# The finances of the Harvard University Library

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The Finances of the Harvard University Library

This article on the financial support and expenditures of the Harvard University Library is intended to complement a recent account of the administrative structure. The earlier article told briefly of the libraries of the University, discussed the relationship between them and the sections of the University to which they are attached, and described in some detail the organization of the central unit, the Harvard College Library. The present article, following in general the sequence of its predecessor, outlines the financial basis of the components of the University Library, not in order to perpetuate the current situation but to explain it and the changes that have been made in recent years in sources of income and in the uses made of the funds available.

It has often been said that each budgetary subdivision of Harvard University is a 'tub that stands on its own bottom.' The primary basis of the division between the different libraries of the University is financial, even more than administrative, and each of the libraries might be said to be a tub that stands, if not on its own bottom, at least on the bottom of the part of the University to which it is attached: each library receives financial support from a special source, and each one has its own budget, except in the case of a few small libraries where there are no budgeted expenditures. The advantage of this arrangement is that the financial support of each library is closely related to its users, which on the one hand makes for reasonably adequate support and on the other inhibits a too elaborate and expensive development, since funds for the library must compete with those for all other activities of the department concerned.

It would not be possible or profitable to give the details of all the library budgets, but an attempt will be made to summarize the situation and to bring out the special features involved. The inadequacies of

financial resources, the need for more funds, and possible sources of additional funds will not be considered at this time.

As noted, the article will in general follow the order of its predecessor; it will discuss first the libraries of the eight professional faculties, next those of the affiliated research institutions, then those of the departments of the College, and after a note on the House libraries will consider in much greater detail the general collections of the Harvard College Library. The budgets of the office libraries and minor undergraduate libraries are negligible and need not be considered here.

The main sources of University income of concern to its libraries are three: (1) endowment funds; (2) tuition; (3) gifts for immediate use. From each of these sources one part or another of the Library uses considerable sums.

Libraries of the Eight Professional School Faculties

The libraries of the graduate professional schools depend for 85 per cent of their income on tuition or on unrestricted endowment funds; in general the expenditures budget does not indicate which. Several of the schools have small restricted endowment funds, almost altogether for the purchase of books, but these amount to less than a million dollars in capital. Some of the libraries receive current gifts (chiefly for the purchase of books or for binding); which in most cases are not included in the budget. Money from gifts used in 1952-53 amounted to over $43,000, almost exactly the same as the income from restricted funds used for books. Book acquisition in a number of cases is increased considerably through exchange relations with other institutions that send their publications in return for Harvard's. The 1952-53 expenditures for the professional school libraries, not including building charges, which are covered in the general overhead budget of each school, amounted to over $600,000, of which $320,000 was used for books and binding.

The Law School Library, which includes nearly 40 per cent of the two million volumes in the libraries of the professional school group, has a budget which represents an equally large percentage of the total. Library expenditures take up a larger percentage of the budget of the Law School than of any other large unit of the University. This is because of the tremendous use of the Library by the students and faculty, and also because in its acquisition program the Library includes,
in addition to Anglo-American law, both foreign and international law on a scale not found elsewhere in the United States, while at the same time the term 'law' is broadly interpreted. The School has set this course with full realization of the financial effects of a policy of very extensive acquisition. Expenditures in 1952-53 amounted to about $272,000.

The Library of the Graduate School of Business Administration, with the next largest budget in this group, has paralleled the course of the Law School in interpreting the field of its interests broadly and has built up a library that is beyond the immediate needs for instruction. In 1952-53 its expenditures of over $180,000 showed the result of this program. Again, the School has faced the financial consequences of an extended policy.

