Bulldozers on the Quad: Yale Divinity School Library's Ten Year Report

Paul Stuehrenberg

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YALE DIVINITY SCHOOL LIBRARY
TEN YEAR REPORT

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YALE DIVINITY SCHOOL LIBRARY
TEN YEAR REPORT

by
Paul F. Stuehrenberg

NEW HAVEN, CONNECTICUT
Yale Divinity School Library

2001
The Yale Divinity Library is well positioned to serve the needs of the Yale Divinity School for the coming decade. Indeed, there is every indication that our operation is more robust than it was a decade ago. We have built upon the strengths of the collection, found innovative ways to provide services, positioned the School to be a leader in the use and production of electronic resources to support teaching and research, and identified ways for the Library to be more actively engaged in the academic life of the School. We have also designed a new Divinity Library, one we are confident will help us to do our work better well into the twenty-first century.

I. The Future of the Yale Divinity Library

The decade began in crisis. In the 1991 Yale Divinity School accreditation report, Stephen Peterson, the Divinity Librarian, noted some "eddies" that merited scrutiny. "With both Yale University Library and the Divinity School acquiring more autonomy and authority, the Divinity Library is caught between these larger university structures, is responsible to both, but has decreasing autonomy and resources with which to fulfill its mission" (pp. 122-123). Shortly after writing these words, Mr. Peterson left Yale to accept appointment as Librarian at Trinity College, Hartford. Upon Mr. Peterson's departure, John Bollier was appointed Interim Divinity Librarian, but then retired. Paul Stuehrenberg was then appointed Interim Divinity Librarian, and, after a national search, was appointed Divinity Librarian in December 1991. In the midst of this leadership transition, the Yale University Library administration called for a significant reduction in the Divinity Library budget, a reduction that, had it been implemented, would have eviscerated the Divinity Library. By the end of 1992, the budget reduction was moderated, due, in large part, to the intervention of Thomas Ogletree, Dean of the Divinity School. The net result of the crisis was the loss of one professional position and the assumption by the Divinity School of responsibility for the funding of a significant portion of the Library's student wages budget.

An additional staff position was lost in 1995 as a part of a university library-wide reallocation of resources to fund the conversion of Yale's retrospective holdings from card format to electronic form. In this exercise, the Divinity Library lost a preservation assistant position.

The future of the Divinity Library was called into question once again in
1996 in the context of the discussions of where to build the new Divinity School. While the Divinity School's 1995 self-study affirmed the need for significant library resources to serve its research and teaching needs, the ensuing feasibility study determined that the School could be relocated on a central campus site, but only if the model for the School's library services was radically changed. The plan called for an on-site library of 50,000 volumes (we currently have more than 400,000), with the remainder of the collection and the staff dispersed to other campus locations. In response, the Divinity School faculty unanimously adopted a resolution reaffirming its belief that the training of an educated clergy at an institution like Yale requires that the School receive a high level of library service, including an on-site collection of at least 250,000 volumes. This resolution was one of the factors contributing to the University's decision to rebuild the Sterling Divinity Quadrangle at its present location.

While it would be disingenuous to suggest that weathering these crises has been an entirely beneficial experience, it can be argued that the Divinity Library leaves the decade of the 1990s in a stronger position than it entered. The decision to rebuild the Sterling Divinity Quadrangle means, first and foremost, that Yale University has accepted the School's self-definition, including an endorsement of the role of the Library in the life of the School. Secondly, the Divinity School has reaffirmed the importance of the Library to its work—indeed, the Divinity Library is now positioned to be a partner in the academic life of the School in ways that were formerly not possible. Finally, the Divinity Library has forged a new identity within the Yale University Library system. The validity of these conclusions will be demonstrated in the details of this report.

II. Administrative Structure and Staff

The Yale Divinity Library traces its origins to 1932, when the Divinity School moved into the newly constructed Sterling Divinity Quadrangle at 409 Prospect St. At that time three collections, totaling 32,000 volumes, were brought together to form the core of the new Divinity Library: the Sneath Library of Religious Education, the Trowbridge Reference Library, and the Day Historical Library of Foreign Missions. In 1953 administrative responsibility for the Divinity Library was transferred from the Divinity School to the University Library. Today all of the significant school and departmental libraries at Yale report to the
University Librarian, with the single exception of the Law Library. While supporting the teaching and research of the Divinity School faculty continues to be its primary focus, the Divinity Library also serves the broader university community.

