

The Challenge of Retrenchment

*Report of the Director of Libraries
University of Pennsylvania
1976-77 and 1977-78*

by Richard De Gennaro



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During the last seven years it became both possible and necessary for the University library to begin to reassess and discard many of its traditional concepts, functions and technologies, and to develop and implement new ones more in tune with the changing environment and needs of the 1980's and beyond. The library had to face up to and accept the reality that the inflation and fiscal retrenchment that began in the early 1970's was not a temporary cyclical decline but the beginning of a new way of life. This new reality clearly called for new attitudes and new responses.

The two year period covered by this report has been, like the preceding five years, a time not only of severe fiscal retrenchment, but also of extraordinary activity and accomplishment. It was a time of readjustment, innovation and transition. This report, like earlier ones, focuses only on the most significant trends, issues and developments. Its purpose is to give the reader an overview of the general state of the library, a perspective on where it stands in relation to other academic research libraries and the national library scene, and some indication of where it is going in the next several years. The report also highlights several of the principal accomplishments of the last two years and acknowledges some of the more important gifts and contributions that were received.

Retrenchment

A Statistical Perspective

Although the library's book and journal allocation was increased by a gratifying 10 percent in each of these two report years—up from five percent in previous years—book and journal prices continued to outpace the budget increases by a considerable margin. Table 1 below shows some of the evidence and effects of inflation on library expenditures since 1970. Present indications are that these inflationary trends will continue during the next several years.

Table 1. Library Inflation Indicators

	1970	1978	% Increase
U.S. Consumer Price Index	116.3	193.3	66.2
U.S. Periodical Price Index	120.2	318.5	164.9
U.S. Hardcover Book Index	132.9	213.9	60.9
Book and Journal Expenditures in U. of P. Libraries (FY 71, 78)	\$913,171	1,298,623	42.2
Volumes added (gross) to the U. of P. Libraries	96,000	74,500	(23.5)

These inflation indicators are useful but they do not tell the full story. This is because research libraries like ours purchase a selection of scientific and scholarly books and journals which are priced considerably above the average for all U.S. publications; and because the book and periodical price indexes cover U.S. publications only, while the library spends 55 percent of its funds abroad. The sharp decline of the dollar on foreign exchange markets in recent years, combined with high inflation rates in

foreign book and journal prices, has drastically reduced the purchasing power of those funds.

It is significant that the number of volumes added to the University libraries (by purchase and gifts) have declined by 23.6 percent in the eight years since 1970-71. However, this decline would have been much greater were it not for the fact that some of the personnel savings realized through mergers and other efficiencies were used to increase the book and journal budget.

During this decade of persistent inflation in book and journal prices and increasing salaries and benefits, the library made a concerted and successful effort to keep its personnel expenditures at a stable percentage of the total budget.

In 1971-72 Pennsylvania spent 28.9 percent of its funds on books and journals as compared with 27.9 percent five years later—a decline of only one percent. The long term trend in libraries is for personnel expenditures to take an increasing percentage of total expenditures, but we are successfully bucking that trend. The library staff takes considerable pride in the fact that it has maintained a favorable spending ratio between materials and personnel expenditures in these difficult years, especially since it had to do it the hard way—by reducing personnel expenditures proportionately more than it increased materials expenditures, and by transferring personnel funds to the book budget.

Pennsylvania ranked next to last in total size of staff (including full time equivalent student assistants) for 1976-77 as shown in Table 2.

Table 2. Ten Largest Private University Libraries by Size of the Staff, 1976-77

Harvard	845
Yale	621
Columbia	512
Stanford	487
Cornell	416
Princeton	353
Northwestern	343
Chicago	309
Pennsylvania	299
NYU	291

In the past two years library staff salaries increased at the same rate mandated for the rest of the University staff. However, cuts in library personnel funds during these two years forced the elimination of 18.5 positions through attrition. Another 8.5 positions were eliminated to meet 1978-79 budget targets. A total of 47 out of 288 positions has been eliminated since the peak staff year of 1972-73, and 44 of them since 1974-75. Table 3 gives the details.

Table 3. Budgeted Positions in U. of P. Libraries

	1972-73	1978-79	No. Lost	% of Total
Professionals (A1)	101	86.5	14.5	14.4
Non Professionals	187	154.5	32.5	17.3
Total	288	241.0	47.0	16.3

Table 4 compares the relationship between total library operating expenditures and materials and binding expenditures, i.e. books, journals and binding, in the ten largest private university libraries for the year 1976-77 as reported in the latest available Association of Research Libraries (ARL) annual statistics. Pennsylvania tied Harvard for fourth place in terms of percentage of resources spent for books and journals.

