

A PROPOSAL

FOR

THE RENOVATION

OF

THE JOHN K. MULLEN OF DENVER MEMORIAL LIBRARY

June 2001

**THE CATHOLIC UNIVERSITY OF AMERICA
LIBRARIES**



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MISSION

The purpose of the library system of The Catholic University of America is to support and enrich the instructional, research, and service programs of the University. The Library, as an integral component of the academic process, provides access to our cultural and scientific heritage through library resources and services and cooperates actively with the faculty and students in the teaching, learning and research process. In recognition of the University's position as a Catholic institution of higher education, the Library also has the responsibility for sharing resources and services with both the Catholic Church and the scholarly community.

Central to the work of the institution, the Library carries out its mission by serving as the primary resource for content-related materials to:

- *support the course related needs of undergraduates,*
- *meet the research and scholarly needs of graduate students and faculty,*
- *provide users with access to materials located outside the immediate library system,*
and
- *equip users with the skills and resources needed for lifelong learning.*

The Library organizes, preserves, and provides access to unique resources that serve as records of our Catholic intellectual heritage and culture. Intensive research is supported by comprehensive collecting in areas most closely related to the mission of the University.

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THE RENOVATION OF MULLEN LIBRARY**

EXECUTIVE SUMMARY

The John K. Mullen of Denver Memorial Library is one of the University's oldest, largest, and finest buildings. Since its original construction in 1928, however, the composition of the student body has changed; styles and methods of teaching and learning have created new demands on the library; methods for providing and managing library services have changed; techniques for housing library materials have improved; and technological advances for information storage, retrieval and use have been revolutionized.

Noticeable changes in patterns of use and in the very purpose of the library have occurred even more dramatically in the last 10 years. As students learn to exploit library services and come to depend upon the wealth of the library's resources to support their studies, they increase their dependence on non-circulating collections (periodicals, reference materials, microforms and on-line information systems) and on access services for obtaining materials not owned by CUA. Of even more importance is the realization that learning is no longer confined to the time spent in school, but rather, is a critical lifelong activity for which a library somewhere will provide the primary learning resources and for which the CUA library staff must prepare each student. This has led to a dependence on new kinds of services and systems.

A Plan for the Future

Mullen Library was filled to capacity more than twenty years ago. Today, library collections (excepting the archival and manuscript collections now housed in the Life Cycle Institute) are housed in seven campus buildings (Mullen, Gowan, Pangborn, McMahan, Ward, Hannan, and Marist). Over 107,000 volumes are stored off-site at the Washington Research Library Consortium Center in Upper Marlboro, Maryland.

Encouraged by a decision of the President and the President's Council to invest in the renovation of Mullen and challenged to describe the vision for the university libraries for the foreseeable future, the library administration sought the counsel of two prominent library leaders, Dr. Deanna B. Marcum, President of the Council on Library and Information Resources and Dr. Nicholas M. Burckel, Dean of Libraries at Marquette University. One hundred and twenty-five members of the

faculty, administrators, and professional library staff were invited to participate in “conversations” with each of the consultants. There followed individual e-mail and written comments and recommendations, separate meetings with the Dean and faculty of the School of Library and Information Science, with small groups of faculty, and the professional library staff. Input from students was obtained from notes of meetings held with undergraduate student government officers over the past few years and reports from the Graduate Student Association, March 11, 1998, September 30, 1998 and March 24, 1999. The proposal that follows has taken all of the comments, contributions, and recommendations under advisement.

The relocation of the University Archives and Manuscripts Department in March 2001 opened 2400 sq. ft. of space on the ground floor of Mullen. Shelf space being reclaimed in Mullen’s stacks by storing little-used materials at the Washington Research Library Consortium Center will provide further options for reorganizing services and collections in Mullen as well as in campus libraries.

Since Mullen houses the unique and irreplaceable treasures of the university and will continue to support the academic and research programs for the foreseeable future; and since Mullen is purported to be heart of the university and the service without which the university could not exist, it is necessary, for housing the collections and for providing appropriate study and research space for scholars, that the building renovations and refurbishing be completed. In addition to improving the physical facilities, this proposal includes the reorganization of library services and collections to better serve the university community in the 21st century.

The 75th anniversary of the opening of Mullen Library is fast approaching. The Catholic University community of the past, the present, and the future will have reason to celebrate, not what is simply an enclosed space but rather a place containing the world’s memory of the best that has been said and done, a gateway to current information, a repository of truth, and a laboratory for designing the future. In April 2003 - alumni, faculty, students, administrators, librarians, staff, prospective students, parents, all - will gather to rededicate the new Mullen as a library building worthy of the values of CUA.

JOHN K. MULLEN OF DENVER MEMORIAL LIBRARY

A BRIEF BUILDING HISTORY

The history of the university libraries and the evolution of a genuine library service at The Catholic University of America reflects the vision of the founders and the mission on the university as a Catholic research university and as an American research university. Since its founding, the Library has been central to the work of the University as attested to in the First Annual Report of the Rector, July 1890, when the collection consisted of 6,527 volumes. The first library was housed beneath the chapel in Caldwell Hall and the first reported urgent need for more space appeared in the Second Annual Report of the Rector, April, 1891. The space problems were “alleviated” by the establishment of 35 departmental libraries located in academic departments and faculty offices and the housing of the core collection on first floor of McMahon Hall.

