

Changing on purpose

Six breakthrough practices for a high-impact future



The OCLC Cooperative

Countries and territories served	112
Libraries	66,614
Governing Members	9,805
Members	20,396
Participants	36,413

WorldCat Statistics by Format

Type of Material	Number of Records	Percentage of Total	Location of Items Cataloged
Books.....	81,617,440	84.08%	1,098,236,397
Serials.....	3,974,089	4.09%	38,269,927
Visual Materials.....	3,074,409	3.17%	24,472,627
Maps.....	1,436,953	1.48%	5,576,328
Mixed Materials.....	854,771	0.88%	686,409
Sound Recordings.....	3,416,315	3.52%	29,375,527
Scores.....	2,141,659	2.21%	11,917,523
Computer Files.....	557,995	0.57%	2,582,505
Totals.....	97,073,631	100.00%	1,211,117,243

Compiled from Cataloging File Statistics: Analysis of Online Bibliographic Records

January 2008

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Great lists throughout history:



The Magna Carta



Passenger manifest for Noah's Ark



Hungarian composer Franz
(Okay, he's actually a "Liszt.")



The list you can create on WorldCat.org

That's right—the Web site that lets the Internet generation discover the collections of WorldCat libraries now has a new way to participate. With a free account, WorldCat.org users can add items found in search results to online lists they keep private or share with friends and other users.

People can build lists that organize library materials—whether for personal research, academic study, family entertainment or just for fun. It's another way libraries' services can make a difference in the new information workspace.

Make your own lists at www.worldcat.org



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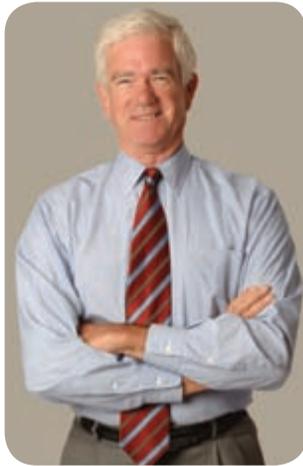
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Going forward in 2008



Three innovative programs are presenting the OCLC cooperative with some exciting opportunities.

First, since May 2007, 12 libraries in Montana have been participating in the WorldCat Delivery pilot. The pilot integrates circulation, interlibrary loan and direct delivery options. Users can generate requests for items via the library's local system,

WorldCat Resource Sharing or ILLiad. The pilot libraries have the option of sending items directly to requesting users instead of the borrowing libraries. Users can send the borrowed items back to the libraries in easy-to-use mailers, or as one satisfied user put it, "Like Netflix, but for books! Great idea!" We are learning a lot from this pilot about the key components of home delivery. Going forward, we will add these components to OCLC services as we continue to work on a comprehensive end-user physical delivery solution.

Second, we have been running pilots of WorldCat Local at a variety of sites in the U.S. WorldCat Local enables a library or group of libraries to customize WorldCat.org as a solution for local discovery and delivery services. The new service integrates access to a library's entire collection of information resources through a simple, locally branded search box. It inter-operates with locally maintained services, such as circulation, resource sharing and resolution to full text, to create an integrated experience for library users. It includes more than 30 million article citations and social networking services. We are integrating WorldCat Local with systems used by pilot libraries, including SirsiDynix Horizon and Unicorn and Ex Libris Voyager, and will move to other systems, such as Ex Libris Aleph.

As this service moves into production, three libraries have partnered with OCLC to use WorldCat Local: Cornell University Library, the State Library of Ohio, and the University of Delaware Library.

In January 2008, we started the Next Generation Cataloging and Metadata service pilot project. It will explore the viability of capturing ONIX metadata upstream from publishers and vendors and enhancing that metadata in WorldCat. A variety of academic and public libraries, publishers and vendors will participate in the pilot. The pilot will provide a way to store, enhance and normalize publisher metadata for the benefit of both library and publishing communities. Librarians will be involved in raising the quality of metadata in the marketplace where they select and purchase materials.

The start of the Next Generation Cataloging pilot coincides with the recent release of the *Report on the Future of Bibliographic Control* by the Working Group on the Future of Bibliographic Control, which was formed by the Library of Congress to address changes in how libraries must do their work in the digital information era. The ability to leverage upstream publisher data effectively is central to the Working Group's recommendations.

We are pleased to be moving in the same direction as the Working Group's recommendations. Indeed, as we embark on this latest pilot, our intent is to offer libraries bibliographic control services based on reengineered, technology-based methods. The goal is to lower library costs for collecting and organizing mainstream publications so that libraries can reallocate staff resources to new strategic initiatives that include a wide array of materials, diverse user communities and many sources of metadata.

These three programs testify to the willingness of OCLC member libraries to get involved in the development of new services. The OCLC cooperative is fortunate to have member libraries willing to take risks on behalf of the entire membership. As the OCLC cooperative begins its 41st year, we are on the threshold of creating significant value at the local, group and global levels. ■

A handwritten signature in black ink that reads "Jay Jordan". The signature is fluid and cursive, with a long horizontal line extending from the end.

Jay Jordan
OCLC President and Chief Executive Officer

Name that author!

WorldCat.org adds links to WorldCat Identities and British Library Direct document service

One of the latest enhancements to WorldCat.org is a link to WorldCat Identities, an OCLC research prototype that creates a summary page for some 25 million personal and corporate authors mentioned in WorldCat. Located beneath the Details tab in WorldCat.org records, in the “About the Authors” section, an Identities page includes an interactive publication timeline, audience-level bar graph, links to profiles of related people or companies, and a tag cloud of associated subject headings.

Publication Timeline – Mark Twain 1835–1910



In addition, research journal articles discoverable on WorldCat.org now include links to the British Library Direct service, where electronic copies of the articles may be purchased. The links are provided in the “Get It” and “Buy This Item” zones of a record. Approximately 4.6 million British Library articles are currently indexed in WorldCat.org.

WorldCat.org is a destination site that lets Web searchers discover materials in the collections of WorldCat participating libraries.

