

**Yale University Library
Preservation Department**

**41st Annual Report
July 2011-June 2012**

Submitted:
Roberta Pilette
October 5, 2012

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Roberta Pilette, Director of Preservation and Chief Preservation Officer
Elizabeth Haugh, Senior Administrative Assistant

Preservation Staffing:	July 1, 2011	June 30, 2012
Positions budgeted:		
C&T	10.00	10.00
M&P	7.50	7.50
Positions filled:		
C&T	10.00	9.0
M&P	7.50	7.50

OVERVIEW OF THE DEPARTMENT

The Yale University Library Preservation Department is responsible for the long-term preservation of all library materials. The Department consists of three units—Field Services, Digital, Reformatting & Vendor Services (DRVS), and Conservation Services including General Collections Conservation (GCC), Special Collections Conservation (SCC) and Exhibit Preparation. The Department organizational chart can be found in Appendix I, the annual statistics for the Department can be found in Appendix II.

On August 10, 2011 the Preservation Department began reporting to the Director for the Beinecke Rare Book and Manuscript Library (BRBL). The Department remains responsible for preservation across the Yale University Library system. As the director of BRBL is also an Associate University Librarian (AUL), this new report was viewed as part of his AUL responsibilities.

Department Strategic Planning

The University Librarian set out an aggressive timeline in January to complete strategic planning by the end of the fiscal year. The Preservation Department completed their strategic plan at the end of August 2012. This was an inclusive process. All the managers and representatives from each of the units met and worked through a SWOT (Strengths, Weaknesses, Opportunities & Threats) exercise. The entire Department then reviewed these and the resulting document was winnowed down and re-worked into a set of the following objectives that were sent to the University Librarian:

- Work to increase the Department’s effectiveness across the Library
- Continue to leverage the knowledge and expertise of its staff to provide the most effective and efficient services to meet the Library’s preservation and conservation needs
- Advocate and work to bring the physical infrastructure (space & technology) to a level that enables it to begin to meet its mission

- Advocate for budget structures and prioritization systems that recognize and provide for a more equitable distribution of resources to meet the Department's mission to serve all of the Library's collections
- Renew its commitment to professional development by investing in its most critical resources—its current staff and future professionals.

With these objectives agreed upon we further refined these and produced our strategic plan which can be found in Appendix III.

PROJECTS/ACTIVITIES

Institute of Museum & Library Services' Laura Bush 21st Century Librarian Program

This was the third and final year of a joint grant with New York Public Library for preservation administration fellowships. We have hosted three IMLS Preservation Administration fellows. On January 11, 2010 Kimberly Peach, a Rutgers Preservation Management Institute graduate, began the first nine-month fellowship in the Yale Preservation Department. She completed her fellowship in October 2010. Kim was quickly followed by Kevin O'Sullivan, a graduate of the University of Texas at Austin's Kilgarlin Center. Kevin began his fellowship November 2010 and finished July 30, 2011. His major project was to complete the audiovisual condition survey for the Beinecke Rare Book and Manuscript Library (BRBL) which he did successfully. The last fellow was Elizabeth (Annie) Peterson who came to us from University of Illinois, Champaign-Urbana and began September 6, 2011. As with Kim and Kevin, Annie spent time in each of the units in the Preservation Department working on specific projects. Annie's final report can be found in Appendix IV.

This grant has provided Yale with a variety of (large and small) completed projects, all valuable to preservation objectives. In addition, the value of having young professionals observing and learning is the advantage of having someone looking at processes and policies with a fresh eye and asking 'why?' Any operation needs to periodically take stock. It is difficult to do when addressing day-to-day demands. Having a fresh set of eyes whose 'job' it is to ask 'why' has provided us with an invaluable opportunity to think about what we are doing and how.

Preservation Week

This year's participation in Preservation Week was low key. Annie Peterson put together an exhibit entitled "Preserving What Matters: Preservation and Conservation in Yale University Library." The two goals of the exhibit were to showcase the Preservation Department's work in the Library and to give people tips on caring for their personal collections at home. As part of this Annie incorporated QR codes that would take the viewer to the Preservation Department's home page. While not heavily used it was interesting to note that there were 125 'hits' over the three months.

Preservation Lecture Series

This year's preservation lecture was given by Mary M. Brooks a textile conservator and museum consultant from England. Her lecture, *Cassandra Calling: Conservation pasts, present & futures*, on April 19, 2012 was the fourth in the series. This is now an annual spring lecture.

The series is generously sponsored by Jack '47 and Betsy O'Neill.

All the lectures are videotaped and available at:

http://www.library.yale.edu/about/departments/preservation/pres_lect_series.html

Tours

The Department staff are always happy to conduct tours for individuals or groups with special interests. Just a few of the tours conducted over the last year:

- Tour for Vuyo Gontshi, visiting Library fellow from Rhodes University in South Africa
- Tour for the two Preservation Administration Fellows from New York Public Library, Kimberly Tarr and Nick Szydowski
- Tours for Yale alumni during Alumni Weekend

WEST CAMPUS

The development of the Institute for the Preservation of Cultural Heritage (IPCH) on West Campus continues apace. June 2011 President Levin announced a significant gift to fund the Institute. This along with the Mellon endowment for a director of the conservation research laboratory has allowed the University to move steadily forward.

In September Ian McClure, Chief Conservator for the Yale Art Gallery, and Roberta Pilette, Director YUL Preservation Department, traveled to Carnegie Mellon University to visit Paul Whitmore. Paul Whitmore is the Research Professor of Chemistry & Director of the Art Conservation Research Center at Carnegie Mellon University. He is a leading researcher in conservation particularly related to paper and polymer deterioration. This was part of the planning process for the Yale IPCH science labs, to see his work and get his feedback on Yale's plans thus far.

Also in the fall a search committee for the Director of Scientific Research was formed, chaired by Ian. Throughout the late summer and early fall candidates applications were reviewed and three candidates brought in for interviews. Anikó Bezur was the successful candidate and joined Yale in May 2012. She has a PhD in Materials Science and comes to us from Houston where she had a joint appoint at the Museum of Fine Arts, The Menil Collection and Rice University.

In March Susan Gibbons, University Librarian, was made chair of the search committee for the Director of IPCH. As part of the process a workshop pulling together experts from across the fields of conservation, preservation, the humanities and science to seek their advice about how Yale should define the Institute's mission and ambitions in an extensive brainstorming session. Pilette participated in this two-day session which proved to be very enlightening.

EMERGENCY RESPONSES

The Preservation Department is able to respond 24/7 to any Library emergency involving collection materials. Over the past year, only 15 staff hours were spent in responding to emergencies as well as dealing with materials affected by these incidents. Appendix V shows a table and two graphs. The table lists the single FY12 incident, the graphs are a yearly depiction of the number of incidents and staff time required to handle the incidents from FY2004 to FY2012.

CONFERENCES, COMMITTEES & TRAINING

Yale University Library encourages staff participation in professional activities, both within the University and library profession. Staff can enhance their knowledge base by learning a new activity or building own their current skill set.

Meetings/Conferences/Travel

American Library Association Meetings

Mid-winter, Dallas, TX, January 2012

Tara Kennedy, conducted/moderated the first hybrid, virtual in-person Forum for PARS; PARS representative for Emerging Leaders Project
Annie Peterson, Robert Klingenberger

ACRL Rare Books Pre-Conference, San Diego, CA June 2012

Annie Peterson

Annual meeting, Anaheim, CA, June 2012

Roberta Pilette & Annie Peterson did a presentation on IMLS fellowship

International Texting China Symposium, May 11-13, 2012, University of Chicago

Roberta Pilette, presentation

American Institute for Conservation, Albuquerque, NM, June 2012

Annie Peterson

Paula Zyats, presentation

Laura Miller

Ronel Namde

Society for Preservation of Natural History Collections (SPNHC), New Haven, CT June 2012

Christine McCarthy, presentation and workshop leader

Annie Peterson

CT Emergency Response Mutual Aid meetings, sponsored by COSTEP-CT (Coordinated Statewide Emergency Preparedness – CT) & NHPRC (National Historic Publications & Records Commission), 5 locations in CT, June 25-27, 2012

Tara Kennedy

Guild of Bookworkers Standards Meeting, Boston, MA Oct 2011

Karen Jutzi, received a scholarship to attend

Committees/Task Forces/Working Groups

Department members are active on a wide variety of committees, task forces and working groups at the Library, University and national level.

The Preservation Department had representatives on the following Library committees over the past year:

- Library Management Council (LMC)
- Nave Programming Committee
- HathiTrust Working Group
- Grant Management Task Force
- LSF Selection Working Group
- SML Space Related Projects Working Group
- Digitization Task Force
- HathiTrust Phase 2 Working Group
- Search committees for:
 - Director of Research Science, West Campus
 - BRBL Head of Technical Services
- Vision Statement lunch for strategic plan
- YUL's Diversity Council

Preservation Department members are also involved in the following professional organizations:

- ConservationSpace, Mellon funded initiative
- American Library Association, Preservation and Reformatting Section (PARS)
- American Institute for Conservation (AIC)
 - AICT-CERT (Conservation Emergency Response Team)
 - Book & Paper Group (BPG) Education Committee
 - BPG Archives Discussion Group
- Northeast Document Conservation Center (NEDCC)
- Guild of Book Workers (GBW)
 - GBW Journal, Editorial Board
- COSTEP-CT

Training

All managers encourage staff development. This is done through a variety of sources—the University Learning Center offerings and scholarships or awards granted by professional organizations. Below is a selection of some of the training activities.

University/Library courses & workshops

STARS Updates for Hiring Managers

What to say & how to say it

Practical Paleography, BRBL

Other courses

Reflectance Imaging (RTI) training, Worcester, MA, July 2011

Polarizing Light Microscopy for Conservators, Chicago, November 2011

Marie-France Lemay

Digital Directions, NEDCC, Boston, MA

Tara Kennedy

Playing to the Galleries: Conservation Outreach & Advocacy, Colonial
Williamsburg, November 2011
Christine McCarthy
Rare Book School, Charlottesville, VA, July 2011
Karen Jutzi

PERSONNEL

Promotions in FY12

Marie-France Lemay was promoted from Conservator II to Conservator III on September 1, 2011

New staff members to the department in FY12:

Elizabeth (Annie) Peterson, IMLS fellow	September 6, 2011
Robert Klingenberg, Head DRVS	October 31, 2011
Jef Wilson, Technical Ass't II	January 24, 2012

Staff members who have left during FY12:

Kevin O'Sullivan, IMLS fellow	July 30, 2011
Lisa Carol Gregory, Conservation Ass't III	January 19, 2012
Elizabeth (Annie) Peterson, IMLS fellow	June 27, 2012

PRESERVATION FIELD SERVICES OFFICE (FSO)

Tara D. Kennedy, Preservation Field Services Librarian

Overview

Field Services provides preservation consulting services for all Yale libraries including basic preservation training, work arrangements for the other Preservation units, and addresses preservation inquiries across the Yale Library system, other institutions, and the general public.