As early as 1901, Bishop Thomas James Conaty urged upon the trustees that the need for a separate library building could not be too strongly emphasized. (Nuesse, 169). It was not until 1921 that a promise of a gift from John K. Mullen of Denver, \$500,000., was fulfilled for the erection of the John K. Mullen of Denver Memorial Library. The architectural firm of Murphy and Olmsted of Washington, D.C. was selected to design the new building. Because the gift was not adequate to complete the building, only the full basement, and the front and central sections of the superstructure were completed and opened in 1928.

The building was planned and the construction was directed by Bishop Thomas Shahan, a scholar and lover of books. Yet, as Defferari points out in Memoirs of the Catholic University of America 1918-1960 (1962):

“From the exterior it is a beautiful building, indeed, but from the practical point of view, it is far removed from what a modern university library should be. As one person put it: ‘It seems to have been planned by someone who was in league with book-thieves. It offers so little protection and supervision over the withdrawal of books.’ But more important still, it is so constructed that no amount of remodeling would make it possible for a library staff, however well trained, to furnish the service expected in the way of professional service, especially for graduate students and university scholars, as is now provided by

university libraries such as the Firestone Library of Princeton and the Widener and Lamont Libraries of Harvard University.” (p. 179).

In 1957 and 1958 the construction of Mullen Library was completed with the addition of the stacks and the north and south wings thereby increasing the gross sq. ft. to 122,667 and assignable sq. ft. to 97,240. The capacity of the library was increased to 800,000 volumes.

It should be noted here that two buildings were constructed, Shahan Hall (1949) and Keane Hall (1958) to give symmetry to the space in front of Mullen Library as it faced the National Shrine.

Renovations and Improvements 1975-2001

By 1974 the number of cataloged volumes in the university libraries had reached close to 960,000 volumes and none of the facilities on campus were any longer capable of housing more library materials. Mullen stacks had reached capacity. The Library Science collection was moved, in part, to Marist Hall; the Chemistry and Biology (still separate at the time) and Music libraries were allocated basement for storage in their respective buildings; Archival records were being stored on the 4th floor of McMahon Hall and in Shields Hall on Varnum Street, NE; and the Mathematics collection was split between McMahon Hall and the Engineering Library. Subsequently, with the opening of Hannan Hall in 1987, the Physics Library was moved to that facility and an overflow storage room was immediately filled with materials that could not be housed in the library itself.

With the construction of the Life Cycle Center (formerly known as the Boys Town Center for the Study of Youth Development) in 1978 the library was allocated a large storage room on the ground floor and overflow and little-used materials from Mullen and the campus libraries were moved there for storage.

From 1983 to 2001, the University leased a large storage space in the basement of Theological College which provided for the relocation of archival materials from Shields Hall and McMahon Hall and the housing of the records of the newly required records of the National Conference of Catholic Bishops.

The opening of the Washington Research Library Consortium in 1994 provided the solution for library materials storage. (See below).

In 1975, a University Master Plan targeted the library for urgently needed rehabilitation. Subsequently, each major option was reviewed: replacing, expanding, or renovating the existing

structure. Options considered for expansion included:

- Building a separate structure to the North of the present building, (St. Thomas Hill) with corridor linkages, in effect resulting in two major separated structures.
- An underground addition to the west of the present structure (now the roadway between Mullen, Keane and Shahan Halls)
- Enclosure of the existing courtyards in Mullen.
- Building a wrap-around addition surrounding the library with three separate wings, on the east (Stack area), the north, and south sides of Mullen.
- Building an East addition across the length of the east elevation (stack area) of Mullen.

At the time, the Library Planning Committee and the architect's selected alternative was the last, the east addition.

The University decided to renovate, an operation planned to proceed in four phases extending over a ten-year period, so as to minimize interruption of library services. The 1975 Master Plan gave priority to addressing the need for appropriate and more intelligent housing of the materials, technologies, and services required to support learning and research. The priority was reaffirmed in the Self-Study Report for the Middle States Association of Colleges and Schools (June 1989).

PHASE I (completed in 1984) comprised replacement of the roof, the installation of a new drainage system, and renovation and refurbishing of the first floor of the building. New ceilings, lighting, carpeting and furniture were added. Improved temperature and humidity controls, new shelving in the rare books and special collections areas, and an electronic security system were installed. Removal of several walls considerably extended the usable space. The study area, for example, was increased by almost 50%. From space previously devoted to office functions, a Rare Books and Special Collections Area was constructed, the circulation services were moved to a prominent location in the main foyer, and a computer room was designed to house the library's new automated online catalog and circulation system.

This phase was funded by a matching grant from the National Endowment for the Humanities. The renovation cost was \$1,551,697.