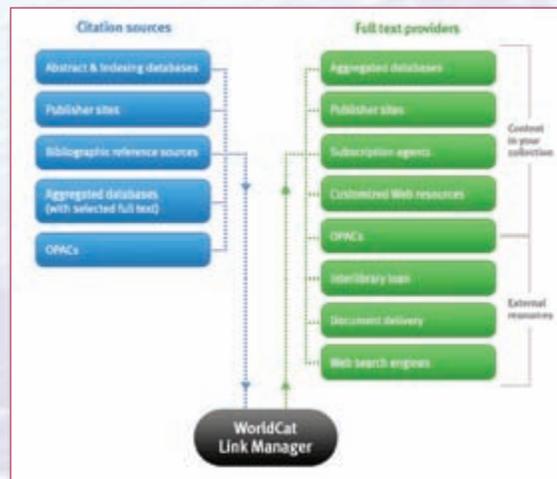
Details

whatcounts.com/bin/archive_viewer?id=6FB64ED51A04512E4323E3CA184851D

WorldCat Link Manager:

New name, new features, new connections

Formerly known as 1Cate, WorldCat Link Manager allows users to link from an article citation to the full-text version of the article in your digital collection. The new name reflects the gradual merging of WorldCat data into Link Manager’s knowledgebase (and vice versa), as well as the increasing integration that users can expect between Link Manager and WorldCat.



The new name coincides with the addition of several user-requested enhancements:

- The main search box adds an “autosuggest” feature that looks up titles as the user types.
- Results are now available in XML format via a full-featured API to mix with other software.
- The resource management system included in Link Manager now allows local administrators to customize coverage and add notes on records from the global knowledgebase.
- Links for eBooks can be retrieved by ISBN or title and can be displayed as a result set that integrates a library’s eBooks and eJournals.

WorldCat Link Manager

www.oclc.org/linkmanager

Features added to CONTENTdm for digital collection management

New functionality in CONTENTdm is making it easy for libraries to manage and access documents in Portable Document Format (PDF) and integrate digital collection growth into their cataloging workflows.



PDF

With CONTENTdm 4.3, multiple-page PDF files can be automatically converted to compound objects with searchable full text, which allows users to retrieve page-level search results within a PDF. Full-text extraction and generation of thumbnail images from the

PDF happen automatically. End users can also select any subset of pages from the PDF to print or save, making it easy to get just the information they need.

The new CONTENTdm release also supports the OCLC Connexion digital import feature, which allows catalogers using the Connexion client to add digital items to CONTENTdm collections during the Connexion cataloging process.

News release

www.oclc.org/news/releases/200675.htm

Coutts, Blackwell become WorldCat Selection partners

WorldCat Selection subscribers can now receive notification records for materials from two major materials vendors: Blackwell Book Services and Coutts Information Services. These two companies recently became active partners in WorldCat Selection, a service that allows selectors of library materials to view new title data from multiple materials vendors in one central, comprehensive system. Selection enables libraries to get WorldCat records for newly selected materials into their integrated library systems early in the technical services process, as well as share selection decisions with others in their institutions.

Selection Partners

www.oclc.org/selection/partners

It's as easy as... EZproxy

The leading solution for providing users with remote access to Web-based licensed content offered by libraries, EZproxy has been acquired by OCLC from Useful Utilities of Peoria, Arizona. Useful Utilities founder Chris Zagar will join OCLC to ensure a smooth transition of EZproxy operations and to assist OCLC in developing state-of-the-art authentication services for the cooperative.

OCLC will honor EZproxy's current service arrangements whereby licensees continue to enjoy access to new releases of EZproxy and technical support at no additional charge. OCLC also will create new value for licensees by surfacing EZproxy in WorldCat.org to provide users with better access to library collections and services through WorldCat.

News release

www.oclc.org/news/releases/200690.htm

Changing on purpose:

Six breakthrough practices for a high-impact future

A new book uncovers the secrets to success for nonprofit organizations. Can libraries apply these principles both individually and collectively to make a difference in the digital age?

BY TOM STOREY

The 6 practices

- :: Serve and advocate
- :: Make markets work
- :: Inspire evangelists
- :: Nurture nonprofit networks
- :: Master the art of adaptation
- :: Share leadership

After four years of study and research, Leslie Crutchfield and Heather McLeod Grant discovered the practices that largely determine the impact a nonprofit organization can deliver. Surprisingly, the key is not in bold strategic planning or operational efficiency, or even careful allocation of resources. It's not having a great brand or the perfect mission statement. Impact has much more to do with work done beyond the organization's own four walls.

"Being an extraordinary nonprofit isn't about building an organization or scaling it up," Crutchfield says. "It's about finding ways to leverage other sectors to create extraordinary impact. Great nonprofits are catalysts; they transform the system around them to achieve greater good."

In their book, *Forces for Good: The Six Practices of High-Impact Nonprofits*—recently named one of the top books of 2007 by *The Economist*—Crutchfield and Grant unveil six practices that high-impact organizations use to maximize social change. In their research, they found that great nonprofits work with business to change the way

achieve broad social change, they have an unstoppable desire to create lasting impact as well."

Of course, to be successful, nonprofits need to invest in the basics, says Crutchfield, such as developing a strong operating model, building management systems and hiring and retaining great people. "But even if you do all of these things perfectly, you won't maximize your impact."

"Greatness is about working with and through others, as counterintuitive as that might seem. It's about leveraging every sector of society to become a force for good."

"Greatness is about working with and through others, as counterintuitive as that might seem. It's about leveraging every sector of society to become a force for good."

entire industries practice. They work with government and advocate for policy change. They build up citizen movements. They constantly adapt to their environment to stay relevant. They share leadership and power within and beyond their organization, empowering others to become forces for good.

Why do high-impact nonprofits harness multiple forces for good, when it would be easier to focus on growing and perfecting their own organizations?

The explanation lies in their unwavering commitment to creating real impact, Crutchfield says. "These organizations aspire to change the world. They want to solve many of the world's biggest problems—hunger, poverty, failing education. Just as they are driven to

Can the six practices help libraries make a difference in the digital age?

NextSpace asked Dr. Rush G. Miller, Hillman University Librarian, University of Pittsburgh, to provide a library perspective on the six practices, all of which center on change and transformation.

