



Vanderbilt Television News Archive

Vanderbilt University
www.tvnews.vanderbilt.edu/

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ABSTRACT

On August 5, 1968, Vanderbilt University Libraries (then, the Joint University Libraries) began recording, preserving, and providing access to the news broadcasts of the three national networks of that time. Since then, Vanderbilt has captured more than 40,000 hours of news broadcasts, making it the largest collection of American broadcast news in the world. Most remarkable about this case is the longevity of the Television News Archive. The Archive has always been financially challenged, but it has developed a multi-faceted strategy for sustainability that includes grants, subscriptions, and an innovative partnership with another major collecting organization, the Library of Congress.



INTRODUCTION

The Vanderbilt Television News Archive (VTNA) is a collection of television news broadcasts comprising chiefly regularly scheduled newscasts from five major American news networks. Guided by the mission to provide “the widest possible access” to these materials and preserve them for future generations, the VTNA allows researchers to retrieve newscasts through a loan service (DVDs and VHSs) and, under certain conditions for sponsors, through streaming video.¹



Courtesy of Julian Goodman Papers, Vanderbilt University Special Collections.

In the beginning, the VTNA aimed to record the daily evening news broadcasts of the three major networks, CBS, ABC, and NBC. Over time, as television companies grew to include publicly supported and cable outlets, the Vanderbilt Television News Archive added weekend broadcasts of Nightline (ABC) in 1988, one hour of daily news programming from CNN in 1995, and one hour from Fox News in 2004. Over the decades, the Archive has added televised coverage of presidential speeches, press conferences, election-related events such as debates, election night coverage, and other politically important news

events. "Hours recorded daily" is not a constant. There is a normal day minimum of 3.5 hours for the evening news programs. The Archive also records specials, but they are less predictable. This year VTNA have recorded approximately 270 hours of specials. Thus far in 2013, the Archive has recorded 1.5 hours of specials per day. These broadcasts are recorded for the purpose of preserving and adding them to the collection. VTNA also records other programs of a local nature that are not added to the national collection, but used on the campus and eventually recycled. VTNA staff records and preserves copies of one local television news broadcast on a daily basis, but the local programming does not go into the permanent collection.

The Archive records daily evening news programs from ABC, CBS, CNN, FOX, and NBC, and records specials from the same five networks and also frequently from MSNBC, PBS, CNBC. Occasionally the Archive also adds recordings from Univision, HLN and a few others if they contain a significant national news story, especially if it includes presidential news.

Connie Vinita Dowell, the dean of the Vanderbilt University Libraries, calls the Vanderbilt Television News Archive the Libraries' premier special collection. It has not always enjoyed such high status, however. It was not part of the Libraries' strategic plan, nor was it on the organizational wish list, but was established with unusual speed at the urging of a Vanderbilt alumnus. The case study of the VTNA is the story of personal conviction, organizational determination, and persistence.

BACKGROUND

Paul Simpson, an insurance executive and an alumnus of Vanderbilt, was concerned about a possible liberal bias in national networks' news coverage. He thought he remembered a news broadcast in which Timothy Leary had encouraged drug use, but wanted to look at the actual broadcast to be sure. In 1968, while in New York on business, he took time to visit the headquarters of the broadcast company and asked to review retrospective news programs. Simpson was shocked to learn that expensive recording tape was not archived at all, but rather reused for subsequent recordings. He visited the other broadcast companies only to learn that the practice he learned about at one was common to all three. How could this be? Simpson knew that libraries had spent a great deal of money to microfilm daily newspapers so that history would be preserved. Since most Americans were getting their news from broadcast television in the late 1960s, he assumed that libraries were also taking steps to collect and preserve these broadcasts. To his dismay, he learned that the major research libraries, including Vanderbilt's library, were not thinking in these terms.

This was an intolerable situation in Simpson's view: history would fade from memory, and there would be no way to verify what had been reported on any given day. Motivated to take action, Simpson went to the then

Chancellor of Vanderbilt, Alexander Heard, and lobbied for the university to take on responsibility for recording news coverage in an effort to preserve contemporary history. It was fortuitous that Chancellor Heard was a political scientist by training, and he was sympathetic to the need

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Simpson identified. Without a faculty study or a planning document from the Joint University Libraries (JUL; a consortial library service for Vanderbilt University, Peabody College, and Scarritt College), Chancellor Heard established a pilot project in the JUL to test the feasibility of recording and preserving television broadcasts.

