

The Globalization of OCLC 2005 and Beyond



A report to OCLC Members Council

May 2005

This report is a version of a report that was presented to the OCLC Members Council at the May 2005 meeting.

It provides a brief overview of the globalization activities and programs that are currently underway or planned.

“OCLC’s vision is to be the leading global library cooperative, helping libraries serve people by providing economical access to knowledge through innovation and collaboration.”
To achieve this vision OCLC must actively implement programs, standards, infrastructure and services that deliver value to a global membership.

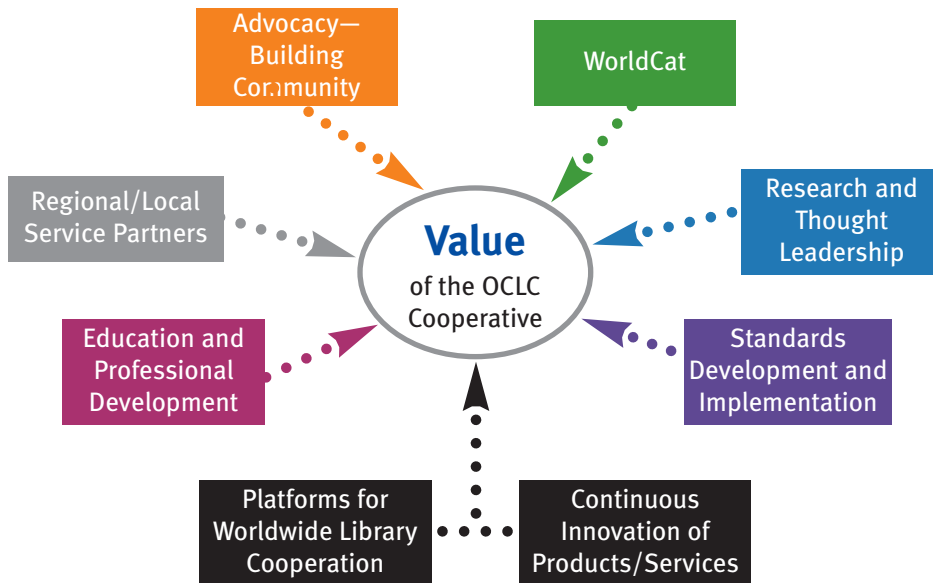
OCLC’s Globalization Strategy 2005

In an environment where information is rapidly becoming “globally accessible” to anyone with some sort of Web-accessible device, information needs at all levels—from casual inquiry to scholarly research—are being served from a variety of sources, traditional and new. From the view of the information seeker, the role of libraries, publishers, search engine vendors, Web portal services and even smart phone content providers overlap, intertwine and are increasingly indistinguishable. Traditional information providers and new media channels and the services they provide will morph into new offerings. The pace of convergence for many of these services, devices and organizations will accelerate. *And yet, in this period of rapid transformation, OCLC’s mission and vision remain relevant and clear.* OCLC, by cooperatively providing the tools and infrastructure for international information exchange, enables a worldwide community dedicated to universal access to information, anywhere and everywhere.

To truly deliver on the vision, it is imperative that OCLC continues to invest in a growing number of international programs and extend its services to even more members in more countries. In this world of convergence and instant access, it is also critical, probably more critical than ever, that OCLC focuses its efforts on the services that we can most successfully and uniquely deliver on behalf of libraries worldwide.

Given the many new alternatives to traditional “search, find and use,” the following chart illustrates eight strategic service areas that OCLC and its member libraries can clearly, and in many instances uniquely, act on to advance our mission and vision.

OCLC Strategic Service Areas



A version of this chart, which was previewed at the February 2005 Members Council meeting, identifies OCLC’s eight core service components. These eight activities have been the basis of OCLC’s activities for the past 30+ years. And while this report strives to better articulate and communicate OCLC global activities in 2005, it is important to note just how far OCLC and its membership have come toward achieving the goal and mission of becoming a global cooperative.

A review of the “Significant Globalization Milestones” (see p.3) shows global advancement in each of the eight strategic service areas. From the development of Dublin Core in 1995, to the establishment of offices and programs in six countries outside the U.S., to the election in 1996 of the first member of the OCLC Board of Trustees from a library outside the United States, to the launch in January 2005 of the OCLC Advocacy Program, to the stewardship of WorldCat which has grown OCLC’s key asset to over 60 million records and almost a billion holdings, to the recent introduction of library metadata into the open Web through the innovative Open WorldCat program, OCLC has been steadily advancing its global reach and impact.

