

25 June 2003

OCLC Members Council Memorandum

TO: OCLC Members Council Delegates and Alternates
C: Network Directors, OCLC Board, Staff, and Guests
FROM: Richard Van Orden, Program Director, OCLC Members Council
SUBJECT: Minutes of the May 18-20, 2003 Members Council Meeting

Introduction

Conducted by President Kristin Senecal (PALINET), the OCLC Members Council convened at 5:30 PM, U.S. Eastern Daylight Time, on 18 May 2003 at the Marriott Northwest Hotel in Dublin, Ohio. Meetings of the Executive, Finance, and Nominating committees were held the afternoon of Sunday, 18 May. The Monday meetings were held at the Smith Conference Center on the OCLC campus in Dublin while Tuesday segments re-convened at the Marriott Northwest. The Ad Hoc Committee on Communication for the Collaborative (CCC) met Monday evening, 19 May from 5:00-6:00 p.m. at the Smith Conference Center. Approximately one hundred fifty individuals, including delegates, alternates, board members, OCLC staff, network and service center directors, and guests participated in this meeting. (A videotape webcast of selected portions of the meeting, a summary, the agenda, slides of presentations, discussion notes, and these minutes when available are posted on the OCLC Members Council Web site <http://www.oclc.org/uc> under "Meetings.")

This is the third and last meeting of this Members Council year under the dual themes of: "Libraries: Their Present and Future Global Environments" and "OCLC Strategic Plans and Measurements for Success." The topic of this May meeting focused on the local context. Delegates noted that the local environment refers to a variety of meanings around the world and by type of library including the larger institution within which the library or other cultural organization operates, a group of local libraries of multiple or similar types, the city, or even state, and at times is national or regional, topics of meetings held earlier this year.

Committee Reports

Election Certification Committee

Ken Bierman (AMIGOS), chair of the Election Certification Committee, reported that the committee certified all network and service center elections.

Nominating Committee

Susan Fifer Canby (CAPCON), Nominating Committee chair, announced the candidates for the Members Council Executive Committee. To serve with 2003/2004 President Bob Seal (Amigos), Council elected Charles Kratz (PALINET) as vice president/president-elect and Dianne Man (OCLC Pica), Emma Bradford Perry (SOLINET), and Bruce Newell (OCLC Western) as delegates-at-large on the new Executive Committee. The tellers under the leadership of chair Diane Dates Casey (ILLINET) counted and certified the Executive Committee elections.

Standing Joint Committee on Membership

Mary-Alice Lynch, member of the Standing Joint Committee and former chair, gave a summary of the committee's work this year that included a new method for allocating international delegates in the next transition period from 2004-2007. The committee's proposed resolution, moved by Bob Seal of the Executive Committee and seconded by Dianne Man (OCLC Pica) of the Standing Joint Committee on Membership, was discussed and voted on later.

Finance Committee

Bob Seal, Finance Committee chair, informed delegates that the committee listened to a report from Rick Schweiterman, OCLC Vice President for Finance and Human Resources on this and next year's projected finances. The committee moved the proposed 2003/2004 Members Council budget. Phyllis Spies, Vice President, Worldwide Library Services, discussed pricing for the next fiscal year and future plans with the committee. At the business meeting on Tuesday morning, Council unanimously approved for recommendation to the Board of Trustees a Council a budget of \$318,350 to cover Members Council meeting and travel expenses for the coming fiscal year.

Members Council President's Report

Kris Senecal, 2002-2003 President, OCLC Members Council

"Let me warmly welcome you again to this May Members Council. Because this is my last meeting after ten years of serving on Council, I have been thinking about how I wanted to leave this august body. Sometimes on these occasions the person in my position is "roasted", that is teased and gently made fun of by his or her fellows. It occurred to me that there is no reason why this couldn't be turned around, that is, I could 'roast' members of this audience. So in thinking back over the events of this past year, I decided a couple of "roasting" awards were in order. To Rich Doyle, I present ... a bus pass to the greater Columbus metropolitan area. This way, the next time he gets left behind and forgotten at a restaurant, he can find his way back to Dublin with ease.

To Gary Houk, the man who in February gave us that unforgettable metaphor – and believe me I have tried hard to forget it – that unforgettable metaphor of a MARC enema, I present the book *Loose Cannons, Red Herrings, and Other Lost Metaphors*. I suggest that Gary might want to have the phrase MARC enema join those metaphors that are lost. To Hennie Viljoen, I present a box of gourmet crackers especially suitable to accompany wine. I give these to Hennie because he is responsible for providing us with a special treat: our dinner tonight will be accompanied by South African wines that Hennie has arranged to be donated for the occasion. Hennie, thank you for making my last meeting and your last meeting so festive!

Now back to the serious business of the evening. We have to work before we are allowed to play. The theme for this meeting is "Libraries, Their Present and Future Global Environments: The Local Context." To start us off thinking about this topic, we have a keynote speaker tonight some of you may have heard of, a guy named Jay Starratt.

I actually had Jay in mind for this role all the way back last spring, when I first devised the annual plan with the themes for all the meetings. I thought of him because I knew he had been heavily involved in getting a multi-type library coalition off the ground and functioning in Illinois, and therefore he would have been in immersed in libraries functioning in their local environment. I also thought of Jay because I knew he has a great sense of humor – not to put any pressure on you Jay – and that is always a desirable thing in a speaker, particularly someone speaking BEFORE we get to eat dinner.

In conversations I have had with different delegates about tonight's theme, one question keeps re-occurring: What do I mean by the term "local"? To that question I always have the same response, that it can mean many different things. Some definitions I am familiar with include libraries and other knowledge organizations within a metropolitan area, which band together to leverage their collective organizations. Or it may mean libraries in towns in fairly close proximity to each other, or libraries in the same county (or same parish, if we are talking about Louisiana). In the U.S. local can even mean libraries within the same state, the kind of organization Jay will be discussing later. Whatever the definition, local implies a certain geographic proximity, although the outer boundaries can vary widely. It also implies a level of cooperation that is not often seen on a regional or national level.

For example, I have frequently read about or observed first-hand, joint collection development efforts between libraries on a local level, but rarely happening in a regional or national context. Some other types of cooperation to be seen happening on a local level are joint off-site storage, or allowing circulation access to patrons from other local institutions. Sometimes staff, with special expertise, are shared between multiple institutions that cannot afford to employ them full-time. Whatever the example, what is common is a high degree of cooperation, cooperation on a level that speaks to the high degree of trust built up between these institutions.

What interests me, and what I think will be of interest to OCLC, is the variety of types of cooperation happening on the local level, and if it is changing. I suspect it is, but perhaps very slowly. The growth of electronic content would seem to imply a lessening of the importance of geographic proximity, and make cooperation on such tasks as cooperative collection development possible beyond the local level. After all, there is no need for geographic proximity when sharing an e-book.

However, I suspect that there is another limiting factor when discussing the expansion of the high level of cooperation typically viewed on the local level, and that is the issue of trust. That may at this point in time turn out to be THE limiting factor, which prevents librarians and other knowledge workers from realizing the full potential implied in the growth of electronic formats.

After all, it takes a high degree of confidence in and knowledge of another institution and its staff, to cede to it some portion of the collection development responsibilities from your institution. Can this trust be built over longer distances or will there always be some geographic limitations? Do you agree with me that trust is indeed a limiting factor at all? I will be most interested to hear what Jay has to say on this issue, and to hear all of your thoughts in your group discussions of this topic tomorrow afternoon.

I have covered the theme in some detail; let me also mention some other highlights of the upcoming meeting. Tomorrow the whole Council will hear about the development to date of the Library Access Cooperative concept. This is an issue that the Cooperative Reference Interest Group has been hearing about for some time, and it is at their suggestion that we are bringing it before all the delegates. It is topic that also dovetails nicely with the theme of this meeting, and may inform our discussions in the afternoon.

On Monday there will also be a presentation over breakfast from the Digital and Preservation Resources division of OCLC, at the request of the Preservations/Electronic Collections Interest Group and DPR staff. I encourage you to make every effort to attend their presentation on Monday. We now have the tricky problem of having more OCLC divisions wanting to talk with Members Council than we have time in which to schedule them, hence the scheduling of the DPR presentation over breakfast. On the whole I think this is a good problem to have, and shows how far the Council has come in transforming itself into a true advisory body to OCLC.

