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**American Library Association  
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**July 9–15, 2009**  
Chicago, Illinois, USA

**Pacific Northwest Library Association**  
**August 5–7, 2009**  
Missoula, Montana, USA

**Society of American Archivists**  
**August 11–16, 2009**  
Austin, Texas, USA

**75th IFLA General Conference and Council**  
**August 23–27, 2009**  
Milan, Italy

**American Association of State  
and Local History**  
**August 26–29, 2009**  
Indianapolis, Indiana, USA

**30. Österreichischer Bibliothekartag**  
**September 15–18, 2009**  
Graz, Austria

**Northwest Interlibrary Loan  
and Resource Sharing Conference**  
**September 17–18, 2009**  
Portland, Oregon, USA

**Frankfurt BookFair**  
**October 14–18, 2009**  
Frankfurt, Germany

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Edinburgh, Scotland  
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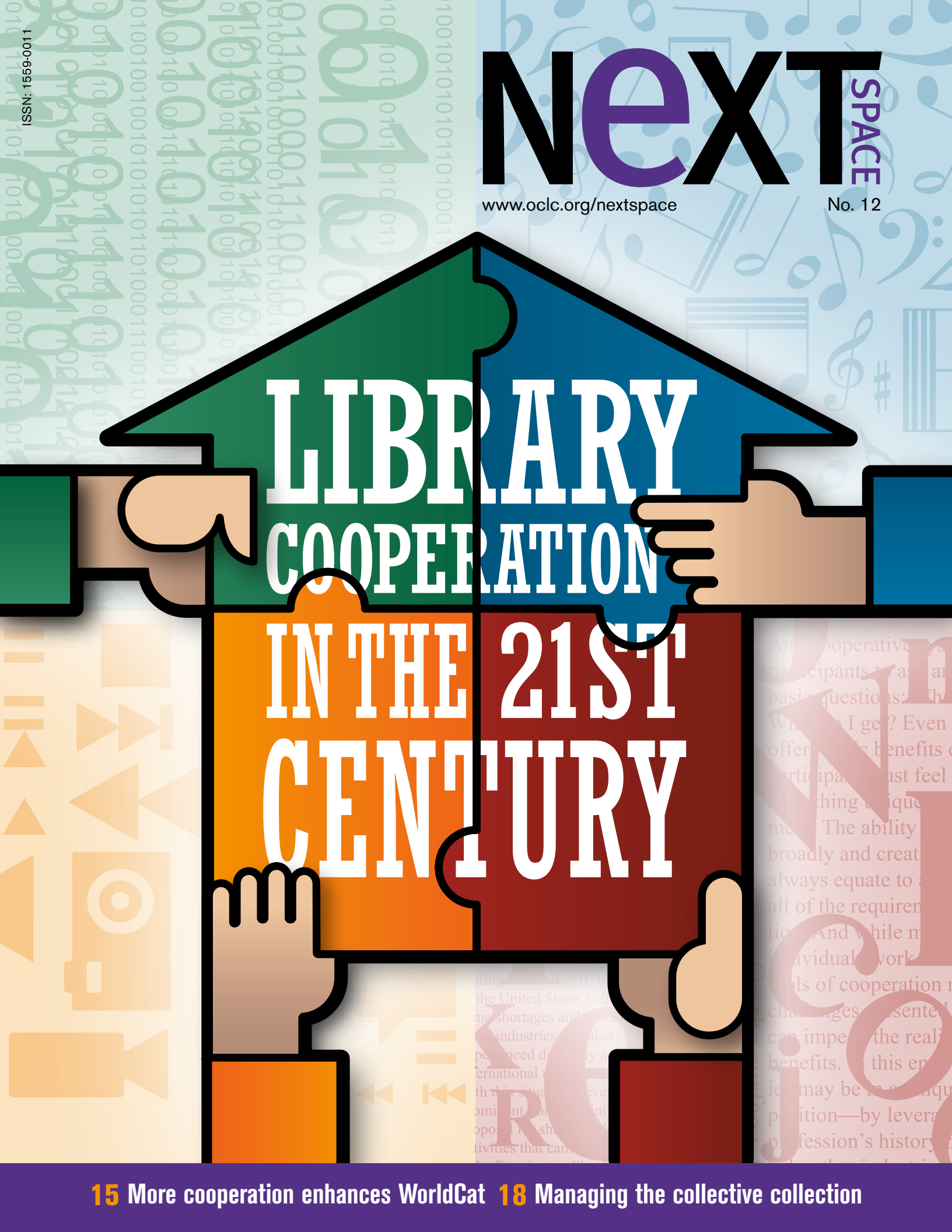
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No. 12

## LIBRARY COOPERATION

## IN THE 21ST CENTURY



An... cooperative... participants... basic questions: 'The... Where I go? Even... offer... the benefits of... participate... must feel... something... que... me... The ability... broadly and creat... always equate to... all of the requirem... tion... And while m... individual work... of cooperation n... challenges... presented... can imp... the real... benefits... this en... ie... may be... a... qu... p... tion—by levera... profession's history...

iring... War II, in... the United States suf... shortages and... industries... also... p... nced di... by a... international... with this situa... eve... omi... nt... on... ni... opo... n... sh... tivities that can...

