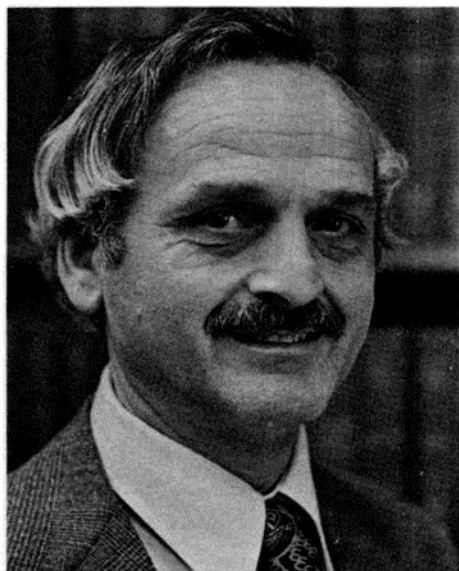


**New Beginnings**  
**Report of the Director of Libraries**  
**University of Pennsylvania, 1978-79**  
**by Richard De Gennaro**

Philadelphia, Pennsylvania 19104





Last year's report was entitled *The Challenge of Retrenchment*. It described the Library's painful but successful efforts to come to terms with a new era of limits and to begin to develop the new ideas, new attitudes, and new strategies needed to make a successful transition into the changing library world of the 1980s. This year's report is entitled *New Beginnings* and it describes a number of significant initiatives that were taken in our efforts to move from retrenchment to the vigorous pursuit of new goals.

The highlights of the year's accomplishments were:

- improved prospects for budgetary support
- joining the Research Libraries Group, Inc.
- implementation of a collection maintenance and preservation program
- establishment of an annex storage facility and program
- reorganization and reequipping of the copying service
- installation of a new sign and directory system and the refurbishing of the Van Pelt lounge areas.

### **Budgetary Support: Patterns and Prospects**

While the allocation for books and journals was increased by a mere 3 per cent in 1978-79, the inflation rate in book and journal prices continued as in previous years at an estimated rate of 15-20 per cent, and the value of the dollar abroad continued to decline. In 1977-78, the University of Pennsylvania Library dropped to 55th place in book and journal expenditures among the 94 academic library members of the Association of Research Libraries (ARL).

It was again necessary, as it was in previous years, to reduce staff to meet the Library's budget guidelines. In 1978-79, 8.5 positions were eliminated bringing the total number of positions eliminated to 47 (out of a total staff of 288) since the retrenchment began in 1972-73.

These dismal trends were described in considerable detail and with supporting statistical tables in last year's report and it would serve no useful purpose to include a similar detailed report this year. Suffice it to say that the outlook for price inflation for books, journals, and other library costs continue to worsen.

The one bright spot in this otherwise bleak picture is a somewhat belated but all the more welcome change in attitude of the university budget-makers toward library support. There are clear indications that the policy of severe retrenchment of the Library's budget that characterized the last six years is being reversed. Both the Provost and the President have declared their intention to give the Library a high budgetary priority in the coming year. The first tangible result of this new policy came in the spring of 1979 when the Provost made a special one-time allocation of \$300,000 to the library for the purchase of books to offset some of the ravages of inflation. This increased the funds available for the purchase of books and journals in 1978-79 by nearly one-third. The windfall was distributed proportionately among the 14 libraries in the Library Resource Center.

The second sign of a change in the Library's fortunes came with the 1979-80 Library Resource Center Budget. Not only was the book and journal allocation increased by 15 per cent, but for the first time in six years there were no mandated position cuts, and the Library could look forward to maintaining a precarious stability during FY 1980.

Conclusive evidence of a significant improvement in library support will be determined by the nature and quantity of the increases that are made in the FY 1981 budget. Experience of the last two years has shown that the Library is suffering the effects of over-retrenchment in staffing levels. Having given up one out of every six positions, we now find the remaining staff members working under great pressure to keep up with increasing demands. As long as all staff members in a unit are present and working, they can cope with normal workloads, but inevitably there are absences because of illness, personal leaves, vacations, resignations, etc. In addition, there are many occasions when exceptional efforts are required to cope with a move or merger, a change in procedures, or new demands for service. These situations cause unhealthy pressures on the staff and less than satisfactory service to users. In short, the Library no longer has the staff it needs to operate efficiently and implement change in a dynamic environment. If the Library is to make a successful transition to the changing environment and needs of the 1980s, some of the positions that were eliminated during the last six years will have to be restored and redeployed.