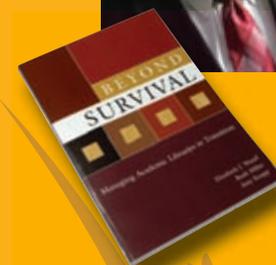
Miller was the architect of sweeping changes at the University of Pittsburgh library system and co-authored a book titled *Beyond Survival: Managing Academic Libraries in Transition*, which describes the need for change, along with an overview of managing change.

Following are explanations of the six practices, nonprofit organizations that are excelling at implementing them, and Miller's observations.

Leslie Crutchfield, co-author of *Forces for Good*



Rush G Miller, co-author of *Beyond Survival: Managing Academic Libraries in Transition*



Practice #1 Serve and advocate

You have to serve but also advocate.

Great nonprofits not only provide outstanding programs and services, they advocate for policy change because doing so leverages the enormous resources of government. “All the organizations, even if they would not have touched policy with a 10-foot pole in the beginning, eventually got on to advocacy, because the reality is that they could have more impact that way,” says Crutchfield. “When you combine advocacy with programs and services, you gain more traction against the problems you are trying to solve.”

Who excels at #1: Serve and advocate

Self-Help started out providing financial services to help minority and poor families acquire a basic economic asset: a home. The services, however, were not enough for these families to sustain home ownership and build wealth. So, Self-Help got into the lobbying business and its relentless efforts helped pass legislation in more than 20 states to curtail predatory lending, the abusive practice that effectively strips assets away from the poor.

Rush Miller: “Certainly the point that high-impact nonprofit organizations must provide services as well as engage in effective policy advocacy is in line with the current state of librarianship.

“Our professional associations—ALA, ARL and many others—have increasingly engaged in shaping legislation at the local, state and national levels to increase support for libraries, promote open access to research results and protect fair use and users’ privacy rights. And many of us have become engaged on our campuses and in our communities in ways that run counter to the popular image of librarians.

“Giving wonderful, effective information services is a necessary thing and central to our mission. But good service alone is not sufficient to guarantee support or create an environment conducive to success.

“I have known librarians in my career who failed to understand this basic point. They believed that if they did a good job in the library, the administration and the

board and the public would value their contributions and provide the resources needed to prosper over time. Invariably, they failed, not to give good service, but to secure an increasing resource base necessary to maintain quality over time.”

Practice #2 Make markets work

Markets aren’t perfect, make them function more effectively.

No longer content to rely on traditional notions of charity or view the private sector as an enemy, great nonprofits find ways to work with markets and help business “do well while doing good,” says Crutchfield. “They influence business practices, build corporate partnerships and develop earned-income ventures—all ways of leveraging market forces to achieve impact on a grander scale.”

Who excels at #2: Make markets work

In its first few years of existence, **Environmental Defense**, an organization that works to solve environmental problems, dealt with corporate polluters through lawsuits and aggressive advocacy. Even though this approach was effective, it realized it could have far more impact if it partnered with companies to create model environmental programs. Today, Environmental Defense cooperatively helps the fast food industry reduce packaging waste and the overnight shipping industry reduce emissions from their trucks.

Rush Miller: “There is certainly something for libraries to take away from this point. However, I would emphasize that libraries, like other nonprofits, must operate in a more ‘business-like’ manner to be successful in the future.

“At the University of Pittsburgh, we began to take this point seriously 13 years ago. We had a large, bureaucratic organization bound with extremely high quality cataloging. The focus on technical services produced a card catalog, and later an online catalog, that was a model of accuracy and met the highest standards. However, the backlog of books, even English language materials, grew to gigantic



proportions over time. To make a long story short, we decided to undertake a business style reengineering of our entire technical services operation. The result was a reduction in staffing from 70 to 29; elimination of the entire backlog; savings of \$1.1 million; and a finely tuned operation that has stood the test of time for more than a decade. This one large-scale business-like process has spawned tremendous success in everything from public services to information technologies to digital publishing, all made possible with the seed money freed up from freeing ourselves from tradition and misplaced altruism.”

Practice #3 Inspire evangelists

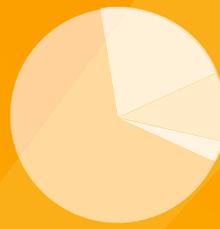
Build a strong community of supporters.

Great nonprofits see users, volunteers and donors not only for what they can contribute in time, money and guidance but also for what they can do for their cause. Says Crutchfield, “Great nonprofits create meaningful ways to engage individuals in emotional experiences

that help them connect to the group’s mission and core values. These experiences convert outsiders to evangelists.”

Who excels at #3: Inspire evangelists

With a budget of \$1 billion, several thousand affiliates and hundreds of thousands of volunteers worldwide, **Habitat for Humanity** has built more than 200,000 homes in 100 countries. Yet, Habitat doesn’t merely aspire to build houses for the poor, but rather to mobilize communities to solve the problems of poverty housing. It turns volunteers and donors into evangelists for the housing cause. The group’s premier evangelist? Jimmy Carter, who got involved in 1984 when Habitat founder Millard Fuller persuaded the former president to become an ambassador for Habitat. With Carter’s involvement, the group’s revenues went from \$3 million to \$100 million and grew at an astonishing annual rate of 30 percent over two decades.



Rush Miller: “I do think that we seek to develop donors, as well as users, who feel enthusiastic about our libraries. At Pitt, we have an external Board of Visitors made up of leaders in the library and business fields, as well as members of our Board of Trustees. I know that our Board of Visitors, especially the Board of Trustee representatives, act as ‘evangelists’ for the library system. The library will have time at an upcoming trustee meeting to communicate our message primarily because of the evangelism of our Board of Visitors chair, who is a prominent Trustee.”

Practice #4 Nurture nonprofit networks

Advance your cause by building networks of allies.

Although most groups pay lip service to collaboration, many of them really see other organizations as competition for resources. But high-impact nonprofits help the competition succeed, building networks of allies and devoting remarkable time and energy to advancing their larger field. They freely share wealth, expertise and power with their peers, not because they are saints, but because it’s in their self-interest to do so. “Great nonprofits are more like Wikipedia and MySpace than Microsoft or IBM,” says Crutchfield. “They give away what would be seen by others as proprietary resources.”

