

(Confidential.)

**REPORT OF THE SPECIAL COMMITTEE OF THE FACULTY ON THE
UNIVERSITY LIBRARY.**

The Special Committee on the Library, appointed at the meeting of the Faculty on January 19, 1920, begs to submit the following report:

It has been our primary purpose to make the present facilities of the Library of the greatest possible service to students and teachers, to strengthen the Library at once, and to propose plans looking to its development. In making our inquiry we have had from the outset the benefit of the advice and help of the Librarian, and have profited by consultations with the Standing Committee on the Library. Many of the arrangements which we propose have not been possible in the past, because funds were not available for the purpose. The Library has been obliged to carry on its work with an inadequate staff, and a comparison of its budget of administrative expenses with the budget of other university libraries of approximately the same size makes it clear that the Princeton Library has rendered good service for the money spent upon it; but it can be materially improved by an increase in the Library appropriation. The rigid economy which the Library has practiced in the past was necessary. However, the Committee feels that the time has now come to strengthen an institution vital to teaching and scholarship in every department of the University.

We have concerned ourselves with four main topics: I. Internal Organization; II. Expenses; III. Library Methods; and IV. The Building and its Equipment. Under these headings we make the following recommendations:

I. Internal Organization.

We recommend that:

1) The Librarian shall be responsible to the President and Board of Trustees for all Library property. All proposals for appointment, reappointment, or for advancement in rank or salary involving faculty status shall be made through him to the President. All changes in the general policy of the Library shall be subject to his approval. He shall be the official representative of the Library in all matters touching it, and shall

preside at the joint meetings of the Standing Committee of the Faculty on the Library and the Heads of the Library departments.

2) There shall be two Assistant Librarians.

Each Assistant Librarian shall be charged with the conduct of certain departments of the Library, and the entire direction of the members of these departments shall be in his hands. But an Assistant Librarian shall not change the general policy of any department without the approval of the Librarian.

Each Assistant Librarian shall make to the Librarian all recommendations for changes in personnel or salary of members of the department of which he is in charge. In the absence of the Librarian, one of the Assistant Librarians shall be Acting Librarian.

At present, Mr. Van Hoesen shall have charge of the Departments of Purchase and Cataloguing.

The other Assistant Librarian shall have charge of the Departments of Shelves, of Circulation, and of Special Libraries.

Remark: The Printing and Binding Departments, the Reference Department, and the Photostat remain under the direction of the Librarian.

3) The Reference Librarians for students shall have such academic qualifications that they may be given at least the rank of instructor.

Remark: In accordance with the recommendation made above (I, 3), it is understood that all future appointments to the position of Librarian, of Assistant Librarian charged with the conduct of the Purchase Department, or of Reference Librarian are to be made according to the method of procedure followed in making appointments to the Faculty. All members of the Library staff with academic status shall enjoy the full rights and privileges attaching to their rank.

4) The Standing Committee of the Faculty on the Library shall consist of six members of the Faculty who are not members of the Library staff. Each Division of the departments of the University shall be represented by at least one member.

The Standing Committee shall elect its own chairman to preside over its separate meetings. It shall be advisory to the Librarian; and it may present recommendations to the Librarian in joint meetings of the Standing Committee and of Heads of departments of the Library concerning matters relating to the use of the Library by the Faculty and students of the University. With this object in view it shall invite and receive suggestions from members of the Faculty. It shall make proposals looking to an adjustment of the conflicting interests of departments. It shall give its

attention to the educational activities of the Library. It shall make recommendations concerning Library rules, methods, and procedure, and with regard to the arrangement of books and periodicals and the equipment of the building, and it shall cooperate with the Librarian in presenting the needs of the Library to the Faculty and the Board of Trustees. Joint meetings of the Standing Committee and the Heads of departments of the Library shall be called by the Librarian at the request of the Standing Committee.

In its advisory capacity, the Standing Committee shall be responsible to the Faculty and shall report to the Faculty at least once a term. In exercising its function in regard to expending two-thirds of the Elizabeth Fund, granted by Chapter XIII, section 3 of the By-laws, it shall be responsible to the Trustees' Committee on the Library, as is stated in that section.

5) Three additional expert cataloguers be appointed.

6) The Department of Shelves be reconstituted.

7) A Public Document Depository be established.

