



HARVARD UNIVERSITY LIBRARY

ANNUAL REPORT 2002-2003



INCLUDING REPORTS FROM

HARVARD COLLEGE LIBRARY

AND THE GRADUATE AND PROFESSIONAL SCHOOL LIBRARIES OF HARVARD UNIVERSITY



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Annual Report 2002–2003

Sidney Verba

*Carl H. Pforzheimer University Professor
and Director of the University Library*

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Nancy M. Cline

Roy E. Larsen Librarian of Harvard College

AND THE ANNUAL REPORTS

OF THE GRADUATE AND PROFESSIONAL SCHOOL LIBRARIES

OF HARVARD UNIVERSITY

CAMBRIDGE, MASSACHUSETTS

2004

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Harvard University Library
Annual Report for 2002–2003

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Foreword

Harvard's libraries reflect the complete world of scholarship and information. They acquire, disseminate, and preserve information in all the forms in which it is created.

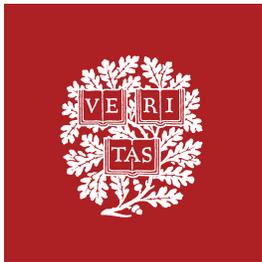
Today, Harvard's library holdings range from traditional print collections to rapidly expanding inventories of digital resources. It is the work of the Harvard libraries to provide the University's faculty, students, and researchers—now and in the future—with comprehensive access to all of these materials.

The University's traditional holdings of more than 15.18 million volumes are rooted in the 1638 bequest of 400 books from John Harvard. The core of the University's collections is found in Widener Library—which is under the aegis of the Faculty of Arts and Sciences (FAS) and is acknowledged to be the University's flagship library. Today, Harvard has more than 90 libraries gathered into a single system that constitutes the largest academic library in the world. Larger and more complex than university libraries in general, it is in a distinct class with the greatest in the world: the Library of Congress, the British Library, the New York Public Library, and the Bibliothèque Nationale de France.

The Harvard University Library, then, is a community of libraries that works collaboratively to ensure access to Harvard's library resources across the boundaries of individual faculties and disciplines—specifically in the areas of acquisitions, information technology, digital collections, high-density storage, and preservation.



The reading room in Lamont Library.



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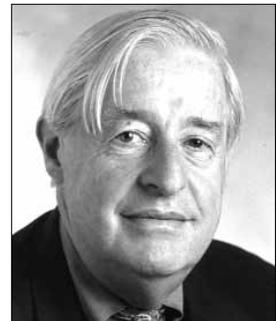
*Report of Sidney Verba,
Carl H. Pforzheimer University Professor
and Director of the University Library*

Like much of Harvard, the libraries are decentralized, and the entity that we call the Harvard University Library comprises more than 90 individual libraries with specific charges from and responsibilities to the faculties that they serve.

Many of us think of libraries as physical places, and Harvard is indeed remarkable for its library buildings—notably and memorably Widener, which is winding up its massive, multi-year renovation. Once, these physical places could be imagined to contain entire worlds of knowledge within their walls. But since the information explosion of the late 20th century, those imaginings are no longer possible. Today, Harvard's library spaces function in new ways—as gateways, convening places, sites of instruction, and more. They contain our formidable holdings of books, periodicals, and other solid objects, but they are much more than repositories. Libraries today are dynamic and interactive centers for inquiry that provide access to a new and complex world of information.

Historically, the University has been blessed by generous collecting policies—and by generous donors who have ensured that Harvard's library holdings have been the best possible. While the University's traditional holdings will continue to grow as new knowledge is generated and as new books are published, our responsibility for the care and preservation of those books for the long-term future will increase in complexity and cost.

Obviously, however, books are just part of the story. In the past 10 years, traditional holdings have been balanced by countless digital objects, to which today's students and faculty expect—and require!—full access, often 24 hours a day. It remains a vast challenge for Harvard to acquire those objects comprehensively and to preserve them for the scholars of future generations. While we have nearly four centuries of experience with the long-term care of books, we must develop commensurate expertise with the care of digital materials.



Sidney Verba
*Carl H. Pforzheimer University
Professor and Director of the
University Library*

With the explosion of knowledge in its traditional and digital forms, the libraries have a new and unprecedented role in instruction. Now, in addition to quiet consultations in the reading room—a library tradition from time immemorial—Harvard librarians provide classroom instruction in research, create class-specific “webliographies” and other resources online, conduct in-depth research consultations, and—most important—have a new and dynamic relationship with the Harvard faculty.

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At Harvard, it is our task to build on the traditional strengths of the libraries while, with high levels of forethought and imagination, we create the library of the future. It is my privilege to share our progress with you.

Harvard's University Library

In the largest sense, the Harvard University Library is the community of Harvard's libraries gathered into a single system that forms the largest academic library in the world. In another sense, the Harvard University Library is a department of the University's central administration that reports to the president. Known as HUL, this distinct department is headed by the senior faculty member who holds the title of Carl H. Pforzheimer University Professor and Director of the University Library. In addition to serving as the head of HUL, the director interprets the technical and organizational challenges of the library system to the president and serves as chief steward of the collections for the Harvard Corporation.

HUL takes action when there is reason for centralized, system-wide activity. Specifically, HUL is charged with

- coordinating the University's many libraries as a system that supports the institution's teaching and research;
- creating the Library's infrastructure for digital holdings—just as it has for traditional book and retrospective collections; and
- ensuring the Harvard Library's position as a premier research institution.

HUL operates programs and services that undergird the institution's library holdings—arguably Harvard's most valuable asset. These holdings are critical to the recruitment and retention of Harvard's renowned faculty, which in turns leads to the stellar community of undergraduate and graduate students that is Harvard's hallmark. More and more, it is the case that the action and the involvement of the University's libraries form necessary links between faculty and students.

HUL works on a system-wide basis to enhance the stewardship of Harvard's traditional research collections while ensuring comprehensive access—now and in perpetuity—to newer electronic resources. These holdings, which are located in more than 90 libraries as well as in the Harvard Depository, include over 15.18 million volumes and a commensurate number of images and manuscripts—all in the care of better than 1,400 full-time-equivalent staff members across the University.

HUL works on a system-wide basis to enhance the stewardship of

Harvard's traditional research collections

while ensuring comprehensive

access—now and in perpetuity—to newer electronic resources.

HUL itself includes a wide array of specialists who support the Central Administration's priorities by coordinating University-wide planning in key areas and by providing core services in the areas of

- information technology;
- high-density storage;
- archival programs and records management;
- publications and communications; and
- human resources.

The strategic programs of the Harvard University Library are organized in two groups:

- Administration and Programs—which includes the Harvard Depository, the Harvard University Archives, and the Weissman Preservation Center;
- Systems and Planning—which, through the Office for Information Systems (OIS), manages the HOLLIS system and operates the Library Digital Initiative (LDI).

LDI is a special case. Funded directly from the Central Administration budget and operated by OIS, the Library Digital Initiative works across the boundaries of HUL to benefit Harvard's entire library system.

Each of these programs is focused on asset and risk management while providing vital services, on a cost-effective basis, to the libraries and to the University itself.

Administration and Programs

The Office for Administration and Programs, which includes the HUL director's office, performs a myriad of functions. HUL Administration and Programs

- oversees HUL departments, programs, and services, including sponsored and capital projects;
- collects and maintains financial and operational data on the University's libraries;
- produces publications that knit the system together;
- acts as the nexus for information about library security;
- helps set system-wide standards;
- coordinates development efforts; and
- works to determine the strategic course of Harvard's library system.



Barbara S. Graham
Associate Director for
Administration and Programs

In recent years, HUL Administration and Programs has undertaken new and important tasks in relation to University-wide human-resource issues that affect librarians. The Office also facilitates the work of the dozens of committees that coordinate library activities across the University.

Three significant programs—the Harvard Depository, the Harvard University Archives (including the Records Management Office), and the Weissman Preservation Center—are within the purview of HUL Administration and Programs.

Harvard Depository

The Harvard Depository (HD), which completed its seventeenth year of service in FY 2003, is a high-density, offsite storage facility shared by the Harvard libraries and located 31 miles west of the campus in Southborough, Massachusetts. Research libraries worldwide have emulated the innovative design of the Harvard Depository.

Holdings

As of the end of FY 2003, the Depository held in storage 5,186,231 items comprising various media, including books, records boxes, microformats, films, etc. Of this number, books comprise approximately 4.8 million items, or 93%.

Stored media currently occupy 894,715 BSF (book storage feet: one records box is the equivalent of 2.21 BSF), an increase of approximately 51,000 BSF in FY 2003, or nearly 85% of existing capacity, including the film vault. With the completion of a new unit, 130,000 BSF of additional archival capacity will immediately be provided, following the transfer of temporary records to the new non-archival unit.

New Accessions

The Depository continued to provide its clients with exceptional customer service, keeping pace with a steadily rising demand for climate-controlled storage and next-day delivery of requested items.

Again, as in FY 2002, the level of new accessions continued to decline from historic highs. In FY 2003, 291,035 new accessions were processed, a drop of nearly 160,000 from the previous year, in large part resulting from the implementation of the new HOLLIS system during the summer months of 2002. The HOLLIS changeover caused a temporary halt in new transfers from libraries, followed by a slow increase to previous transfer levels.

Books made up the majority of new accessions, with approximately 280,000 individual volumes accessioned, or 96% of all new items. Widener Library transferred 119,009 books to the HD in FY 2003. Other Harvard library clients with substantial transfer rates were the Harvard Law Library (24,901), the Fine Arts Library (14,091), and the Harvard–Yenching Library (16,845).

Circulation

The Depository continued to provide its clients with exceptional customer service, keeping pace with a steadily rising demand for climate-controlled storage and next-day delivery of requested items. Circulation increased by 7% to 153,068 retrieved items, or 3% of total. The overall percentage of circulation of stored material did not increase, however, remaining stable at 3%. Seven depositors submitted more than 2,000 retrievals each, some substantially more than 2,000, and comprised 86% of all retrievals.

Circulation retrieval requests transmitted to the HD by the HOLLIS catalog again comprised the majority of retrieval requests in FY 2003. Patrons of the libraries that use HOLLIS requesting submitted 93,742 requests from the OPAC, or 61% of requests received. The use of this request mechanism actually increased by 12% over the previous year.

During FY 2003, the Depository began retrieving and delivering materials requested overnight via HOLLIS for all libraries; previously, only Widener Library received this service. As a consequence, the HD began running three delivery vans each Monday, the largest retrieval day of the week, as well as when necessary on other days. The courier vans made 6,115 deliveries of

circulating items over the course of the fiscal year, an average of 25 individual stops per day for circulation and an increase of 10% from the previous year. Among these stops, the couriers delivered to clients nearly 51,000 BSF of retrieved material, brought back to the HD over 36,000 BSF of material to be reshelfed, and also picked up nearly 34,000 BSF of new transfers to the HD. The HD staff continued its excellent performance by successfully fulfilling 100% of the retrieval requests that were submitted, a remarkable achievement that has become an expectation.

For preservation and material handling reasons, the Depository shifted from using cardboard boxes for new book transfers to using covered grey plastic containers, provided at no charge to the transferring libraries. Circulating materials also are moved in covered plastic bins, in a contrasting red color to differentiate the material from transfers.

Electronic Document Delivery

The HD fulfilled 1,163 Widener Interlibrary Loan requests during FY 2003, an increase of 47% from the FY 2002 level. Other libraries were invited to begin sending requests for articles and book chapters for electronic delivery, although none has elected to do so thus far. Several HD staff have been trained to perform the transmission work, and the average processing time has declined in a satisfactory manner.

Physical Space

The construction of Unit B, a new storage unit, was begun and substantially completed during the fiscal year, with the shelving expected to be finished by the end of October 2003. With its capacity of over 200,000 BSF, Unit B initially is intended to house temporary records in a non-archival climate. 128,000 BSF of temporary records will immediately be moved from the archival environment to this new non-archival space, thus freeing archival shelving for approximately two additional years' worth of media storage.

As noted above, capacity currently stands at 85%, with approximately 175,400 BSF still available for new archival storage. In FY 2003, the HD received 65,544 BSF of new accessions. At the projected rate of new accessions, the HD would be full in 2.5 years. The new storage unit has been designed and built for eventual conversion to archival storage through a relatively straightforward upgrade of the HVAC system. The cost of creating more archival space through the conversion of the temporary records space to a preservation environment will be approximately 75% lower than that of building new archival space.

Harvard University Archives

FY 2003 was Harley Holden's last full year as University Archivist before his retirement on August 31, 2003. During Holden's archival career, which began in 1960, the Archives staff increased from five to more than 20 FTEs; programs expanded to include records management and an off-site records center; daily operations moved from manual typewriters to networked computer systems; collection access and management shifted from typed shelf lists to online databases; and the Archives relocated from Widener to Pusey Library (in 1976), with further renovations to the Pusey space in the summer of 2002.



University Archivist Harley Holden retired in FY 2003, after serving Harvard since 1960.

In FY 2003, the Harvard University Archives (HUA) recorded 3,774 patron visits, 2,225 off-site reference inquiries, and 19,943 archival circulation transactions.

Records Management Office

As a function of the University Archives and operating under the authority of the Corporation vote of March 13, 1995, the Records Management Office (RMO) seeks to ensure the prudent maintenance and efficient disposition of the records of the University consistent with sound archival standards, budgetary considerations, and legal obligations.

During FY 2003, the Records Management Office conducted 224 records management consultations and 3,932 records center transactions. RMO has continued to examine and revise its internal processes to increase the efficiency of its own operations and increase its intellectual control of University information resources. Internal operations have been facilitated through continued development and refinement of RMO's own systems, and relations with University offices have been expedited by smoother-functioning internal systems and by making instructions and the necessary forms available online.

Records Scheduling Activities

- The General Records Schedule, Supplement 2: Museums was issued, along with 13 special schedules.
- All Harvard Management Company schedules have been completed.
- The General Records Schedule revision project is under way, and the paper version is expected to be replaced by the new web version during the last quarter of FY 2004.

New and Ongoing Projects

The development of an Institute-wide records program for the Radcliffe Institute began during FY 2003 and will continue into the next fiscal year.

Work continued on projects to:

- develop a faculty-wide records program for the Divinity School;
- develop a comprehensive, University-wide management program for sponsored project records with a rollout of September 2003; and
- continue the University publications project, investigating means of appraising, capturing, and preserving web sites and other electronic publications.

Electronic Records

A best-practices document, “Guidelines for Managing E-Mail at Harvard University,” was added to the RMO web site. The University publications project continues in process, and a capture methodology was developed and forwarded to the Office for Information Systems (OIS) for comment. The University Archives is also participating in the Functional Working Group for the Harvard Design School’s Library Digital Initiative (LDI) project to preserve web-based teaching sites.

Disposition Activities

RMO oversaw destruction of 1,188 boxes (1,426 cubic feet) of records, and completed 103 archival accessions of permanent University records from 95 offices for a total of 392 cubic feet.

Outreach and Education

RMO personnel conducted a total of 33 records management seminars for 238 University personnel.

Records Center Activities

Records Center services were provided for 224 clients:

- 6,076 boxes were transferred to the Harvard Depository.
- There were 1,409 retrievals and 15 emergency retrievals processed.
- There were 3,139 refiles.

Archival Programs

In FY 2003, Archival Programs staff focused on increased processing of archival records and historical collections, expanded outreach and services to faculty and students, and coordination of the intake of University records with the Records Management program.

Acquisitions

In addition to the University records mentioned above, the University Archives acquired the following:

- 226 cubic feet of faculty papers, including the papers of Abram Bergson, Baker Professor of Economics; the papers of Israel Scheffler, Thomas Professor of Education and Philosophy; and the papers of Don Wiley, Loeb

Professor of Biochemistry and Biophysics.

- 106 cubic feet of historical collections, including construction records, 1938–1968, of Harvard buildings built by the Canter Construction Company; the records, 1975–2003, of the Association of Black Harvard Women; and the records, 1950–2002, of the Harvard Krokodiloes, Inc.

Cataloging and Processing

In FY 2003, 2,120 new bibliographic records were created (both retrospective conversion and new material), while 1,400 were edited. Conversion of the Archives' paper shelf list to bibliographic records in HOLLIS continues. With the assistance of the CONSER office, the Harvard University Archives initiated the correction of hundreds of headings for Harvard College graduating classes ("Harvard College Class of 1873," for example) in bibliographic and authority records at Library of Congress and national bibliographic utilities; HUA cataloging staff corrected local records.

Processing activities included:

- the arrangement, description, and creation of detailed finding aids for faculty collections such as the papers of Lars Valerian Ahlfors, Roger Brown, and Emily Dickinson Townsend Vermeule, and historical collections such as the Class of 1837 class book and the records of the Harvard Pacifist Association;
- the arrangement and description of University records such as files from the FAS Office of Career Services; and
- the retrospective conversion of paper finding aids for the records of Abbott Lawrence Lowell (Harvard President, 1909–1933), the papers of Oakes Ames, and the papers of Nathan Keyfitz.

Collection Management

In FY 2003, Collection Management staff were responsible for storage and circulation, preservation, and ongoing development of the Archives' internal collection management system.

In storage and circulation, 819 new boxes of holdings were transferred to the Harvard Depository, while 4,688 boxes (an average of 19 boxes per day) were circulated from the Depository to the Archives; 19,943 items circulated from the Archives' stacks to the reading room in Pusey Library.

In preservation-related activities, HUA staff:

- rehoused 630 items in archival containers;
- provided extensive conservation treatment for 6 items as part of the ongoing vault preservation project, which began in 1999;
- prepared 1,050 honors theses and prize papers for commercial binding, and

end-processing;

- microfilmed 115 bound volumes and 2,000 loose sheets; and
- participated in the PEM environmental monitoring project, sponsored by the Image Permanence Institute, which was completed.

Development of the internal collection management system continued with the creation of user interface menus and a set of preprogrammed queries and reports for reference and circulation tasks, including patron registration, call slips, locating holdings, Harvard Depository requests, and access authorizations for University records.

Reference

FY 2003 reference activities involved research services and outreach. Reference staff:

- provided research assistance for 3,774 on-site patron visits and 2,775 off-site reference inquiries;
- prepared two subject guides to the Archives' vast holdings relating to Harvard's World War I and World War II activities;
- managed two in-depth research projects for University offices, on the history of Baker Library for the Business School and the history of the Harvard Stadium for FAS Physical Resources and the Harvard News Office; and
- fielded a number of sensitive reference requests relating to student disciplinary records from 1920 and increasing interest in Harvard's reaction to investigations of faculty members by the (US) House Un-American Activities Committee during the 1950s.

Outreach activities included introductory presentations for undergraduates in History 98a and Religion 1513, and for student concentrators in the history of science. Additional activities included the revision of reference sheets and the ongoing update of the Archives web site.

Open Collections Program

In October 2002, the William and Flora Hewlett Foundation awarded \$1.25 million to the Harvard University Library (HUL) to support the new Open Collections Program (OCP). OCP reflects the University's long-term commitment to the creation of comprehensive, subject-based digital resources that link throughout the Harvard library system. The goal of the Open Collections Program is to increase the availability and use of textual and visual historical resources for teaching, learning, and research by selecting resources from the Harvard libraries in broad topic areas, putting them in

Development of the internal collection management system continued with the creation of user interface menus and a set of preprogrammed queries and reports for reference and circulation tasks.

digital format, and providing access to them through the web and the Harvard library catalogs. The OCP model is new. Rather than digitizing a specific collection or print resource, OCP looks across the University and “anthologizes” a multimedia range of subject-specific resources from across the faculties. The first resource is called “Women Working,” and the beta site is available at <http://ocp.hul.harvard.edu/ww>. The intended audience is teachers and students in four-year colleges and universities—including Harvard—community colleges, and high schools.

The OCP model is new. Rather than digitizing a specific collection or print resource, OCP looks across the University and “anthologizes” a multimedia range of subject-specific resources from across the faculties.

Thomas Michalak, executive director of Baker Library at the Harvard Business School, is the director of the Open Collections Program. Nancy F. Cott, Carl and Lily Pforzheimer Foundation Director of the Schlesinger Library and Professor of History in the Faculty of Arts and Sciences, chairs an inter-faculty committee that is determining the intellectual content on women and the American economy, which is the basis for the initial digital resource funded by the Hewlett grant.

Unlike the many course-specific web sites that are being created by librarians as well as faculty members, the OCP site is not dedicated to material covered by a single course. The intention is to gather together digitized materials in a single area and then to allow faculty to integrate these into their course web sites. As digitized materials become more integrated into the library catalog, it may be more useful in the future for teachers to gather these materials right out of HOLLIS.

Once Harvard’s faculty and librarian committees came to agreement on the general topic of “Women Working,” OCP set about gathering material in very traditional ways: searching by subject in HOLLIS, identifying authors and reviewing their publications, reviewing pertinent bibliographies in the field, browsing the shelves of the libraries in relevant classifications—in a sense, utilizing all the standard ways librarians and researchers identify materials to build collections.

The program is focused on books, pamphlets, photographs, and manuscript materials, as well as off-prints from journals. There are no current plans to include video or audio.