Paul Simpson was anxious to launch the project, so he funded a three-month pilot project that produced its first recording on August 5, 1968, coinciding with the opening of the Republican National Convention,

and recordings have been made every day since. While Paul Simpson was willing to finance some of the startup costs, he quickly understood that this was not a campaign he could sustain. The then-director of the Libraries, Frank Grisham, worked closely with Mr. Simpson to raise money for the project from the local business community. Mr. Simpson's insurance company contributed some funds, and a half-dozen insurance businessmen who respected Simpson contributed funds, mostly at the under-\$1,000 level. Grisham spoke at the local Rotary Club meetings, urging other business leaders to get involved, though the few contributions that came from this source were quite small. To anyone who would listen, Simpson and Grisham argued that television broadcasts had to be saved on recording tape, just as newspapers were being microfilmed by libraries. The institutional context of the VTNA is important.² Although the Archive was created by Vanderbilt University, it was housed in and relied upon the services of the Joint University Libraries. At the time of its creation, 1935/36, the Joint University Libraries was a model of innovation.

Though the consortial institutions were proud of their centralized library system, the deans of the member universities whose budgets were taxed to create it were reluctant to pay for this new archive, not embracing it as an example of what could come from an entrepreneurial library enterprise. The Television News Archive, consequently, was funded largely by Vanderbilt and private funds the Joint University Libraries was able to raise.

The affiliation with the JUL was essential. Space was critical for this project, and so was equipment. The library set up recording stations in odd corners and spare spaces. Simpson and Grisham were the key staff in the earliest

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days of the project, and they taped broadcasts on rented equipment with tape supplied by Simpson and friends of the University. As the project became a little more established, student workers operated the equipment, and graduate students created indexes

and abstracts that would make the material useful to scholars. Chancellor Heard appointed a committee to oversee the Archive, and named a mix of university administrators, librarians, and history and political science faculty as a managing board. Simpson remained an unpaid consultant to the project.³

Since its earliest years, the Vanderbilt Television News Archive has benefited from having strong supporters in high places. This was the case from the start, when Library Director Grisham took a special interest in the project's well-being, championing and supporting the project from the beginning. During the years when he could not secure funding for the project from Vanderbilt and subscription fees, he subsidized the project with library funds. Following Grisham's retirement, Malcolm Getz, an economist from Vanderbilt's faculty was hired as dean of libraries and served in that role from 1984 until 1995. As an economist he naturally took a hard look at the fiscal realities of the Archive, especially when the manager of the Archive made the decision to record round-the-clock coverage from CNN of the Persian Gulf Conflict, which rapidly exhausted the project's budget. Getz judged the Archive to be a financial drain on the library system, but realized its import and moved it from the library's operations to the Office of Public Affairs.

In the 1990s, Jeff Carr, the University's legal counsel, became deeply interested in its work during legal battles with television networks over copyright concerns and agreed to assume responsibility for the Archive as part of the University's Office of Public Affairs. During this time, the Archive was subsidized by the university. When Paul Gherman was named university librarian, he reconsidered the organizational structure for the Archive and it was returned to the library in 2002. Connie Dowell was appointed as dean in 2011, and she made the determination that the Television News Archive, to reach its potential, must be fully integrated into

the operations of the library. She moved the organization into the portfolio of the Associate Dean of Libraries, Joseph Combs. Combs has specialized organizational and information technology expertise, and he has made a considerable contribution by integrating the Archive into the library, really for the first time.

Combs and Dowell have made the Archive a special priority for the library, giving it a higher profile for fund raising. The number of sponsors has remained stable for the last several years, and library administrators are engaged in strategic planning for its future.

The initial funding for the project came in the form of grants, first to purchase equipment and then to build out various elements of the Archive. Some of the major steps have included:

- In 1970, the Carthage Foundation of Pittsburgh provided funding for the purchase of equipment and recruitment of staff dedicated to the project. A grant from the Ford Foundation in 1973 allowed the Archive to develop abstracts and indexes of each individual broadcast. In many ways, it is the abstracting and indexing that makes this an intellectual project, not simply a technical recording project. The monthly abstracts and indexes were produced in print form from 1972–1995.
- In 1978, the National Endowment for the Humanities award a grant of \$225,000 to the Archive to transfer copies of the collection from the original one-inch open reel tapes used by the Ampex 5100 recording machine to three-quarter-inch cassettes. In 1989, NEH made a second grant to the Archive for a one-year project to preserve 800 hours of recordings by transferring them to new tape.
- In 2002, the National Science Foundation made a grant to the Archive to study alternative technologies for recording, storing and delivering news content. The NEH made grants in 2004 and 2006 to digitize the collection.