On Monday afternoon the Library Groups will be meeting to give OCLC feedback in two important areas. We moved the meeting to earlier in the afternoon in response to a suggestion given to us on one of the evaluation forms from the February meeting. Let us know if you like this time slot better. The Library Groups first will look at the issue of how OCLC can use the Council and other means to gain representative advice and feedback from all types of OCLC members. To help us discuss this intelligently George Needham has put together an very useful overview of the topic, titled "Community Input: New Directions for OCLC." The second topic that will be discussed is aimed at gathering some information on current environmental trends for OCLC's edification. The role the Library discussion groups will be playing at this meeting is a very important one, and if you have not already read this white paper and looked at the discussion questions, I encourage you to do so before tomorrow afternoon's discussion.

The Interest Groups will be convening twice at this meeting and for a significant amount of time. The group leaders always tell me they can always use more time, so we are giving them as much as we possibly can. As always they are a key factor in making these meetings work as a point of information exchange between OCLC and its members. I think it is a testament to their effectiveness that many of the plenary sessions presented this year happened because an interest group leader brought an issue before the Executive Committee that had been discussed in their group, which they now felt deserved a hearing before the entire Council. Indeed, in a teleconference with the interest group leaders shortly before this meeting Bob Seal was getting suggestions for his agendas for next year, so the trend continues!

On Tuesday we will be hearing about the Gates Portal Project. This important project will foster community and information sharing for some 12,000 public libraries and other knowledge organizations offering computers for public use. The portal, now called WebJunction was launched last week, so Marilyn Mason's presentation is a timely one.

We also have other important business to take care of on Tuesday, including voting for next year's Executive Committee – don't forget to vote before breakfast – and voting on several resolutions which have been presented to you tonight. At the end of the business meeting incoming President Bob Seal will also give you a preview of the themes for next year's Council meetings. Once again it looks like we have an agenda packed full of content and important discussion, so get ready to contribute to the cooperative! In the spirit of cooperation Members Council made several recommendations at the February meeting that were collated by George Needham and Linda Arnold, reviewed by the Executive Committee, and then passed

on to the appropriate OCLC division. I'd like to mention just a few of them. One comment was that OCLC must address the needs of special libraries to get its message out to them and assist them in moving toward the virtual library. Vice-President Cathy de Rosa responds that Corporate Marketing has created "segment marketing" initiatives to better understand the needs of different library markets and segments and to work with the business units, Library Services and the Networks to better serve these segments. In talking about Cathy and the Corporate Marketing division, I should also mention that they responded very rapidly to the suggestion made by several delegates that the Five Year Information Format Trends document distributed at the February meeting is made widely available to all OCLC members. Cathy and her staff revamped the document and put it on OCLC's web site, and then in March a postcard with a message pointing to the web document went out over my signature to all OCLC member libraries.

Other feedback concerned issues related to delivering a public view of WorldCat. Members support OCLC's interest in helping libraries increase their Web visibility, however there was concern that libraries will not purchase this add-on in the current economic environment. Vice-President Frank Hermes and the Cooperative Discovery Services division responds that OCLC has developed a market research plan to test whether libraries see value in and would pay for the service. In February, OCLC completed four focus sessions and a market survey that indicated that a good number of libraries would purchase the service. Another suggestion came out of a an Interest Group discussion, where it was noted that it would be good to know what OCLC is doing in terms of rights management software, so that libraries will not sign with alternative service providers not knowing that OCLC will soon have solutions for them.

Vice-President Gary Houk responds that OCLC is developing the Cooperative Right Database service to address library needs in the rights metadata area. The Cooperative Rights Database service will provide a central repository for information such as ILL rights, rights on emailing or printing content, geographic limitations, etc., as well as a list of titles that the library subscribes to or licenses, coverage, source, where the content is located, and more. I can't wait to see that! These are just a few of the deliberations that came out of the February meeting. A complete list of the Members Council observations and the responses from OCLC, otherwise known as the "SLT responses to Members Council" were distributed via the listserv earlier this week.

I cannot complete a recap of the February meeting without reporting on where we are going with the topic of unauthorized use of OCLC records. The Cataloging and Metadata Interest group held a conference call concerning this issue in April. This call had several outcomes, but the most important was that language will be drafted to be added as a third section to the Guidelines to the Principles of Cooperation, explaining in more detail what is and is not permissible in terms of members sharing their OCLC-derived records with non-member libraries, or a mixture of member and non-member libraries. This draft language has already been shared with the Cataloging and Metadata Interest Group via e-mail, and is on the agenda for final approval at this meeting. OCLC counsel Jim Houfek will then review it, before being presented to the entire Members Council as a resolution.

I've talked about this current meeting and the feedback from the February meeting in some detail. Taking a longer view, and looking back over the whole year, I can see some definite signs of progress in terms of the Members Council and its role within OCLC. When I created the Annual Plan with the help of the Executive Committee, I had several goals that I wanted to achieve this year:

- First, to reinvigorate the Library Groups, and raise their visibility and their importance within the context of Council meetings. Towards that end we made several changes. For the first time OCLC Vice-Presidents were permanently assigned to every group, to serve as the OCLC liaison in the same way that interest groups have long had assigned liaisons. OCLC staff were assigned for the year to serve as recorders, thus freeing up all delegates in the group to fully participate in the discussion, and as a side benefit getting much more complete minutes. Other innovations involved groups developing their own topics of discussion, and listservs were created for each group to facilitate discussion between meetings. Following up on a suggestion from last year, white papers giving background information on assigned topics of discussion were distributed before the meeting. In October the groups gave crucial input on staff development to the task force looking at that issue, and in February they provided OCLC with key feedback on the issue of unauthorized use of OCLC-derived records. I've already outlined the important role the Library Groups will play in this meeting. This year I think we have come a long way toward achieving the goal of reinvigorating the groups, with more room to grow in this area.

- Second, to continue to push the Council upstream in advising OCLC on strategic issues. I think we have also made progress in this area, witness the important work done by the Task Force on Staff Development that is being reported out and voted on at this meeting. Some other examples are the vital work done by the Standing Joint Committee on Membership, which you have already heard about this evening, or the plenary discussion on finances and pricing which took place at the February meeting. Perhaps most important is the innovation this year of closing the feedback loop between Council and OCLC leadership, getting our recommendations and OCLC's response to them down in black and white for all the delegates to see and if necessary revisit from time to time. There is still room for growth in getting us upstream but I think we have made progress this year and tremendous progress over the past 3-4 years.
- A joint goal between the Board of Trustees and the Executive Committee open even further the lines of communication between the Board and Members Council. Toward that end we tried several innovations. We had Trustees involved in presentations at all three meetings; we had Trustees assigned to specific Interest and Library Type groups; and at this meeting we are having the Chair of the Board of Trustees give a speech highlighting Board activities for the year for the Council's edification.
- Last but not least, I and the Executive Committee thought it was important to continue to raise the awareness of the Members Council to the needs and concerns of OCLC members from outside of the U.S. Toward that end we heard from the Director of the UNESCO library development program, we heard from a panel of our own delegates from a variety of international backgrounds, and we heard the business plan for OCLC's division for Latin America and the Caribbean. When dividing up who went where within Members Council, international delegates were intentionally included on key committees and spread among different interest and library groups. As a subset of this goal, I also wanted to make it easier for overseas delegates to participate in the governance of Members Council.
- With the concurrence of the Executive Committee I abolished the Executive Committee meeting that took place at ALA MidWinter and replaced it with a conference call. Working with RONDAC, we tried the experiment this year of holding the joint meetings between the RONDAC Executive Committee, the OCLC Senior Leadership, and the Members Council Executive Committee over breakfast on the Tuesday of the October and May Members Council meetings, instead of at ALA's Annual and Midwinter meetings. Even though the experiment is still in progress – the second breakfast meeting is coming up this Tuesday – I think I can report that it has been a success and will make it easier for an overseas delegate -- or a US delegate from a library with a small travel budget – to consider serving on the Members Council Executive Committee.

Looking back over the year and all the changes and activities makes me feel . . . tired. It also gives me a feeling of accomplishment, but most of all a feeling of gratitude to all the people who have worked so hard this year to make Members Council more integral to the workings of OCLC. Special thanks go out to the members of the Executive Committee: Bob Seal, Maggie Farrell, Vickie Johnson, Charles Kratz; to all the chairs of groups, task forces and committees who have worked so hard to make their meetings run well; and to all of the OCLC staff who commit so much of their time and energy to make these meetings work, especially George Needham, Rich Van Orden, Bunny Gunderson, Linda Arnold, and Susan Saggio.

Last but definitely not least thanks to you the delegates, who give so generously of your personal and professional time in order to participate in Members Council. It is because of your participation and the efforts of all those I have named above that we have moved forward in achieving the goals set out at the beginning of this year, and in making further progress toward that overarching goal, helping OCLC further access to the world's information by offering services for libraries and their users.