PHASE II (completed in 1986) resulted in refurbishing the third and fourth floors of the building. These areas were painted and carpeted; the heating and air conditioning system, the ceiling, lighting and electrical services were replaced or upgraded; a seminar room was added; and seating accommodations were increased by 25%.

Funded by the NEH Matching grant, this phase cost \$560,936.

PHASE III (completed in July, 1989) resulted in upgrading the heating and air-conditioning systems on the remaining two floors (second and ground) and installing a heating/air-conditioning system on the six levels of book stacks which house approximately 800,000 volumes.

Funded from the NEH Matching grant, this phase cost \$672,311.

In October, 1989, The Timothy C. May Gallery, a renovated and refurbished area on the first floor was dedicated to highlight the University's rare book collections. This project was funded by Timothy J. May '54, a nephew of Timothy C. May '46, in memory of his uncle the first Mullen Scholar. The donor, a Washington attorney and a trustee of CUA was himself a Mullen Scholar.

The cost for renovating the May Gallery was \$20,000. Mr. May's total gift amounted to \$100,000.

Phase IV (completed in April, 1993) included the replacement of 446 windows with thermal insulated, ultra-violet filtered windows. The effect was to seal, virtually, the contents of the library in a temperature-controlled environment. At the same time, the vaulted ceiling and the walls of the General Reference Room were restored to their original beauty.

Funded by the capital improvements budget of the University, this phase cost \$1.2 million.

During 1993, with university funds and gifts from Timothy J. May, the library installed wiring and hardware to provide an internal library network, subsequently to be connected to the campus and internet networks. These improvements and upgrades, though not apparent to the casual observer or library user, have made possible general user access to the online library catalogs of seven member libraries of the Washington Research Library Consortium, of which CUA is a charter member. Specially designed workstations for student use and computer terminals were likewise installed as gifts from Mr. May.

Likewise, in 1994, the Washington Research Library Consortium (WRLC) constructed and began operation of the off-site storage program. A storage facility, jointly owned by all seven members of the WRLC, provides high-density, environmentally controlled, retrievable storage for books, audiovisual or microform media, and archival boxes. As of May 1, 2001, Catholic University Libraries had stored over nearly 109,400 volumes and 148 archival boxes at WRLC vacating storage areas in Maloney Hall, Hannan Hall, and the Life Cycle Institute. The number of volumes increases daily.

Most recently, in March 2001, the University Archives and Manuscripts Department was moved into a newly renovated, state-of-the-art archival storage facility and research center in the Life Cycle Center, thus freeing up 2400 sq. ft. of basement space in Mullen. This move, along with the use of the WRLC Storage Center, will make possible the renovation of Mullen and the further reorganization of services and collections.

The major objective of all renovations and physical reorganization in Mullen Library has been, and continues to be, the reclamation and conversion of existing space for current and future use by a diverse, growing, and increasingly technologically sophisticated university community. Of equal concern is the need for appropriate housing of the materials, technologies, and services required to support learning and research. Addressing the needs of present and future library users will allow the facility to serve in an optimal capacity for the next 20 years.

CHANGES IN HIGHER EDUCATION AND ACADEMIC LIBRARIES

The Catholic University of America Libraries are witnessing and participating in revolutionary changes that are taking place in higher education and consequently, in academic and research libraries.

Teaching, learning, and research are changing more than at any time since the founding of universities. E-mail, Web resources, interactive teaching tools, digital texts, distance or online learning, electronic journals and digital research techniques are affecting every field of study.

New modes of scholarly communication are changing what the university requires of its library. Where libraries once served as repositories, they are serving increasingly as gateways. In addition to collecting, organizing and preserving materials, libraries are expected to provide resources in a variety of formats and to deliver the content of information resources to users seven day a week and 24 hours a day.

The Changing Library User

- Incoming students, already technologically astute, not only function comfortably in an electronic environment but expect more sophisticated services than those experienced in secondary or undergraduate institutions. At the same time, mature students returning to academe, often after first careers, need more assistance before they are secure and comfortable with new resources.
- A rapidly growing percentage of the use of electronic resources occurs outside the library. Rather than turn to libraries for information, many students on all levels, as well as faculty, now turn to their personal computers. The Web is appreciated and used by faculty who use it more judiciously than do students. Students, on the other hand, do not spend adequate time on projects to be thorough in their research, and are often unable to distinguish appropriate from inappropriate resources for assignments.
- Distance learners are being served electronically around the world as well as on campus. Distance learning and online learning are synonymous and distance learners can be as “distant” as their home, lab, or dormitory room.

- Users' needs for information continuously change as programs and courses of study change. It is the responsibility of the library to provide access to information for every program.