Significant Globalization Milestones

- 1967:** First annual membership meeting held at Denison University, Granville, Ohio; 48 Ohio academic libraries pay assessments for membership.
- 1978:** OCLC's first international agreement is signed when the Royal Library of The Netherlands obtains 750,000 records from WorldCat for nine Dutch libraries.
- 1979:** Alberta (Canada) Alcoholism and Drug Abuse Commission is the first OCLC member outside the U.S.
- 1980:** OCLC Board of Trustees formally authorizes OCLC management to make OCLC services available outside the U.S.
- 1982:** The OCLC Europe Users' Forum holds its first meeting.
- 1986:** OCLC Asia Pacific office established in Dublin, Ohio.
- 1986:** Tamkang University, Taipei, Taiwan becomes OCLC's first member in Asia and the Pacific region.
- 1990:** Christian Lupovici of the Institut de l'Information Scientifique et Technique, is OCLC Europe's first User Council delegate.
- 1995:** National Center for Supercomputing Applications (NCSA) and OCLC hold a joint workshop to discuss metadata semantics in Dublin, Ohio, March 1995. The result was dubbed "Dublin Core" metadata.
- 1995:** OCLC Latin America and the Caribbean office established in Dublin, Ohio.
- 1996:** Christine Deschamps of the Bibliothèque de l'Université, Université Paris V, becomes the first member of the OCLC Board of Trustees from a library outside the United States.
- 1997:** OCLC Canada office opens in Montréal, Québec, Canada.
- 1998:** OCLC extends the hours of its online reference services to 24 hours a day.
- 1998:** OCLC introduces Spanish and French interfaces to the FirstSearch service.
- 1999:** IFLA/OCLC Early Career Development Fellowship is established. The program provides early career development and continuing education for library and information science professionals from countries with developing economies.
- 1999:** Pica Foundation and OCLC form jointly owned Pica B.V. to serve the European library community.
- 2000:** OCLC acquires Canada-based Library Technical Services (LTS) to provide local processing of materials for Canadian libraries.
- 2001:** The Members Council seats six transitional delegates from China, France, Japan, Mexico, The Netherlands and South Africa.
- 2001:** The National Library Board, Singapore, loads 1.4 million holdings into WorldCat from the country's National Union Catalog and links its library network with the OCLC online system.
- 2002:** OCLC PICA is formed from the integration of OCLC Europe, the Middle East & Africa and Pica, B.V. Offices are in Birmingham, England; Leiden, The Netherlands; and Paris, France.
- 2002:** OCLC Mexico office opens in Mexico City.
- 2002:** OCLC France office opens in Paris.
- 2002:** With the Royal Library of The Netherlands, OCLC forms Strata Preservation in The Hague to provide digitization and preservation services for institutions in Europe.
- 2002:** The OCLC Board of Trustees holds its first meeting outside the U.S., in Paris.

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2002: OCLC introduces vernacular display of Arabic, Chinese, Korean and Japanese content in WorldCat on the FirstSearch service.

2003: Joris E.J. van Bergen becomes Chairman of the Pica Foundation and the Supervisory Board of OCLC PICA B.V., the European library organization owned jointly by the Pica Foundation and OCLC.

2003: The Universidad Nacional Autónoma México's CLASE and PERIÓDICA databases become available exclusively through the OCLC FirstSearch service. This is the first time in OCLC's history that member-produced databases other than WorldCat have become part of FirstSearch.

2003: The Open WorldCat pilot is initiated with Google to increase the world's access to WorldCat via the open Web.

2003: OCLC customizes QuestionPoint, the virtual reference desk, to serve Dutch libraries translating screens, converting Q&A data to be included in the local knowledge base, and writing Dutch user documentation.

2004: The 2003 *OCLC Environmental Scan* is published in January and the Spanish translation is published in August.

2004: WorldCat is migrated to the Oracle database platform and becomes Unicode compliant, thereby opening the way to a multilingual database.

2004: Open WorldCat pilot is concluded and the Open WorldCat program is launched. An information seeker anywhere in the world who has access to a Web browser can potentially find a WorldCat record in a library—anywhere in the world.

2005: The OCLC Advocacy Program is announced and the Web site goes live in January.

2005: V3 database is loaded into WorldCat. The V3 database was built by more than 75 public libraries in the U.K. to facilitate resource sharing. It contains more than 3.2 million records and an estimated 30+ million holdings.

2005: SciELO database is loaded into WorldCat. The SciELO Brazil database contains about 40,000 records describing and linking to articles from 130 freely available Brazilian scientific and technical journals.

2005: OCLC and U.S. Network Directors meet to discuss future strategy and the service and program requirements of the information seekers of the future.

2005: The load of the Finnish National Bibliography into WorldCat adds more than 600,000 records (including the 58-millionth record) describing publications from and about Finland as cataloged by the National Library of Finland.

2005: Joint meeting of SLT and PICA management team in Leiden, The Netherlands to collaborate and coordinate 2006–2008 strategies and programs.

2005: OCLC welcomes seven OCLC/IFLA Fellows, the largest class since the 1999 inception of the program, bringing the cumulative number of Fellows to 23.

2005: In March, traffic to WorldCat through the Open WorldCat program exceeds traffic to WorldCat through FirstSearch for the first time.

2005: In May, Chinese eJournals provided by Dragonsource become available through NetLibrary.

2005: In July, Hong Kong Chinese Authority–Names (HKCAN), the first non-U.S., non-roman-alphabet authority file, becomes available to OCLC users worldwide through OCLC Connexion.

“At the end of every day of every year, two things must remain unshakable: our constancy of purpose and our continuous discontent with the present.”

—Robert Goizueta, Coca-Cola

Given OCLC's constancy of purpose and a desire to continue to further the world's access to information, what lies ahead?

Toward Globalization—OCLC Strategic Activities 2006 and Beyond

Given OCLC’s constancy of purpose and a desire to continue to further the world’s access to information, what lies ahead? As Koenig reminds us in her book *Going Global for the Greater Good*, organizations do not necessarily proceed directly, or even deliberately, from being a local organization to a global organization. It is an evolutionary, not revolutionary, process filled with trial, error and usually, slow progress.

Short of organizations that undertake large-scale acquisition strategies, most organizations take several years, or even decades, to “get global.” The speed of globalization is often uniquely shaped by the organization, driven and limited by mission, products and available resources. As the “Strategic Globalization Milestones” timeline illustrates, this has clearly been the case for OCLC.

Yet, many factors point to the need for a much more rapid rate of global development and deployment of services related to “search, find and use” for libraries.

New forms of content, new content providers, new ways of pricing and delivering content, advanced Web search technology and significantly increased digitization programs (the Google Library Program, Google Print and Google Scholar being obvious and significant examples) are just some of the factors that create

pressures to provide a truly global group of services. It is clear that while OCLC has met significant globalization challenges in the past, we have much yet to do in a short period of time, in order to continue globalization efforts.

Here we review some of the corporate-level programs underway in seven of the Strategic Service Areas: WorldCat, Research and Thought Leadership, Standards Development and Implementation, Continuous Innovation in Products and Services, Worldwide Library Cooperation, Education and Professional Development, and Advocacy—Building Community.