Table 4. Ten Largest Private University Libraries Expenditures, 1976-77

	Total Operating Expenditures*	Materials and Binding	Materials as % of Total	Rank
Harvard	\$13,308,000	\$3,709,000	27.9	4
Yale	11,423,000	2,741,000	24.0	7
Stanford	10,157,000	3,153,000	31.0	3
Columbia	7,515,000	1,792,000	23.8	8
Cornell	7,292,000	2,299,000	31.5	2
Chicago	5,788,000	1,596,000	27.6	5
Northwestern	5,709,000	1,531,000	26.8	6
Princeton	4,450,000	1,716,000	31.5	2
Pennsylvania	5,320,000	1,483,000	27.9	4
NYU	4,811,000	1,539,000	32.0	1

Despite the substantial staff reductions of the last five years and the evidence in Table 2 that our library is not overstaffed in comparison with its peers, it is still reasonable for University administrators to question whether the library staff is being deployed and used as effectively as it could be, or whether further significant reductions can be made. My answer is that there are only two ways of further reducing staff without reducing acquisitions and without crippling the library's operations and depriving users of essential collections and services. One is to further increase overall efficiency and productivity through better management and automation, and the other is to further centralize the library's operations by reducing the number of departmental and professional school libraries.

We have done much to improve efficiency and to centralize and we will do more, but the easy—and not so easy—victories have already been won, and the process becomes increasingly difficult. Most non-essential duplication has already been eliminated; the technical services staff has been reduced and made more productive through use of the OCLC, Inc. shared cataloging network; the public service staff is at a minimal level. The use of part-time student assistants has been increased since some of the limitations on their use were removed from the library's collective bargaining agreement in last year's contract negotiations in exchange for a "no lay-off" guarantee. The Education and Music Libraries have been merged into the main Van Pelt Library; a decision to combine the Moore and Towne School Engineering Libraries has been reached; and proposals to merge the Biology and HUP Libraries into the Medical Library are under active consideration.

There are only three other major centralizing moves that seem feasible from financial, operational and service points of view. One is to move and merge the Fine Arts Library into Van Pelt. Another is to transfer Lippincott's separate technical services operations (ordering, cataloging and processing) into Van Pelt and to intershelve its stack collection in the main sequence, while reinforcing its reference, current periodicals and reserve functions. The third is to move and merge the Social Work Library into Van Pelt.

The fine arts and Lippincott moves would each yield personnel savings of nearly \$100,000 a year. The personnel savings from the social work merger would be on the order of \$50,000 a year. The \$250,000 in annual personnel savings would be equal to the income

*Note: ARL Statistics exclude employee benefits since they are not included in most library budgets. If employee benefits were included, Penn's ratio would drop to 24.9 percent and the others would drop proportionately.

from \$5 million at the current University rate of five percent. This is more than 60 percent of the library's program goal of \$8 million. Many users would find these arrangements more convenient, and many others would find them less convenient but tolerable. These kinds of changes are not now politically acceptable, but if current budget trends and pressures continue, the alternatives may be even less acceptable.

Another interesting and useful comparison is the per-student expenditures and the number of full-time students at these ten institutions, as shown in Table 5 below. This can only be a gross indicator because a research library's expenditures are not closely correlated with the number of users served. Still, it tells us something about staff productivity and the benefits received from dollars spent.

Table 5. Ten Largest Private University Libraries Expenditures Per Student

	Expenditures Per Student	Number Full Time Students
Princeton	\$1,249	4,360
Yale	1,219	9,370
Stanford	993	11,294
Harvard	939	14,886
Chicago	757	7,645
Columbia	685	10,959
Northwestern	449	11,421
Cornell	446	16,344
NYU	421	11,421
Pennsylvania	335	15,862

The conventional reaction to such a table is to admire the high spenders and deplore the low, but there is another and perhaps equally valid interpretation. It is that the lowest spender, Pennsylvania, is serving the largest number of users at the lowest unit cost and is therefore using its resources more effectively than the others. I would confidently assert that the quality of the collections and services and the degree of user satisfaction at Pennsylvania are far higher than the table suggests. As a matter of fact, and this may be heresy, there is no demonstrable or necessary correlation between the size of a library's expenditures, collections or staff and the effectiveness of its services or the degree of user satisfaction with that library.