# The network effects of libraries working together

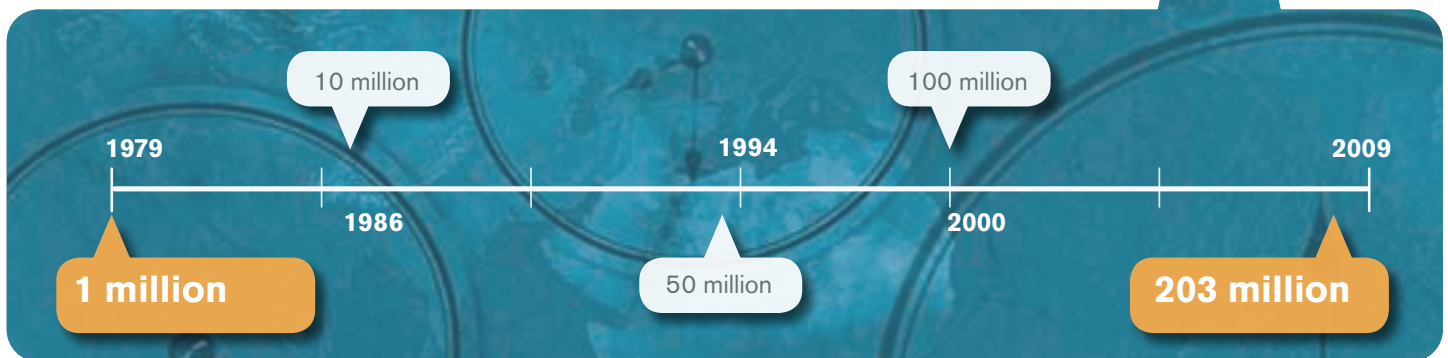
## WorldCat Resource Sharing 1979-2009

**10,719** users in 46 countries

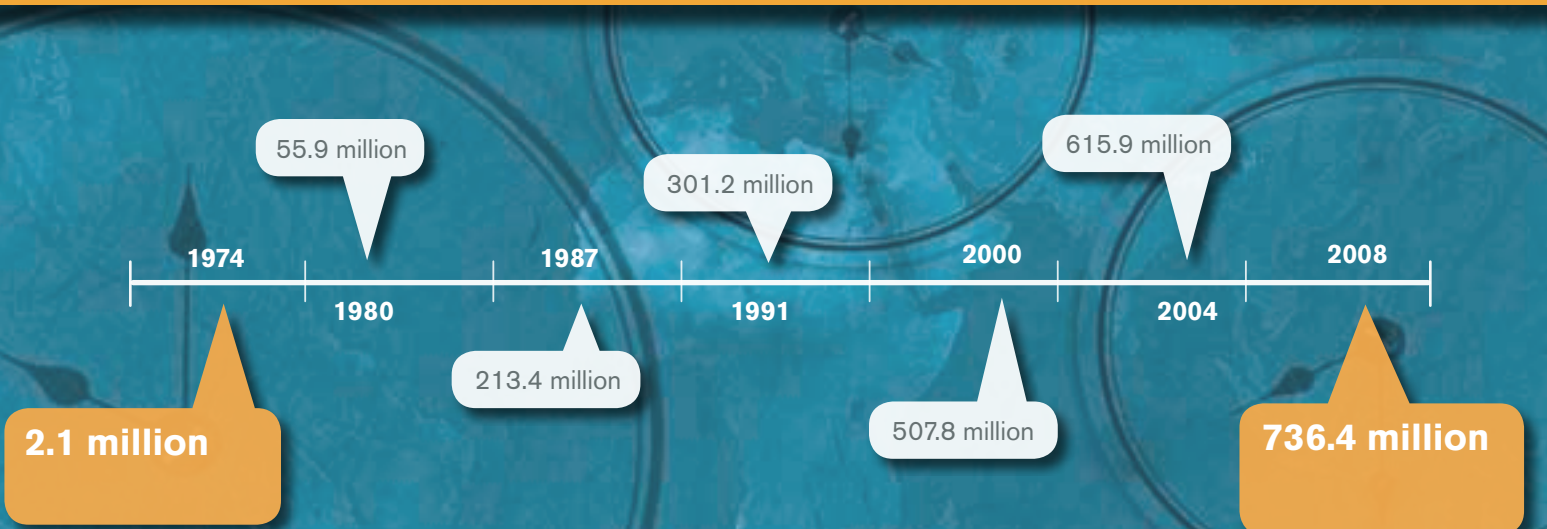
**8.1 million** Interlibrary Loan Fee Management (IFM) transactions processed since 1995, saving libraries an estimated half a billion dollars in administrative costs

**2.4 million** ILL requests deflected and automatically rerouted since 2006, saving libraries an estimated \$29 million in staff time

<b>1 million</b> requests:	November 13, 1980
<b>10 million</b> requests:	March 17, 1986
<b>50 million</b> requests:	March 14, 1994
<b>100 million</b> requests:	June 5, 2000
<b>203 million</b> requests:	April 15, 2009



## WorldCat Cataloging 1971-2009



**736.4 million** books and other materials cataloged online  
**95%** copy cataloging rate  
**11,674** libraries in **66** countries



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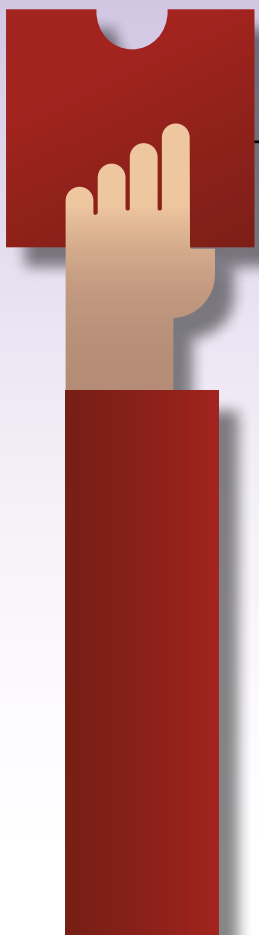
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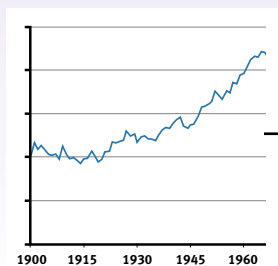
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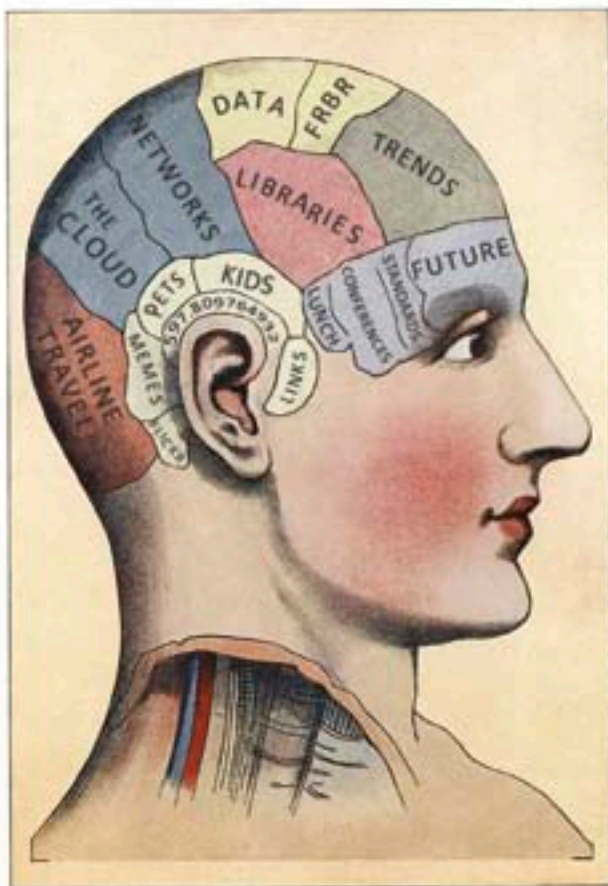
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# OCLC Blogs



**Your glimpse  
into our minds.**

## Lorcan Dempsey's Weblog

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## WorldCat Blog

[worldcat.org/blogs](http://worldcat.org/blogs)

## It's all good

[scanblog.blogspot.com](http://scanblog.blogspot.com)

## Hanging Together

[hangingtogether.org](http://hangingtogether.org)

## Outgoing

[outgoing.typepad.com/outgoing](http://outgoing.typepad.com/outgoing)

## Designing the Future

[community.oclc.org/engineering](http://community.oclc.org/engineering)

## Metalogue

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## Hectic Pace

[community.oclc.org/hecticpace](http://community.oclc.org/hecticpace)

## Weibel Lines

[weibel-lines.typepad.com](http://weibel-lines.typepad.com)

## The Dewey blog

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# OCLC Members Council has made OCLC a better cooperative



The OCLC Members Council met at OCLC in Dublin, Ohio on May 17-19, 2009. It was the 90th meeting of the Council since 1978. It was also the final meeting in the Council's 31-year history as the OCLC cooperative goes forward in 2010 with a new governance structure comprising Regional Councils and a Global Council.

I attended my first meeting of the then Users Council in May 1998. Interestingly enough, the theme of that meeting was "Internationalize: The Value of OCLC Membership in a Global Library Community."

Over the next decade, OCLC did indeed become more global. From 1998 to 2009, the number of participating libraries increased from 30,000 to 71,761, and the number of institutions participating outside the U.S. rose from 3,200 to 16,140. In 1998, there were two delegates on the Users Council from outside the U.S.: Ellen Hoffman, York University, Canada, and Ian Mowat, Edinburgh University, United Kingdom. Since then, the Council has indeed internationalized itself. This year, there were 16 delegates from Australia, Canada, Denmark, France, Germany, Mexico, Netherlands, Singapore, Taiwan, Trinidad and Tobago and the United Kingdom. Thirty-two delegates from outside the U.S. have served on the Council since 1978.

Of course, the vast majority (525) of Users Council delegates have come from U.S. institutions. Elected by their regional networks or service centers, these delegates have represented libraries of all types and sizes. While they have brought many diverse viewpoints to Council's discussions, they have been consistent on one issue, which is that the OCLC cooperative should be as inclusive as possible. That is a theme that runs throughout OCLC's history, from the Ohio pioneers to the nationwide network of 1978 to the international OCLC of today. The more libraries and cultural heritage institutions in the OCLC network, the better.

The Members Council has had three main duties since 1978: elect six members of the 15-member OCLC Board of Trustees; provide OCLC with advice and counsel; and ratify changes to the OCLC Articles of Incorporation and Code of Regulations. They have consistently done their duty in all three areas.

The Members Council has elected 35 trustees since 1978, and six of those have gone on to serve as Chair of the Board of Trustees, including the current Chair, Larry Alford, Dean, University Libraries, Temple University.

The Council has also provided OCLC with advice and counsel. It is no exaggeration to say that the Members Council has been the voice of the OCLC membership. Their deliberations have contributed significantly to OCLC's strategic directions and provided valuable feedback on operations and policies. Delegates have also made recommendations that resulted in new OCLC services, such as ILL Fee Management in 1995. More recently, they urged OCLC to explore ways that WorldCat might be made more accessible to the general public and might be used as a local catalog. These notions translated into WorldCat.org and WorldCat Local respectively.