Who excels at #4: Nurture nonprofit networks

Anyone who has ever taken children to an interactive science and technology center has indirectly experienced the power of the **Exploratorium**—and of nonprofit networks. From the day it opened in 1969, the Exploratorium, a museum of science, art and human perception designed as a model for new forms of education, realized that by giving away its model and building a global network of interactive science centers, it would reach more people and have greater impact. Today, the organization reaches 20 million people through exhibits at 124 partner museums.

Rush Miller: “Collaboration has long been a hallmark of academic libraries. We have led our institutions in cooperating with libraries at competing institutions. Interlibrary loan was born of this kind of sharing to reduce costs at libraries. Today we collaborate with one another and with other cultural institutions to mount our content on the Web, making our digital collections far richer and more comprehensive. We are engaging in developing policies that would allow many of us to discard older books that are held in ‘last copy’ repositories to which we have easy access. We are saving money by discarding journals that are not mounted digitally through collaborative arrangements.”

Practice #5 Master the art of adaptation

Respond to change by innovating and modifying tactics.

High impact organizations are exceptionally adaptive, modifying tactics as needed to increase success. They respond to changing circumstances with one innovation after another. “Along the way, they’ve made mistakes,” says Crutchfield. “But unlike many nonprofits, they have also mastered the ability to listen, learn and modify their approach based on external cues. Adaptability has allowed superior nonprofits to sustain their impact and stay relevant.”

Who excels at #5: Master the art of adaptation

Share our Strength began fighting hunger with direct mail campaigns to an unlikely audience: gourmet chefs and restaurateurs. The letters were

successful and generated about \$20,000 in donations, but the organization quickly changed its direction when it found a better way to raise money: a national series of events called “Taste of the Nation,” where local chefs and restaurateurs contribute materials and labor. Their time, in-kind donations and status were worth far more than their cash. Today, Taste of the Nation is held in over 60 communities and has raised more than \$40 million to fight hunger.

“We must cultivate a culture of change coupled with the need to assess. We must in fact reengineer everything about libraries—from processes to services—based on sound customer-driven assessment if we are to remain relevant.”

Rush Miller: “A key to future success in libraries, as in other nonprofit organizations, will be the ability to adapt to changing conditions and environments. Technology is transforming old processes, user behaviors and expectations, as well as the underlying assumptions upon which our profession has been based.

“We must cultivate a culture of change coupled with the need to assess. We must in fact re-engineer everything about libraries—

from processes to services—based on sound customer-driven assessment if we are to remain relevant.

“The library system at Pitt today bears little resemblance to the one that existed 10 years ago, and the most important factor in our change has been input from our customers. We have opened a coffee/food shop in the library, implemented federated searching, a book and journal delivery service, lengthened our hours, reopened a long closed second entrance/exit, developed a reference service in popular nonlibrary spaces, as well as other new services. We have also revamped our information literacy program to provide faculty with new tools for teaching those skills within their courses.”



Practice #6 Share leadership

Share power to be stronger forces for good.

The leaders of great nonprofits have charisma but not oversized egos. They are exceptionally strategic and gifted entrepreneurs, but also know they must share power to be a stronger force for good. They distribute leadership throughout their organization and their nonprofit network—empowering others to lead. “Leaders of high-impact nonprofits cultivate a strong second-in-command, build enduring executive teams with long tenure, and develop highly engaged boards to have more impact,” says Crutchfield.

Who excels at #6: Share leadership

The most influential public policy think tank in Washington, D.C., **The Heritage Foundation** went through a stormy beginning until it found an executive skilled at collaborative leadership. Today, Heritage has a budget of \$40 million, 200 employees, a network of 2,000 informal grassroots affiliates and policy leaders and 275,000 members who work on behalf of the ideas it champions. Heritage’s success owes a

lot to the leadership of Edwin Feulner, its president for 30+ years. By sharing power and distributing decision making among employees and supporters, Feulner and Heritage have been able to cultivate critical relationships, influence federal policy, develop a large individual donor base, and run high-powered marketing campaigns to promote its messages.

Rush Miller: “Few library leaders are egotists; most of us have been advocates and practitioners of shared governance for most of our careers. In fact, academe is based on shared leadership. It is our culture. So this point resonates well in libraries. And I believe almost all library directors in our country at least believe strongly in building management teams, in developing new leaders from within the organization, and in empowering everyone with the knowledge and freedom to develop as leaders.”

Become a higher impact force for good

To libraries, Crutchfield asks: What are you trying to achieve? What is the real change you want to see in the world—and how does what you are doing today lead to more impact tomorrow?

“Think deeply about what your mission is and how your institution can be part of driving that cause forward—then make it visible,” she says. “That’s one of the most elemental factors that distinguish great organizations from the average. Successful organizations have a very strong sense of purpose and are clearly driven by causes.”

She also suggests ‘staying close to your customer.’

“Define your customer as broadly as you need to and understand what drives them. What are their needs and what can the library provide, or start to provide, that meets those needs?”

In addition, Crutchfield says it is important to be willing to let go of things that might not be as relevant, or that libraries may not be the best to provide. “Cutting off programs or services that were useful in the past, but aren’t relevant to the future, can be painful—even wrenching. But often it is the only way to free up treasured resources—money, time and intellectual mindshare—and focus them on what will work in the future.”

For libraries that desire not only to remain relevant but seek to create ever greater levels of impact in the lives of their users and on society at large, Crutchfield sees a future of opportunities. “Libraries are indeed truly unique assets. Understandably, their place in our rapidly changing world is shifting with the advent of the Internet.”

“Nonetheless they continue to play an important community function—a place for children to learn, students to study and groups to convene—as well as a critical role for cultural connection, common heritage and historical understanding. They will always be important to society.” ■

FORCES FOR GOOD:

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A new voice

WebJunction, ARSL join forces to advocate for rural, small libraries

BY JIM MALZEWSKI, RURAL LIBRARY PROGRAM, WEBJUNCTION

When Stacey Buick noticed a 60 percent increase in circulation and a doubling of Wi-Fi usage at the Malvern Public Library in Malvern, Iowa, she knew it was no accident. Rather, it was the direct result of participating in a Rural Library Sustainability workshop sponsored by WebJunction and the Iowa State Library—one of nearly 300 workshops delivered across the country over the past two years as part of WebJunction’s Rural Library Sustainability Project.