### **The Research Libraries Group, Inc.**

The decision to join the Research Libraries Group (RLG), which the University and the Library made in February 1979, marks the beginning of a new era in the history of our Library—an era of close cooperation and joint development with the libraries of other major research universities.

RLG is a rapidly expanding nationwide partnership of research universities and major independent research libraries dedicated to providing its owner-members with the capacity to work together to solve common problems and to support the needs of scholars, researchers, and students in the decades ahead. In its present form, it is the result of the merger in 1978 of the original Research Libraries Group and the Stanford BALLOTS system into a single organization. Its central offices and computer facilities are located at Stanford University and its Bibliographic Center is at Yale.

RLG already has 12 institutional members (Yale, Columbia, New York Public Library, Stanford, Michigan, Pennsylvania, Princeton, Dartmouth, Rutgers, Iowa, Brigham Young, and Colorado

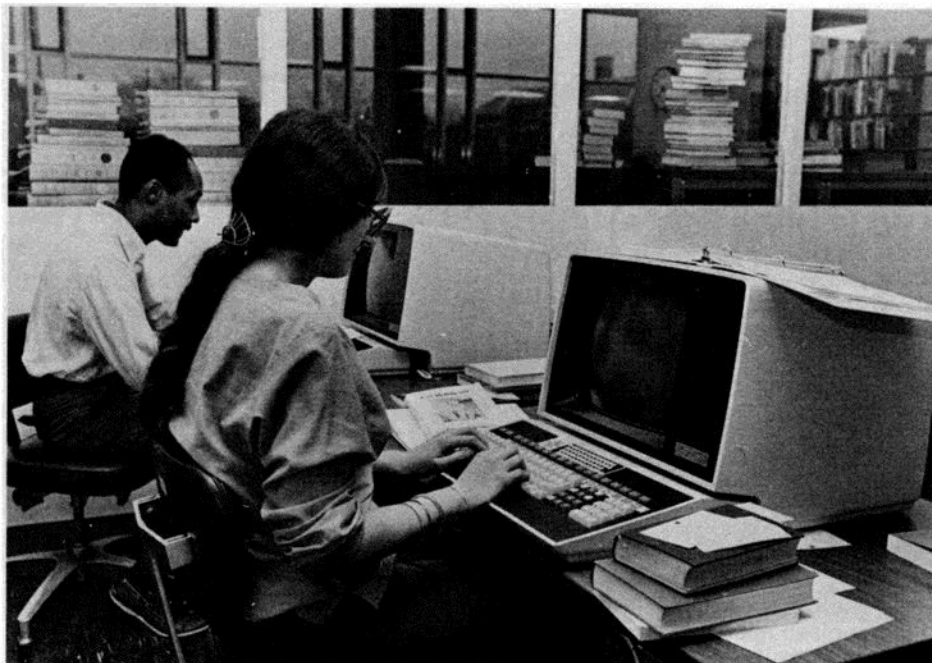
State), two affiliated members (UC Berkeley and Davis), and two special networks of leading law and art libraries. The goal of the consortium is to expand its membership in the next two years to include a majority of the nation's largest research universities and their libraries. Although start-up funds in the form of grants and loans were provided by a number of leading foundations, RLG plans to become self-supporting within the next several years.

RLG has four active programs:

- **Shared Resources**—A cooperative program designed to give direct access and priority handling to member requests for on-site access, interlibrary loan, and photocopying
- **Collection Management and Development**—A cooperative program to rationalize the process of acquisition of serials and expensive items and aid coordination of collection development
- **Preservation**—Automated bibliographic control of micro-preservation activity in process or completed at member institutions, and experimental programs to test new technologies or processes applicable to preservation problems
- **Research Libraries Information Network (RLIN)**—A network of research libraries linked to a computerized set of cataloging data files and data manipulation systems that support local technical and public services and all the cooperative programs of the consortium

RLG has established two principal objectives for RLIN, its online bibliographic network: the first is to create for *each* member an online authority-controlled catalog of its library holdings in support of collection management, technical services (acquisitions and cataloging), and public services; the second is to create simultaneously an online authority-controlled catalog of the holdings of *all* members in support of shared collection management and development, shared technical processing, and the shared resources program. In this context, RLIN is the vehicle by which RLG members intend to support their individual requirements as well as their shared programs.

