

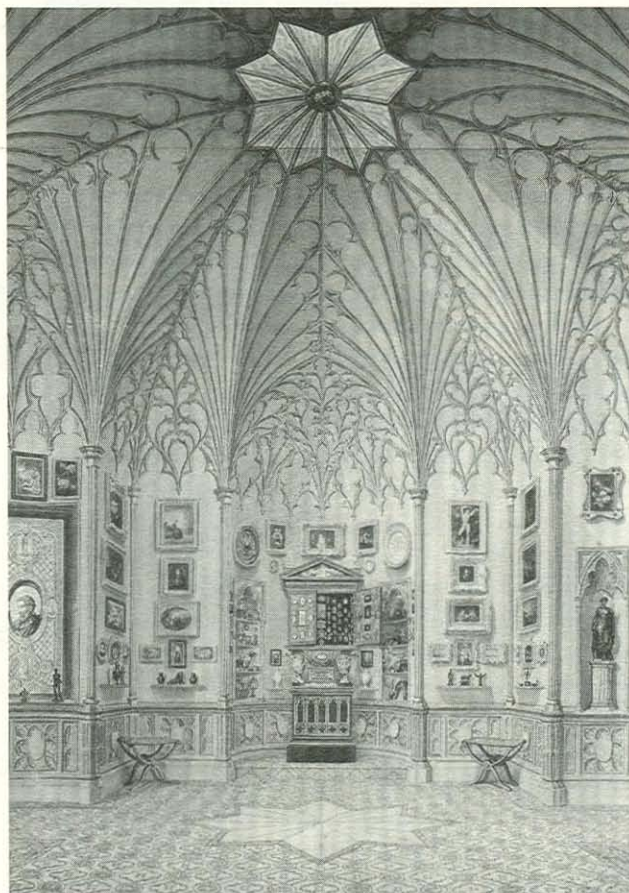
## Yale University Library 1999–2000

Report by Scott Bennett, University Librarian

The University exists to advance knowledge, to transmit it to others, and to preserve the record of human knowledge. Yale has created a great library over the last three hundred years so that it might excel in these fundamental activities of higher education. This report describes the University Library's endeavors over the last year to support that advancement, transmission, and preservation of knowledge. Our work requires some 600 staff; we collect material from all quarters of the world; we serve readers interested in every conceivable subject. In these circumstances, this report cannot do justice to the immense variety and vitality of the library's activities. It highlights only some of the most notable events of the past year and attempts to describe the epochal change now underway at the Yale library.

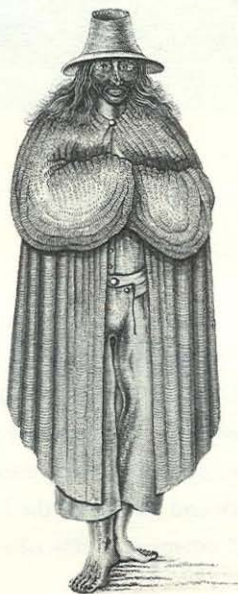
### NOTABLE EVENTS OF 1999–2000

- Among thousands of notable additions to the collections, it is right to remark on gifts from two renowned Yale alumni with long associations with the library. From the estate of Paul Mellon '29, the Beinecke Library received 530 magnificent items of Americana and Virginiana. These materials (and those given to the Yale Center for British Art) indicate that Mellon, famous as an art collector, was also pre-eminent as a collector of books and manuscripts. So too was Donald Gallup '34, for many years the Curator of the American Literature Collection at Yale. Last year he gave us his unsurpassed collection of T.S. Eliot's publications and added many Eliot letters to those already given to the library.
- Yale's Lewis Walpole Library, in Farmington, Connecticut, joined with the Yale Center for British Art in a major exhibit, *A Treasure House in Farmington*, devoted to Horace Walpole and his circle. Beyond books and manuscripts, the exhibit featured Gothic Revival furniture from Strawberry Hill and numerous paintings and engravings, all from the Farmington and other Yale collections.
- The University Archives completed work on a comprehensive records management program for the university. It will allow Yale offices to better understand and manage the university's record-keeping requirements—for both historical and legal and administrative purposes—and to guide the regular retirement or destruction of records. Such records management is one of several Archives 300 activities, undertaken as part of the Tercentennial, that fundamentally reconceive the archives program at Yale.