In library matters, the traditional and conventional view is to equate quantity with quality. The bigger the numbers the better the library. Generations of librarians, faculty members and academic administrators have accepted that basic assumption without question. But now we have entered a period of diminishing financial support and expanding technology and it is no longer fruitful or even possible to play this numbers game. It is time to put quality and user satisfaction ahead of big numbers as the goal and guiding concept of library management.

Table 6 below shows the decline in the rank of the University of Pennsylvania Libraries in several statistical categories during the six years from 1970-71 to 1976-77 based on Association of Research Libraries (ARL) statistics.

Table 6. Ten Largest Private University Libraries Pennsylvania's Rank

	1970-71	1976-77
Total Volumes in the Library	8	8
Gross Volumes Added	9	10
Total Staff (FTE)	7	9
Materials and Binding Expenditures	9	10
Total Library Expenditures	8	9

ARL statistics and rankings can only be used as gross indicators for comparative purposes. They deal only with quantitative factors such as the size of collections, staffs and expenditures, and say nothing about their quality or the effectiveness of actual library services provided. A significant part of these losses in rank were the

desired product of more effective management, increased staff productivity and sharper selection of books and journals, and do not necessarily represent a loss in the quality of collections and services. In fact, the library is stronger and healthier and the staff is better motivated and more productive than ever before. It must also be said that while adversity has its uses, there are limits and we have reached them. Any further reduction in staff and acquisitions will seriously undermine the library's ability to support faculty and graduate level research.

It should be clear by now that what this library is experiencing is not just a temporary or cyclical decline in support levels, but a serious long-term reduction in its ability to maintain the kind of research collections, services and facilities that scholars have traditionally demanded and that librarians have tried to provide.

A National Perspective

Retrenchment is not a misfortune that has stricken this library in isolation. It is a nationwide phenomenon. Privately supported libraries are sharing the financial problems of their parent institutions, and publicly supported libraries those of the state and local governments that support them. These troubles come largely from inexorable economic, social and demographic trends over which university administrators and librarians have no control. And they will probably get worse in the decade ahead. Some privately supported libraries, such as ours, have been hit harder and sooner than others. Some state supported university libraries, particularly in the wealthy sun belt states, continue to receive generous support despite threats of tax revolts. In any event, few if any large research libraries will be able for long to maintain their traditional exponential growth rates or remain immune to the economic inflation and depression in higher education that is upon us.

The harsh fact is that research libraries are living beyond their means. They can no longer afford to maintain the research collections and service levels that users and librarians have become accustomed to in the last two relatively affluent decades. Libraries are experiencing a substantial loss in their standard of living as a result of inflation, increasing personnel and energy costs and changing priorities in academia and in society. We can complain, search for scapegoats or hope for miracles, but in the end responsible library administrators have no choice but to come to terms with this new reality and try to find constructive ways to bring commitments and expectations into line with diminishing financial resources. We simply cannot continue to provide 1960's libraries on 1970's budgets.

This new reality is forcing librarians and faculty members alike to reexamine the conventional view of the nature and extent of the collections and services that central and departmental libraries need to provide to support the instructional and research needs of their users. There is increasing recognition that the traditional notions of the size, scope and depth of the research collections actually required to support these needs can and must be revised downward.

The conventional view of collection building in academic research libraries evolved over the last seventy-five years in response to an environment that no longer exists. This view calls for acquiring and storing locally as large a portion of the available universe of potentially useable research materials as a library can afford. It fails to take into account such new factors and trends as: the explosive growth in publishing throughout the world; the great post-war expansion of research fields and interests; the rapid increase in the number and costs of books, journals and information services; the rapid rise in labor costs and benefits in a labor-intensive environment; the increasing need for and cost of library space to house research collections which tend on the average to double in size every 16 years; a book and journal paper deterioration problem that has already reached major crisis proportions; and a theft and mutilation problem which has become

epidemic. This formidable array of problems comes at a time when academic library budgets are being stabilized or reduced.

Obviously, no single library or institution can hope to solve these problems by itself. The problems are national and even international in scope and the solutions will come, if at all, from new attitudes, new concepts, new organizations and new technologies. The conventional wisdom and responses of a fading era will not suffice to see us through this transition.