The majority of this fiscal year was spent on environmental monitoring and reporting, HVAC consulting/ liaison, Integrated Pest Management (IPM), condition surveys, emergency preparedness planning and disaster assistance, and preservation outreach and education. This year, Field Services assumed the responsibility of preservation review for incoming general collection materials needing preservation attention.

Activities & Services

Environmental Monitoring and Reporting

Kennedy continues to work with the Image Permanence Institute (IPI) on the *Research on Energy Saving Opportunities in Libraries* project started in 2009, sponsored by the Institute for Museum and Library Services (IMLS). IPI staff members, Jeremy Linden and Shae Trewin, visited the Library to review environmental data and systems operations, and to share their observations. The Preservation Department and Yale Facilities continue to work together on this project cooperatively. Because of this excellent partnership, Preservation will continue its work with IPI on this energy savings project with data collection and analysis continuing until the end of August 2013. IPI staff will make available a final report in the spring/ summer of 2014. More information is available at: www.ipienergysavings.org.

The end of this fiscal year also saw the changeover to a new environmental management system: *eClimate Notebook*, created by IPI. Kennedy participated in the beta testing for this new web-based system, and helped troubleshoot some of the initial problems while also pointing out some of the new, excellent features. The transfer of all Library environmental data is complete, and data continues to be collected in relevant Library spaces.

HVAC/ Facilities / Renovation Consulting/ Liaison

Kennedy worked on the initial stages of the planning of upgrading HVAC equipment at Beinecke Rare Books Library (BRBL). Environmental consultant, William Lull, was hired to determine appropriate environmental conditions for the new HVAC systems at BRBL, and to evaluate the current systems. Kennedy served as the Preservation contact for the project until Rebecca Hatcher, BRBL's Preservation Coordination Librarian, was hired.

Kennedy assisted BRBL with some of their environmental monitoring needs in relation to their plans to upgrade their HVAC systems. Per the advice of William Lull several types of environmental evaluation methods were recommended. To test the building envelope, Lull recommended that each of the air handlers be shut off for a period of time to see how long the space could maintain safe environmental conditions for

collections. Kennedy assisted with the initial setup of the experiment by selecting the dataloggers and their placement locations.

Due to ongoing problems with the unstable environment in the Special Collections Conservation Lab, Kennedy wrote a request to engage an environmental consultant to evaluate the problem and suggest potential solutions to the wide swings in relative humidity. Landmark Facilities Group was chosen to do the evaluation and they completed a report with suggestions on how to remedy the relative humidity problems. The project is in process.

With the Mudd Library closing, the Historic Sound Recordings collection (HSR) needed a new home. A building at West Campus (A-42) was recommended as the new storage space for the collection. Kennedy evaluated the space, focusing on particular risk factors that might put the collections in danger for damage or loss. Due to her comprehensive report, the collection will be moved to a location at 344 Winchester Avenue in Science Park which is more secure and has appropriate environmental conditions. Kennedy has been heavily involved in the planning for the new processing and storage space for HSR, including evaluation of the proposed air handling system for the space.

Emergency Preparedness and Response

The emergency supplies have been relocated to a space off of B18. Equipment and expendables have been inventoried, and containers and equipment have been labeled. Key card access to the space is being investigated, as that will expedite entry into the space in case of an emergency involving collections.

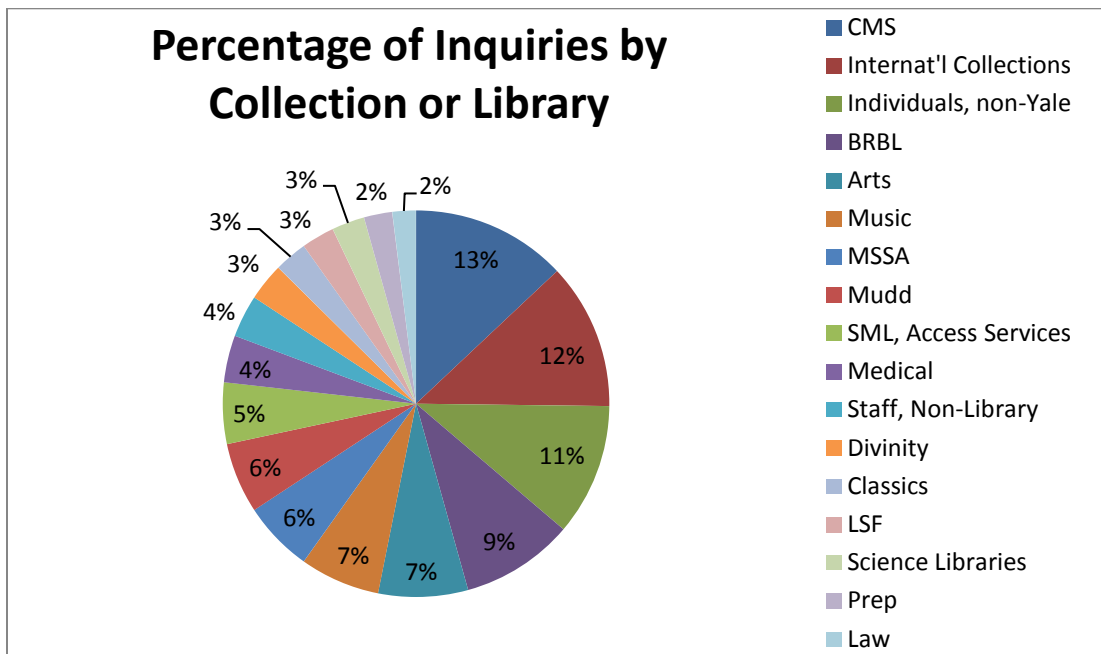
As part of the emergency planning process for the Library, collections prioritization for collections continues. Floor collection maps that designate the collection priorities are created as the final part of this process and disseminated to pertinent staff. The following collections have their collections priorities completed:

- BRBL
- Classics
- Judaica
- South Asia
- Southeast Asia

Kennedy assisted with the assembly of the LSF emergency recovery plan with Annie Peterson, IMLS Preservation Administration Fellow, including the assembly of an RFP for potential emergency recovery vendors for the Library.

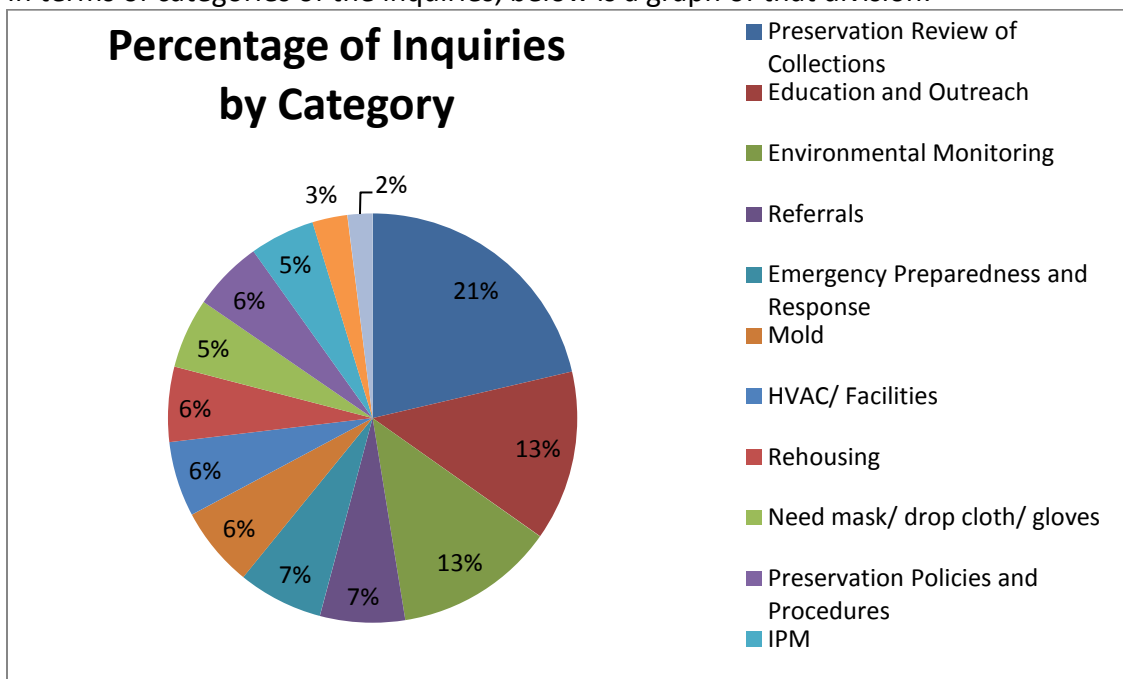
Education and Outreach

Field Services received and responded to 201 inquiries between August 2, 2011 and June 30, 2012. Below is a graph demonstrating the division of the inquiries by collection/ library:



The top one-quarter of the inquiries come from Catalog & Metadata Services (CMS) (13%) and International Collections (12%) combined. Individuals from outside the Yale community make up the third largest percentage (11%) and BRBL staff inquiries make up the fourth largest percentage (9%).

In terms of categories of the inquiries, below is a graph of that division:



Almost one-quarter (21%) of inquiries involve the preservation review of circulating, reference, (and sometimes special) collections for library colleagues. The next 26%

comprise of general preservation education and outreach questions and environmental monitoring and reporting services.