Overall, OCP has set up mechanisms for large-scale digitization within a subject area across the Harvard libraries. The next steps are to test and refine the production mechanisms and to support the material used by teachers and students. It is an iterative process—getting things in place, allowing people to respond to them, and then incorporating feedback.

By this coming summer, the collection will be sufficiently broad and deep that it could be used by teachers and students. OCP is compiling a list of contacts for relevant web sites, reviewers, and educators. Eventually, OCP expects to expand the scope of “Women Working” into the early 19th century and to digitize more primary source materials.

Harvard President Lawrence H. Summers lauded the Hewlett Foundation’s support of the Open Collections Program. “Harvard’s library holdings are extraordinary and indispensable resources for teaching and research at Harvard,” Summers noted. “But they must also serve as a resource for a global scholarly community. The support of the Hewlett Foundation is visionary in establishing digital collections at Harvard that will be open to scholars around the world.”

Weissman Preservation Center

The Weissman Preservation Center (WPC), named in March 2000 in honor of Paul M. Weissman ’52 and Harriet L. Weissman, plays a pivotal role in conserving library collections for the very long term and in preparing them for reproduction and distribution worldwide. The work of the center is broad and varied, and directed at several important goals:

- to ensure that the condition of Harvard’s great collections of books, manuscripts, and other materials is improved over time so that they can be used unimpeded;
- to promote, by preparing high-quality cataloging records and metadata, widespread distribution of important library collections through digitizing and filming; and
- to collaborate with library programs across the University in the search for and promotion of technologies and methods that ensure the long-term survival of information in all forms and formats.

Conservation

In FY 2003, Weissman Center conservators conducted surveys and assessments of collections that Harvard curators and librarians had identified as requiring attention for reasons of importance, research and classroom use, poor condition, and/or exhibition potential. In conducting such surveys, WPC conservators assess collections on an item-by-item basis using HarvEST, the center’s electronic survey tool, to characterize their condition. Treatment needs are then prioritized on the basis of urgency and level of skill required. Surveying is conducted most successfully with bound collections because of their relative homogeneity; however, collections of unbound materials can also be assessed in this way.

Throughout the year, previously surveyed books from the Fine Arts Library and items from the Liechtenstein Collection of 16th-Century European Renaissance Maps received ongoing treatment as a result of item-level surveys. Qualitative assessments were conducted of unbound paper objects, including a small collection of rare maps at Tozzer Library and the immense Loring Decorated Paper Collection in the Department of Printing and Graphic Arts at Houghton Library. In the former case, over half the maps selected for treatment have been attended to, and in the latter, the project permitted identification of the range of conservation treatment needs and improved housing required.

During FY 2003, important objects treated in the Weissman Preservation Center included:

- A selection of the notebooks and letters of Ralph Waldo Emerson. Extraordinarily valuable objects were conserved for exhibition at Houghton Library in honor of the 200th anniversary of Emerson's birth. The notebooks were particularly tattered and fragile. Once everyday items, Emerson's writings are now among Harvard's historical treasures. Careful selection of mending papers, matched to original materials for color, flexibility, and texture, enabled the Library's conservators to repair pages without altering the look and feel of the artifact.
- Rare items from the Ward Collection of Opera Scores, and a large folio Psalter published by Varisco in Venice, one of the leading Venetian publishers of liturgical works in the 16th century. The Psalter required extensive mending, including the filling of losses. The full parchment binding was carefully reshaped and split joints were mended. A custom box with pressure flap was made for the volume to protect the boards from warping again.

Work began in earnest this year on the specification of laboratory space, equipment, and furniture for a new facility for the Weissman Preservation Center. Deliberations have engaged several conservators and consultants in intermittent periods of intense concentration on specific issues. From skylights and suction tables, sinks, water filtration, closets, and vault rooms to soundproofing a noisy room and filtering a clean room, countless details are being explored and decisions made. Specifications for a dedicated photography space have been developed, as well as for an emergency response room that includes a freezer for wet materials, a fume hood for mold removal, and a vacuum packer for drying wet rare books.

Education and Outreach

The Weissman Preservation Center offered numerous educational programs for the Harvard library community in FY 2003.

- James A. Kaufman of the Laboratory Safety Institute presented a half-day workshop on safety in conservation laboratories.
- Pamela Spitzmueller, the James W. Needham Chief Conservator for Special Collections, adapted a training session on identification and remediation of mold (originally developed by Mary Lou Florian) into an advanced workshop for Harvard conservators.
- Members of the Library Collections Emergency Team (LCET) provided staff training in salvage techniques and held six brown-bag lunches on topics ranging from digital preservation and the new online catalog to book structures and the use of enzymes in conservation.
- Weissman Center conservators planned and presented lectures such as “Western Papermaking by Hand and by Machine.”
- Other informal initiatives ranged from written and/or oral reports on conference and workshop attendance to field trips to the Crane rag and fine paper mill in Dalton, Massachusetts.

The Library Preservation web site, <http://preserve.harvard.edu>, continued to serve as an important vehicle for education and outreach. In FY 2003, Weissman Center staff restructured the site’s Emergencies and Resources sections. Coinciding with the beginning of the hurricane season in June, guidelines were posted for preparing library buildings and collections to weather severe storms.

<http://preserve.harvard.edu/emergencies/hurricanes.html>

In response to frequent inquiries about preserving personal collections, the center posted guidelines, entitled “Caring for Personal Collections: Selected Web Resources,” which promote the safe care and handling of a variety of media.

<http://preserve.harvard.edu/bibliographies/personalcollections.html>

Weissman Preservation Center staff provided leadership, advice, and support for a variety of projects. With funding from the Andrew W. Mellon Foundation and in close collaboration with curators at 47 Harvard repositories, the center conducted a 12-month assessment of conservation needs for Harvard’s extensive collections of photographs. The Preservation Program Officer continued to participate in a business continuity project for Widener Library.

Digital Preservation/Reformatting

The Preservation Projects team weathered a major technology transition as the fiscal year began, emerging with greater expertise and service capabilities when a new system became operational. For five weeks, Harvard's online catalog was frozen for a switchover to the ExLibris Group's Aleph system. The team managed its own software redesign project to restore capabilities to automate the production of microfilm targets. The technology transition adversely affected production (as is often the case), so two new staff members were hired, further strengthening the team's bibliographic expertise and capabilities for future projects, particularly those involving digital reformatting.

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sive collections of

photographs.

The Preservation Projects team completed the second year of a two-year National Endowment for the Humanities-funded project, "History of Science: Preserving the Link Between Science and the Humanities." Broadening and deepening the extensive corpus of historical materials from Harvard collections already preserved in previous projects in the history of science, conservators microfilmed and provided enhanced bibliographic access for 4,090 embrittled volumes, many of which are rare or unique. Materials were conserved prior to filming in cases where they could not otherwise be handled safely.

The groundbreaking scientific scholarship preserved from the four participating Harvard libraries included:

- voluminous works detailing a wide variety of zoological expeditions on land and sea, held by the Ernst Mayr Library of the Museum of Comparative Zoology;
- large and interrelated collections held by the Economic Botany Library of Oakes Ames and the Countway Library of Medicine that trace the evolution of humankind's use of medicinal plants; and
- the publications of astronomical institutes held by the John G. Wolbach Library of the Harvard-Smithsonian Center for Astrophysics, providing a rich record of the transformation of this discipline after 1800 and through the revolutionary discoveries of the early 20th century.

The Preservation Librarian for Digital Initiatives helped recipients of Harvard's Library Digital Initiative Challenge Grants to plan digitization workflows for printed, photographic, and audio collections. Services included identification of skilled service providers (within and beyond Harvard), the preparation of requests for proposals, and, in collaboration with the Office of the General Counsel and members of the Office for Information Systems, detailed agreements articulating technical specifications and project requirements. In FY 2003, Weissman staff also helped Harvard librari-

ans and faculty prepare grant applications for digitization projects and a complex proposal to preserve and digitize a unique film collection in the Fine Arts Library.

The Weissman Preservation Center continues to play a significant role in the development of Chadwyck Healey's Periodicals Contents Index, now part of ProQuest Information and Learning, through which previously unindexed journals held at Harvard and in other major libraries are being indexed and made available online. This research tool is an important aid to scholarship and enjoys an ever-wider audience.

Systems and Planning: Office for Information Systems



Dale P. Flecker
*Associate Director of the
University Library for Systems
and Planning*

The mission of the Office for Information Systems (OIS) is to develop and maintain computer systems that support library and information services at Harvard. OIS develops systems that support the academic and research mission of the University by providing integrated and coherent access to research materials and resources.

OIS provides technical and user support for many systems, including HOLLIS (the Harvard Online Library Information System), the “Harvard Libraries” web portal for electronic resources, and a growing number of systems (e.g., VIA, OASIS, and the Digital Repository Service) developed through the Library Digital Initiative (LDI).

OIS works with a wide variety of Harvard staff and committees to develop and refine functional systems requirements as well as standards and guidelines for systems used throughout the libraries at Harvard. OIS also provides services to Harvard library staff, including training, publications, desktop software support, and advisory services.

LDI Fifth Year Review

As the fifth year of the Library Digital Initiative, FY 2003 was marked by the continued expansion of the University’s digital library infrastructure and by a significant increase in the use of that infrastructure by our users—Harvard’s students, faculty, researchers, and staff. The year also proved notable for a long-planned review of LDI’s efforts to date by a panel of experts both inside the University and beyond its walls. The review charts the challenges of the future for LDI, and it provides highly supportive and detailed analysis of the Initiative’s first five years. I quote: “LDI has created an extraordinary resource and infrastructure. LDI technology is sound,

robust, and scalable. The approach and implementation represents the current best thinking. Harvard is viewed by the national and international community as being a leader in this area of work and is envied by its peer institutions. It serves as a model for others.”

The Library Digital Initiative was established in 1998 to address three key aims:

- to make it easier for Harvard’s libraries to maintain their collections and services in the digital era, without obligating each library to acquire the expertise and systems needed to support digital resources on an individual basis;
- to create a coherent environment as digital collections grow. One objective was to avoid having individual schools create individual digital environments—environments unlikely to interoperate or to provide an organized or consistent view of resources available to the Harvard community; and
- to integrate digital resources with Harvard’s existing physical library collections: LDI is intended to provide users with integrated access to Harvard’s rich resources, regardless of format.

In short, LDI was established to recognize the growing necessity of comprehensive digital collections and to provide a robust, integrated, and University-wide framework that would address the questions of acquisition, access, authenticity, and preservation that digital collections present.

When the President and Provost convened their LDI Review Board, it was part of a planned analysis to determine LDI’s achievements toward stated goals and to recommend options for the future. The board, comprising a nationwide group of academic and IT-industry leaders, noted that, through its careful investment in LDI, Harvard’s program had become a “leader among library digital initiatives in only a few years, thanks to careful planning and policy development.”

The report of the LDI advisory board is an extremely gratifying response to the University’s initial investments in LDI—and to all of the accomplishments of Harvard’s library community that LDI represents. The report is equally challenging in its description of the complex and vital work that lies ahead of us in two major areas:

- sustained, cross-faculty development of comprehensive, multifaceted digital resources and collections; and
- integration of LDI with related efforts in research and instruction—most notably with the iCommons program in the Office of the Provost.

Like LDI, iCommons is a collaborative project involving numerous Harvard faculties. Coordinated by the Office of the Provost, iCommons has brought together academic software developed around the University and created an

“LDI has created an extraordinary resource and infrastructure. LDI technology is sound, robust, and scalable. The approach and implementation represents the current best thinking.”

integrated platform for those software “modules” that can provide the Harvard faculty with support for teaching. The common ground between LDI and iCommons is clear: to meet the needs of Harvard’s students and faculty. In the coming years, LDI and iCommons will grow together, pursuing distinct tactical goals but joining forces to serve this one great academic community.

Other Highlights

FY 2003 was notable for significant new services to the Harvard community, including:

- an updated Harvard Libraries web site, which serves as the online gateway to the University’s extraordinary library resources;
- the SFX system, which, with a single click, can move the user from a citation to the full text of an article;
- cross-catalog search, which enables Harvard users to conduct simultaneous searches in HOLLIS and other online library catalogs;
- the Templated Database service, which can improve access to small and/or specialized collections that may not fit easily into existing online catalogs;
- online availability of audio files held in Harvard’s Digital Repository Service; and
- a new facility in VIA, the visual collections catalog, through which instructors can export images with descriptive metadata into a digital slide carousel tool jointly offered by the Faculty of Arts and Sciences and iCommons.

Major Directions

Integration with Educational Technology at Harvard

Libraries play an important role in providing resources for instruction—traditionally in such areas as developing undergraduate library collections, managing course reserves, and providing collections of teaching slides. The parallel growth of digital library collections and the development of course management systems, as a way of providing access to instructional resources, offer new opportunities for libraries to play a role in instructional support.

At Harvard, the iCommons project (<http://icommons.harvard.edu>), coordinated by the Office of the President and Provost, is bringing together acad-

emic software “modules” developed across the University and creating an integrated platform to support teaching. LDI will work with iCommons in such areas as:

- making reserve materials increasingly available through course web sites;
- increasing the array of relevant digital library resources presented to students in the context of their courses;
- making the Harvard libraries’ instructional and reference services accessible from course web pages; and
- using Harvard’s digital library infrastructure to preserve materials created specifically for courses and to ensure access to those materials over time.

For LDI and iCommons, developing ways of interoperating will be key activities over the next few years. In FY 2003, for example, LDI and iCommons collaborated on a new facility in VIA. Instructors and librarians can now export images (along with descriptive metadata) into a digital slide carousel tool. At a more general level, discussions are now under way, both in the larger educational environment and specifically at Harvard, about the interrelation of digital library systems with a full range of instructional and research tools.

Integration with the Larger Digital Library Environment

The Harvard community now has access to a wealth of resources provided through a wide range of systems and services across the Internet. The downside of this exciting and enormously useful array is complexity: there are many systems and interfaces employed to find and use digital resources. One of the challenges for LDI is to lead users to the appropriate resources and to simplify the navigation of this complex environment.

The ability to integrate diverse resources in ways that simplify use is an increasingly important development in the larger information technology environment. Many systems and services now integrate tools and data into people’s working environments in a way that does not depend upon users knowing *where* those tools or data originate. Digital libraries, with their enormous range of diverse and distributed resources, will benefit greatly from developments of this sort. The integration of distributed resources and the removal of barriers to their use will be key themes in digital library developments over the next decade.

The FY 2003 implementation of SFX is one step in creating a more efficient, better integrated environment for Harvard library users. With SFX, for example, a user can navigate easily from a book or article citation in one system to the text of the cited book or article in another. This navigation is

tailored to the Harvard information environment, so that users are led only to materials to which they have free access.

Another type of interoperation is the integration of Harvard's local resources with the larger digital library environment. Examples of this include:

- making information about Harvard-produced resources available through outside databases;
- making Harvard catalogs accessible to other portal systems; and
- ensuring that digital resources created at Harvard follow standards and that they are usable in systems beyond the University.

In FY 2004, LDI will implement a new resource portal that will allow for simultaneous searches across a variety of systems, databases, catalogs, and other resources, rather than requiring users to go to and search each system separately.

Technical Challenges

Digital Preservation

As increasing amounts of digital content are produced at Harvard and stored in the LDI Digital Repository Service (DRS), the importance of ongoing preservation activities cannot be overstated. Digital materials are inherently fragile and dependent for their long-range viability on technologies that change continuously. To protect Harvard's digital resources for the future, LDI is developing expertise in the underlying digital formats of objects accepted into DRS and in the extensive technical metadata about these objects. By closely monitoring the technological environment and the digital formats stored in DRS, LDI can initiate digital preservation activities that ensure the future of digital resources.

For LDI and for the University as a whole, digital preservation is a priority that is reflected in several areas of progress in FY 2003. Many of these activities are collaborative, demonstrating that digital preservation issues are most effectively addressed through national and international efforts of large-scale cooperation:

- As a follow-up to the FY 2002 Mellon Foundation-funded e-journal archiving project, LDI has collaborated with the National Library of Medicine (NLM) to produce an open-source archiving and interchange XML Document Type Definition (DTD). The DTD is designed to increase

the ease of interchange between publishers and archives for article-level content. Without this DTD, the structure of e-journal content can vary widely, requiring costly human intervention and multiple parallel workflows within archival repositories. The DTD was designed after extensive document analysis in many subject domains to ensure that it does not reflect the bias of any particular academic discipline. Based on open standards, the DTD features a modular structure that allows customizing and that should be an easy target of transformation from existing XML- or SGML-encoded content. In addition to being used by NLM for the PubMed Central archive, this DTD is well positioned to become a standard format for the transfer and archival storage of scholarly literature.
<http://dtd.nlm.nih.gov>

- Adobe's Portable Document Format (PDF) has rapidly become a de facto standard for the dissemination and presentation of electronic documents on the web. Unfortunately, the feature-rich nature of PDF permits tremendous variability in the internal structure of documents. Further, it allows documents to be dynamically composed at the time of their display from disparate external resources, which leads to significant difficulties in ensuring their long-term viability. In order to address these concerns, a multinational effort has been established within the International Organization for Standardization (ISO) standards framework to produce a constrained version of PDF suitable for archival preservation, to be known as PDF/A. Stephen Abrams, LDI's digital library program manager, is the project leader and editor of the ISO Joint Working Group developing PDF/A.

<http://www.aiim.org/standards.asp?ID=25013>

- LDI is collaborating with JSTOR to produce a tool, called JHOVE, for automating format-specific validation of digital objects. The JSTOR/Harvard Object Validation Environment, or JHOVE (pronounced "jove"), is an extensible software framework for performing format identification, validation, and characterization of digital objects. This tool, which will be made publicly available under an open-source license, can be particularly useful for the validation of digital objects submitted for deposit into a digital repository such as DRS. In addition, JHOVE has facilities to extract important technical characteristics of digital objects from the objects themselves. To ensure future use of digital objects, it is important to verify that a format and its characteristics have been correctly identified. The initial deployment of JHOVE will provide validation for the PDF and TIFF formats, including recognition of many specific format profiles or named constrained subsets.

<http://hul.harvard.edu/jhove>

- Preservation activities depend upon extensive knowledge of the formats in which digital objects are manifested. Since this same information is useful to all institutions interested in preserving their digital assets, great economies of scale can be achieved from a central repository for this format information. LDI has been instrumental in organizing an ad hoc international group of interested stakeholders, including representatives of national libraries and archives, and academic research libraries, who have met to discuss the technical and policy issues surrounding the creation and sustainable operation of a global digital format registry. Stephen Abrams, LDI's digital library program manager, co-authored a paper on this topic that was presented at the 2003 IFLA conference. The paper is available at http://www.ifla.org/IV/ifla69/papers/128e-Abrams_Seaman.pdf.
- To avoid duplication of digital reformatting efforts, LDI is actively participating with the Digital Library Federation (DLF) in plans for a national digital registry of born-digital materials and digitally reformatted books and journals. By consulting the registry before digitizing, an object owner can determine if an appropriate digital version already exists.
<http://www.diglib.org/collections/reg/reg.htm>

Extended Character Set Support

The resources supported by LDI's infrastructure encompass many languages and script systems. While the use of Unicode (a character-encoding standard) provides the basis for uniform storage of electronic text, challenges still remain to ensure the consistent creation and display of non-Latin text resources.

The base technologies underlying most LDI systems—the Oracle RDBMS and the Tamino XML DB—have been configured to use Unicode as their internal character representation. This allows systems such as HOLLIS, the Full-Text Search Service (FTS), the Page Delivery Service (PDS), and the Templated Database System (TED) to properly store text using most of the world's living and historical languages. Re-implementations of VIA and OASIS in FY 2004 will provide those systems with the same capability. All LDI systems are also converging on the use of a common set of text normalizations—devoid of punctuation, case distinction, and diacritical marks as defined by the library community's long-standing Name Authority Cooperative Program (NACO)—prior to indexing and search operations, so that patrons can expect similar search behavior throughout different systems. Despite these advances in handling character sets, substantial challenges remain in the areas of uniform text display and input.

While text storage is controlled through the LDI infrastructure, text display is dictated by desktop browsers and commercial client-side applications—such as those used for the OLIVIA and HOLLIS cataloging systems—which are outside of LDI control. LDI is working to provide appropriate user support for text display in these systems through the configuration of local workstations.

An additional challenge remains in the creation of non-Latin text resources. No effective general mechanism currently exists to generate non-Latin characters using a standard desktop keyboard. Potential options for the creation of non-Latin text include transliteration (used, for example, in HOLLIS for Chinese) and Input Method Editors (IMEs), which are desktop applications that provide a visual interface to language-specific “virtual” keyboards. The difficulty with these options is that they tend to be tailored to specific systems, and LDI is striving to provide a common set of behaviors and a consistent look-and-feel across its infrastructure. LDI will continue its ongoing analysis of this problem in an effort to provide a uniform and effective solution to generation of non-Latin text.

Library and User Services

Harvard Libraries Web Site

On June 25, 2003, the Harvard University Library Office for Information Systems (OIS) launched a revised “portal” page for the Harvard Libraries site. The portal is an online gateway to the extraordinary library resources of Harvard University that serves as an important research tool for Harvard’s students, faculty, staff, and researchers who hold Harvard IDs and PINs. The site also provides practical information on each of the more than 90 libraries that form the Harvard system.