Changing Library Collections

- Most academic and research libraries are canceling serial subscriptions as a result of escalating costs and limited budgets. Funds are being diverted to meet and keep pace with user demands for more desktop delivery of materials and on licensing access to electronic resources. Reliance on consortia, organizational networks and inter-institutional agreements is increasing. Many users are rapidly adapting to the speed of access to electronic information and find "just in time" delivery an acceptable replacement for "just in case" archiving of retrospective collections.
- Print collections are continuing to grow at a regular pace and are not being replaced in their entirety by electronic resources.
- Access to information is increasing in importance while ownership of some materials is being shared among institutions or provided by other emerging information providers.
- Research level collections are being built selectively with priorities given to institutional mission priorities.
- Electronic books are available through institutional as well as individual subscriptions.
- Rare book, special (*including, at CUA, Semitics/ICOR and the Oliveira Lima Libraries*), and archival collections, all of which contain unique materials, are becoming known to the greater scholarly community through the Internet and accessible online catalogs. Scholars worldwide have better information regarding library holdings, and consequently, access them through interlibrary loan, fax transmission, digital copying, and personal visits.
- Use of off-site storage facilities is being made by more and more libraries, and those without access to storage facilities are working toward building them to solve space problems. CUA has the advantage of the WRLC Center for off-site storage.
- Academic and research libraries have become increasingly vulnerable to theft and mutilation of materials as evidenced by frequent reports in the mass media and professional

journals. Sophisticated security systems are being installed to protect and preserve collections, particularly those for which a university library is “the library of record”.

Changing Library Services

- The use of face-to-face reference services has been fluctuating but seems to be dropping. Information technologies, e-mail, virtual reference services, videoconferencing software and other electronic methods are being deployed to reach an increasingly remote resource user population.
- Use of interlibrary loan is increasing as a result of journal cancellations and provision of citation databases and indexes to materials not held by the library. Delivery time of interlibrary loans decreases when documents are scanned and delivered electronically.
- Faculty are putting fewer items on reserve, and of those on reserve, circulation is declining. Reserve assignments are now frequently and more conveniently available electronically through the library system or through course management software such as WebCT, BlackBoard, or other systems.
- Use of print resources is decreasing and overall circulation of materials is declining. Simultaneous use of print and electronic resources is expected at a variety of locations throughout the libraries.
- Traditional library instruction sessions (bibliographic instruction) and participants are beginning to decline as distance learning technologies are being used to deliver library instruction. The library’s role is to provide instruction in information literacy and to prepare users for lifelong learning.
- Library attendance is declining. Users are finding information, creating chat rooms online to discuss group projects, using reserve materials provided electronically, requesting electronic delivery of journal articles and e-books to their desk-tops, renewing and requesting books online, etc. For some, it is not necessary to use the library on-site for completing assignments or projects.
- The demand for desktop delivery of materials is increasing and libraries are being pressed to deliver books and other hard-copy materials to offices on campus to improve the efficiency of scholars and researchers at work in their own environments.

- Printing is increasing and photocopying seems to be decreasing as high speed laser printers are made accessible.
- As increasing numbers of users bring personal portable equipment to the library, facilities are being equipped to accommodate their needs for work space and electrical or electronic resources.
- Publishing, by digitizing its unique collections, is an access and preservation responsibility of the academic and research library to the greater research community.
- Library users, graduates, undergraduates and faculty, regularly request and use group study and instructional spaces in libraries for study, project work, and instruction for which library materials are used.
- Members of the university community seeking a place apart from offices, departments, laboratories, classrooms, dormitories, and homes, require space for consultation, quiet reflection and peaceful study. The library provides information and the environmental conditions for that information to become knowledge.

The seeming dichotomy between the traditional and the innovative is not new to libraries. It can best be illustrated by a manuscript currently found in the rare book room of Mullen Library: MS 200, Commentarii super quatro libro Sententiarum Magistri Petri Lombardi produced at the Monastery of St. Anthony in Amiens, 1460. As was occasionally the practice in the 15th century when handmade paper was still an innovation in scriptoria, this manuscript was constructed of a number of paper signatures, each with an outer sheet of vellum, the traditional writing material, to assure strength in binding and preservation during heavy use. When sewn together, the signatures form one magnificent, scholarly resource.

The academic and research library of the future is not unlike MS 200. It will be a magnificent collection of many varying and sometimes strange and formidable resources all held together with common threads: the faculty, the librarians, the scholars, and the students who use them interchangeably in their pursuit of knowledge.

THE VISION FOR THE UNIVERSITY LIBRARIES

In the newly renovated and reorganized university libraries, all members of the CUA community will find the resources, the services, and the environment they need to achieve the intellectual and scholarly goals to which they aspire.

Introduction

The present Mullen Library frustrates its users. The awkward entrance, the deteriorating and battered interiors, as well as the outmoded, scarred, and worn furnishings and equipment slight the major academic resources and treasures in the building and relegate important library collections to dark corners of insignificance. The shabbiness contravenes CUA values and aspirations to excellence in spite of committed librarians and staff.

The University Libraries have reached a stage in their growth and adaptation to change where a major reorganization of services and collections is the only way to address the rapidly evolving nature of information creation and dissemination as well as the changing needs of the CUA community. The renovation and revitalization of Mullen Library will make it possible to upgrade public services, to reorganize and consolidate collections, to centralize technical and support services, and to reduce the number of public service points to the minimum number required to fully meet the needs of all library users.

Mullen Library can meet the needs of users for the next 20 years if it can meet these goals.