It will now be our privilege to hear from Jay Starratt, Dean of Library and Information Services, Southern Illinois University at Edwardsville. As a delegate on Members Council since 1997 and just re-elected to a third term, Jay has lead Council discussion groups and served on the Executive Committee. Similarly, he served on and led several committees for ILCISO as well as active participation in the American Library Association and the author of numerous scholarly articles. To address us on the local library environment, please welcome Jay Starratt."

The Local Library Environment in the Context of the State--Jay Starratt (ILLINET)

Jay Starratt, Dean of Library and Information Services and Associate Vice Chancellor for Information Technology, Southern Illinois University at Edwardsville, spoke about cooperation at the state and local levels in Illinois. Jay said local and state cooperative efforts are intermingled, and noted that cooperation in Illinois begins with the State Library. "In Illinois, cooperation is who we are," he said. "Cooperation comes about through hard work-it's not as much fun as it looks. We find ways to create new efficiencies and new services that we could not accomplish alone."

Mr. Starratt said access to electronic information in Illinois has become so common that students use these resources long before they reach college. "ILCSO (Illinois Library Computer Systems Organization) has been funding databases that provide all libraries with access. "People are coming to college who already have years of experience with WorldCat." Jay concluded that "Focus, communication, leadership, dedication and trust are the keys to cooperative success in Illinois, particularly when libraries are facing difficult economic times." (Slides illustrating this presentation by Jay Starratt are available on the Members Council website <http://www.oclc.org/uc>.

Interest and Library Group Meetings

The interest groups convened on 19 May from 9:00 – 10:45 in the morning and again on 20 May from 8:30 – 9:45 a.m. The library groups met on Monday, 19 May from 1:00-2:45 p.m. Minutes from these discussion groups also are located on the Members Council website.

OCLC President's Report--Jay Jordan, President and Chief Executive Officer

"This is the last meeting of the 2002-2003 Members Council. I want to thank you for your hard work during a very productive year. Kris Senecal and the Executive Committee have provided strong leadership, and this in turn has stimulated a productive level of discourse by this Members Council. As I have said before, one of the great strengths of the OCLC cooperative is the willingness of people like to you get involved in the affairs of the organization. You have begun to implement the changes in governance and leadership that last year's Council set into motion. You have provided OCLC management with significant input for strategic planning. As you know, we have been phasing out the type-of-library advisory committees, and the Members Council has taken on some of the roles of these groups. Thanks to you, we are having meaningful and useful dialogues about the future of the cooperative. The model not only continues to work, but it is working even better.

Each quarter, I receive nominations from the OCLC Vice Presidents for staff members whose work has been extraordinary. The easiest way to describe the performance of these President's Award winners is that they have gone above and beyond the call of duty. At this time, I am pleased to recognize the following employees. Gregor Gilliam, Manager, Information Design in Corporate Marketing, receives this award for his work in setting a new standard for the content of our marketing brochures. Rick Limes, Art Director, worked with Gregor to set a new standard for the design of our marketing collateral. Alice Sneary, Marketing Public Relations Writer in Corporate Marketing, receives an award for providing both creative and technical support for integrating marketing campaigns into the Web site, including the Language Sets Web Store. Last but not least, Bunny Gunderson, Events Planner, Members Council, received her award for exemplary performance in her service to Members Council and for keeping things going when Rich Van Orden was on extended sick leave. Please join me in congratulating them on their fine work on behalf of libraries and OCLC!

Clearly, we are making substantial progress toward achieving our vision of becoming the leading global library cooperative. At the October meeting, I shared with you our measurable objectives for coming year. Let me quickly review our progress in the first four, then spend some time on financial viability. We added 750 new cataloging members this year. We've introduced innovative services with QuestionPoint, Connexion and the Digital Archive. We started involving networks in customer satisfaction surveys as well as international locations in six languages. We invested heavily in training and continuing education not only for managers but for staff. The goal is to improve our workforce performance. I'm pleased to report that the OCLC Center for Leadership Development which operates in partnership with the Fisher College of Business at Ohio State, has received an award of excellence from the American Society for Training and Development (ASTD) for, quote, 'exemplary practices in workplace learning and performance.' In fact, Joe Marth of OCLC is at the ASTD conference this week to accept the award. Metric # 5 is, of course, very important.

As you know, on April 15, the OCLC Board accepted management's recommendation to not increase prices for OCLC services in the coming year, excluding pass-through prices set by third parties. Since OCLC's founding in 1967, one of its chartered objectives has been to "reduce the rate of rise of per-unit library costs." The chart on the screen appears in our annual report each year. It compares OCLC's prices with those in the Higher Education Price Index. As you can see, we are meeting that objective. While modest price increases will have to occur in the following year (fiscal 2005), we will continue to work hard to control our costs. As you also know, we are freezing salaries of upper management, reducing the merit pool for other staff, and reducing the size of our workforce by up to 5 % to bring expenses in line with revenues. These actions are painful but necessary, and we are taking them in common with many of the institutions that we serve.

In order to hold the line on prices, we must look not only for new areas of cost reduction, but for new sources of revenues. In the past year, we have introduced or acquired new services that are expected to generate incremental revenues for OCLC, including QuestionPoint, Digital and Preservation Resources, netLibrary and the public library portal that is initially being funded by the Gates Foundation. These new services are ramping up, but are not expected to generate sufficient revenues in fiscal 2004 to offset expenses. We must also continue to operate our current services on which our libraries depend. Our reduced revenues are hitting at the same time we are making major investments in a new technological platform for WorldCat and building new user support and business systems. Fortunately, OCLC has the financial strength to keep moving forward.

Since its founding, OCLC has issued annual reports to the membership that include a candid discussion of the financial state of the organization. The statement on the screen is taken from our annual report. It says that we have to do well in order to do good. Because we have operated in a business-like manner, we have the financial strength to keep our prices at current levels even as we continue to invest in new services and the new technological platform for the WorldCat database. In April, OCLC closed on a Franklin County, Ohio, industrial revenue bond project in which we were able to borrow \$25 million for 10 years at an average interest rate of 3.99 percent. The bond issue will enable us to purchase equipment and software needed for our services. We will also save some \$2 million in future interest expense by paying off an earlier bond issue. The fact that OCLC's bond issue received an "A" rating from Standard & Poore's testifies to OCLC's solid record of performance and solid reputation in the financial community. We intend to maintain that reputation.

OCLC's leadership has been out and about this spring, giving speeches and presentations and generally showing the flag. In April, I gave talks at the United Kingdom Serials Group conference at Edinburgh, Scotland, the Nylink Annual Meeting and the Alberta Library Conference in Canada. On May 7, I spoke at OCLC Day at INCOLSA. In April, Lorcan Dempsey attended the Coalition for Networked Information spring meeting and spoke at NYU and Cornell. Lynn Connaway spoke on netLibrary at the ACRL conference. Phyllis Spies spoke at the SOLINET annual meeting on May 2. Also on May 2, Frank Hermes participated in a teleconference on virtual reference sponsored by the College of DuPage. John Berry, past president of ALA, was also on the program. And, just this past week, Lorcan Dempsey, Meg Bellinger and I attended ARL.

Last Monday, in the Great Hall of the Library of Congress, we launched WebJunction, a public access computing portal for some 12,000 public libraries that OCLC built with a grant from the Bill & Melinda Gates Foundation. The portal will help librarians deal with the policies and procedures needed to keep PCs available to the public. Our partners in constructing this site are the Colorado State Library, the Benton Foundation, Isoph and Tech Soup. Marilyn Mason is the program director for this effort. The launch coincided with the Library Legislative Day in Washington, DC, and we had a great turnout. I believe that WebJunction will be of great interest to libraries outside the U.S. For example, there are 368 public libraries in Chile that are OCLC members and that are also receiving Gates Foundation funds for public access to digital technology. Going forward, the standards that we have built into WebJunction will facilitate the extension of this shared knowledge community to other parts of the world.

The publication of the 22nd edition of the Dewey Decimal Classification system is just weeks away. On the screen is one of the entries in a contest we are running on what to do with the old 21st edition of the DDC. (Slide depicted the old print edition made into a lamp.) Seriously, Edition 21 was the first DDC edition to be published in print and electronic form simultaneously. Now, Edition 22 is the first edition of the DDC to be produced in the web environment, which has enabled the editorial team to update the DDC continuously and provide those updates regularly to our users. Last week, about 100 library educators were at OCLC for a two-day workshop on the 22nd edition. The group was very excited about the new edition and ways that the DDC will be used in new knowledge organization applications on the Web.

