pist watering up to the fact that Treffed or defection Chiedren Count stuty, and So m' are trying to remove the physical distriction by Open air Schools, mercal hispection and school limites by night schools, bucation setwell and thurning

Extension work. Her nation is wire which makes every possible effect to encite are of its perper. Worker america problem is the bringment, Aue they come a million a year entering that our social fatrice, complicating our loter Broken, our educatione problem. and are your social environments. annelin a year coming here mit their distorted views of formul and Egnorant of averican while. U million a year, Coming week their particular Macine Characteristics & and their notional traditions to add to the melling port. Hey are coming to except religion of pratione persecution to escripe military service, to tietter their economic consition; Is the great influx lowering the average of american intelligence, is it relanding the progress of the american race. Tresident Oldrownes Dais Wat he Considered the imigration peroblem our hose important problem (with the prince exception of Conservation.

Just as though her did not have roce problems euryl: asite from being a vart social dotoratory in which affering to have retalionity are Ling Tree out, we already had the negro problem mich us, of we Dolor the problem of fringing well Sercific living relations the less extremen of rice difference, the highest ligher of Christians and the levert lypes of the black race, mi Can solon any other race problem. and if we solve them, it wice be though midristanding and compainty and between man and man, which wife out non grija den and reputsion. Me non come to another group Jonblung. The vice problems and Grillenes of intemperance, One stands The Commission of the wide sprenting avogro of the Rocial evil, In Figur to understand some of the underlying Courses of our divore problems and

of Ceaching Dex Kygirene, a. Sof Conversing me trybu to leach domethe Scrince and the mornancy arts in order that family life and home my be conserved. Me are just walking up to the fact that a Olivery relation exists between Queine morality and puttic recreation Vudue Public Recrestion, the Opportunities per Lealthy and wholesom Play as an antidote for factory Confinement and driving drubgery the for to be improved and plintifully provided. In do not much the been forders of Germany, but me han for to have something that peros the same peron, where a gamely compo logether and ham not Quining of pleasure & fort getterroly. Gertin Dolme strice Centres mie Leep to Dolor the poroblem, but his perfeally Dure that public dance Lallo as to the solven, that is so fruit get I home to the to guste here

What Charles Stelge says about "The ealon is so Related hi our minds with the questions of morses, that it in Land to took at it. merely as a social institution An imbiased fluty getter Latoon as it exists in our anerican cita Competo the Conclusion that it is action lody as a social Center It is apparent for one thing that there are not many Centers of recreation and growsement open at all hours to the working perper" Heavy Labor wines must be have Entrylog to policero, for the Charge

"Italian that the best direction for the Dalom is the Lone tute mo con make the man feel that that his duy-austino diversión is in the percel which he has provided for the woman for the Rollom quation soile be vain Homes shows be unpound His mpi + drughter structure laught amuser economy, This recreation tentertament brothich Le com time the family Hurte provided. He dicensing bite in the priorities if the Hours of Consumos a few of the day Which meght the placewas abolition & the Laboren Trus Gritain, mantpoposet by pronhunde norphount of they man and Reld Alver! lout the labor whenbern if the Hopen for the porsonge and burn Alboring men that whatever they ham

Und after gurting Mer. Stelze, the Execution Accretary of this Home Mission week, may I day that he and puch men as wastington Headen an loving balinely-to Brothen. Hey are Daying Kard and unpelatable things to us. for mislance Mer Stetze Digo En Dearcely a moral and Civic Campaign. he there days is the Church do Ruch, Considered to be the leader, if withered it is a direct participant" Then he says in office that it is the very dynamics of the forful Which too Created Docial unrest, and that the church quality question before the Church is that it Almed be the leader of the people in their fight for democracy, in their all their pocial and industrial reforms. The forfeet . Je Jasus Christ es as wide as Luman Many of the, who are doing what

Whet hirarie might do for the Music Josepheren When I speak of the nuive profession, it is fronty clear in Enry ones "min! while in ment of your forgersion. When I apoente of the librarians profession it my not be as clear. Must perper muel define it as the profession which is concerned met the collection, preservation and propen arrangement of From + printe matter. It is all that. but it is wastly non these days. He proposeen be quite as much concerned in a study of the Commity in order that the for for border hear he accommedated for the comming it mines by nemiferety forlish to crelle at no industries, at the liting stuties. the component part of a commist-, the different classes groups who the working problem becomes even more competed, for the Elbrarian Les met one 4 Kenne what grafes Compone the city and what brokes to key to the Jones who must benifit . This little