At the time of the last accreditation report in 1991, the Divinity Library, along with most of Yale's other more than twenty school and departmental libraries, reported to the Deputy University Librarian, who, along with three Associate University Librarians, reported to the University Librarian. Today the Divinity Library reports to Ann Okerson, who is one of two Associate University Librarians. Due in part to this relatively flat administrative structure, the directors of school and departmental libraries, other department heads, and other library professionals, exercise a good deal of leadership within the Yale University Library system. The Divinity Librarian serves on the Library Management Council, a body made up of department heads and senior administrators that establishes library-wide policies and exercises system-wide budgetary oversight. Much of the management of the University Library system can be characterized as collaborative and consultative.¹

Library staff at Yale University are divided into two categories: managerial & professional, and clerical & technical. Librarians at Yale do not have faculty status, but, alone among all professionals at Yale, have a five-tiered career track, which is overlaid on the managerial job ladder. An individual hired at Librarian I can, over time, be promoted to Librarian V without necessarily changing positions. The University Library maintains a peer-review system to oversee promotions. While there is no tenure for librarians, those appointed at Librarian III and higher have continuing appointments. All managerial & professional staff receive annual performance evaluations. Clerical & technical employees at Yale are unionized. The conditions of their employment and compensation are governed by a negotiated contract.

The Divinity Library currently has twelve permanent staff positions, including four professionals, three managerial, and five clerical, together with seven F.T.E. student assistants. For purposes of comparison, in 1989 the Divinity Library had a permanent staff of 13.5, including 5.5 professionals, one managerial, and seven clerical. The Divinity School funds an additional 1.5 positions that report to the Divinity Librarian: a full-time computer support position and the director of the Ministry Resource Center (half time). One additional temporary position is funded through the Divinity School construction budget on move-related
projects, one temporary position is funded with discretionary funds, and an additional half-time temporary position is funded through a grant. The current staffing levels enable the Divinity Library to meet at least a basic level of services, and, in some areas, to offer excellent service. It should be noted, however, that the reductions in permanent staff over the past decade have reduced our permanent public services staff and our ability to respond to the preservation needs of the collection.

While the Divinity Library no longer reports to the Dean of the Divinity School, Library staff have many formal and informal ties to the School's administration, faculty, and students. The Divinity Librarian is a voting member of the Divinity School faculty, and is an *ex officio* member of the School's Board of Permanent Officers (senior faculty). The Divinity Librarian serves on a committee of deans and directors that meets weekly with the Divinity School Dean. Other librarians can be appointed to the faculty if their responsibilities warrant. Currently Martha Smalley serves on the School's Curriculum Committee and is invited to participate in faculty meetings. Paul Stuehrenberg is the chair of the faculty Communication Committee and director of the School's Research Fellows Program (for visiting scholars) and of the Lutheran Studies Program. In addition, Paul Stuehrenberg and Martha Smalley teach a three-credit course, "Resources for the Study of Religion," that provides an introduction to theological research methods.

Financial responsibility for the Divinity Library budget is a complex issue. On the one hand, the Divinity Library receives most of its operating budget from the University Library. On the other hand, the Divinity School, like other professional schools at Yale, pays assessments to cover library services. The Divinity Library's assessment has increased since 1997 by $1.2 million. While this amount does not go directly to the Library, but rather to the University, the School's assessment approximates the operating budget of the Divinity Library. In addition, the Divinity School pays for all maintenance and facilities costs, including utilities. The School also contributes toward the student wages budget and funds a Research Assistant position (a graduate student employed 12-15 hours per week). The Research Assistant position has been replaced for the next three years by the half-time grant-funded position mentioned above. Also as noted above, the Divinity School funds 1.5 positions that report to the Divinity Library.

All members of the professional staff are active members of the American Theological Library Association (ATLA), in addition to other professional
memberships. Paul Stuehrenberg served a three-year term on the ATLA Board of Directors (1995-1998), and began another three-year term in 2000. He is also currently a member of the joint ATLA/ATS Joint Committee. Martha Smalley is currently the chair of the ATLA Preservation Advisory Committee, a member of the ATS/ATLA Digital Standards and Projects Committee, and Archivist of the ATLA, by virtue of the ATLA archives being housed at the Divinity Library. Both have been active in ATLA's Collection Evaluation and Development Section and were instrumental in establishing the World Christianity Interest Group, which Martha Smalley currently chairs. Martha Smalley initiated Web sites on behalf of ATLA for hymnal collections (http://www.yale.edu/adhoc/research_resources/hymn1.htm) and world Christianity (http://www.yale.edu/adhoc/research_resources/w cig.htm). Eric Friede is currently chair of ATLA's Special Collections Interest Group and is a member of the ATLA Library Materials Exchange Program Task Force. While they were on the Divinity Library staff, Duane Harbin (now at Southern Methodist University) served on the ATLA Systems Advisory Committee, and Andrea Lamb (now at the University of Notre Dame) served as the chair of the ATLA Special Collections Interest Group.