The Library of the Medical School presents a more complicated financial set-up, primarily because of its more complicated administrative organization, which was described in the article on administrative structure. The Graduate School of Public Health does not have a library of its own but uses the Library of the Medical School, making an annual contribution toward the Medical School Library expenditures, which total $50,000. The School of Dental Medicine has its own library but it is considered a branch of the Medical School Library. The Lucien Howe Library (ophthalmology), while closely affiliated with the Medical School Library, is completely separate as far as financial support is concerned. It occupies quarters in the Massachusetts Eye and Ear Infirmary and is supported jointly by the Infirmary and by its own funds, the percentage of expenditure carried by each institution being adjusted from time to time according to the use of the Library by readers associated with the two institutions.

The two libraries belonging to the School of Design — the Architecture Library and the City and Landscape Planning Library — have separate and independent budgets which total over $20,000.

The special feature in the $14,000 budget of the Library of the Graduate School of Education is its appropriation of $2,500 annually toward the support of the Harvard College Library because of the help given it by that Library for many years.

The Library of the Graduate School of Public Administration in Littauer Center has from the time of its opening stored and served parts of the Harvard College Library collection in the fields of Gov-
government, Economics, and Public Documents, and from the beginning the Harvard College Library has contributed toward its support—during the fiscal year 1952–53 to the extent of $20,000 of the total of nearly $45,000.

The Library of the Divinity School, known as the Andover-Harvard Library because over half of its volumes are the property of the Andover Theological Seminary (at one time part of the Harvard Divinity School), receives a small amount of financial aid from Andover, which is now combined with the Newton Theological Institution to form the Andover Newton Theological School. The expenditures of the Library amounted in 1952–53 to $12,500.

Each budget in this group of libraries is the responsibility of the dean of the faculty concerned, and is made up after consultation with the librarian of the departmental library and then submitted to the administrative officers of the University, who in turn pass it on to the Corporation. Copies of these budgets are made available to the Director of the University Library for comment and suggestion with a view to preventing embarrassing variations in policies or discrepancies in the salary scales used throughout the University, but the Director’s responsibility is of an advisory character only.

Libraries Affiliated with the Faculty of Arts and Sciences

The seventeen libraries of the research institutions affiliated with the Faculty of Arts and Sciences have a somewhat more complicated financial basis. Their expenditures are conservatively estimated at about $150,000 a year. Nearly $45,000 of this sum is for books, periodicals, and binding, of which over $20,000 comes from unrestricted funds, some $5,000 from restricted funds, and nearly $18,000 from gifts. However, the total expenditure of $150,000 is probably less than the actual total for the group, since for a number of libraries only rough estimates are possible. The Dumbarton Oaks Library in Washington has its own endowment, and its income and expenditures are not included in the Report of the Treasurer of the University. The Chinese-Japanese Library belongs to a separate corporation, the Harvard-Yenching Institute, and functions within the University framework on a contractual basis. Several of the libraries have no budgets distinct from those of their research institutions, and hence show no expendi-
tures in the Treasurer's Report. Others receive their support directly through the departments of the Faculty of Arts and Science with which they are affiliated; again there are no separate library budgets, no library figures in the accounts of the research institution, and no expenditures in the Treasurer's Report. To outline in detail the financial arrangements of this group of libraries would obviously extend the present article unduly. Separate library budgets, where they exist, are the direct responsibility of the directors of the respective institutions, but copies of the budgets are made available to the Director of the University Library.

**SPECIAL LIBRARIES OF THE FACULTY OF ARTS AND SCIENCES**

More than twenty of the departmental budgets of the Faculty of Arts and Sciences have library accounts of one kind or another, but only ten of these involve as much as $1,000 a year, and a number of other departments show no library accounts. The total of recorded expenditures came in 1952–53 to some $50,000, of which 40 per cent was charged to restricted income. About 40 per cent is used for books, periodicals, and binding, and most of the remainder for services. Except for the money from restricted funds given for library purposes, the support of these libraries comes directly out of the unrestricted funds of the Faculty of Arts and Sciences, through department appropriations.