Joining RLG does not signal the University of Pennsylvania's intention to withdraw from PALINET (Pennsylvania Area Library Information Network) which it



helped to found, or to diminish its role as a leader and participant in local and regional multitype library cooperation and resource sharing. Although the primary obligation of our Library must be to our own constituents and to other RLG libraries, we can improve our ability to serve the special research needs of other PALINET libraries and users by providing the linkages needed to draw on the rich resources of the combined RLG libraries through the powerful capabilities of the RLIN system.

By the end of 1979, the Library expects to have ten terminals operating on the RLG/RLIN system and to have shifted much of its cataloging and reference activities from OCLC to RLIN. In addition to Van Pelt Library, terminals have been installed in the Lippincott-Wharton School Library and the Medical and Biological Sciences Libraries.

The other major programs of RLG—cooperative collection development, shared access to collections, and preservation—are all under active development. The shared resources program is already in operation. It facilitates access to the combined collections of member libraries by providing a common set of access and reciprocal lending policies and greatly increases the speed and dependability of lending among the members.

The collection development program aims to review, rationalize, and coordinate collecting policies and practices to reduce duplication and to create collections in depth in identified areas.

The preservation program is still being formulated. It seeks to develop cooperative solutions to this difficult and increasingly critical problem, and to use the RLIN system and data base as a means of

creating an online file of information about titles that have been preserved on film.

### Maintenance and Preservation of the Collections

One of the most critical problems facing research libraries now and in the decades ahead is the enormous task of preserving, restoring, and maintaining the collections that they have so laboriously acquired, cataloged, and stored over the last century. These collections are showing the cumulative effects of acid paper, weak bindings, air pollution, increased home use, heavy photocopying, mutilation, and theft. It has been reliably estimated that a majority of the books printed between 1850 and 1950 will not outlast the present century unless steps are taken to preserve them.

In the last report, I described the major three-year project that our Library had launched to tackle this problem with the assistance of a \$300,000 matching grant from the National Endowment for the Humanities. The experience we have gained on that project has already taught us that preserving and restoring our rapidly deteriorating collections is going to be a far more costly and difficult effort than we had initially thought. It is not something that can be accomplished with one or more special projects funded by outside grants. In fact, it is not a task that can ever be completed; it is an activity that must be established and budgeted as a permanent part of the Library's regular operations in the future.

Libraries like ours are coming to terms with a new reality—that their collections can no longer be viewed as permanent, non-deteriorating, and non-consumable





*Shakespearean Room*

resources. Our stack collections are deteriorating and being used up and stolen at a rapidly accelerating rate and they must be preserved, protected, renewed, restored, and replaced on an urgent and continuing basis. A certain portion of the Library's book funds and personnel resources must be earmarked each year to identify and restore or replace the essential books and journals that have been stolen or have deteriorated to the point where they can no longer be used or repaired. Thousands of other less essential titles which can neither be replaced nor restored will simply have to be discarded and their records removed from the catalogs. This cannot be an *ad hoc* or occasional effort funded entirely from special grants; it must become one of the Library's routine functions and it must be funded on a regular basis like the acquiring and processing of new books.

In the coming year, I will attempt to obtain additional federal grants to help fund the enormous arrearages that have accumulated as a result of years of neglect, but I will also request additional book funds and positions to establish a permanent on-going effort to deal with this critical problem.

These local initiatives are effective and essential first steps, but there is a limit to what any one library can do. The preservation of our deteriorating research collections is a national problem and will require substantial resources from the federal government and the foundations. It is our expectation that the Research Libraries Group will play a leading role in formulating and implementing the programs that will be required to solve this critical problem in the decades ahead.