Members Council has also worked closely with the Board to ensure that OCLC's governance structure remains fit for purpose. They actively contributed to a governance study in 1999 and ratified amendments to the Articles and Code that changed the name of Users Council to Members Council and expanded the number of delegates from outside the U.S. In 2007, delegates again were heavily involved in yet another governance study that resulted in their adopting a new governance structure in 2008 in which they relinquished their role in the OCLC cooperative to a new structure of regional councils and a Global Council.

The OCLC cooperative has always been fortunate to have people in libraries and other knowledge institutions who are willing to get involved, not only in governance, but in research, in product development and testing of new services and programs. The Members Council has produced a long line of such people, and the OCLC cooperative is the better for it.

As we move to the next stage of OCLC's governance, I ask you to join me in thanking the 557 delegates who have served on Members Council since 1978. They have done many things and done them well. ■

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

Jay Jordan  
OCLC President and Chief Executive Officer

# LIBRARY COOPERATION IN THE 21ST CENTURY

## Combining forces to achieve more

BY SARA MUDD AND ANDY HAVENS

### Cooperative solutions arise from great challenges



Shortages are an inevitable by-product of social and economic turmoil. In times of war, resources become scarce and are often repurposed from civilian to military uses. Everyday business practices—from production to transportation to distribution channels—are disrupted.

During World War II, libraries in the United States suffered the same shortages and rationing as other industries, but also experienced difficulty acquiring international materials. To cope with this situation, several prominent librarians initiated a proposal for shared collections activities that came to be called “The Farmington Plan.”

This plan proposed that “libraries having research collections join in a cooperative undertaking to bring to this country and make available... at least one copy of every book and pamphlet published anywhere in the world... that might reasonably be expected to have interest to a research worker in America.”

The plan also addressed concerns over the growing cost of creating individual collections in a world where the body of scholarly works was growing more and more rapidly. Writing in 1942, Julian Boyd, Princeton University Librarian and one of the formulators of the Farmington Plan, said, “The Library of Congress believes that libraries can render [their unique services] more usefully by pooling their strengths rather than competing with one another.”

The hardships that resulted from that war were extreme. The cooperative response to overcoming the challenges facing libraries during that time was remarkable.

Working together to solve difficult common problems and share resources is nothing new to libraries. But now, almost a decade into the 21st century, we can see that increasing technological and social changes impact how all individuals and groups cooperate. Coming from a long tradition of sharing, libraries may be better-suited than other industries to benefit from increased cooperative opportunities.

## The tools are changing

Any cooperative system requires participants to ask and answer two basic questions: *What do I give?* and *What do I get?* Even when a venture offers basic benefits overall, each participant must feel as if he or she gains something unique from the arrangement. The ability to share more broadly and creatively may not always equate to an appreciation for all of the requirements of cooperation. And while many groups and individuals work to embrace new tools of cooperation more fully, the challenges presented by rapid change can impede the realization of shared benefits. In this environment, libraries may be in a unique leadership position—by leveraging the profession's history of cooperation to help other industries and organizations, libraries can guide others as they work to overcome collaborative barriers.

The new ways in which libraries are deconstructing the boundaries of cooperation can be instructive within the library community, and outside it. Traditionally, challenges to cooperation can be organized into four broad categories:

- **Geographic** – barriers of physical distance
- **Cultural** – differences in goals, methods, constituencies and philosophy
- **Organizational** – limits of process, bureaucracy
- **Financial** – costs and benefits of working together

Recent successes in these areas illustrate the changing nature of cooperation, and also new methods and opportunities. How librarians embrace change, while maintaining fundamental values of cooperation, may largely determine the success of the industry in coming decades.



## Geography – cooperation conquers distance

Once a prohibitive factor in achieving effective collaboration, geography hasn't ever been, in and of itself, a cooperative deal-breaker. As shown by the Farmington Plan, libraries have shared materials internationally for many years. The cost and time involved, though, often made participation an inverse function of distance. Recent Web-based technology and digitization of materials allows organizations to build shared solutions across a greater scope of interests and applications.

When the American International Consortium of Academic Libraries (AMICAL) formed in 2004, it banded together 18 universities in 18 countries—from North and sub-Saharan Africa, the Middle East, Central Asia, Russia and Central and Western Europe. These universities, all modeled after liberal arts colleges in the U.S., found themselves geographically isolated in terms of resource sharing opportunities. Because they didn't fit into existing local library networks, they came together to create their own unique paradigm for cooperation to better fulfill their users' needs.

Soon after its inception in spring 2006, AMICAL unveiled the pilot program, RESPOND (Resource Sharing Project for Network Discovery). Fourteen of its 18 members volunteered to participate (the institutions that didn't participate cited bandwidth issues, not lack of interest).

The goals of project RESPOND included:

- Make resource sharing among AMICAL's membership feasible
- Create a group catalog
- Enable access to OCLC's global network
- Analyze collections using a Web-based service

In the case of AMICAL, a shared philosophy came together with Web-based technologies and passion on the part of the staff to create cooperative possibilities for all of the institutions in the consortium.



**Jeff Gima, Director of AMICAL, provided this detailed analysis of the results on project RESPOND:**

When we first began the RESPOND project, I thought that plugging into OCLC's ILL network was going to be the big benefit for AMICAL members. For some of our libraries, that's been true: the universe of accessible scholarly materials has been broadened significantly, and ILL operations are increasingly automated and more efficient.

Improved ILL stats are nice, but for many of our libraries, the most important results have been more qualitative: RESPOND is often bringing a combination of improved quality and technological innovation in our library services that would have been out of reach otherwise. Through this partnership with OCLC, we're not just helping our users find and get materials through WorldCat; we're putting our library staffs in touch with peers, trainers and experts to adopt standards-based practices for cataloging and ILL; we're giving them analytical tools to better manage their collections as a whole; and we're offering them library technologies, like WorldCat Local "quick start," that many would not be able to develop or implement on their own.

We're connecting our libraries to each other and to a worldwide network, broadening access to scholarly materials and providing access to platforms on which our libraries can more effectively share resources with the world—and more effectively share resources with their own users.

Technological cooperation clearly enabled AMICAL to better serve its users and create a richer professional environment for its librarians. But for users who are not as well-connected, creative ideas make it possible to share materials more widely even in the absence of advanced technology.

In Kuala Lumpur, libraries are conducting a pilot program where staff go door-to-door to visit rural residents, offering a sampling of reading materials available for them to borrow. This grassroots effort is just one element of a larger campaign to increase reading among Malaysians—and it's working. In 2005, Malaysians read an average of two books per year. Today, that figure has increased to about 12 books per year.

In this case, the geography that cooperation conquered is much smaller, yet no less formidable. Libraries have invested tremendous amounts of money, time and effort amassing and organizing physical materials. Creative thinking and a willingness to go to where the need is greatest has enabled more people than ever to take advantage of what these Malaysian libraries offer.

**Take-away:** The number of technological methods of cooperation are increasing continually. But while picking the right tool is important, having a shared

vision and goals among participants is even more so. Tools will change over time... the relationships and value you build can last much longer.

## **Culture – cooperation conquers difference**

Technology can help bridge geographic gaps. But can it help us cross cultural boundaries? In an ever-more-wired world, communities often cling more tightly to the differences by which they define themselves. Sharing across different cultures—whether they are regional or professional—is often more challenging than sharing across oceans.

When it comes to cooperation among traditionally disparate types of libraries, Australia, with more than 120 joint-use libraries, provides a great example. Public libraries in school buildings have been a practical necessity to address the geographical challenges of widely dispersed, rural communities.

In the U.S., though, the concept of joint-use libraries has met opposition in many cases, taking several years of lobbying to obtain approvals and funding. The Metropolitan State University in St. Paul, Minnesota, and its public library counterpart, Dayton's Bluff Branch Library, came together in 1996, agreeing that they should lobby for funding to build a joint facility. Legislation finally passed in 2002 to build the facility, which opened to students and the public in 2004.

**About joint-use libraries,  
David Barton, Dean of the Library at  
Metropolitan State University, says:**

It took a long time for us to get to the point where members of the public could use university resources and members of the university community could use public library materials, and both groups could intermingle freely in one facility, but once we did, it proved successful from the outset and continues that way more than five years later.