**HOUSE LIBRARIES**

The budgets for the House libraries as a group (the seven Houses in which Sophomores, Juniors, and Seniors live) amount to about $27,000, with each of the seven budgets totaling the same amount in each category. They are set up at the request of the operating manager of Houses and College Dormitories by the Librarian of Harvard College and are submitted by him to the administrative officers of the University. The appropriations are paid for from the receipts from board and lodgings in the Houses, supplemented by three endowment funds given toward the support of the House libraries. Since these library expenditures represent a very small fraction of the receipts from board and lodgings, the financing does not present any special problem.
The general collections of the Harvard College Library represent a single budgetary unit, one of the seven units shown in the Treasurer's Report which come under the Faculty of Arts and Sciences.

Until 1 July 1949 the Harvard College Library was a department of the University and its financial support came in part from its own endowment funds but to a much greater extent from the unrestricted funds of the University. It was what was known as a 'deficit' department. Expenditures beyond those for which it had funds of its own were considered a deficit, which was paid by the University. Since this deficit was agreed upon in advance, the Library did of course operate on a budget.

On 1 July 1949 the Library was transferred by the Corporation to the Faculty of Arts and Sciences, both administratively and financially. With the Library the Corporation transferred or made available, as will be described later, funds sufficient to maintain the Library on the scale of that date, but made it clear that additional support could not be expected from unrestricted University funds; if needed, it would have to come from new money given to the Library or from the Faculty of Arts and Sciences.

The transfer was made primarily for two reasons: (1) the Library should be assigned to and be responsible to the department of the University which provided its principal clientele; (2) it was desirable that the Library should be attached to a part of the University that received tuition, so that in case of emergency its income would not be dependent altogether on the interest received from endowment funds; at the same time, the two sources combined would provide a certain amount of insurance in times of financial difficulty.

A. Income

1. Income from Endowment Funds

The largest source of income for the Harvard College Library is from endowment funds, which may be divided into three groups, as follows:

*This account of endowment funds states the situation as of 30 June 1949. All the funds and the restrictions on their use are recorded in the volume entitled *Endowment Funds of Harvard University*, published in 1948 and covering funds...*
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1. Unrestricted funds
2. Restricted funds
3. Funds belonging to other administrative units but with income transferred in whole or in part to the Library in accordance with the terms of the original gift

While a number of the unrestricted funds have been given to the Library directly, the largest being the Coolidge Fund, which amounts to over $337,000, the major portion of the $12,200,000 of capital represented by the 23 unrestricted funds consists of money given to the University for unrestricted use and assigned to the Library by the Corporation with the understanding that it could be withdrawn if equivalent sums, which might be called ‘windfalls,’ should come to the Library unexpectedly.

The 137 restricted funds, with a principal amounting to $3,800,000, include 11 endowing special activities of the Library, among them the fund for the Farnsworth (recreational reading) Room; the fund for the Woodberry Poetry Room; the Lamont Library endowment with a capital of $1,500,000, available for any Lamont purposes, but so far used for building maintenance; the Lane Fund for the support of the University Archives; and three funds—the Rogers, Shaw, and Edward Sheldon Funds—for the support of the Theatre Collection. A twelfth, the Price Greenleaf Fund, with an income of some $15,000, is to all intents and purposes unrestricted except that it cannot be used for building construction or upkeep. The remaining 125 funds, with a capital of approximately $2,000,000 and an income of over $90,000 at present, are for book purchase and binding exclusively. Not more than $5,000 a year from this $90,000 is ordinarily used for binding.

2. Payments by Other Administrative Units

A second category of income for the College Library, and the next largest in total amount, consists of payments to it in accordance with agreements between the Library and other administrative units of the University or outside groups. The sources of this income are seven in number:

received before 1947, in the mimeographed supplement of this volume covering the five additional years up to 1 July 1952, or in the quarterly printed reports entitled Gifts to Harvard.
1. The University. The vote of the Corporation transferring the College Library from general University auspices to the Faculty of Arts and Sciences as of 1 July 1949 included the following paragraphs:

Voted, in recognition of the place of the Harvard College Library among the major repositories of the scholarly world, and in view of their continuing obligation to assist in the advancement of learning and its perpetuation to posterity, that this board accept the responsibility of meeting annually all the unrestricted funds of the University one half of the basic operating expenses of the Library, as hereinafter described.