Specific education and outreach services from this fiscal year include:

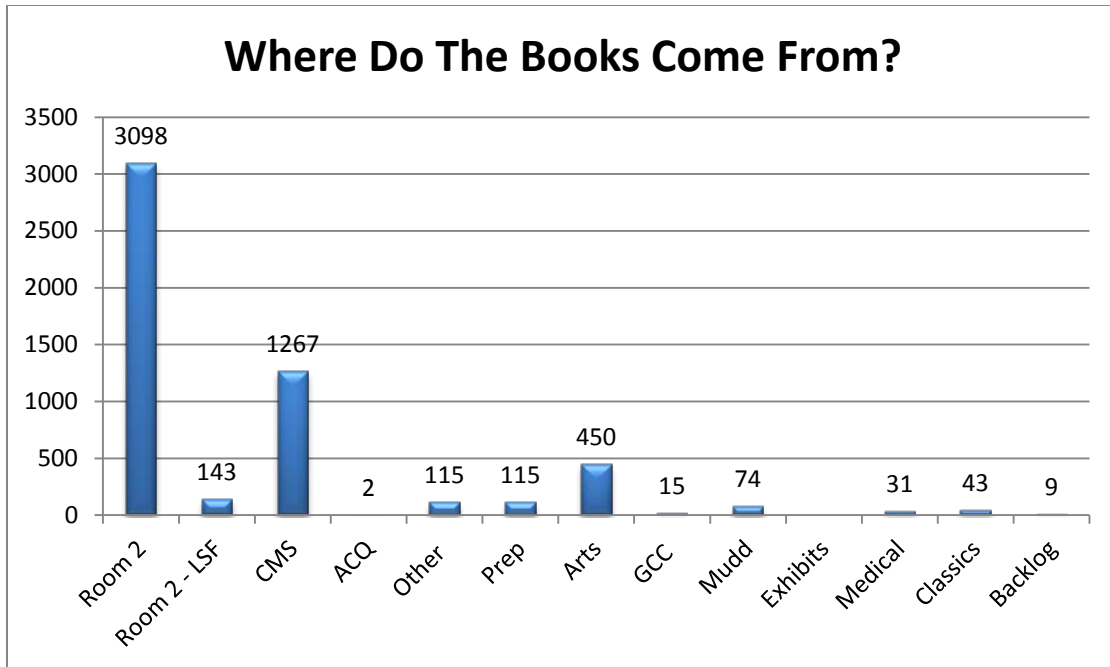
- Worked with Preservation Administration Fellow, Annie Peterson on her main project: the emergency recovery plan for the LSF, along with smaller projects such as analysis of environmental data for collections spaces and collections prioritization for emergency planning
- Assisted with film identification in the Special Collections Conservation lab for BRBL collection rehousing
- Assisted with the cleaning of newly-acquired 78s collection in Historic Sound Recordings
- Examined “blocked” photographs and negatives in MSSA archival collection and made recommendations for housing
- Examined remaining Goodman film reels in Music Library with Emily Ferrigno for rehousing and relocating to the LSF
- Performed Care and Handling session for special collections at the Medical Historical Library with Sarah McGlynn, Preservation Coordination Librarian
- Assisted Emily Ferrigno, Library Services Assistant, with rare book housings in the Music Library
- Worked with Divinity Library’s Serials and Preservation Librarian, Christine Pesch, and the Office of Environmental Health and Safety to evaluate Thailand archives and the possibility of insecticide contamination – no contaminants were found. Also arranged for freezing (for pest control purposes) and storage arrangements for these archives until processing could start
- Measured and readjusted exhibition light levels in the Arts Library Special Collections exhibit cases to assure safe light levels for exhibition
- Conducted two sessions at Library Orientation, introducing the Preservation Department to new staff
- Worked with Southeast Asia Curator, Rich Richie and Library Research Associate, Wanna Net in Southeast Asia to re-house Cambodian newspapers for transfer to LSF
- Worked with South Asia Curator, Sarah Calhoun, to review older processed collections for preservation needs
- Worked with Sahr Conway-Lanz, Senior Archivist for American Diplomacy, on moldy Kissinger papers, including getting estimates for reformatting moldy records and arranging outsourced conservation treatment for moldy individual items

Special Projects

- *Mudd Relocation Project* included the following services performed by Field Services:
 - Reviewed Tibetan collections at Mudd for fragility and housing issues before cataloging began
 - Identified volumes that needed archival book boxes from the Periodical Reading Room and Starr Reading Room annexes in order to transfer them to the LSF
 - Participated in Mudd Relocation meetings while the Director of Preservation was out on leave
 - Assisted Robert Klingenger, Head of DRVS, with Mudd microfilm backlog cataloging project in order to process and send microfilm to LSF or Iron Mountain for permanent, archival storage
 - Performed training for Mudd and CMS staff on folio care and handling at Mudd, including cleaning and moving folios safely; specified folio truck for CMS staff to ensure ergonomically-safe movement of folios
- *Music Library Backlog Processing Project* included the following services performed by Field Services:
 - Arranged to have all offsite Music collections frozen for pest control purposes before processing at SML
 - Sorted through all offsite boxes that contained collections that could not be frozen, as a precaution to avoid pest infestation of the library and/or the LSF
 - Consulted with Emily Ferrigno and Julie Niemeyer on all housings for collections to be moved out of Room 4 and the Music Library caged areas; demonstrated rehousing techniques for Music Library staff and student workers, including unframing of framed works on paper and photographs.

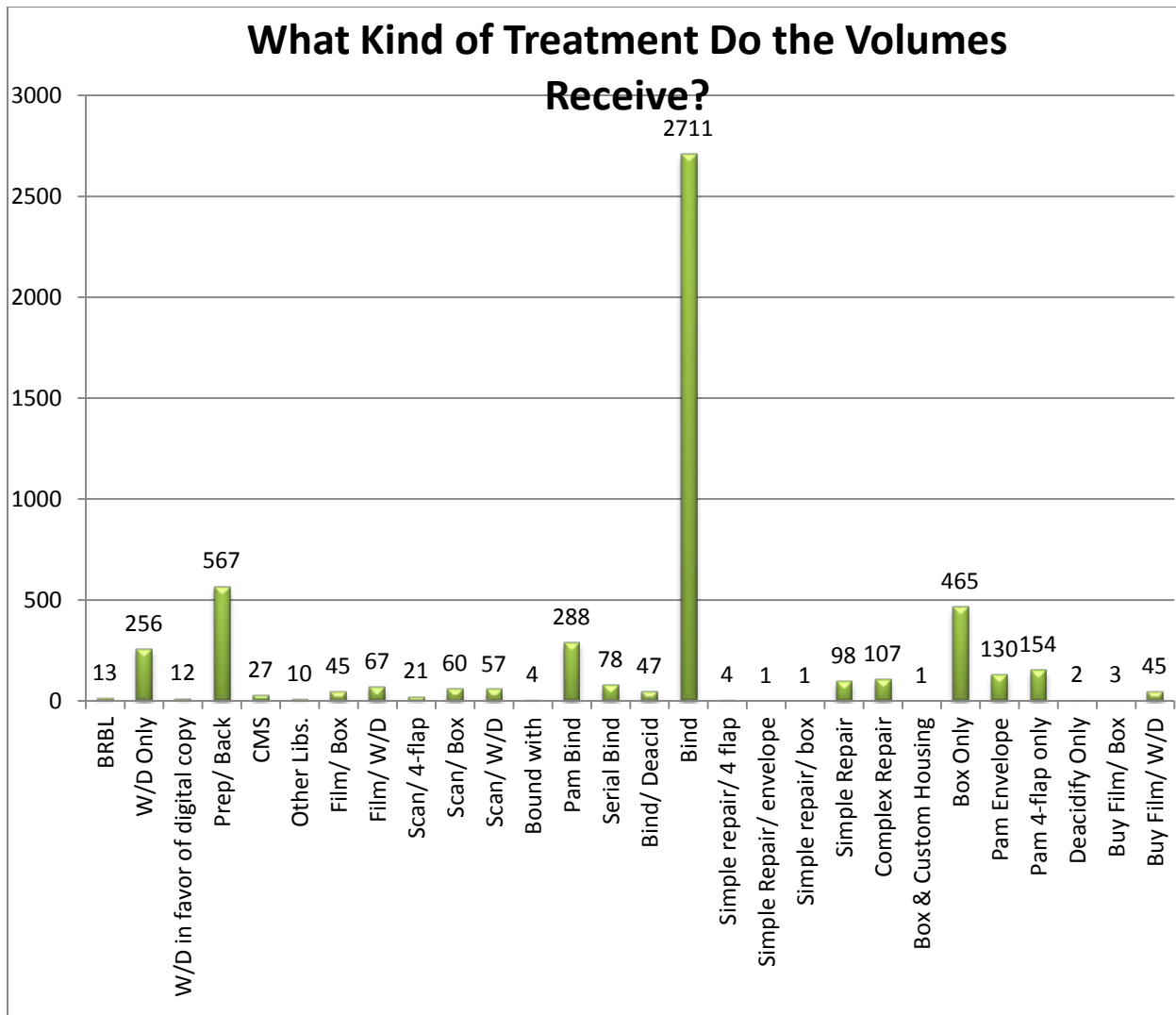
Preservation Review

Kennedy reviewed 5,362 volumes from circulating (Room 2) and reference collections between September 1, 2011 and June 30, 2012, with an average of 122 volumes per week. Below is a table demonstrating where the volumes for preservation review were originating. “Backlog” refers to the Preservation Department reformatting backlog; “Other” refers to collections from International Collections, LSF, and Divinity.



The majority of items reviewed come from SML Access Services and Bass Library (60%), with Cataloging and Metadata Services (CMS) making up over a quarter of volumes reviewed (24%). With a review of the binding policy with CMS, the Department saw a sharp increase of recently cataloged material coming for Preservation Review: four times the amount of materials when compared to last year. Much of the materials are from the cataloging backlog and cannot go to the shelves “as-is” due to condition or format, so preservation review is necessary so that the volumes can be used by readers.

Below is a table demonstrating the types of treatments volumes receive once they have been reviewed by Field Services:



Monograph binding is the most frequently designated treatment for materials (51%), with rehousing only a far second at 14%. Delivering collections on to Preparations or returning the item to the shelf makes up 11%.

As a part of Preservation Review, Kennedy examines digital objects in Hathi Trust and Internet Archive to ensure that the object is a good, legible, digital copy. As part of that review process, the Preservation Department has been collaborating with Hathi Trust, Paul Conway, and his team for the grant project, [Institute of Museum and Library Services grant – Validating Quality in Large-Scale Digitization: Metrics, Measurement, and Use-Cases](#) to supply practical information on how Kennedy currently evaluates digital copy. Kennedy recently reviewed the metrics that the grant team is proposing for assessing digital texts in HathiTrust.