The Six Stages of International Engagement¹

Local organization	1	<p style="text-align: center;">Being Global</p> <p>In her book about not-for-profit companies, <i>Going Global for the Greater Good</i>, Bonnie L. Koenig provides a simple and good framework for analyzing the stages of a globalization strategy. We think this model is helpful in illustrating OCLC’s progress and what we have yet to achieve before we will be a truly global organization.</p> <p>Koenig suggests a six stage model of “International Engagement” as a useful way for organizations to discuss their current state of globalization and the preferred future state that is most compatible with their mission, goals, culture and operational competencies.</p> <p>Koenig suggests a truly global organization has “members, programs or operations in many different regions around the world and a multinational board of directors.”² The six-stage view provides a spectrum to guide an operational path from being a local organization to a fully global organization.</p> <p>On this spectrum, OCLC is currently somewhere between a level 4 and level 5 organization.</p>
Local organization with international awareness	2	
Local organization with international programs	3	
Organization with members or programs in different countries	4	
Organization in global alliance/network	5	
Global organization	6	

◀ OCLC 2005

¹ Bonnie L. Koenig, *Going Global for the Greater Good: Succeeding as a Nonprofit in the International Community*, Jossey-Bass, San Francisco, CA: 2004

² Koenig, *Going Global*, 2004

Globalization Programs

On the following pages are programs that contribute to OCLC’s globalization that are centralized at OCLC in Dublin. Many of the activities emanate from OCLC Research, others from partnerships and collaboration with libraries, library organizations, universities and foundations. The graphics are intended to give a quick view of the activities related to some of the strategic service areas.

The selected activities in the strategic services areas provide an overview of some of the globalization programs that are designed to continue to strengthen OCLC’s value to its U.S. and growing international membership. While the majority of the Strategic Service Area programs outlined are staffed in Dublin, Ohio, much of the globalization effort is being driven from OCLC’s international offices. Certainly, most of the globalization efforts in the strategic areas of community building and regional partnership development have not been centralized in Ohio, but are rather driven by member needs and management initiatives underway in the OCLC offices outside of the United States.

How can an OCLC model of cooperation whose genesis is academic libraries in the USA be usefully extended to include other library types in other nations with the aim of creating a rich, authoritative knowledge resource accessible by as many citizens of the globe as possible at a reasonable cost?

Political, economic, legal, cultural, religious and technical infrastructure differences; trade barriers; standards; and business practices all represent substantial hurdles to creating a global knowledge grid with “equal access for all.” These hurdles are the lens through which the following sections should be viewed.

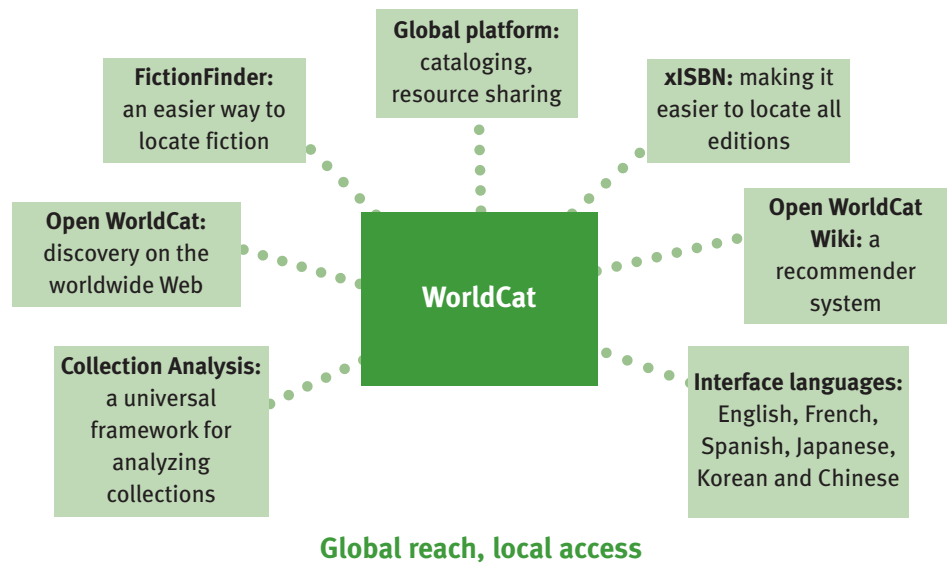
OCLC Research plays a highly significant and unique role in the development of standards and in research that contributes to the advancement of librarianship worldwide.

Top 10 original catalogers—fiscal year 2004

Organization	Original Records Added Online
Center for Research Libraries	63,549
University of Hong Kong	45,758
University of Oxford	39,322
The Ohio State University	25,048
University of Wisconsin	24,073
Godfrey Memorial Library	23,647
University of California, Berkeley	23,223
Singapore Integrated Library Automation Services	19,155
Union Theological Seminary	15,729
University of Texas at Austin	15,309