Voted, pursuant to the foregoing, to establish under University Administration, as of June 30, 1949, a special fund to be known as the President and Fellows' Library Fund, and to transfer to that fund, subject to further order of this board, the capital sum of $3,000,000, the income thereof to be available as needed for the purpose of meeting one half the basic expenses of the Harvard College Library—basic in this sense to include such items as overhead salaries, services and wages in the administrative offices, retiring and pension allowances, general operating expenses, building maintenance charges for the Widener and Houghton buildings, rentals for space in the Deposit Library, and the like. It is understood that the capital sum hereinabove transferred may be reduced to the extent of gifts hereafter received into this fund and that whenever current income plus current gifts will not suffice to meet this annual obligation, this board shall make up the balance out of their unrestricted monies.

It has been agreed by the Library and the University Administration that the basic expenses of the Library should include the salaries, services, and wages in the offices of the Director and Librarian, in the business office of the Library, and in the office of the Assistant Librarian in charge of the Houghton Library; the cost of pensions, annuities, and social security in the College Library as a whole; the expenses of the University Archives; the payments of the Library to the New England Deposit Library; the expenses from unrestricted funds for the Harvard Library Bulletin; expenses of building maintenance for Widener and Houghton (but not for Lamont, as noted above); and the general operating expenses of the Library consisting of equipment, supplies, printing and stationery, telephone and telegraph, postage, freight and express, travel, publishing, entertainment, and so forth. One half of this group of expenses is paid from general University income, using as far as possible the income from the President and Fellows' $3,000,000 Library Fund. However, before the income of the President and

1 Corporation Records, 15 November 1948 (University Archives).
Fellows' Fund is applied, the income of the Williams 1948 Fund, with a capital of $200,000 and an income at present of $9,000, is applied to these general overhead expenses in accordance with the ruling of the Corporation, and the remainder is divided between the President and Fellows' Fund (plus any supplementary money that is necessary to make up its half) and the Library's own funds. The Corporation's share of the Library's overhead expense amounts to approximately $150,000 a year.

2. The Faculty of Arts and Sciences. For some years prior to the transfer of the College Library, the Faculty of Arts and Sciences had been making an annual contribution to its support. In 1948-49 the amount contributed was $38,810, representing the cost of part of the direct services given by the Library to the students of the College, including chiefly the cost of the reserve book service in the main reading room in Widener, the Freshman Union Library, and the Library in Boylston Hall for the large beginning courses in History, Government, and Economics, plus a fixed sum of $11,000 as the estimated income from graduate student library fees for that year. Since the transfer the Faculty has continued its contribution, which in every year but one has amounted to the same total, $38,810.

Whether this money from the Faculty of Arts and Sciences comes from tuition or from unrestricted endowment of the Faculty is of little importance. Theoretically, at least, this sum could be reduced; but it is probably inevitable, unless large unexpected gifts come to the Library for general support, that the contribution of the Faculty must be increased, particularly if inflation continues or if the University, and therefore the Library, continues to expand.

3. Summer School fees. The expenses in which the Library is involved by reason of the Summer School are paid by the Summer School itself. The exact amount is based on the actual expenses, which in 1952-53 came to $16,000 and which included the cost of the building maintenance of Lamont Library during the Summer School (because Lamont would not otherwise have been open at that time), plus the direct service charges in Lamont during the Summer School session, and, in addition, a small amount for building charges and reading room attendants in Widener.

4. Payment by the School of Education, by the House libraries, and by other libraries of the University in return for services rendered
them by the Harvard College Library. The Library has for thirty years collected material in the field of education for which there was not space in the Education Library, and has taken over from the Education Library books infrequently used. The House libraries are supervised by an employee of the Harvard College Library, and part of his salary is paid from House library funds. Staff members of the Harvard College Library are assigned in some cases regularly and in some cases occasionally to help out in other libraries of the University, and the Library is reimbursed for this service.