Edward Edwards (1738–1806), watercolor of *The Tribune* at Horace Walpole's residence Strawberry Hill, 1774. From the collection of the Lewis Walpole Library in Farmington.

One of 63 original watercolors and drawings prepared by Sigismund Bacstrom as he accompanied George Vancouver's voyage around the world from 1791 to 1795. From the collection of Paul Mellon bequeathed to the Beinecke Library, the unpublished sketches provide an extraordinary record of early European encounters with the indigenous communities of the Pacific Northwest and Hawaii. Their beauty and their documentary value are characteristic of Mr. Mellon's acumen as a collector.



The renovation of Yale's noble library buildings continued. The decorative buttresses along the Wall Street façade of Sterling Memorial Library are being stabilized, while the roofs over the north wing of the building, the nave, and the Linonia and Brothers Reading Room are being renovated.

A three-year renovation program for the Beinecke Rare Book and Manuscript Library neared completion at the end of the year. New compact shelving provides substantial space for collection growth. Staff work in expanded, handsomely refitted spaces while new instructional space considerably enhances the library's ability to accommodate classes that use Beinecke collections.

With the Library Shelving Facility in its second year of highly successful operation, the library was able to reduce severe overcrowding of on-campus shelving and provide more self-explanatory arrangements of on-campus collections. Improved shelving arrangements began to appear in several science libraries, in the Social Science Library, in the Arts Library, and in Sterling. Much more will be done as we continue to relieve long-standing overcrowding.

The multi-year conversion of card catalog records, strongly supported by the faculty-led Advisory Committee on Library Policy, saw as many as 21,943 machine-readable records added monthly to Orbis, the online catalog. By the end of FY2000, the library had converted 2.3 million authority records and 1.1 million bibliographic records. The library also began the systematic conversion of catalog records in non-roman scripts (i.e., Chinese, Japanese, Korean, Hebrew, and Arabic scripts).

During 2000, the library instituted a pilot project developed in partnership with the libraries at Columbia and the University of Pennsylvania. Called Borrow Direct, the project enables readers at any one of these institutions to deal directly with all three libraries in borrowing material from them. The pilot has demonstrated an ability to reduce dramatically both interlibrary delivery time and transaction costs.

In a landmark agreement, the Medical Library and the Yale School of Nursing entirely reconfigured information services to the School. Nursing students and faculty will benefit from strengthened collection development, access to all University Library services, and enhanced training for and support in using these resources.

The end of the fiscal year saw several years of planning for the renovation of the Divinity Quadrangle come to fruition. Changes to the design of the Divinity Library were instrumental to this outcome. Divinity Library staff spent much of the year relocating parts of the collection to the Mudd Library and the Library Shelving Facility to accommodate construction.

The fiscal year began with university-wide implementation of new Oracle-based business systems. It ended with the library launching a two-year program to move to next generation software for Orbis and other library services. In between, we managed the Year 2000 transition without dislocations to library service. Our commitment is to make the move to the new library system in the summer of 2002 as seamless for readers as the Year 2000 was.

Public service staff continued to focus energy on instructing readers in the effective use and management of information resources. It is particularly gratifying that English and History faculty requested instructional services in an expanded number of introductory courses, so that most Yale freshmen and sophomores now get instruction in library use and research methodology early in their undergraduate studies.

The library's educational impact reaches beyond Yale to librarianship as a profession. We have for some time employed two minority librarians in a two-year residency program, with support for one residency from the Andrew W. Mellon Foundation. We also host a number of interns each year. Several different philanthropic sources have supported three- or four-month internships for librarians from Eastern Europe and the former USSR, while the Kress Foundation supports an eight-month intern in the Arts Library. We have welcomed a library student from the University of Lyon, France, and regularly host students from the library school at Southern Connecticut State University.