III. Collection Management

A. Growth of the Collection.

For more than a decade Yale University has increased funding for library collections at the rate of inflation plus five percent. This, combined with above-average endowment earnings, has meant that the Yale libraries, unlike many others, have been able to maintain a consistent level of collection growth. The Divinity Library has shared in this support, which is reflected in the continuing strength of its collections.

At the beginning of the decade we had only one approval plan: for the German-speaking countries. Today the Divinity Library has approval plans for North America, Great Britain, most of continental Europe, Africa, Latin America, the Caribbean, South Asia, and the Philippines. We are developing an approval plan for Australasian imprints. These approval plans have enabled us to acquire materials more efficiently, increase coverage, and reduce duplication with other Yale libraries. The process of developing the plans has also helped to create a higher level of understanding across the University Library system of the Divinity
Library's mission. In particular, selectors and senior administrative officers alike now recognize more clearly than at the beginning of the decade that the Divinity Library is supporting the teaching and research needs, not just of the Divinity School faculty, but of the University at large.

This collaborative approach to collection development also means that not all materials supporting the work of the Divinity School are at the Divinity Library. Selectors at Sterling Memorial Library are responsible not only for religions other than Christianity but also for some materials supporting the study of Christianity. Sterling collects many monographic series produced by learned societies, works relating generally to the ancient world, medieval studies, and world history. The core collections for Biblical archaeology, Biblical languages, and Jewish studies are also located at Sterling. Church art and architecture are collected by the Arts Library and church music by the Music Library. Most of Yale's rare books, including those supporting the study of Christianity, are held by the Beinecke Library. (The Divinity Library has a collection of ca. 15,000 volumes printed before 1800 that support teaching at the Divinity School.) Other related material is held by the Law Library (e.g., canon law), the Medical Library (e.g., bioethics and medical missions), the Social Sciences Library (e.g., business ethics and government documents) and, yes, even the Science Libraries (e.g., anthropology).

In addition, Yale's world-renowned area-studies programs for East Asia, Southeast Asia, Latin America, Africa, the Slavic countries, and the Near East provide substantial documentation of the context for understanding world Christianity. All in all, it can be argued that Yale University has the strongest collection anywhere in the world for the study of Christianity.

Perhaps nowhere are the benefits of the Divinity Library's relations with the University Library more evident than in access to electronic resources. From 1992 to 1999 spending on electronic resources within the Yale libraries increased from 3% of the total acquisitions budget to more than 10%. While, as might be expected, the largest portion of the increase in expenditure is for electronic resources supporting science, technology, and medicine, the social sciences and humanities benefit as well. Students and faculty at the Divinity School not only use such bibliographic databases as the ATLA Religion Database, the Logos Bible database, and the various databases offered by Wilson and OCLC's FirstSearch, they also have access to such relatively more esoteric resources as Chadwyck-Healey's Periodical Contents Index and (through the "Web of Science")
ISI's Social Science Citation Index and Arts & Humanities Citation Index. Students and faculty at the Divinity School also have access to such full-text databases as CETEDOC and Patrologia Latina for Patristic and medieval authors, Poiesis for philosophy journals, Past Masters for the works of philosophers (including such figures as Aristotle, Aquinas, Kierkegaard, Mill, Spinoza, and Wittgenstein), as well as electronic versions of Acta Sanctorum and the collected works of such theologians as Luther and Barth. Once ATLA's new full-text periodicals project, ATLAS, is available, we expect to become subscribers. Some of these resources are available on CD-ROM, some are networked locally, while others are accessed through the Web.²