Library cooperation can also cross traditional business and industry boundaries. Take the case of the Brooklyn Public Library (BPL). In May of 2008, BPL began a pilot program with UPS to deliver interlibrary loan materials between branches, rather than using a library delivery vehicle. The results have been a success—cutting down on delivery time and costs.

As Leslie Crutchfield, Managing Director of Ashoka and co-author of *Forces for Good*, wrote, “Great nonprofits work with business; no longer content to just see capitalism as the root of all evil, or business as just the enemy; they see business as a potential force for good. The best nonprofits that we studied—eventually, no matter where they started out in the spectrum—became highly engaged, and worked through business to advance their cause.”

**Take-away:** More inclusive thinking about customers and partners can increase opportunities for cooperation. Being “neutral” in terms of business competition and having learning as a key brand attribute also positions libraries to partner with the for-profit sector as a driving force in innovation. This is a key strength that libraries should consider as they look to form cooperative ventures in the future.

## **Organization – cooperation conquers bureaucracy**

On the surface, the mutual purpose of resource sharing across AMICAL’s member institutions seems obvious—but the intricacies of initiating cooperation among individuals in 14 countries presented some interesting challenges.

**About the pilot program with  
UPS, John Vitali, Deputy Director,  
Business Administration, Brooklyn  
Public Library, put it this way:**

As an organization that serves the 2.5 million people of Brooklyn, it is important that we are able to accommodate all of our customers’ borrowing needs as best as we can. That is why the partnership between Brooklyn Public Library and UPS is vital; to ensure our customers can borrow materials from any of our 60 locations, and have them delivered to their neighborhood library as quickly as possible. Thanks to UPS, customers can request holds on materials and retrieve materials within 24 hours of the hold being placed.

Language issues, project management styles, time zones, feedback and systems integration strained organizational resources. Not only did these issues impact workflow and other processes, the libraries’ collections also needed to address some very practical challenges, such as the use of many non-Roman script fields in their records, including Greek and Arabic.

AMICAL’s participating libraries chose WorldCat as a group catalog platform. Because their bibliographic data are dependent on the complete contribution of local records, the libraries were confronted with some unexpected delays. From managing limited staff time to reconciling different institution policies, organizational challenges added new dimensions to an already complex task.

For this level of inter-organizational collaboration, staying flexible—loosening up on institutional standards for the benefit of users—was a key to success. The more dynamic and innovative a cooperative opportunity may be, the more it will rely on changing workflows, intensive training and new tools. Emotionally, this translates into shifting collective mindsets. Participants may need to relinquish established protocols in order to reach common ground.

**Said Elisabetta Morani, of John Cabot University (Rome, Italy) on AMICAL participation:**

Our library worked in almost total isolation without contacts at any libraries. The AMICAL consortium was a wonderful tool to build a new vision of librarianship and interlibrary cooperation, which I think is still the most important outcome for JCU [John Cabot University] participation.

Initially, the RESPOND project contributed in creating a sense of urgency for the standardization of our records. We went to our administrators saying that a nonstandard catalog had no future and that we would not have been able to participate in RESPOND if we kept the old catalog.

The RESPOND project has provided important opportunities for training, and I expect that this aspect will be relevant also in the future. It has introduced us to OCLC services like Connexion and WorldCat. For the future, I certainly see possible benefits in collaborative collection development analysis. Through WorldCat, the visibility of our library has grown both internationally and locally.



Another example of intra-organizational cooperation: the University of Michigan Press has recently restructured and is now an academic unit under the university's Dean of Libraries, Paul N. Courant. Instead of being a standalone corporate entity, this reorganization positions the press as a pioneer in digital publishing, aligning it more closely within the university's library organization, whose mission it is to spread research as widely and freely as possible.

"We are moving beyond spatial limitations and moving toward providing readers and researchers with information wherever they are, and whenever they need it," said Mr. Courant.

As a separate entity, the press had a business model that simply wasn't viable. The reorganization has allowed for closer coordination between the press and existing University of Michigan publishing services. The move has also allowed the press to focus more on digital

monographs and print-on-demand reprints of out-of-copyright books from its digitized collections, as well as thousands of books from other sources.

**Take-away:** When cooperating across organizations, transparency among partners is key. Trying to hide difficulties will only lessen the potential for success, and may alienate those who are best-positioned to help.

## **Finance – cooperation conquers cost**

In Fayetteville, Arkansas, a green economy is emerging. The Fayetteville Public Library is collaborating with many local groups to test solar technology on its roof. Within a year, a 48-solar-panel system, designed by University of Arkansas engineering students, will be installed on the library roof. The system will produce energy for the library and electrical grid and will serve another purpose—to be a test bed for locally developed solar technologies, such as more

efficient inverters being developed at Arkansas Power Electronics International.

"It's a convergence of the business community, the city, the library, the university and the state—people and organizations coming together to do something really innovative for the library, the community, the local economy and the planet," said Louise Schaper, Executive Director of the Fayetteville Public Library.

This might seem like a strange match at first, but when you list the benefits, they paint a picture of a very strong paradigm for future library cooperation. The library:

- Reduces its utility costs while matching its needs (electricity) with a unique resource (a really big roof).
- Is the talk of the town, tapping into new groups of potential library users and supporters, including university students, residents and businesses.
- Invests in, supports and promotes local businesses.
- Is an active participant in the community's economic engine.
- Is seen as a driver of innovation through cooperation.
- Provides a place where residents and businesses can learn more about solar technologies, in this case with a display in the lobby that shows real-time information on power that's being produced. The library is, thus, positioned as a learning lab.

Had the library management looked at the simple financial issue—electricity costs—as a stand-alone challenge, they would have probably been unable to afford the final solution. Many libraries and small businesses do not have the necessary funds to jump straight into solar power.

**Take away:** Examining financial challenges from a cooperative mindset yields very interesting possibilities. The simple question, "How can we save money on XYZ?" can be expanded to be more inclusive:

- What other industries and businesses have an interest in these costs?
- What other social and business issues are involved?
- Who in our community is most concerned with these issues?
- What interesting or innovative resources can the library provide?
- How can we get other libraries involved?

The desire for cost savings is at the heart of many cooperative efforts. Libraries have always provided shared resources for users—and each other—thus lowering costs for all participants. Cooperative efforts aimed at improving how libraries share materials is an ongoing process. In the 21st century, however, libraries can look to expand the boundaries of financial cooperation to include partners in other industries, communities and areas of practice.

## The future of cooperation

More and more people and groups are banding together using technology to creatively share interests and materials. As competition for the attention of information seekers continues to grow, 21st century libraries have more challenges—and more opportunities—to consider broad, flexible cooperative efforts.

In many businesses, cooperation is not always a natural tendency or a comfortable environment. Self-sufficiency, vendor-customer relationships and competition are more easily defined and, often, require less risk. Unlike many other industries, though, cooperation is fundamental to the work that libraries do. When institutions work together to save money and time, reach users more efficiently and deliver the unique resources that libraries, museums and archives provide, they re-prove the value of the cooperative model. ■

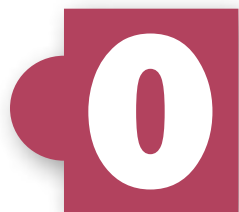


# Sharing resources and managing the library in new ways



## OCLC announces strategy to move library management services to Web scale

WorldCat Local offers libraries “quick start” to Web-scale services



OCLC is connecting the content, technology and expertise of its member libraries worldwide to create the first Web-scale, cooperative library management service. Member libraries can take the first step to realizing this cooperative service model with a new, “quick start” version of the OCLC WorldCat Local service.

“Our strategy to move library management systems to Web scale builds on OCLC’s 40-year history of innovation and cooperation,” said Jay Jordan, OCLC President and CEO. “In 1967, OCLC Founder Fred Kilgour revealed a strategy to create an online union catalog through shared cataloging in order to reduce individual transaction costs for libraries. The result has been WorldCat, which has saved libraries millions of dollars in cataloging and interlibrary loan costs. Today, we are extending that strategy of cooperation to reduce the costs of library management functions, such as circulation and acquisitions. Our goal is to lower the total cost of managing library collections while enhancing the library user’s experience.”