Advances are being made in improving resource sharing capabilities through such organizations as the British Library Lending Division, the Center for Research Libraries, OCLC, Inc., the Research Libraries Group and the planned National Periodicals Center. The development of rapid and relatively inexpensive means of communications and air travel make it possible for scholars to go to the libraries that have special collections of needed materials. Improvements in telecommunication, micrographic and computer technologies are beginning to provide alternatives to amassing comprehensive local research collections in all fields of interest in each university.

In sum, librarians and the scholars they serve need to develop a new consensus about the nature and scope of research libraries that is more in tune with the social, fiscal and technological realities of our time. The traditional emphasis on size, growth and the accumulation of comprehensive local collections must give way to a new emphasis on more carefully selected local working and research collections supplemented by more effective means of gaining access to other less frequently needed research materials wherever they may be. New patterns of service to users will be required, but since a substantial percentage of all library costs and problems ultimately derive from acquisitions, this shift toward leaner collections will help mitigate problems and control costs in all areas, including building space.

This is not merely a theoretical discussion. It relates directly to our situation at this University. The extraordinary budget pressures that our library has faced in the last several years are forcing us to reassess our goals and expectations and to implement the kind of changes that are indicated above. The University library staff is coming to terms with these new economic and technological realities and is preparing to cope with the even more profound changes that are coming.

The library's users are also going to have to become more flexible and more tolerant of change in the library in the next three to five years as we move toward increasing our participation in the growing national library network and sharing bibliographic resources and new technological developments. Penn, in concert with other large libraries, will follow the lead of the Library of Congress in closing its card catalogs in 1981 and implementing computer-based alternatives.

Some Past Accomplishments

Despite the array of problems facing the library staff and the diminishing resources available to deal with them, morale is high and the response is positive and constructive. We are confident that we can do what needs to be done if we can get adequate financial support and retain the confidence and cooperation of our users. It is a challenge to guide the library through an orderly transition to a less costly and more effective and flexible mode of operation. Many of the changes that have been made in response to fiscal pressures have actually strengthened the library; others have cut costs without depriving users of essential collections and services; but there is no denying that the quality and depth of the collections in some important fields has begun to decline and that decline must be arrested and reversed.

What follows is a brief recapitulation of some of the major changes and accomplishments that have been made in the last several years. Some of those that were made during this report period will be described in more detail in the next section.

A series of important moves have rationalized, simplified and

greatly facilitated access to the collections in the Van Pelt stacks. The separately shelved Asian, education, and music classes were integrated into the main Van Pelt stack sequence. The Van Pelt stack collections were completely reorganized and shifted and 3,000 live journal titles (120,000 volumes) were reclassified from the inactive Dewey to the active Library of Congress classification. A book replacement and duplication project was implemented in Van Pelt, and a large scale collection preservation program was started with a \$300,000 National Endowment of the Humanities grant to improve the physical condition of the library's humanities collections.

Efforts to increase security and reduce book losses included the installation of electronic theft detection systems in Van Pelt and four other libraries, the implementation of additional controls on access to the library by outsiders, particularly on weekends, and the closing of the west (Dietrich) entrance.

Numerous physical improvements and renovations were made in Van Pelt. The Rosengarten Reserve Room was refurbished and carpeted. The current periodicals and newspaper reading facility was moved to the former education library space, which was reorganized and expanded; this, in turn, permitted the expansion and refurbishment of the microtext reading area on the Van Pelt mezzanine. A music seminar room and a listening room were established in Van Pelt.

Services to users were increased despite the elimination of a sixth of the Library's budget positions. The reference department implemented a powerful on-line bibliographic search service and greatly expanded its orientation and instruction program. In an effort to increase access to the holdings of other libraries, the interlibrary loan office began providing free copies from journals not held by the University libraries. The library also joined the Center for Research Libraries in order to gain access to a large store of important but infrequently used journals and other research materials.

Two important technological innovations were made. Cataloging was computerized through the OCLC, Inc. shared cataloging network, and the IBM circulation system installed in 1972 was replaced by a new and more versatile on-line minicomputer system in 1977.

Projected Changes

Following are some of the major changes that are scheduled for the next three to five years. The Moore and Towne School Libraries will be consolidated into a single engineering library in Towne. The biology and medical libraries will be combined into a bio-medical library in the Johnson Pavilion. The library will join the Research Libraries Group and adopt the BALLOTS computer-based bibliographic system and research library network. The existing card catalogs will be closed and new computer-based supplements using a combination of computer output microfilm and an on-line system will be implemented. This will permit and facilitate the transfer of the Lippincott Library's technical services functions to Van Pelt and the integration of its now separate stack collections into the main stack sequence.