5. Small payments by self-supporting services of the Library (such as the Photostat Department) toward the building expenses of Widener, in return for the use of space and the time of the regular Library staff.

6. Payments toward the building expenses of Widener by other parts of the University (including the Alumni Records Office and the Comptroller’s Office) that use storage space in Widener.

7. Payments made by Radcliffe College ($10,000 in 1952–53, $20,000 in 1953–54) for the services of the Harvard College Library and other libraries belonging to the Faculty of Arts and Sciences in providing research library facilities for the Radcliffe Graduate School, and in making available to Radcliffe undergraduates books not supplied in the Radcliffe Library.

3. Other Income

Other library income derives from five sources, as follows:

1. Gifts for immediate use. A large part of these gifts are made for the purchase of books, often for special books. During the year 1952–53, $87,519 came to the Library in this way. Funds in this category do not have to be spent during the year in which they are received, and balances are automatically carried over to the following year.

2. Funds (amounting to $12,748 in 1952–53) received from fines for overdue books. This money is generally used for the purchase of more books. It should be added that the purpose of the fine is to get the books back into the Library so that they may be available to other readers on demand, not to produce additional revenue. Fines for overdue books in the Lamont Library is used for the purchase of books for Lamont, and chiefly for additional copies of books for assigned reading.

3. Funds received from the sale of duplicates and as payment for
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lost books. These receipts (totaling $19,444 in 1952-53) are used for book purchases.

4. Fees for the use of the Library by persons not connected with the University. A statement in regard to these fees has recently appeared in this BULLETIN, but it should be explained here that the fees are nominal: ten dollars a year for the first fifty books borrowed for home use, and no charge to a visiting scholar from outside the metropolitan area unless he uses the Library for more than three months or wishes to borrow books for home use. A total of $1,815 was received in 1952-53 from these fees, and was likewise assigned to book purchases.

5. Money received from the sale of services (such as cataloguing in other libraries), photostats and microfilms, Vocarium records, and so forth. This money is used to reimburse the Library for its expenses in connection with services given, including the salaries of members of the staff, supplies, and building expenses that may properly be charged against these accounts. Services of this kind are on a self-supporting basis and are not subsidized by the University in any way. The 1952-53 income amounted to over $724,144.

During the year 1952-53 the College Library's total income from all sources amounted to $4,180,560, of which $803,434 was unrestricted income, $1,982,281 restricted income, and $1,788,446 from gifts and reimbursements for sales of one kind or another.

B. EXPENDITURES

The budget for the Harvard College Library is prepared by the Librarian from estimates of income received from the Comptroller and from the Librarian's own estimate of the income to be received from direct services given by the Library. This budget is submitted first to the Dean of the Faculty of Arts and Sciences, then to the financial officers of the University, to check among other things the correctness of the figures, and finally to the Corporation.

Budget expenditures are divided into the following eight groups, the division being made at the request of, and for the convenience of, the Librarian. Figures given are for 1952-53.

1. General administration, including the administrative and business offices, special expenditures in connection with the University Library, the Harvard Library Bulletin, the University Archives, and the contribution of the Library toward the Littauer Library, amounting in all to $161,435 from unrestricted funds, to which was added $13,750 from restricted funds and gifts.

2. The Photo-stat Department, Foreign Newspaper Microfilm Project, Harvard Vocharium Records, with expenditures amounting to $58,309, all of them recorded in the Gifts and Receipts for Special Purposes accounts, and all of them on a self-supporting basis and paying their share of the general overhead of the Library.

3. The Acquisition Department and the Catalogue Department, with expenditures amounting to $183,320, all but $846 from unrestricted funds. In order to make it easier for the Librarian to keep track of expenditures and to know the cost of the different parts of the work, these accounts are divided as follows: general overhead, acquisition, searching, general cataloguing, serials and documents, filing, typing, and preparation for the shelves.