Libraries that subscribe to WorldCat on the OCLC FirstSearch service will get WorldCat Local “quick start” as part of their subscription at no additional charge. WorldCat Local “quick start” offers libraries a locally branded catalog interface and simple search box that presents localized search results for print and electronic content along with the ability to search the entire WorldCat database and other resources via the Web.

This new library service design will support library management for print, electronic and licensed materials built on a new, Web-scale architecture that provides streamlined workflows and cooperative solutions. The Web-scale solution will not only include the functionality of disparate systems, it will interoperate with third-party business process systems, such as finance and human resources, and will reduce the total cost of ownership for libraries. OCLC will begin piloting the Web-scale management service components this year.


“To truly deliver network-level services—a platform-as-a-service solution—and not simply Internet-hosted solutions of current library services, new system architectures and workflows must be built that are engineered to support Web-scale transaction rates and Web-scale collaboration,” said Andrew Pace, OCLC Executive Director for Networked Library Services. “OCLC is in a unique position to create cooperative network effects in library management services on a par with OCLC Cataloging and OCLC Resource Sharing.”

OCLC will work with the more than 1,000 libraries and partners that are currently using OCLC library management systems in Europe and Asia Pacific to help build this service. These libraries will participate in this new system development by adding Web-based services to their local solutions to extend services for end users. ■

For more information, visit

[www.oclc.org/productworks/webscale.htm](http://www.oclc.org/productworks/webscale.htm)

## One interface, many formats: WorldCat.org access to OCLC electronic resources



In July 2009, OCLC will expand access to its electronic resource services through an enhanced WorldCat.org interface. Users of OCLC FirstSearch databases, NetLibrary eBooks and eAudiobooks, Electronic Collections Online eJournals, ArchiveGrid archival collection descriptions and CAMIO (the Catalog of Art Museum Images Online) art museum images will benefit from use of popular WorldCat.org features in addition to integrated search results that feature locally available resources.

This improved functionality provides users of WorldCat.org, WorldCat Local and WorldCat Local “quick start” with the ability to find and access a wide variety of content from within a unified search experience.

In addition to the single search box familiar to today’s Web users, the enhanced WorldCat.org interface will deliver new functionality—relevancy ranking and faceted browsing—to simplify finding and getting library resources. Users will also benefit from social tools such as personal profiles, reviews, ratings and recommendations and the option to create and share lists with WorldCat users worldwide. Following the initial release in July, OCLC will expand the interface with additional enhancements on an ongoing basis.

This enhanced interface will be available at no additional charge to any library that licenses any of OCLC’s electronic resources. Existing interfaces for FirstSearch, NetLibrary, CAMIO and ArchiveGrid will continue to be available through at least 2011 to insure a smooth transition for library staff and library users.

Brian Cannan, OCLC Product Manager, said “The WorldCat.org interface will simplify information retrieval for users by bringing together relevant content irrespective of format into a single result set. This development will help users find what’s in their library and then help them get to it, in as few steps as possible.” ■

For more information, visit

[www.oclc.org/info/eresources](http://www.oclc.org/info/eresources)



In July 2009, OCLC will expand access to its electronic resource services through an enhanced WorldCat.org interface.

# Sponsoring cooperative learning

OCLC supports opportunities to explore new ideas and new thoughts with partners in the information industry



*Each year, library leaders and OCLC staff members meet and engage hundreds of passionate information professionals, researchers, entrepreneurs, political leaders, trustees, students and library users—all of whom are working to advance research, scholarship, education, community development, information access and global cooperation. The ideas exchanged are often catalysts for new services and program ideas at OCLC and at organizations and groups outside the library community. This collaborative approach to learning and change has been a practice at OCLC since the earliest days of the cooperative. Above are the participants from the Symposium for Publishers and Librarians.*

## A Symposium for Publishers and Librarians

**O**CLC recently hosted a Symposium for Publishers and Librarians to discuss metadata needs, practices, life cycle and economics across the communities and to explore opportunities for change. About 50 representatives from the publishing, library, standards and academic communities attended the symposium. The purpose was to identify potential new cost savings and workflow efficiencies for both libraries and publishers in metadata creation and maintenance.

Among the insights:

- Libraries and library metadata are not on publishers' radar and vice versa.
- The structure of the MARC and ONIX formats is inhibiting mutual understanding and ability to work together.
- Authors and users are important inputs to the metadata debate.
- Publishers and libraries need to influence the ILS industry to accommodate data flexibility.
- ONIX and MARC are communication mechanisms, not standards to support systems.
- Focus on small 'chunks' of problem areas where changes can be accomplished. The CIP process and ISNI are good places to start. ■

For more information, visit

[www.oclc.org/publisher-symposium](http://www.oclc.org/publisher-symposium)

Scenes from the Publishers Symposium.



## JISC Conference 2009— Opening Digital Doors

OCLC sponsored the JISC Conference 2009, “Opening Digital Doors,” in Edinburgh, Scotland. OCLC and JISC share a history of connections and collaboration, as well as a common interest in making libraries and higher education institutions more effective through innovation and shared services.

Lorcan Dempsey, OCLC Chief Strategist and Vice President, OCLC Research, spoke at the event in a session titled, “Higher education in a global economy—the implications for technology and JISC” regarding the changing higher education environment and the impact for JISC and the academic community.

In an interview to mark OCLC’s sponsorship of the conference, Karen Calhoun, Vice President, OCLC WorldCat and Metadata Services, spoke with JISC

about what OCLC does to provide digital content for learning and research, as well as how improved access to this well-cataloged knowledge can help to improve the student experience—a key theme of the conference. A podcast of the interview is available at [www.jisc.ac.uk/news/stories/2009/03/calhoun.aspx](http://www.jisc.ac.uk/news/stories/2009/03/calhoun.aspx).

JISC, the Joint Information Systems Committee, manages research and development programs and provides leadership in the use of Information Communications Technology (ICT) for teaching, learning, research and administration among United Kingdom Higher and Further Education Institutions. ■

For more information, visit

[www.jisc.ac.uk/events/2009/03/jiscconference09.aspx](http://www.jisc.ac.uk/events/2009/03/jiscconference09.aspx)



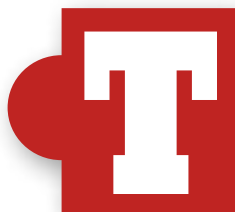
Lizbeth Goodman, Chair of Creative Technology Innovation at the University of East London, Director of SMARTlab Digital Media Institute and Director of Research for Futurelab, was the keynote speaker at the JISC Annual Conference, which OCLC sponsored.



# Gates Foundation, OCLC to develop community-based awareness campaign to increase support for libraries

Georgia and Iowa to lead effort

BY BOB MURPHY AND  
LINN HAUGESTAD EDVARDSEN



The Bill & Melinda Gates Foundation announced in May a \$5 million grant to OCLC to develop a community-based public awareness campaign. The campaign is designed to highlight the vital role of public libraries in today's challenging environment and raise awareness about the critical funding issues public libraries face.

OCLC is partnering with libraries and library systems in parts of Georgia and Iowa to launch the awareness campaign. A small number of additional participants will be selected in July. Later in 2009, OCLC will make available community awareness campaign materials and other guides to assist library leaders throughout the country in their efforts to strengthen support for local libraries.

The current economic crisis has led to dramatic increases in U.S. library visitation as people rely on libraries for free computer and Internet access to conduct job searches, access government services, learn new workforce skills and use other resources they can no longer afford at home.

The tightening economy has also put library funding—80 percent of which comes from local government sources—at risk. Many library systems predict deep state and local funding cuts in 2009, a growing burden for the roughly half of all libraries struggling against declining or flat budgets.