## Epochal Change

The past decade has seen epochal change at the Yale University Library. This has been most visible in the renovation of Sterling Memorial Library, the Beinecke Rare Book and Manuscript Library, and in the construction of the Irving S. Gilmore Music Library and the Library Shelving Facility—a \$70 million set of projects that has put the library at the center of the physical renaissance of the Yale campus. Large parts of Sterling have been gloriously restored, but the essential goal was installing modern environmental controls throughout the building's sixteen floors of book stacks, thereby providing excellent preservation conditions for the collections for the first time in their three-hundred-year history. The new music library provides magnificent library space that matches the distinction not only of the library's collections but also of Yale's music programs. Many of the changes at the Beinecke are out of sight of readers, but students and faculty will benefit from two new handsome classrooms and the reference space just now being completed. Two years of reliable operation at the Library Shelving Facility, in Hamden, have allayed concerns about access to collections. Readers and library staff alike are now beginning to see that while the greatest long-term value of the facility lies in its preservation quality environmental controls, its greatest short-term value is more convenient access and browsing for the frequently-used collections that remain on campus. Still more renovation and new construction are scheduled for the Divinity and Arts libraries and for various units of the science libraries. And compelling conceptual plans have been made for a second major renovation project at Sterling and the adjoining Cross Campus Library.

Dramatic as these brick and mortar projects have been, an equally profound change has occurred in the virtual library space of the Internet and the World Wide Web. Especially in the last decade, the library's offerings of digital information resources—bibliographic, statistical, textual, and image databases, journals, reference and other books, geospatial materials, and tutorials—has burgeoned. They fully complement the print and manuscript collections that have so long distinguished the Yale library. The library now spends over 10% of its collections budget, excluding the Beinecke, on digital information. And this percentage is likely to double in just the next five years. The robust campus network developed by Information Technology Services over the last decade has made it possible for the library to deliver more and more of its services, including instructional services, directly to the reader wherever she or he is working and at all hours, including those when library buildings are closed. The library now never closes and is never further away than one's own networked computer.

These changes mirror profound changes in scholarly publishing. In the past decade, thousands of journals have moved to online publication. This has happened in most disciplines, but in law, science, technology, and medicine most of the current journal literature is now available online. Changes in publishing practice have created an entirely new marketplace for scholarly materials. Libraries now customarily purchase access to digital resources through annual contracts for information delivered online from publishers' computers. In a radical change from the print collections, libraries own almost none of the digital material used by readers. Prices have risen as publishers recover the investment necessary to support online publishing and in recognition of the extraordinarily high value readers place on convenient online access.

The emerging digital culture of scholarly communication poses a number of challenges for research libraries. Among them are:

**Realizing the full value of consortial action among libraries in licensing electronic resources.** The new marketplace for digital publishing gives libraries, when they act together, leverage to negotiate attractive prices and usage benefits for readers that cannot be secured acting alone. Libraries were rarely able to achieve these advantages in the print world, despite years of trying. The Yale library took a leadership role in creating the Northeast Research Library consortium (NERL) and in creating worldwide benchmarks for good licensing practice.



T.S. Eliot's own illustration from *Old Possum's Book of Practical Cats* of himself, in top hat, skating with his alter-ego, Old Possum, the author of the *Book of Practical Cats*. Possum was Ezra Pound's name for Eliot from their years together in London. The volume was among the extraordinary collection of T.S. Eliot publications given to the Beinecke Library by Donald Gallup<sup>34</sup>. *Old Possum's Book of Practical Cats* is the basis for the long-running musical *Cats*.

Supporting faculty who wish to disseminate and use their research, and that of their colleagues, in ways not readily accommodated by traditional commerce in scholarly communication. Such activities include Web sites recording the scholarly work of individuals and research groups, pre-print servers in many disciplines, online publication that precedes or closely follows on print publication, the development and use of instructional materials, the creation of large, complex databases often supported by communities of scholars, etc. The Yale library's effort to create a large digital image database for American studies and to support the use of such images in the classroom exemplifies our engagement with these activities.