As you know, OCLC has formed a Task Force on E-Learning to develop strategies that will enhance the ability of libraries to serve the academic community in the e-learning environment. Pat Albanese has graciously agreed to chair this task force, whose members are listed on the screen and includes Chris Bailey and David Cohen of this Members Council. The Taskforce is assessing the current state of e-learning on college campuses. They are surveying not only themselves, but volunteers from Members Council and OCLC advisory committees. The results of the survey will be used to create detailed institutional profiles that will form the basis of a two-day discussion by the Task Force in Chicago in June. A white paper on e-learning strategies for libraries based on the survey and the discussions will be published in September.

On April 1, OCLC PICA completed the purchase of assets of OCLC's operation in Birmingham, United Kingdom (formerly OCLC Europe, the Middle East and Africa) and signed an agreement to distribute OCLC services in Europe and South Africa. This means that we now have a streamlined, unified and integrated operation in Europe to provide services to libraries and other cultural organizations. I would like to thank Dorien Hooman, Jim Houfek, Sondra Kowaluk, Janet Lees and Rick Schwieterman, Jerry Smith and Rein van Charldorp for their leadership in this process, which began in 1999. OCLC PICA is off to a good start. In Rein's first year, they had a positive contribution to equity of 800,000 Euros.

Events in the Middle East have really hit home based on some of our recent initiatives. In January, Arthur Smith and I traveled to Saudi Arabia, where we signed a memorandum of understanding with the King Abdulaziz Public Library (KAPL) in Riyadh. This paves the way for OCLC's participation in the development of an Arabic Union Catalogue. Through this agreement, the King Abdulaziz Public Library and OCLC will explore development of an online union catalog of Arabic language materials. This could be yet another node in our global cooperative. Timing is everything. The existence of an Arab Union Catalog before the looting of the national library in Iraq could have been of significant help in rebuilding that institution. Going forward, WorldCat can help promote the free flow of information across international borders and among peoples of the world.

OCLC's Office of Research is observing its 25th anniversary this year. It is a resource for OCLC, for member libraries, and for the wider information community. As you know, OCLC researchers serve as advocates for libraries in the development of standards, such as the Dublin Core, and more recently, IFLA's Functional Requirements for Bibliographic Records. OCLC researchers are also working with MIT on Dspace and with Ohio State University on its Knowledge Bank. Both are examples of digital repositories. The Office of Research also brings library leaders and movers and shakers to the OCLC campus.

For example, in February, Roy Tennant of the California Digital Library spoke on 'Points of Pain, Peculiar Possibilities and a Patron Paradise.' Among what he called arbitrary hare-brained ideas were, quote, 'Libraries need to out-Google Google.' 'Only librarians like to search; everyone else likes to find!' 'Metadata is cataloging by those paid better than librarians!' He also exhorted OCLC to, quote, 'Free WorldCat!' In April, OCLC Board Member Jane Ryland, who is Membership Consultant for the Internet2 Consortium spoke to a capacity crowd in the Kilgour auditorium on Internet2. Jane had some interesting comparisons on transmission speeds. If you wanted to download the DVD version of the first Matrix movie, it would take 1,271 hours on a 56K mode, 74 hours on ISDN, 25 hours on DSL/Cable, 6.4 hours on a T-1 line, and 30 seconds on Internet2. We'll be looking forward to her statistics on Matrix2!

With the Research Libraries Group, we formed a working group of experts and practitioners in preservation metadata and published "A Metadata Framework to Support the Preservation of Digital Objects." This is a comprehensive guide to preservation metadata that is applicable to a broad range of digital preservation activities. Just this month, OCLC Research has issued a white paper entitled, 'The Incentives to Preserve Digital Materials.' It explores the economics of digital preservation, which we hope will advance our understanding in this area and move us forward from consensus making activity to implementation in production environments.

netLibrary continues to make progress. Its collection now contains more than 50,000 titles, representing copyrighted titles from 315 publishers, 88 percent of which have been published since 1990. About 7,300 libraries presently use netLibrary eBook content and tools. On May 8 and 9, there was a conference in Dublin on E-Books and Beyond. It was sponsored by the University of Michigan Library, Blackwell's Book Services, Ohio State University Libraries and OCLC. There were more than 100 participants from the U.S., Canada,

the Netherlands and the United Kingdom. Speakers included Cliff Lynch and Marge Gammon and Lynn Connaway from netLibrary. There were some interesting presentations. Perhaps Tom Sanville of OhioLINK summed up the proceedings with this observation: 'We don't know what we're doing, but it's part of our future, and we're only going to learn by experience.' In other words...change.

Last June, with the Library of Congress, we launched QuestionPoint, a virtual reference desk collaborative service. This new global cooperative network of reference librarians interacts with library patrons and shares questions and answers. To date, about 300 libraries are using QuestionPoint in 16 countries. About 60 public libraries in the Netherlands are now participating, and the Netherlands Public Library Association has created a web site that makes it possible for any public library user to access QuestionPoint. The service has logged more than 87,000 interactions between reference librarians and patrons, including some 20,000 chat sessions. The Global Knowledge Base now contains over 3,500 question-and-answer records. With QuestionPoint, we are developing a new model for collaboration in reference services. One of the more interesting comments we've received is from one librarian who said, 'This is awesome—I've actually helped the Library of Congress answer their patrons' questions.'

We continue to make progress in our new digital and preservation services. The OCLC Digital Archive provides long-term access and preservation for your digital collections. You can choose to share your collections/content with the world or limit access for your own administrative purposes. Objects can be added to the Archive one-at-a-time, using the Digital Archive harvester and preservation metadata tools, or in batches. The Archive accepts a variety of formats. Current participants include the U.S. Government Printing Office (GPO), and the State Libraries of Ohio, Michigan, and Connecticut. The Library of Congress, National Library of Medicine and the Smithsonian Institution are now participating in a trial. The Digital Archive follows the Reference Model for an Open Archival Information System (OAIS), which has been adopted as an ISO standard. Dissemination Information Packages from the Digital Archive conform to the Metadata Encoding and Transmission Standard (METS).

OCLC offers software tools to help libraries be digital publishers. The first is CONTENTdm. You can use this software to add metadata and post Web exhibits of digital materials. You can license it for your own server or use a hosted solution from an OCLC server. More than 100 libraries are now using CONTENTdm to support a variety of digital collections, including The United States Military Academy and one of its more famous graduates. (George Armstrong Custer) The second tool is Olive software, which Ithaca College and Brooklyn Public are already using. The Brooklyn Public Library is digitizing 62 years of the Brooklyn Daily Eagle. The software incorporates optical character recognition and automatic XML tagging for increased searchability and image files to be viewed by users. Ithaca College is using it to digitize its student newspaper collection.

I have accepted the resignation of Meg Bellinger as Vice President, Digital and Preservation Resources, effective May 30. Meg has accepted a position as Associate University Librarian at Yale University for Integrated Access and Technical Services. She joined OCLC in 1993 as President of MAPS, later called Preservation Resources. In December 2001, I promoted Meg to Corporate Vice President, Digital and Preservation Resources, where she led the launch of a new core service for OCLC in digital and preservation services. Meg has done an admirable job in building a new team and a new business for OCLC. Unfortunately, her new duties meant that she had to spend more time in Dublin and less at her home in New Haven. The rigors of long-distance commuting, combined with new tax law interpretations on commuting expenses, proved to be too much. Her new job at Yale means she will be home every night. Meg has made important contributions to OCLC over the past decade. I personally will miss her. The only silver lining in this cloud is that we will be able to stay in touch with Meg through her new responsibilities at Yale, an OCLC member library. Please join me in thanking Meg for her outstanding service to OCLC and in wishing her well as she begins her important new duties at Yale.

WorldCat is certainly one of the great examples of the power of library cooperation, and it is a model that has continued to provide value over three decades of continuous technological change. This past year, the British Library added the 51 millionth record in November, and in April, the University of California, Irvine input the 52nd millionth record. There are now more than 860 million location listings. Even though WorldCat is one of the great tools of the library world, most of us in this room would agree, however, it needs to continue to change to remain vital. As you know, we are indeed changing WorldCat from a bibliographic database and online union catalog to a globally networked information resource of text, graphics, sound and motion.

We are making significant progress in developing our new technological platform for WorldCat that is based on Oracle technology. Some of you may know that Lynn Kellar has left OCLC to become a vice president at Huntington National Bank here in Columbus. Lynn has made important contributions to OCLC. Fortunately, she left a very strong bench, and Becky Babyak is now leading the Oracle migration. We have converted all 52 million records in WorldCat to the Oracle platform. We started performance testing in April and have seen significant improvements in response time. The slide shows some of the new capabilities that we will have with Oracle, including FRBR, Unicode and scoping. In December, we will migrate FirstSearch to the new platform. This will be a user-transparent migration—it should be business as usual for FirstSearch users. After that, we will migrate the Batchloading service and then Connexion. Becky and her team are on schedule, and I will keep you apprised of their progress.