4. The public services in the Widener building, with expenditures amounting to $118,058 from unrestricted funds and $1,221 from restricted funds and gifts. These are divided, for the convenience of the Librarian, into general overhead, reference desk, circulation desk, periodical room, inter-library loan, stack, Winsor Memorial Map Room, Child Memorial Room, and the building superintendent's office. This last includes among other things general messenger service, mail delivery, unpacking and shipping, and the inspection desks at the front and back doors of the building.

5. The salaries, services, and wages in the Houghton Library, with expenditures amounting to $66,787 from unrestricted funds. These expenditures are divided among the office of the Assistant Librarian in charge of Houghton, the public service in the Houghton reading room, the Houghton Catalogue and Manuscript Departments, the special account for research work, and the Department of Printing and Graphic Arts. In addition, there are accounts for the Theatre Collection and the Keats Collection, which are supported by restricted funds, and for purchases from special funds and gifts designed for the acquisition of rare books and manuscripts.

6. The Lamont Library, with expenditures from unrestricted funds
amounting to $77,232. There are special sub-departments for the Farnsworth Room and the Woodberry Poetry Room, both of which are supported by special funds, with expenditures of $6,510. The Lamont staff, except for the special rooms just noted, has been organized administratively as a single unit, and it would be difficult to break down costs of various parts of the work without a complete reorganization.

7. Books, periodicals, and binding, with expenditures totaling $289,968, met by $31,237 from unrestricted funds, $118,614 from restricted funds, and the unusually large amount of $149,117 from gifts and special sources (including fines and sales of duplicates). Unrestricted funds regularly defray only a small part of the expenditures in this category. To the total of $289,968 might be added over $7,600 taken from unrestricted funds for services and wages of the binding records staff in Widener and for binding repair work done in Widener.

8. Building charges. There are three sub-departments, one for each of the three buildings — Widener, Houghton, and Lamont — with charges for the three together amounting to over $218,000. A subdivision here of special interest is that for Maintenance Reserve. This account might be considered as insurance. It represents the sum set aside annually in the budget to keep the buildings in repair. In years when there is little repair work, this account grows. The objective is to keep a balance large enough to take care of major repairs as they become necessary, and without delay. The building charges, which are assigned to each of the three libraries so that the total building cost for each library building is known and separately recorded, are supervised by the Department of Buildings and Grounds of the University, and the Librarian has no direct control over any of these expenditures, although he consults with the Superintendent of Buildings and Grounds in regard to repair work and caretaking.

Each of the sub-departments noted under the eight main divisions of budget expenditure given above has its own sub-headings: in the case of the general administration sub-department for the Library as a whole, they are numerous; in the case of some of the small sub-departments, they may consist of a single account — the services and wages. In the group as a whole, there are the following sub-headings of special note:

Salaries for Corporation appointees. Totaling 27 in 1952-53, with
salaries amounting altogether to $149,132, these appointees fall into two groups of about equal size: those appointed without limit of time and those who are on a term appointment (in general, a three-year term).

Services and wages. Non-Corporation appointments, made by the Librarian, are also divided into two groups: employees on regular schedule (35 hours a week) and employees paid by the number of hours worked. In 1952-53 there were over 150 in the former group (10 of them on part time only), and a fluctuating number (as is normally the case) in the latter. The combined payroll for the two groups amounted to $399,719.

Retirement allowances, pension and insurance, and social security. The total payments in 1952-53 amounted to $29,778.

Equipment, supplies, printing and stationery, laundry, telephone and telegraph, postage, freight and express, including the messenger service of the University Library, travel, and other general operating expenditures, each with a separate account. Total expenses in 1952-53 amounted to over $40,000 from unrestricted funds and over $4,000 from restricted funds and gifts.