Other initiatives and projects will doubtless be added to the list. We have seen that there are many opportunities for constructive changes even—or perhaps especially—in times of severe retrenchment, and we will not allow ourselves to be discouraged or defeated by fiscal or other problems.

Highlights of 1976-77 and 1977-78

On-Line Circulation Control System

After carefully weighing the pros and cons of upgrading and improving its aging in-house developed IBM System/7 circulation system and purchasing a new on-line system from a vendor, we decided in March 1977 to purchase a new system.

The new LIBS 100 system, marketed nationally by CL Systems, Inc., was installed during the summer and went on-line September

1, 1977 as planned. As is usual with most new computer systems, there were unforeseen start-up and conversion problems. These were caused by delivery delays during the long teamsters' strike, software and equipment failures, and the necessity to operate both systems in parallel for nearly six months while we tried to get the faculty to return and recharge on the new system their long overdue books. By early spring 1978 most of the problems were solved and the system was operating in a routine and generally acceptable way.

The heart of the system is a software package on a PDP 11/34 minicomputer located in the circulation department in Van Pelt. There are 18 terminals on the system, which also serves the Lippincott and Fine Arts Libraries. The "book location terminals" in the Van Pelt stacks and at the circulation desk have replaced the IBM system's "daily printouts" of books that were out on loan. In general, users have quickly mastered the use of the public terminals for finding book status information. This was one of the first uses of public terminals in a library circulation system, but it will soon become commonplace in libraries, not only for circulation but for on-line catalog access as well.

The primary goal of the new system has been achieved: to provide much more current and reliable information about the status of books and users' fine accounts as well as the capability of efficiently generating overdue and fine notices. The system is capable of being expanded to accommodate new capabilities as they are made available and additional equipment as it is needed.

Funds to purchase the initial system were borrowed from the University and will be repaid over a five-year period from savings on the previous system and from service improvements.

Van Pelt Stack Shift Completed

The summer of 1978 has marked the completion of a major shift in the collection in Van Pelt's stacks, during which each of the 1.5 million volumes had to be moved at least twice.

In 1967, when the Library of Congress classification was adopted for all new material, the decision to shelve it in the then new and vacant Dietrich (west) wing was the only reasonable one. But within a few years, as the balance of use shifted from the older Dewey to the newer LC stacks, arguments for reversing the position of the two collections became more persuasive. It was clear that the more active part of the collection should be housed in the more active and more immediately accessible part of the stacks.

During the past three years, therefore, the collections have been completely rearranged, so that the LC sequence begins on each floor on the shelves facing the Van Pelt elevators. At the same time, as an essential but complicating element in the move, all currently acquired periodicals and serials—over 3,000 titles in about 120,000 volumes—were converted from the old to the new classification. It thus became possible to stop the growth of the Dewey stacks, to compress them, and to concentrate all space for growth in the LC stacks. Our present estimate is that major space problems in the Van Pelt stacks are only 10 years away—seven years if the fine arts collections are brought in.

In the midst of this complex stack shift and reclassification project the staff had to accommodate unexpectedly the 96,000 volumes of the Education Library and the 35,000 volumes of the Music Library in the main shelving sequence. These moves are now complete, and we expect the stacks to remain relatively stable for the next several years.

The Collection Preservation and Restoration Project

The University Library will receive \$300,000 as its share of a \$1.4 million grant which was made to the University's Faculty of Arts and Sciences by the National Endowment for the Humanities. This is a three-year challenge grant and under its term the library must raise three dollars to trigger the release of each NEH dollar. The first payment is in hand.

The grant was made to fund a special program to preserve, restore and refurbish the library's physically deteriorating humanities collection. In common with other old and venerable academic research libraries, Penn's research collections, so

laboriously acquired, catalogued and maintained over a period of nearly two centuries, have in the last two decades begun to show the cumulative effects of poor paper, weak bindings, air pollution, increased home use, heavy photocopying and finally—and perhaps most disturbing of all—an alarming increase in the rate of theft and mutilation.

The emergence of these problems at a time of severe inflation and declining budgetary support has created a serious crisis in the library's stacks—particularly in the humanities classes which contain the older and less expendable or replaceable materials. Science books and journals are frequently superseded long before they are physically worn out, but this is not the case with humanities materials.