In 1982 income from a bequest by Kenneth Scott Latourette (1884-1968), D. Willis James (later, Sterling) Professor of Missions and World Christianity, began to accrue to the Divinity Library's acquisitions budget. That year the fund earned almost $25,000. In FY01 the fund yielded nearly $191,000. This growth was due to the increase in equities generally, and specifically to Yale University's success in managing its endowment. Even without this additional support, the Day Missions Collection was already (arguably) the strongest collection anywhere in the world relating to the history of Christian missions and the life, thought, and history of Christianity outside the West. The Latourette fund now enables the Divinity Library to move to an even higher level of support. In addition to expanding our coverage for the printed documentation of world Christianity, we have also purchased all commercially available microform collections of missionary archives, including those produced and distributed by IDC, Scholarly Resources, Research Publications, and Adam Matthews.³ In 1999 Yale became the eighth member of the Pacific Manuscripts Bureau,⁴ which microfilms archival resources across the Islands of the Pacific, including a substantial amount of missionary and church-related archives.

We are now investigating ways that we can be more proactive in the preservation of missionary archives and the documentation of world Christianity, perhaps through the proposed Center for World Christianity (see below). Our first initiative in this arena is a cooperative agreement with IDC to microfilm a collection of correspondence held by the World Council of Churches in Geneva dating from 1938 to 1948. This collection includes documentation on the German-Christian movement and the Holocaust, together with letters from emerging churches in Africa and Asia. We expect this project to be a significant
resource for scholarship. We also expect that this will be but the first of a succession of partnerships with vendors and owners of primary documentation. Through such partnerships we hope to preserve the literature of world Christianity and improve access to that literature, both for scholarship, and for the church.

**B. Preservation**

The Yale Divinity Library has long been a leader in the preservation of the literature of theology. Raymond Morris, director of the Divinity Library from 1932-1972, helped to found the ATLA Preservation Board, and was its chair for many years. John Bollier, Associate Divinity Librarian from 1974-1991, also served in that capacity. Paul Stuehrenberg and Martha Smalley have both served on the ATLA Preservation Advisory Committee, which Martha Smalley now chairs.

Over the past decade, the Divinity Library has participated in a succession of preservation initiatives.

- * We were a full participant in, and contributed materials to, the monographic microfilming program of the American Theological Library Association, as well as the "Literature of Theology and Church History" project of Research Publications, Inc. (originally begun by Lost Cause Press).
- * In 1993 we began participation in the "Great Collections Microfilming Project, Phase IV," a project administered through the Research Libraries Group with funding from the National Endowment for the Humanities. In this project we microfilmed some 3,000 missions-related serial volumes.
- * In 1994 we filmed 1,300 monographic volumes documenting "Pacific-rim" Christianity in a project underwritten by the American Theological Library Association.
- * In 1995 we began participation in Yale's British Studies Microfilming Project with funding from NEH. Approximately one third of the 16,000 volumes funded in this project were from the Divinity Library, including monographs classified as British theology and serial volumes documenting British missions.
- * In 1996 we microfilmed the archives of the United Board for Christian Higher Education in Asia with funding from the United Board.
- * In 1999 we signed an agreement with IDC to microfilm portions of the archives of the World Student Christian Federation.
- * In 1999 we also signed an agreement with Adam-Matthews to film
missionary diaries for inclusion in their series "China through Western Eyes."

* Reports by missionary agencies from the Day Collection are included in an ATLA project entitled "Christianity's Encounter with World Religions." This project, funded by NEH, began in 2000 and will microfilm 200 journal titles (6,550 volumes) from Harvard, Princeton, Emory, and Yale.

* Yale Divinity Library contributed volumes to the recently completed NEH-funded ATLA serials' project.

We also have an aggressive program of collection care. As damaged volumes are identified through circulation, they are reviewed for repair, rebinding, or replacement. When available, we purchase replacements, either in hard copy or in microform. When replacements are not available, we have our copy microfilmed, or, if ours is no longer intact, we ask another institution to microfilm it for us.

C. Retrospective Conversion of Bibliographic Records

The Yale University Library is now in the midst of a multi-year, multi-million dollar project to convert all of its catalog records to machine-readable format, scheduled for completion in 2002. The Yale Divinity Library records were among the first to be converted because of the impending reconstruction of the Library and the moves construction will necessitate. 120,693 Divinity Library records had been processed by OCLC as of November 1998. Yale Divinity Library holdings can now be accessed through Orbis, Yale's on-line public catalog, at: http://www.library.yale.edu/orbis. The records have also been loaded into the national bibliographic databases operated by OCLC and RLG. In addition, electronic versions of Yale Divinity Library's archival finding aids can be accessed either directly through Yale's Finding Aids Project: http://webtext.library.yale.edu, through Orbis (the records for each collection are linked to the record for the finding aid), or through the RLG's Archival Resources in the Eureka database. This means that researchers, whether located at Yale or a remote site, can search our print and non-print holdings electronically before coming to the Library.