The workshop presented Buick, the library director, with new ideas about strategies, marketing and action plans that she brought back to her library and implemented. “The conference gave me not only the knowledge but the courage to try things. It really forced me to focus on our community and find ways to meet its needs.”

The library also has increased its offering of computer classes for staff and users, as well as adding two new after-school programs for kids and three for senior citizens. “All of these successes have just built upon each other and created great synergy in our community,” she says.

Success begets success, and small actions compounded over time can produce unbelievable results. Enter into the picture two organizations—WebJunction and the Association for Rural and Small Libraries (ARSL)—that have recently partnered to better serve rural and small libraries facing sustainability challenges. By connecting individuals in a Community of Practice that provides information, resources and inspiration, both organizations hope the new partnership will provide encouragement and support to libraries as they take actions similar to Buick’s. **The Community of Practice is found at webjunction.org/arsl.**

The need to have a national voice for issues facing rural and small libraries drove the formation of the new community. As ARSL’s recent president, Ken Davenport, puts it: “ARSL is on track to become the advocate for small and rural libraries across the country. WebJunction is the place where resources and thinking come together—a one-stop shop for all things rural, if you will.”

WebJunction, a thriving online community of library staff actively learning and sharing knowledge to build vibrant libraries, supports peer-to-peer discussions, cooperative content sharing and broad access to online learning with more than 28,500 registered members and 50,000 unique monthly visitors.

ARSL is a network of people and materials that support rural and small library staff, volunteers and trustees who integrate the library thoroughly with the life and work of the community it serves. Its current board consists of 14 members representing nine states.

WebJunction’s Rural Library Sustainability Project, funded by the Bill & Melinda Gates Foundation, served as a launching point for many rural library staff to explore better ways to sustain a library in today’s world and the issues critical to success: funding, understanding community needs and maintaining/upgrading technology. At its core, however, the project was about connecting colleagues to each other and information and lessening the isolation so often felt in rural and small libraries.

“In addition to the resources that have come out of the project, I believe that the cross-pollination of ideas helped bring a broader sense of community,”

said John DeBacher, Public Library Administration Consultant for the State Library of Wisconsin. “It provided an awareness of additional resources to draw upon for ideas and support.”

Now that the project is winding down, ARSL intends to take the ball and run with it. “WebJunction and ARSL working together is an important step forward in the effort to support and sustain a critical group of libraries,” says Marilyn Mason, Executive Director of WebJunction. “We are thrilled that this partnership with ARSL will help WebJunction continue to address the specific needs of staff at rural and small libraries.”

Nanette Bulebosh, Kiel Public Library Director in Kiel, Wisconsin, recalls her early experience with the Community of Practice: “Some nights I’d lay awake, head spinning with plans and ideas. I took a hard, analytical look at my library’s strengths and



weaknesses, challenges and possibilities, where we’ve been and where we’re going—and where we might go, with a little thought, planning and organization.”

Six months after writing this in her journal, Bulebosh is happy to report that she is now working on a long-term plan with the library board and with a state agency she discovered. She keeps a daily Director’s Log that tracks her accomplishments and ideas, and is now a fixture at city council meetings. When she delivered a recent presentation to council on her library, the response was, “We never knew you did that.”



Funded by the Bill & Melinda Gates Foundation, WebJunction’s Rural Library Sustainability Project, which recently concluded its two-year run, brought workshops to 42 states and more than 6,000 library staff. The curriculum is now available in a free online course that provides resources for technology planning, outreach, funding, training and collaboration.

She visits the community often and recently used resources found there to create a “Bytes for Beginners” class that Kiel seniors love. She constantly refers others to the webjunction.org/arsl community.

For Nanette and Stacey, and colleagues from around the country, ARSL and WebJunction are committed to making rural and small libraries the vibrant center of every community. Whether it’s finding new resources, learning new technology or using the message boards for inspiration or advice, webjunction.org/arsl is positioned to assist rural and small libraries for years to come. ■

Key resources

The Association for Rural and Small Libraries

webjunction.org/arsl

Rural Library Sustainability Online Course

www.webjunction.org/do/DisplayContent?id=16846

Rural Library Sustainability Continuum

www.webjunction.org/do/DisplayContent?id=11778

Rural Brainstorms

www.webjunction.org/do/Navigation?category=13462

Rural In Focus Webinars

www.webjunction.org/do/Navigation?category=13496

Rural Discussion Space

www.webjunction.org/forums/category.jspa?categoryID=98

Getting social with WorldCat.org

Here's how you and your users can add content—reviews, lists and tables of contents—to WorldCat records

BY TOM STOREY

Facebook app

A new WorldCat Facebook application provides access to WorldCat searches and user-created lists from personalized pages within a Facebook account. The application includes a home screen with the WorldCat search box, as well as quick links to WorldCat searches based on topics listed in a Facebook profile as personal interests. Introduced in January 2008, the WorldCat Facebook application has more than 2,700 users. Learn more at worldcat.org/toolbars/default.jsp.



Give your users a new way to engage with the library. Encourage them to add content to records in WorldCat.org, the collections of WorldCat libraries. Users can create custom lists of their favorite books, songs, albums or movies—and share these lists with friends, family and fellow library lovers. They also can enter notes, reviews and tables of contents under the Details and Reviews tabs for any item.

Here's how:

Lists

1. Go to WorldCat.org and sign in to your account (or create a new account by entering a user name, password and e-mail address).
2. Go to the **List** button at the top of the page. Select **My Lists** from the drop-down menu.
3. Click on **Create New List**, enter your **List Name** and choose whether your list will be private, or can be viewed by all WorldCat.org users.
4. Begin adding records to your list by searching WorldCat.org, displaying records and highlighting the list name in the **Save It** box and clicking **Save**.

More than 35,000 lists have been created since WorldCat's new list-making functionality was installed in June 2007. And the creativity found in these lists is fascinating, with categories ranging from "Organic Chemistry" to "Good Read-Alouds for Older Adults."