WorldCat is doing pretty well on its current platform. We recently completed a 3-month online survey by ForeSee Results that compared user satisfaction with WorldCat with some other sites you may know. We beat Google and have set our sights on Amazon.com! Wait until we complete the Oracle migration!

I have been talking mainly about new services. What about our core services in cataloging and reference and resource sharing? The short answer is that we are building change into these services. Last June, we introduced Connexion that supports cataloging of all materials and formats from a single, customizable interface. Since then, we have installed enhancements to the system every three months. We are using dynamic system development methodology, which employs active user feedback to grow systems incrementally and iteratively. This is a lot different from the previous way OCLC developed things, which was something like an assembly-line approach of designing, coding and testing. We've compressed development times into months, not years. The same goes for OCLC FirstSearch, which we are now enhancing on a monthly basis. We are also working harder to involve librarians and advisory committees farther upstream in the development process. The result is that we are able to deliver improved services at lower costs.

As we wrap up this year in Members Council, it is a good time to pause and look at the extent of our cooperative. You here in this room represent a truly international community. There are some 34,500 libraries in the United States that are participating in the OCLC cooperative. There are now approximately 8,000 libraries in 85 countries outside the U.S. that are participating. There are about 3,000 libraries, primarily institutions of higher education, participating in OCLC in Asia Pacific... There are approximately 800 participating institutions in Canada... There are approximately 310 participating institutions in Latin America and the Caribbean. In Europe, the Middle East and Africa, there are approximately 4,100 institutions participating in OCLC. Our cooperative is global indeed. We will be working in the coming year to increase not only the numbers on the map, but also the level of participation by libraries and other cultural heritage organizations in our programs and services.

'Change is not mandatory...neither is survival.' This is a paraphrase of a statement by W. Edwards Deming, who is generally recognized as the founding father, or at least one of the founding uncles of Total Quality Management, who said, 'Learning is not compulsory...neither is survival.' Change is also not compulsory or mandatory, but we are changing, sometimes whether we like it or not. Successful examples of consortia, partnerships, federations and cooperatives abound in the knowledge management space. OCLC is a very prominent example. The pace of technological change coupled with poor economic conditions, however, could seem to dictate more rapid change than has taken place heretofore. Clearly, we must continue to learn from tested models and we must invent new forms of collaboration when needed in order to assure that libraries remain vital in the value chain of knowledge management.

I've given you a very selective overview of what OCLC is doing in this very challenging environment. We are advocates for the library community in the area of standards. We are conducting research to help libraries deal with the future. Our digital and preservation services can help libraries become electronic publishers of their valuable and unique collections. We are building change into our services through new development techniques. We are exploring the role of libraries in e-learning. In short, we believe that while change is not mandatory, it's necessary, indeed, imperative, for survival. Or, as Roger Crawford said, "Being challenged in life is inevitable, being defeated is optional." I would go even farther. For libraries and for future generations of learners, defeat cannot be an option. Yes, these are difficult times, but I believe that libraries will not only survive, but thrive." (Roger Crawford is a Tennis Pro who was the first and only athlete with four impaired limbs to compete in a Division 1 College sport-at Loyola Marymount University.)

Questions and Discussion:

Maggie Farrell (BCR) asked about the 750 new member libraries: "Do you have a breakdown by region and type?" Phyllis Spies responded that Chile is the largest with 370 and the U.S. is the next largest region in adding member libraries. A more complete breakdown of new OCLC member libraries will appear in the OCLC Annual Report. Maggie suggested that the type of library or institution also be reported.

Library Access Cooperative Business Plan

Frank Hermes, Chip Nilges, and Ericka McDonald, OCLC Cooperative Discovery Services

These presentations and demonstration discussed the proposed plans for the Library Access Program, designed to increase visibility of libraries on the World Wide Web by making library holdings available on search engines.

Panel Discussion and Audience questions about the Library Access Cooperative:

- Joan Kuklinski (NELINET): Did you consider using "Library" on the Google screenshot rather than "WorldCat"? Who knows what WorldCat means or what it is? (Answer: Good point!)
- Bonnie Juergens (Amigos Library Services): The screen needs to say "Get it at your library"
- Eleanor Frierson (FEDLINK): Why are national and school libraries not included?
Answer: We're flexible.
- Have any of the three services you've worked with thus far – like Amazon – expressed reservations?
Answer: We're starting with Google, and they've been very interested.
- What are the benefits for these vendors we'll be working with; why will they want to do this?
Answer: One more service to their customers – fits Google's mission statement
- What about authentication? Can we limit for instance to our students?
Answer: The concept is that once the profile is set up, the user could add profile information related to the local system – but there isn't a way now to turn off access for selected groups.
- Ernie Ingles: Have you considered branding this along with ALA's @Your Library campaign?
That certainly could be considered.
- I have a question regarding your research. Do you know how many people you surveyed were actually looking for a book when they entered a search term? Did research look at behavior?
Answer: No
- Arnold Hirshon (NELINET): I'm concerned about fulfillment of expectations. Are you providing an immediate service, e.g., the ability to either get a book via ILL or to put it on hold or some other way of fulfilling the need?
Answer: The market survey said to go live without fulfillment. Fulfillment is the responsibility of local libraries.
- Carol Diedrichs (OHIONET): Will you share usage stats?
Answer: Yes, we'll know more after pilot.
- Eileen Hitchingham (PALINET): True, but only if the cost isn't too high – also, just directing them to "my" web page isn't enough,. There needs to be more functionality than that.
- Vickey Johnson (OCLC Western): I would find it helpful if you could provide stats about unsuccessful searches on my site, i.e., what titles we don't have or need more of.
- Is it valid to include only titles w/ more than 100 holdings?
Answer: We'll be looking at the success rate during the pilot; we also need to avoid duplicate record problems with WorldCat, so we think this will help until FRBR solves that problem.
- Tom Kirk (INCOLSA): On this same topic, are you including only books? What about other types of materials
We don't plan to be exclusive.

Chair's Report on the Board of Trustees

William Crowe, Chair, OCLC Board of Trustees

- "It was 10 years ago that I entered this body, fresh from (BCR) board service, and began to do my part to help keep OCLC governance a vital force in the life of the collaborative. This has been one of the most positive experiences of my career, as I hope it has for all of you!
- I came to the Council in the company of many other eager librarians, of course, among them a woman from the east coast I had not met before. She impressed me early on because of her command of the issues, ability to cut to the heart of the matter, and skill in leading groups to get their

work done. It seems hard to believe that this woman is about to leave this body, and I cannot speak at this meeting without paying **tribute to Kris Senecal** for her many very, very effective contributions to library cooperation, in PALINET and through this body, over so many years. I especially will miss her good counsel and very congenial company!

- My purpose here is not to enumerate the many roles and responsibilities of your board. Those of you who return in the fall will hear one of the Trustees speak about this topic, as a part of the process the Council will follow in preparing to elect two new Trustees at this time next year.

Still, I want to take a few minutes to do two things:

- First and foremost, I want to acknowledge what I think has been the most notable success of recent times for the Council and the Board: the maturing of the vital relationship that must exist between us--and for both bodies also with OCLC management. I believe that, at least in part because of this development, OCLC now is much better able to serve its many members' interests. In this progress, I sense a revived commitment to the values that always have marked OCLC when it has been most successful:

- 1. open communication based on mutual trust and respect**
- 2. a strong commitment to a culture of COLLABORATION and CONTRIBUTION**
- 3. an improved understanding of the challenges--and sometimes of the necessary tensions--that can be associated with OCLC's having to operate in a businesslike manner.**

- Second, I will take the balance of this time to give you a sense of some of the key issues that the board has been dealing with in recent times.

I decided to approach this task by citing for you at least one example of the leadership that has been shown by each member of the Board. In this way, I can accomplish the topical review and help connect you with the people who make up the board. I decided that we should project an image of each Trustee as I mention her or him, even for those who also are with us at this meeting.

My own image, which the OCLC staff found in the archives, suggests that, with time, service to the cooperative even can be slimming!

Let me start with a reminder about the composition of the Board: There are 15 members of the board: Six members are elected (two every two years) from this Council, for 6-year terms; eight members are elected by the board itself (for 4-year terms). The 15th member is the President and CEO, who is a full voting member by right of office.

Of the "eight" trustees who are elected by the board itself, three are elected from the library profession and five are to be people who have backgrounds in diverse other fields, such as business, law, accounting, finance, economics, government, education, and information technology. We seek a diverse group of people in other ways too, of course, as we look for a balance of skills and backgrounds. This is true of course for the Council when it considers prospective Trustees in its elections process.