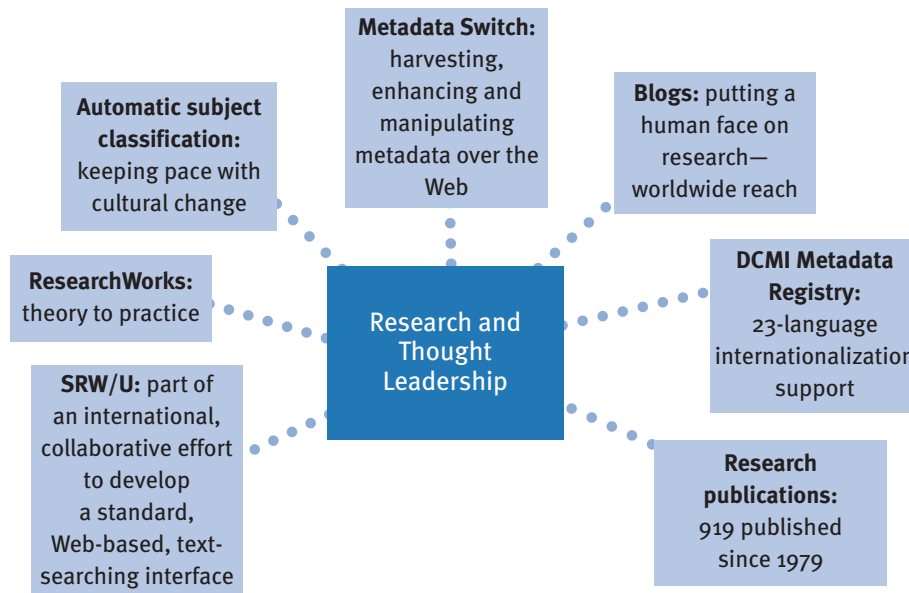
WorldCat

Many activities are underway to transform WorldCat into a rich, authoritative knowledge base, accessible by as many citizens of the globe as possible.



- Extend and expand the Open WorldCat program by adding partners and increasing participation.
- Implement new WorldCat architecture to support ingest of metadata in non-MARC formats, and provide multilingual support.
- Fully implement FRBR (Functional Requirements for Bibliographic Records) and MFHD (MARC 21 Format for Holdings Data) to allow record linking and clustering for different languages and formats.
- Implement terminology services to link WorldCat to authority files, DDC and other classification schema and thesauri.
- Collection Analysis: provides a universal framework for analyzing collections across geographies.
- FictionFinder: A FRBR-based prototype for fiction in WorldCat
www.oclc.org/research/projects/frbr/fictionfinder.htm
- Six interface languages: English, French, Spanish, Japanese, Korean and Chinese (traditional and simplified).
- WorldCat record display in Arabic script and Chinese, Japanese and Korean vernacular for items cataloged in those languages.
- xISBN: a library Web service that supplies International Standard Book Numbers (ISBNs) associated with individual intellectual works represented in the OCLC WorldCat database. www.oclc.org/research/projects
- XTCat: an OAI Cat server containing thesis and dissertation records extracted from OCLC's WorldCat database. <http://alcme.oclc.org/xtcat/>
- Open WorldCat Wiki—essentially an Open WorldCat recommender system to be implemented for the Open WorldCat program.

Research and Thought Leadership



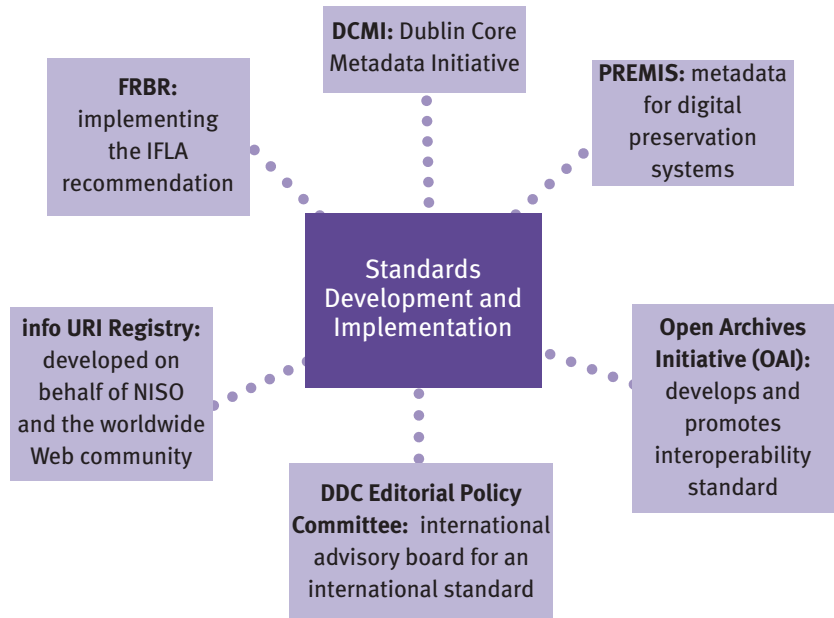
OCLC Research is one of the world's leading centers devoted exclusively to the challenges facing libraries in a rapidly changing information technology environment.

Expanding knowledge and conducting primary research that advances OCLC's public purposes of furthering access to the world's information and reducing library costs

- ResearchWorks: demonstrates ideas for applying new technologies to organize information, putting theory into practice. www.oclc.org/research/researchworks
- Blogs:
 - *Lorcan Dempsey's weblog* <http://orweblog.oclc.org/>
 - *Outgoing* <http://outgoing.typepad.com/> (Thom Hickey's blog)
 - *It's All Good* <http://scanblog.blogspot.com/>
 - *BlogJunction* <http://webjunction.lishost.org/>
- Two significant environmental and end user research reports are planned for FY2006 and more will be commissioned.
- DCMI Metadata registry: 23-language internationalization support.
- Metadata switch: harvesting, enhancing and manipulating metadata over the Web.
- Automatic Subject classification: delivers likely Dewey Decimal Classification (DDC) values based on automated analysis of a document's content (e.g., a Web page). *Linked headings* (as in Connexion) provide a change-over-time feature.
- SRW/U: part of an international effort to develop a standard, Web-based, text-searching interface.
- OCLC Research recent publications and workshops:
 - *Economics of Digital Preservation* www.oclc.org/research/projects/digipres/economics.htm
 - *FRBR in 21st Century Catalogues: An Invitational Workshop* www.oclc.org/research/events/frbr-workshop
 - *Sense-Making the Information Confluence: The Whys and Hows of College and University User Satisficing of Information Needs* www.oclc.org/research/projects/imls/