Librarians are using this new functionality to better serve their users with lists of newly cataloged publications, under-used collections, and topical "how-to" resources that highlight the library's holdings.

Reviews

1. Go to WorldCat.org and sign in to your account.
2. Go to the **Search** button at the top of the page. Select **Search for Library Items** from the drop-down menu.
3. Enter a search and display a record.
4. Under the **Add To It** box, select **Review This Item**, fill out the Web form and click **Submit Review**. Or, select the **Reviews** tab, click on **Write An Online Review**, fill out the Web form and click **Submit**.

Notes, tables of contents

The process for adding notes or tables of contents is the same as that for adding reviews, except you select the **Details** tab in the record display.

Detail notes remain freely editable by all users, while reviews can be revised only by their original authors. Users can return at any time, log in and create or revise content.

Enriching WorldCat with user-contributed content enriches library catalogs. The ability for your users to contribute content will make them more dedicated stakeholders to the library and their library experience more meaningful. ■

This functionality will be expanded even more in 2008, so stay tuned!



Next-gen cataloging

Moving metadata capture upstream to enhance technical services workflow

BY TOM STOREY

When Frederick G. Kilgour founded OCLC in 1967, he saw libraries across the U.S. doing the same, repetitive tasks in cataloging—rooms full of typists entering the same information on catalog cards. The OCLC online union catalog (now called WorldCat) and shared cataloging system dramatically reduced these inefficiencies by making it unnecessary for more than one library to originally catalog an item. Records in the online union catalog could be shared and used by others to produce catalog cards.

Today, the drive to streamline the cataloging process continues. In December 2007, OCLC rolled out an early prototype of its next generation cataloging system in a field test involving both libraries and publishers. The pilot will evaluate the viability of metadata capture, creation and enhancement using publisher/vendor ONIX metadata. ONIX is a standard format that publishers use to distribute electronic information about their books to wholesale, e-tail and retail booksellers. Metadata created and enhanced will be output in MARC and ONIX for use in library and publisher supply chain systems and processes.

During the pilot, publisher and vendor partners are providing title information in ONIX format. OCLC will map the data to MARC and enrich the new record by mining existing WorldCat metadata and by data-mapping between existing data elements. Library pilot partners will review MARC data created from publisher ONIX for quality and sustainability for use in library technical services processes. MARC records created

during the pilot will be available for library use in technical services processes and library systems.

“It’s crucial to the future of cataloging to find collaborative ways to take advantage of publisher ONIX metadata and find efficient and centralized ways to store, enhance and normalize the metadata for the benefit of both library and publishing communities,” says Renee Register, Global Product Manager, OCLC Cataloging and Metadata Services.

Right now, Register says, many libraries are tackling this on their own by developing ingest and manipulation of ONIX data as part of their cataloging processes. “We find ourselves again in the position of creating local solutions and duplicating effort across the library community to handle metadata for the same set of titles published each year.

“Finding ways to streamline this process would certainly result in cost savings and workflow efficiencies as well as greater upstream availability of metadata for use in library technical processing and end-user interfaces.

“There is also duplication of effort and expense in the creation and enhancement of metadata across the publisher supply chain. Cooperative work in this area will only enhance the metadata we all use.”

The pilot will run through June 2008. ■

When Frederick G. Kilgour founded OCLC in 1967, he saw libraries across the U.S. doing the same, repetitive tasks in cataloging—rooms full of typists entering the same information on catalog cards.



Circulation analysis: measuring collection use

BY TOM STOREY

The WorldCat Collection Analysis (WCA) service can now evaluate a library's circulation activity to help identify potential collection development opportunities. Installed November 12, 2007, the new enhancement enables libraries to analyze their circulation data to see how their collections are being used.

Information about collection usage can inform decisions about weeding, movement to off-site storage, budget allocation, digitization and acquisitions.

"In conjunction with the other analyses available via WCA, circulation analysis gives libraries a robust portrait of their collection and can

provide critical data to support their collection management decisions," says Glenda Lammers, Global Product Manager, Business Intelligence. "Early feedback has been overwhelmingly positive. I hope libraries continue to find this to be a valuable addition to the WCA service."

The data within circulation analysis gives your library the ability to identify:

- what items are circulating
- what items are not circulating
- how frequently items are circulating
- what percentage of your collection in any subject, format, publication date range, etc., is circulating
- the average number of checkouts per title circulated
- total checkouts by circulation date

Here's how it works:

To create a circulation analysis in WCA, you must first run a report via your integrated library system (ILS) to extract a minimal set of data elements. The report should be saved as either an XML or a tab-delimited .txt file. The report should include all items circulated within a given date range and may contain up to five years of data.

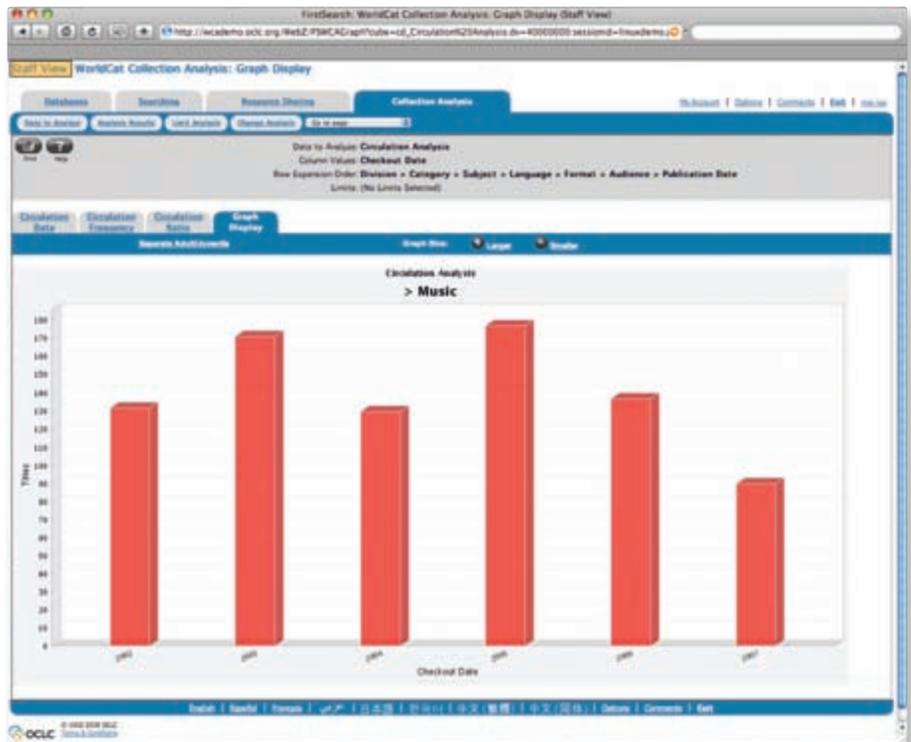
The following data elements are required for each circulation transaction:

- OCLC institution symbol
- OCLC accession number
- Barcode
- Checkout date

Then, upload that file to OCLC using the WorldCat Services Administrative Module. For step-by-step instructions on how to upload your circulation report, see www.oclc.org/us/en/support/documentation/collectionanalysis/circ/circ_intro.htm

One of the first to try circulation analysis in WCA is Assumption College, Worcester, Massachusetts. Prior to the availability of this functionality, library staff was compiling and recombining data from their ILS—a time consuming task—to generate reports.

Circulation analysis in WCA streamlines the process and makes it possible to view collection activity—both the current calendar year and back to 2002—without having to ask anyone to pull together a report, says Dawn Thistle, Director of Library Services. “It is very easy to use, yet it



Professional spreadsheets and graphs make it easy to share circulation analysis data with colleagues and administrators.

allows me to drill down into the conceptus divisions and categories so that I can pinpoint exactly where the greatest use is taking place, making it much simpler to make connections between the curriculum and the circulation of library materials.”

Thistle loves the circulation ratio data, which provide the percentage of titles that have circulated in dif-

“Circulation data is important because it helps us justify our existence! It is important to be able to demonstrate that library materials are being USED, and that the library is not simply a warehouse of academic information, or worse, a budget black hole.”

ferent disciplines, as well as the circulation frequency data, which give her the ability to identify areas—even individual titles—that receive a lot of repeated use. “We will use the frequency data to guide us as we purchase additional copies of heavily used titles,” she says.

She also is looking at circulation analysis together with interlibrary loan data, which WCA also provides. “Over the years we have tried to collect our ILL circulation data and organize it according to LC call number, but that has been more of a challenge than we have been able to accomplish to date. WCA now makes that comparison much simpler.”

With the addition of circulation analysis, Thistle sees WorldCat Collection Analysis becoming a suite of assessment tools that makes it much easier to study a library’s collection from many different angles—in whole or in pieces, and often in a single afternoon!

“Collecting this data is no longer the issue. Many of the difficulties and barriers to doing collection assessment

have been removed, and we can finally get around to doing the actual analysis.”

“Circulation data is important because it helps us justify our existence! It is important to be able to demonstrate that library materials are being USED, and that the library is not simply a warehouse of academic information, or, worse, a budget black hole. If a college prides itself on teaching students to be critical thinkers and encouraging them to ask questions and move beyond the textbook, library circulation data can help to show that this is happening.” ■

Managing the collective collection

An “artful” analysis of the rich holdings of four museum libraries



BY BRIAN LAVOIE AND GÜNTER WAIBEL
OCLC PROGRAMS AND RESEARCH

Libraries are finding more and more opportunities to extend their perspective beyond the boundaries of the local collection. Studies of aggregate collections—the combined holdings of multiple institutions—have been applied to a range of topics, from thinking about ways to expand the array of resources accessible to users, to identifying opportunities to improve efficiency and eliminate redundancy. Aggregate collection analysis can confirm widely-held, yet unproven “received wisdom” about the size and characteristics of the collective holdings of a group of institutions, as well as reveal aspects that were previously unknown.

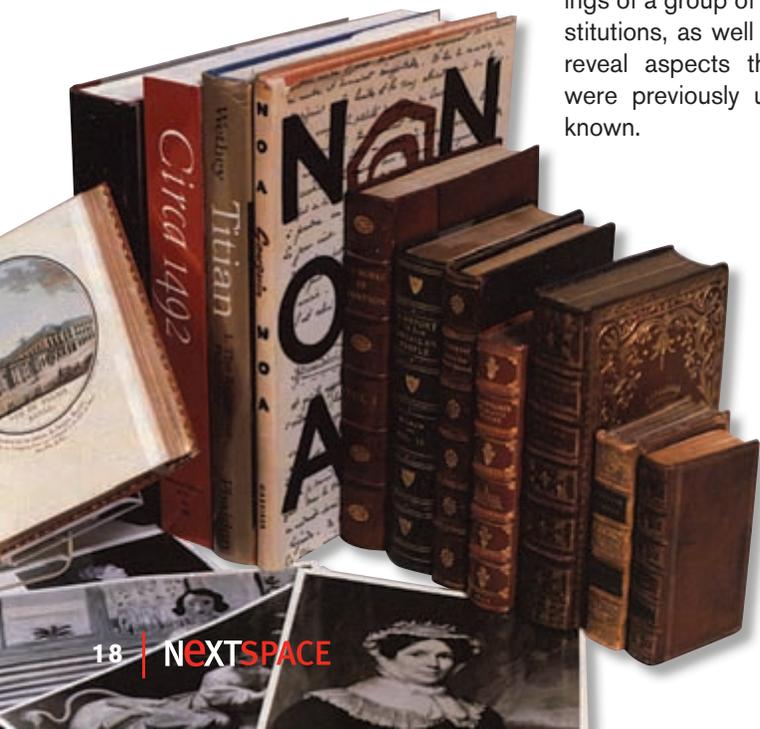
ings of a group of institutions, as well as reveal aspects that were previously unknown.