Because the library's current operating funds are barely adequate to maintain current acquisitions and binding and cannot be diverted to repairing the cumulated ravages of the past, the library turned to NEH for assistance. The proposal called for the implementation of an ambitious project to identify and deal with some 50-75,000 of the most serious problem volumes over the next three years. Key staff members have begun systematically to examine the most critical classes—literature, history, philosophy and religion—to identify the problem volumes. Those that are bindable are sent for rebinding; reprints are purchased, when available, to replace volumes which are missing or beyond repair; microfilm or Xerox copies are made of some important works when reprints are not available. Many rare and valuable titles are being identified and transferred to the security of the special collections department.

The large quantity of additional work being generated by this project is being channelled through the library's regular processing units. These will be augmented as needed by additional part-time and student assistants in accordance with the newly achieved flexibility in the library's collective bargaining agreement.

The initial three-year project, which began in the spring of 1978, will be funded from federal grant funds; the non-federal matching funds can be used to assure the continuation of the project on a regular basis and for acquisitions.

Mr. Richard W. Foster, a distinguished Philadelphia bookseller and long term library friend, is chairing a sub-committee of the Friends of the Library Governing Council to help raise the matching funds. Early results are encouraging.

Library Instructional Services

The Van Pelt library reference department made remarkable progress last year in a special effort to update, augment and expand its instructional services activities. The department staff provided instructional services to 2,604 students and other library users; 1,361 attended general orientation tours and 1,243 came in classes for more specialized instruction. Basic library skills sessions for freshman English classes accounted for approximately half of the latter group. In addition, 173 students received individual counseling from reference librarians during term paper clinics held at the end of each semester—not to mention constant "one-to-one" contacts throughout the year at the reference desk.

Related activities included revision of the slide presentation (to emphasize basic library skills and services), and development of several subject-specific overhead transparency sets and special bibliographies. Evaluation forms filled out by class instructors provided feedback on the effectiveness of the presentations and materials.

This year also saw the introduction of a set of information sheets to replace the traditional library handbook. Available individually on public display racks and given as a set to students attending library tours, these sheets have been distributed in numbers ranging from 4,000 to 7,200. Work has continued on a sign system for the Van Pelt building; in the course of this development, several types of signs, directories and printed materials have been redesigned. The sign project is scheduled for completion during the coming year.

Music Library Merger

The Music Library was moved from the music building to the Van Pelt Library in May, 1978. The book collections, numbering 35,000 volumes, were merged into the main Dewey and Library of Congress classification sequences on the fifth floor stack. A music seminar room was also installed on the fifth floor, together with a greatly enlarged music listening room. The listening facility was created by removing the wall between two seminar rooms and providing new listening booths, new furniture and additional shelving for the record collection. The music collections are for the first time adequately and securely housed, and library services for music are better now than ever before.

The music department faculty, after opposing the move for several years, finally voted almost unanimously for it when it became clear that the department's severe space problems could only be solved by moving the library into Van Pelt.

Medical Library

The library of the Schools of Medicine and Nursing was integrated administratively and budgetarily into the University library system in contrast to its previous status as part of the Medical School Responsibility Center.

The library's space was substantially enlarged from 25,000 to 37,500 net square feet and the seating was increased from 275 to 510 seats, including 72 media carrels. The media and instructional services program is being substantially enlarged and upgraded.

Functions and Exhibits

The use of the main library's excellent physical facilities for a variety of university educational, cultural and social functions continued to increase. During the last two years there were 33 major social functions in the Lessing J. Rosenwald Gallery, including dinners for former President Gerald Ford, Trustee and Judge Leon Higginbotham, Jr., singer Marian Anderson, the overseers of the Engineering, Wharton, and Law Schools, to cite a few. Special collections facilities were also used for some 30 lectures, readings and meetings including memorial services, meetings of the Association of American Universities' presidents, the Renaissance Society of America, the Philomathean Society, the local chapter of the Association of College and Research Libraries and several Friends of the Library functions.

There were six major exhibits in the Rosenwald Gallery and 13 in the Klein Exhibition Corridor on the main floor of Van Pelt during this report period.

Gifts, Donations and Acknowledgements

In December 1977, Edmund J. Kahn (Wharton '25) of Dallas made a \$1 million gift to the University library to endow a fund for the purchase of books and for other library purposes. The Kahn gift is the largest single donation that the library has ever received and now constitutes its largest endowment fund.