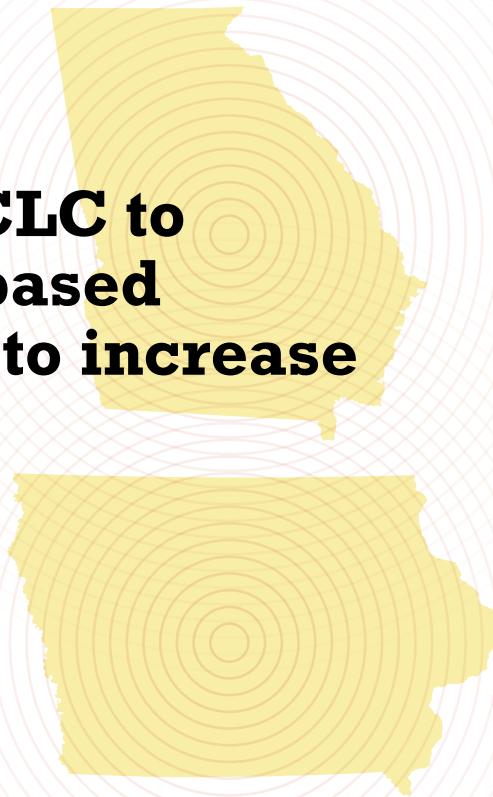
“There has never been a more important time to highlight the importance of and support the services provided by public libraries,” said Jill Nishi, Deputy Director of the Bill & Melinda Gates Foundation’s U.S. Libraries effort. “As a long-time partner to

libraries, we believe it’s critical to help ensure they remain strong during this especially challenging time. But we hope new partners, community leaders and local governments will also continue to recognize the value of libraries and support them accordingly.”

OCLC is working with Leo Burnett USA, a Chicago-based marketing communications agency, to develop and implement the community support campaigns with the help of local library leaders and field managers. They will use advertising, e-mail marketing, online engagement, public relations and grassroots community initiatives to heighten awareness of the need for increased library support.

“The value and relevance of libraries is especially clear in a difficult economy. However, few people are aware of how their libraries are funded and of the increasingly fragile state of library funding,” said Cathy De Rosa, Global Vice President of Marketing for OCLC. “It is our goal that the campaign model, jointly created and implemented in local communities, can provide a roadmap for building awareness of the vital services libraries provide and how to convert that awareness into increased support.” ■

For more information, visit  
[www.oclc.org/advocacy](http://www.oclc.org/advocacy)



# More cooperation enhances WorldCat

## Six-month experiment lets more librarians make changes to WorldCat master records

BY DAVID M. DUKE



In response to requests from the library community, OCLC has introduced the Expert Community Experiment, a project that allows cataloging members with full-level authorizations more flexibility in making changes to WorldCat master bibliographic records. The Experiment, which began on February 15, 2009, will last for six months.

Few things have frustrated librarians more than finding a mistake in a master bibliographic record and not having the ability to correct it. While member libraries have been able to upgrade minimal-level records in WorldCat (subject headings and call numbers, for example), major changes required contacting OCLC to initiate the updates.

To date, the Experiment has captured the attention of catalogers. More than 900 sites have participated in five webinars and over 1,000 institutions have changed at least one record. Individual institution numbers range from three institutions doing more than 500 replaces to 242 institutions doing 1 replace each. In all, 60,244 record replaces have been made by librarians participating in the Experiment.

“This experiment from OCLC is a great opportunity for us in the profession to push for a more ‘wiki-like’ cataloging environment where we all benefit from the knowledge of the community,” says Jennifer Eustis, Catalog/Metadata Librarian at Northeastern University Libraries. “The sheer participation says that catalogers are eager to share our work to a greater extent, to evolve into a more networked community, and to become a community that can learn from the expertise of each other in a more open environment.”

“If we take into account the drive towards linked data, all of these enrichments can be seen later on as providing key points from which to create networks of information and therefore knowledge. Instead of skeletal records, suddenly records become a repository of data nodes linked to other data nodes.”

Type of Update	February	March	April	May	Totals
Expert Community Experiment	5,816	18,235	19,489	16,704	60,244
<b>Total Unique Institutions</b>	702	1,001	1,025	1,024	
Database Enrichment	7,824	18,235	19,250	15,950	61,259
Minimal-Level Upgrade	6,045	14,791	14,568	13,178	48,582
Enhance Regular	6,681	15,052	14,705	15,521	51,959
Enhance National	1,657	3,583	3,323	2,998	11,561
CONSER Authentication	635	1,929	1,547	1,118	5,229
CONSER Maintenance	2,741	6,183	6,010	5,410	20,344

### Benefits of the Experiment

The additional capabilities provided by the Experiment are an expansion of those that have been available for several years through various database enrichment programs. The benefits of the six-month Experiment include:

- Expanded use of expert community catalogers
- Increased capabilities—changes can be made to full-level cataloging records and more fields in the master record
- Improved sharing—more libraries making upgrades to master records
- Timeliness—record edits are made in real time so there’s no waiting for updates to appear in the database
- Extended portability—network-level cataloging for use in local cataloging
- Increased flexibility—maintenance of WorldCat records can be shared more equally among OCLC staff and member libraries.

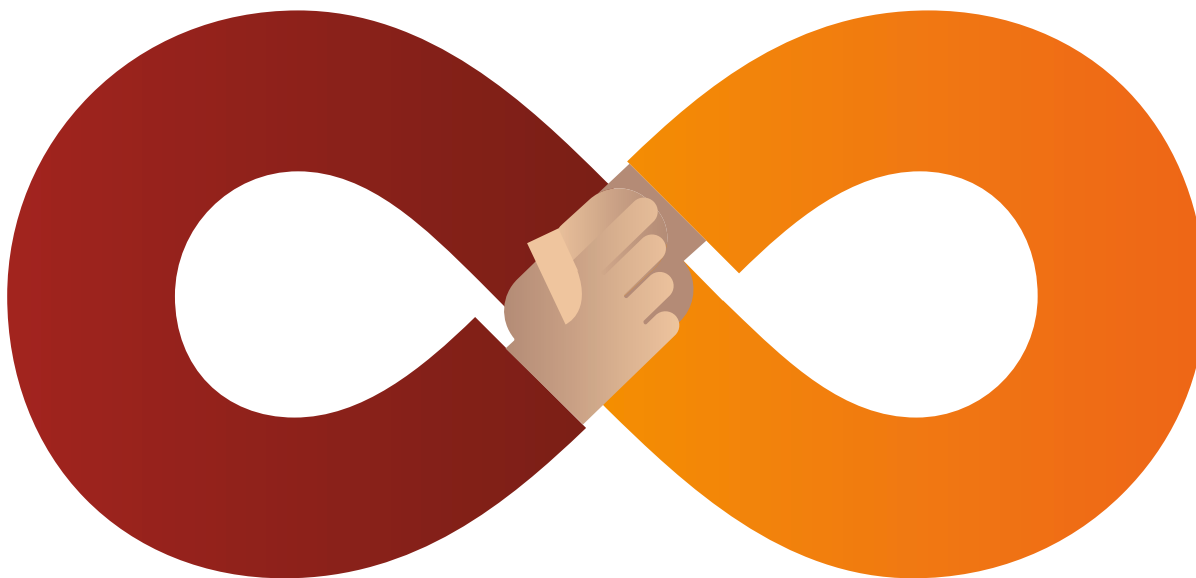
“We’re excited to be able to provide more flexibility that allows member libraries to make more additions and changes to records,” says Glenn Patton, Director, WorldCat Quality Management Division at OCLC. “It’s very much in the spirit of the OCLC cooperative to make record maintenance more efficient and to make the improved record available to other member libraries more quickly.” ■

For more information, visit

[www.oclc.org/worldcat/catalog/quality/expert](http://www.oclc.org/worldcat/catalog/quality/expert)

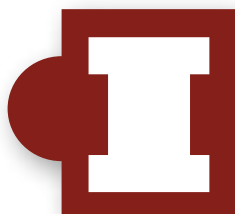
# How we succeed together

BY BRAD GAUDER



‘Cooperation’ takes on different forms at different organizations, often with some sort of benefit for a larger community. At OCLC, cooperation is a core value and a founding principle. Here are a few examples of the widely varying cooperative efforts that play a part in OCLC’s daily activities, and how they benefit the library community.

## IFLA Fellowship program



Introduced in 2000, the IFLA/OCLC Early Career Development Fellowship Program (renamed for OCLC President Jay Jordan in 2008) provides early career and continuing education for library and information science professionals from countries with developing economies.

The program is jointly sponsored by the American Theological Association, the International Federation of Library Associations and Institutions (IFLA) and OCLC. A panel of sponsor representatives selects up to six Fellows, including one from a theological library, for the annual, five-week program.