The major goals of this revision were to improve design and usability, to increase flexibility, to simplify maintenance, and to provide a short-term solution until the planned introduction late in 2004 of a new and more powerful library research portal based on MetaLib software from Ex Libris.

The revised Harvard portal page contains two new informational links: “Finding Materials at Harvard” and “FAQ for Visitors,” and it provides a stronger visual and informational connection to the University’s home page, which is found at *www.harvard.edu*.

http://lib.harvard.edu

Implementation of SFX

SFX is a significant new research tool from Ex Libris that was implemented in the Harvard libraries on January 8, 2003. The tool uses resource-linking technology based on the OpenURL standard to allow users of external research databases to link directly from an article citation or abstract to a variety of related resources determined by the local library or institution. With the click of a button, SFX can provide access to the full text of an article (if available) or to local holdings in the HOLLIS catalog. It permits context-sensitive and dynamic linking between web-based resources in which the actual links are customized to reflect licensed digital resources available to users affiliated with Harvard. During the academic year, the use of SFX neared 2,000 hits per day.

<http://hul.harvard.edu/ois/systems/sfx>

With the implementation of SFX, two related products were launched—Citation Linker and EJ2: Supplementary List of E-Journals.

With Citation Linker, users can input an article citation to locate the licensed full text. Citation Linker is available on the e-resources menu of the Harvard Libraries web site at *<http://lib.harvard.edu>*. There are approximately 10,000 titles included on the EJ2 list, over half of which currently have no other point of access on the Harvard Libraries web site or in the HOLLIS catalog. *http://sfx.hul.harvard.edu:82/sfx_local-e-collection/e-journals-A.html*

Harvard Cross-Catalog Search

On November 6, 2002, Cross-Catalog Search service was made available from the Harvard Libraries web site as a demonstration system that would gauge the public's reaction to federated searching across multiple Harvard catalogs. It was developed using a subset of an early version of the MetaLib software from Ex Libris. This service is a high-level resource discovery tool that allows the user to search simultaneously across five of Harvard's catalogs, including HOLLIS, Baker, VIA, OASIS, and HGL. From November through the end of the academic year, the number of searches totaled over 17,000, with approximately 6,000 sessions recorded.

Feedback from both staff and patrons using Cross-Catalog Search indicated a strong interest in simultaneous searches of research databases and other external resources together with Harvard's library catalogs. With this in mind, OIS began to look seriously at the new version of the MetaLib software, which offers federated searching and personalization features not now available on the Harvard Libraries web site. A recommendation to pursue the analysis and implementation of MetaLib software for a new research

portal was approved by the University Library Council (chaired by the director of the University Library and comprising the librarians of each of the Harvard faculties) in March 2003, with full implementation targeted for mid-2004.

<http://crosscatalog.harvard.edu>

Templated Database Service (TED)

TED is a powerful new system designed and developed in FY 2003 to provide an online home to the myriad of small, specialized collections catalogs that do not fit within the scope of existing Harvard catalog systems. TED can provide web-based access to data that might otherwise be hidden in boxes of cards or desktop computers across campus. TED is intended to function without requiring an extensive OIS implementation effort or the need for high-level programming skills.

Any number of unique databases can be created with TED that can satisfy the needs of many individual projects. With assistance from LDI's metadata analyst, collection managers can create an XML schema, select field names, and define the interface for their own database. Data can be imported from an existing database or created online using the TED maintenance system. Because each database can be built on the same framework, centralized system support can be provided for software upgrades and data migrations.

The first collection cataloged through TED is the Biomedical Image Library (*<http://nrs.harvard.edu/urn-3:hul.eresource:bioimlib>*), which is a set of digital micrographs produced in support of basic biological research. A second TED-based catalog for the Milman Parry Collection of Oral Literature is scheduled to be available online late in 2003.

<http://hul.harvard.edu/ois/systems/ted>

Digital Audio

Digital audio represents the most complex type of digital resource that LDI now supports. This year, working in conjunction with David Ackerman, the audio preservation engineer in HCL's Loeb Music Library, LDI developed specifications for the deposit to DRS of audio works. Deposits consist of multiple versions of digital audio files, including high-resolution archival and production masters and lower-resolution use copies. In addition, deposits include a wealth of metadata to capture the technical properties of the audio files, their processing histories, and the structure and relationships among these various components. LDI is now developing a new desktop application called DMART that will automate the complicated packaging of these components. DMART, along with an upgrade to the DRS data model

and new loading procedures to accommodate digital audio works, will be available late in 2003.

The listening versions of audio works will be delivered by RealAudio™ through the new Streaming Delivery Service (SDS) developed by LDI this year. SDS uses Access Management Service (AMS) to control access to audio materials restricted to the Harvard community, and it supports use logs to meet the legal requirements imposed by copyright holders of digitized material. The archival and production master versions of audio files can be retrieved from DRS (by authorized owners) using the WebAdmin interface and Asynchronous Delivery Service (ADS).

Collections and Resources

Digital Acquisitions

The Digital Acquisitions Program (DAP) supports the shared purchase and licensing of commercially available digital resources for Harvard's libraries. Program services include the organization of prospective and ongoing product evaluation, license negotiation, access implementation and administration, and vendor relationship management. Consulting assistance is also offered to libraries that negotiate license agreements for their local collections. Increasingly, LDI DAP is involved in assisting libraries with collection decisions involving print resources, such as canceling unneeded duplicate print journal subscriptions in order to control acquisitions costs.

Harvard-wide digital acquisitions continued at a steady pace of growth in FY 2003. Approximately 1,210 new resources—including 1,150 electronic journals and 60 databases—were licensed and made available to the Harvard community through the Harvard Libraries web site. Combined expenditures for electronic resources shared among the Harvard faculties rose to \$1.6 million in FY 2003, a 6% increase over the previous year. Statistics on use, including those that have been collected by electronic resource vendors, are now available through Harvard IP addresses on the Digital Acquisitions web site.

<http://hul.harvard.edu/digacq>

Harvard's online collections are expanding in breadth, depth, and linguistic diversity. Significant retrospective collections added in FY 2003 include the *New York Times*, the *Wall Street Journal* Historical Edition, and the *Nation* Archive. New "born digital" works added in FY 2003 include Proteome

BioKnowledge Library, the ACLS History E-Book Project electronic micrographs, and new digital compilations of pre-existing source material—such as Black Drama and North American Women’s Letters and Diaries—gathered together for the first time. The libraries have also acquired important collections of non-Latin language materials, including the China Academic Journals database (3,000 scholarly and scientific journals published in China) and Russian-language newspapers, journals, and government information from the Russian republics and the Baltic region.

One of the main functions of LDI DAP is to foster coordination among the Harvard libraries in order to achieve cost savings in journal and other acquisitions. One avenue for accomplishing this is Harvard’s participation in the Northeast Research Libraries Consortium (NERL), a federation of leading research libraries formed in 1996 to contain the costs of electronic purchases and to influence market developments through joint licensing agreements.

Many of Harvard’s most costly and widely used resources, including the ISI Web of Science citation databases and electronic journals from numerous major publishers, are acquired through NERL. In the spring of 2003, NERL issued its “Principles for Electronic Journal Licenses” to guide negotiations with publishers in a time of fiscal uncertainty. Cost containment and the ability to build suitable collections through individual title selection as well as package offerings are among the key objectives that Harvard is actively pursuing both through NERL and independently.

Acquiring and providing access to electronic resources also poses significant new challenges in information management and workflow. Traditional library systems that are designed to support the acquisition and processing of print materials have not yet caught up with the requirements of electronic information. The DLF Electronic Resource Management Initiative is defining standards and best practices for electronic resource management to provide guidance to system vendors and libraries alike. Ivy Anderson, Harvard’s digital acquisitions program librarian, serves on the steering committee of this project.

Local planning efforts for an electronic resource management (ERM) module for the Harvard libraries complemented the work of the DLF. In collaboration with MIT and Ex Libris, the company that developed Aleph, LDI staff defined functional requirements and specifications for a commercial ERM system based on existing DLF documents. This system would interact with Aleph, SFX, and MetaLib. Participation in the Harvard/MIT work was extended to include members from the North American Aleph Users Group (NAAUG) and the International Consortium of Aleph Users (ICAU).

Managers and staff throughout Harvard's libraries, archives, museums, and special collections have made enormous contributions to LDI through the Internal Challenge Grant Program.

Harvard Open Collections Program

In November 2002, the Harvard Open Collections Program was launched as an 18-month pilot project with funding from the William and Flora Hewlett Foundation. The goal of the Open Collections Program (OCP) is to increase the availability and use of Harvard's rich and historically significant collections for teaching, learning, and research. Using the digital library infrastructure developed by LDI, selected resources in broad topic areas will be digitized and made available to the larger academic community through union catalogs and the web. The Open Collections pilot will focus on women and work in the United States in the late 19th and early 20th centuries. The original source material for the project will include monographs, manuscripts, and visual resources drawn from many of Harvard's libraries, museums, and other collections. The resulting digital resources will be stored in DRS, given persistent identifiers in NRS, and described in the appropriate catalogs (monographs in HOLLIS, manuscripts in OASIS, visual material in VIA). In addition, a subject-specific web site will be created to provide a contextual environment for discovery and exploration of these resources.

<http://ocp.hul.harvard.edu/ww>

Internal Challenge Grant Program

Managers and staff throughout Harvard's libraries, archives, museums, and special collections have made enormous contributions to LDI through the Internal Challenge Grant Program. While adding valuable content for research and education, these grant projects have advanced LDI by prioritizing development work and by testing and demonstrating new systems and services.

Project goals have ranged from straightforward digitizing of images or text collections to creating virtual collections that combine related modern and historical material from different repositories across the University to developing new systems for the cataloging and delivery of specialized data. Many projects have focused on providing access to previously inaccessible collections and making them available online for use by students and scholars at Harvard and around the world.

Since 1998, the LDI grant program has funded 30 projects through which nearly 200 Harvard staff members have gained experience in working with digital projects. In FY 2003, four projects were completed and 12 were newly funded. Four projects utilized LDI's Management Assistance and Planning program (LDI MAP), a cost-recovery service that has provided customized, hands-on assistance to managers of LDI grant-funded projects.

<http://hul.harvard.edu/ldi/html/grants.html>

Completed in FY 2003

Biomedical Image Library (BIL)

Countway Library of Medicine (Harvard Medical School *et al*)
in collaboration with the Biomedical Imaging Laboratory at the Harvard School of Public Health

A central catalog and collection of biomedical images produced in support of basic biomedical research.

<http://nrs.harvard.edu/urn-3:hul.eresource:bioimlib>

Maya Archaeological Photographs from the Carnegie Institute of Washington Collection

Peabody Museum of Archaeology and Ethnology (Faculty of Arts and Sciences)

Online access in VIA, including descriptive cataloging records, to approximately 10,000 Mayan archaeological photographs—selected from the Photographic Archives of Harvard’s Peabody Museum—of buildings, monuments, and artifacts, many of which are no longer in existence.

<http://nrs.harvard.edu/urn-3:hul.eresource:viaxxxxx>

To view the holdings, enter the search term “Maya” in the first box, select “Anywhere” in the drop-down window, limit to holdings of the Peabody Museum, and restrict the search to records that have images.

South Central China and Tibet: Hotspot of Diversity

Arnold Arboretum Library of Harvard University (Faculty of Arts and Sciences)

A digital collection of specimens, correspondence, maps, and images related to modern and historical botanical expeditions to South China and Tibet, including those of explorer Joseph Rock in the 1920s.

<http://arboretum.harvard.edu/library/tibet/expeditions.html>

Loeb Design Library Electronic Finding Aid Project

Frances Loeb Library (Harvard Design School)

A reconfiguration of the library’s database that will enable the export of EAD-formatted finding to OASIS. Select the link for Loeb Design Library at <http://oasis.harvard.edu> to view the nine EAD finding aids available online in OASIS as a result of this project.

Proposals Funded in FY 2003

Digitization of the Slide Library

Fine Arts Library (Harvard College Library/FAS)

To digitize 100,000 teaching slides and to make them available through VIA. Additionally, the creation of cataloging records for these images is being funded through LDI.

Enabling Access to Historical Images of the Harvard Medical School

Countway Library of Medicine (Harvard Medical School *et al*)

To create a finding aid for a collection of historical images of the Harvard Medical School with links to 1,600 images.

Legal Portrait Collection

Harvard Law School Library

To digitize, catalog in OLIVIA, and make available through VIA 4,000 portraits of lawyers, jurists, and legal thinkers of the Middle Ages to the late 20th century that are included in the Law Library's Special Collections.

<http://www.law.harvard.edu/library/special/collections/portraits>

The Pickens Collection on China's Muslims

Harvard-Yenching Library (Harvard College Library/FAS)

To digitize a collection of images documenting Muslims in China. 1,000 photographs in three albums and 50 broadsides will be digitized, cataloged in OLIVIA, and made accessible in VIA. Images of album pages will be made available through links in a finding aid to the collection.

Russian Theatrical Designs in the Harvard Theatre Collection

Houghton Library (Harvard College Library/FAS)

To digitize, catalog in OLIVIA, and make available through VIA nearly 600 images of Russian stage designs.

Jacques Burkhardt and the Thayer Expedition to Brazil (1865–1866)

Ernst Mayr Library of the Museum of Comparative Zoology (FAS)

To provide online access to the Jacques Burkhardt collection of watercolors and pencil drawings (approximately 1,000 items), as well as correspondence, field notes, diaries, sketches, photographs, monographs, specimens, and specimen records from the 1865 Thayer Expedition to Brazil with Louis Agassiz.

Digital Scores from the Collections of the Eda Kuhn Loeb Music Library
Eda Kuhn Loeb Music Library (Harvard College Library/FAS)

To create scanned images of 30 rare, unique, and/or fragile musical scores, including first and early editions of Bach family composers, Mozart, and multiple versions of 19th-century operas. The project demonstrates the concept of using multiple-variant print and manuscript versions of a single musical work for research into historical performance practice.

<http://hcl.harvard.edu/loebmusic/online-ir-digitalscores.html>

The Nature of Eastern Asia: Botanical and Cultural Images from the Arnold Arboretum Archives

Arnold Arboretum Library (Central Administration of Harvard University)

To create online finding aids in OASIS and to digitize 4,521 images for nine collections from the photographic archives. These images of eastern Asia, depicting the area's social and cultural history, landscapes, artifacts, people, and natural and ecological resources, will be made accessible through VIA.

Maya Archaeological Photographs from the Carnegie Institute of Washington Collection—Phase II

The Photographic Archives of the Peabody Museum of Archaeology and Ethnology

with sponsorship from Tozzer Library (Harvard College Library/FAS)

To provide access in VIA to the remaining 30,000 images in the Carnegie Institute of Washington collection of Maya Archaeological Photographs.

Architectural Views of the World, 1870–1920: Digitization of Lantern Slides from the Fine Arts Library Collection

Fine Arts Library (Harvard College Library/FAS)

To digitize 15,000 of the department's 95,000 lantern slides and to convert the cataloging data for the images. The selected lantern slides document architectural views of North America (including Harvard University), Europe, and Northern Africa. The images and data will be made available online through VIA.

Pre-1601 English Law Collection Access Project

Harvard Law School Library

To create HOLLIS records for approximately 2,000 English law titles printed before 1601 that are held in the Law Library's Special Collections Department.

Creation of Descriptive Metadata for Images Used in Teaching a Sequence of Required Architectural History Courses

Frances Loeb Library (Harvard Design School)

To create catalog records in OLIVIA for approximately 2,400 images used in teaching a sequence of required architectural history courses at the Harvard Design School.

Ongoing Grant Projects

Asian Art Images

Harvard University Art Museums (HUAM) and Fine Arts Library (Harvard College Library/FAS)

A collaborative project to provide online access to 3,600 Asian art images.

Music from the Archive: A New Model of Access to Rare and Unique Sound Recordings

Eda Kuhn Loeb Music Library (Harvard College Library/FAS)

To provide online access to the finding aids, images, and music from three collections in the Music Library:

- The Laura Boulton Collection of Byzantine and Orthodox Musics
<http://oasis.harvard.edu/html/mus00001frames.html>
- The Joseph Jeffers Dodge Duke Ellington Recordings Collection
<http://oasis.harvard.edu/html/mus00006frames.html>
- The Rubin Collection of Indian Classical Music
<http://oasis.harvard.edu/html/mus00008frames.html>

Harvard College Library Finding Aids Conversion Pilot Project

Houghton Library (Harvard College Library/FAS)

To develop a model for full-scale conversion to EAD of finding aids at Harvard. Thousands of pages of finding aids will be converted and submitted to OASIS as part of this project.

<http://oasis.harvard.edu/hou.html>

Schlesinger Library Encoded Archival Description Evaluation and Retrospective Conversion Project

Schlesinger Library (Radcliffe Institute for Advanced Study)

To investigate, evaluate, and select an EAD markup methodology to convert finding aids to browser-usable formats, and to contribute a significant number of finding aids to OASIS.

<http://oasis.harvard.edu/sch.html>

Web-Based Course Material Archiving Project: Study Phase
Frances Loeb Library (Harvard Design School)

To study the issues confronting the documentation and archiving of digital course materials in various formats.

<http://hul.harvard.edu/ois/projects/gsdarchiving>

Incunabula and Solomon M. Hyams Collections Access Project
Countway Library of Medicine (Harvard Medical School et al)

To catalog some 800 incunabula titles and approximately 4,000 other items from the Hyams Collection of Judaica, including pamphlets, incunabula, manuscripts, and monographs.

A Project to Digitize, Process, and Save Widener's Latin American Pamphlets
Widener Library (Harvard College Library/FAS)

To catalog, microfilm, digitize from the film, and preserve 3,000 Latin American pamphlets in Widener beginning with 19th-century pamphlets from Argentina, Bolivia, Cuba, Mexico, and Peru. A representative pamphlet is available at *<http://nrs.harvard.edu/urn-3:FHCL:66737>*.

Retrospective Conversion of the Slide Library Card Catalog
Fine Arts Library (Harvard College Library/FAS)

To convert catalog cards for nearly 340,000 core teaching slides, to import the data into OLIVIA, and to make the records available through VIA.

Baker Library Trade Catalogs
Baker Library (Harvard Business School)

To create catalog records for 4,500 trade catalogs from the Historical Collections Department.

The Singer Continues the Song: Text and Music from the Milman Parry Collection
The Milman Parry Collection of Oral Literature
with sponsorship from Harvard's Center for Hellenic Studies Library (FAS)

To provide networked access to a selection of sound recordings and text images contained in the collection, the largest single repository of South Slavic heroic song in the world.

<http://nrs.harvard.edu/urn-3:hul.eresource:milparco>

Projects Launched and in Use

LDI grant projects are contributing several hundred thousand cataloging records and more than a half million digital objects to Harvard's library system. The following completed projects now have online resources available for use by students and scholars at Harvard and around the world.

The Harvard–Radcliffe Online Historical Reference Shelf (HROHRS)

Harvard University Archives (Harvard University Library) and Radcliffe Archives (Radcliffe Institute for Advanced Study)

Electronic access to frequently consulted sources on the history of Harvard and Radcliffe, including annual reports, narrative histories, and founding documents.

<http://nrs.harvard.edu/urn-3:hul.eresource:bronhirf>

19th-Century American Trade Cards

Baker Library (Harvard Business School)

Descriptions and digital images in VIA of 1,000 advertising trade cards selected from the Historical Collections at the Baker Library. As an indicator of consumer habits, social values, and marketing techniques, trade cards are of interest to scholars of American social, cultural, and business history.

<http://www.library.hbs.edu/hc/exhibits/tcard>

The Hedda Morrison Photographs of China

Harvard–Yenching Library (Harvard College Library/FAS)

Descriptions and digital images in VIA of 4,800 photographs made by German photographer Hedda Morrison.

Taken between 1933 and 1946, the photographs document the architecture, streetscapes, clothing, religious practices, and crafts that in many cases have all but disappeared from modern China.

<http://hcl.harvard.edu/harvard-yenching/morrison>

Harvard Geospatial Library

Social Science Program (Harvard College Library/FAS)

A catalog and repository for geospatial data held by Harvard University.

<http://nrs.harvard.edu/urn-3:hul.eresource:hgeodesy>

Systems and Services

Digitizing Laboratories

Fine Arts Library Digital Imaging Lab (FAL DIL)

The Digital Imaging Lab (DIL) is part of the Slides and Digital Images Department in HCL's Fine Arts Library. The lab provides digital images of slides for use with the Instructional Computing Group's (ICG) digital carousel tool and study images of slides for VIA. The lab serves the faculty and students of the Department of the History of Art and Architecture, as well as faculty from throughout FAS, including the Harvard Extension School and the Institute for Learning in Retirement.

In FY 2003, FAL DIL deposited 20,697 images into Harvard's DRS, including images scanned in house as well as some image files from vendors. In addition, the DIL does scanning for FAL's LDI grant projects and other programs, including a forthcoming exhibition and publication on the history of the Fogg Art Museum.