CONSERVATION SERVICES – *Special Collections Conservation (SCC), General Collections Conservation (GCC) & Exhibit Prep (EXS)*

Christine McCarthy, Chief Conservator

Staffing as of June 30, 2012:

M&P Staff

Paula Zyats	Assistant Chief Conservator	(SCC)	
Marie-France Lemay	Paper Conservator	(SCC)	
Laura O'Brien-Miller	Conservator Lewis Walpole Lib	(SCC)	.5 FTE
Kerri Sancomb	Exhibition Preparator	(EXS)	.5 FTE (term exp3/28/13)

C&T Staff

Karen Jutzi	Conservation Assistant	Level E	(SCC)
Zenaida Lantuch	Conservation Assistant	Level D	(SCC)
Ronel Namde	Conservation Assistant	Level D	(GCC)

Overview

Under the direction of the Chief Conservator and the Assistant Chief Conservator, Conservation & Exhibition Services (CES) preserves access to collections through single-item and collection-level conservation treatments and the creation of custom housings for books, works on paper, photographs, and other objects from both the Library's general and special collections. In addition, the unit carries out a program of preventative activities and services to protect collections from the risks associated with loans and in-house display. CES' work is driven by the use of the collections by individual students, faculty, and researchers; and by cataloging and processing of newly and previously acquired collections.

In concert with the Preservation Field Services Librarian, CES staff provide expertise and assistance Library-wide on a variety of conservation issues, including the safe care and handling of non-circulating collections and emergency response and recovery. CES also provides information to the public on conservation practices at the Yale University Library.

Treatment and Protective Housing Activities

In FY 2011-2012, CES treated a total of 890 items from the Yale University Library's various circulating collections, libraries, reference collections, archives, and special collections. CES staff created protective enclosures and permanent storage mats for 3,753 collection items in 2011-2012. These enclosures included simple wrap-construction boxes, cloth-covered drop spine boxes, book jackets, window or sink mats, and portfolios.

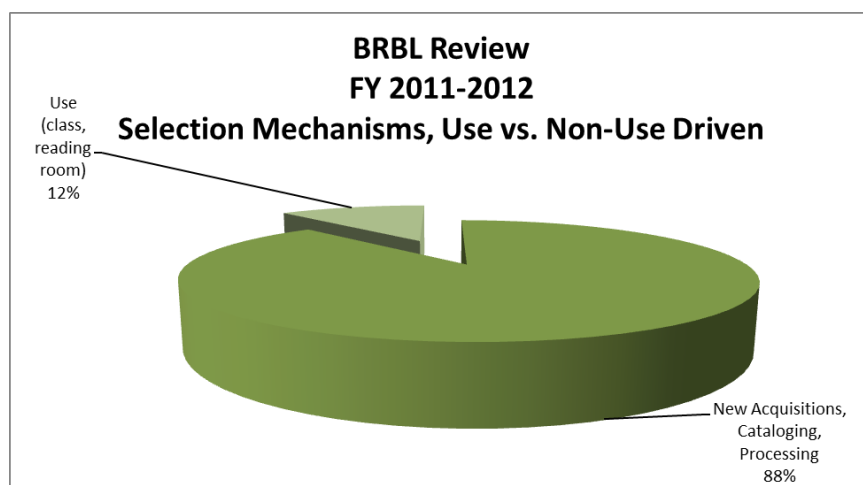
This work was carried out in two laboratories, General Collections Conservation and Special Collections Conservation, located in Sterling Memorial Library.

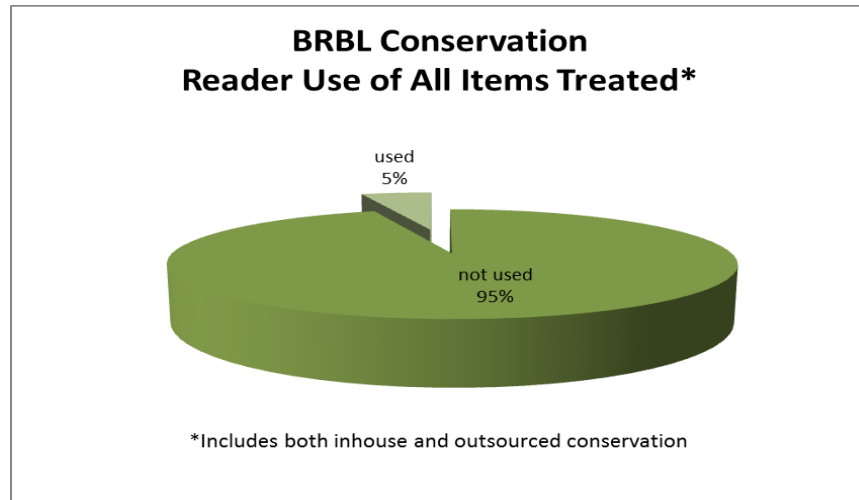
- GCC treated a total of 567 bound volumes from the Yale University Library's various circulating collection, libraries, reading rooms, and reference collections.
- SCC treated a total of 124 bound volumes from the Beinecke Library and other special collections. These treatment were executed for both printed and manuscript materials.

- SCC treated a total of 161 unbound objects from the Library’s special collections. These objects included manuscript documents on paper and parchment, art on paper, printed posters, and printed and hand-drawn maps.
- SCC treated a total of 38 photographs, mostly panoramic prints, from the Library’s collections.
- SCC treated or created special housings for 529 objects that were not books or flat works on paper.

Significant Programmatic Accomplishment(s) or Change(s) in Conservation Treatment/Housing 2011-2012:

- *Data Analysis of Conservation Selection/Treatment and Use Statistics, BRBL* – As part of her Conservation & Exhibition Services rotation, IMLS Fellow, Elizabeth Peterson, collected statistics for items treated over the last three years and compared these records with BRBL use/circulation statistics. The primary selection method for identifying materials in need of conservation attention has been through BRBL Technical Services workflows. As materials are cataloged or processed, “Damaged” items will be identified and routed for boxing, conservator consultation, or outsourced conservation treatment. There is minimal direct curatorial involvement in the process. Peterson found through her preliminary research that only 5% of what is identified for conservation is immediately used by students, researchers and others. While this study cannot be used to definitively draw conclusions to redefine selection mechanisms, the findings indicated that further examination is needed to challenge the traditional modes for selection and improve prioritization for conservation. In addition, Aeon implementation affords new ways to systematically analyze reader use patterns and identify trends in access for frequently accessed items and collections. These statistics can be used as a springboard for discussions of collection priorities with curators and to devise targeted surveys to frame more proactive and housing projects.

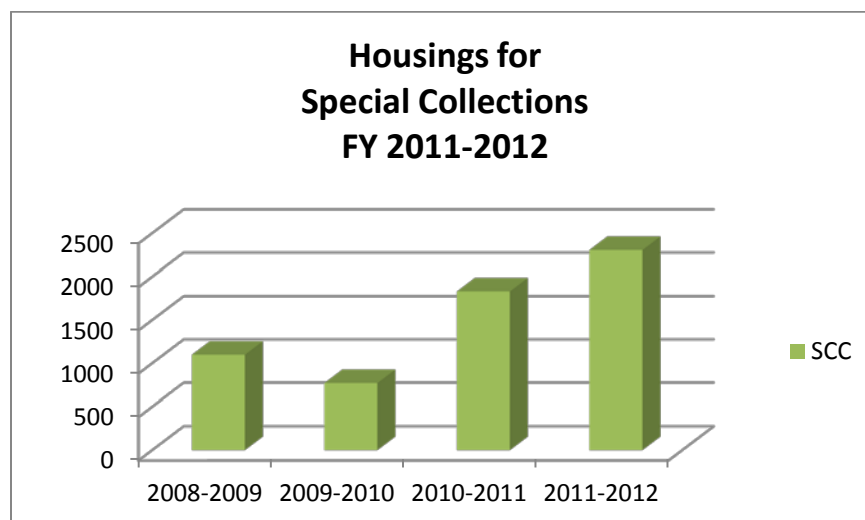




- *Yale University Green Laboratory Certification Program*, Office of Environmental Health and Safety (OEHS) - Conservation & Exhibition Services renewed its commitment to sustainable practices by achieving the third level of compliance, “L,” this year as part of the University’s Green Lab certification program. There are four levels, Y, A, L and E.

Challenges

- Increased housing demands required more managerial time for student supervision. All of the conservators and the E-level conservation assistant took a greater percentage of their time away from their primary treatment responsibilities to manage, coordinate and/or execute this work. The lack of lab adjacencies also contributed to persistent inefficiencies in the workflows, supply storage, and shared equipment.
- Growing transfer workflows (LSF and Mudd Delta Newspapers) and beefed up Technical Services staffing at the BRBL significantly increased the volume of work in all of the housing workflows. BRBL Housing demands required that this work be expanded into the GCC lab space, where a secondary boxing operation was set up.



- SCC treated and/or housed 529 items this year that were categorized as “other” formats. SCC designed treatments and housing for printed paper fans, 19th century containers of hair tonics and ointments, palm leaf manuscripts, a wooden toy newspaper stand, medal relief medallions and wall plaques, PEZ dispensers, cardboard toy soldiers, porcelain commemorative plates, and a set of plastic tumblers. The continued acquisition of unusual formats will require Conservation & Exhibition Services to expand their expertise to include modern art materials, plastics, and three-dimensional objects more typically found in museum collections. Housing these types of materials requires experience with techniques and materials that cannot be carried out by the student assistants who typically complete much of the standard housing work.

Research and Other Special Projects

Conservation & Exhibition Services collaborated with curators, collection managers, archivists and others throughout the year on a number of special projects. Staff also contributed to a number of Departments, Library and University-wide initiatives.

