

ative effort was not to be" (p. 55). With the return of adequate rainfall and the onset of war in Europe, the government's emphasis shifted to expanding production.

The land between the Rocky Mountains and the Sierra Nevada range, the Great Basin, was the territory primarily of the Department of the Interior. Ickes and his allies viewed the Inland Empire largely in terms of expanding horizons, chiefly through the development of water facilities, especially hydroelectric power. The Bonneville and Grand Coulee dams along the Columbia River were designed to achieve the promised land for the people of the Pacific Northwest. The Indian New Deal, with the goals of economic sufficiency, cultural freedom, and civic responsibility, was a "mixed success" (p. 132), although Lowitt's overall assessment is positive.

The one serious blow to the New Deal's conservation ethic in the West occurred in mineral policy. Roosevelt needed the support of congressmen from the oil and silver producing states, so production policies prevailed. In California the New Deal got a late start, and, embedded in controversy, enjoyed few successes.

Lowitt's richly documented and illuminating book should be required reading for western conservatives who pride themselves on their free, anti-big government spirit, serving to remind them that from start to finish the West has been subsidized by Uncle Sam.

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Without Precedent: The Life and Career of Eleanor Roosevelt. Edited by Joan Hoff-Wilson and Marjorie Lightman. (Bloomington: Indiana University Press, 1984. Pp. xix, 266. Illustrations, notes, sources, index. \$17.50.)

Designed to celebrate the centennial of Eleanor Roosevelt's birth in 1884, this volume is part of a series on women's contributions to the human enterprise. These essays by a number of able scholars and writers are full of praise and sympathy for their subject, yet these qualities are amply balanced by critical detachment. It is a book of distinction, a "good read," and worth the price for readers of many backgrounds. In four sections, the authors describe Roosevelt's political education, what is called her "politics of conscience," her political friendships, and the paradoxes that emerge from a study of her political activities. *Without Precedent* is overwhelmingly a guide to Roosevelt's political career, a vocation focused on working for individual equal opportunity and on setting a personal example of response to moral issues.

Without being the wife of Franklin D. Roosevelt, would Eleanor Roosevelt have had an impact on American politics? Most of the essayists agree with William H. Chafe that Eleanor Roosevelt sought personal political influence “in place of, rather than because of an intimate personal relationship with Franklin” (p. 11). Lois Scharf writes that “the pace of her life happily coincided with many of [FDR’s] needs, but the prime motivation was the personal need to build an emotional life and create physical space of her own” (p. 250). After the bitter sadness of discovering Franklin’s affair with Lucy Mercer, she began seeking autonomy in 1920, before Franklin’s crippling bout with poliomyelitis. Thus, Eleanor had political interests and activities apart from her role as Franklin’s wife. During the 1920s, she developed networks of friends, gained experience of leadership as a lobbyist and organizer, and worked hard in local and state politics.

When Franklin was elected governor, she began to develop a new, less visible style that became her trademark during the years of FDR’s presidency. Sponsoring fact-finding tours, assisting in the securing of choice administrative posts for women, and linking herself with other capable women, such as Democratic campaign planner Molly Dewson, Eleanor honed the skills that made her an unprecedented First Lady in the White House. While Susan Ware describes Eleanor’s participation in Democratic party politics, Martha Swain and Ingrid Scobie discuss her relationship with the talented New Deal administrator Ellen Woodward and explore Eleanor’s promotion of the congressional aspirations of Helen Gahagan Douglass. Other writers—Winifred Wandersee, Joanna and Robert Zangrando, and Blanche Wiesen Cook—comment on her stance regarding American youth, Afro-American civil rights, and foreign affairs, respectively. Richard Kirkendall suggests that the decline of her influence was partly responsible for the substitution of Harry Truman for Henry Wallace as vice-presidential candidate in 1944. The potential role as powerful politician inhered in the role as wife of FDR, but Eleanor’s exploitation of the possibility was due to her own chemistry.

Was Eleanor Roosevelt a feminist? Lois Scharf’s excellent essay answers with a “qualified no.” Eleanor was definitely a “reformer,” however. When she and “the sisterhood in the administration” had a choice “between passage and implementation of social welfare programs on the one hand, and specific attention to the position and treatment of women within them on the other,” they chose the former. Certainly, Eleanor Roosevelt’s career illustrates the limits of courageous individualism and of unique moral example as promoters of social justice. Yet, the editors offer a reminder that “we might well envy a time when women activists

actually believed most foreign and domestic problems could be solved by well-intentioned individuals acting for the common good" (p. xix). Movements are made of people who think that the individual matters.

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Museum Masters: Their Museums and Their Influence. By Edward P. Alexander. (Nashville: American Association for State and Local History, 1983. Pp. x, 428. Notes, select bibliography, illustrations, index. \$22.95.)

Museums were not always the public institutions they are today. It was only in the past two hundred years that they evolved from closed private collections into open and accessible facilities.

Museum Masters treats twelve men and women styled by Edward P. Alexander as imaginative museum leaders, the men and women who created the modern museum. The twelve represent Europe, Great Britain, Scandinavia, and the United States. These are people "who gave thought to the purposes of museums and took the institutions with which they were connected in new directions that have significance today" (p. 4).

They are a varied and fascinating lot, as befits museum directors with strong personalities. Some, like Charles Willson Peale, worked for a popular museum. He was "the first great American museum director, warm, personable, and outgoing; creative and driving" (p. 48). A showman, like so many of the great directors, Peale had ideas for exhibit openings that would attract attention today. The opening of his Mammoth Room was publicized by the museum handyman dressed like an Indian riding a white horse, and preceded by a trumpeter. Here is ample precedent for new job descriptions for museum employees!

Dominique Vivant Denon sought to make the Louvre the symbol of national glory. Alexander relates that he labored during the day and "No one pursued social and erotic pleasures more ardently than he at night, in salon, cafe and boudoir" (p. 85). No doubt he simply sought further recognition and appreciation of the museum! Denon also understood a director's role in drawing to his staff experts to advise him on particular subject areas.

George Brown Goode, an Indiana product, devoted his efforts to the Smithsonian Museum, deserving in Alexander's opinion "to be known as the father of the modern American museum" (p. 305). One of his thoughts that is pertinent today is often ignored: "The degree of civilization to which any nation, city or province has attained is best shown by the character of its public museums