All of these grants have been important for the technological development of the Archive, but all of them have helped the staff do additional tasks. There has been no grant funding for the basic operations of the Archive.

SUSTAINABILITY STRATEGY

In its earliest days, the creators of the Vanderbilt Television News Archive were extremely entrepreneurial, seeking out new supporters from within and beyond the university. As the project continued, project-based grant funding helped the archive to grow. However, funding an operation that requires up-to-date technology and a labor-intensive workflow has been hard to sustain.

In 2013, the operating budget to run the Archive, just over \$500,000 annually, and the costs for administrative, legal, and technical support comes from four primary sources: about 38 percent comes from institutional

sponsors; 14 percent from the Library of Congress; and about 21 percent comes from fees for loan services. Vanderbilt contributes an additional 27 percent, approximately, of annual costs to cover a portion of the salaries of the Dean and the Associate Dean, assist with development efforts, technology

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support and legal counsel. And for more than a decade Vanderbilt University has subsidized a fund balance deficit for the TV News Archive that exceeds \$2 million. Additional grants continue to fund specific projects. In addition, the new library dean's choice to designate the collection as the university's most important special

collection has helped give the operation the organizational and budgetary attention it needs, and the collection's Emmy for its preservation work in November 2012 has raised its profile.

Economic Model

When an idea grows out of conviction and passion, it rarely has the benefit of careful and systematic planning. The Vanderbilt Television News Archive was not initially a priority of either the university or the library. One man's strong belief in the need for such a service was enough to convince the university to establish the archive and to preserve television news broadcasts.

From the outset, Simpson believed that this project was of national importance and should be taken on by the Library of Congress. Vanderbilt completed a test of feasibility of the concept and in 1969, Simpson arranged a meeting with Quincy Mumford, then Librarian of Congress, to inform him of the work underway at Vanderbilt and to suggest that the Library should assume operational responsibility for it at some point. From the early histories of the project,⁴ it appears that Vanderbilt administrators and Simpson started the project because they believed in its importance, but they had from the start expected the operational and financial commitment to come from the Library of Congress.

Yet while the Vanderbilt Television News Archive has struggled with sustainability from its inception, it has continued to operate for 45 years. While considered a fully integrated part of the Library, the VTNA has its own separate budget and a mandate from Vanderbilt to be self-sustaining.

The Library has sought to reach a state of sustainability in a variety of ways. In the early years, the Archive relied on foundation grants and philanthropic contributions. It continues to seek foundation support for special projects, the most recent of which being foundation support that partially covered the cost of reformatting tape to digital recordings. In addition, the Archive offers streaming video services to its institutional sponsors, charges fees for lending tapes to researchers and scholars who are using television broadcasts for research purposes, and benefits from annual ongoing support from the Library of Congress.

Subscriptions

From the earliest days of the Archive, the financial strategy was to to sell subscriptions to the library community, first selling the compiled indexes and abstracts. In 2002, the Vanderbilt Libraries initiated a sponsorship model to help support operational costs. There are approximately 117 institutional sponsors that pay an annual fee, based on the size of the institution. The annual fees range from \$1,000 to \$3,500 for the higher education category, based on the number of FTE's of the institution. The number of sponsors has remained relatively stable over the past decade. The sponsors are entitled to stream digital content to their faculty and students on the campus. This service is not available to individual borrowers. Thus far, only NBC and CNN have been willing to allow streaming of their content to institutional sponsors.

Loan services

In the past 12 months, VTNA has made approximately 700 loans. The fees for the loans vary significantly depending on the amount of time required for compilations, but the typical annual revenue from loans is approximately \$180,000. The revenue from loans has declined in the past several years, although not consistently. Vanderbilt is taking steps to make the process easier for users by developing web-based interfaces for taking and processing loan requests, and it has plans to refresh the interface to make for a more seamless experience. One position is dedicated to processing loan requests, but sometimes other staff members will help if needed. To protect the privacy of its patrons, the Archive does not collect data on the types of uses they make of the material—but it

is for research or teaching purposes. A quick search of Google Scholar lists nearly one thousand scholarly articles which cite or mention the VTNA. As planning for the future of VTNA continues, the senior administrators of the Library expect to study the probability of scholars continuing to use the loan service.