Public Services

The Library's Public (users)

Library users include graduate and undergraduate students, members of the faculty, university staff, visiting scholars, members of the consortia to which CUA belongs, parents, prospective students, alumni, curious visitors extending their tours of the National Shrine, and occasionally neighbors from the local Brookland community. Each individual enters the library with a different expectation and need. Our challenge is to provide welcoming and immediate assistance that will direct the user to the service point most likely to satisfy the need.

Entrance

Faculty, staff and students of CUA will use their library card to gain admittance through an automatic turnstile. *Visitors and guests* of the university will complete a registration form and be passed through the turnstiles.

Disabled users currently enter Mullen Library through the rear doors in the basement and then use a freight elevator located in the stacks to get to the service areas. New technologies and creative engineering may be able to provide a mechanical platform instead of a long ramp at the main entrance of the building to facilitate access for the mobility impaired.

Information Desk/Kiosk

Located prominently in close proximity to the entrance, this desk, serving as a welcoming point, will be staffed by library personnel who will dispense directional and location information to points of service, describe services and policies, and provide information that can be readily found online.

Access Services

(including Circulation, Interlibrary Loan, Document Delivery, Central Reserves)

A high traffic and high volume service area as close to the entrance as possible, includes, in addition to all book and materials checkouts and returns, some self-checkout stations; course reserve services including reserves delivered electronically; management of the wireless lap-top loans service; a pre-shelving area; interlibrary loan services; document delivery; and, consortium loan services.

Copy/Copyright Center

A center to provide photocopy and duplication services, this high volume, high-traffic and frequently noisy area must be easily accessible from the entrance to the building. This center should include, in addition to management of copier services for the libraries, digitizing services to support electronic reserves, course packet production, high volume copying projects for university offices, and maintenance of microform reader-printers. Additionally, the copy center will provide copyright clearance services to library users. This service will be outsourced for the foreseeable future.

Reference & Instructional Services

The *main reference service desk* will serve as the initial point of research contact between users and librarians either in-person, by telephone, or e-mail. The virtual reference service can also be located in this space. It should be visible and readily accessible from the main entrance of the library and located in close proximity to the reference room. The desk should be equipped with computers for interactive use by librarians and users for on site instructional purposes.

The *Main Reference Room* will house non-circulating reference materials and electronic resources in areas of general interest, the social and behavioral sciences, English, modern languages, drama, comparative literature, communication studies, and chemistry. As campus libraries are consolidated into Mullen, those reference collections will likewise be housed in the reference room.

Reading tables, informal seating, and equipment will be provided throughout the room.

Reference Staff offices and a work area can be located off-site but not so remote that backup staff cannot be available on call.

Instructional Center

The library requires a facility to serve as the focal point for preparing the university community to exploit technology and library resources to their best advantage. The purpose of the instructional center will be to instruct library users in the most efficient and discriminate use of electronic resources for study and research and to prepare users for a lifetime of learning through technology. The center will include: “wet” carrels, i. e. work stations with all necessary wiring and cabling, audio and video equipment, printers, and state-of-the-art tools to view, listen, read, or print in any format. Additional generic work stations will provide cable and electrical sources for computers, printers, micro-readers, digitizing and imaging equipment, etc.

The center will include an electronically equipped classroom for class or group instruction. It should be possible to close off this portion of the center during instructional sessions and open it for users when it is not otherwise occupied.

Media Center

A media center should be located in close proximity to or be a part of the instructional center that can be segregated from the instructional area, as users frequently require assistance with the use of equipment or materials. Microform reading equipment, equipment for viewing or listening to

videotapes, audio cassettes, compact discs, digital video discs, etc. and multi-media resources should likewise be located here.

Equipment for visually disabled users will be located in a convenient and comfortable area of the media center.

The Timothy C. May Gallery

The Timothy C. May Gallery for library exhibitions should remain on the first floor because of its convenience for visitors whose sole purpose is to enjoy the exhibits and lectures held there.

Reading Rooms

Reader spaces, wherever they are located throughout the library, must be adaptable, flexible, durable, and convenient for a wide range of users. Seating for at least 700 users should be available and will accommodate readers at tables (designed to seat 1, 2, or 4 readers), in lounge chairs, or at computer or microform stations, in classrooms or in group study rooms.

Reading Rooms will include housing for reference collections, current periodicals or other library collections.

Informal Seating

Small areas removed from intensive reading and study areas will be furnished with informal, comfortable, lounge-style furnishings as single seating or grouped in pairs. Wide hallways and other spaces where casual conversations will not disturb the work of others will serve this purpose. Informal seating will likewise be mixed with traditional seating in reading rooms to accommodate users who prefer it.

Group Study Space

At least 2 group study rooms (6-8 users each), will be provided for those individuals who wish to work together. These may be separate rooms or areas separated by partitions in one room. They will be located out of hearing distance of quiet study areas.