We are sensitive for example to the value of having at least one member of the Board who has strong ties to the central Ohio community because of the many matters that we deal with, especially related to law and finance, that relate to the environs in which the main OCLC campus is located. We, and the Council, also increasingly must look for at least one member who can bring an international perspective and, I suspect, soon also someone who has the perspective of other cultural heritage organizations.

For the Board's five meetings a year, each of which consumes at least two days, typically a Sunday-Monday, we look for people who can assimilate large bodies of sometime complex information (we can receive several inches of paper for some meetings!), who can ask thoughtful and thought-provoking questions, and, overall, people who can constructively contribute to discussion and decision-making. We look for people, above all, who can always keep at the forefront the best interests of the collaborative.

Now, to the introductions - both of some of the issues that the board has dealt with recently and to the people who now make up the board. I have arrayed them roughly in order by the length of their service.

- **Maurice Glicksman:** Maurice, who is recovering from a medical procedure (else he would be here!), is the "go-to Trustee" on almost any issue. He is vice chair and senior member of the board. In many ways he is our memory. Whether the issue is investment policies, compensation practices, or the board's own process and procedure, we can turn to him for information and perspective. Maurice's key role often has been to help keep us **focused on the OCLC mission** to serve libraries, about which he cares passionately. He is a researcher of renown, a talented teacher, seasoned executive, and a man who cares deeply about community in every sense: whether community in the academy, city and state, or worldwide. His wisdom, the only word I can use here, is substantial and always offered with wit and grace.
- **Tom Shaughnessy:** Tom, who once served in this Council, is the Trustee who can be counted on to suggest that we pause at critical moments to be sure that we have asked the hard questions of ourselves and management and that we have **looked at issues across all sectors of the library community** to test the usefulness of a proposal for various types of libraries in different parts of the world. Tom makes suggestions about offering "solutions" and he is the one often to ask hard and constructive questions to keep us focused, with dry humor and intensity of purpose!
- **Barbara Gubbin:** Count on Barbara, who was elected to the Board from Council, to bring to bear the perspective of a seasoned, globally minded public library leader. Her commitment to OCLC (providing **solutions that scale** for different sizes of libraries not only public libraries) is unyielding. She kept the Audit Committee focused on many issues during her two years of most able service as chair of that group, especially to look for ways to improve how we communicate about the financial health of OCLC to the membership. If you don't know Barbara, meet her! She is a librarian with world experience. And she may even tell you how an expatriate citizen of the U.K. is leading the Houston Public Library.
- **Vickie Hanawalt:** Also a product of this Council, Vickie has been a mainstay of the Board, especially in her three years as chair of the Personnel and Compensation Committee. That committee's issues are many, always sensitive, and often very complex. Whether it has been helping management promote a culture of leadership development and continuing education for OCLC staff, encouraging Jay in his wish to conduct periodic surveys of OCLC employees for their opinions (and to help us focus on what we and management might do with what we learn!), reviewing evaluation systems for senior management, leading the process of evaluation of the CEO, or promoting our active support for OCLC's inclusion program, Vickie has been at the forefront. She has a strong and steady hand, and a wonderful, understated sense of humor that many in the body have seen!
- **Ralph Frasier:** One of the leading attorneys in Ohio, but also a loyal son of North Carolina (and a true hero of the early Civil Rights movement as Larry Alford will recount for you anytime!), Ralph has taken on the role of chair of the Audit Committee at one of the most challenging times for such bodies, especially since we plan to issue in the next year an RFP to test the interest of several accounting firms about auditing this enterprise. Ralph's broad perspective skills, in analysis of complex issues of all kinds, and bedrock commitment to better the future for young people from all sectors of society, around the world, is matched by an untiring willingness to work above and beyond. He helps connect OCLC with leaders and "do-ers" in many communities and has been a joy to observe and learn from.
- **Dave Lauer:** Another wise man. Dave is an accountant extraordinaire, recently retired president of one of the largest banks in the nation, a consultant to non-profit organizations (now doing a stint at the Ohio State's Med Center), and he is very experienced in the governance of large organizations (he sits on the board of Wendy's International!). He also is a committed civic leader (check out the plaque for the newest addition at the Port Columbus airport the next time you pass, and you will see his name there). Dave is completing his second year as chair of our Finance Committee, where he has helped greatly to shape a continually improving process for us to understand and so help ensure the financial stability of the cooperative. He is the epitome of a good teacher for so many of us who came to the board not so wise to the kinds of issues we have dealt with this year: bond offerings, balancing investment portfolios, and when and how to capitalize some kinds of expenses!

- **Jane Ryland:** Highly regarded in higher education's IT sector, Jane, who is a key member of the Internet2 team, gives us not only the benefit of her understanding of technology and its applications to OCLC's mission, she also brings to the Board her success leading another membership-based collaborative. Almost all of the issues that OCLC faces have been before her in her past life. If you were able to view portions of her recent presentation on Internet2, here at OCLC, you would quickly something of the great value that Jane brings to the board and to OCLC at large.

- **Betsy Wilson:** Another strong leader elected from this Council, Betsy already has done a stint as chair of the Audit Committee, where she set the stage for a fresh look at processes to follow in the future, especially for the plans to issue the RFP I cited earlier. She now is a mainstay on the Board Executive Committee, offering the perspectives of a librarian who works on the Pacific Rim leading a library where many innovations are born. She is also a successful leader in ACRL, and ARL, wise to the diversity of issues in the largest sector of the OCLC membership. Betsy's commitment to the cause of collaboration led her back to the Council this year as the Board's representative on the staff development task force, where I know she rendered valuable service.

- **Brad Baker:** One more veteran of this Council - Brad now is chair of the Nominating and Board Development Committee, where his well honed skills as leader and organizer of work are much in evidence. Brad's ability to move issues through good discussion and to a reasoned conclusion is second to none, and he does this with much good humor. We count on him to lead in the identification of new members of the Board, to the Board's own ongoing development, and to help sustain the work of the Joint Committee on Membership, where he is about to serve a second term for the Board. It's that "Illinois thing" come forward to benefit all of OCLC.

- **Ed Barry:** Ed is new to the Board this year, but is well versed in the ways of libraries from his past life as president of Oxford University Press, as well as service on such bodies as the board of RLG. Ed has made a strong commitment to learn about the state of OCLC and its members (he attended a recent meeting of members of Nylink, for example) and already will have met many of you at this meeting. His commitment to the values that OCLC represents on behalf of libraries is clear, as is his understanding of the role of the not for profit organization to operate in a businesslike manner in the interests of its stakeholders. He asks refreshing questions and contributes a much-needed publisher-perspective to our deliberations, with a ready smile and good humor.

- **Larry Alford and Jerry Stephens:** Larry and Jerry, also new to the Board this year, are very, very well known to you, as the most recent past presidents of the Council. They both have a strong legacy, with Betsy, of having helped the collaborative work through successfully the many sensitive issues of changes in governance over the last three years. Even in their first two meetings of the Board, both Larry and Jerry, who sit on two committees each, have been full and active players, asking excellent questions and making very helpful suggestions both on matters of process and substance. And we avoid all discussion of barbecue – the Carolina, Bama or Kansas City varieties!

- **Martín Gómez:** Martin, also in his first year on the Board, was a stalwart of the Advisory Council on Strategic Directions and Governance of three years ago. He is a library leader of international reputation (recall the awards won by the Brooklyn Public Library under his leadership), and is very wise in the ways of professional organizations, including ALA. If you have not done so at this meeting, say hello! Now based in San Francisco, Martin has renewed his commitment to the collaborative, sacrificing along with Betsy and Vickie and so many of our Western U.S. and international delegates, many work hours on U.S. East Coast time when the body is saying, 'But it's 4 o'clock in the morning!'

... and, last, **Jay Jordan**

Jay is a full member of the Board, by virtue of his position, of course, I will not here begin to recap the many examples of his leadership; but I will emphasize that those of you who have seen Jay in action in the Council or in meetings elsewhere see the same man that we see in the boards. I especially can testify, after more than three years as chair of the board, that the same energetic, positive spirit

you see is who he is. Jay keeps his eye on many goals at once and relentlessly looks to the future. He listens well (one must have a thick skin as a CEO) and he delegates and gladly gives credit to others. Jay celebrates success with some zest (I hope you have a chance to witness him doing magic tricks some time!); and he acknowledges our occasional missteps or failures with honesty and good humor, and always with a commitment to learn from them.

I close this **tour of the Board**, which I have used only to suggest something about the scope of our work for the members on such issues as audits, personnel, financial planning, and the future of technology, by invoking the privilege of the chair to call on Mr. Jordan to step forward.