8) An additional Assistant Librarian be appointed, to be responsible for the conduct of the Departments of Shelves, of Special Libraries, and of Circulation.

9) An additional Reference Librarian be appointed.

10) A Map, Chart, and Engraving Depository be established.

II. Expenses.

In the opinion of the Special Committee, the subjoined proposals should be taken up by the Board of Trustees immediately after the recommendations made by the Faculty concerning salary matters on March 23, 1920, have had proper consideration.

A. Administrative Expenses.

To provide funds for the additions to the Library staff mentioned under section I, and for an increase in the salaries of present members of the staff, we recommend that the salary schedule be increased by the sum of \$19,350, and we request permission from the Faculty to transmit directly to the President and Board of Trustees a list of items, amounting to the sum just mentioned, and covering additions to salaries and salaries for new members of the staff. We also ask for power to suggest to the Trustees certain changes in our present method of handling the finances of the Library.

Remark: We believe that the proper care of the books which we now have, the improvement of the service of the Library, the payment of adequate salaries, and the retention thereby of efficient members of the Library staff are the most urgent needs of the Library at the present time. How vital to its existence an increase in the appropriation for salaries is may be seen from table A, which contains some statistics of the Princeton Library from 1912 to 1919; from table B, in which certain averages at Princeton and in two other libraries of approximately the same size are given, and from table C, in which the pertinent figures for 1918-1919 for these three universities are presented. The disparity in size of the Library staff and of the salary budget in these three universities is especially noteworthy.

B. The Purchase of Books.

Under this head we recommend that the Board of Trustees be asked to make an appropriation which will allow the use of \$55,000 a year for the purchase of books. In view of the increased cost of books, probably this sum will not have much greater purchasing value than the amount expended for books before the war, and the appropriation of it will still leave the Library in a position inferior to many other university libraries (see table D). However, we do not suggest a larger sum at this time because of the greater need of a large addition to the salary budget.

III. Library Methods.

Under this head we recommend that:

1) Orders.

a) Each department appoint a Library representative, and that all book orders suggested by members of the department be approved by him before being handed to the Purchase Department.

b) If Stechert's monthly list is still available, the Librarian be requested to clip the appropriate portions, and send out these excerpts each month to the departments, so that the departments may order books from these lists.

c) Except during the summer vacation, the Librarian submit to the appropriate departments suggested orders for books lying in their special fields, when these orders come from others than the Library representative of the department, and that he order the books approved, or not vetoed within ten days, by the department.

d) The Head of the Circulation Department keep a list of books asked for at the delivery desk, which are not in the Library, and that these requests be sent to the appropriate departments.

e) In ordering books, the professor be asked to place on the order slip such bibliographical data as are readily accessible to him, so that the ordering may be expedited.

f) The Librarian report on orders by returning to the Library representative of the department concerned, when a department so requests, a duplicate of the order slip when the book has been received.

g) All books ordered for the Library from private funds be reported to the Purchase Department.

h) The Purchase Department be requested to adopt such methods as may seem best adapted to "follow-up," at least every three months, all unfilled orders for books.

i) From the appropriation made for the purchase of books in fields outside the regular departments, separate funds be set aside for expenditure in these fields. The Standing Committee shall appoint members of the Faculty interested in these fields to order books on the separate funds, and, when these funds are expended, to suggest additional books to be ordered at the discretion of the Librarian.

j) The number of books to be ordered for preceptorial work in each particular case be determined by the Head of the Purchase Department and the Library representative of the department concerned, in joint consultation.

2) Classification.

If the Library representative of a department so desire, an opportunity be offered him to give advice in regard to the classification of books.

3) Shelving.

In general, new books, except those urgently needed by a member of the University, be displayed on a New Book Shelf.

4) Periodicals.

So far as seems advisable to the departments concerned, the current numbers of periodicals be kept in the Main Library, and that, so far as is practical, they be brought together, preferably in adjoining rooms, one for popular periodicals, and one for scientific periodicals.

5) Location of Books.

The Librarian be requested to publish a brief digest of the principles of classification and location of books in the Library, and of the rules for the use of books in separate libraries and seminaries.

Remark: Such a digest is now in process of preparation.

6) Maps.

All maps and printed charts not permanently placed on walls be returned to the Library; and that, in the future, maps and printed charts be charged at the Loan Desk in the name of the person drawing them from the Library.

7) Census.