It is our hope that this splendid gift, together with the \$300,000 NEH challenge grant mentioned earlier, will serve to spur the momentum of the library's lagging Program for the Eighties drive. While the University's \$255 million program drive is on target with 60 percent of the goal achieved, the library is less than a quarter of the way toward its goal of \$8 million.

The class of 1928 designated its 50th reunion gift of over \$100,000 for the University library, to be used in part to refurbish and redecorate the main floor lounges and exhibit spaces in the Van Pelt library. The large space opposite the Klein exhibition area will be converted into a handsome lounge and will be named in honor of the class of 1928.

A bequest from the estate of David Church made possible the construction of nine additional and much needed faculty studies in the Van Pelt Library stacks. A gift from The Honorable John H. Ware, 3rd, University trustee and former congressman, was used to establish a book fund for the Furness Library in honor of its distinguished curator, Emeritus Professor Matthias A. Shaaber.

The occasion was marked by a particularly successful reception in the Furness Library attended by Professor Shaaber's many friends and admirers.

A generous gift from Mrs. Julia B. Leisenring (College for Women '70) was used to endow a book fund in her name. Emeritus Trustee Orville H. Bullitt endowed a fund to support the classics library and collections.

Singer Marian Anderson donated her library of music, personal papers and memorabilia to the library's special collections department. The collection traces her unique singing career from a duet at the age of six in a South Philadelphia church, through her moving Easter Sunday concert at the Lincoln Memorial. Portions of the collection were exhibited in the library's Lessing J. Rosenwald Gallery and a special concert and dinner were held on April 13, 1978 to pay tribute to Miss Anderson. The collection has been sorted and arranged and is now available for use.

In addition to the selection of gifts cited above, the library received many other gifts of funds and books from friends and supporters including that most stalwart and loyal group, the Friends of the Library. Space limitations do not permit individual

mention and acknowledgement of these numerous gifts but we are deeply grateful and extend our heartfelt thanks to all those who have contributed in various ways to the goals and advancement of the University of Pennsylvania libraries.

Finally, it is my pleasant duty to acknowledge and thank the library staff—the professional librarians and the support staff—for their remarkable dedication and superb performance during these last two years when so much was demanded of them. There are no handy ARL tables which can be used to rank and compare the quantity and quality of the work of library staffs over a span of years, but if there were, I am confident that the University of Pennsylvania library staff would show the greatest improvement in the last several years and would rank at the top in 1978.

Since it was not feasible to acknowledge by name the many staff members who made special contributions, I refrained from mentioning any names in the report. However, I cannot conclude without thanking my two associates, Dr. Joan I. Gotwals and Bernard J. Ford, for their many ideas and initiatives and their loyalty and support in all matters during the eight years we have worked together.

Appendix I. Basic Statistics on the University of Pennsylvania Libraries, 1977-78

Growth of the Collections

	Volumes 7/77	Added	Withdrawn	Net Adds	Total 6/78	Microfilm	Microcard Microfiche Microprint
Van Pelt	1,794,657	44,135	4,564	39,571	1,834,228	58,903	796,960
Annenberg	14,804	558	363	195	14,999	549	815
Biddle	282,165	5,646	—	5,646	287,811	698	64,000
Biology	40,859	848	2,016	1,168	39,691		
Chemistry	7,991	1,208	54	1,154	9,145	113	
Dental	37,032	1,617	295	1,322	38,354	80	
Fine Arts	64,919	2,221	20	2,201	67,120	6	
Lippincott	173,808	5,663	3,587	2,076	175,884	2,479	42,881
Math-Physics	43,160	1,122	2	1,120	44,280		200,000
Medical	77,240	3,386	208	3,178	80,148		
Moore	29,492	713	2,493	1,780	27,712	38	130
Museum	69,109	2,286	42	2,244	71,353	49	
Social Work	30,729	1,597	222	1,375	32,104	73	
Towne	68,706	2,290	2,078	212	68,918	66	154,105
Veterinary	28,064	1,501	18	1,483	29,547	18	29
Total	2,762,735	74,791	15,962	58,829	2,821,564	63,072	1,258,920