### **The Space Problem and the Annex**

Having been responsible for dealing with the Harvard Library's many space and building problems for a number of years, one of the main attractions of the position as director here when it was offered to me in 1970 was that this library had recently moved into a superb new building which had adequate stack space for 12-15 years growth. Alas, nine of those years have already passed. Although the Van Pelt stacks have space for an additional five years growth at current rates, we are already beginning to reach capacity in certain areas and especially the third-floor classifications. It was essential that we begin to formulate and implement a strategy for dealing with this problem.

When the University decided to buy the warehouse at 4015 Walnut Street that it was leasing, the Library took a lease on the 4th floor and an option on the 7th floor of the building. Each floor has 8,000 square feet of floor space and will accommodate nearly 200,000 volumes in a storage mode. All the shelving that was left in Leidy Laboratory after the Biology Library was merged with the Medical Library was moved and reerected on the fourth floor of the warehouse and is now ready to receive the first transfer of books and journals from the Van Pelt stacks. Considerably more shelving will be required to fill both floors and our intention is to try to purchase surplus shelving from other libraries.

One of the first steps to be taken to maximize the use of prime space in the Van Pelt stacks will be to move the Dewey Folio volumes together with the special shelves that house them on the 3rd, 4th, and 5th floors to the storage annex. This move will free space in Van Pelt for a

considerably larger quantity of standard size shelving and the more intensively used books they contain.

Other steps are being considered which will permit the relocating to the Annex of large quantities of material with a minimum of record changing in the catalogs—an essential requirement of any storage strategy. Although the cost of selecting individual monographs for storage and changing their catalog records is very high, it may be the best alternative available to us in the coming years.

In five years when the Van Pelt and other library stacks are filled to capacity, for every new volume received—and we are receiving them at the rate of 80,000 volumes a year—one volume will have to be moved to storage, be discarded, or be replaced by a micro or digitized copy. By 1990, we may have in place the organizational and technological capabilities of achieving a steady-state research library, but we must also be prepared to construct a substantial quantity of new library space.

### **The Medical and Biological Sciences Library Merger**

To make way for the scheduled reorganization and renovation of Leidy Laboratory, the Biology Library was merged with the recently expanded Medical-Nursing Library in the Johnson Pavilion in the spring of 1979. The merger provided an opportunity to eliminate considerable unnecessary duplication and a reallocation of resources to expand the total coverage of the combined collections. This difficult physical move was completed late in the spring through the extraordinary efforts of the Medical Library staff and with almost no disruption of services.

### **Faculty Scofflaws**

The Advisory Committee on the Library spent the better part of its three meetings discussing the nature, extent, and possible solutions to the problem of those scores of faculty members who continue to keep large numbers of long-overdue library books in their homes and offices and who disregard all requests for their return. These books, many of them titles in demand and acquired and processed at considerable cost, are for all intents and purposes lost from the collections. Also discussed was the equally troublesome problem of those faculty members who fail to return books that have been recalled for the use of other readers.

### *Class of 1928 Lounge*

The Committee stopped short of recommending the implementation of fines for faculty members who fail to return overdue and recalled books, but urged the Director and his staff to redouble their efforts to publicize the problem and take steps to forcefully encourage the cooperation of offending faculty members. To that end, a new user-liaison position was created in the Van Pelt Circulation Department for dealing with delinquent borrowers. In flagrant cases, borrowing privileges will be suspended pending the return of books. If no marked improvement in faculty compliance with lending policies occurs in the coming year, the Committee will recommend the extension of the fine system to include members of the faculty and administration.

### **Copying Services**

Following a rapid decline in the quality of service, the Library terminated the contract it had for eight years with Copy Systems, Inc. to provide and service coin-operated copying machine in Van Pelt and other libraries. During the year, the Library's Photographic Section purchased, installed, and now services 13 new coin-operated copy machines in public areas throughout Van Pelt, four machines in the Photographic Section of Van Pelt equipped for auditorium operation, two in the Fine Arts Library, and one in the Museum Library. The machines were purchased under a carefully designed plan which permits them to be paid for from income generated from the service itself. The copying services provided by the University Libraries have never been more efficient or economical as they are now under this new arrangement.