The Library of Congress

The question of a relationship with the Library of Congress emerged in a more urgent way during the process of revising the Copyright law in 1976. Barbara Ringer, the Register of Copyright, made a compelling case for including a provision of the American Television Recording Act, which called for the establishment of a television preservation center at the Library of Congress. Up until that time, the three principal news broadcasters were not sending their content to the Library of Congress for copyright deposit. The new Copyright law of 1976 allowed for a line item in the Library of Congress budget for capturing and preserving television news. Senator Howard Baker, who at that time represented the state of Tennessee in the Senate, worked out an agreement with Ms. Ringer that created an exception for the Vanderbilt Television News Archive, and it was sanctioned to continue its work.

The Library of Congress used the line-item appropriation provided by Congress to purchase equipment that would allow for its off-air taping of new broadcasts. But the bulk of the appropriation went towards hiring recording engineers. In the late 1970s, the focus of the relatively new division of Library of Congress, the Motion Picture, Broadcast, and Recorded Sound Division, was so focused on the gigantic task of film preservation that it found it difficult to take on new, and very large, responsibilities for television preservation.

In 1980, the director of the Vanderbilt University Library made a special plea to the Library of Congress to help support the VTNA. The entire enterprise was vulnerable to vagaries of budget reductions, and the Library of Congress agreed that the work being done at Vanderbilt was exceedingly important for preserving cultural heritage. The Library of Congress agreed to provide \$100,000 worth of tape every year to Vanderbilt so that it could record the news broadcasts and send a copy of the recordings to the Library of Congress for preservation purposes.



Courtesy of Julian Goodman Papers, Vanderbilt University
Special Collections.

As the VTNA and the Library of Congress moved into the digital age, and recording was done not on tape but digitally, the Library of Congress agreed to continue its annual financial contribution to Vanderbilt. The Library of Congress has now ingested into its digital preservation system all broadcasts that have been captured by the Vanderbilt Television News Archive, representing over one million records. The Library of Congress has not acted upon its authority to create a television preservation program, but has instead relied on its partnership with Vanderbilt to carry out its preservation mandate.

The Library of Congress, under the Copyright law, is able to make news broadcasts available to on-site library users. Additionally, one of the features of Vanderbilt's indexing and abstracting is that not only the news programs are indexed, but also the advertisements that are part of the nightly broadcasts. The Library of Congress has a good number of researchers who find the commercial ads as important a research resource as the news programs.

Public Benefit

Institutional sponsors

The renewal of sponsorships has been the real test of user interest in the Archive. It has not surveyed its users in any systematic way, although the staff expects to conduct a survey of all of the sponsors annually as it requests renewal of support. The Archive also keeps detailed statistics on usage and analyzes the data to make decisions about how to improve the service.

Audience and usage

The relationship with major broadcast news organizations remains tense and sometimes uneasy, and for understandable reasons, the Vanderbilt Television News Archive is not eager to publish usage data. It is accurate to say that the sponsor base has remained stable for the last several years, but Vanderbilt would like to see growth both in the number of institutional sponsors and individual researchers' use.

How scholars and researchers actually use the material in their work is an area that is not well understood, but the Archive wants to do more surveying of these groups to understand the impact of having this resource available.

Even though staffing of the Archive has been reduced in recent years to lower operational costs, the Archive made the decision to devote one full-time position to marketing. The job of the marketing specialist is to attend relevant conferences and promote the service of the Archive to the academic community and library groups. Other actions taken by the Archive to promote the service include offering trial sponsorships for the service from the website and making the abstracts more accessible to the major search engines for searching. The total number of staff currently is six.