Expenditures

	Salaries	Employee Benefits	Books	Binding	Current Expense	Total
Van Pelt*	1,939,428	403,308	597,563	95,917	390,668	3,426,884
Annenberg	73,718	15,425	9,028	1,958	2,800	102,929
Biddle	336,612	71,375	172,120	13,437	14,956	608,500
Biology	16,320	3,753	25,966	2,261	102	48,402
Chemistry	14,971	3,443	17,601	1,378		37,393
Dental	67,673	13,748	30,167	3,875	6,297	121,760
Fine Arts	160,734	35,424	52,874	5,860	6,808	261,700
Lippincott	304,751	63,315	86,863	11,534	11,513	477,976
Math-Physics	33,974	6,952	44,639	3,523	836	89,924
Medical	315,898	65,253	131,336	12,215	24,191	548,893
Moore	31,314	6,377	18,711	2,069	850	59,321
Museum	44,759	9,560	23,743	3,283	652	81,997
Social Work	48,570	9,511	9,990	2,004	613	70,688
Towne	50,753	10,712	51,152	4,221	1,064	117,902
Veterinary	45,344	10,107	26,870	4,117	1,813	88,161
Total	3,484,819	728,173	1,298,623	167,652	463,163	6,142,430

*Includes Music Library

Circulation and Interlibrary Loans

	Home Circulation	Interlibrary Loan		Photocopies in Lieu of ILL	
		Borrowed	Lent	Received	Sent
Van Pelt Circ. Dept.	237,918	1,953	4,100	940	1,843
Reserve	7,712				
Annenberg	21,080	31	55	17	32
Biddle	n.a.	64	386		288
Biology	3,194				
Chemistry	550	6		60	25
Dental	22,731	19	568	24	400
Fine Arts	23,000				
Lippincott	26,139				
Math-Physics	10,727				440
Medical	24,185	413	96	1,749	3,282
Moore	8,865				
Museum	19,875	14	348	12	143
Music	8,487				
Social Work	13,197				30
Towne	14,392			285	2,092
Veterinary	4,682	237	41	325	356
Total	446,734	2,737	5,594	3,412	8,931

Appendix II. Five-Year Summary of Statistics on the University of Pennsylvania Libraries

Growth and Use of the Collections

	1973/74	1974/75	1975/76	1976/77	1977/78
Volumes added (gross)	95,693	95,139	90,547	87,291	74,791
Volumes added (net)	83,313	82,550	83,572	76,356	58,829
Total volumes	2,520,257	2,602,807	2,686,379	2,762,735	2,821,564
Circulation—Van Pelt	183,348	189,405	192,755	229,532	237,918
—Total	442,425	454,293	454,448	456,950	446,734
Interlibrary loans					
Lent—Volumes	8,436	9,079	7,748	9,507	5,594
—Photocopies	5,700	7,818	7,682	7,366	8,931
Borrowed—Volumes	4,241	2,612	2,941	3,129	2,737
—Photocopies	3,201	4,807	3,726	4,684	3,412

Expenditures

	1973/74	1974/75	1975/76	1976/77	1977/78
Salaries	2,930,231	3,125,734	3,115,197	3,434,211	3,484,819
Personnel Benefits	295,610	432,628	650,593	623,052	728,173
Books	1,156,263	1,145,271	1,202,331	1,299,942	1,298,623
Binding	160,961	181,129	156,010	176,812	167,652
Current Expense	427,594	374,818	366,736	289,334	463,163
Total	4,970,659	5,259,580	5,490,867	5,923,351	6,142,430

Van Pelt Library Processing Operations

	1973/74	1974/75	1975/76	1976/77	1977/78
Requests searched	25,280	20,714	19,898	19,699	13,863
Titles ordered	19,070	20,671	21,837	19,500	14,000
Titles catalogued					
With LC copy	24,798	24,367	25,313	23,967	19,461
LC derived			4,850	4,308	3,609
Original cataloguing	15,920	15,065	10,021	10,374	11,214
Serials cataloguing	1,020	876	582	915	613
Total catalogued	41,738	40,318	40,766	39,564	34,897
Titles catalogued through OCLC	15,793 (38%)	18,195 (45%)	25,460 (62%)	29,621 (75%)	27,388 (78%)
Manually	25,945	22,123	15,306	9,943	7,509
Volumes added	78,030	71,453	69,836	65,678	58,479
Volumes bound	28,780	35,642	29,414	36,294	30,031
Cards produced OCLC	135,445 (35%)	150,797 (39%)	205,804 (58%)	240,621 (68%)	220,032 (63%)
In-house	255,496	240,253	148,166	113,223	128,240
Total	390,941	301,050	353,970	353,844	348,272