Four weeks of the program are based at OCLC headquarters in Dublin, Ohio. The fifth week is based at OCLC’s office in Leiden, the Netherlands. The program gives Fellows opportunities to:

- Meet with leading information practitioners
- Visit libraries and cultural heritage institutions in North America and Europe
- Explore topics that include information technologies and global cooperative librarianship
- Observe a very diverse governing body at work as it helps to shape the direction of the OCLC cooperative

Fellows develop specific professional development plans to guide their continued growth and contributions to their home libraries after completion of the Fellowship program.

OCLC hosted the first class of Fellows in 2001, and following its 2009 program will have hosted 44 Fellows from 28 countries.

## OAIster database hosting

In 2002, the University of Michigan (UM) launched the OAIster database with grant support from the Mellon Foundation. It was developed to test the feasibility of building a portal to open-archive collections using the Open Archives Initiative Protocol for Metadata Harvesting (OAI-PMH). OCLC worked closely with the Open Archives Initiative in the technical and policy work in developing the OAI-PMH protocol.

Under UM’s stewardship, OAIster grew to become one of the world’s largest aggregations of records that point to open-archive collections—more than 19 million records contributed by 1,000+ organizations worldwide as of early 2009.



With long-term sustainability of OALster in mind, UM approached OCLC to discuss how this resource could continue to thrive on OCLC's service platform. In January 2009, UM and OCLC announced a partnership to ensure continued public access to open-archive collections through OALster and expand the visibility of these collections to information seekers through OCLC services.

The OALster database is now available to subscribers of the OCLC FirstSearch Base Package. It complements the resources in the WorldCat database with unique digital resources that include digitized books and articles, digital text, audio and video files, photos and downloadable statistical information. OCLC plans to add OALster access through the WorldCat.org interface later in 2009 for even greater visibility of OALster content.

John Wilkin, Associate University Library, University of Michigan Library, comments: "OCLC plays a pivotal role in the business of metadata creation and distribution. Situating OALster with OCLC helps to create an increasingly comprehensive discovery resource for users."

## WebJunction

In 2002, OCLC received a three-year, \$9 million grant from the Bill & Melinda Gates Foundation to develop a Web-based community to help public libraries across the U.S. and Canada enhance their public access computing programs. On May 12, 2003, this community, WebJunction, was officially launched.

On its Web site, WebJunction identifies strongly with the values of community and cooperation:

WebJunction started with investments from OCLC, the Bill & Melinda Gates Foundation, IMLS, and others. We think of this as philanthropic "venture capital." While some investors seek to start new enterprise for the private sector, these organizations have invested in our enterprise for the social sector. This investment is meant to serve the common good for all libraries.

Guided by an advisory committee whose members have extensive experience working in or with libraries, WebJunction has grown into a thriving, online community for those who deliver technology, training and other services to library users. This community helps its participants:

- Collaborate on day-to-day concerns like technology and space planning, computer equipment troubleshooting, and technology purchasing advice
- Develop curricula to meet the training needs of library staff and users
- Build partnerships within and across communities of practice

With more than 30,000 registered members and 90,000 unique site visitors each month, WebJunction's reach into the library community is strong and steady.

## Dublin Core Metadata Initiative

A hallway conversation at the 2nd International World Wide Web Conference in late 1994 about the difficulty of finding resources on the Web provided the impetus for the Dublin Core Metadata Initiative (DCMI), now widely known as a leading metadata standard.

This conversation included OCLC researchers Stuart Weibel and Eric Miller, OCLC Office of Research Director Terry Noreault, Joseph Hardin of the National Center for Supercomputing Applications (NCSA), and the late Yuri Rubinsky of SoftQuad.

Their brainstorming led to a joint workshop cohosted by NCSA and OCLC in March 1995, at which more than 50 people discussed the considerable usefulness of a core set of semantics for categorizing the Web to make search and retrieval and the management of Web content easier. Because the workshop was held at OCLC headquarters in Dublin, Ohio, the result was named 'Dublin Core Metadata.'

Since then, more than a dozen conferences and workshops have been held on four continents, and the Dublin Core has become an ISO standard. In 2001, the format was broadened to include tutorials and peer-reviewed conference papers and posters. This offered the metadata community enhanced opportunities to learn, exchange ideas and work on development of Dublin Core metadata standards.

Recognizing that the language of metadata is generally the language of a resource description, the DCMI standard now includes a registry that provides definitions in more than 20 languages. With material support of OCLC and other organizations, it has evolved into an open organization—also known as DCMI—that focuses on the development of interoperable online metadata standards that facilitate the finding, sharing and management of information. ■

# Managing the collective collection

The next major stage in library collaboration will require a changed view of print collections, one that acknowledges the primacy of on-demand access in the online environment and the need to mobilize physical inventory more effectively across a much wider audience of users

BY JIM MICHALCO AND CONSTANCE MALPAS



For more than a century, library cooperation in the United States has enabled individual libraries to realize cost savings while expanding the reach of local collections and services. Great economies of scale have been achieved through cooperative approaches to resource description, access and delivery that rely on a combination of shared policies, operating practices and infrastructure. This article examines the underlying framework for library cooperation and identifies emerging requirements for a new approach to managing what has long been regarded as the core institutional asset of any library: its physical collections.

## Shared Policies

Interlibrary lending has been at the center of library cooperation for many years and represents the most successful collaborative effort to impact both libraries and their users. It was the introduction of a parcel post service by the U.S. Post Office that provided the necessary infrastructure for large-scale resource sharing, by dramatically reducing the costs of transporting library materials from point to point. However, what enabled libraries to quickly take advantage of these transport services was a set of shared policies and understandings that governed the interactions between institutions.

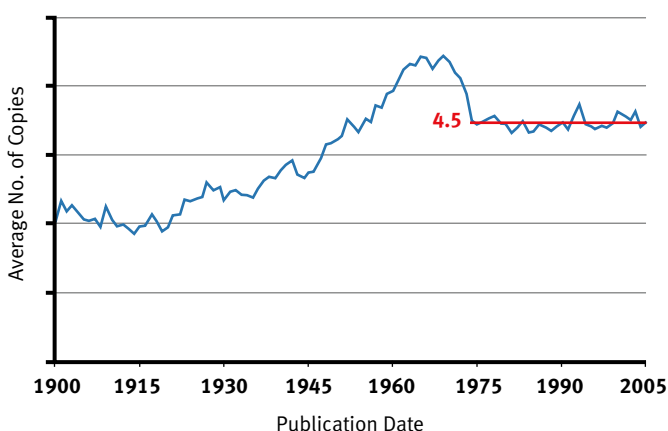
Today...OCLC Research is examining the policy requirements that will enable libraries to embrace an even deeper form of resource sharing based on cooperative management of the aggregate print collection. A survey of policies governing single- and last-copy print repositories identified a surprisingly small number of core elements needed to support cooperative collection management.<sup>1</sup>

## Shared Operating Practices

The creation of union lists and the emergence of geographically based cooperative cataloging represent major milestones in 20th-century library collaboration. Union lists of books and periodicals provided a system-wide view of library resources, increasing the discoverability of collections, while the division of labor in regional cataloging hubs made it less expensive to describe those resources. This kind of collaboration was made possible because libraries had developed common descriptive practices that were codified in formal cataloging rules.

Today...OCLC Research is working with members of the RLG partnership to model shared procedures for managing risk in print journal collections. Establishing shared operational workflows for managing risk at the system-wide level provides the necessary condition for benchmarking and optimization, enabling individual libraries to realize local cost savings while maximizing preservation benefits.