IV. Services

As was mentioned above, we began this decade with a loss of a senior professional position in public services. The loss of this position led to two
subsequent restructurings of the staff over the past decade to meet the service needs of our public. At present, Martha Smalley, who was formerly the Divinity Library Archivist, is also the point person for all reference and bibliographic instruction, with the title of "Research Services Librarian & Curator of the Day Missions Collection." Other members of the professional staff share day-to-day responsibilities for reference and bibliographic instruction.

In order to maximize the effectiveness of our limited staffing, Martha Smalley has dedicated a good deal of effort to the creation of web resources. One of her major undertakings is the "Research Guide for Christianity" (http://www.library.yale.edu/div/xtiangde.htm), which identifies basic electronic and print reference sources. She has also created a series of on-line tutorials that assist students in learning to use the library and its resources (http://www.library.yale.edu/div/bibguide.htm). Recognizing our staff needs, the Divinity School funds a Research Assistant who works with Martha Smalley to provide workshops and one-on-one assistance for faculty and students in the use of electronic resources (this position will be replaced over the next three years by a position funded by the Lilly technology grant).

An additional enhancement to our service is the incorporation of the Ministry Resource Center into the Library. This Center, which grew out of the work of Profs. Paul Vieth and Randolph Crump Miller, has for years helped students engaged in field placements identify print and non-print resources in support of the practice of ministry. At the same time, the Center has also served as one of the ways the Divinity School works with area congregations and other ministries. Congregations and other ministries can "join" the Center by paying a small annual fee, in return for which they receive consulting services from the Center's Director, Carolyn Hardin Engelhardt, as well as access to the resources of the Center. The Center is now administratively a part of the Divinity Library and will be physically incorporated into the reconstructed Divinity Library.

As a part of the Divinity Library, the Center will continue to serve its historic functions, but will be integrated into the work of the Library. With its holdings recorded in Orbis, users will more easily be able to identify needed resources. An additional benefit will be better coordination between the Library and the Center. Once materials have lost their currency, they will either be added to the Library's permanent holdings or withdrawn. We have already added the Center's videotape collection to Orbis. Besides the Center's collections, we will
also integrate the Center's service model of workshops and individual consultations into the Library's instructional programs. In this way, the Ministry Resource Center will serve as one more "gateway" into the Divinity Library's resources.

We have also made significant improvements over the past decade in the support of computing. In 1985 the Divinity Library created a systems support position. That position (first held by Duane Harbin and now by Nadav Sela) has enabled us to be quite innovative in our use of technology. In 1991 we initiated the "Tweedy Program," named for Henry Hallam Tweedy (1868-1953), a professor of pastoral theology, whose family gave a sizeable gift to the Divinity School in his memory. A portion of this gift was designated for the Divinity Library. We used $100,000 of the gift to purchase hardware and software to establish the Program, with the remaining $200,000 established as an endowment to keep the equipment up-to-date. Income from this fund now supports the bulk of the Divinity Library's technology needs.

In 1998 the Divinity School adopted a support model for faculty and staff computing that calls for a budget of $500 per person per year for personnel, plus an additional $500 per person per year for equipment. The School derived this model from the program the University's Information Technology Services developed for departments in the Faculty of Arts and Sciences. Given the level of systems expertise in the Divinity Library, Dean Wood agreed that computer support for the School should be based in the Library. In January 1999, Benjamin Moss was hired as the first computer support specialist for Divinity School faculty and staff. We expect in the near future that the School will include a line in its budget to provide for the regular upgrading of hardware and software.

We have received two small grants to integrate technology into the Divinity School's teaching. The first, "Ad Hoc: Resources for Teaching and Research Relating to the History of Christianity" (http://www.yale.edu/adhoc), was inaugurated in 1997 with funds from a Faculty Support Grant, a program funded jointly by the Yale University Library and Yale's Information Technology Services. Martha Smalley worked with several faculty members, including Carlos Eire, Margot Fassler, Katherine Gill, and Harry S. Stout, to create electronic resources to support specific courses. These texts and images are now included in a searchable database, and so can be used to support other courses.