<http://hcl.harvard.edu/finearts/sdi.html>

HCL DIG, a division of HCL's Preservation & Imaging Department, produces high-quality digital reproductions of library and archival materials, and offers image processing, metadata creation, and DRS deposit services on behalf of HCL and other repositories throughout the University.

In FY 2003, DIG created and deposited 38,825 digital objects into DRS, including 17,950 master archival images with their associated derivatives and 1,228 XML-formatted structural metadata files. During the year, HCL DIG provided reformatting services for seven LDI-funded grant projects, as well as scanning and processing of 18,389 page images for HCL's Reserves Program.

<http://preserve.harvard.edu/dig>

Harvard University Art Museums (HUAM) Digital Imaging and Visual Resources (DIVR)

HUAM DIVR creates high-quality digital images of art objects and ephemera in the collections of the Harvard University Art Museums through direct digital capture and conversion of film surrogates. HUAM DIVR handles internal requests from curators, registrars, and staff in exhibitions, publications, and public relations, as well as external requests for scholarly, nonprofit, and commercial use in research and publications.

During FY 2003, HUAM DIVR created over 70,000 images and deposited 94,719 digital objects to DRS. The deposits comprise two terabytes of space and correspond roughly to 21,864 unique images with their associated derivatives.

Peabody Museum of Archaeology and Ethnology

In FY 2003, the Peabody Museum of Archaeology and Ethnology developed the capacity to make batch deposits to DRS. As part of their LDI grant project, the museum contracted for the creation of digital images for photographs from 35mm copy-positive reel film and deposited to DRS three digital versions of each image—an archival master, a reference image, and a thumbnail. During the year, the Museum deposited a total of 31,254 image files to DRS, representing approximately 10,000 photographs. The images and their associated catalog records are available to the public through VIA, and additional information is made available for staff use through the museum's collection management database.

Harvard College Library Audio Preservation Services (HCL APS)

Audio Preservation Services, part of the Eda Kuhn Loeb Music Library of the Harvard College Library, was established for the purpose of preserving, reformatting, and reproducing library and archival audio materials. In addition to preservation services, APS offers a full range of audio remastering services, including audio processing, de-noising, metadata creation, and DRS deposit services.

During FY 2003, digital preservation masters and delivery versions were created from analog source recordings, including 100 open-reel tapes and twelve 78-rpm records for an LDI grant-funded project, "Music from the Archive: A New Model of Access to Rare and Unique Sound Recordings." The studio will begin depositing audio files and associated metadata to DRS in the winter of 2004.

<http://hcl.harvard.edu/loebmusic/about-audiopreservation.html>

Catalogs and Discovery

LDI systems provide online access to a rich set of library resources that includes digital content through a number of general and specialized catalogs and discovery tools. As the focus of LDI shifts to user needs, these systems and services are continually enhanced.

HOLLIS (Harvard Online Library Information System)

Harvard's HOLLIS catalog is a database containing over 9 million records for books, journals, electronic resources, manuscripts, government documents, maps, microforms, music scores, sound recordings, visual materials,

and data files owned by the University and its libraries. The union catalog is updated continually as material is ordered, received, and cataloged.

In FY 2003, LDI staff:

- completed the loading and indexing of 515,300 CJK (Chinese, Japanese, and Korean) records, which enables HOLLIS users to search these records in their native scripts. For Chinese materials, records that were formerly in Wade-Giles Romanization were also converted to pinyin.
- implemented Z39.50 access to the HOLLIS catalog, enabling authorized Harvard users with valid IDs and PINs to conduct HOLLIS searches using a Z39.50 client such as EndNote in addition to a web browser.
- improved the integrated library system, or ILS, staff functions by adding a desktop reporting module that allows users to report on data extracted from HOLLIS, including acquisitions and financial data, circulation history, reserve courses and bibliographic data, and selected fields from the MARC bibliographic and holdings data.
- beta-tested the newest release of the Aleph software, version 16, with full implementation in HOLLIS expected by January 2004.

<http://holliscatalog.harvard.edu>

Harvard Libraries Web Site

The “Harvard Libraries” site is a comprehensive web interface that presents a single, organized view of web-accessible resources available to the Harvard community. The site also serves as an electronic gateway to Harvard’s union catalogs and to comprehensive information about Harvard’s libraries. Substantial enhancements were made to the top page of the web site in late spring of 2003.

<http://lib.harvard.edu>

E-reserves

The E-reserves program provides students with online access to course reserve reading materials. Through the new HOLLIS Catalog, users have integrated access both to E-reserves and to information about print reserves.

VIA (Visual Information Access)

VIA is Harvard’s web-based union catalog of visual resources in art, architecture, and material culture. VIA records include descriptive information about slides, photographs, drawings, paintings, objects, and other artifacts held by the University’s libraries, museums, and archives. In FY 2003, detailed functional specifications and technical analysis for a new system architecture were completed. The new system with improved functionality will be implemented in FY 2004.

<http://nrs.harvard.edu/urn-3:hul.eresource:viaxxxxx>

OLIVIA

OLIVIA is a visual resources cataloging system for the creation of descriptive metadata that will be exported to VIA for public access. In FY 2003, more than 40 catalogers worked in OLIVIA. Through the year, LDI effected a number of small system enhancements to increase cataloging efficiency, including a merging and de-duplicating function for duplicate catalog records and the capability to link OLIVIA records to restricted images stored in the DRS.

<http://hul.harvard.edu/ois/systems/olivia>

OASIS (Online Archival Search Information System)

OASIS is Harvard's online catalog of electronic finding aids, which provide detailed information about the University's archival and manuscript collections. OASIS contributors are increasingly providing links within electronic finding aids to digital content such as correspondence, audio recordings, photographs, and other images. During FY 2003, LDI completed a set of detailed functional specifications and a technical analysis for a new OASIS system, which will be implemented in FY 2004.

<http://nrs.harvard.edu/urn-3:hul.eresource:oasisxxx>

Harvard Geospatial Library (HGL)

HGL is both a discovery tool and a data-mining environment for geospatial data sets. Unique to the digital library world, HGL provides researchers with detailed information about geospatial data and with the tools necessary to capture and deliver subsets of the data into their research environments. In FY 2003, LDI upgraded the program by adding a feature that allows researchers in other systems to pass information into HGL—combining their data with HGL's to create customized maps. Other work on HGL in FY 2003 included metadata and cartographic searching improvements, cataloging and data-loading efficiencies, and infrastructure enhancements.

<http://nrs.harvard.edu/urn-3:hul.eresource:hgeodesy>

Templated Database Service (TED)

A centrally supported web-based database, TED can be customized for collections or catalogs that do not fit within the scope of existing library catalogs at Harvard. TED offers collection managers an opportunity to create specialized databases that will be supported and upgraded along with other centralized systems such as VIA and OASIS.

<http://hul.harvard.edu/ois/systems/ted>

Full-Text Search Service (FTS)

FTS is a discovery tool that provides researchers with the ability to search full text associated with scanned images.

Delivery Services

LDI offers a number of format-specific delivery services developed to enable the delivery of digital objects stored in DRS to web browsers. These services include:

- Image Delivery Service (IDS) for delivery of still image files.
- Page Delivery Service (PDS) for delivery of scanned page images within the context of logical navigation—in other words, PDS mimics the page-turning functionality of a book.
- Streaming Delivery Service (SDS) delivers streamed media to web browsers. Note: SDS currently delivers audio files, but it is capable of delivering video as well.
- Asynchronous Delivery Service (ADS) allows curators and researchers to request large objects or sets of objects from DRS for downloading upon e-mail notification. Note: This new service is primarily used to deliver large image files from the Biomedical Image Library for printing or for creating three-dimensional models.

In FY 2003, significant efforts went into analyzing additional functionality for improvements to IDS that will be implemented next year; the user interface to PDS was redesigned; and SDS and ADS were developed as new services.

Storage and Management Systems

Digital Repository Service (DRS)

DRS is an integrated set of services to manage, maintain, preserve, and deliver Harvard's digital materials. In FY 2003, LDI upgraded the system to support audio files and established processes and procedures for auditing all copies of each digital object stored. As a repository, DRS is not visible to researchers and most curators.

<http://hul.harvard.edu/ois/systems/drs>

Name Resolution Service (NRS)

Harvard's NRS assigns persistent identifiers to digital objects. Persistent identifiers provide curators and researchers with confidence that the URL they cite will always work.

<http://hul.harvard.edu/ois/systems/nrs>

Access Management Service (AMS)

AMS provides secured access to Harvard's licensed or copyrighted materials. Using the University Personal Identification Number (PIN) and Directory Services, AMS protects the electronic assets of the University from unlawful access and also restricts access to the Harvard community as

required by curators. In FY 2003, AMS was upgraded to work with the newest version of the University's Directory Service.

Public Forums

LDI keeps the Harvard library community informed about infrastructure development, digital library projects, and related activities through articles and announcements in *Harvard University Library Notes*, presentations throughout the University, and a number of other public forums. Public forums in FY 2003 included brown-bag luncheons and open meetings on the Templated Database System (TED), the SFX dynamic resource-linking technology, the planned implementation of Harvard's new research portal using MetaLib software, and LDI grant-funded projects.

Additional digital library information, documentation, and publications are linked from the following web sites:

- The Library Digital Initiative (LDI) site focuses on information about the initiative, including technical developments, advisory services, and the grant program.
<http://hul.harvard.edu/ldi>
- The Office for Information Systems site contains information about available Harvard University Library systems and services, including resources for the staff at Harvard's libraries, museums, and archives, and for information technology offices using LDI systems and services.
<http://hul.harvard.edu/ois>
- The "Library Preservation at Harvard" site is a collaborative effort of the Weissman Preservation Center in the Harvard University Library and the Preservation & Imaging Department in the Harvard College Library. The site includes information about preservation and imaging services for both traditional and digital materials.
<http://preserve.harvard.edu>

CATALOGS AND DELIVERY SYSTEMS

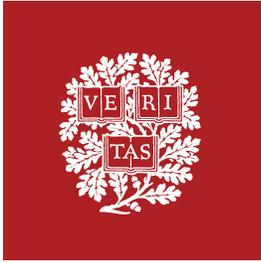
System/Service	Metric	FY 2002	FY 2003	Growth
HOLLIS CATALOG(a)				
	records	9,250,587	9,189,621	-1%
	keyword searches	n/a	3,588,113	n/a
	all searches and browses	6,521,038	n/a	n/a
"HARVARD LIBRARIES" PORTAL: web interface to electronic resources and journals				
	resources listed	4,132	5,325	29%
	user sessions (on commercial resources)	2,170,202	3,068,968	41%
E-RESERVES: online access to reserved course materials				
	courses supported	91	136	49.5%
	items on e-reserve	1,913	2,162	12%
VIA (VISUAL INFORMATION ACCESS): union catalog for visual materials				
	records	159,235	198,225	24%
	searches	22,789	27,411	20%
	contributing units	16	18	13%
OLIVIA: cataloging system for visual materials (b)				
	records	300,293	291,988	-3%
	contributing units	16	16	0%
OASIS (ONLINE ARCHIVAL SEARCH INFORMATION SYSTEM): union catalog for finding aids for archives and manuscripts				
	records (finding aids)	623	1,686	171%
	contributing units	13	17	31%
HARVARD GEOSPATIAL LIBRARY (HGL): access to geospatial materials held in Harvard's libraries				
	data sets	14	17	21%
	data layers	1,400	2,500	79%
	requests processed	146,700	236,600	60%

(a) The FY 2003 decrease in HOLLIS records is a result of the conversion to the new HOLLIS system, when records for non-Harvard holdings were removed.

(b) The FY 2003 decrease in OLIVIA records reflects the elimination of duplicate and/or inadequate data.

STORAGE SERVICES

System/Service	Metric	FY 2002	FY 2003	Growth
DIGITAL REPOSITORY SERVICE (DRS): storage and preservation services for digital objects				
	objects stored	289,022	485,963	68%
	disk storage (in gigabytes)	823	3,193	288%
	contributing units	17	22	29%
NAME RESOLUTION SERVICE (NRS): persistent naming for digital objects				
	names registered	65,225	223,621	243%
	requests processed	4,446,629	10,635,098	139%
ACCESS MANAGEMENT SERVICE (AMS): controls access to restricted resources				
	requests processed	2,176,684	3,394,763	56%



HARVARD COLLEGE LIBRARY

ANNUAL REPORT 2002-2003



Harvard College Library

*Report of Nancy M. Cline,
Roy E. Larsen Librarian of Harvard College*

Collections have always been the defining element for the Harvard College Library (HCL). Following the tradition established over its 365-year history, HCL strives to maintain the strength of the existing collections, to expand into new disciplines as the curriculum evolves, to acquire materials in non-print formats, to assure intellectual access to collections, and to link users to the collections through strengthened programs of outreach and instruction. HCL collections now number over 9 million volumes, 5 million microforms, 10 million manuscripts, 500,000 maps, and 3 million images. We are grateful for the centuries of gifts that have helped to build the Library and for the generous donors of today, all of whom have shared the Library's vision and have made possible this invaluable scholarly resource.

But the collections alone do not define today's HCL. To assist in redefining the role of the Library as it moves into the 21st century, the FAS Library Committee submitted a report to the Dean of the Faculty of Arts and Sciences in November 2000 that outlined four fundamental areas to serve as planning guidelines for the College Library. These elements (collections, access, preservation, and faculty-library relationships) remain the library's guiding principles even as we now face dramatic changes to the base of resources.

During this past year, HCL continued to meet growing and changing expectations from users, to adapt to changes in the ways in which that information is created and published, and to care for our irreplaceable materials. At the same time, the Library worked on important issues to make digital content enduring and to position the Library for whatever changes may emerge from the future development of the Allston campus, the increasing emphasis on the sciences, and the evolution of the undergraduate curriculum.

Three major challenges faced the Harvard College Library during 2002–2003. Two involved technology: the implementation of the new



Nancy M. Cline
*Roy E. Larsen Librarian of
Harvard College*

HOLLIS (Harvard Online Library Information System) that replaced the outdated 20-year-old original; and the implementation of PeopleSoft, a University-wide system to report and track staff time. The third challenge was fiscal: it required serious effort to reduce expenditures to compensate for spiraling mandatory costs in order to remain within budget. All of these endeavors, as well as numerous accomplishments and Library-wide initiatives, called on all Library units to collaborate in ways not done before.

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The original HOLLIS had evolved over two decades into an extremely customized and efficient system with many highly developed productivity features, but its antiquated software could not accommodate many of the elements that newer systems had and our users wanted, such as providing linkages to resources on the web. The implementation of the new HOLLIS, based on an Ex Libris product, required a massive effort, coordinated by the University Library's Office for Information Systems (OIS), that engaged staff across all of Harvard's libraries. Because of its size, HCL's participation was significant, with many individuals taking an active, if not leading, role on the numerous committees that were established. When the new system went live on July 8, 2002, these individual efforts and contributions continued. Most of the units were able to make the transition to the new system with a reasonable and expected period of slowed operations as staff became accustomed to different ways of doing work. However, no system is perfect, and design difficulties in cataloging, acquisitions, payment, and receiving functions significantly affected the productivity of HCL's Technical Services unit, the largest such unit in the University. A year into the system, staff still await many developments and enhancements.

To address long-overdue problems in tracking its vast workforce, the University implemented PeopleSoft, an online time-reporting system designed to uniformly capture and manage employee information. The complexity of the University is reflected in the complexity of the PeopleSoft system, and the process of time-reporting became a labor-intensive process for Library supervisors. As with the new HOLLIS, a great deal of training across the staff was required, and the PeopleSoft system proved to be cumbersome in many aspects. HCL's Human Resource Services and Financial Services units worked diligently to address the deficiencies, to ensure that HCL employees were paid and that supervisors had the information they needed to perform their new tasks.

Early in 2002, when it became evident that fiscal conditions were tight and that the Library's expected 2002–2003 income would be increasing more slowly than the anticipated expenditures, HCL's administration determined that, unless steps were taken immediately, the Library would soon face a

deficit. Therefore, in the spring of 2002, each department head or librarian was asked to develop a 5% budget-reduction scenario. Many of these scenarios were implemented as part of the 2002–2003 budget:

- The Pusey circulation desk and main door to the building were closed.
- Kummel and Cabot libraries reduced their hours of operation.
- Duplicate serial subscriptions were reduced.
- Approximately \$1 million in acquisitions-related salaries was transferred to endowed collection funds.
- All vacant positions were reviewed by the associate librarians: some positions were permitted to be filled after a mandatory six-week waiting period, some were permitted to be filled only as term appointments, and some were held vacant. The vacancies have been particularly difficult for libraries as they have not necessarily come where any flexibility existed in operations.

In order to maintain important operations and services, units developed collaborative approaches to achieving reductions. For example, recognizing their interdependency, Widener's Collection Development agreed to redirect more than \$1 million from purchases to fund positions needed to carry out the work of acquisitions and cataloging. Libraries looked at duplicate serial subscriptions with an eye to maintaining only a single copy in HCL. This "library of record" approach will be continued into the future.

Widener Library

This was the fourth and most visible and disruptive year of the Widener renovation as construction reached the first floor. The front entrance was closed from October to April; Circulation, part of Collection Development, Privileges, the Information Desk, and the Librarian's Office were moved to temporary locations. These units were returned to their rightful locations by April 2003. To add to the difficulty, during the first six weeks of this phase, the main elevator was offline, which meant that it was particularly difficult to get to the Loker Reading Room, requiring staff and users to take a circuitous route through the stacks. Faculty and students proved to be resilient as they became accustomed to using the Mass. Ave. entrance, where blue and yellow footprints led them to the most frequently sought locations. Library use—measured by attendance, circulation, and reference—declined during this period.

A significant addition achieved through the renovation is the Newspaper Microfilm Reading Room, which opened over the summer of 2003 on the first floor of Widener. Conveniently adjacent to the Periodicals Reading Room, the new microfilm space has a dozen digital reader/printer/scanners

with advanced features that allow users to print information from microfilm, scan it to disk, or send it electronically to an e-mail account. The establishment of this new reading room was the result of careful planning and cooperation between the Documents/Microforms and Widener's Access Services units, who transferred 165,000 reels of microfilm of currently received newspapers and their indexes from Lamont Library to new shelving in Widener, inventorying in the process.

The Phillips Reading Room, which opened in October 2001, was designed as a place to use non-circulating materials retrieved from HD, but it has also become a favorite location for quiet study.

Access Services reorganized its operations to more effectively respond to users' needs. Billing, Privileges, and student payroll functions were brought together; all serials-related services and operations were joined; New England Deposit Library (NEDL) came under the auspices of the Stacks Division; and Circulation was redefined in scope to include the circulation desk, tracing, HD retrieval, recalls, and the Phillips Reading Room. The Interlibrary Loan Division earned the honor of being the number one lender in New England in 2002, filling almost 20,000 requests. The positive reception of patron empowerment features of the new HOLLIS system was reflected in the dramatically increased number of renewals and recalls. Widener received over 363,000 renewal requests in 2002–2003 compared with about 85,000 the year before, and 45,000 recalls versus 17,000 in 2001–2002. The Phillips Reading Room, which opened in October 2001, was designed as a place to use non-circulating materials retrieved from HD, but it has also become a favorite location for quiet study.

Reference questions handled by the Research Services staff dropped dramatically (down by about 20,000), primarily because the construction made it difficult for users to locate the Loker Reading Room for almost six months. However, over the same period, lengthier research consultations rose equally dramatically, from about 600 in 2001–2002 to over 2,000 in 2002–2003. This increase may in part be the result of individuals seeking out the assistance that they might have been accustomed to receiving at the Reference Desk, but it was also continuing evidence of the success of both the liaison and instruction programs established by Research Services. Faculty and students are becoming more aware of the value of the individual consultation services offered by librarians, and the librarians continue to find that their roles as liaisons are drawing them more closely into the activities of the academic departments. For instance, the English Department requires all junior tutorial students to hold a research consultation with a research librarian; the demand for instruction is growing (281 classes versus 170 last year); and some librarians are invited to departmental meetings on teaching issues. Outreach to graduate students has been particularly successful. Librarians from HCL's Instructional Services participated in the Bok Center's Fall Conference for Teaching Fellows, hosted a box lunch for

English Language Program graduate students, were invited to present two orientation workshops during Fall Orientation, and offered an interactive program for all graduate students.

In spite of a reduction in the funding available for purchasing and a decrease in the purchasing power of the dollar abroad, Widener's Collection Development still acquired nearly 58,000 volumes, including several noteworthy titles:

- Al-Jazeera (1,200 videos)
- *Regions Beyond Missionary Union Archive: Papers of the RBMU Concerning the Congo, India, Nepal, and Peru from the Centre for the Study of Christianity in the Non-Western World* (parts 1 and 3)
- *The Nation* Digital Archive

Collaborative purchases were made with the Slavic Division, Houghton Library, and Loeb Music Library. In addition, some of the bibliographers worked with Research Services librarians in outreach and instruction activities, participated in cooperative projects beyond the University (e.g., ARL/AAU Germanic Demonstration Project, ARL/AAU Latin Americanist Research Resources Project, and CRL Africana Microfilm Project), and worked on Library Digital Initiative (LDI) digitization projects.