### **Archive of South Asian Art and Architecture**

An archive of photographs of South Asian art and architecture which is a duplicate of the photographic collection at the American Institute of Asian Studies (AIAS) in Benares, India, has been established as part of the South Asia Regional Studies Library in Van Pelt. The only such collection outside of India, it includes 23,000 black and white photographs and 2,000 color slides documenting architecture, sculpture, and paintings from the Indian sub-continent. Additions to the archive will be made on a continuing basis.

Funding for the center in Benares has come largely from the Smithsonian Institu-



tion through the AIAS, and the archive in Van Pelt was made possible by funds from the National Endowment for the Humanities and the Department of South Asia Regional Studies.

### **The Class of 1928 Gift**

Reinforcing a growing tradition among 50th reunion classes, the Class of 1928 designated the University Library as the recipient of its class gift which exceeded \$100,000. Part of the gift was used to create and furnish a Class of 1928 Lounge on the main floor of Van Pelt at the end of the Exhibition corridor. Another part was used to refurnish the lounge area to the left of the main entrance. A third part was used to pay for the design and installation of a comprehensive and uniform sign system in the central Van Pelt Library building. The fourth part was used to create an endowment fund to provide for the regular maintenance and replacement of furnishings and plants in the lounges in years to come.

In addition to improving the appearance of the building, the main purpose of the new sign system was to unify into a single cohesive building the two hitherto separate wings which were built five years apart in 1962 and 1967. The two wings were not well articulated nor were sign systems included in the original building contracts. After the buildings were opened, signs were installed by the staff as needed with no system or uniformity. The new sign and directory system corrects this unfortunate defect in our otherwise fine central library facility.

These dramatic improvements in the interior of the Van Pelt Library coincided

with the completion of the Blanche Levy Park landscaping on the outside, and together these projects have greatly enhanced the Library's physical environment.

In addition to the Class of 1928 gift which was described above, the Library also received a generous grant of \$135,000 from the Andrew W. Mellon Foundation to be used to facilitate technological advances in the Library.

This year, as in previous years, the Library received a large number of smaller but equally appreciated gifts of books and funds from a wide range of supporters, including the Friends of the Library, and these gifts have done much to supplement our inflation-ravaged book funds. Space does not permit individual mention or listing of these gifts, but we express our warm thanks and deep appreciation to all those friends who contribute to and support the Library in many ways.

Among those who support the Library, none are more deserving of thanks and praise than its 86 professional librarians, its 155 support staff in the Collective Bargaining Unit, and its scores of student and other part-time employees. They are the team that made the accomplishments reported here possible and who also perform the day-to-day operations in our 14 libraries with such an extraordinary degree of professionalism, competence, and loyalty.

## Appendix I. Basic Statistics on the University of Pennsylvania Libraries, 1978-79

### Growth of the Collections

	Volumes 7/78	Added	Withdrawn	Net Adds	Total 6/79	Microfilm	Microcard Microfiche Microprint
Van Pelt	1,834,228	48,565	5,499	43,066	1,877,294	60,264	827,439
Annenberg	14,999	1,034	598	436	15,435	549	1,453
Biddle	287,811	5,805		5,805	293,616	698	67,000
Chemistry	9,145	483		483	9,628	113	
Dental	38,354	1,495	235	1,260	39,614	80	
Fine Arts	67,120	1,917	10	1,907	69,027	28	26
Lippincott	175,884	6,516	4,928	1,588	177,472	2,462	51,702
Math-Physics	44,280	1,192	157	1,035	45,315		200,000
*Medical	120,109	4,311	185	4,126	125,235		
Moore	27,712	708	73	635	28,347	38	386
Museum	71,353	2,654	3	2,651	74,004	51	
Social Work	32,104	1,322	70	1,252	33,356	73	
Towne	68,918	2,794	62	2,732	71,650	66	159,970
Veterinary	29,547	1,272	24	1,248	30,795	18	29
Total	2,821,564	80,068	11,844	68,224	2,889,788	64,440	1,308,005