In 1999 we received a grant from the Wabash Center for Teaching and Learning in Theology and Religion to create "EIKON" (http://eikon.divinity.yale.
edu), a structured, web-searchable database supporting instruction in Biblical studies. Martha Smalley has worked closely with Prof. Harry Attridge and student assistants to digitize images (chiefly from faculty members' slide collections). Like the Ad Hoc database, the EIKON database includes descriptions of the images created by faculty participants. While these two grants were for relatively insignificant amounts of money, they provided the impetus for us to work with faculty on projects we might not otherwise been able to undertake.

In July 2000 the Divinity School was awarded a $300,000 grant by the Lilly Endowment to integrate the use of educational technology into its teaching. The timing of this grant could not have been more fortuitous. Under the leadership of Prof. Harry Attridge, we will coordinate this grant with the Divinity School construction budget to ensure not only that the new Divinity School will have state-of-the-art technological capabilities, but also that the faculty and staff are prepared to use that technology. Accordingly, much of the grant will be used to fund a half-time position to provide faculty support and faculty-initiated courseware development. Both Ad Hoc and EIKON will receive continued support from the Lilly technology grant.

V. Transition

A. Service model

The Divinity Library is in transition. The reconstruction of the Sterling Divinity Quadrangle will provide a substantially altered space for the Divinity Library. While the new Library will have approximately the same amount of floor space as the existing Library, the new Library will have relatively more space for readers and relatively less for books. Indeed, the new Library will have shelving for 250,000 volumes, compared to the current collection of more than 400,000 volumes. This has the inevitable result that we must devise a new service model for the new Library, one that will utilize collection management techniques to assure that the most useful books are shelved on-site, with the remainder of the collection shelved off-site.

In consultation with faculty at the Divinity School and Department of Religious Studies, we devised a model in which we look first at what should be on-site, and then, by default, define what will be shelved off-site. In this model we will have a "core" collection of 250,000 volumes that will (1) provide a gateway
into the literature of theology, and (2) provide on-site access for the most important
and most heavily used volumes. The on-site "core" collection will consist of:

* A comprehensive reference collection for religion in general and
  Christianity in particular.

* The primary texts of theology. Since theology is a text-based discipline, it
  is essential to have on-site the primary texts of the discipline, including the works
  in the original languages and in translation.

* Bibliographically significant secondary literature. By "bibliographically
  significant," we mean both those that have significant bibliographies and those that
  are regularly cited.

* Other secondary literature. The bulk of secondary literature receives most
  of its use within the first few years of publication, and then is consulted less
  frequently. We will keep most new books on-site for a period of ten to fifteen
  years, and then review their use patterns.

* Ephemeral works. We add some ephemeral works to the collection for
  current reference or for course reserves. For many of these the Divinity Library is
  not the primary location at Yale. Once these works have served their purpose, they
  will be reviewed for retention or for transfer to another campus location.

Of those works not included in the "core" collection, approximately 100,000
will be shelved in the Mudd Library and another 100,000 in the University's new
high-efficiency Library Shelving Facility (LSF). The Mudd Library houses
collections shelved in call-number order. Originally constructed as a facility closed
to the public, it is now open to all qualified researchers. One of the collections
transferred to the Mudd Library when it opened twenty years ago is the old Yale
class "M" (religion)--that is, those volumes (ca. 100,000 in number) added to the
Sterling Library in religion before ca. 1972, when the University Library adopted
the Library of Congress (LC) classification system. We will transfer to Mudd ca.
70,000 volumes from the Divinity Library's Union collection (materials added to
the Divinity Library before it adopted the LC classification system). An additional
ca. 30,000 volumes from the Union collection (chosen using the criteria outlined
above) will be reclassified to LC and shelved on-site in the new Divinity Library.
We have arranged to have the Divinity Library materials in Mudd shelved near the
volumes from the old Yale class "M". These two collections are of the same
vintage and are used by the same population. We have already transferred ca.
25,000 periodical volumes to the Mudd Library, chiefly primary source materials

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(e.g., annual reports of missionary agencies, inactive denominational periodicals).

The Library Shelving Facility was opened in November 1998. It follows the service models of comparable facilities at other universities, based on the experience of the Harvard University Library Depository. Books are shelved by size in trays on thirty-foot high shelving units in nearly ideal environmental conditions. The books transferred to the LSF from the Divinity Library include mostly books that were already not "browsable" (e.g., the bulk of the volumes published in the eighteenth century, most monographic microfilms, and two thirds of the archival and manuscript collection). These materials still "belong" to the Divinity Library, and so can be transferred back should use warrant. Since the Divinity Library will have a stable collection of 250,000 volumes on-site, we will regularly send volumes to the LSF in the future.