The Judaica, Slavic, and Middle Eastern divisions continued to collect materials from areas of the world that are suffering or recovering from civil unrest. They acquired and cataloged almost 46,000 volumes. Of particular note is the work of one of the catalogers in Judaica who developed single, user-defined commands that allowed for more efficient use of HOLLIS. The same librarian also made innovative use of an application to automate the creation of statistical reports, eliminating the need for paper statistics reports.

Judaica has long acquired ephemera—posters, announcements, flyers, and the like. This year they tried something new: they persuaded several Israeli writers to send them their “junk mail,” which included announcements and information that they would not have otherwise received and allowed them to order materials that they would not have been aware of. Judaica hosted the “Electronic Imaging, the Visual Arts and Beyond 2002 Symposium,” an international conference focused on building cooperation among US, European, and Israeli institutions in the digital documentation of the Israeli cultural scene.

The Middle Eastern Division (MED) cataloged materials in 100 languages or dialects; over 70% of the materials required original cataloging. The divi-

sion benefited greatly from the developments produced in collaboration with the expertise in the Judaica Division. In a particularly poignant observation, when one of the MED staff members was traveling in the Republic of Georgia, he was able to connect to HOLLIS and show the librarians the Georgian collection in Widener, which is remarkable for its breadth and depth.

*The Preservation
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ting, and scanning.*

The Slavic Division suffered from a reduced budget, but still acquired 14,500 volumes. Of especial interest are nearly 900 microfilm reels of the *Newspapers from the Era of the Russian Revolution and Russian Civil War, 1901–1922* and 1,331 reels of the *Archives of the Soviet Communist Party and Soviet State*, both of which were purchased in collaboration with Widener’s Collection Development.

The Preservation and Imaging Department continued its steady support of library collection operations through binding, shelf preparation, microfilm reformatting, and scanning. The Conservation Lab treated over 18,000 books and provided protective enclosures for more than 11,000 items. The Library Collections Emergency Team responded to incidents in Widener, Cabot, HCL Technical Services, Loeb Music Library, and a faculty office. They treated 360 water-damaged books and salvaged 550 sheets of flat paper. Imaging Services provided support for public photocopiers that produced more than 2.5 million copies and network printing of over 250,000 pages. Some of the department’s special projects:

- conservation of the Liechtenstein Collection of 16th-century European Renaissance maps (338 individual sheets);
- analysis and conservation of original drawings of Roald Dahl’s *James and the Giant Peach*;
- microfilming 748 17th- and 18th-century rare books from the Harvard–Yenching Library;
- microfilming rare US newspapers in poor condition housed at the New England Deposit Library;
- microfilming rare Indic, Syriac, and Arabic manuscripts from Houghton Library;
- microfilming Early English books; and
- testing 1,500 reels of master microfilm for “vinegar syndrome” and establishing a program for ongoing testing.

As mentioned above, the implementation of the new HOLLIS system had a dramatic effect on HCL Technical Services. In addition to the significant increase in the number of steps to complete many processes, a large number of staff involved in planning and training have become the resident experts in their particular fields, dedicating a significant amount of time to troubleshooting. The numbers tell the story: 59,000 monographs were cataloged

(70% of the average of the previous 5 years); 58,000 non-serial items were ordered (78% of the past 5 years' average); 61,000 non-serial orders were received (87% of the previous 5 years' average).

Hilles and Lamont Libraries

Hilles and Lamont, the primary libraries for undergraduates, extended their outreach in two primary ways. First was the launch of a pilot program for "roving reference," in which reference librarians from Hilles, Lamont, and Cabot were deployed to Loker Commons during lunchtime to supply off-site reference assistance to students. Student response, while limited, was positive, and it provided an opportunity to refine procedures. As HCL looks to alternative ways to bring service to users in and among all units, roving reference is likely to be an important component. Other examples of new outreach were to provide library information for the *Advisers' Handbook* and to create an e-mail alerting service for freshman advisers to point out how they might direct their students to the library at particular times of the academic year. While electronic reserves has been extremely popular with students and faculty, the workflow process of scanning and obtaining copyright permission needs to be re-examined to find greater efficiencies.

The Science Libraries

The Science Libraries Council was established several years ago to address issues of mutual concern to all Harvard science libraries. This year they focused on electronic journals: review of current resources, subscription costs, budget issues and cancellations, license breach procedures, stewardship, full-text linking and SFX, patron privacy, institutional repositories, and expanded marketing of science resources.

Cabot Science Library, noting steady circulation of materials and a slight drop in reference questions, continued to search for ways to enhance service and attract more use. Participation in the Lamont roving reference pilot program is an example of the kind of collaboration being sought. Cabot also worked with the mathematics faculty to review journal titles for cancellation, to add new online titles, and to discuss scholarly communication in relation to journal pricing.

Kummel Library of the Geological Sciences implemented a staff reorganization that has increased productivity while ensuring operational backup. To further promote outreach, staff hosted a luncheon for new graduate students

and met with sophomore tutorial students, providing each with a tour and discussion of services and collections.

With minor renovations and cabling changes, Tozzer Library improved both the aesthetics and functionality of the public area. The collections were enhanced by gifts that included ethnographic films, facsimile editions of codices, and non-Harvard dissertations. Tozzer decided to use the RLG version of *Anthropological Literature* as the public interface for users and coordinated indexing with the Royal Anthropological Institute, resulting in a single database—*Anthropology Plus*.

Probably the most important advantage of the new HOLLIS system to HYL is the availability of Chinese, Japanese, and Korean characters in the vernacular.

Fine Arts Library (FAL)

Space issues and digital projects highlighted the Fine Arts Library's activities. Anticipating the incorporation of the Rubel Asiatic Research Collection, currently located in the Arthur M. Sackler Museum, into FAL, staff began looking at how best to reallocate existing collections and staff. Scanning of slides for instructional use continues, and two LDI projects allowing the digitization of portions of the slide library and retrospective conversion of records were awarded.

Noteworthy acquisitions included:

- the Walther and Ellen Bernt Collection on 17th-Century Painting of the Netherlands (ca. 47,000 images and 2,300 sale catalogs)
- artists' books from the 1960s and 1970s
- collections added by the Aga Khan Program, including Francis Frith's *Egypt and Palestine Photographed and Described* (1858) and 1,500 rare early photographs of Afghanistan (1930s)

Harvard–Yenching Library (HYL)

Probably the most important advantage of the new HOLLIS system to HYL is the availability of Chinese, Japanese, and Korean characters in the vernacular. With the completion in May of the extensive barcoding project, virtually all of the collection can be found in HOLLIS and electronically circulated. The HYL staff conducted a complete inventory for the first time, revealing that less than 3% of the collection was unaccounted for; decisions will be made regarding replacements. Harvard–Yenching Library continued to enhance access to electronic resources, adding *China Academic Journals Net* through the East Coast East Asian Libraries Consortium, and, in close collaboration with Information Technology Services, successfully mounted *Sikuquanshu* (formerly on 180 CD-ROMs) on the Harvard Libraries portal.

In addition, an LDI grant was awarded to digitize 1,000 photographs of Muslims in China. Because of September 11 security concerns, as well as the SARS epidemic, the exchange program with Peking University Library was temporarily suspended, but it is hoped that the program will resume in the near future.

Houghton Library

Houghton Library staff collaborated in a year-long process of strategic planning, affirming its mission and values statements and setting strategic goals for the next two years. The process was as important as the results in that staff developed valuable skills for working effectively with colleagues inside the library as well as across HCL and all Harvard libraries. A good example of Houghton's initiative to collaborate with other Harvard libraries was the exhibition "Special Collections at Harvard Outside the Yard" that, for the first time, brought together rare and historical materials from Schlesinger, Harvard Law School, Countway, Baker, and Andover–Harvard Theological libraries. Lectures, exhibitions, poetry readings, and concerts continued to bring people into Houghton, and the Visiting Fellows program attracted scholars working on such diverse subjects as "Opera and National Identity in 18th-Century Britain," "Molière's Early Editions," and "Royalist Identity During the Civil War Period." Houghton shared its collections beyond Harvard, lending more than 40 items to a dozen national and international venues. The Library of Congress selected the series of Poetry Room recordings known as the *Harvard Vocarium* in the first annual selection of entries in the National Recording Registry. In an ongoing effort to improve the facility, the building's security system was upgraded, and the 60-year-old book lift between the stacks and the Reading Room was replaced. Some of the most noteworthy acquisitions included:

In collaboration with Widener's Collection Development—

- autograph manuscript of Ralph Waldo Emerson's poem "Monadnock"
- a small collection of James family papers

From the Louis J. Appell, Jr., Fund—

- Alfred, Lord Tennyson's *Timbuctoo. A Poem which obtained the Chancellor's Medal at Cambridge Commencement...* (1829)
- collection of 301 proofs of Edward Gordon Craig's woodcut illustrations for *The Life & Strange Surprising Adventures of Robinson Crusoe of York*
- Gabriel Hecht, *Calligraphia in qua diversa specimina litterarum, rectus & elegans latine scribendi modus, exhibentur, etc. etc.* (1699)

From the Howard D. Rothschild Bequest—

- Anna Pavlova, Russian dancer: correspondence with Gabriel Astruc over her appearance at the opening of the Theatre des Champs Elysées in Paris
- Mikhail Fokine, Russian choreographer, and his wife, Vera Fokina, Russian dancer: archive of personal and professional papers, photographs, letters, and costumes

Loeb Music Library

Loeb Music Library streamlined its collection-development operations by establishing approval plans for books and music scores. Despite tight budget conditions, the library added a record number of new items to its collections. The jazz collection; African-American music; American popular music; and the music of Asia, the Middle East, and Africa received particular attention, and the historically strong collections in European and American classical music and music theory were also enhanced. The library completed one LDI project, “Music from the Archives,” which consists of three large online inventories of collections enhanced by digitized images of accompanying notes and ancillary documentation. The library began a second project to develop a digital collection of music scores—manuscripts as well as first and early editions of 18th- and 19th-century monuments of European classical music. The objective is to allow online comparison of variant editions and versions of major musical works in ways similar to what scholars can achieve in the library. The library mounted a groundbreaking exhibit entitled “In Her Own Hand: Operas Composed by Women, 1625–1939,” displaying for the first time pieces by virtually unknown artists and illuminating the veiled world of female opera composers. In collaboration with Widener’s Collection Development, the library purchased first editions of three Mozart piano trios (K. 502, 542, 548).

Loeb Music Library staff, as is true of all HCL units, were active participants in the transition to the new HOLLIS and attributed the smooth, albeit time-consuming, process to the 18-month collaboration with other Harvard librarians. Serious problems with the building that houses the library continued: the ceiling collapsed in an audio studio, a leak in the HVAC system poured water onto a reading room floor and into the basement stacks, and climate control was erratic. Additionally, a three-year construction project began just outside the front door that will involve noise, vibration, and dirt—all of which are directly contradictory to the smooth operation of a music library. HCL Operations has been working with the library, the Music Department, and FAS to address these and other building concerns.

The Social Sciences Program (SSP)

The Social Sciences Program, more than most other units, is heavily committed to digital resources. The Numeric Data Services librarians, working closely with the Harvard–MIT Data Center, were in great demand and doubled the number of regular instruction sessions offered to students in order to address that need; the Digital Cartography Specialist offered classes in GIS and digital mapping; and the scanning of maps by users became very popular with over a thousand scans completed. SSP began using Request Tracker to track and collaborate on reference inquiries. Documents/Microforms staff worked closely with Widener’s Access Services to plan and execute the transfer of 165,000 microfilm reels to the Newspaper Microfilm Reading Room.

The Harvard Map Collection hosted the highly successful International Conference on the History of Cartography, highlighted by an exhibit, “Cartographic Treasures of the Harvard Map Collection.” In anticipation of planned and potential organizational changes, staff in Littauer continued an aggressive collections management project—weeding monograph collections, preparing the state government document and Slichter Labor collections for transfer to the Harvard Depository, and barcoding all serial volumes.

Some significant acquisitions included:

- *World Development Indicators* online
- census data for India (1991), Cambodia (1998), and Indonesia (2000)
- large sets of topographic maps of India, Mexico, and South Africa

Work with the Center for Government and International Studies (CGIS) libraries intensified as meetings were held between the library and each Center Director and librarian to plan for the new facility scheduled to open in June 2005.

Information Technology

With over 1,000 computer workstations, 45 network printers, 500 stand-alone printers, 30 network servers, data storage and backup systems, and 16 telecommunications closets to manage, Information Technology Services (ITS) literally and digitally kept the HCL in operation. In an effort to improve customer service, ITS implemented a new system to track help desk requests more effectively. Similarly, a system was implemented for requesting new projects. A Storage Area Network (SAN) was selected and installed

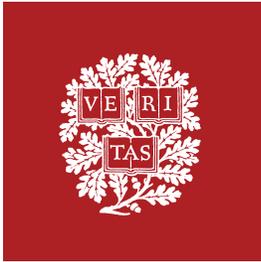
As the Widener renovation project continued into its fourth year, ITS staff again seamlessly relocated staff and public workstations to temporary and final locations, a remarkable and much-appreciated achievement.

in order to accommodate rapidly increasing HCL needs for disk space, and staff worked closely with the staff of the Harvard–Yenching Library to mount the *Sikuquanshu* database on the Harvard Libraries portal. As the Widener renovation project continued into its fourth year, ITS staff again seamlessly relocated staff and public workstations to temporary and final locations, a remarkable and much-appreciated achievement. ITS staff also collaborated with HCL Instructional Services staff to select and install computer workstations, data projectors, and screens in two Widener rooms.



Widener Library

The Harvard College Library is entering what may be a multi-year period of fiscal austerity. Additional budget reduction scenarios will be developed, and these are likely to be more painful than the ones implemented in 2002–2003. These reductions will require the ingenuity, imagination, patience, and collaboration of all staff as the library strives to maintain its primary mission: to support the teaching and research activities of the Faculty of Arts and Sciences, the University, and the larger scholarly community.



THE GRADUATE AND
PROFESSIONAL SCHOOL
LIBRARIES
OF HARVARD UNIVERSITY

ANNUAL REPORT 2002-2003



HARVARD DIVINITY SCHOOL

Andover–Harvard Theological Library

Report of Russell Pollard, Interim Librarian



Russell Pollard
Interim Librarian of the
Andover–Harvard Theological
Library at the Harvard
Divinity School

The mission of the Andover–Harvard Theological Library is to support the Harvard Divinity School in its work of educating women and men for service as leaders in religious life and thought. It also serves as a source for research materials on religion for:

- the entire Harvard University community, and, to a lesser extent, for graduates of the University;
- the schools that make up the Boston Theological Institute;
- clergy in the vicinity of Cambridge; and
- researchers and lay persons throughout the world who have a scholarly need to consult the collections.

Brief History

Books on religion at Harvard have a long and important history. Almost three-fourths of John Harvard's 1638 bequest of 400 volumes were theological titles. In the first printed catalog of the College Library (1723), two-thirds of the 3,500 titles were on the subject of religion. When the Library burned in 1764, half of the 404 books saved were titles on religion. By 1830, the theological section was 30% of the College Library's collection.

A separate library for the Divinity School began with duplicates from the College Library that, in 1812, were set aside for the use of the theological students. Though the collection totaled only 3,495 books in 1852, it grew quickly, largely due to gifts of faculty and alumni (Francis Parkman, Convers Francis, Jared Sparks, James Walker, and Thomas Hill) and to the purchase of 4,000 books from the library of Prof. G. C. F. Lücke of Göttingen. The School's first separate library building (now the Farlow Herbarium) was built in 1887 to house a collection of 20,000 volumes. In

the early days, the Divinity School's reliance upon the central collections inhibited its own library development, and the library was managed only by students and graduates. The first librarian to provide continuous service was not employed until 1889.

What we know today as the Andover–Harvard Theological Library was formed by an agreement that brought together the collections of the Harvard Divinity School and the Andover Theological Seminary in the fall of 1911 in the newly completed Andover Hall. This new facility included a reference and reading room (now the Sperry Room), work space for library staff, and a five-story, fireproof stack for about 200,000 volumes. On opening day, there were 100,000 books (62% Andover and 38% Harvard), not including an extensive pamphlet collection of sermons and church histories.

When the educational partnership of the two schools was dissolved in 1926, Andover's books stayed at Harvard. They remain today under the stewardship of the Andover–Harvard Theological Library by the terms of an agreement that is renewed every 30 years by Harvard University and the Andover Newton Theological School.

In 1961, a three-story building was added to the Andover Hall complex to accommodate the need for an enlarged library facility. It was built anticipating a future addition of two more floors, which were added 40 years later.

Today, the library includes 10 floors of library space in two buildings and contains over 460,000 volumes, more than 2,000 current serial titles, over 29,000 rare books and special collections, 4,100 linear feet of manuscripts and archives, and 88,000 microforms. The library is recognized as a major research library in the field and ranks among the foremost theological libraries in the country.

Academic Year 2002–2003

The first full year of operation in the renovated Andover–Harvard Theological Library went very well. There were a few minor systems problems and leaks from air conditioners. Veneers on some of the furniture from the mill shop proved unstable, but were replaced by the end of the year.

Library Audit

The Risk Management and Audit Services department of the University reviewed the financial and compliance aspects of the library's operation. We

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were the first library to be reviewed under their expanded mandate to review risk in all of its facets, as well as more traditional auditing areas. The librarian spent many hours instructing them in all aspects of library operations—especially those that did not fall within their purview. Their final report suggested that the library should inventory the books in the Library of Congress classification in order to ascertain which books are missing and which of those should be replaced. Additional findings included the discovery that 13 of the 31 casual employee transactions that were reviewed were made without sufficient documentation. This was a highly improbable occurrence in the past, and one that is not possible within the University's new PeopleSoft program, so no action is required. They also noted that there is no strategic plan in place to deal with endangered volumes in the older collections, including 60,000 books known to be brittle and likely to be lost to scholarship without intervention. This problem, huge as it is, is only a part of the deferred maintenance problems in all of the Library's older collections.

Support Staff Review

Several members of the support staff requested reviews of the grades and salaries of their positions. All 10 Library Assistant positions were reviewed for internal equity and external competitiveness and in light of the addition of the new LA 7 and 8 levels that had been approved by the HUCTW and the Central Office of Human Resources. The review involved local staff, and library and HR personnel from various comparable units of the University. As a result, eight Library Assistant positions were upgraded, and five of them also received salary adjustments.

ATS Accreditation

Following a year and a half of preparation by all units of the Divinity School, the Association of Theological Schools Accreditation Team visited the school in the fall. The Library's self-study document was praised for its thoroughness, and library operations were found not to be wanting in any regard.

Library Security

Because of growing concerns about the safety of staff, students, and other users of the library, an intensive review of library security issues was undertaken. The head of security for Widener Library generously gave of his time to review the Andover-Harvard Library and to give us his perspective on areas in need of attention. Primary among them was the need for tighter security at the library's main entrance. After a good deal of discussion, it was decided that card-swipe security gates would be the most efficient and economical solution. Such an installation in this library will most seriously

affect the hundreds or thousands of non-Harvard persons to whom we have always provided access. Special cards will have to be issued to them, and information about these users will have to be entered into a local database. At the end of the academic year, many related issues remained unresolved.

Librarian Search

A search committee was formed in the early fall by the dean to look for a permanent librarian. Four candidates were interviewed, but the process proved unsuccessful. Malcolm Hamilton, interim librarian since August 1999, agreed to remain at the post until the end of August 2003, when Russell Pollard would take over as interim librarian.

Staff Activities

- Nell Carlson and Maureen Jennings are attending library school at the Simmons Graduate School of Library and Information Science.
- Renata Kalnins received an MSLIS from Simmons.
- Cliff Wunderlich and Russell Pollard attended the annual conference of the American Theological Library Association (ATLA).
- Malcolm Hamilton, our former interim librarian, attended the ALA Midwinter Conference in Philadelphia.
- Gloria Korsman attended the Unitarian Universalist Association General Conference in Boston.



*The Andover-Harvard
Theological Library*

HARVARD BUSINESS SCHOOL

Baker Library

Report of Melissa Shaffer, Acting Executive Director



Melissa Shaffer
*Acting Executive Director,
Baker Library of the Harvard
Business School*

The Baker Library of the Harvard Business School houses over 600,000 volumes, provides access to a burgeoning inventory of electronic resources, and contains significant historical collections and manuscripts. Baker is a pioneer in the use of technology to select, acquire, and disseminate intellectual content for its constituents. Baker Library's mission is to enable research and learning through the organization and delivery of business information in both electronic and print media, current and past.

Academic Center Planning and Relocation

Baker Library's primary focus in FY 2003 was on detailed planning for the new Baker Library/Academic Center project, and on relocating our entire staff and collections to five different interim locations in preparation for the major renovation of the building that began in July 2003. An interim service point was constructed in Kresge Hall, where staff will provide face-to-face service to walk-in users. In addition, with staff and collections widely dispersed on and off campus, several enhanced delivery services, both electronic and physical, have been added. It was a challenge planning the intense details of the renovation and of the interim space and service at the same time, but the move was executed successfully and on time, and we are ready to break ground on the Baker Library/Academic Center.

Baker Library and HBS Working Knowledge Web Sites

Both the Baker Library and *HBS Working Knowledge* web sites were redesigned by the Baker staff to simplify navigation, to add features, and to incorporate the latest technology to benefit users. The new sites were launched on April 2, 2003.