Standards Development

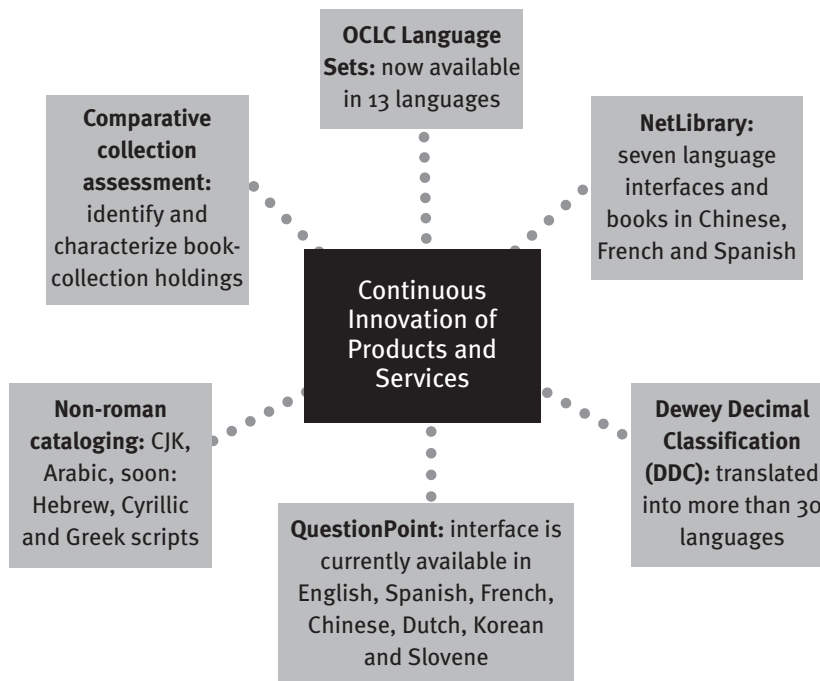
OCLC actively supports a broad range of information industry standards that help ensure the smooth, efficient exchange of information among the participants in the OCLC cooperative and other related organizations. A key influencer on some standards bodies and an active observer of others, OCLC participates in the dynamic development of over 50 standards that affect the ever-changing information delivery landscape through the efforts of 60+ staff members.



Standards and best practices—OCLC plays a leadership role in this area to contribute to effective global library cooperation

- Dublin Core Metadata Initiative (DCMI): <http://dublincore.org/>
- DDC Editorial Policy Committee: international advisory board for an international standard.
- “info” URI Registry: the “info” URI scheme is a consistent and reliable way to represent such standard identifiers as DDC numbers, Library of Congress Control Numbers (LCCNs), OCLC control numbers, OpenURLs. This prototype registry was developed by OCLC on behalf of NISO and the Web community. www.oclc.org/research/researchworks/infouri/
- OAI (Open Archives Initiative): The Open Archives Initiative (OAI) develops and promotes interoperability standards to facilitate the efficient dissemination of content. Primary among these is the Open Archives Initiative Protocol for Metadata Harvesting (OAI-PMH). www.oclc.org/research/projects/oai/
- FRBR (Functional Requirements for Bibliographic Records): a 1998 recommendation of the International Federation of Library Associations and Institutions (IFLA) to restructure catalog databases to reflect the conceptual structure of information resources. www.oclc.org/research/projects/frbr
- PREMIS (PREservation Metadata: Implementation Strategies): the focus is on the practical aspects of implementing preservation metadata in digital preservation systems. www.oclc.org/research/projects/pmwg
- SRW/SRU (Search & Retrieve Web Service / Search & Retrieve URL Service): www.oclc.org/research/projects/webservices
- OCLC is a corporate member of many standards bodies including: NISO, W3C, BISG (Book Industry Study Group).
- OCLC has invited representation on the PCC, METS editorial board, DSpace, NDLTD, MARBI, NKOS, IPIG and others.
- OCLC Research is often a first adopter of new standards (e.g., SKOS).
- OCLC is a 9001-registered organization.

Continuous Innovation in Products/Services

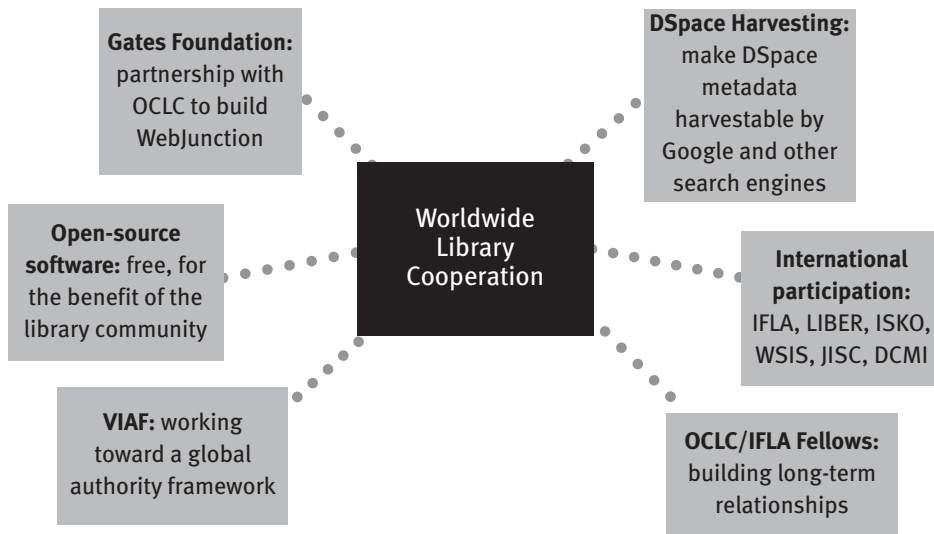


As is evident in all sectors, new product and service introductions happen much faster now than decade ago. OCLC is committed to ongoing innovation of products, services and research to serve the global library community. More products and services have been created in the past five years than in the previous 15 years combined.