Special Collections

Over the years, CUA has acquired, through the generosity of founders and benefactors, several special library collections which bring scholarly distinction to the university and give our libraries a place among research libraries of record. Stewardship of these collections imposes on the university libraries an obligation far surpassing that of basic library management. The collections have been placed here to be housed, enhanced, preserved, and made available to scholars worldwide whose interests and scholarship necessitate their use. These collections are used also by CUA faculty and students and several form the core collections of resources needed to support graduate and post-graduate study and research.

The collections include:

The Rare Books/Special Collection Library includes the Clementine Library, printed books dating from 1470, over one hundred incunabula, approximately two hundred manuscripts, books and manuscripts on the Knights of Malta, the Connolly Irish Collection, and other treasures. Separately and appropriately housed, these collections are known and used by scholars from around the world. The library currently occupies one wing of the first floor of Mullen and one section of stacks. Relocation of the rare books in this library to a less obtrusive area would be acceptable. The special collections, of which there are approximately sixteen, could be housed more efficiently in compact shelving.

The Canon Law Collection is one of five Canon Law collections in North America and of these, very likely, the most comprehensive. It is heavily used by graduate, doctoral, and post-doctoral students of Canon Law, Law, and Religious Studies from CUA, North America and around the world. The reference and core source materials as well as the current periodicals must be housed in an easily accessible but secure reading room. The stacks collections could be housed in compact shelving.

The Semitics/Institute for Christian Oriental Research (ICOR) Collection and academic department provides access to the memory of the Church and its heritage. The library is the only center in North America for the study of the Christian Orient. It supports graduate and postgraduate study and research in the languages and thought of the Bible and the ancient Near East. The library functions along the lines of an academic seminar, with four resident department faculty, students and ICOR fellows. Classes are taught in its rooms.

The Oliveira Lima Library is one of the finest collections in the United States for the study of the history and culture of the Luso-Brazilian world. In addition to rare and unique books,

journals, and chronicles, the library contains a distinguished collection of manuscripts, diplomatic and scholarly correspondence, paintings, cartographic materials, bronzes, and photographs. As there is no specialized collection in the United States that is of comparable depth, the library gives Catholic University a prominent international profile in the fields of Latin American and early modern European studies. This special collection, or at least the offices, work areas, seminar room and reading room, currently located on the ground floor of Mullen in extremely crowded and environmentally threatening conditions, must be relocated to an area above the ground floor.

Mission Related Collections

In addition to the collections described above, there are, throughout the library, several collections which together give prominence to the study of the Catholic tradition and the Mission of CUA. These include: Theology, Philosophy, Church History, Religion and Religious Education, Biblical studies, Early Christian studies, Patristics, Medieval and Byzantine studies, Greek and Latin, and Sacred Art. When brought together they will form a rich and special collection that will more conveniently support research and scholarship in those areas of study that are closest to the Mission of the University. (For the purposes of this proposal, these will be referred to throughout as the *Mission Related Collections*).

Students and faculty in these areas of study are still primarily dependent on the printed word and will probably remain so for the foreseeable future. Their reliance on scarce, if not unique, textual sources can be satisfied here since the university libraries own most of the sources needed for their work, albeit, scattered throughout the stacks collections, and the current Religious Studies and Humanities Division of the libraries. To best serve this group of users whose work is dependent on access to numerous texts and commentaries at one time, a separate area in Mullen Library will be set aside.

This area should be located in close proximity to the Semitics/ICOR Library, which if for the preservation of the collections alone, must be moved to a more environmentally hospitable space than is the ground floor of Mullen. The Canon Law Collection, and if possible, the Rare Books/Special Collection should be located in proximity as should the stacks containing the related materials needed for study.

The Mission Related Collections will require a security system to assure limited access to the closed collections, a reading and research room containing sources needed for study, a periodical area, a computer user area for electronically accessing texts, indexes, abstracting sources and the like, and space for on-site library staff.

One option to be considered for all special collections might be the use of a shared reading room.

Collections

The reorganization of collections to meet the needs of library users for the next 20 years can best be summarized in terms of centralization, consolidation, and collaboration.

Stacks

The stacks of Mullen Library were filled to capacity well over twenty years ago. Their arrangement (location of stacks collections in closest proximity to former divisional reference rooms) has not been appropriate or feasible since 1978 when several social and behavioral science divisional libraries were consolidated. Already then, the prospect of rearranging the collections into logical and sequential order was considered a prohibitively expensive undertaking. Since then, the uneven growth of the collections and the interdisciplinary nature of study in many areas has challenged library staff to attempt their rearrangement (small shifts) while library administration repeatedly requested funds to employ professional stacks movers to map and reorder the collections. Users are particularly perplexed and frustrated with the lack of logical order and the resulting problems include reports of lost and missing books, misshelving, overcrowding, damaged books, and the like.

The process of rearranging the stacks requires a staging area as well as significant funds for mapping and staffing the project. An estimate obtained from a professional stacks mover, Hallett Movers, in April 2000 quoted \$88,000 with 10% added for each year beyond that.