Books and periodicals. A separate record is kept for books and periodicals purchased for the Houghton Library, for the Lamont Library, and for the specially endowed collections (the Farnsworth, Poetry, and Theatre Collections). The remaining charges against this fund, which are for material that is placed in the general collection in the Widener building, are divided into seven groups: for books in print; for secondhand books, selected ordinarily from catalogues of secondhand dealers; for current serial publications; for noncurrent serial publications; for block purchases or collections gathered together by others and acquired by the Library; for public documents; and finally for miscellaneous purchases that for one reason or another are not classed with any of the above groups.

Binding. Charges for binding include not only those of the Harvard University Bindery (by far the largest part of the whole), but those for the Widener staff that maintains the binding records, for binding repair done in Widener, and for such binding or repair as is sometimes done outside the University. The binding charges for all these purposes in 1952-53 amounted to over $50,000.

Publishing. Charges for publishing represent various publishing ac-
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Activities of the University Library, including the Harvard Library Bulletin, appearing three times a year with charges covering printing and mailing, the wages of a secretarial assistant, and maintenance of subscriptions; the Harvard University Library Directory, issued annually; the Staff News, issued at intervals during the year; and such irregular publications as the Guides to the Harvard Libraries. Expenditures in 1952-53 amounted to $8,491, of which $4,320 came from unrestricted funds.

Exchanges. This fund makes possible the purchase of Harvard University Press books at a considerable discount, and is used altogether for foreign, not domestic, exchange. The fund is included in the general overhead cost of the Library. The discount given by the Press is partly in return for storage space in the Widener basement used by the Press without payment to the Library. Expenditures under this fund amounted in 1952-53 to $1,964.

Miscellaneous. This is a small account which provides for odds and ends that do not fit into other accounts; it includes small appropriations available to the Director for use in performing minor services for other libraries of the University that could not be charged elsewhere without great inconvenience.

Some of the statistics of income and expenditure that have been given are exact figures, others are estimates. For a number of reasons it is impossible to prepare a complete and fully accurate statement of income and expenditures for all parts of the Harvard University Library. It has been noted that the Dumbarton Oaks and Harvard-Yenching Institute Libraries are not included in the Report of the Treasurer, that library expenditures of some research institutions and some departments of the Faculty of Arts and Sciences are not separately recorded, that expenses of libraries of affiliated research institutions subsidized in one way or another by the Faculty of Arts and Sciences do not appear in the accounts for the institutions, and that a considerable number of small accounts have not been included in the summaries presented above. Moreover, building maintenance costs are not charged against libraries except those for the three main buildings of the College Library (Widener, Houghton, and Lamont), and it would be practically impossible to compute the total maintenance cost exactly. Nonetheless, it would be approximately correct to say that in 1952-53
the University Library spent at least $600,000 for books, periodicals, and bindings, that salaries, services, and wages amounted to about $1,000,000, that maintenance costs for all space occupied were more than $400,000, and that all other charges came to $200,000, making a total for the entire Library of not less than $2,200,000.

There might be few practical advantages in having more exact figures available, but their availability would make it easier to report Harvard statistics for publication. Under the sponsorship of the Association of Research Libraries, the Princeton University Library annually collects and distributes figures for research libraries, including, for each, the total number of volumes and pamphlets, the number added during the preceding year, the total sum spent for books, periodicals, and binding during the preceding year and the amount currently budgeted for these purposes, the size of the staff, and the amount paid for salaries, services, and wages. For publication in College and Research Libraries, the American Library Association requests information on more than forty points every year. Harvard reports as accurately as possible, but cannot answer some questions and must base its replies to most of the others on estimates.

Likewise, the financial complexities resulting from development of the library in many directions over a long period of years, while they can be summarized and outlined as they have been in the preceding pages, could not be fully detailed except in an extended treatise. And finally, it should be emphasized that what has been said applies only to the present and the immediate past; there is no thought that present financial arrangements will (or ought to) continue unchanged. It has seemed desirable to record the situation as it stands in 1953; but, as was said apropos of administrative structure, 'Each department, like the University to which it belongs, must adjust itself to a constantly changing environment.' Financial adjustments to change are fully as necessary as adjustments in administrative structure.

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