Helping libraries serve people by providing economical access to knowledge through innovation and collaboration on a worldwide scale

- The ability to catalog in Hebrew, Greek and Cyrillic coming soon, joining CJK and Arabic as languages in which to catalog.
- OCLC Language Sets are available in 13 languages: Arabic, Bengali, Chinese, Gujarati, Hindi, Japanese, Korean, Panjabi, Russian, Spanish, Tamil, Urdu and Vietnamese.
- More than 200,000 libraries worldwide in 135 countries use the DDC, which has been translated into more than 30 languages.
- NetLibrary platform now able to support seven languages and provides books, other than English, in Spanish, Chinese and French. Audiobooks were introduced in 2005. Increased languages support of audiobooks as well as all other digital content formats are in development.
- Partnership with the Library of Congress in 2003 led to rapid advancement of virtual reference in both the United States and Europe. Currently 300 libraries use QuestionPoint's global knowledge base.
- Comparative Collection Assessment: This research supports OCLC's strategy for the development of member services for collection development and assessment and the development of international member services. The project is one aspect of the Management Intelligence theme, which provides data to librarians for decision-making. www.oclc.org/research/projects/mi
- DDC Web services: in progress, the purpose will be to expose selected DDC content in small, lightweight, machine-friendly Web services.
- FAST (Faceted Application of Subject Terminology): the purpose of adapting the LCSH with a simplified syntax to create FAST is to retain the very rich vocabulary of LCSH while making the schema easier to understand, control, apply and use. www.oclc.org/research/projects/fast
- FRBR Work-Set Algorithm: www.oclc.org/research/projects/frbr
- Terminology Services: the goal of this project is to offer accessible, modular, Web-based terminology services. A Web service that provides mappings from a term in one vocabulary to one or more terms in another vocabulary is an example of a terminology service. www.oclc.org/research/projects/termservices
- Publisher name server: the primary deliverable of the project is a service, which will support advanced collection intelligence that can in turn be used alone or in tandem with other data sources (e.g., usage logs, holdings) to reveal critical collection intelligence, acquisition patterns and user behavior. www.oclc.org/research/projects/publisherns

Worldwide Library Cooperation

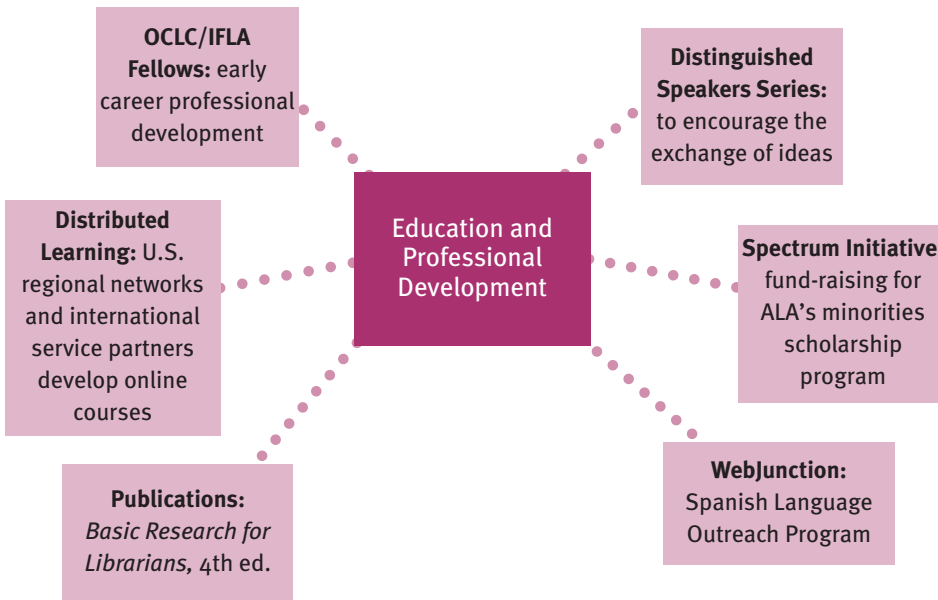


Library cooperation is OCLC's main reason for being and the foundation services—cataloging and resource sharing—are exemplars of that. But OCLC also has other specific programs that contribute to worldwide library cooperation.

Demonstrable activities and programs that build platforms and partnerships among and between libraries and librarians around the world

- **DSpace Harvesting:** OCLC Research is working with Google and MIT to periodically harvest interested DSpace users' metadata and transform it into a harvest-friendly format, resolve the handles so that institutions can be identified, and make the resulting URLs harvestable by search services such as Google. www.oclc.org/research/announcements/2004-04-09.htm
- **Gates Foundation:** an ongoing partnership with OCLC to build WebJunction, a librarians' portal.
- **VIAF (The Virtual International Authority File):** working toward a global authority framework. Die Deutsche Bibliothek, the Library of Congress, and OCLC are jointly conducting a project to match and link the authority records for personal names in the retrospective personal name authority files of Die Deutsche Bibliothek and the Library of Congress. www.oclc.org/research/projects/viaf/
- OCLC cooperates and actively works with many international organizations: IFLA, LIBER, ISKO, WSIS, JISC and DCMI are examples.
- OCLC open-source software: OCLC Research offers open-source software for the benefit of the worldwide library community. www.oclc.org/research/software
- XSLTProc: describes a distributed model of lightweight, open-source Web services to manage the risk of running arbitrary XSL stylesheets. www.oclc.org/research/projects/xsltproc

Education and Professional Development



OCLC staff participate in a wide variety of professional and community organizations that support, among other aims, the continued growth of the library profession. OCLC provides support to nearly 50 library, information and quality assurance organizations whose missions complement the OCLC mission of furthering access to the world's information.