Since funding was not available, a project was initiated in 1999 to move 200,000 volumes from the stacks to off-site storage at WRLC. The estimate, 200,000, is the approximate number of volumes that would have to be removed from the stacks to provide the staging area, appropriate shelving space for the remaining volumes, consolidation of some circulating collections from campus libraries, and growth space for additions to the collections for the next 20 years. To date, 29,400 volumes have been stored in addition to nearly 80,000 volumes from campus libraries. The reordering of the stacks is a critical need that must be met in the very near future if the library is to accomplish its mission.

The stacks will be rearranged in alphabetical order by LC classification number, starting on the top floor and flowing down in two sequences: Mission Related Collections (special closed collections that will allow for limited user access) to be followed by the general open access sequence. Removing bound periodicals from the classified sequences and creating a third sequence is an

option still under discussion. This decision will be made after further consultation.

Computers providing access to ALADIN, telephones connected to a library service desk, improved lighting, painting, etc. in the stacks will provide users with a stronger sense of security and level of comfort which they do not enjoy at this time.

Library storage

Sufficient additional storage space for collections could be found on the ground floor of Mullen if this area could be made environmentally suitable for housing printed materials. Compact shelving (accessible by staff only) installed on the concrete slab floors could accommodate less frequently used materials from Special Collections, the Lima Library, the Semitics/ICOR Library and the Mission Related Collections.

The off-site storage facility located at the WRLC Center in Upper Marlboro, Maryland is, and will continue to be, essential for relieving space problems throughout the university libraries for the foreseeable future.

Microform collections and equipment

The microform collections in Mullen and the Science/Technology libraries combined currently occupy 1200 sq. ft. of space. The microform reading area must be expanded and reorganized. Microtext materials can be filed in space-efficient cabinets to allow for appropriate management and storage of this rapidly growing collection.

Campus Libraries

Specialized libraries can offer better services to students and faculty within their specialty only when librarians with the appropriate subject expertise can be employed to staff them and when a critical mass of users make it cost-effective. Campus libraries tend to encourage redundant expenditures and as new disciplines have emerged these libraries are not able to support them appropriately. New disciplines and programs are often interdisciplinary, and as a consequence, the collections needed to support them are split across different libraries and the students and faculty must draw coherence from possibly divergent collections, eliminating the convenience of proximate location so often cited as the greatest advantage of a specialized campus library.

Today, library collections are housed in seven buildings on campus (Mullen, Gowan, Pangborn, McMahan, Ward, Hannan, and Marist). The Life Cycle Center and Curley Hall are not included

here as they house the University Archives and Manuscript collections and these are not the subject of this proposal.

Recommendations of the last two accreditation teams of the Middle States Association have included the consolidation of specialized campus libraries and reductions in the number of library service points. To this end, the library has been seeking every opportunity to do this, not because of the recommendation alone, but for the sake of providing services to a critical mass of users that would take advantage of the new technologies, have available appropriate resources and equipment for study and research, and most importantly, enjoy the services of professional librarians for information, research assistance, and instruction in the use of resources. Consolidation and centralization of services will make administrative efficiencies possible by using staff more effectively, training staff more appropriately, and eliminating duplication of resources.

By continuing to relocate little used collections off-site, and by making use of the storage potential of the renovated ground floor of Mullen, it will be possible to assimilate several collections and services from the campus libraries into Mullen. Some science and technology libraries may serve their students and faculties best by becoming entirely or predominantly digital. This option is currently under active investigation by librarians working collaboratively with faculty.

The Chemistry Library (Maloney Hall) will be vacated and closed in August 2001, all collections having been moved to Mullen or to off-site storage and all services to faculty and students to be provided in Mullen.

Other collections in the campus libraries are under review for similar relocation as space becomes available in Mullen.

Technical Services

In 1974, the library installed its first computers (*OCLC*) and began collaborating with other libraries throughout the world to catalog library materials. Eventually, catalog record availability made possible online interlibrary loans (*ILL*) and in time the CUA libraries centralized *ILL* services. Soon thereafter, serials management was centralized in one office.

The implementation of the third-generation library management system, *Notis*, in 1991, and the structure of that system, improved online book ordering, serials management, and electronic cataloging, book labeling, storage processing, etc., all of which have made it possible to realize savings and efficiencies in all aspects of acquiring and processing of library materials. Innovations

in the management system are gradually reducing and will be eliminating delineators between the units. Physical consolidation of these units will effect even greater efficiencies and the result will make one floor of one wing of Mullen available for user space.

The units to be consolidated include: Acquisitions, Gifts and Exchanges, Serials Management, Cataloging, Collection Management, and Processing. These services will function even more efficiently when they are relocated to spaces adjacent to one another in an unobtrusive though pleasant and comfortable area of the library. New technical services such as digitizing will be incorporated into the technical services department.

The shelf list, a major library inventory tool, could be located in a vault on the Ground floor of Mullen. The card catalog, frozen since 1986, will serve as a reference tool in the reference room until retrospective conversion has been completed.

Support Services

Library Information Systems

Currently occupying space on the first floor of Mullen, this office and accompanying hardware can be relocated to the ground floor of Mullen, freeing up more space for public services.