KEY FACTORS OF SUCCESS

- 1. A critical mission.** When it developed the VTNA, Vanderbilt University assumed a national role of collecting an important part of the documentary record of the 20th century, thinking that eventually this role would be assumed by the Library of Congress. For several political and technological and budgetary reasons, the transition did not occur. But since the Library of Congress and Vanderbilt both see maintaining the archive as something important to do, they have been willing to continue to fund the service for several decades.
- 2. Support from key campus stakeholders.** The Vanderbilt Television News Archive has successfully navigated several transitions and managed to operate continuously since 1968. Along the way, several key players took an active role in its success, from Frank Grisham, the director of Joint University Libraries who first embraced the project and gave it a home, to Malcolm Getz and Paul Gherman, successive directors who found funds to keep the project moving forward, to Jeff Carr, Vanderbilt's legal counsel who took on the legal challenges and became one of the Archive's most ardent supporters. Its greatest support has been in the Library, where a series of supportive deans has continued to prop up its work, covering operating deficits, when necessary. The current dean, Connie Vinita Dowell, has taken the additional step of naming the VTNA one of the highest priorities of the Library's fund-raising efforts.
- 3. Finding efficiencies and building capacity by training existing staff.** Staff members have been trained through an apprenticeship model, largely in an effort to keep costs at a minimum. One of the reasons the Library of Congress concluded that it was better to form a partnership with the Archive than to try to replicate it is that Vanderbilt was accomplishing an important mission at a cost that the Library of Congress could not match.

4. **Deriving value from the archive.** Professionalization of the project came when a full-time director of the project was hired in 1971. James Pilkington, who came from the Methodist Publishing House in Nashville, had experience with publishing abstracts and indexes, and his vision for the Archive was to record the news, index the broadcasts, and assemble user-requested tapes for a fee. In 1972, the staff began to compile a monthly publication, Television News Index and Abstracts, which was sent free-of-charge to libraries and interested individuals. These monthly compilations were printed until 1994, when cost forced the Archive to begin distributing the information online. Pilkington managed the project until the end of the 1980s, relying on a small staff and students to provide these services. In the digital environment, the indexing/abstracting drives the search for the current platform.

ONGOING SUSTAINABILITY ISSUES

- **Online environment—and network priorities—pose threats to exclusivity of content. Future value uncertain.** Now that news programming has begun to migrate online and is widely shared via social media, the Vanderbilt Television News Archive is not the unique resource it once was. The general information seeker can find a wide variety of news broadcasts on social media sites, but the high value of the VTNA comes from its validated, authenticated content. While it is easy to alter the content found on social media sites, the VTNA time stamps and authenticates its recordings. For historical research, this kind of validation is exceedingly important, and the library is playing an important role in providing authentic documentation. Meanwhile, other organizations are experimenting with offering access to television news. For example, the University of California at Los Angeles has launched NewsScape, which matches geospatial information with news events in specific areas.
- **Not enough funding to cover needed staff.** Staffing issues have plagued the Archive from the beginning. In the print world, history graduate students were readily available and affordable, but even then they had difficulty keeping up with the workflow. Now that there are more news providers and news is more or less constant, the workload has increased substantially, but the revenue has not increased sufficiently to allow for more staff. Despite staffing shortage, the dean and associate dean have started to apply themselves to raising private and philanthropic funds to support the organization, and a staff member will be focused on marketing to potential users.
- **Increasing sales and outreach, without running afoul of rights holders.** The library administration has placed increasing emphasis on marketing and outreach and, even with a staff shortage, designated one of the positions as a marketing function. Yet, reporting on usage, and thus broad outreach efforts, have been hampered by legal concerns. Experience has taught them that, were the broadcasting companies to know just how popular and successful their recorded newscasts are, they might fight the exception to the Copyright Law brokered by Senator Baker in 1976.

The related story that is too long to be included here and that also affects the financial sustainability of the Archive is that of CBS News bringing copyright suit against the Vanderbilt Television News Archive. Although the Archive had received from Congress a “grandfather” clause to continue its operations when the Copyright Law was amended in 1976, as early as 1972, CBS had lodged complaints with Vanderbilt about the VTNA. CBS took the unusual step of registering its Walter Cronkite news broadcasts as a “motion picture other than photoplay not reproduced for sale,” as this category of copyright deposit required only a title, description, and two still images per episode, but not the complete recording.”⁵

CBS filed suit on December 21, 1973, against Vanderbilt University, and the court battles continued until December 20, 1976, when CBS requested dismissal of the case. The case had enormous influence on copyright law, but it also took a great financial toll on the university and the library that housed the Television News Archive.