The major goals of the Baker Library redesign were to allow users to find resources and information more quickly and directly; to establish a consistent, site-wide look and feel; and to update and edit the site's many guides, resources, and references. Extensive user testing and feedback were essential inputs into the process.

The *HBS Working Knowledge (HBSWK)* redesign process involved many segments of the Harvard Business School and the greater Harvard University communities. The plan was to make the site easier to navigate; to provide improved tie-in with the work of HBS faculty; to exploit the *Working Knowledge* archive of more than 2,000 articles; and to leverage the traffic-driving power of the weekly *HBS Working Knowledge* e-mail newsletter, which has 45,000 subscribers. Since the redesign, the number of page views per issue has increased by 30%.

Electronic Journals and TDNet

Over the past several years the library has been acquiring the rights to the electronic content of an increasing number of journals. For the convenience of our clientele, Baker Library has contracted with TDNet to provide access to approximately 1,000 trade and academic titles in the areas of business, economics, and the social sciences. Through this service, individuals can profile their journal interests and receive electronic e-mail alerts of new journal issues with links that take the user from the table of contents to the full text of an article.

New Electronic Research Guides for MBA Students

In concert with the launch of the new Baker Library web site, Baker introduced a new series of research guides and industry newsletters for MBA students. The dispersion of library services and collections and the increasing desire of students to receive information at their desktops led Baker librarians to create new editorial and content standards for web guides and evaluate the scope of content available for research purposes. Baker Library now has over 40 guides to help in the use of resources at Baker and beyond for business and career research. Included are guides to general business topics, information on specific industries, and specific course support projects that may be helpful in other contexts.

Baker Library's mission is to enable research and learning through the organization and delivery of business information in both electronic and print media, current and past.

Historical Collections

In April 2003, the Historical Collections department temporarily relocated to Baker Library @ North Harvard until the Baker Library/Academic Center construction project was completed. Over a period of one month the department successfully moved 2,008 linear feet of manuscripts and archival materials, 2,538 linear feet of rare books, and more than 100 pieces of artwork and artifacts.



Baker Library

Donations

Joining the extensive records of the Waltham Watch Company, 1854–1929, that are already held at Baker Library were the selected archives of the Waltham Watch Company Collection, 1911–1965, which comprised 60 linear feet of material. The library also acquired a collection of cartoons from *The Wall Street Journal*, 1950–2000.

Exhibitions

- **Some Special Collections at Harvard Outside the Yard**

Rare materials from Baker Library were included in an exhibition at the Houghton Library featuring special collections among the Harvard University libraries.

- **Building Upon a Strong Foundation**

On June 4, 1927, the Harvard Business School campus was officially dedicated and the school entered a new era of growth. The fledgling school was able to make this tremendous stride forward solely due to the generosity of George F. Baker. This exhibit explored Baker's impressive legacy at HBS and featured original documents on the planning and construction of the campus, and was prepared for the launch of Harvard Business School's Capital Campaign.

HARVARD MEDICAL SCHOOL

HARVARD SCHOOL OF PUBLIC HEALTH

HARVARD SCHOOL OF DENTAL MEDICINE

Countway Library of Medicine

Report of Judith Messerle, Librarian

The Francis A. Countway Library of Medicine is one of the more complex organizational entities within the Harvard University Library. Created in 1961 by an agreement between the Harvard Corporation and the Boston Medical Library (BML) (a separate 501(c)(3) organization), the Countway Library merged the management, services, and collections of the 120-year-old Harvard Medical Library and the 160-year-old Boston Medical Library. Both were formidable libraries at the time of the merger, and were to be physically united in the newly constructed Francis A. Countway Library in 1965.

The terms of the agreement (known as the treaty) called for library support for the following Harvard communities: the faculty, staff, and students at Harvard Medical School (HMS); and those institutions (currently 17 hospitals) with formal affiliation with Harvard Medical School, Harvard School of Public Health, and Harvard School of Dental Medicine. Additionally, the Countway serves as the biomedical library for the Harvard University Library system. At the time of the agreement, the BML was serving as a subscription library with a broad service constituency. The 1961 agreement includes stipulations that attempted to replicate that model. Countway is thus the library for the Massachusetts Medical Society and a tertiary library for the faculty and students at Tufts, Boston University, and University of Massachusetts schools of medicine, dentistry, public health, and veterinary science. Additionally, the library is the home of the nonprofit Boston Medical Library, reporting to its 27-member board of trustees, managing its portfolio, and serving the 200 fellows of the organization.



Judith Messerle
*Librarian of the Francis A.
Countway Library of Medicine
at Harvard Medical School*

While a Joint Library Committee (also stipulated in the treaty), with members from both the Harvard and the BML communities, serves as the overall advisory board for the Countway, the director formally reports to the largest funding body, Harvard Medical School.

Countway's principal mission is to foster the advancement of education, research, scholarship, and professional practice in medicine, biological sciences, public health, and dentistry by:

- ensuring access and linkage to the world's literature in biomedical and relevant social sciences;
- exploring and promoting effective utilization of information and knowledge;
- educating library users in the principles and techniques of information management;
- preserving an historical record through its scholarly, rare book, and archival collections; and
- creating a stimulating and synergistic setting for intellectual growth.

*The Countway is
a dynamic knowledge
center that inspires
intellectual curiosity,
supports scientific
research, and
promotes scholarly
investigation.*

Countway Library: Fiscal Year 2003

In another progressive year for the Countway Library, the Administrative Council developed a new vision for the library. Throughout the year the vision was discussed with the Countway staff, the Joint Library Committee and its subcommittees, and the trustees of the BML.

The new vision statement joins the mission statement in articulating the way in which the mission will be accomplished over the next five years. It focuses the Countway's energy in four distinct areas: basic science and medical research, education, a center for the history of medicine, and staff development. Work is under way to develop action plans supporting this new vision.

The vision statement reads:

The Countway is a dynamic knowledge center that inspires intellectual curiosity, supports scientific research, and promotes scholarly investigation. The Countway understands and serves its primary users through a vibrant proactive partnership, delivering timely information and quality networked products and data through a creative integration of knowledge sources and professional services. The Countway is an innovative center for the history of medicine and the medical humanities that promotes and supports scholarship by managing and preserving a diverse array of historical resources, and by providing a central place for the cultural and intellectual life of its clientele. The Countway community promotes creativity, encourages

growth, supports advancement, and provides an atmosphere that respects diversity and freedom of expression.

The new vision provides much latitude for growth and development. The net result has been the creation of a new support group for the Countway, “The Oliver Wendell Holmes Leadership Circle,” which will be officially launched in the next fiscal year.

Issues and Priorities

Scholarly Communication

Scholarly communication continues to be an issue of much attention and concern. Publishers’ pricing and online licensing strategies continue to diminish the resource pool that we are able to provide to our broad constituencies. For example, the fellows of the Boston Medical Library are, by licensing terms, not able to access the online journals to which the Countway Library subscribes. Under the direction of the BML, members were surveyed regarding interest in paying for separate license access to a subset of HOLLIS online resources. Results were not encouraging. This gulf in benefit between BML and HMS members represents the first time, in the 40-year marriage of the BML and Harvard, that there has not been equality of service.

The Countway joined, along with all of Harvard, the BioMed Central open-access initiative and offered full support for the newly created PLOS (Public Library of Science) effort to minimize this divide.

Fellowship Programs

Countway’s Rare Book and Special Collections program launched two fellowship programs this fiscal year. The library joined the New England Regional Fellowship Consortium, a collaboration of 15 major cultural agencies that offer awards annually. In this year’s round of competition, two fellows were awarded funds to conduct research using the Countway collections.

In September, Countway inaugurated its first fellowship program, the Francis A. Countway Library Fellowship in the History of Medicine. This fellowship program is funded by the BML Abel Lawrence Peirson Fund.

New Web Site

During FY 2002–2003, Countway Library launched a new web site, <http://www.countway.harvard.edu>. The site provides easy access to

Countway resources for our widely distributed clientele. Access for online subscription is available to all Harvard ID holders and to E-Commons participants at HMS. The Countway Digital Library, which is the cornerstone of the web site, gives approved users access to such sophisticated linking tools as SFX and MetaLib, as well as the 11,000 electronic journals and databases that are included in HOLLIS.

Research Computing

Countway assumed responsibility for the HMS Research Computing Center at HMS in May 2002. Work throughout the year has been focused on understanding needs by interviewing faculty in the basic science units. Evaluating staffing and enhancing bench tools access were key activities for the year.



*The Countway Library of
Medicine*

HARVARD GRADUATE SCHOOL OF EDUCATION

Gutman Library

Report of John W. Collins III, Librarian

Mission

The mission of the Monroe C. Gutman Library is to support teaching and research at the Harvard Graduate School of Education (HGSE) by providing access to information in the field of education; teaching information literacy skills pertaining to information retrieval and evaluation; and supporting the collections, equipment, and staff in a manner that ensures that the library will remain a leader among education libraries.



John W. Collins III
*Librarian of the Monroe C.
Gutman Library of the Harvard
Graduate School of Education*

Research Services

The Research Services department was a full participant in HGSE's "Scaling Up: A Usable Knowledge Conference," March 20 through 21, 2003. The department provided an online individual reading list for each presenter, including links to full-text articles, biographical information, and the individual's CV. Additionally, presenter information gathered by the department was utilized by conference moderators and the media prior to and during the conference.

This year, Research Services staff redesigned the library's web site with HGSE's new web template. This new and very successful design provides seamless access to the services and resources of Gutman Library and easy navigation. The department continues to ensure quality and consistency on the library web pages.

The Research Services department worked toward a lack of redundancy in the production, editing, and distribution of the library-generated publication *Current Awareness*. *Current Awareness* is now offered as an online service to the HGSE community and the greater Harvard community. This online service makes available current tables of contents and, nearly always,

links to full text for journals in education and related fields represented in Gutman Library's collection.

The Research Services department continues to assist students in accessing course web sites, online lecture notes/assignments, and electronic reserves. Understanding how to use PowerPoint, Adobe Photoshop, web authoring tools, and EndNote has become standard for today's graduate student. Incorporation of this technology into the library's public workstations and staff expertise is a logical step toward providing the HGSE community with the technology and information they need at the place they need it. The department publicized and developed new instructional programs, including co-teaching of EndNote with Technology Learning Center staff.

At Gutman Library,

Distance Services

bridges the resources

of both the

Research and Access

departments to

supply seamless

service to patrons

who are conducting

research away

from campus.

Access Services

The past fiscal year was the first full year of operation for the new Distance Services program. The Association of College and Research Libraries' (ACRL) *Guidelines for Distance Learning Library Services* addresses the provision of equitable library services and resources for faculty and students wherever they are located. At Gutman Library, Distance Services bridges the resources of both the Research and Access departments to supply seamless service to patrons who are conducting research away from campus. Following the ACRL guidelines, the Distance Services delivery program provides access to Harvard's collections and interlibrary loan services by sending books from Gutman and Widener libraries and photocopies of journal articles from Harvard and other libraries to students registered in absentia, students living more than 50 miles from campus, Urban Superintendents Program students, and faculty on leave.

Reserve services underwent a major overhaul this year. The library converted from its automated reserve system, created in-house and used for over 15 years, to the Aleph reserve program. The former system, while automating all functions of the reserve process, did not allow for automated circulation. This was a frustrating issue for students, as reserve items circulated manually. While it was time-consuming to convert to the Aleph reserve system, as new records had to be created for all reserve items, the ease of circulating the items was extremely welcome.

Interlibrary loan services installed new Ariel software, which allows for direct-to-patron electronic delivery of interlibrary loan article requests. The speed with which interlibrary loan requests can now be filled was unthinkable only a short while ago.

Collection Development/Special Collections

This year witnessed the first complete academic year in which Special Collections was a fully operational public service unit of the Collection Development department. The new Special Collections Reading Room, available to researchers of the collections and the HGSE/Harvard community, the stacks, and the office area, were welcome additions to the library. In addition to the classes and visitors who were finally able to research the collections in a comfortable and spacious setting, a number of events took place in the Reading Room throughout the year. Gutman Library hosted its first formal meeting with Dean Ellen Condliffe Lagemann in the Reading Room at the beginning of the academic year; the Boston Area Superintendents' Roundtable, with guest speaker President Lawrence Summers; the Harvard-Radcliffe Archivists' Group; the HGSE Alumni Council; and the University Visiting Committee reception. In conjunction with the memorial service held at the Gutman Conference Center for Harold Howe II, former US Commissioner of Education and HGSE faculty member, an exhibit based on his papers in Gutman's Special Collections was prepared for the guests and remained available for viewing by the HGSE community during the Spring 2003 semester.

The new space made it possible to unpack over 400 boxes of materials collected by Jeanne S. Chall, the late eminent scholar in the field of reading. A special collections cataloger was hired to work on cataloging the collection, as part of Dr. Chall's gift to the School. Among the gifts received this year was a collection of US Public School Reports, approximately 10,000 items originally in the Department of Education Library in Washington, DC, transferred to Gutman by Teachers College, Columbia University. Following an inventory of this gift, these materials will be integrated into our existing collection of Public School Reports, 1800 to 1940.

In other areas of collection development, Gutman was represented on the Electronic Books Task Force. E-book vendors were contacted, interviews were held, and issues were delineated for a collaborative effort to make E-books accessible at Harvard. As this investigation proceeds, Gutman plans on participating in a University-wide acquisition of electronic books.

The seventh annual "Celebration of Faculty and Staff Authors" took place on March 31, 2003. Sponsored by the Dean's Office, this event honored HGSE authors who published books or created multimedia productions during the past year. The occasion also marked the 83rd anniversary of the School's founding on March 8, 1920. The *Harvard Gazette* published several photos that captured the spirit of the celebration.

Technical Services and Library Systems

Technical Services continues to acquire, catalog, and process all material in all formats for the library.

Highlights from last year continue to be centered on using Aleph, the new online system from Ex Libris. The technical services mode is particularly labor-intensive and involves adjusting the workflow in many cases. Several projects were continued from last year. These include:

- the cleanup of various HOLLIS bibliographic and financial records, as well as the addition of information to certain fields for all our serial titles;
- continued work on a comprehensive inventory of our periodicals collection and the corresponding updating of all records in HOLLIS;
- continued updating of our serials records in order to use the predictive check-in function of Aleph;
- cataloging and processing of the Chall Special Collection; and
- continuing to fine-tune the various procedures and fees charged to process dissertations and SQPs for the Graduate School of Education.



The Monroe C. Gutman Library

One project started this year was the cataloging of electronic resources into Aleph. This is part of a University Library-wide effort to fully catalog integrated resources into HOLLIS. Gutman Library participated in the development of guidelines and rules to handle this format.

A new Special Collections cataloger joined the library staff this year. The Technical Services Cataloging staff worked closely with this new staff member, Bruce Arnold, on learning Harvard local standards and practices, as well as classifying into the Library of Congress system.

Conservation projects included repairing books from the circulating collection and Special Collections, as well as assisting in staffing the new Special Collections department area in the basement of the library.

Library Systems continued to update the various software programs on public workstations and staff machines. The Gutman Library Web Committee finished a complete redesign of the library's home page, located at <http://www.gse.harvard.edu/library>, in order to conform to the new HGSE main page.

This year also saw the end of two print publications, *Current Awareness* and *Recent Acquisitions*. These were replaced in part by an online version of *Current Awareness* on Gutman Library's web page with links to full text or abstracts. The URL is <http://www.gse.harvard.edu/library/services/ca.html>.

Harvard Law School Library

*Report of Harry S. Martin III,
Henry N. Ess III Librarian and Professor of Law*

Harvard Law School, established in 1817, is the oldest existing law school in the US. Since the early days of the 19th century, when six students were taught by two professors, more than 60,000 students have studied at Harvard Law School. Its 33,000 living alumni/ae include five of the nine justices on the Supreme Court of the United States. The Law School campus includes 21 buildings, plus rented office space. With more than 150 faculty members, 1,900 full-time students, 17 distinct research programs, and a curriculum of 268 different courses and seminars, Harvard Law School is the world's premier center for legal education and research.

The Harvard Law School Library is the second largest unit among the University's more than 90 libraries. Nearly 100 library staff members manage a collection of two million books or volume-equivalents on a budget exceeding \$10 million. Ten of our 36 librarians are also lawyers, most of whom are actively engaged in an expanding program of formal and informal research instruction. A \$35 million renovation of Langdell Hall, completed in 1997, improved the ability of the largest academic law library in the world to support the teaching and research activities of the School and to serve as a resource for legal scholars throughout the world.

The major event of FY 2003 was the launch of a new web site, the Nuremberg Trials Project, devoted to analysis and digitization of documents relating to the Nuremberg Trials. When completed, the site will make available on the web for the first time more than one million pages of documents related to the 13 trials of military and political leaders of Nazi Germany and other accused war criminals before the International Military Tribunal (IMT) and the United States Nuremberg Military Tribunals (NMT). The collection can be found at <http://nuremberg.law.harvard.edu>.

These documents are of particular value to lawyers, scholars, and officials in the areas of history, genocide and war crimes, religion, ethics, and current international criminal tribunals. Over the years, the collection has received



Harry S. Martin III
*Henry N. Ess III Librarian and
Professor of Law at Harvard
Law School*

regular use by scholars and others interested in this significant historical event.

The prosecution of Nazi political leaders and “major” war criminals from broad sectors of German society represented an unprecedented effort to punish people accused of war crimes. The charge of “crimes against humanity” originated in Nuremberg and set a precedent—albeit somewhat delayed by the international divisions of the cold war—for the ad hoc tribunals to try war crimes committed in the former Yugoslavia and Rwanda and for the creation of the International Criminal Court. The chief US prosecutor at the main trial, Robert Jackson, stressed that war crimes are war crimes no matter what country commits them and irrespective of the war being waged.

To preserve their contents and to continue to make these documents accessible to scholars, the Law Library began investigating preservation alternatives in 1996, fueled by a grant from the Kenneth and Evelyn Lipper Foundation.

The IMT trial was the only trial of Nazi war criminals that was conducted by an international tribunal. Later, other Nazi war criminals were placed on trial, many in the same courtroom where the Nuremberg trial had occurred. Each of these 12 subsequent trials, however, was conducted by a single country. The Americans, for example, tried the defendants who had performed medical experiments on prisoners; the British tried the men who had run the Bergen-Belsen concentration camp. These trials continued for several years until the American, British, and French turned the work over to German courts. As late as 1965, defendants were still being tried in Germany for the crimes they committed during the Holocaust.

Documents relating to the initial trial of the Nazi leadership are readily available. But the documents relating to the trials of other groups and individuals for medical experimentation on humans, torture of POWs, use of slave labor, plunder and spoliation of private property, mass murder of civilians, and the manufacture of chemical weapons are harder to find.

After the 12 Nuremberg trials subsequent to the trial of the main political leaders were completed, multiple copies of the documentation remained in the hands of the tribunal. These were sorted and distributed to several libraries in the United States, after a complete set was delivered to the National Archives. Harvard received two sets from different sources and the necessity to collate and integrate these copies produced the most usable collection in the US.

However, many of these documents are now in a very fragile condition. The photostats, mimeographs, and typescripts were produced on ordinary paper available at the time and were never meant to be archival. The collection has now been closed to outside researchers. To preserve their contents and to continue to make these documents accessible to scholars, the Law Library

began investigating preservation alternatives in 1996, fueled by a grant from the Kenneth and Evelyn Lipper Foundation. Mr. Lipper graduated from the Harvard Law School in 1965.

The National Archives has microfilmed many of its holdings, so we decided to investigate a digital project. Fortunately, the University Library was just beginning to explore digital preservation as well, and the Nuremberg Project was able to utilize services developed by the Library Digital Initiative.

The first stage of the project presents documents from and relating to Case 1 of the United States Nuremberg Military Tribunals trials, known as the Medical Case or the Doctors' Trial. On December 9, 1946, an American military tribunal opened criminal proceedings against 23 leading German physicians and administrators for their willing participation in war crimes and crimes against humanity. These included a "euthanasia" program, the systematic killing of those they deemed "unworthy of life"—the mentally retarded, the institutionalized mentally ill, and the physically impaired. The doctors also conducted pseudo-scientific medical experiments, utilizing thousands of concentration camp prisoners without their consent. Most died or were permanently crippled as a result. Most of the victims were Jews, Poles, Russians, and Roma (Gypsies). After 140 days of proceedings, the testimony of 85 witnesses, and the submission of almost 1,500 documents, the court issued its verdict on August 20, 1947. Sixteen of the 23 doctors were found guilty. Seven were sentenced to death. The judgment of the tribunal laid down ten standards to which physicians must conform when carrying out experiments on human subjects. The principles established by this code for medical practice now have been extended into general codes of medical ethics, including the International Code of Medical Ethics.