Jay may not recall this, but it was four years ago this month, as he was completing his first year as President and CEO, that he and I were driving across the plains of Kansas to visit a group of librarians who had never met an OCLC president! THIS year, a few days after his fifth anniversary leading this collaborative, a much changed, more global cooperative now, I am delighted to use this forum, closest to the whole of the membership, to present him with his 5-year service plaque!"

Recognition of Departing Delegates Who Have Completed Their Terms on Members Council

Jennifer	Cargill	SOLINET
Ann Marie	Clark	OCLC Western
Susan	Fifer Canby	CAPCON
Judy	Fox	MLNC
Michael	Kathman	MINITEX
Lynne	King	NYLINK
Stephen	Rollins	OCLC Western
Kristin	Senecal	PALINET
James	Simonis	NYLINK
Jerry	Stephens	SOLINET/ OCLC Board of Trustees
Hennie	Viljoen	South Africa

Gates Portal Project

Marilyn Mason, Project Director and OCLC Consultant

Council heard an update by program director, Marilyn Mason, on WebJunction, the new Web-based service developed by OCLC and partners from a Bill and Melinda Gates Foundation grant designed to help libraries share knowledge and experience. **WebJunction** is an online community of libraries and other agencies sharing knowledge and experience to provide the broadest public access to information technology. We launched WebJunction on May 12, 2003, at the Library of Congress. We now begin our journey to promote public access computing and technology for libraries and related organizations throughout the U.S. and Canada. For more information, or to request a copy of the launch video, please contact us at info@webjunction.org.

Questions and Discussion

- **How did you arrive at the name?**
 - Worked with ad agency; talked about community; weaned many suggestions down to what was good AND what was not already owned by someone else.
- **How will this be promoted?**
 - First the recent LC launch; press campaign through state library agencies; library press; ALA vents; Gates library contacts; and by word-of-mouth
- **How soon will pricing info be available; will it be on sliding scale?**
 - Business model is to use “affiliates”; states or other consortia may want to customize the interface with their own content as well as add content to the “commons.” Business model allows some of the site to be reserved for “local” content. Will be sliding scale; hope to encourage libraries to use IMLS grants to fund.
- **Is the video we saw on the site?**
 - Not yet; but copies are available – contact Marilyn if you would like one.
- **Is this available outside the US – e.g., in Canada or Mexico**
 - Absolutely; we are completing needs assessment for Canada – there will be a workshop before ALA. The service is being translated into Spanish.
- **Are you partnering with ALA, ULC, etc. who already have content?**
 - Yes, they have been part of our advisory committee
- **What about updating old computers in Gates Libraries?**
 - Sustainability grants are available from Gates Foundation.
 - Web site has buying guide, etc., to help libraries choose the equipment that fits their needs.
- **Have you considered utilizing or partnering with Library Technician programs in colleges and community colleges?**
 - Good idea. Let's talk!

Members Council Business Meeting

In its business meeting of 20 May, Council unanimously passed the following two resolutions:

RESOLUTION ON TRANSITION DELEGATES

WHEREAS, the Standing Joint Committee on Membership has made its report to Members Council for 2003; and

WHEREAS, this report contains recommendations to the Members Council and the Board of Trustees regarding the second group of Council Transition Delegates from underrepresented areas;

BE IT THEREFORE RESOLVED that the Membership and Contribution Protocols be amended as shown in the attached document in order to authorize OCLC Asia Pacific, OCLC PICA, and OCLC Latin

America to elect two transitional delegates each to Members Council for a three-year term from July 2004 to June 2007; and

BE IT FURTHER RESOLVED that these service centers be requested to establish procedures for having alternate delegates identified for cases where a transitional delegate is unable to attend a Council meeting or cannot fulfill his or her responsibilities; and

BE IT FURTHER RESOLVED that the Members Council Elections Certification Committee be charged with assisting these service centers to ensure that fair selection procedures in accordance with the Members Council Bylaws are established; and

BE IT FINALLY RESOLVED that the Membership and Contribution Protocols, in the interests of being internationally relevant, be further amended to replace references to northern hemisphere seasons with references to specific months or groups of months.

MEMBERSHIP AND CONTRIBUTIONS PROTOCOLS

(Including proposed revisions, May 2003)

MEMBERSHIP

An institution may become a member of OCLC in one of two ways:

- o Governing Members are those institutions that fully embrace the OCLC values of commitment to collaboration through contribution of intellectual content and in resource sharing. This commitment is manifested by these institutions' contractual agreement to contribute metadata, including their current cataloging and holdings as described in "OCLC WorldCat Principles of Cooperation," to an OCLC-affiliated database, in order to make such information available to and for the benefit of all members of the cooperative.

Contribution to WorldCat is the basis of "Governing Member" status in OCLC. Once the linking of the WorldCat and Pica databases is complete, allowing all members to see and use all content in both databases, contribution to Pica's database would fulfill this membership requirement.

- o Members also embrace the OCLC values of commitment to collaboration through contribution of intellectual content and in resource sharing. Their commitment is manifested in their contractual agreement to contribute to cooperative products or services of OCLC and/or its affiliates, but they may not necessarily contribute all of their current cataloging to an OCLC-affiliated database.

Institutions qualify for "Member" status in OCLC by contractually agreeing to be involved in one or more cooperative programs or services of OCLC. These would include "Partial Users" under OCLC's previous rules, as well as ILL only (lending) participants.

These membership levels refer to libraries, museums, archives, historical societies, professional associations, and other groups that contribute to or use the intellectual resources of the cooperative. "Members Council Members" are the networks, service centers, or other entities that contract with OCLC for OCLC services. Members that are not otherwise represented by a Members Council Member and that do not contract with the Corporation through a given single service center of the Corporation, or its equivalent, are not eligible for Members Council representation unless they meet the minimum activity level specified in "Delegate Allocation," below.

Members Council delegates may come from Governing Member or Member institutions, but only Governing Member institutions may vote in elections to Members Council. All elected delegates would be full voting members of the Members Council itself. The Members Council may elect any of its delegates to the Board of Trustees.

Voting rights for Governing Members and Members are as set forth in the OCLC Code of Regulations from time to time.

Participants are those institutions that choose to use OCLC products and services without any responsibility to return any intellectual contribution to the cooperative. While the financial contribution made by these institutions is important to OCLC, financial contribution alone does not qualify one for membership or for voting rights.

CONTRIBUTION

For purposes of this document, "contribution" is as defined from time to time by the Standing Joint Committee on Membership. Initially, "contribution" shall be defined as intellectual resources provided and shared by libraries and other institutions through the products and services of OCLC and its affiliates for the benefit of the members of the cooperative. The activities listed below are currently included in this definition:

- 1.) Adding records, content, and holdings, regardless of format or platform of entry
 - Original cataloging
 - Adding local holdings information
 - Union listing
 - Materials submitted for archiving and made available to all members and participants of the cooperative through Digital and Preservation Resources
- 2.) Maintaining records and holdings regardless of platform of entry
 - Enhance
 - Database enrichment
 - Minimal level upgrades
 - Deletion of holdings information
- 3.) Resource sharing (interlibrary loans provided)
- 4.) Contribution of authority files or thesauri

WEIGHTING OF INTELLECTUAL CONTENT

In recognition of the importance of keeping WorldCat a relevant, current tool for the benefit of the members of the cooperative, contribution of intellectual content, initially including cataloging and lending activities, will be weighted in a 2-to-1 ratio to other types of activity. The Standing Joint Committee will review whether other forms of intellectual contribution qualify for the higher weighting, as these services are made available by OCLC.

DELEGATE ALLOCATION

Delegates shall be allocated to and shall be elected by the Members Council Members on the basis of a count of all transactions by Governing Members and Members represented by each Member Council Member over the past three years. Members Council Member delegate allocations shall be determined each January on an annual basis for the following year of the Members Council.

The minimum activity for a Members Council Member to qualify for a delegate is 0.25% (one quarter of one percent) of the total weighted activity of the cooperative.

DELEGATE ALLOCATION FORMULA

There shall be sixty-six (66) total votes (and delegates) in the Members Council. The number of votes (and delegates) to which each Members Council Member shall be entitled, from time to time, shall be determined by means of the following formula.

$$V = \frac{t}{T} \times N$$

Where "V" represents the number of votes to which a Members Council Member will be entitled; and

Where "T" represents the number of transactions, weighted according to the standards established in the most recently approved statement of Membership and Contribution Protocols by all Governing Members and Members over the most recently completed three (3) fiscal years of the Corporation; and

Where "t" represents the subset of "T" that is accounted for by the Governing Members and Members represented by each Members Council Member during that same three year period; and

Where "N" represents the total number of elected delegates on Members Council.