Notices be sent every year, on December 1 to the Faculty and graduate students, on May 1 to all borrowers from the Library, to the effect that all books belonging to the Library must be returned, renewed, or the Library recompensed for their loss or for the delay in returning them.

IV. The Library Building and Its Equipment.

There is no doubt that a large addition to the Library building is very desirable, but the Committee believes that the Faculty and the Board of Trustees would consider it unwise to undertake any plans for building at the present time. It has therefore contented itself with suggestions looking to an improvement in the equipment of the building and to certain rearrangements within it. To make a thorough study of these two matters would have prevented the Committee from submitting its Report before the end of the academic year. Consequently, it has seemed best to present a few definite recommendations and to refer other matters in which improvement can be made to the Standing Committee.

We therefore recommend that:

1) The general principle of using the Library for books and not for museum purposes be adopted.

Remark: Many of the articles now displayed in the Exhibition Room, and stored elsewhere in the Library, may properly be placed in the Art Museum, when that building is enlarged. In the meantime there may be buildings outside the Library in which they may be safely housed.

2) The seminary be conceived not as a departmental library, but as rooms for study, teaching and conference with students.

3) The seminary rooms be in each case immediately adjacent to that part of the stack relevant to the subject of the department.

4) In any reassignment of rooms or enlargement of the Library building the provision of the preceding paragraph be one of the first considerations.

5) The seminary permanently contain relevant reference books and duplicates of books already in the stack, and that all other books be removed from the seminary to the adjacent stack.

6) The readjustment and assignment of space for seminary purposes be made according to the actual needs of a department under the revised conception of the seminary.

7) Next year the Standing Committee of the Faculty, in cooperation with the Librarian, be requested to carry out these proposals, with such modifications, if any are necessary, in their application to individual cases, as seem essential in furthering the best interests of the University and the Library.

Remark: A study of the ground plan of the Library indicates that three rooms may be made available for each department which would naturally wish seminary accommodations; that, with very slight changes in the building, proposal No. 3 may be carried out; and that, by the saving of space recommended under No. 1, probably room could be found for the books removed from the seminaries.

We refer the following suggestions to the Librarian and Standing Committee, with a recommendation for further investigation:

1) Remove all administrative offices, including mechanical departments and all administrative and mechanical supplies, from the main Library building, thus releasing additional seminary rooms and stack space.

2) Remodel Chancellor Green Library to accommodate administrative staff and mechanical departments, and provide a general reading room in the north or south stack of the Main Library.

3) As a partial alternative to the suggestion contained in (2) above, transfer the mechanical departments to the west end of Dickinson Hall, thus allowing part of Chancellor Green Library for additional stack space, and part for the use of the administrative staff.

4) Consider methods of improvement in the general reading room (whether Chancellor Green is retained for the purpose or not), especially in the following particulars: (a) Light; (b) Better tables (possibly reading desks with adjustable tops); (c) Chairs instead of benches.

5) Provide periodical rooms.

6) Provide adequate cloak room and lavatory.

7) Rearrange catalogue cases, so as to eliminate angles.

8) Improve ventilation in basement, particularly if it is to be continued in use for mechanical departments.

9) Consider methods of improving passageway from north to south stacks.

10) Provide more tables, chairs and lights in the stacks, and remove all administrative staff workers therefrom.

11) Take steps to minimize the disadvantages that arise from the fact that there are six departmental libraries outside of the main building.

V. Special Topics Referred to the Standing Committee.

Under this head we recommend that:

1) The Standing Committee of the Faculty, in coöperation with the Librarian, be requested to carry out the changes proposed under section III and under section IV, paragraph (1).

2) The same Committee, with the Librarian, take under consideration the following matters:

- a) Standardization of rules of seminaries and departmental libraries.
- b) A system of lettering the stacks and numbering the shelves, and the publication of a brief index showing the location in the Library of the books on important subjects.
- c) Arrangement of books on the shelves to avoid overcrowding.
- d) Bringing together books on the same subject.
- e) Placing near the card catalogue a box, with an appropriate sign, for filing slips calling attention to mistakes or omissions in the catalogue.
- f) Lack of uniformity and completeness in cross-references in the catalogue.
- g) Purchase of missing numbers in series and periodicals.
- h) Further study of the answers to the letter of inquiry sent by the Special Committee to the Faculty.

Respectfully submitted

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