The initial step in digitizing this material was to check the physical organization of the documents. Then we designed a database that could capture pertinent information about each document, including its progress through the various stages of the project. After that, each document was analyzed and information was entered into the database. Groups of documents were then taken to Harvard College Library's Digital Imaging Group (DIG) in Widener Library and scanned. The documents include briefs, arguments, and supporting evidentiary documents. DIG will produce approximately 16,000 digital images for the Medical Case alone. DIG produces high-definition TIFF images that are transferred to the Digital Repository Service (DRS), the University's LDI-generated central storage and retrieval system for digital materials. DRS is managed by University Information Systems under contract to the University Library. The Digital Imaging Group sends

JPEG images to the Law School Library for inclusion in the Nuremberg server at the library. The database is then updated automatically with links to the images.

A parallel project includes converting the 11,500 pages of trial transcript for this case to a keyword-searchable text file. A copy of the transcript was sent to a keying house and the electronic text has been received. The transcript is then proofread. After proofreading, corrections are made and XML tagging is added. Links are constructed in the transcript to every trial or evidentiary document cited. The transcript can thus be searched on its own or used to locate evidence documents.

The material can be searched and viewed in a variety of ways. For example, you can search for a specific document or a group of documents via the document search engine, and then see the document analysis information for those documents and the images of those that have been photographed. Or you can read the transcript and link to the analytical information and digital photographs of documents cited there. Both the document search engine and the transcript search engine provide multiple ways of conducting searches, including document searches by author, date, literal and descriptive titles, evidence code number, trial date, transcript page number, and transcript searches by keyword, transcript speaker, evidence code number, and page number. For details, see the introductions in the search engines themselves.

The web site currently provides:

- 6,755 digital photographs of pages of Case 1 trial documents and related evidence file documents (including all of the prosecution trial documents in the collection, two-thirds of the defendants' trial documents, and some of the evidence file documents);
- analytical data on all trial documents and related evidence file documents for NMT 1 (*USA v. Karl Brandt et al*) and NMT 2 (*USA v. Erhard Milch*), and most of these documents for NMT 4 (*USA v. Oswald Pohl et al*);
- the keyed text of the first seven days of court proceedings in the Case 1 trial transcript (through December 13, 1946: approximately 500 pages);
- a complete introduction to the project, the documents, and the trials worked on so far;
- a search engine for all the documents that have been analyzed so far (5,842 in all);
- a search engine (including full-text queries) for that portion of the Case 1 transcript currently available; and
- links between these various elements.

When all of the 13 Nuremberg trials are digitized, the web site will contain 1.5 million pages of transcripts and 1,035,000 images of documents.

What began as a preservation project has become a major web-publishing project. Over a dozen library staff across the University have been involved. The web site has proven very popular and is accessed from many different countries, with the US and Germany leading the list. Access to these documents is broader than before. The result has been to educate a new generation of world citizens about the fragility of human civilization and the necessity of vigilance. The trial materials—with immense factual detail and careful legal analysis—indicate the significance of the rule of law in the face of unspeakable horrors.

“The wrongs which we seek to condemn and punish have been so calculated, so malignant, and so devastating that civilization cannot tolerate their being ignored because it cannot survive their being repeated.”

Robert Jackson
Chief Prosecutor
International Military Tribunal



Harvard Law School Library

John F. Kennedy School of Government Library

Report of Ellen Isenstein, Director



Ellen Isenstein
*Director of the John F. Kennedy
School of Government Library*

History and Mission

The library was established in 1978 when the School moved to its present location on JFK Street. The print collection, which consists of approximately 56,000 volumes and 1,700 serial subscriptions, reflects the multidisciplinary nature of the School's teaching and research activities.

The goals of the KSG library are:

- to provide a working collection of up-to-date materials in the areas of public policy, government and politics, management, international affairs, and related areas;
- to offer expert guidance to students, faculty, and other researchers in locating, evaluating, and making efficient use of information resources relevant to the interests of the Kennedy School; and
- to serve as a gateway to the wealth of information resources available at Harvard and beyond.

Transitions

With the beginning of the 2002–2003 fiscal year came the transition to the new HOLLIS. Despite months of preparation, adjusting to the new system was a major challenge. Almost everyone on the staff, whether they worked in acquisitions or cataloging, circulation or reserves, had to relearn their jobs. Previously established workflow procedures had to be modified, and several unanticipated problems had to be resolved. A backlog of new material had accumulated during the period when the old database had been frozen and had to be processed as quickly as possible. The pressure to get productivity up to speed was exacerbated by a change in the Kennedy School's calendar. This year, for the first time, final exams were to take place before the holiday break in December. To accommodate the change, classes began a week earlier than they had in the past, and we had to have material for course reserves ready by the end of this unusually short summer.

An extraordinary level of staff turnover complicated this stressful period. Several members of the support staff left the library during the summer to take higher-level positions and we also had to fill our newly created reference/cataloging assistant position. Consequently, a significant amount of time had to be devoted to hiring and training new staff.

Added to all of this was the implementation of PeopleSoft in early fall. In anticipation of the transition to the new system, there was a blackout period during which temporary employees could not be added to the payroll. Unfortunately, this hiring freeze, while brief, coincided with the week when we should have been hiring student assistants to staff the circulation desk for the academic year.

But thanks to the hard work, creative problem-solving, and extraordinary dedication of the staff, the start of the school year went smoothly. Between the transition to the new HOLLIS and to PeopleSoft, the staff turnover, and the truncated summer, we had gone through what could be called, in meteorological terms, a perfect storm, and made it through intact!

Raines Gift

Just before the winter recess, we received the wonderful news that Franklin D. Raines '71, JD '76, and Wendy Raines '79 had made a handsome gift to the library. Thanks to their generosity, we were able to restore the funds that had been cut from our book budget the previous year and reinstate our "after-hours study hall" that had been eliminated in the fall. During the spring semester, we increased our book buying to more or less normal levels. However, welcome as that was, it raised a new issue—staffing. We had lost a .5 FTE cataloging assistant position as a result of the School's budget crisis the previous year. While we managed to get along during the fall, it was clear that with an increase in ordering, we would need additional staff time both to catalog the additional books and to de-catalog the books we need to weed from the collection to make room for new material. Fortunately, we were able to budget for another .5 FTE library assistant position for the 2004 fiscal year.

Virtual Book Tour

The KSG Virtual Book Tour, initiated the previous fall, had another successful year. The library took over the responsibility for the content, while the Information Technology Services and StudioKSG groups provided technical support. Thirteen books, authored or edited by Kennedy School faculty, were featured on the fall "tour." By the end of the semester, it became

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clear that the original schedule, which called for a new book each week, was overly ambitious. So beginning with the Spring 2003 tour, the schedule was modified to highlight only eight books, with new books introduced every other week. The web statistics we collect on the Virtual Book Tour indicate a considerable level of interest, with an average of about 500 unique visitors per day. The book tour has a broad reach, with 13% of its visitors reported to be of international origin.



*The John F. Kennedy School
of Government Library*

Library Web Site

This year our staff expended an unusual amount of time on the library's web site. First, we had to redesign its look and functionality to conform to the School's newly created standards for web design consistency among the administrative departments. As part of that project, we participated in the design of an Information Services web site that provides access to the sites of the library, Information Technology Services, and StudioKSG from one consolidated page. The ultimate goal was to create a coordinated web site that offered a unified look and feel for each of its component parts. However, given the diversity of content provided by each group, success in this area was limited. While engaged in the redesign process, we also had to continue with the time-consuming routine maintenance of our web site. Pages have to be updated regularly and broken links discovered and fixed. The care and feeding of our web site is an increasingly important part of our role, while other, more traditional activities continue unabated. Remarkably, we have managed to add this web work to our other public services activities with no increase in staff.

Other Activities

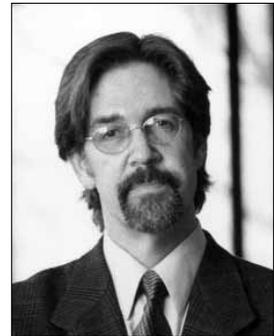
This year we added about 2,500 volumes. This number is somewhat lower than in the past because for the first half of the year, until we received the Raines gift, we were operating under a reduced acquisitions budget. Circulation continued at a high level, especially for reserves material. Our interlibrary loan statistics have remained fairly constant from year to year, with the number of items lent to non-Harvard libraries typically exceeding the number we borrow. On the other hand, within Harvard we have been consistently borrowing significantly more material than we lend. The reference staff maintained a busy schedule of library instruction to groups of students, faculty assistants, and research fellows in addition to one-on-one research consultations. They also responded with skill and efficiency to the dozens of inquires that researchers presented to them each day by phone, by e-mail, and in person. Finally, the staff made considerable contributions of their energy and expertise to a number of committees sponsored by the Kennedy School, the Harvard library system, and national and regional library organizations.

HARVARD DESIGN SCHOOL

Loeb Library

Report of Hugh Wilburn, Librarian

The Harvard Design School (also known as the Graduate School of Design or the GSD) offers professional, post-professional, and doctoral degrees in architecture, landscape architecture, and urban planning and design. The Frances Loeb Library supports the work and research of the Design School community, which includes 590 students; 50 tenured, adjunct, associate, and assistant professors; 50 visiting faculty and design critics; and 100 staff members. The library also serves students and faculty throughout Harvard, design professionals, and visiting scholars from around the world.



Hugh Wilburn
*Librarian of the Frances Loeb
Library of the Harvard Design
School*

Growth of Online Catalogs

A theme throughout the work of librarians at the Loeb Library this year was growth and change of the online catalogs that provide access to the holdings of the library. The most noticeable manifestation of this work was the successful implementation of the Aleph integrated library system as the new engine underlying the HOLLIS catalog for Harvard's books and periodicals. The process drew upon the experience of a number of librarians from the Design School who were members of planning teams during the years leading up to this momentous change. All staff members received training for the new system and its various modules, and devoted significant amounts of time during the summer and early fall weeks to understanding the scope of the changes and the potential of the new catalog.

VIA (Visual Information Access), the online catalog for images held in the Harvard libraries and museums, is also undergoing a reimplementation process. Visual Resources Librarian Ardys Kozbial is leading this effort as chair of the VIA Steering Committee. The group specified desired functionality for an improved catalog, evaluated software options, and recommended the path chosen by the University Library Council to develop the catalog here at Harvard. The new VIA catalog, scheduled to appear in 2004, will

provide enhanced visual access to the images described by catalogers from a variety of library contributors.

The library's Special Collections department continued a project funded by Harvard's Library Digital Initiative to provide contributions to OASIS, Harvard's online catalog for manuscript and archival collections. A mapping scheme was developed to convert data in existing online finding aids to the EAD (encoded archival description) data scheme utilized by OASIS. Extensive records for five collections were uploaded to OASIS: the Ferrari-Hardoy Collection, the Roberto Burle Marx Collection, the George R. Collins Research Collection on the Linear City, the Dan Kiley Archive, and the Josep Lluís Sert Collection. In addition to providing web-based access to these collections, the LDI grant has provided for the refinement of the department's database, which will allow accelerated processing of future finding aids.

Collections and Technical Services

Collections activity this year included continued review of vendor performance for library approval plans. Sarah Dickinson, collections librarian, worked with subject selectors in revising the library's approval plan profile for publications from the United States and Britain, and worked directly with vendors in refining German and French receipts on approval. Aging open orders were reviewed to identify titles to pursue, and an evaluation of all titles identified as "lost" or missing were reviewed for possible replacement or withdrawal. Serial subscriptions continue to be evaluated, with program focus, local space constraints, duplication of titles held elsewhere in the University, and the presence of electronic formats and the attendant electronic licenses all adding additional considerations in the review of titles for cancellation. The learning curve associated with the implementation of the Aleph system to replace the old HOLLIS processing modules resulted in an initial slowing down of daily processing. However, by the end of the fiscal year the Technical Services department, managed by Janet Rutan, not only resumed the normal level of daily workflow but also successfully eliminated a processing backlog that had been in the department for several years.

Public Services

Students and faculty immediately realized service improvements from the new HOLLIS catalog. The new system provides readers the ability to see their borrowing record and the ability to renew loaned books online, a change that was enthusiastically welcomed by the Design School communi-

ty. The number of renewals jumped from 7,716 before the new catalog to 33,671 during the year following the reimplementation of HOLLIS. Students and faculty can also recall books on loan to other borrowers, or request that a book be held for them when it is returned. Recalls and holds increased from 783 to 2,831 requests.

The volume of materials used inside the library as well as those circulated outside the library continued to increase, as noted in the last annual summary. A significant increase in the shelving statistics was noted, growing from 81,175 to 121,726 in the last year. The growth in use of the collections created a temporary shelving backlog. Following frustration expressed by the Design School's Student Forum, new goals and workflow were established by the Public Services staff and material moved through the shelving staging area at record speed.

While activity in reserves and interlibrary loan remained constant, the level of reference activity decreased. As more material supporting individual classes appears online and students find easy answers, if not always complete ones, through quick Internet searches, the number of requests for assistance at the reference desk has declined in all categories (directional questions, reference questions, bibliographic instruction, help with searching). In the coming year, librarians will work with faculty and with new options available through online courseware to identify opportunities for instructional intervention that are directly related to course assignments.

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Special Collections

Following the conclusion of the LDI project to contribute finding aids to the OASIS catalog, mentioned above, Librarian for Special Collections Mary Daniels and Project Archivist Inés Zalduendo turned their attention to the upcoming centennial celebrations in honor of former Dean Josep Lluís Sert. Two exhibitions and an accompanying symposium were planned for fall 2003. The theme of the GSD exhibition and its related symposium is to be "Josep Lluís Sert: The Architect of Urban Design." The second exhibition will take place in the Sert Gallery in the Carpenter Center and will be called "Josep Lluís Sert: Architect to the Arts II." Conservator Irina Gorstein, who succeeded longtime conservator Jim Reid-Cunningham following his departure to the Boston Athenaeum, immediately began work on the first of what were to be hundreds of drawings selected for the Sert exhibitions.

Exhibitions held in the Special Collections department included "Wendingen: The Merging of Word and Image," an exhibition focused on the influential Dutch journal, organized by Inés Zalduendo; and "Collegiate

Georgian: Origin of Species,” a selection of 18th-century imprints, the gifts of Richard P. Dober, MCP ’57. The resignation of Loeb Library Conservator Jim Reid-Cunningham prompted an exhibition of repairs, boxes, specialized conservation treatments, and fine bindings created by Reid-Cunningham during his years of close association with the department. Cammie McAtee, a doctoral candidate in the Department of the History of Art and Architecture, first met British architect Peter Smithson while she was associated with the Canadian Centre for Architecture in Montréal. Her friendship with him was the inspiration for “Celebrating Alison + Peter Smithson,” an exhibition that McAtee prepared using both library materials and Smithsonian from her own collection. Peter Smithson, who died in March 2003, had designated the Special Collections department as recipient of his professional archive.

Significant among the gifts received by the Special Collections department were the following:

- *Desde Barcelona...Arquitecturas y Ciudad, 1958–1975* (gift of Josep Rovira);
- a limited-edition photoprint of the World Trade Center, the work of William A. Anderson (gift of the Office of the President, Harvard University);
- a typescript copy of the European travel diary of Charles Eliot (gift of Alexander Goriansky);
- a selection of drawings and other material related to the “Jerusalem Studios” (gift of the Office of Moshe Safdie);
- two drawings by John Hejduk and a model of a Hejduk “wall house” (gifts of Ulrich Franzen, MArch ’48, in honor of Toshiko Mori); and
- *Ludwig Mies van der Rohe: Drawings in the Collection of the Museum of Modern Art*, introduction and notes to the plates by Ludwig Glaeser, New York: MOMA, 1969. Number 34 of 125 numbered copies of the unbound and boxed, limited-edition portfolio (gift of Glenn Garrison, Loeb Fellow ’84, in memory of his father-in-law, Joseph J. Shapiro, who originally gave the portfolio to Mr. Garrison).

Visual Resources

Two significant visual collections were acquired by the department during the past year. Christopher Hail, former assistant librarian, gave the library a collection of 24,000 slides he photographed documenting almost every building in Cambridge, Massachusetts, from 1980 to 2000, as well as most Harvard University buildings in Cambridge and Boston. The library also purchased the archive of photographic negatives created by Aerial Photos International, Inc., of Norwood, Massachusetts. The 150,000 images in the

collection document changing aerial views of New England and East Coast cities and towns from 1950 to 2000. Both collections await cataloging and digitization, and when fully processed will provide a wealth of visual information for researchers, including housing forms, urban and suburban growth patterns, and city planning.

A grant from Harvard's Library Digital Initiative funded a project to identify the buildings and sites taught in a six-module history sequence required of all Master of Architecture students at the Design School. Slides in the collection documenting these buildings and sites will be cataloged for the online VIA catalog and gaps in the collection will be filled. The project is the first phase of a larger project that will digitize images for these buildings and sites for use in the VIA catalog, in the classroom, and on course web sites.



The Frances Loeb Library

Library Information Systems and Instructional Technology

Librarian for Information Systems and Instructional Technology Kevin Lau worked on many different projects for the library and the Design School, a few of which are mentioned here. Lau and project staff working for him provided the technical support needed to accomplish the LDI-funded finding aids project in the Special Collections department. For another LDI project, Lau chaired a study of the digital archiving needs of the Design School, coordinating this effort with a look at larger University-wide archiving needs by chairing two working groups of librarians and archivists from across the University. The project will conclude during the coming year with a report and recommendations.

Lau co-chairs the Design School's Instructional Technology Group with Stephen Ervin, director of the school's Computer Resources Group. Together they led a pilot test and evaluation of the University's iCommons set of course management tools as possible replacements for the locally developed GSD Courseware tools for web-assisted instruction. A recommendation was made to Dean Peter Rowe's advisory committee on information technology that the school implement the iCommons tools during summer 2003. Lau worked closely with iCommons staff and with Design School faculty during the pilot phase, and will continue to support faculty as they expand their use of web-based instructional tools.

During the coming years, the library will increase the integration of infrastructure and content delivery between the collections and services offered by the library and course-management systems used by the Design School's faculty, students, and staff.

RADCLIFFE INSTITUTE FOR ADVANCED STUDY

Schlesinger Library on the History of Women in America

*Report of Megan Sniffin-Marinoff,
Deputy Director and Librarian*



Megan Sniffin-Marinoff
Deputy Director and Librarian
of the Arthur and Elizabeth
Schlesinger Library on the
History of Women in America
at the Radcliffe Institute for
Advanced Study

Founded in 1943 with a donation of women’s rights materials from Radcliffe alumna Maud Wood Park (Radcliffe 1898), the Arthur and Elizabeth Schlesinger Library on the History of Women in America is now a national resource for materials essential for understanding women’s lives and contributions. The Schlesinger Library comprises one of the largest and most significant English-language collections of published and unpublished sources that together document the range of issues, organizations, and activities in which American women have been central. Especially well-represented among the 2,500 manuscript collections, 60,000 images, and over 75,000 books are suffrage and women’s rights, social reform, family history, health and sexuality, work and professions, culinary history, and gender issues. The library also houses the official records of Radcliffe College from its inception in 1879 as the “Harvard Annex” to its merger in 1999 with Harvard University. Included among the holdings of the Schlesinger Library are the papers of Susan B. Anthony, Judy Chicago, Julia Child, Amelia Earhart, Betty Friedan, Charlotte Perkins Gilman, Emma Goldman, Pauli Murray, and Harriet Beecher Stowe. The library is open to all.

Collection Growth

One of this year’s most significant acquisitions is a collection of the papers of the late poet, essayist, critic, and activist June Jordan. Generous assistance from Harvard’s W. E. B. Du Bois Institute for African and African-American Research helped make this acquisition possible. Called the most published African-American writer in history, Jordan was the author of more than 25 works, including *Kissing God Goodbye: Poems, 1991–1997* and *Things That I Do in the Dark*. Interest in this collection has been extremely strong

since the acquisition was announced, and processing the Jordan papers is a high priority in the coming years.

Other important acquisitions include the papers of the indomitable Mae West. Her small collection, containing scripts, contracts, affidavits, audiotapes, and family photographs, documents the career of this glamorous stage and film star, who was also a writer of screenplays, novels, and an autobiography, and, during the Depression, was one of the wealthiest women in America. The acquisition of the records of Cambridge-based New Words, one of the oldest and largest women's bookstores in the country, will enable the library to document the store's pioneering role in making material by and about women available to readers locally, nationally, and internationally. Another newly acquired collection, the records of the United States Women in the Air Force Band, includes correspondence, photographs, and newsletters documenting the band's ten-year history from 1951 to 1961. The gift of her flight logbooks documents Mary Hanson Hirsch's career as a flight instructor and one of the first commercial pilots.

Of the 17 new Radcliffe College alumnae collections, two contained rich documentation of Radcliffe and its students before World War I and during and after World War II. The papers of Eleanor Stabler Brooks (Radcliffe 1914) include her scrapbook, correspondence with her parents, letters with classmates, and courtship letters with her husband Charles Franklin Brooks (Harvard 1911, and later professor of meteorology at Harvard). This multi-generational collection is valuable for both Harvard and Radcliffe history. Anne Murray Morgan's correspondence with friends and parents and her college scrapbooks provide insight into student life and behavior in the 1940s. Her parents' courtship letters relating to their service in France in World War I and the papers documenting Morgan's volunteer activity in later life are also significant.

Collection Description

Three important grant-funded projects kept manuscript department staff unusually busy during the year.