At the adoption of this document, N equals 60. The remaining six (6) votes (and delegates) will represent the six (6) nations or regions, other than the United States of America, allocated according to the following method:

OCLC Asia Pacific, OCLC Pica, and OCLC Latin America are each assigned two transition delegates to Members Council. Each of these service centers is instructed to secure representation from those nations/regions that have the greatest potential for contributing to the Cooperative in the second transition period, July 1, 2004 through June 30, 2007. Each of these service centers will draft a policy for identifying alternate delegate(s) in case a transitional delegate is unable to attend meetings or to complete his or her three-year term. The Members Council Election Certification Committee is charged with assisting these service center staffs to ensure that delegate selection practices are fair.

In the event that an area already represented by a transitional delegate earns one or more regular delegates through increased contribution and activity during the second transition period, one or more transitional delegates from the area will be designated as an allocated delegate of the service center for the remainder of his/her/their three-year term. In this case, the allocation of regular delegates would be recalculated based on the current number of regular delegates, with the total number of both transitional and regular delegates to equal 66.

OCLC will begin counting transactions under these new rules at the beginning of FY 2002-2003. The results of these transactions will be reported to the networks and service centers in December 2003 to manage their elections beginning in 2004. The first Members Council to be seated under the new rules will take office at the Members Council meeting in October 2004.

PROCEDURES FOR CHANGING THIS DOCUMENT

- The Standing Joint Committee on Membership must approve any recommendations by a simple majority vote with a quorum of at least four members present and voting. If changes are approved, the recommendations are submitted to Members Council for consideration. (If changes to the OCLC Code of Regulations are recommended, they must be submitted to the Board of Trustees for initial consideration and follow the amendment process provided in the Code of Regulations.)
- Members Council may consider recommendations of the Standing Joint Committee on Membership through its normal procedures. However, if any action includes a change to the "Membership and Contribution Protocols," such action must be approved by a 2/3 majority of Council delegates present and voting. If such approval is forthcoming, the changes are recommended to the Board of Trustees.
- The Board of Trustees shall consider such resolutions from the Members Council. The Board may approve a resolution by a 2/3 vote, or it may reject the resolution. If the Board approves the resolution, it takes effect as specified in the resolution. The Board may also amend the resolution by a 2/3 vote and send the amended resolution back to the Members Council for reconsideration.
- If the Board sends the resolution back to Members Council, the Council may accept the amendment(s) by a 2/3 vote, or it may reject the amendment(s). If it accepts the amendment(s), the resolution takes effect as specified. If it rejects the amendment(s), the resolution is no longer available for further revision. However, nothing in this procedure shall prevent a new resolution addressing such issues from being introduced by the Standing Joint Committee on Membership.

RESOLUTION FROM THE TASK FORCE ON OCLC'S ROLE IN STAFF DEVELOPMENT

Submitted by the Task Force
for consideration by Members Council at its May 2003 meeting

WHEREAS, the President and the Executive Committee of the OCLC Members Council appointed and empowered a Task Force on OCLC's Role in Staff Development in April 2002; and

WHEREAS, this Task Force was charged with recommending to Council ways in which OCLC could help realize its strategic vision through its role in library staff development; and

BE IT THEREFORE RESOLVED that Council recommends to OCLC management that it review and strengthen its staff development offerings in the three specific areas for attention listed in the report, Digital Issues, Standards/Technology, and the Clearinghouse on Training and Educational Opportunities; and

BE IT FURTHER RESOLVED that Council encourages OCLC to continue to cooperate with networks, service centers, and other creators and providers of such materials, and to be mindful of its international membership in doing so; and

BE IT FURTHER RESOLVED that the Members Council Executive Committee designates a Council unit to monitor progress on achieving the specific recommendations outlined in the report, with that unit and OCLC staff to report on such progress to Council by May 2004.

Consideration of the following resolution on the Unauthorized Use of OCLC Derived Records proposed by the Cataloging and Metadata Interest Group was postponed for consideration at the October 2003 meeting on a motion made by Tom Kirk (INCOLSA) and seconded.

Resolution from the Cataloging & Metadata Services Interest Group

Submitted by the Interest Group for consideration by Members Council at the May 2003 meeting.

WHEREAS the President and Executive Committee of the OCLC Members Council appointed and empowered the Cataloging and Metadata Interest group to examine the Principles of Cooperation and the Guidelines to the Principles of Cooperation to see if any alteration was necessary to clarify member rights and responsibilities in sharing their OCLC-derived catalog records with other libraries; and

WHEREAS the Interest group met in April and May 2003 and determined that additional language on the sharing of catalog records should be added to the Guidelines to the Principles of Cooperation;

BE IT THEREFORE RESOLVED that the following clause be added to the Guidelines to the Principles of Cooperation:

3. Member libraries will "limit use of OCLC records, systems and services to OCLC authorized users."

The intent of this guideline is to insure that the resources of the cooperative are used to the benefit of the cooperative and to protect member libraries' investment in OCLC WorldCat. Member libraries should not, for example, share system authorizations and passwords with non-members.

The Guidelines for the User and Transfer of OCLC-Derived Records describe the circumstances under which member libraries may share the records of their own holdings with other member libraries, with non-members and with other organizations (including commercial firms). These Guidelines allow great flexibility in sharing records and impose very few restrictions. The Guidelines also assume that such sharing occurs with the agreement and knowledge of the member library. Newer technologies, such as the Z39.50 Search and Retrieval Protocol, allow MARC records to be copied from a member library's online catalog without the member library's knowledge or consent. When non-members copy records for cataloging purposes, it is detrimental to the cooperative.

Comments from the floor made during the discussion included:

- The language of the resolution is unclear regarding FirstSearch only users?
- Jan Ison (ILLINET): The meaning of this resolution is not clear for organizations such as mine – what am I supposed to do? Also, I wish the resolution included language about expanding the cooperative
- Arnold Hirshon (NELINET): I too think that the language not specific enough and allows for alternative interpretations.
- Bonnie Juergens (Amigos): The statement needs clarification – I think we should delay further consideration of this resolution until the October meeting. That would allow us to distribute more concrete information so members feel better prepared to vote and to implement solutions. It is not clear at all what remedial steps libraries should take
- Ernie Ingles (OCLC Canada): I think a delay is wise to do more work and develop suggested strategies for remedial actions.

Remarks by Incoming Members Council President

Bob Seal, 2003-2004 President, OCLC Members Council

After receiving the ceremonial gavel from Kristin Senecal and becoming the new President, Bob stated:

“The 2003-2004 Members Council theme is ‘Innovation, Risk-Taking and New Models of Service: Library Survival in the 21st Century.’

I am convinced that recent changes in technology, networking, and the economy, along with increased patron expectations and sophistication require librarians to re-examine how we provide access, collections, services, and facilities. Survival in this environment requires innovative solutions, taking risks, and introducing sometimes radical (non-traditional) models of service.

I would like Members Council to discuss these issues and look for ways for OCLC to partner with us to identify innovative, forward-looking, and out-of-the-box solutions. We will seek keynote speakers to challenge us to think beyond traditional solutions and draw upon the successes of related fields like business and technology. This theme will also give OCLC an opportunity to share and solicit feedback from Council on some of OCLC's futuristic plans and ideas. The type of library discussion groups and interest groups will hopefully not only react to OCLC's plans, but offer ideas of their own. It would wonderful if some new groundbreaking service idea came out of Members Council this coming year. I would also like to spotlight Council delegate libraries which have implemented innovative solutions to solve budget problems, service needs, and collection demands.

The other two themes as you note are ‘Communication for Success in the OCLC Collaborative’ and ‘Globalization of OCLC Members Council: the next steps.’ The former has two aspects: first to enhance communication among Council, the Board of Trustees, and OCLC Management, and second, to improve communication with the membership at large on Council and OCLC plans and activities. The Committee on Communication for the Collaborative is chaired by Emma Perry and already has had its first meeting. The idea of the latter topic is to strengthen the role and involvement of Members Council's international delegates, both regular and transitional. We will be evaluating, with their help, their experience on Council and how we can make it better. With the first class of transitional delegates finishing their three-year term in May 2004, and a new class coming in October of 2004, it seems appropriate and timely to address this issue. It is also critical to do so in order to further globalize Members Council and to recognize the very critical role of our international colleagues to our success.”

Adjournment and Next Meeting

The meeting was adjourned by acclamation at 10:50 p.m. on 20 May 2003. The next Members Council meeting is 26-28-October 2003 at OCLC and the Embassy Suites Hotel in Dublin, Ohio.