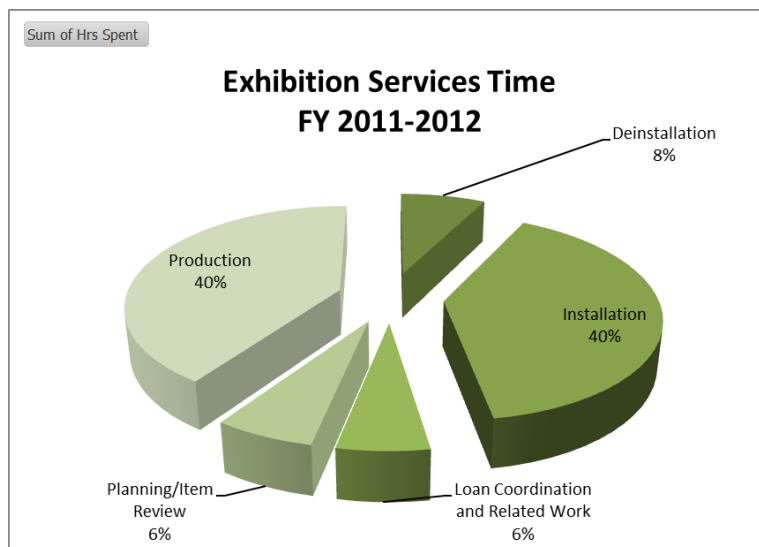
Significant Programmatic Accomplishment(s) or Change(s) 2011-2012:

- *Tibet MSS 62 (BRBL)* – McCarthy and Lemay worked closely with BRBL staff to plan and carry out a large-scale condition examination, housing needs survey, and digital imaging project for a large collection of Tibetan thangkas. The project began as a housing project to move the thangkas in preparation for future HVAC renovation work at the BRBL. Based on research into the care of thangkas and cultural issues for Tibetan religious works in Western collections, it was quickly determined that a more complete physical assessment of these works and high-quality digital imaging for access were needed. Conservators hired Ann Shaftel, a conservator in private practice with over 30 years of experience in the US and abroad conserving Tibetan religious paper and textiles artifacts, to assess the condition of the thankgas and to make storage recommendations. The project offered a unique learning opportunity for YUL conservators. McCarthy and Lemay assisted Shaftel over the course of a week as she examined 70 thangkas. In response to faculty and campus interest, Shaftel also gave a free public lecture and met with interested Yale faculty and librarians from the East Asia Library and the South and Southeast Asia Collections. Implementation of the housing strategy was deferred until FY 2012-13 to allow the BRBL time to find sufficient space in the stacks to permanently store the collection.
- *Reflectance Transformation Imaging (RTI)*, Cultural Heritage Imaging (CHI)– Lemay participated in a multi-day training workshop in the use of a computational photographic technique called Reflectance Transformation Imaging. RTI captures a subject’s surface shape and color and enables the interactive re-lighting of the subject from any direction. The low-tech version of the technique was easily adapted and undertaken with the lab’s existing photo documentation set-up. Lemay created a user checklist for the RTI process, which CHI plans to add to their user documentation and future training sessions. Initial applications of the technique included assisting David Kastan, the George M. Bodman Professor of English, with a comparison of the papers from two copies of the same printed work.

- ConservationSpace, *Mellon grant project*– McCarthy continued to serve as the campus project manager for ConservationSpace. McCarthy funneled user stories from Yale conservators to the central project planners, created and edited workflow examples derived from the user stories, and provided user experience feedback to the creation of wireframes that will be part of the request for proposals being released in late September 2012 to select a software developer to build version 1.0. McCarthy presented updates on the project at the Society for the Preservation of Natural History Collections (SPNHC) annual conference and at the Harvard College Libraries. Because of her involvement, a number of other research libraries are monitoring the project’s progress as they try to address their own documentation and workflow tracking needs. McCarthy fielded inquiries from colleagues from the Harvard Libraries, New York University, the University of Illinois at Champaign-Urbana, and New York Public Library.
- *The Mysterious Voynich Manuscript: Collaboration Yields New Insights* – Zyats partnered with Gregory W. L. Hodgins, NSF Arizona AMS Laboratory, University of Arizona; and Joseph G. Barabe, Senior Research Microscopist, Director of Scientific Imaging, McCrone Associates, Inc. to present their findings from a past study of the BBRL’s Voynich manuscript. They delivered their presentation at the American Institute for Conservation’s 2012 Annual Meeting, *Connecting to Conservation: Outreach and Advocacy*.

Exhibition Support Services

In FY2011-2012, CES staff continued to review and treat material for exhibits, to mount and support objects, and to help plan and install exhibits at the BRBL, SML, MssA’s Memorabilia Room, the Hass Family Arts Library, and the Lewis Walpole Library. Exhibits Production Coordinator, Sancomb, provided expertise and assistance to 20 different individuals or groups (Library staff, students, alumni, and student organizations) working on 40 exhibitions over the course of the year. Sancomb coordinated and established production schedules for all exhibits planned through 2013 for all supported venues except the BRBL. Each year the Library’s exhibition spaces showcase over 2000 items from the Library’s collections.



Significant Programmatic Accomplishment(s) or Change(s) in 2011-2012:

- This year marked the first exhibition cycle in which an item review was undertaken in some form for all exhibitions mounted in the Library. By creating production calendars for each exhibit and encouraging the use of collaboration tools and templates, Sancomb was able to achieve this long-aspired-to goal that is essential to both production success and preservation of the collections. In addition to the reviews, more exhibition curators embraced the use of to-scale virtual case layouts and online item selection worksheets hosted on Sharepoint worksites set up for each exhibition project.
- The Library hosted three very successful exhibitions curated by Yale graduate and undergraduate students. Sancomb, who worked almost exclusively with student and faculty to develop exhibits at the University of Chicago, leveraged her previous experience and expertise to mentor undergraduate, Rebecca “Bea” Koch; graduate student, Tyler Griffith; Divinity School grad students, Michelle Morgan, Katie Curts, and Olivia Hillmer; through the process of creating exhibitions for SML and the Memorabilia Room. Student authored library exhibitions offer exciting new avenues, especially to graduate students, for developing research and dissertation topics and acquiring an understanding of the preservation and communication challenges unique to creating engaging visual displays using primary source materials. Student exhibitions require a very hands-on approach to design/planning and the exhibition services staff time investment exceeds the staffing model currently established in the Library.

Challenges

- The Exhibition Production Coordinator position was increased to fulltime starting May 1, 2012. The BRBL contributed the funding for this increase. Based on the success of the previous year’s collaboration, LWL continued to contribute to the funding of the position to support their exhibitions. There is still a shortage of production coordination time for non-BRBL venues and approval of internal loans of special collection materials for exhibition added registrar duties and additional demands on her time.
- Adherence to production schedules and target deadlines continued to be optional for exhibition curators. Use of planning tools and the timetable for finalizing object selections also varied from curator to curator. While progress continued to be made, more cooperation is needed to sustain the gains achieved over the last three years in collection care and to maintain a high standard for presentation.

Loan Services

SCC’s conservators worked on 20 exhibition loans involving over 150 items from YUL collections. Services included: condition assessment, review of facilities reports, condition reporting, treatment, mount recommendations, and packing assistance. Staff also assisted with transport and insurance arrangements for those collections that do have assigned staff in the role of registrar.

Significant Programmatic Accomplishment(s) or Change(s) in 2011-2012:

- Several exhibits planned or installed this year involved objects borrowed from the Yale Museums and private collectors. Non-Library staff curators (especially students and student groups) were more inclined toward cross-collection

borrowing as they tended to see all of the campus' collections as a more seamless collective.

- Library exhibitions included objects from the Elizabethan Club, materials from La Casa student organization, books and pieces from private individuals, and facsimiles from the YUAG and YCBA. Exhibits in SML included objects from the Haas Arts Library, MssA, and the BRBL. Haas exhibits drew from BRBL collections. The Lillian Gillman Law Library exhibited pieces from Haas and the BRBL.

Challenges

- The absence of centralized registrar services and inadequate secure storage space for special collections materials remained problems for CES. Exhibition preparation and loan work continued to be inefficient without a secure holding area for objects going on or off exhibit or loan. New service models and resources are needed to support internal and external loaning for exhibition.
- Lack of a consistent Library-wide policy and procedures for loans added complexity to this work. Unlike many museum environments, conservators and the exhibition coordinator are not at the decision-making tables where the details of loan requests, object condition, and workload impact are discussed. There were several instances in FY2011-12 when approvals and critical deadlines were not communicated to CES and borrowers were left without the objects they anticipated for their shows.

Development, Education, and Outreach

Throughout the year, CES staff consulted with members of the campus community and general public, providing information on the care and conservation of collections. Staff also lent their expertise in materials science and historical production methods to research projects, campus teaching, and outreach efforts.

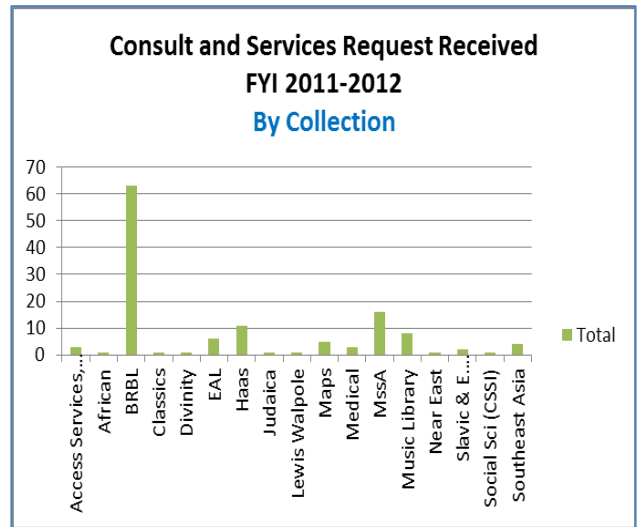
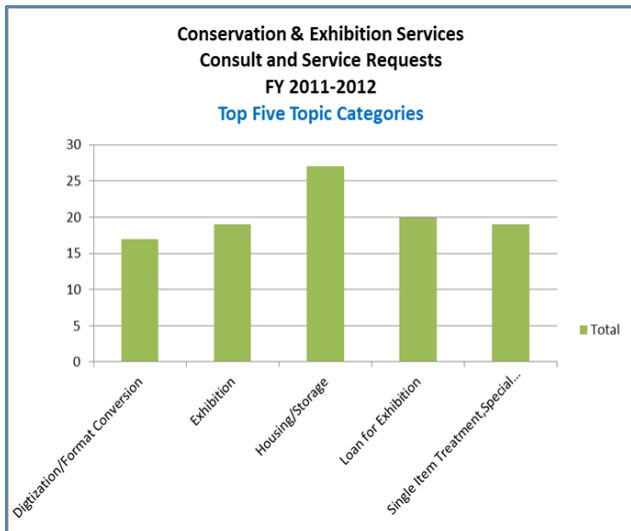
- *Traveling Scriptorium* (SCOPA) – Conservation staff partnered with BRBL curator, Kathryn James, to develop a material culture kit based around the study of medieval manuscripts. The Scriptorium consists of a blog, bibliographies, samples sets and recipes for medieval inks and pigments, historical binding models based on BRBL manuscripts, supplies for hands-on exploration, and a select reference library. Scriptorium creators worked closely with several faculty members from the English Department to ensure that the kit met their teaching needs. Their overall response was very enthusiastic and positive, as demonstrated in the quotes below from emails following the preview:

“Thanks to all for a fabulous addition to Yale's teaching resources!!” –
Barbara Shailor

“The traveling scriptorium looks wonderful, as does the website! I'm grateful to be involved, and I look forward to using it with students soon.” –Jessica Brantley

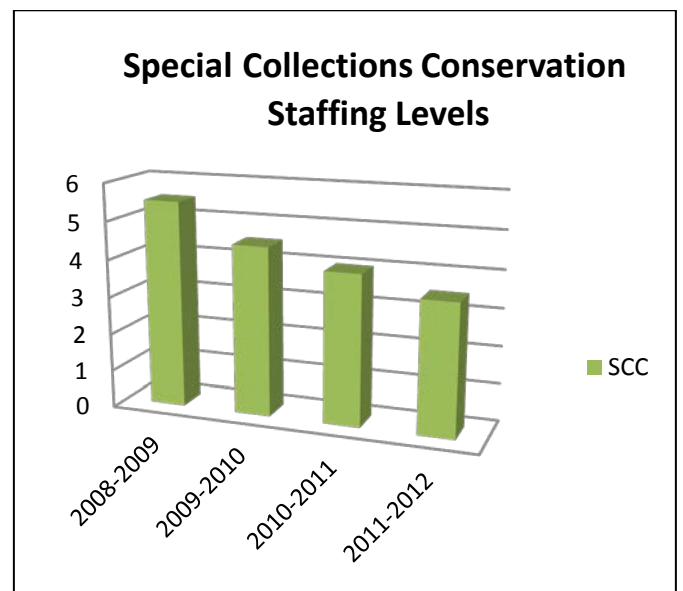
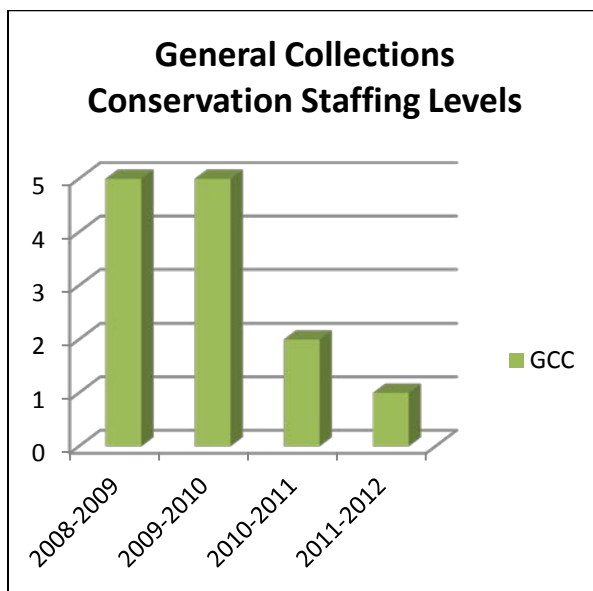
Since the companion blog was started on WordPress it has been viewed 5,180 times. The busiest day for the site was June 25, 2012 with 722 views.

In FY 2011-2012 CES received 172 requests for consultation, information, and treatment/housing work separate from the unit's standing workflows.



Staffing Challenges

- GCC E-Level Gregory took 6 months of paid and unpaid medical leave beginning in July 2012. She did not return to work in January 2012 and her position was reposted in March 2012.
- SCC/GCC D-Level Namde was accepted to the University of Delaware's graduate program in conservation. She resigned at the start of FY 2013 to begin her studies.



DIGITAL, REFORMATTING, & VENDOR SERVICES (DRVS)

Robert Klingenberg, Head (term exp October 30, 2014)

Staffing as of June 30, 2012:

Stephanie Sherry	Acquisitions Assistant	Level D
Agnes Wnuk	Cataloging Assistant	Level C
Edith Fortes	Acquisitions Assistant	Level B
Ellen Zemina	Binding Assistant	Level B
Jef Wilson	Technical Assistant	Level B

Overview

Digital, Reformatting, and Vendor Services (DRVS) provides a spectrum of services with regards to the preservation of information in volumes and on obsolete media. Through working with a wide variety of vendors DRVS preserves and provides access to the intellectual content of both the written word and audio & visual media.

Services are provided in the following areas:

- Microfilm; used predominately on serials and newspapers
- Digital conversion of text and audiovisual materials
- Commercial binding of new soft-cover, monograph titles and damaged monographs that would benefit from commercial rebinding.
- Mass deacidification of various paper-based library materials.

Activities

Commercial Binding

Monograph binding pick-up and deliveries from our vendor, Bridgeport National Bindery, were reduced from weekly to bi-weekly at the vendor's determination as a means of reducing their costs. The change has resulted in an increase demand for storage space within the unit to accommodate shipments that are twice the size. During the past year 14,443 items were bound at a cost of \$118,693.51.

Mass Deacidification

We continue to deacidify Near East materials, Burmese and Khmer materials upon receipt. During the past year 1,285 volumes and 81 pounds of sheet music were treated at a cost of \$23,920.00.

Reformatting: Microfilming

Microfilming continues for multi-volume sets and serial runs especially in cases where earlier portions of a run have already been microfilmed. During the past year 74 volumes representing 350,323 pages were microfilmed at a cost of \$104,541.26 (\$0.54 per image)

Reformatting: Digitization

Digitization continues increasingly to become the method of choice for reformatting of damaged and embrittled print materials as well as aging and/or obsolete sound, audio-visual, and film formats. During the past year 206 titles representing 56,772

images were digitized through our commercial vendor at a cost of \$24,411.96. (\$0.43 per image)

YUL IT infrastructure has not yet reached the point where the results of preservation digital reformatting can be viewed by patrons in electronic form. The hiring of a new Director of Library IT has greatly increased the prospect for this to become a reality in the near future. The HathiTrust agreement has been reached in principle to allow digitized book-like materials to be ingested by YUL into that shared repository, but the details of that workflow have not yet been finalized.

The absence of access to a digital copy necessitates that all material which is digitized must also be printed and bound into a physical reprint to allow access. This resulted in an additional \$9,638.66 to cover the cost of printing and binding each of the 206 books digitized. That amount could have allowed for the digitization of an additional 22,415 pages of materials or approximately 81 more books. The ability to access the digital version of a title without incurring the cost of printing and binding each volume would also allow for more materials to be digitized rather than microfilmed.

Operational Changes

The Head of Digital, Reformatting, & Vendor Services, Robert Klingenberger, started on October 31, 2011. The primary focus has been on the library-wide efforts to develop a comprehensive and integrated interdepartmental digitization strategy which included membership in the Digitization Task Force.

The secondary focus of efforts has been on the analysis of existing unit and department practices related to the workflow and decision-making process for damaged materials brought to the department from the circulating collections of YUL. A workflow management tool for Item Condition Evaluation (ICE) was defined and preliminary database design was coordinated with Enterprise Systems who took over the development of the tool in June 2012.

The database will document the preservation decision of materials; i.e. digitization, microfilming, mass deacidification, commercial binding, boxing/re-housing, post-digitization reprinting. It prompts the gathering and analysis of other copies of a monograph or additional volumes in a serial or multi-volume set; allows for stabilization of materials prior to vendor reformatting; packing and shipping to vendors; and counting the number of pages of materials being digitized or microfilmed in order to anticipate cost from vendor. This then is used to and to determine if available funds exist to complete the needed preservation action. It also incorporates documenting quality control (QC) of vendor outputs (digital image files, metadata files, reprint books, microfilm images); ingestion of digital files; cataloging of new formats; routing of new formats to appropriate collection or storage location; and disposition of original materials including new housing, remote storage, or withdrawal as appropriate.

The sources of damaged materials continue to be materials identified by Access services staff upon check-in; materials from Acquisitions that are recognized to be at risk (acidic paper or materials not suitable for standing on shelves unsupported); and print and audio-visual (A/V)

materials for digitization from projects and/or user requests made to Beinecke or Manuscripts and Archives.

Projects

Arcadia Year 3: South Africa Now

As part of the Arcadia Year Three grant, 2101 audio-visual tapes from the *South Africa Now* (SAN) collection were digitized by Broadway Video Digital Media in New York City. The quality control (QC) of the digital files was completed in DRVS. A QC tool originally developed for the Fortunoff digitization project was modified by Library IT to fill this need. Development of this tool into a more robust method for QC and reporting results back to the digitization vendor continued throughout the course of the project. Further use of this tool for other projects will require some additional development time and user testing.

Mudd Microfilm Relocation

An initial inventory of the microfilm holdings located in Mudd in November and December of 2011 resulted in identification of 18,000+ reels of film. Catalog updates to change the storage location to LSF and clean-up some technical abnormalities in the records (including the 1,800+ reels belonging to the Divinity School Library) have been done requiring time equivalent to one FTE since January 2012. The project will be completed by December 2012.

