

by Divinity School professor of philosophy and theology David Lamberth, that will implement these recommendations.

Lamberth said in an interview that although the implementation group will consider the full range of options for consolidating library administrative functions, “going from 50 to a much smaller number of administrative organizations is probably meaningful, but going down to one may well be cutting off your nose to spite your face. Local autonomy of the schools and distinctive libraries is quite valuable,” he continues, “because there are so many different modes of providing service, and also cultures of knowledge and different kinds of materials.”

The risk of losing the expert bibliographers who choose the books Harvard buys is already a major issue among faculty members, who raised concerns during discussion of the libraries at a meeting of the Faculty of Arts and Sciences prior to the release of the task-force report. (Subsequently, in the letter to senior administrators, 100 faculty members called for more money for acquisitions.)

“A crucial, guiding idea” of the report, says Lamberth, is that “maintaining local expertise where it delivers excellence and real value is something we want to continue.” Adds Hyman, “I think intellectual decisions *must* be local. A molecular biologist in the medical school really can’t know what a Sanskrit scholar needs.” Administrative functions, on the other hand, “should be unified and benefit from economies of scale,” Hyman continues. “That means once local intellectual decisions are made, and are agreeable to a local budget, then acquisition, subscription, procurement, unpacking of boxes, cataloging, identification of appropriate storage, and preservation should be a central, unified, highly efficient function.”

One of the principal expected changes in funding and cost-sharing affects the Harvard Depository, where 45 percent of Harvard’s volumes are stored. Whenever a patron requests a book, the Harvard library that owns it is charged a fee of more than \$2. The requesting library or school pays nothing. Libraries with large collections, such as the Harvard College Library, pay a lot under this system. A new system would distribute costs more equitably, and might even involve digitization of requested books upon their return to the depository.

## HARVARD PORTRAIT



### Theresa McCulla

**Walking in Paris** years ago, Theresa McCulla '04 suddenly came face-to-face with small *macarons* (sandwich cookies), displayed on velvet cloth and dramatically lit from above in the shop window of pastry chef Pierre Hermé. “They were presented like jewelry,” she recalls. Since 2007, McCulla, an admitted “foodie,” has brought her reverence for food—nurtured in her own family’s kitchen, in professional venues, and during her college semester at the Sorbonne—to her job: coordinating the Harvard University Dining Services’ Food Literacy Project (FLP), which began in 2005. The FLP aims to educate the Harvard populace about food preparation, nutrition, agriculture, and community: it runs a farmers’ market; encourages local, seasonal eating; and conducts special events like a vegan baking workshop, a field trip to cranberry bogs, and a chance for students to roll their own truffles from a 15-pound batch of ganache. In college, McCulla studied French, Spanish, and Italian: “Some semesters I had no classes in English!—which I loved.” Her polyglot talents led to a job with the Central Intelligence Agency, where for three years she translated and analyzed European media. Yet food beckoned: evenings, McCulla volunteered as a line cook at a steak house, worked for a pastry chef, and did research for a food writer—activities respectively “chaotic, precise, and academic.” She baked the wedding cake for her marriage to Brian Goldstein '04, a Harvard graduate student. They cook together nightly, and McCulla takes professional chef’s training at the Cambridge School of Culinary Arts. “My days and nights,” she says, “are filled with food.”