Developing the capacity to preserve digital content cost-effectively over long periods of time. The simple fact is that until such archival services are available, no digital system of scholarly communication will command full allegiance. Neither will it be possible to curtail the high costs of today's dual, and largely duplicative systems of digital and print publication. The technical, legal, and organizational challenges in digital preservation are daunting. A collaborative planning effort, started in 2001 between the Yale Library and Elsevier Science and supported by the Andrew W. Mellon Foundation, will propose ways to solve the archival problem for one major body of publications.

Just as the complexity of digital information resources has propelled a new instructional role for librarians in and outside of the classroom, so the Web-based revolution in scholarly publication—less than a decade old—will drive new collaborations among consortia and, on campus, among faculty and students, librarians, and information technology staff. Once routine activities will change dramatically, as for instance in the creation of identifying systems (the “card catalog” of the digital world) for electronic publications that may have perpetually changing content and no fixed location. These changes will require new staff expertise and the creation of significantly enhanced technical infrastructure at the library, beyond the systems already in place. These changes will build on and complement the traditional world of print publication; they will not supplant that world but will extend it in quite powerful ways. Harbingers of these changes are evident in many of the activities described throughout this report and particularly in the Medical, the Science, and the Arts libraries. The faculty and student Advisory Committee on Library Policy has focused much of its attention, for the last eighteen months, on how the library should position itself for such epochal change.

Change on this scale will undoubtedly require new investment in the library. I do not doubt that investment

will be made. Yale is investing massively in the renovation of its physical plant, including its libraries, because the lack of such investment threatened the integrity and excellence of its academic programs. For the same reason, the university has made very large-scale new investments in its computing and networking capabilities. Remarkably, it made these critically important new investments at the same time that it continued strong support for existing programs. The many programmatic accomplishments of the library over the last decade testify to the unwavering commitment of the university to its library. In the coming decade, that commitment will just as powerfully drive a new level of investment in library staff expertise, services, and collections as digital scholarly communication flourishes.

In the 1920s, those who designed the entry plaza of the Sterling Memorial Library inscribed on its south wall the commonplace sentiment that “The library is the heart of the university.” This has always been a home truth for Yale University, which has lived by this sentiment in no commonplace way. This feeling for the Yale library, so powerfully expressed by Chauncey Brewster Tinker in 1924, remains vital today and ensures that the library's digital future will be no different from its quite remarkable past.

## Donor Support

The library is fortunate indeed that so many alumni and friends recognize its enduring place in the life of the university and strengthen the library through their very generous support. The profound physical changes men-



*Nota Bene* is published during the academic year to acquaint the Yale community and others interested with the resources and services of the Yale libraries. Please direct comments and questions to Susanne Roberts, Editor, Research Services and Collections Department, Sterling Memorial Library (telephone: 432-1762, e-mail: [susanne.roberts@yale.edu](mailto:susanne.roberts@yale.edu)).

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tioned above would not have been possible without such extraordinary generosity, and I am deeply grateful. Gifts and pledge payments in 1999–2000 included \$900,000 for building projects, \$2 million in new endowment, and \$600,000 for current use purposes.

With the Sterling Phase I renovation and the music construction completed, we have increasingly asked friends and alumni to support our book preservation efforts, particularly those of the Collections Care Program based in Sterling. Working in an innovative program, a staff of six in Collections Care maintains the library's circulating collection in serviceable condition with timely and low-cost per-unit repairs. Next to the introduction of the environmental controls in the Sterling bookstacks, this program offers the most efficient, cost-effective means of preserving the collection. Many have helped us endow this program through the creation of named funds. The first to do so, now some six years ago, were Thomas H. O'Flaherty '56, '60 JD and Ellen J. O'Flaherty '60 MS, '64 PhD, formerly of Cincinnati and now living in Lyon, France. In describing their interest in preservation, Mr. O'Flaherty commented: "Our love of books and concern for their continuing vitality and accessibility are a perfect match for the

Collections Care Program. It was fascinating to visit with staff in the program this past fall to see for ourselves how our support is helping to save the Sterling book collection." In addition to their own support, the O'Flahertys have become "ambassadors" for the program with classmates and other alumni. We are indeed grateful to Tom and Ellen O'Flaherty and to the many like them who support our efforts to care for collections built at Yale over the last 300 years.