Electronic Infrastructure

Electronic pathways throughout Mullen will need to transmit text, video, voice, and graphics at speeds in anticipation of gigabit requirements. These pathways should consist of fixed wiring both fiber optic and (minimally) Category 5e copper, and wireless transmission. Access points to pathways will need to be ubiquitous for use by patrons. Clean and reliable A/C power will be required to support all electronic devices whether installed by the library or provided by patrons.

Building Services

Security

Renovation of Mullen Library will provide the opportunity to review the entire library security system, including alarms, surveillance cameras, access systems etc. Upgrades in surveillance may be required in the stacks, reading rooms, and in some interior stairwells and passages.

Personal safety

Concerns for personal safety increase when spaces are not well lighted or are sparsely occupied; petty theft increases and individuals are uneasy and uncomfortable. Improvements in lighting and the careful arrangement of seating in open areas throughout the library will alleviate concerns.

Fire safety

In March, 1998, at the request of CUA's Department of Environmental Health and Safety, Schirmer Engineering Corporation produced a DRAFT "Fire Hazard Analysis Report for Mullen Library". In addition to building design issues, numerous problems were pointed out in the report and recommendations were made which included the installation of a sprinkler system throughout the building and replacing the fire alarm system with one that would be audible and recognizable from every location in Mullen.

Mail/Delivery services

Delivery services are regular occurrences in Mullen and daily, massive amounts of materials are moved in and out of the building. The loading dock is awkwardly located and delivery trucks have difficulty reaching it because of limited roadway space on the East side of Mullen.

Facilities for staff

The library staff requires space set aside for meetings, training, and relaxation. These areas could be located on the ground floor of Mullen.

OPTIONS TO CONSIDER FOR FUTURE GROWTH

Courtyards

Filling in the courtyards of Mullen, as has been proposed, will have the effect of increasing public spaces for reading and study, for locating special collections in more suitable spaces, for a large meeting room, small conference rooms, and additional group study and computer use facilities.

Keane Hall / Library Park

Renovating Keane Hall could revitalize the idea of Mullen Square as Library Park. The School of Library and Information Science might be relocated from Marist Hall to this building and the library science library would be assimilated into Mullen. The library school's computer labs, and the libraries' computer-equipped areas, could share space. Technologically equipped classrooms could serve for user instruction, faculty development and delivery of online courses and course materials, etc.

GENERAL BUILDING RENOVATION REQUIREMENTS

The starting point for the transformation of library services at CUA is the restoration of the Mullen Library of 1928. A renovated Mullen Library, maintaining the aesthetic of the original design, will revitalize the campus architecturally as well as intellectually by reemphasizing the centrality of learning and knowledge at the heart of campus.

The major objective of all renovations to Mullen Library has been, and must continue to be, the reclamation and conversion of existing space for current and future use by a diverse, growing, and sophisticated university community. Of equal concern is the need for appropriate housing of the materials, technologies, and services required to support learning and research. Addressing the renovation needs of Mullen Library will allow the facility to serve in an optimal capacity for the next 20 years, thus sparing the University the massive expenditures that would attend new construction.

The following is a listing of major building renovations and improvements observed over the past 15 years by residents of Mullen Library:

Exterior

- The bronze doors at the entrance, constructed with facing plates, are separating. They are increasingly difficult to open and close and each movement threatens them further. (*See* Criss Bros. Proposal, 1983, in Director of Libraries' Office).
- Granite facing on exterior walls is flaking and should be repaired.
- Stonework needs repointing. (*See* Bragunier file, 1989, in Director of Libraries' Office). Cracked and chipped stonework is the source of the efflorescence that covers interior walls throughout Mullen.
- Drainage around the ground floor exterior and in courtyards needs improvement. Seepage into the ground floor level occurs after heavy rains.
- Insofar as courtyards are preserved, they need to be landscaped and maintained.
- The book drop leading from the exterior to the interior of Mullen (at the loading dock) must be restored and enlarged.

Interior

- All three heating/ac systems are in need of upgrading. They are unreliable and condensate units leak regularly, causing damage to the building and materials.
- Lighting throughout the building, with very few exceptions, needs improvement. The stacks are of particular concern to library users as is the lighting in the first and second floor reading areas.
- All nine restrooms are in serious need of plumbing repairs and replacement of cracked and broken fixtures and partitions.
- ADA requirements throughout the building need serious attention. Doors are too heavy to open; door handles are round and often worn and broken; door sills challenge the mobility impaired, etc.
- Electrical services need upgrading; many more power outlets are required to provide for new and additional library technologies.
- Non-intrusive housekeeping space must be provided.
- Floor coverings, carpets and tiles, need replacement or refinishing.
- Suspended ceilings in many areas are water- and dirt-stained. Several areas of the building do not have ceilings covering the air ducts and other equipment.
- A signage system must be designed and installed throughout the library.
- An assessment of the 4th floor of Mullen should be made in the light of potential use by the public. Previous reports by the D.C. Fire Marshall prohibited use because of limited egress.
- Existing furnishings require reconditioning, reupholstering or replacement. Furnishings include shelving, tables, chairs, work stations, etc.