YUDL/HKBU COM Project

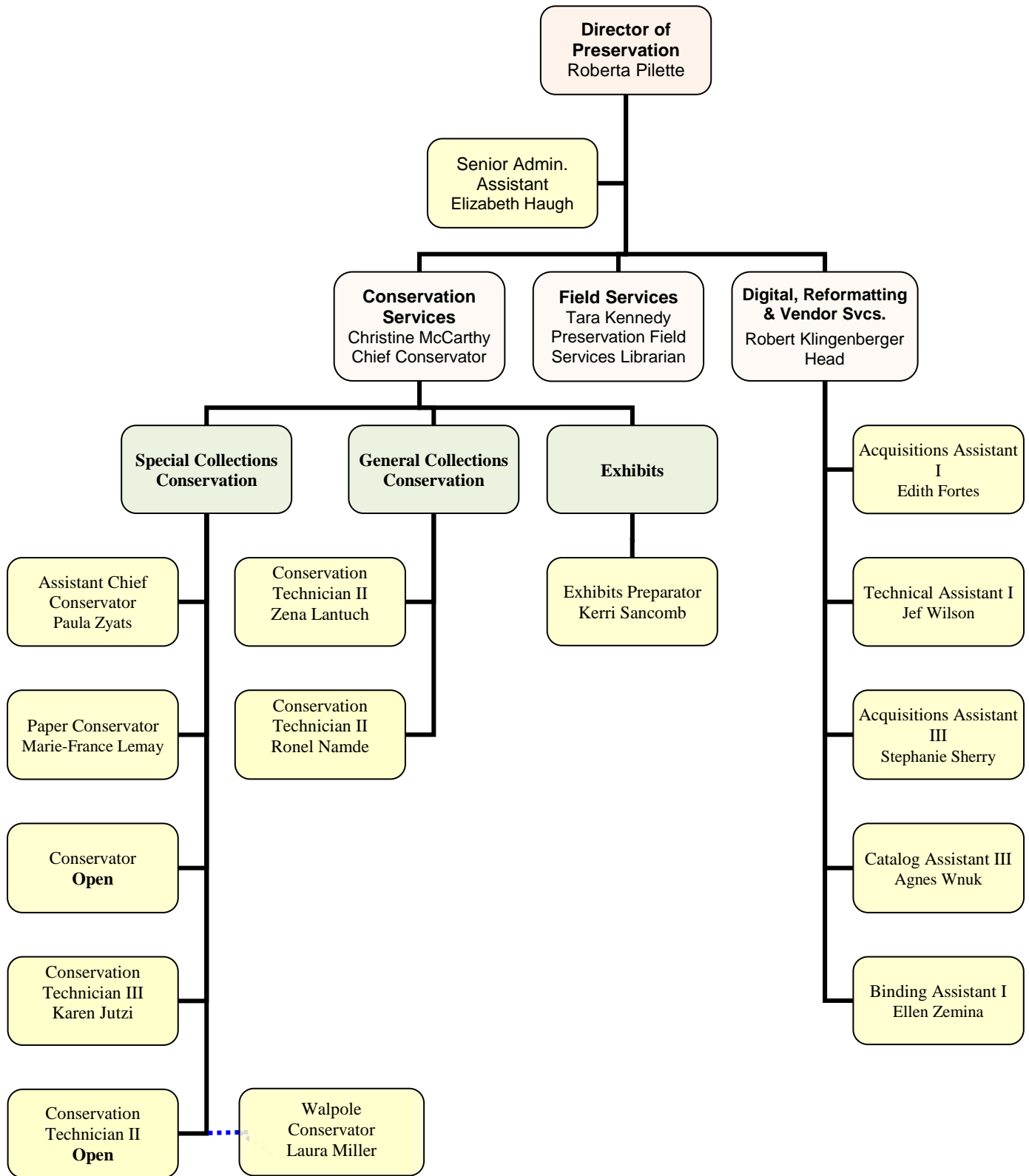
The workflow challenges of creating computer output microfilm (COM) was put to the test with the first batch of digital images from the Divinity School Library joint project with Hong Kong Baptist University. The Preservation Department's involvement in the process had been limited to technical QC of the digital images (checking for proper file format, focus of images, all page content contained in the image, proper image sequence matching the original page order) and the forwarding of the digital images to our microfilm vendor for creation of the microfilm output.

The less than optimal results of that process led to a reexamination of the process by Preservation Department staff. The new workflow includes creation of archival quality, full color digital images in Hong Kong which are then sent to YUL Preservation for QC. The images are then sent to our microfilm vendor who has been shown a way to utilize computer image processing software to strip away the brittle paper's color and enhance the text in advance of transfer to microfilm. The result is a black and white digital image transferring to black and white microfilm which creates a highly legible permanent microfilm record of the intellectual content of the original materials.

New Technologies included the addition of equipment for QC of digitized A/V materials including SAMMA software for playback and analysis of technical metadata and an Ikegami monitor with digital conversion card to enable deeper QC assessment of digital video.

Collaborative projects with other institutions or departments included consultation with Cataloging, Acquisitions, Collections, Circulation in anticipation of ICE database tool's potential to be modular and include interfaces for those departments.

Appendix I Program and Staff Organization Chart



Appendix II
Preservation Department Statistics
Fiscal Year 2012

A note about the Department statistics: After a number of years of looking at what statistics were being gathered and why, Department managers decided the numbers were neither useful for long-term planning nor revealing of the demands on or capacity of the Department in preserving the Library's huge and varied collections. This new statistics page is an attempt to begin to gather useful information. In subsequent years, each unit's annual report will contain a more detailed breakdown of the categories with the Preservation Department Statistics page showing the overarching activities and accomplishments. It is hoped that this new means will give a clearer view of what the Department is asked to do and what has been accomplished. It will allow, also, us to plan projects and set realistic expectations regarding capacity.

NEEDS IDENTIFIED	Total # Items from all Library Collections	
Reviewed for Preservation Action(s)	FY 2012	FY 2013
<i>Total Items Reviewed/Identified:</i>	31322	
<i>Percentage Change Previous Yr (+/-)</i>		
<i>% of overall Library Collection</i>	0.22%	

NEEDS ADDRESSED	Total # Items from all Library Collections	
Preservation Action(s) Completed	FY 2012	FY 2013
<i>Conserved/Rebound</i>	15333	
<i>Housed</i>	3843	
<i>Digitized</i>	2353	
<i>Total Items Work Completed:</i>	21529	
<i>Percentage Change Previous Yr (+/-)</i>		
<i>% of overall Library Collection:</i>	0.15%	
<i>% of Items identified:</i>		

	Total for all Library Collections	
Preservation Exhibition & Loan Support	FY 2012	FY 2013
Exhibitions supported	40	
Items exhibited	1011	
Loans supported	20	
Items loaned	150	
<i>Percentage Change Previous Yr (+/-)</i>		

	Total # for Library, Campus, and General Public	
Preservation Outreach & Education	FY 2012	FY 2013
Consultations & Inquiries	373	
Outreach/Teaching Sessions	10	
Number of attendees	87	
Tours	16	
Number of Visitors	19	
<i>Percentage Change Previous Yr (+/-)</i>		

Appendix III

Preservation Department Strategic Plan 2012-15

Yale University Library Preservation Department's Strategic Plan for 2012-15 was developed in coordination with the Library's overall strategic planning. As such it has as its basis YUL's Mission, Vision, and Guiding Principles as well as the Department's own Mission Statement:

The Yale University Library's Preservation Department supports the YUL mission by ensuring continued access to the Library's collections, through a program of specialized expertise, proactive stewardship and collaboration.

The Department has worked together to identify five strategic objectives with supporting goals and actions that will enable us to meet our objectives over the next three years.

Objectives:

Work to increase the Department's effectiveness across the Library

Continue to leverage the knowledge and expertise of its staff to provide the most effective and efficient services to meet the Library's preservation and conservation needs

Advocate and work to bring the physical infrastructure (space & technology) to a level that enables it to begin to meet its mission

Advocate for budget structures and prioritization systems that recognize and provide for a more equitable distribution of resources to meet the Department's mission to serve all of the Library's collections

Renew its commitment to professional development by investing in its most critical resources--its current staff and future professionals.

	objectives	goal(s)	actions	sponsor	timeline (complete by)
Strategic Objective 1	Work to increase the Department's effectiveness across the Library	Gain a fresh perspective on the preservation needs and level of staff expertise needed to meet those needs as well as the Department's visibility by undertaking a study, in collaboration with Yale School of Management, to inform and improve our "marketing" approach and education/outreach efforts	Consult with librarians or subject selectors who serve as liaisons to School of Management (SOM). Collect recommendations of faculty who might be interested.	Tara Kennedy	Fall 2012
			Pework - develop project profiles and other documentation about who we are and what we do.	Roberta Pilette Tara Kennedy Robert Klingenberger Christine McCarthy Paula Zyats	Winter 2013 dependent upon previous action
			Invite select SOM faculty to discuss their work and ideas for the project with us (Department meeting)	Roberta Pilette	Spring 2013
			Design project with faculty partner.	Tara Kennedy	Fall 2013
			Undertake study and analyze results.		Winter 2013-14
			Develop new "marketing" plan and approaches; prioritize	tbd	spring 2014
			Implement select approaches.	tbd	summer 2014
			Measure effectiveness	tbd	summer 2015

Strategic Objective 2

<p>Continue to leverage the knowledge and expertise of its staff to provide the most effective and efficient services to meet the Library's preservation and conservation needs.</p>	<p>(1) Establish a departmental structure more clearly understood to our customers.</p>	<p>Brainstorm department tasks, unit, and those departments outside of preservation with whom there are or could be partnerships</p>	<p>Roberta Pilette Tara Kennedy Christine McCarthy Robert KlingenbergerPaula Zyatts</p>	<p>Fall 2012</p>		
		<p>Identify potential future service growth areas</p>				
		<p>Identify potential partners for future collaborations</p>				
	<p>(2) Within the new organizational structure match staff skills and knowledge to tasks and units</p>	<p>Update current job descriptions to reflect current responsibilities</p>	<p>Roberta Pilette Tara Kennedy Christine McCarthy Robert Klingenberger Paula Zyatts</p>	<p>June 30, 2013</p>		
			<p>Contact LHR and Union representatives to discuss the new organizational structure and engage them in the process of creating new job descriptions:</p>		<p>Roberta Pilette Tara Kennedy Christine McCarthy Robert Klingenberger Paula Zyatts</p>	<p>This is dependent upon findings/results from goal #1 within this objective. May start anytime in calendar year 2013.</p>
			<p>Create new job descriptions for new organizational structure</p>			
<p>Identify where current j.d.s map to the new j.d.s in the new organizational structure</p>						
<p>Map current staff to new j.d.s in new organizational structure</p>						
<p>Develop staff</p>						