Two factors help to make this arrangement work. First, all of the Divinity Library materials housed in the Mudd Library and the LSF have on-line records, which means that faculty, students, and other researchers can determine where something is located and its circulation status before coming to the Library. Secondly, the University Library now has a document delivery system called "Eli Express." The Eli Express service will deliver any circulating book from one campus library to another. Most deliveries take place within two working days. Materials from the LSF are delivered within one working day. Using this service, researchers not resident in New Haven can make their visits more productive by searching on-line and requesting materials before coming to New Haven. Further improving document delivery services is currently a priority for the University Library.

B. New library

When the new Divinity Library is completed, it will look very different from the existing facility. Indeed, the only spaces that will be recognizable will be the Day Missions Reading Room and the Trowbridge Reference Room, both of which will be restored. The remainder of the Library will essentially be new construction within existing boxes. While the new Library will have approximately the same amount of floor space as the existing facility, it will be substantially reconfigured.

The new Library will be more fully integrated into the academic life of the School. At the core of the new Library will be a comprehensive reference
collection that will serve as a gateway to the literature of theology, which will be housed in a renovated Trowbridge Reference Room. In addition to reference books and non-circulating copies of the core texts of theology, the Trowbridge Reference Room will feature dedicated research workstations as well as individual study carrels equipped with data outlets. The integration of the Ministry Resource Center will present an additional public face to the Library. The Library will include three seminar rooms, two of which will be regularly scheduled classrooms, with the third serving as a space dedicated for bibliographic instruction. The Library will also include several group study rooms. Both the seminar rooms and the group study rooms will be wired so that electronic resources can be used alongside print resources. One of the rooms, named for Marvin Pope (Prof. of Semitic Language and Literature), will contain primary texts and reference works supporting Biblical studies. The Library will feature a special collections reading room for the use of non-circulating materials.

A computer center will be located outside the Library's security perimeter, but will be organizationally a part of the Library. In addition to workspace for systems staff, the computer center will include a student computer cluster and a workroom for the development of electronic resources.

**VI. Future Considerations**

Given the rapid rate of change in libraries and information technology at this time, it would be foolish to try to predict the state of the Divinity Library five or ten years from now. One need only look at the changes over the past decade to see how little we can accurately predict the future of the academic library. That said, we can identify some trajectories growing out of our current efforts that will, at least for the short term, help to determine our future.

* First, it is clear that we will spend a good deal of time over the next five years preparing for and carrying out the move from our existing facilities into the new Divinity Library. We have already done much to help to shape the core collection; much remains to be done. We have designed what we believe will be a facility that is a good place to work for faculty, students, and staff. Inevitably, we will be surprised, both pleasantly and otherwise, at the results of our planning. The task once the facility has been constructed will be to make it work as well as we can.
* We will work to integrate the use of educational technology into the life of the School. With responsibility for computing within the Library's charge, the Library will have a pivotal role to play in helping faculty and students take advantage of the many possibilities educational technology will present. The Lilly grant will provide support for this transition.

* The Library will continue to develop electronic resources to support teaching and research. We expect to build on such successes as Ad Hoc and EIKON and collaborate with faculty to build databases, courseware, and other resources to support their work. We will also build on our experience with the Finding Aids Project and the UBCHEA image database to provide improved access to special collections.

* The application of technology will enable us to improve further the productivity of technical processing. We expect to collaborate closely with the Technical Services Dept. and the Library Systems Office of the Yale University Library to ensure that we are able to apply all appropriate applications of technology to our processing activities.

* We will expand and refine our use of cooperative approval plans for library acquisitions to improve coverage and reduce duplication with other Yale libraries. We will explore the possibility of having vendors deliver "shelf-ready" books, thus reducing the amount of on-site end processing required.

* We will continue to develop a proactive program for the documentation of world Christianity, using, in part, the resources of the Latourette fund. For example, we will continue to explore cooperative projects with vendors and archival repositories that will help to preserve the documentation of world Christianity, while, at the same time, providing improved access to that documentation.

* We will work to improve document delivery, both for faculty and students within Yale University, and in the national and international arenas. In particular, we are interested in working with scholars and institutions outside the West to improve access to the unique resources held at Yale.