In September, staff opened the first of 800 cartons of unprocessed papers and records representing some of the library's most significant 20th-century collections. This task marked the beginning of a 22-month, half-million-dollar processing project entitled "The Second Wave: Documenting the Women's Movement in the United States." The project is partially funded by a grant from the National Endowment for the Humanities. Eight collections were chosen to be part of the Second Wave Project: Judy Chicago, Catherine

East, Wilma Scott Heide, Marguerite Rawalt, the Boston Women's Health Book Collective, the National Organization for Women (NOW), NOW/Papers of Officers, and the Women's Equity Action League. The documents in the cartons comprising these collections have the potential to fit important pieces into the complicated history of the women's movement.

The Photo Access Project, generously funded for several years now by the Mellon Foundation, made impressive strides forward. Project staff cataloged 11,584 photographs, exceeding every month's projected goal. After much wrestling with questions of copyright establishment, the library's project developed procedures that the Mellon Foundation now uses as a model for other Foundation-funded projects.

The renovation project, guided by the firm of Venturi, Scott Brown and Associates, will ensure the long-term preservation of the library's collections by improving environmental and security systems, including a much-needed overhaul of the library's heating, ventilation, and air units.

The Library's third grant-funded project, the Encoded Archival Description Evaluation and Retrospective Conversion Project, partially funded by Harvard University's Library Digital Initiative, also exceeded expectations. Beginning in 2001, the project was originally planned to include 84 finding aids of 19th- and 20th-century family papers. The work plan and procedures that project staff fine-tuned enabled them to expand the scope of the project significantly to include 215 finding aids, of which almost 200 are complete at the end of this fiscal year.

Regular processing work continues apace as well. Among several manuscript collections processed and opened to researchers this year, two are especially significant. The papers of Ada L. Comstock (1876–1973) provide a glimpse into the personal life of Radcliffe College's third president. Especially interesting in the collection is correspondence between Comstock and her family, friends, and husband, Wallace Notestein, including letters from the 35 years prior to their marriage in 1943. The papers of political activist, writer, composer, and expatriate Shirley Graham Du Bois (1896–1977) include correspondence, manuscript scores, speeches, photographs, and diaries. In 1951, she married W. E. B. Du Bois, and the collection documents their increasing involvement in leftist causes and their immigration to Ghana in 1961.

Collection Use

After three years of nominal increases, the library experienced a marked upturn in the number of in-person and e-mail reference queries this year—12% and 15% respectively. In addition to regular use of the collections, several classes used the holdings for specific courses. In July, Dean Drew Faust held her second weeklong seminar for secondary school teachers. Funded by the Gilder Lehrman Institute of American History, the seminar, which

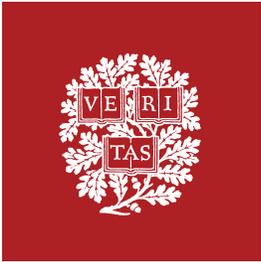
focused on women in the Civil War era, gave participants the opportunity to explore the rich primary resources of the library. In September, the library welcomed a section of Harvard's History 98B, "Exploring American History Through the Resources of the Schlesinger Library." Designed to introduce students to the art of historical research and writing, this junior tutorial met weekly at the library and was taught by Susan Ware, editor of the Notable American Women Project, which is located at the library. In addition to these groups, more than 275 people participated in library tours and instruction classes, including students from Harvard and from other local colleges and universities.

Special Projects and Events

Much time was spent this year finalizing plans for the renovation of the library building. The renovation project, guided by the firm of Venturi, Scott Brown and Associates, will ensure the long-term preservation of the library's collections by improving environmental and security systems, including a much-needed overhaul of the library's heating, ventilation, and air units. The library is scheduled to shut down temporarily in early 2004, with collections sent to the Harvard Depository and the staff relocated to several sites on the Radcliffe Institute campus. The completion date for the renovation project is anticipated to be early in 2005.



The Schlesinger Library



STATISTICS

ANNUAL REPORT 2002–2003



TABLE A: SUMMARY OF GROWTH AND EXPENDITURES OF THE UNIVERSITY LIBRARY, 2002-2003

	G R O W T H			E X P E N D I T U R E S					
	Increase		Present Extent in Volumes and Pamphlets (a)	Salaries and Wages	Cost of Retirement and Health Programs	Books and Other Library Materials	Binding	Other Costs (b)	Total Expenditures (c)
	Gross	Net							
I. UNIVERSITY LIBRARY	1,073	1,073	115,498	\$5,991,404	\$1,390,442	\$9,737	\$7,810	\$5,387,954	\$12,787,347
II. LIBRARIES OF THE FACULTY OF ARTS AND SCIENCES (INCLUDING THE GRADUATE SCHOOL)									
Harvard College Library (Central Collections)	193,743	175,675	9,283,845	26,585,954	6,255,036	13,829,064	544,594	18,082,207	65,296,855
House Libraries (d)	36	(17)	152,363	138,704	3,806	14,837	165	6,488	164,000
Departmental and Special Libraries	6,551	6,501	348,027	868,043	187,411	2,238,713	47,705	106,799	3,448,671
III. SPECIAL, OFFICE, AND OTHER RESEARCH LIBRARIES	24,304	15,758	1,130,817	3,194,553	835,133	1,714,410	117,048	989,105	6,850,249
IV. LIBRARIES OF THE OTHER GRADUATE AND PROFESSIONAL FACULTIES	62,877	55,782	4,150,799	18,056,578	4,253,816	8,727,400	383,790	8,857,439	40,279,023
SUBTOTAL				\$54,835,236	\$12,925,645	\$26,534,161	\$1,101,112	\$33,429,992	\$128,826,145
Less Duplication (e)								(\$5,185,410)	(\$5,185,410)
V. TOTAL (f)	288,584	254,772	15,181,349	\$54,835,236	\$12,925,645	\$26,534,161	\$1,101,112	\$28,244,582	\$123,640,735
DEPOSIT LIBRARIES (g)									
Harvard Depository	236,497	236,497	4,367,071						
New England Deposit Library	(719)	(719)	408,097						

(a) The present extent in volumes and pamphlets for individual libraries includes volumes transferred to the Depository. Totals reflect corrections in FY 2002 count. Revised count for FY 2002 is 14,926,577.

(b) Includes building charges of \$10,968,789 for some units and \$8,231,495 of library-generated income reimbursing the Library for some expenditures.

(c) Totals may not match original data due to rounding. Expenditures include funds from all sources.

(d) Few of the FAS House Libraries submitted either volume counts or expenditure information.

(e) Deductions: HOLLIS fees and Harvard Depository fees assessed to individual libraries but also recorded as expenses of the University Library.

(f) The books and pamphlets recorded here constitute only a portion of the Library's collections. Microform holdings—reels, microcards, microfiches, and microprint sheets—exceed 5.5 million. Manuscripts make up most of the University Archives, and there are large collections of manuscripts in other units, notably the Law School Library (1.5 million) and the Houghton Library, where some 4 to 5 million items fill approximately 15,000 running feet of shelving. The Harvard Theatre Collection (a unit of Houghton) contains more than 5 million items (playbills, photographs, etc.), and other ephemera in Houghton fill about 4,000 running feet of shelving. Visual collections of the Fine Arts Library include over 1.6 million items. Sound recordings in the Eda Kuhn Loeb Music Library number 65,000. Over 500,000 maps are housed in the map collections of the Harvard College Library in Pusey and the Kummel Geological Sciences Library. Many other items could be cited throughout the University Library system.

(g) These figures enumerate library holdings accounted for in items I-IV above along with other items, such as archive and records boxes on deposit in the Harvard Depository or the New England Deposit Library.

TABLE B: GROWTH AND EXPENDITURES OF THE HARVARD UNIVERSITY LIBRARY, 2002-2003

The present extent in growth and expenditures during the year 2002-2003 is recorded in the following compilation. The statistics are based on reports prepared by various units of the library. (a)

	G R O W T H			E X P E N D I T U R E S					
	Increase		Present Extent in Volumes and Pamphlets (b)	Salaries and Wages	Cost of Retirement and Health Programs	Books and Other Library Materials	Binding	Other Library Costs (c)	Total Expenditures
	Gross	Net							
I. UNIVERSITY LIBRARY									
HUL Administration	0	0	0	\$850,904	\$200,234	\$0	\$0	\$626,879	\$1,678,017
Harvard University Archives	970	970	115,395	1,047,281	250,244	1,176	7,810	473,751	1,780,261
Harvard Depository (d)	0	0	0	788,351	217,753	0	0	878,802	1,884,906
Weissman Preservation Center	103	103	103	672,821	126,807	8,561	0	530,882	1,339,071
Office for Information Systems (OIS)	0	0	0	1,549,299	344,702	0	0	2,067,492	3,961,493
Cooperative Cataloging (CONSER)	0	0	0	37,834	9,072	0	0	8,554	55,459
Library Digital Initiative	0	0	0	1,044,914	241,631	0	0	801,595	2,088,140

	G R O W T H			E X P E N D I T U R E S					
	Increase		Present Extent in Volumes and Pamphlets (b)	Salaries and Wages	Cost of Retirement and Health Programs	Books and Other Library Materials	Binding	Other Library Costs (c)	Total Expen- ditures
	Gross	Net							
II. LIBRARIES OF THE FACULTY OF ARTS AND SCIENCES									
HARVARD COLLEGE LIBRARY (CENTRAL COLLECTIONS)									
Cabot, Godfrey Lowell, Science Library	3,459	2,984	217,824	\$898,959	\$206,454	\$315,164	\$9,361	\$62,358	\$1,492,296
Fine Arts Library	7,204	7,008	315,209	2,090,807	476,352	840,284	51,061	599,736	4,058,240
Harvard-Yenching Library	26,002	26,002	1,063,413	1,708,473	411,639	972,579	78,299	196,819	3,367,808
Hilles Library	2,541	1,898	188,494	929,651	212,625	136,347	6,128	75,860	1,360,612
Houghton Library (e) (f)	2,851	2,598	472,458	2,234,340	512,988	2,073,564	2,036	946,428	5,769,356
Kummel, Bernhard, Library of Geological Sciences	156	156	66,737	156,466	37,062	114,487	4,419	11,315	323,749
Lamont Library (f)	3,786	205	197,437	987,979	197,434	208,559	18,819	989,209	2,402,001
Littauer Library (g)	4,295	(850)	424,718	705,662	157,434	124,656	2,018	33,360	1,023,130
Loeb, Eda Kuhn, Music Library	7,240	7,040	237,653	764,972	178,251	391,862	64,014	105,100	1,504,199
Social Sciences Program (g)	28,995	21,469	52,319	1,032,379	233,366	452,201	0	209,322	1,927,269
Tozzer Library	4,125	4,108	238,235	816,711	199,132	231,385	20,395	265,134	1,532,756
Widener, Harry Elkins, Memorial Library (f)	103,089	103,057	5,809,348	14,259,556	3,432,299	7,967,975	288,044	14,587,566	40,535,440
HOUSE LIBRARIES (h)									
Adams	0	0	15,692	\$15,216	\$891	\$849	\$0	\$381	\$17,337
Cabot	0	0	2,500	0	0	815	0	0	815
Currier	0	0	1,100	0	0	655	0	0	655
Dudley	0	(50)	6,450	7,100	0	0	0	0	7,100
Dunster	0	0	15,200	16,000	800	734	0	0	17,534
Eliot	0	0	15,145	0	0	0	0	0	0
Kirkland	36	33	9,506	18,600	0	2,185	0	70	20,855
Leverett	0	0	18,104	0	0	0	0	0	0
Lowell	0	0	17,000	21,024	0	3,153	0	0	24,177
Mather	0	0	8,169	20,785	776	3,561	0	0	25,122
Pforzheimer	0	0	14,867	350	0	404	0	0	754
Quincy	0	0	8,630	14,309	0	2,011	165	6,037	22,522
Winthrop	0	0	20,000	25,320	1,339	470	0	0	27,129
DEPARTMENTAL AND SPECIAL LIBRARIES									
African American Studies, Franklin and Wendy Raines, Library	10	10	3,550	\$1,000	\$1,000	\$1,200	\$0	\$0	\$3,200
Biochemical Sciences Tutorial Library	10	(20)	1,164	0	0	18,706	483	0	19,189
Biological Laboratories Library	826	826	25,610	128,741	30,712	254,892	5,727	5,164	425,237
Celtic, Fred N. Robinson, Seminar Library	0	0	12,201	0	0	0	0	0	0
Chemistry and Chemical Biology Library	1,564	1,552	63,446	92,407	20,959	615,017	6,652	16,778	751,813
Classics: Herbert Weir Smyth Classical Library	0	0	9,470	0	0	0	0	0	0
Documentation Center on Contemporary Japan	563	563	7,023	80,944	19,487	26,666	2,568	4,535	134,200
Engineering and Applied Sciences, Gordon McKay, Library (i)	2,413	2,413	115,049	237,172	63,090	791,217	18,748	74,959	1,185,186
English: Child Memorial Library	130	130	12,461	29,191	2	0	0	1,618	30,811
History Departmental Library	24	24	9,623	31,720	4,418	4,718	0	0	40,856
History of Science Library	0	0	0	10,680	242	0	0	0	10,922
Linguistics Library	0	0	2,910	0	0	0	0	0	0
Mathematics, George David Birkhoff, Library	316	308	15,947	28,371	0	144,330	1,853	0	174,554
Medieval Studies Library	0	0	2,500	0	0	0	0	0	0
Near Eastern Languages and Civilizations Library	0	0	0	0	0	0	0	0	0
Paleography (j)	0	0	3,387	0	0	0	0	0	0
Philosophy, Robbins, Library	0	0	0	19,214	1,650	4,018	1,000	0	25,882
Physics Research Library	174	174	17,072	95,790	24,258	239,837	7,826	2,889	370,600
Psychology Research Library	211	211	17,596	91,998	21,463	89,437	2,848	0	205,746
Sanskrit Library	0	0	0	174	0	0	0	0	174
Social Relations/Sociology Library	310	310	26,108	20,640	131	44,558	0	857	66,186
Statistics Library	0	0	2,910	0	0	4,116	0	0	4,116
III. SPECIAL, OFFICE, AND OTHER RESEARCH LIBRARIES									
Astrophysics: John G. Wolbach Library (k)	1,194	1,133	74,506	\$298,486	\$72,479	\$295,972	\$6,563	\$67,016	\$740,517
Biblioteca Berenson	4,053	4,053	136,622	356,542	152,933	390,834	44,563	230,081	1,174,953
Botany Libraries (l)	3,036	3,043	281,190	452,121	112,385	115,467	7,117	38,959	726,049
Career Reference Library	220	(148)	5,141	31,201	7,270	26,529	0	0	65,000

	G R O W T H			E X P E N D I T U R E S					
	Increase		Present Extent in Volumes and Pamphlets (b)	Salaries and Wages	Cost of Retirement and Health Programs	Books and Other Library Materials	Binding	Other Library Costs (c)	Total Expen- ditures
	Gross	Net							
Comparative Zoology, Ernst Mayr Library of	3,701	3,701	288,559	473,265	112,487	289,303	15,867	144,010	1,034,932
Development Office Library	55	48	5,301	49,090	0	51,334	0	0	100,424
Dumbarton Oaks Research Library (m)	8,117	7,588	187,964	761,914	204,012	290,815	24,254	254,317	1,535,312
East Asian Research, John K. Fairbank Research Center Library	1,000	1,000	26,800	89,535	21,161	13,715	926	9,763	135,100
European Studies, Center for, Library Extension, Grossman Library	291	291	12,880	34,964	6,603	35,767	0	573	77,907
for University	240	(1,839)	4,537	164,814	42,580	8,440	0	60,932	276,766
Forestry: Harvard Forest Library (Petersham, NH)	0	0	11,678	12,209	3,919	4,779	1,434	129	22,471
Health Services: John Peabody Monks Library	0	0	0	0	0	0	0	0	0
Hellenic Studies, Center for, Library	1,580	1,579	53,500	138,911	28,023	113,431	15,041	59,279	354,685
International Affairs, Weatherhead Center for, Library	81	(5,419)	7,170	24,569	6,009	21,308	0	0	51,886
Islam: Hamilton A. R. Gibb Islamic Seminar Library	4	4	7,498	0	0	0	0	0	0
Journalism: Nieman Foundation Middle Eastern Studies, Center for, Library (n)	0	0	0	0	0	0	0	0	0
Oral Literature, Milman Parry Collection of (o)	2	2	1,802	7,000	0	0	0	2,848	9,848
Property Planning, Harvard University, Information Research Center Library	115	115	603	179,195	40,170	21,433	0	116,780	357,578
Russian Studies, Davis Center for Ukrainian Research Institute Reference Library (p)	585	577	18,883	68,414	14,927	18,513	1,282	748	103,883
	30	30	3,298	52,322	10,175	13,598	0	1,511	77,606

IV. LIBRARIES OF THE OTHER GRADUATE AND PROFESSIONAL FACULTIES

Harvard Business School: Baker Library	7,951	5,101	632,273	\$3,750,171	\$882,221	\$2,010,654	\$83,126	\$1,067,483	\$7,793,655
Harvard Design School: Francis Loeb Library	4,075	3,715	280,824	1,055,116	240,961	409,275	32,783	225,122	1,963,257
Harvard Divinity School: Andover- Harvard Theological Library	5,688	5,688	468,374	1,045,558	223,036	366,266	58,384	346,764	2,040,008
Harvard Graduate School of Education: Monroe C. Gutman Library	2,325	2,015	198,438	1,155,002	261,447	286,671	12,978	57,012	1,773,110
Harvard Law School Library	25,274	22,849	1,688,838	4,957,568	1,131,539	3,095,424	116,276	1,633,377	10,934,184
John F. Kennedy School of Government: Library	2,573	1,882	58,308	622,961	140,931	272,783	3,129	946,913	1,986,717
Belfer Center for Science and International Affairs (q)	137	137	4,374	0	0	30,865	0	7,148	38,013
Radcliffe Institute for Advanced Study: Henry A. Murray Research Center (r)	17	17	277	798,268	218,404	12,100	0	289,245	1,318,017
Schlesinger Library on the History of Women in America (s)	860	860	81,083	1,491,795	326,525	217,633	4,922	1,310,333	3,351,208
Schools of Medicine, Public Health, and Dental Medicine: Center for Population Studies	592	587	15,724	32,666	9,813	22,662	1,042	4,454	70,637
Countway, Francis A., Library of Medicine	13,072	12,621	707,824	3,147,472	818,939	1,949,825	66,912	2,965,635	8,948,783
New England Regional Primate Research Center	313	310	14,462	0	0	53,242	4,238	3,955	61,434

(g) Some units purchase many items not included in their counts of volumes and pamphlets. Departmental expenditures are not comprehensively reported for individual units. Expenditures, moreover, are for the year covered by this report, though additions to the collections include only volumes and pamphlets that have been cataloged during the year.

(h) The present extent in volumes and pamphlets for the individual libraries now includes volumes held at the Harvard Depository.

(i) Includes building and maintenance charges (\$10,968,789) for some of the libraries. Reimbursed expenditures are also included in part. The sum of \$8,231,495 was received from fees, fines, royalties, sale of library publications and duplicates, and charges for computer searches, interlibrary loans, lost books, and photocopies.

(j) Volumes held in the Harvard Depository are counted among the holdings of the depositing libraries.

(k) Includes collections and services in Pusey Library.

(l) Collection counts for the Farnsworth Room and the Woodberry Poetry Room are combined with the Widener Library count. In FY 2002, the Woodberry Poetry Room was included on the Houghton Library response, and the Farnsworth Room was included in the Lamont Library response.

(m) The Social Sciences Program of the Harvard College Library is reported separately.

(n) Reflects estimates in some cases.

(o) Includes the Blue Hill Meteorological Observatory Library.

(p) Paleography Library is also a collection of Classics.

(k) Figures include the Harvard College Observatory, the Harvard-Smithsonian Center for Astrophysics, and the Smithsonian Astrophysical Observatory Library. The combined name is now the John G. Wolbach Library.

(l) Includes Arnold Arboretum Main Library, Gray Herbarium Library, Farlow Reference Library of Cryptogamic Botany, Economic Botany Library of Oakes Ames, Oakes Ames Orchid Library, and Arnold Arboretum Horticultural Library.

(m) Dumbarton Oaks Research Library incorporates three collections including: Byzantine Studies, Studies in Landscape Architecture, and the Pre-Columbian Collection.

(n) Center for Middle Eastern Studies Library closed in FY 2003. Collection either sold, or sent to Weatherhead Center for International Affairs and/or Houghton Library.

(o) This figure represents "countable" volumes on the open shelves. The collection also includes manuscripts, aluminum disks, wire and tape recordings, wax cylinders, videotapes, Balkan musical instruments, and shadow puppets.

(p) Includes Ukrainian Seminar Library.

(q) Salary and wages of the Belfer Center have been included in the total for the JFK School of Government Library.

(r) The book collections of the Henry A. Murray Research Center have been added to the count of the Harvard University Library. Murray Center holdings are primarily social science data archives.

(s) Collection counts for Radcliffe's Schlesinger Library include the Radcliffe Archives.

**The Overseers’
Committee to Visit the
University Library**

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 Director, John F. Kennedy School of Government Library
 Lynda Leahy
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