		Recruit new staff			
Strategic Objective 3	Advocate and work to bring the physical infrastructure (space & technology) to a level that enables it to begin to meet its mission.	Imagine "ideal" Preservation Department and work with consultants (architects) to create a rendering of this Department in terms of vision and function.	Collect data on equivalent libraries and preservation or conservation models and labs; most recent renovations or new initiative programs for comparison	Roberta Pilette	August/Sept 2012
			Define our "big picture" vision and needs (values/attributes of a great program and efficient and effective functions to carry out work now and in the future)	Roberta Pilette Tara Kennedy Robert Klingenberger Christine McCarthy Paula Zyats	Fall 2012
			Establish an Advisory group or review panel; include Library Development	Roberta Pilette	early Winter 2012-2013
			Identify consultant/architect to assist with visualization exercise and create renderings and get cost estimates	Roberta Pilette	Spring 2013
			Work with selected consultant to define needs and wishes; Department level and at unit level	tbd	summer/fall 2013
			Produce final renderings	tbd	winter 2013
			Share visual rendering of Department of future;	tbd	winter 2013
			Disseminate through appropriate means or venues	tbd	spring 2013

Strategic Objective 4	Advocate for budget structures and prioritization systems that recognize and provide for a more equitable distribution of resources to meet the Department's mission to serve all of the Library's collections	Create 2-3 different budget/ prioritization scenarios that would better serve the Preservation Department's mission of ensuring continued access to all of the Library's collections and propose them to Library Administration.	Define what the Department is currently working with in terms of budget structures and prioritization systems	Roberta Pilette	fall 2012
			Gather data from ICE database & other sources to establish baseline of activities		summer 2014
			Create a proposed budget designed to meet the preservation programmatic needs		fall 2014
Objective #5	The Preservation Department will renew its commitment to professional development by investing in its most critical resources—its current staff and future professionals.	Support Professional Development for Current Staff	Analyze professional travel for learning and representation at conferences & meetings.	Roberta Pilette Betsy Haugh	Fall 2012
			determine which meetings/conferences should have departmental representation (poll staff for suggestions)	Roberta Pilette Tara Kennedy Robert Klingenberger Christine McCarthy Paula Zyats	winter 2012-13

determine what level of funding is needed to support travel for learning and representation	Roberta Pilette Betsy Haugh	spring 2013
Communicate the need to Learning Center/Library IT for specialized training in our department	Robert Klingenberger Christine McCarthy	summer 2013
Identify specific needs, re: software, language, etc.		
Foster cross-institutional preservation/conservation dialogue at Yale	Robert Klingenberger Christine McCarthy	fall 2012
Continue Conservation Interest Group; include all Preservation staff		
Explore possibility of establishing digital interest group(s)		
Take advantage of free learning opportunities	all staff	immediately & ongoing
Continue hosting preservation-themed activities for Library/University	Roberta Pilette Robert Klingenberger Christine McCarthy Tara Kennedy	ongoing
local talks/lectures /workshops		
ALA & AIC based webinars		
Tap into knowledge/expertise in other departments. (MSSA, IT)	Roberta Pilette Robert Klingenberger Christine McCarthy Tara Kennedy	ongoing

Appendix IV

Final Report to the Institute of Museum and Library Services Annie Peterson, IMLS Preservation Administration Fellow, Yale University June 2012

The end of June will mark the conclusion of my nine-month preservation administration fellowship at Yale University Library. Throughout the second half of my fellowship, I have completed my rotations through each unit in the Preservation Department and wrapped up some ongoing projects.

LSF Disaster Planning

My primary, ongoing project throughout the fellowship has been disaster planning for the Library Shelving Facility, the Library's high-bay, high-density storage facility. I began the project in the first half of my fellowship by talking to preservation professionals who had worked on disaster plans at their respective institutions and researching disaster planning models outside of Preservation. I learned about FEMA's incident command system, which we then adapted and built upon to create an organizational chart for a disaster response effort at the LSF. After drafting the organizational chart, I then scheduled meetings with people who would be involved in a disaster response effort at the LSF. To date, Roberta Pilette, Director of Preservation, Tara Kennedy, Preservation Field Services Librarian, and I have met with representatives from the LSF, risk management, facilities, security, the Library Business Office, and University Planning. We have collaborated with all of these people to craft lists of roles and responsibilities that will dictate areas of responsibilities and important tasks to accomplish in an emergency situation. This collaborative approach to disaster planning forced people to get together and talk about what they would do in a disaster, which was often revealing and changed our assumptions about peoples' responsibilities. The expertise and institutional knowledge gained in these meetings has already made us better prepared for a disaster at the LSF, and the Preservation Department will continue to work towards a completed plan that will facilitate a well-coordinated, effective response to a disaster at the LSF.

During the disaster planning process, I also worked on a Request for Proposal for disaster response and recovery services. The RFP outlines all of the requirements for a vendor who could help the Library with collections stabilization and recovery during and after an emergency. The RFP was sent to several vendors, and facility tours with representatives from each vendor planning to submit a response will be scheduled after the conclusion of my fellowship.

Preservation Week Exhibit

For Preservation Week, I curated an exhibit entitled "Preserving What Matters: Preservation and Conservation in Yale University Library." The two goals of the exhibit were to showcase the Preservation department's work in the Library and to give people tips on caring for their personal collections at home. Visually conveying preservation information was more of a challenge than I had expected, and concepts in digital preservation were especially difficult to present in an exhibit. I worked with the Exhibits Preparator throughout the process of designing and installing the exhibit, and learned about the range of work involved in producing an exhibit, from creating the text panels to physically stabilizing the objects for installation.

Digital, Reformatting, and Vendor Services

In my rotation through Digital, Reformatting, and Vendor Services (DRVS) I worked on documenting the current workflows in DRVS, then on creating a database for tracking items that move through the unit. I

interviewed each staff member in DRVS in order to learn about how they process items for microfilming, binding, boxing, digitization, and facsimile printing. Documenting these processes helped me and the new head of DRVS better understand where they can be improved. I also documented workflows for the purpose of designing the database; we wanted the database to reflect current workflows that will remain the same, but also be adaptable to new workflows as the unit changes. My involvement in the database design was primarily aiding in conceptualizing and documenting workflows and decision making processes that the database will have to track. This involved discussions about the Preservation Department's policies for retention, withdrawal, and reformatting of collection material. We drafted guidelines for preservation decision making that will be further discussed with curators and Library administrators, and will eventually guide decisions made in the department. I was glad to be a part of these discussions; they were challenging and spoke to larger theories in Preservation beyond just making decisions about damaged items.

Yale Daily News Digitization

I was tasked with finishing up the digitization of the Yale Daily News, Yale's student newspaper. Most of the issues have been digitized already, but some of them were printed on paper that was too brittle to be digitized, so those issues must be scanned from the microfilm. I coordinated scanning from the remaining bound volumes and the microfilm needed to fill in any gaps in the complete run, and also worked with the vendor doing the post-processing of all the scanned images. I also disbound bound volumes before they were digitized, performed quality control on items from a previous digitization batch, and tracked the budget for the project, so I really experienced the entirety of a digitization project. This project was a great introduction to working with vendors, a job that I am sure will continue throughout my career in preservation.

Field Work

In the Spring, I spent two weeks working in Preservation at the University of Connecticut and three days working at and visiting departments in New York Public Library.

At UConn I spent one week with the Preservation Librarian, David Lowe, and one week with the Conservator, Carole Dyal. During the preservation portion of my visit, I met with various staff members in Preservation to learn about digitization, workflows for determining copyright status before digitization, the Institutional Repository, and work towards implementing Fedora for managing and preserving digital collections. While working in Conservation, I rebound two books and also learned about commercial binding and shelf-prep from the coordinator of those processes. This experience at a smaller institution was incredibly useful; I gained a different perspective on preserving library collections, and saw first-hand how much a small institution can accomplish when it is managed effectively and the staff is dedicated to the field of Preservation.

At New York Public Library I spent one day working in the registrar's office, where I helped fill out condition reports and organizing a fascinating array of materials that had just come out of their 100th anniversary exhibit. I also learned more about what my peer fellows are doing while they're at NYPL, toured the amazing conservation labs, and spent a day working with the audiovisual preservation unit located at the Lincoln Center.

I also hosted the NYPL fellows for a day and a half, during which they met with all the preservation managers, toured facilities here at Yale, and attended the annual preservation lecture.

Conferences and Site Visits

I have thoroughly enjoyed being able to visit conservation labs and attend conferences across the country as a part of this fellowship, and have found every conference and visit extremely valuable in my

professional development. In the second half of my fellowship, I visited the conservation lab at the Morgan Library and the lab of Sarah Dove, a conservator in private practice. I also toured the facilities at Bridgeport Bindery and Preservation Technologies.

I attended the annual meeting of the American Institute for Conservation; the Northeast Fedora Users Group Unconference at the University of Connecticut; a Copyright, Fair Use, and Education conference at Columbia University, and the Society for the Preservation of Natural History Collections annual meeting, which was held at Yale's Peabody Museum this year. In the final weeks of my fellowship, I will attend the ACRL Rare Books and Manuscripts Section Pre-Conference, followed by the American Library Association Annual Conference, where I, along with the seven other fellows, will present on my experience as an IMLS Preservation Administration Fellow.

The Fellowship Experience

I cannot stress the value of this fellowship enough. The fellowship provided exactly the transitional experience I needed to go from graduate school to a professional career. It gave me the perfect amount of autonomy within the department; I worked independently on projects, but still had a safety net of supportive preservation managers if I needed guidance or advice. Without this opportunity, it would have been impossible to obtain both the breadth and depth of knowledge I have acquired in the last nine months.

Immediately after the conclusion of my fellowship I will start in my new position at Preservation Librarian at Tulane University. I feel far more prepared for this position after this fellowship than if I had started it immediately after graduate school; this fellowship has given me all the necessary skills to succeed as a preservation librarian. I am incredibly grateful to the Institute of Museum and Library Services for funding the fellowship, as well as to everyone in the Preservation Department for being endlessly patient and supportive.

Appendix V
Events Requiring Emergency Response and Recovery
FY 2011-2012

Date	Where	Library Materials Affected	Library Staff hours used in response & recovering materials (hours)
4/23/12	SML, Acquisitions	Over 300 vols, mostly serials	15
		Total Staff hours:	15

Over the last nine years we have seen an overall decline in the amount of time needed to recover from incidents as well as a general decline in incidents. 2011-12 was an extraordinary year with only a single incident.