* We will develop cooperative projects and programs with other institutions. Through cooperation we expect to leverage our resources and to further the scholarly enterprise. Some of this development will take place in existing structures, such as the ATLA, with its programs for preserving and providing access to the literature of theology. We also expect to participate in the
creation of new coalitions and partnerships. For example, considerable interest has been expressed in developing EIKON as a collaborative tool for Biblical studies. The Ministry Resource Center holds tremendous potential for collaboration with other institutions involved in supporting the practice of ministry. The documentation of world Christianity is another area primed for new initiatives. The Yale Divinity Library is in a unique position to help provide leadership for such initiatives.

* Finally, we hope that within the next several years the Divinity School will create a Center for World Christianity and its Relations with Other Religions. If this Center is adequately funded, we expect to be able to move forward aggressively on several of the points just identified. Should it come to pass, the Divinity Library should be a vital partner in the work of this Center. We have been intimately involved in developing grant proposals for the Luce and Ford foundations.

**VII. Conclusion.**

When I was appointed Yale Divinity Librarian in 1991, one of the first tasks I undertook was to read the annual reports of my predecessors. From these reports I learned that the Divinity Library has often faced considerable obstacles, including, especially in its early years, insufficient funding for acquisitions. I remember in particular one series of reports Raymond Morris made, in which he compared the amounts theological libraries expended from year to year on their collections. The Yale Divinity Library, in those days, was usually well back in the pack. I also noticed, however, that the configuration of libraries ahead of Yale Divinity Library changed from year to year. The net result was much like the story of the tortoise and the hare. While others may have spurted ahead for a time, adherence to the Connecticut state motto of being the "land of steady habits" has meant that the Yale Divinity Library has, over time, not only prevailed, but also flourished.

We at Yale are indeed fortunate in our ancestry, and can claim no credit for it. Yet, we have a responsibility to the future to build on that past. If we do so, Yale will continue to be a blessing to the academy and to the life of the church.

Paul F. Stuehrenberg
January 2001
Notes

1. An indication of the level of participation by the Divinity Library staff in the leadership of the Yale University Library can be gained by a snap-shot of their involvement in University Library committees as of June 2000:

* Mary Ellen Barbarito (Acquisitions Manager)
YUL Acquisitions Support Group
YUL Orbis2 Acquisitions Group

* Susan Burdick (Circulation Manager)
YUL Circulation Support Group
YUL Interlibrary Loan Support Group (acting chair)
YUL Document Delivery Group
YUL Orbis2 Records Criteria Group
Document Delivery Librarian Search Committee

* Eric Friede (Monographs Cataloger)
YUL Cataloging Coordinating Committee

* Rolfe Gjellstad (Serials and Preservation Librarian)
YUL Supervisors Discussion Group
YUL Binding Task Force
YUL Orbis2 Serials Evaluation Demonstration Work Group

* Nadav Sela (Systems Manager)
YUL Public Printing Task Force

* Martha Smalley (Research Services Librarian & Curator of the Day Missions Collection)
YUL Instruction Group (chair)
YUL Service Quality Improvement Council
YUL Orbis2 Readers' Criteria Work Group (chair)
YUL Library Text Deployment (SGML) Group
YUL Collection Development Council Special Collections Subcommittee
YUL Reference Group

* Paul Stuehrenberg (Divinity Librarian)
YUL Library Management Council
YUL Collection Development Council & Budget Committee
YUL Service Quality Improvement Council (chair)
YUL Systems Steering Committee
YUL Retrospective Conversion Coordinating Committee (chair)
Service Quality Improvement Director Search Committee

2. A complete listing of electronic journals, bibliographic resources, and databases at Yale can be viewed at http://www.library.yale.edu/pubstation/alphabetlist.html; see also http://www.library.yale.edu/div/overview.htm for an overview of those resources most closely related to the work of the Divinity Library.

3. For a complete listing of archival sources held by the Yale Divinity Library, see the "Guide to Archives and Manuscript Collections, Yale Divinity Library," at: http://www.library.yale.edu/div/colguide.htm.

4. The other members are the National Library of New Zealand, Auckland University Library, the National Library of Australia, the Mitchell Library, the Australian National University Library, the University of Hawaii Library, and the Library of the University of California-San Diego. For more information on the work of the Bureau, see http://sunsite.anu.edu.au/spin/RSRC/PMB

5. See the final report at: http://www.atla.com/neh.html

6. For background information on the LSF, see http://www.library.yale.edu/Administration/Shelving/ocs.html