LESSONS FOR OTHERS

- 1. Passionate individuals can make effective champions.** The support of individuals over the years accounts for the long life of the Vanderbilt Television News Archive. Belief in the mission of the enterprise has motivated individuals to urge institutional support and to raise private funds. Volunteer effort is no small part of the success of the Archive.
- 2. Broader institutional support provides greater security.** Top-level leadership and support have been critical to the success of the Archive. The current dean's interest in fully integrating the work of the Archive into the library ensures its viability. The reliability of a revenue stream from the Library of Congress eases the burden on Vanderbilt as it budgets for this activity each year. Knowing that a certain portion of the budget will be there provides a measure of security.
- 3. Innovation can lead to greater costs.** Very few philanthropic organizations are willing to fund operational costs. In seeking grant funding, the Archive has had to develop new and innovative services. The ongoing support of those services creates additional dependencies on institutional funding after the initial grant ends.

APPENDIX

Interviewees

Joseph Combs, Associate Dean of Libraries, Vanderbilt University
Dana Carrier, Abstractor, Television News Archive, Vanderbilt University
Connie Vinita Dowell, Dean of Libraries, Vanderbilt University
Frank Grisham, retired director of Joint University Libraries, Vanderbilt University
Sarah Kachevas, Billing and Marketing, Television News Archive, Vanderbilt University
Patrick Loughney, Director, Packard Campus, Library of Congress, Vanderbilt University
John Lynch, Director, Television News Archive, Vanderbilt University

Resources Consulted

Lucas Hildebrand, "Inherent Vice: Access, Aesthetics, and Video Bootlegging," dissertation, Department of Cinema Studies, New York University, 2006.

NOTES

- 1 "About the Vanderbilt Television News Archive," <http://tvnews.vanderbilt.edu/web/tvnews/about/?SID=20130613887298583>.
- 2 It grew out of an alarming study in 1934 by the American Council on Education (ACE) that found there was not a single university in the Southeast in the first rank for graduate study. Many foundations sought to invest in solutions to this problem. Collaboration seemed to offer at least partial solutions, and a plan developed by Dr. S. Frederick Kuhlman, Associate Director of the University of Chicago Libraries, to develop an independent library service to provide resources for students and faculty for three institutions located in close proximity—Vanderbilt University, George Peabody College, and Scarritt College. His

argument to the Carnegie Corporation and the General Education Board, the funders, was that centralized library services would free up monies that could be invested in graduate programs by these institutions, thereby providing a solution to the problem identified by the ACE study. Dr. Kuhlman was later hired to be the first director of the independent entity, the Joint University Libraries, and he was able to make his best case for streamlined and centralized library services for the next 24 years; he retired in 1960. Kuhlman had been the consultant who had the idea for the Joint University Libraries, and he spent his career trying to make the vision a spectacular success. In the early days of JUL, the centralized library received enthusiastic attention from the library community and funders, and it was viewed as a model of innovation until the financial concerns of the two smaller institutions became pronounced in the late 1970s and 1980s. Peabody College was absorbed by Vanderbilt University in 1979 to become its Peabody College of Education and Human Development. In 1988, facing extreme financial pressure, Scarritt College, which had been reduced to a single graduate program, closed its doors. Beginning with the merger of Peabody and Vanderbilt in 1979, the legal entity, Joint University Libraries, was dissolved, and in 1984 was re-named the Jean and Alexander Heard Library of Vanderbilt University.

Vanderbilt, Peabody, and Scarritt were located within a mile of one another, but their missions could not have been more different, and Dr. Kuhlman and his staff had a gargantuan task to develop funding formulas that were acceptable to the deans and administrators of all three institutions. Vanderbilt was a large, private research university; George Peabody College for Teachers, also private, focused exclusively on the discipline of education; and Scarritt College was a small religious institution with a focus on training missionaries and teachers dedicated to spreading Christianity. As one can easily imagine, the disparate missions and the radically different financial status of these institutions led to differences of opinion about how much library support was needed and how much innovation could be funded.

- 3 Lucas Hildebrand, "Inherent Vice: Access, Aesthetics, and Videotape Bootlegging," dissertation, Department of Cinema Studies, New York University, September 2006: p. 157.
- 4 Paul C. Simpson, *Network Television News: Conviction, Controversy, and a Point of View*. (Nashville: Legacy Communications, 1995.)
- 5 Jeff Carr (Vanderbilt's legal counsel), unpublished memo to Chancellor Heard, August 2, 1973.

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