Strengthened by such generosity, and with an ongoing investment in print publications matched by few other places in the world, a rich provision of electronic information resources, and a deep commitment to the preservation of the written record of humanity, the library contributes powerfully to teaching and research at Yale. I said in the first of my annual reports published in *Nota Bene* that there is no better place to shape the future of research libraries than at Yale. I have now only to add, in this last report before my retirement, that it has been a deep pleasure and immense honor to be steward of this wonderful library, equally rich in its traditions and its promise for the future.

—Scott Bennett, University Librarian

### Yale University Library Facts for 1999–2000

Includes the Medical Library; excludes the Law Library. Collections data excludes Government Documents.

#### COLLECTIONS

	1999–2000	1998–1999
Number of books & serial volumes in the library (30 June 2000)	9,668,681	9,478,240
Number of serials (journals, annuals, etc.) currently received	51,370	49,348
Number of volumes added to the collections in FY2000 (net)	190,441	176,747
Total volume of manuscript & archival holdings (linear feet)	58,301	55,168

#### INSTRUCTION

Number of classroom sessions & workshops offered	699	710
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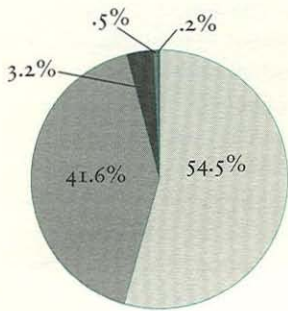
#### SERVICES AND OPERATIONS

Professional and managerial staff (full-time equivalent employees)	212	200
Clerical and technical staff (full-time equivalent employees)	314	313
Student employees (full-time equivalent employees)	69	64
Searches in online catalog and citation files (Orbis only)	3,368,726	3,004,084
Items charged to readers (first time only)	413,216	455,193
Items requested through Eli Express	21,751	13,949
Number of new full level online records created	125,115	72,737
Number of full level records converted to machine-readable form	505,914	88,932
Total number of online bibliographic records	4,689,050	3,910,751

#### PRESERVATION

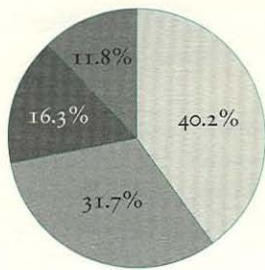
Circulating collection volumes commercially bound	54,513	47,091
Circulating collection volumes repaired	6,219	5,162
Special collections volumes and single sheet items treated	4,841	5,177

## Library Income



- University general appropriations
- Endowments
- Grants & contracts
- Non-operating costs
- Gifts & other income

## Library Expenditures



- Compensation
- Library collections & binding
- Equipment, supplies, & services
- Building alterations & maintenance, utilities, University assessments

## DONOR SUPPORT

(\$ millions, except number of funds)	1999-2000	1998-1999
New endowment gifts	\$ 2.0	\$ 1.2
New gifts for construction	.9	2.8
New expendable gifts	.1	.1
Gifts for current use	.5	.5
Total of all gifts to the library (excluding gifts of books, etc.)	\$ 3.5	\$ 4.6
Total market value of endowment (30 June 2000)	\$ 742.9	\$ 565.2
Income from endowment	22.4	20.2
Number of endowed funds	530	518

## LIBRARY BUDGET (\$ millions)

INCOME		
University general appropriations	\$ 30.8	\$ 30.3
Endowments	23.5	15.3
Grants and contracts	.3	.8
Non-operating costs, including construction	.1	16.3
Gifts and other income (excluding pledges)	1.8	6.3
Total	\$ 56.5	\$ 69.0
EXPENDITURES		
Compensation	\$ 22.7	\$ 21.8
Library collections and binding	17.9	16.4
Equipment, supplies, and services	6.7	6.9
Building alterations and maintenance, utilities, University assessments	9.2	23.9
Total	\$ 56.5	\$ 69.0

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