\*Includes Biology Library

### Expenditures 1978-79

	Salaries	Employee Benefits	Books	Binding	Current Expense	Total
Van Pelt	2,077,056	505,441	667,886	168,018	429,305	3,847,706
Annenberg	78,245	19,049	10,815	1,290	3,701	113,100
Biddle	321,459	77,355	166,250	10,900	20,993	596,957
Chemistry	15,815	4,507	26,483	1,415		48,260
Dental	71,817	16,606	34,250	6,402	1,823	130,898
Fine Arts	162,037	42,387	42,987	4,278	5,368	257,057
Lippincott	327,417	78,179	114,366	12,029	13,447	545,438
Math-Physics	38,622	9,176	55,670	3,146	1,033	107,647
*Medical	350,655	84,022	198,971	12,805	50,823	697,276
Moore	32,901	7,646	21,354	1,488	1,798	65,187
Museum	49,261	12,238	27,510	2,792	470	92,271
Social Work	50,730	10,957	10,650	2,566	680	75,583
Towne	51,156	12,579	63,022	7,731	1,567	136,055
Veterinary	52,249	13,331	31,154	3,358	1,584	101,676
Total	3,679,420	893,573	1,471,368	238,218	532,592	6,815,171

\*Includes Biology Library

### Circulation and Interlibrary Loan 1978/79

	Home Circulation	Interlibrary Loan		Photocopies in Lieu of ILL	
		Borrowed	Lent	Received	Sent
Van Pelt Circ. Dept.	258,725	2,116	6,108		1,917
Reserve	8,603			894	
Annenberg	23,125	68		6	11
Biddle	na	89	431		336
Chemistry	600	7		60	27
Dental	20,442	70	511	38	351
Fine Arts	24,150				
Lippincott	27,446				
Math-Physics	10,737				902
*Medical	23,080	675	246	1,621	1,625
Moore	8,907				
Museum	18,592	75	372	43	139
Social Work	13,055				5
Towne	14,385				
Veterinary	4,766	401	99	513	420
Total	456,613	3,501	7,767	3,175	5,733

\*Includes Biology Library

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

### Growth and Use of the Collection

	1974/75	1975/76	1976/77	1977/78	1978/79
Volumes added (gross)	95,139	90,547	87,291	74,791	80,068
Volumes added (net)	82,550	83,572	76,356	58,829	68,224
Total volumes	2,602,807	2,686,379	2,762,735	2,821,564	2,889,788
Circulation—Van Pelt	189,405	192,755	229,532	237,913	258,725
—Total	454,293	454,448	456,950	446,734	456,613
Interlibrary Loan					
Lent					
—Volumes	9,079	7,748	9,507	5,594	7,767
—Photocopies	7,818	7,682	7,366	8,931	5,733
Borrowed—Volumes	2,612	2,941	3,129	2,737	3,501
—Photocopies	4,807	3,726	4,684	3,412	3,175

### Expenditures

	1974/75	1975/76	1976/77	1977/78	1978/79
Salaries	3,125,734	3,115,197	3,434,211	3,484,819	3,679,420
Personnel benefits	432,628	650,593	623,052	728,173	893,573
Books	1,145,271	1,202,331	1,299,942	1,298,623	1,471,368
Binding	181,129	156,010	176,812	167,652	238,218
Current Expense	374,818	366,736	289,334	463,163	532,592
Total	5,259,580	5,490,867	5,923,351	6,142,430	6,815,171

### Van Pelt Processing Operations

	1974/75	1975/76	1976/77	1977/78	1978/79
Titles ordered	20,671	21,837	19,500	15,500	18,750
Titles catalogued					
With LC copy	24,367	25,313	23,967	19,461	22,413
LC derived		4,850	4,308	3,609	2,504
Original cataloguing	15,065	10,021	10,374	11,214	10,704
Serials cataloguing	876	582	915	613	654
Total catalogued	40,318	40,766	39,564	34,897	36,275
Titles catalogued					
Through OCLC	18,195 (45%)	25,460 (62%)	29,621 (75%)	27,388 (78%)	28,041 (77%)
Manually	22,123	15,306	9,943	7,509	8,234
Volumes added	71,453	69,836	65,678	58,479	60,761
Volumes bound	35,642	29,414	36,294	30,031	43,499
Cards produced					
Through OCLC	150,797 (39%)	205,804 (58%)	240,621 (68%)	220,032 (63%)	233,848 (69%)
In-House	240,253	148,166	113,223	128,240	107,532
Total cards produced	301,050	353,970	353,844	348,272	341,380