point is a great protedens and modern Continuel asterling at persone affort in order that the forks may get to the perper me mant them, This little liting trenge to the lotter function the opportunity to make any co- operation between the ling + the number profession the ite for circulating Collection I music in a public library is a front of the last would years -Hue ham hem in america serve great reference collection. The collection mide by the Oster + Leune librarie and how the perpety of the M. y. Public in a notable

to used my in the building of the they. Public : The College allen Brown Collection is auch your of acceptance. at in the Partin Partie Library, Bet It and the one in Mig, Fring the result f lage fift franciscourt collisions but the Braken alla dres. hot curculate, but must be used on Bus the formyest cellection, and by for the largest and best is in the National Library, Which is in many respects aguel ail in Jenne mys Repenie to De ha cienes a bestergraphy by Mer Sønnesk, the librarian of the nuise Deven which is a work of heteric value for the Civilized words, and is a monument to arrevisam culture. Here tibliographies are available de Four the natural lieray has sent only

Rendered this Review to the nature, but it mice loan a large share of the Collection to other libraries. Me have borrond many valuace Acts volume from them at the request of textime nuricians. 1400 this action of the Haliman library In fruly loaning to other letraries and tearing the repense of so classorale an villiagrofoly is a part of the new sperit mit regard to the duties of a partie Tibrary in fortering the artistic sense of a community or of a nation. Alle Menniapel libraries reflect the fame spirit, and one toping finds upon Containing around that there are the trying of good collection in heavy Buffalo, Rochester, Les Augeles, Dan Micirco de Louis de. Evander when they were preparing to instace an endown collection in that letroy. They built a some proof room

mit pianen promotes and a large Collidium of voles. Los luyeles lessay and I believe law mucines ham some prof romes, Ruppeis mit piamos. love litiaries are giving reared Concerts just as they on the plane principa as they have been been for Chieven or reading hours for the blind. In Memphis Lem. the lienarion Lon for nong years given the openes on the victoren, accomplaint by the words and farmers stage view potenting themen on the Ocreen of a lanterin In It Rouis, the music diperkunt an addition to its gollection of fine paperen munic, ragtime + fags, languas of the just as me mues at keep balled & folk and so various literia and troloping internation or her pulifacion

Which shall circulate duny the perper and heefo to dening a nineral appreciation. It is quite clear that them Callection are not chosen whally for preference perper, a leting is pepperal by all the people and must Thise of the muse of the perfore. The allections therefore he the man are pelialed for the nuice student, for the arrays konce performer for his recreation and pleasure. But is the not the best Revine mean do for your profession. In to him something to firm to the fæld surel fritie. If ymstred fer a suspense only from trained Rusicians you must not him Dofferent Rupport of you are and enviring to.

this is just the thing which the library mikes to so to keep to create taking your through the fee cerculation I hereia Acores and books about music as netelligent public who apprecialis Start support numical offerto mynespart Just as literen Low almys I. It is a will Kumm fact that a tilray in a town his streweited the purchase of Looks in private collishing. The telien that in the Dawn may newweel Collection mic Thurslate the purchase there & neveric in mit hundred of homes. Non the num specific about our om library. you know perhaps that we have the finest air library outside of My. & Broken me trues that it has themmeded for architecture an appriculation of food decison a forme of decision, in furniture in the form of beautiful proluirs. Why stoned on not tam as criticale

· a nagert department. me en me lice you - the act Department is the result of a large fift more to the old alkenning. a large invain department met akonin Lan to be the result of fifts - not necessarily large mes , the as me. Collection, they find that for the mind Part they have from by fifter to Our Collishon mo bigue about len pears ago. In tem receimed a Lift of Dangs from mis able, mi his an opporting to purchase a violin ner Debouteles collicement at a very low prime, Otherwin me home sport me 200 or 300 per year m han ahur hur men shur men store 2 of of brooks some Do it to Keep on graning by them.

It in the new building? An Kum that me strall Im a try & growing art department. In Richer for to plan for great collision, of pictures lantern stire & volunter land books for bor home a years, swomment me do not have the least wine hom to felow for a music department There me plan for for formy for future Collection of brokestral Olono, operas, primo, servis Oharelen musia, literatio, Hongo gall porti, and a complete Orllioting of Municia Compressor Mr miker has creeted adollerine interest in art by the pife of his fres ales Calendanie; Lo no me to fried up a like whereast in murice The letting toucher . mit it's more them 100000 formers the fresh her I foupen it can do writer in creating taking your a Supporting

public - But I Filem that the music likny mie nem be bruiet up by city-trees. It mer depend Mom many fifts or else a laye interment - and them mee come fru kuriem kunselm. Mil the Mersia League tota un Into Curirotani