Actively supporting professional and civic communities, and lifelong learning and education

- WebJunction Spanish Language Outreach Program (pilot): WebJunction has partnered with four U.S. state libraries to provide local workshops that will enable library staff to better meet the technology needs of Spanish speakers in their communities.
- Frederick G. Kilgour Award: since 1998, OCLC and LITA have sponsored this annual award to highlight research relevant to the development of information technologies. www.oclc.org/research/kilgouraward/
- Spectrum Initiative: fund-raising for ALA's minorities' scholarship program.
- Distributed learning: U.S. regional networks and international service partners develop online training courses for librarians and library staff.
- OCLC/ALISE Library & Information Science Research Grant Program (LISRGP): OCLC and ALISE promote independent research that helps librarians integrate new technologies into areas of traditional competence and contributes to a better understanding of the library environment. www.oclc.org/research/grants
- Continue to support the OCLC/IFLA Fellows Program.
- OCLC Distinguished Speakers Series: OCLC's Office of Research established the Distinguished Seminar Series in 1978 to encourage the exchange of ideas across the barriers of time, space and disciplines. www.oclc.org/research/dss
- Research publications: e.g., *Research for Librarians*, 4th ed.
- Research presentations: www.oclc.org/research/presentations.

Advocacy—Building Community

At the urging of the membership, OCLC has become more active as an advocate for libraries. In this advocacy role, OCLC develops studies and reports that librarians can use in their own planning and advocacy initiatives and activities.



Material that librarians can use to help guide their work and inform constituents about the value of libraries

- Created advocacy advertising and an advocacy section on the OCLC Web site, to help libraries demonstrate their value to the community in concrete economic terms—terms that the business and political decision makers understand.
 - Site visits from Jan. 2005 to current day—6,000 visits
- Marketing survey: in progress. Major survey company doing research for OCLC on the e-resource habits of the global information consumer.
- *OCLC 2003 Environmental Scan*: published in English and Spanish and distributed worldwide; presentations given in several non-U.S. locations.
- *Scan Executive Summary* published in English, Spanish, French, Portuguese. Korean and Arabic versions in progress.
- Market research reports: ongoing studies and reports that librarians can use for planning and advocacy purposes:
 - *How Libraries Stack Up* and *How Canadian Libraries Stack Up*
 - 2003 and 2004 *Information Format Trends* reports: tracking global content trends
- Open WorldCat Program: making library-owned content visible on the worldwide Web.

Globalization: Governance, Partnerships and Resource Allocation

OCLC has made significant progress toward becoming a global organization. A focus on programs and activities is central to OCLC, but adapting those to the unique requirements of a region will be critical for the next phases.

Governance

OCLC’s governance has always been closely intertwined with the use of OCLC services and the growth of WorldCat, the OCLC Online Union Catalog. Membership is based on use of OCLC services and contribution to the OCLC cooperative. In 1999, the OCLC Board of Trustees commissioned a study of OCLC’s governance structure and possible roles for OCLC in the evolving global library and information infrastructure. At the time, OCLC Board Chair William Crowe noted that the purpose of the study was to help determine how to extend membership in OCLC on a global basis.

In 2002, Members Council ratified changes to the OCLC Code of Regulations proposed by the Board of Trustees that redefined “contribution” to the OCLC cooperative, established new levels of relationship with OCLC and revised the Members Council delegate algorithm. These changes were to make OCLC more welcoming to libraries in the United States and around the world, thus encouraging increased participation in the global cooperative.

Currently, the Standing Joint Committee on Membership is reviewing the definitions of membership and contribution within the OCLC cooperative. At the moment, delegates from outside the U.S. comprise 13.4 percent of the total number of delegates (nine of 67). However, the accelerating rate of the addition of national bibliographies’ records to WorldCat will have a profound impact on the makeup of the shared knowledge base and on Members Council representation.

Since Members Council is by definition a representative body based on allocation by usage, the usage in the international arena must increase to effect permanent change. The addition of national and regional union catalogs is important to the goal of globalization and changes to the composition of Members Council are a necessary part of this process. Over time, as OCLC continues along its path of true globalization, Members Council will more accurately reflect the demographics of the libraries and countries it represents.

Beyond adding delegates, Members Council has made a conscientious effort over the past few years to broaden the range of speakers and observers who participate in its meetings. Most meetings feature at least one speaker from outside the U.S. The delegates from outside the U.S. have taken lead roles within Council, chairing interest and library groups and serving on the Executive Committee. In its final meeting of 2004/2005,

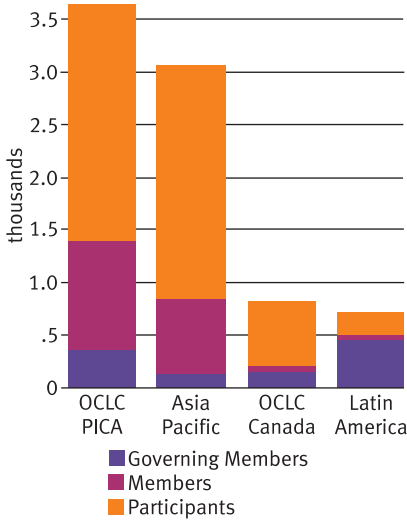
No library service model in a given country can be conveniently lifted and dropped as a template on another country’s library system given the many different requirements, legacy issues, metadata formats or varied models of cooperation.

Top 15 languages distribution in WorldCat

	Records
English	32,615,866
French	3,394,335
German	3,336,867
Spanish	2,464,972
Japanese	1,429,891
Chinese	1,240,676
Russian	1,017,507
Italian	964,629
Latin	502,894
Portuguese	465,229
Czech	362,843
Arabic	302,202
Dutch	294,910
Hebrew	288,026
Polish	263,406

OCLC Members Council elected Ernie Ingles (OCLC Canada), Associate Vice President, Learning Systems, University of Alberta Libraries, as Vice President/President-elect of the Members Council Executive Committee for 2005/2006. He is the first delegate from outside the United States elected to that office.