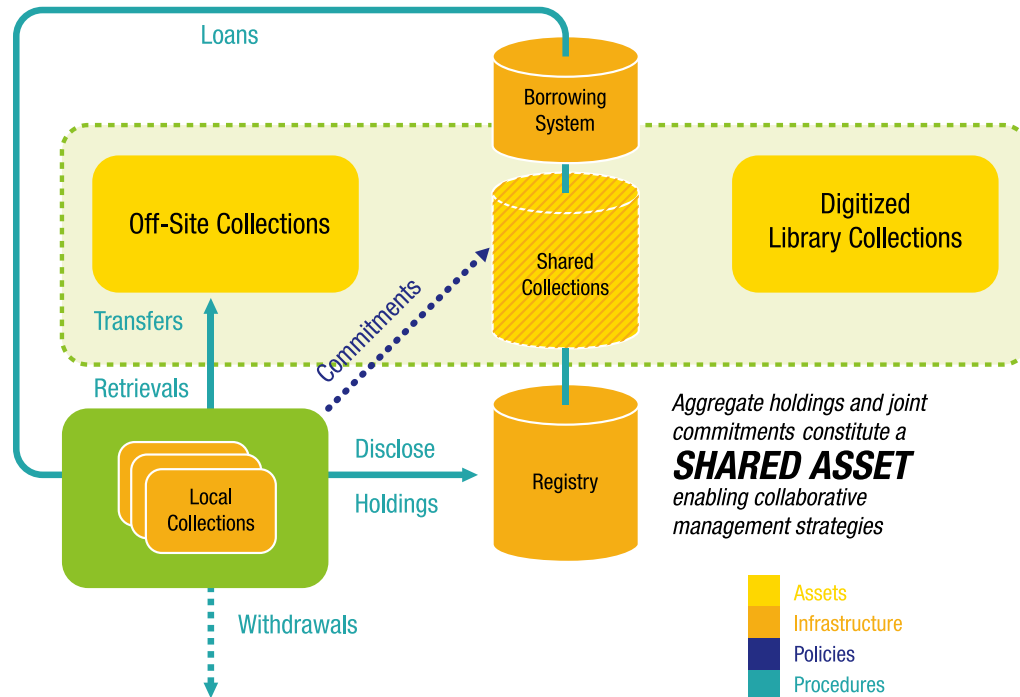
## Duplication Rate in an Academic Collection



(OCLC/OhioLINK, 2008)

1. Malpas, Constance. 2009. "Shared Print Policy Review Report." Report produced by OCLC Research. Published online at: <http://www.oclc.org/programs/publications/reports/2009-03.pdf>

## Proposed Model of Shared Print Collections



### Shared Infrastructure

As communications technologies advanced and computing became more generally available in the 1960s and '70s, the scope of library collaboration increased. This was the period when OCLC was founded and cooperative cataloging was automated in order to reduce the costs associated with duplicate work. The capital costs of computer technology at the time were significant and building the infrastructure to support a distributed cataloging environment demanded a cooperative model.

Today... OCLC Research is leveraging community investment in the WorldCat database to provide libraries with the means to disclose and discover print archiving commitments, so that individual libraries can manage local holdings in the context of system-wide preservation needs. Increasing the visibility of existing preservation infrastructure, including off-site storage facilities, is a critical part of this strategy.<sup>2</sup>

### Shared Assets

As an increasing proportion of library-owned content moves into the online environment, successful models of library cooperation will require an additional component: a framework for managing print book and journal collections as a shared asset.

With the expanding scope and variety of online media, social and scholarly behaviors that were once supported by

physical library collections and spaces have increasingly moved to the Web. In this environment, the once-distinctive value of locally held print collections has rapidly diminished as the line between discovery and delivery is blurred: the increasing ubiquity and rapidly evolving feature-set of digital collections has largely displaced print as the value-center of the library.

A number of library-driven initiatives now seek to coordinate the production, preservation and delivery of digital collections as an aggregate resource. The best of these efforts will result in operational efficiencies and cost savings supported by shared policies, procedures and technical infrastructures. Yet, as the library community strives to develop cooperative strategies for building and managing digital content, it must also grapple with the opportunity costs of continued investment in legacy print collections. There is considerable redundancy in the system-wide book collection, even among libraries with a long history of successful resource sharing. For example, recent research on aggregate holdings in a state-wide academic collection has found an average of more than four copies per title, a rate of duplication that far exceeds circulation-based demand. By managing this collective collection as a shared asset, libraries can achieve significant cost reductions, improve access services and maximize the return on institutional investments.

OCLC is actively pursuing a range of research and development efforts that will position it to extend the cooperative infrastructure in support of this next transformation of library service. ■

2. Payne, Lizanne. 2007. "Library Storage Facilities and the Future of Print Collections in North America." Report produced by OCLC Research. Published online at <http://www.oclc.org/programs/publications/reports/2007-01.pdf>

# OCLC evolves governance and service models to provide more opportunities for participation and partnership

BY ANDY HAVENS



OCLC Members Council has adopted a new set of governance practices in order to move to a model that better represents member institutions all over the world. This change was approved

by Members' Council in May of 2009, at the last meeting of that organization before it transitions to the new governance model under an OCLC Global Council.

Under the new governance structure, any institution participating in cooperative OCLC programs or services will be a member of OCLC. In addition to electing delegates to the Global Council, all members will be able to directly impact the direction of the cooperative through involvement in one of three Regional Councils:

- OCLC EMEA (Europe, the Middle East and Africa)
- OCLC Asia Pacific
- OCLC the Americas

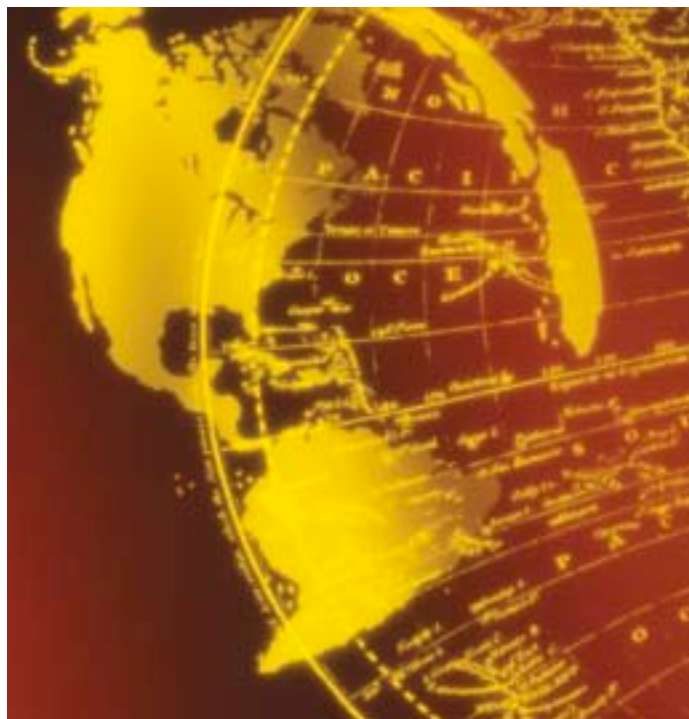
Through participation in the Regional Councils, any member can bring resolutions to the table for a vote, and direct consideration by the Global Council. While the Global Council will retain the authority to vote on Board of Trustees appointments and changes to OCLC Foundation Documents, OCLC is looking forward to getting advice and direction from all members through the Regional Councils.

“This change will enable more organizations all over the globe to provide feedback directly to OCLC,” said George Needham, OCLC Vice President, Member Services. “We’re looking to member libraries, museums and archives to help us discover, develop and roll out the ideas that will drive the future of information services.”

Each Regional Council will select a chairperson and administrative officers who, in cooperation with OCLC, will plan at least one live Regional Council meeting annually, and may schedule additional virtual meetings as needed. OCLC will support these meetings where all members in the Region will be able to participate in discussions, advance ideas and vote on resolutions related to the cooperative.

In the United States, these changes in governance structure parallel a shift toward a more direct model of service for OCLC member libraries. OCLC and the regional U.S. networks have developed a new partnership model allowing for more direct participation from libraries while providing improved billing assistance, centralized support and a national portal to expand training options.

Across the board, OCLC is expanding the ways in which libraries, museums and archives can join the cooperative, take part in its direction, and benefit from a shared vision for the future of information services. ■





**11,908**

Internet addresses using the Internet domain .coop

<http://www.nic.coop>

**177,383,728**

People worldwide who are members of financial cooperatives (credit unions)

<http://www.woccu.org/memberserv/intlcusystem>



**29**

Global cooperatives with annual revenues in excess of \$1 billion, including Land O'Lakes Inc. and ACE Hardware

<http://www.ncba.coop/pdf/PressKit2008.pdf>

**2,300,000**

Miles of electricity distribution lines owned or maintained by electric cooperatives

[http://www.ncba.coop/abcoop\\_util.cfm](http://www.ncba.coop/abcoop_util.cfm)