Recently, OCLC Programs and Research undertook a study of the aggregate collection of four New York City-area art museum libraries—the Brooklyn Museum, the Frick Art Reference Library, the Metropolitan Museum of Art and the Museum of Modern Art. These institutions are founding members of the New York Art Resources Consortium (NYARC). Using data from the RLG Union Catalog (prior to its integration with WorldCat) and the SCIPIO database of auction catalogs, the study explored the size, scope and characteristics of the four libraries’ collective collection. The goal for this study was to provide an empirical context for an ongoing discussion among the four libraries aimed at exploring opportunities for deeper collaboration. In addition, the study presented an ideal opportunity to demonstrate the value of aggregate collection analysis in a domain—the art library community—that OCLC is committed to support.

Highlights from the analysis

The analysis conducted on behalf of the NYARC institutions fell into two categories: description of the size, holdings patterns and overlap, and general characteristics of the NYARC aggregate collection; and comparison of the NYARC collection with several other collections, including the system-wide collection (as represented in WorldCat), the collective holdings of several other New York City-area institutions (New York University, Columbia University and New York Public Library), and the collection of a nonlocal peer institution (Getty). In addition, some more focused analysis was carried out in regard to certain material types of special interest to art museum libraries, such as auction and exhibition catalogs.



Images courtesy of Frick Art Reference Library.

The analysis revealed:

- The NYARC collective collection amounted to more than 960,000 unique titles. About 80 percent of these titles were held by a single NYARC institution; only about 1 percent were held by all four.
- The NYARC libraries collectively held more than 250,000 unique exhibition catalog titles and more than 130,000 unique auction catalog titles.
- Comparison of the NYARC holdings, excluding auction catalogs, with WorldCat indicated that roughly 40 percent of the NYARC collection was not held by another library with holdings represented in WorldCat.
- About two-thirds of the NYARC collection was unique compared to the combined holdings of three other New York City-area research libraries, while this same figure was about 80 percent in comparison to the holdings of Getty, a peer institution (again, excluding auction catalogs).

Possible applications of the analysis

In what areas could an aggregate collection analysis of this kind be usefully applied? After sharing the results of the analysis with the NYARC institutions, a teleconference was held with representatives from the four libraries to discuss decision-making areas in which they felt the analysis might be particularly illuminating. As the discussion proceeded, four major areas emerged; these are listed below, accompanied by examples of aggregate collection analysis particularly relevant to each area:

- **Shared storage:** Reduce cost and leverage economies of scale through collaborative print storage solutions.
 - *Identify print materials held by multiple NYARC libraries.*
- **Resource sharing:** Expand the landscape of information resources available to users, regardless of location.
 - *Identify patterns and concentrations of holdings in various subject areas across the NYARC institutions.*



- **Digitization:** Improve access to rare or unique materials through digital surrogates.
 - *Identify uniquely held or rare materials at each NYARC institution.*
- **Partnerships:** Establish cooperative arrangements with local and peer institutions in areas like collection development and reciprocal borrowing agreements.
 - *Assess strengths and weaknesses of NYARC collection vis-à-vis collections held by other institutions or groups of institutions.*

Knowledge of the contours of the collective collection provides a foundation for deeper forms of collaboration in all of these areas.

The results of the study also provide an opportunity to identify forms of analysis that were “customized” for this work, but that might have broader application beyond the four NYARC institutions. These analytical techniques could be generalized in ways that would support their possible incorporation into OCLC services.

Conclusion

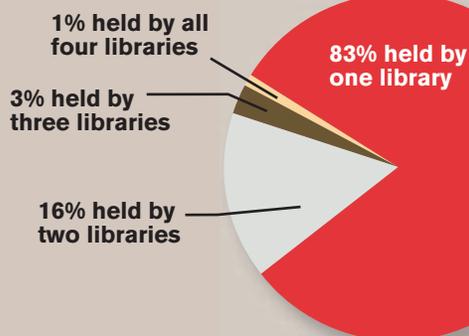
Awareness of broader contexts extending beyond the local collection is becoming increasingly important for libraries and other collecting institutions. As the analysis of the collective collection of four New York City-area art museum libraries demonstrates, studies of aggregate collections provide valuable intelligence in support of collaborative initiatives impacting multiple institutions and their collections. OCLC will continue to explore opportunities to apply aggregate collection analysis to a variety of decision-making areas. ■

New York Art Resources Consortium

- Brooklyn Museum
- Frick Art Reference Library
- Metropolitan Museum of Art
- Museum of Modern Art

Aggregate collection: 962,290 unique titles

OCLC Programs and Research analyzed the collections of four art museum libraries to determine the size of their collective collection, the extent of holdings overlap, and uniquely held items. This work helps lay the groundwork for further and closer collaboration.





325,000,000

Copies sold worldwide of the first six *Harry Potter* books

www.nytimes.com/2007/07/22/books/22cnd-potter.html?ex=1342756800&en=d4380c0c4e654ba9&ei=5088&partner=rssnyt&emc=rss

15,000,000

Copies sold worldwide of *Halo 1* and *Halo 2* video games

www.news.com.au/entertainment/story/0,23663,22491904-7486,00.html



226,000,000

European Internet audience in September 2007

www.comscore.com/press/release.asp?press=1885



\$1,400,000,000,000

Revenue of the U.S. nonprofit sector in 2004

www.urban.org/UploadedPDF/311373_nonprofit_sector.pdf

2,100,000,000

Nationwide circulation of public library materials in fiscal year 2005

nces.ed.gov/pubs2008/2008301.pdf





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Pat Vince
Digital Initiatives Librarian, The Claremont Colleges



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EVENTS **Going on the road**

OCLC will be exhibiting at the following conferences:

Visual Resources Association
March 12-16, 2008
San Diego, California, USA

Public Library Association
March 25-29, 2008
Minneapolis, Minnesota, USA

Association for Asian Studies
April 3-6, 2008
Atlanta, Georgia, USA

Computers in Libraries 2008
April 7-9, 2008
Arlington, Virginia, USA

Texas Library Association 2008
April 15-18, 2008
Dallas, Texas, USA

Oregon/Washington Library Associations
April 16-18, 2008
Vancouver, Washington, USA

British Columbia Library Association
April 17-19, 2008
Richmond, British Columbia, Canada

Check the OCLC Web site for a complete list of upcoming conferences and events.
www.oclc.org/news/events/



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