Membership Outside the U.S.



Partnerships

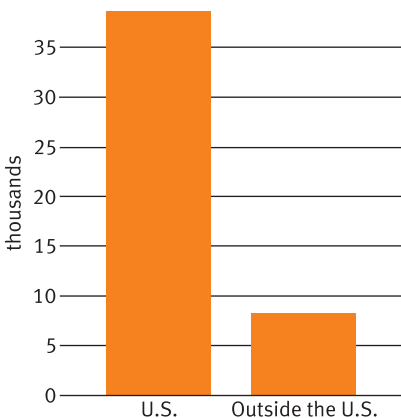
One of the challenges and opportunities for OCLC in expanding its global presence is to increase working and partnering with libraries, associations, governments, nongovernmental organizations and cultural heritage organizations, in ways that are locally appropriate, to expand the world’s access to information. The original model developed by the founders of OCLC can not be usefully “exported” and imposed upon other, non-U.S. institutions.

In the U.S., regional service providers support the mission of OCLC and the use of OCLC products and services. Outside the U.S., OCLC has established wholly-owned service centers that use regional service providers termed “OCLC distributors.” In some international markets, such as Asia and the Middle East, OCLC partners with local distributors. OCLC has a long, successful history of strong network and regional service provider partnerships in the United States and Canada and has established new models and strong relationships with service providers and other partners in Europe, the Middle East and Asia. These have been essential to the success of OCLC and OCLC PICA. OCLC distributes its services directly, through regional service providers and through partnerships with third-party organizations.

Resource Allocation

OCLC’s stakeholders need to understand the costs associated with being a truly global organization. It is vitally important that the worldwide library community not be looked at as a homogeneous group. Realistic goals must be developed to address the varying needs of library communities in different regions of the world.

Worldwide Membership



As OCLC offers more services in more countries, the composite view of long-term member/participant needs and perceptions clearly changes. A clear service-line value proposition that appeals to the member/participant libraries in the region served will be critical. International growth is strong in membership and revenue while U.S. revenue remains flat.

OCLC must address differential pricing in the next 24–36 months. It is impractical to apply the same financial contribution objectives or goals across all markets, over time. It is realistic to expect the more established markets to subsidize early entry into new markets or regions until a critical mass is achieved.

OCLC's ability to set prices to match market realities and to respond to offerings from alternative service providers is essential for long-term success in a global arena. The creation of "differential" or market-based pricing strategies will be required before a product or service offered to multiple markets can achieve any significant level of market acceptance in many regions around the world. OCLC currently offers a modest level of differential pricing in the regions it serves.

Summary

OCLC has made significant movement toward becoming a global organization.

OCLC's best efforts have been to focus on services that can be most successfully and uniquely delivered on behalf of libraries worldwide; however, adopting universal services relevant to the unique requirements of a region will be critical in order for OCLC to achieve success in the varied library marketplace beyond its traditional stronghold.

New partners and new types of partnerships will be necessary as OCLC will need to expand its ability and capacity to respond to non-U.S. needs and interests by hiring staff, extending research and developing partnerships outside the U.S. And staff everywhere must engage with other staff and librarians from regions other than their own in order to expand knowledge about librarianship and library service models in other countries and regions.

We do not know and cannot know how other cultures will develop. There is no amount of market research that will tell us the best strategy to deploy within emerging markets. Societies develop at a pace that automatically incorporates and acknowledges and implements the various forces working to shape these societies. They are developing at their own self-sustainable pace and OCLC and all of its divisions, partners and business units can best continue along the path of globalization by being open to and seeking out opportunities as they emerge that support the cooperative's mission.

As OCLC enters the FY06 program year, certain opportunities are clear. It makes sense to concentrate on those countries or regions at levels of development or readiness closer to those of the present membership base. Building expanded capacities in developed countries engenders receptivity in developing countries.

Globalization at OCLC must be an iterative process of reviewing, listening, gathering data, learning, proactive curiosity and action. The value of participating in the distributed entity that is OCLC has to be expressed as the value to libraries of a "global gravitational pull," of positioning libraries' metadata, content and programs in the ever increasingly intertwined process of discovery and access on the open Web on a global scale. OCLC

There is no amount of "demand pull" that can be created to induce all the institutions of the world to rush to load local records and holdings to WorldCat in Dublin, Ohio.

The OCLC "brand" carries different connotations depending upon the country or region. What is a not-for-profit, 501C3 outside of the U.S.? Does membership imply openness and inclusivity, or does it imply exclusivity? Translate "cooperative" into 20 languages and consider the difference in meanings.

OCLC has moved successfully from a local organization to one with significant international reach but it is clear that much still needs to be done.

helps libraries mobilize their collective resources by building platforms for cataloging, for resource sharing, for connecting library users to library services, for virtual reference, for e-resource management and for community interaction. The value of each of these services increases as the number of libraries that use them increases. In this way, OCLC expands libraries' reach in ways that they cannot do alone. Another way OCLC seeks to expand the reach of libraries is by working with organizations such as the Gates Foundation, IFLA and UNESCO that support infrastructure projects, education and research in developing regions.

Does this mean that OCLC services are the same in every region, every country? Of course not. We fully understand that organizational, service and funding models vary from country to country, and even within countries. We need to work harder to develop models—and there will be more than one—that effectively engage the library communities in different national and regional contexts. We all benefit from as wide an international participation as possible. The value of each library to its community is enhanced by its ability to participate in a worldwide network of libraries working toward common goals. Leveraging the value of WorldCat exposes the value of libraries worldwide.



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