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Vision 2010

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Upcoming Issues

Winter 2001
*Trends in Genealogy
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Vision 2010

The Knife Edge Ridge

There are many terms mountain climbers use. One descriptive phrase is “the knife edge ridge.” These precarious places are usually close to the summit, where the exposure is maximum. On either side of the ridge, the slopes drop off precipitously. The only way to reach your goal is to focus—move deliberately, but move quickly. Don’t delay, because a storm could move in, the snow could get soft, nightfall could obscure your vision.

The knife edge ridge might describe the place between where libraries are now, and where we would like them to be in the next several years. In 1999, the OLA Executive Board charged a Vision 2010 Committee to develop a road map for the next decade. The committee took a rational strategic approach to the planning process. We conducted three environmental scans to provide us with a context. What was Oregon’s population going to look like? What about the economy? How was technology going to affect people’s access to information? What recruitment challenges did we face in the next decade? How will the political climate affect copyright law, database content, Internet availability in public libraries?

The next phase of the process began in a predictable time-honored fashion. State the vision. Outline the goals and objectives. Then describe a set of action plans associated with each objective. After several months of struggling with planning terminology and trying to cover all aspects of library service, the committee experienced an epiphany. Libraries no longer

had a lock on the information dissemination business. Casual readers and serious researchers had other more convenient options. The print-on-paper world gave us a comfortable monopoly. We could say to our users, “Come to us and do it our way.” Our committee’s real challenge was to describe how libraries had to transform to become successful in a competitive environment.

What does this brave new competitive world look like? In the past week alone, three things happened that help to describe both the pace and the nature of this changing world. First, *Amazon.com* announced a new service called e-Documents. Customers can download and print research reports on innovative investment and marketing strategies; the latest research on e-commerce and telecommunications technology; reports on computer programming, web development, media technologies, and network applications. Second, the *Learning Network* and *ebrary* launched the first public beta of ebrarian™, a system designed to select the most relevant content and to securely deliver high-value business and economics titles to its communities of students, consumers and professionals. You pay only if you want to print. And third, at the University of Oregon Library, a student walked into the office asking for “lost and found.” “What did you lose?” we asked. The student struggled to find the right word and finally said, “It’s like a hand-held spell-checker.” The student had lost his dictionary, but he could only describe it using online vocabulary.

While these events may seem daunting, there are also many developments that are encouraging. The Library of Congress, OCLC, and several major libraries across the country are experimenting with 24x7 online reference service. The technical barriers that used to prohibit users from searching across different catalog systems are being eliminated. Research libraries and faculty are collaborating to create new digital libraries and alternative methods of scholarly publishing. Document delivery systems are getting faster, cheaper, better.

The library community has not been standing still while the world around has been changing rapidly. But a steady pace of incremental change may not be sufficient to secure a place in the future. We need to take some giant steps as well. In the following pages, you will not see a long list of goals, objectives, and action statements. Instead, Vision 2010 has focussed on a few giant steps that we think will help libraries remain at the center of our communities and campuses as primary providers of information services (see *A Call to Action for the Oregon Library Association*, page 21). To provide the reader with food for thought, we have included several different scenarios of our future.

Reaching our vision—like reaching any summit—takes commitment, energy, and a keen awareness of the environment. The journey is not always easy, but the end is worth the effort.

—Deborah Carver,
University of Oregon
Guest Editor

Editorial

It's Our Choice

by *Mary Devlin*
and *Jeanne Goodrich*
Library Consultants

If libraries don't change, they won't be around much longer. That's the straight story.

When the Vision 2010 Committee began its work last year, we did the traditional planning thing. Vision, goals, objectives, activities—you know, we could have just numbed your neurons. We would have met our obligation, we all would have had another incremental plan to refer to—and we could all kiss the libraries we love good-bye.

Instead, our research and reflection told us to scare the library paste out of you, as it has out of us. We don't want to fiddle while Oregon libraries go down in flames. We don't want to be nice; we want to get your attention.

Here's the deal: if we don't change, and quick, we can all just work with our PERS counselors and let this phenomenal institution become a future Disney attraction. Meanwhile, our grandkids will pay Questia or its successors \$19.95 a month and access all they need to get a college education.

"Whoa," you ask, "what got their Cutter tables in a tangle?" Let's focus on the context. The Vision 2010 Committee had the charge to "develop a road map for the next decade." To do this we looked at both the external environment—what's happening in Oregon—and at our internal environment—what's happening in Oregon libraries and what's happening within the profession nationally. What we discovered was pretty scary. (For the full reports, see <http://www.olaweb.org/v2010/>)

The demographics in Oregon are changing. There will be a lot more of us here with a growing number of elders and, at the same time, a booming and much younger Hispanic population. There is an increasing income gap—the rich getting much richer and everyone else losing ground. A high dropout rate feeds economic, educational and opportunity disparities.

What remains the same? There's the "Willamette Valley versus the rest of

Oregon" issue. Jobs and the wealth band continue to be concentrated down the valley. There's the built-in uncertainty of our political process with ballot measures, initiative petitions and all the rest—continuing economic uncertainty for public institutions is a likely result.

What does all this mean? Increased political volatility seems likely, not just with geographic segments but also with age segments, economic segments and ethnic segments. This doesn't bode well for libraries as they continue to have to compete for scarce resources. Throw in increasing competition from the private sector and it looks downright grim for libraries that carry on with business as usual.

What's been going on in Oregon libraries? Both public and academic libraries' resources have generally improved in the last ten years—but not enough to really keep pace with needs. At the same time school libraries are disappearing in many districts. There is a growing demand for added-value services and for virtual services without much money to do them.

Consolidations and mergers have changed the price and pricing structure of publishers and vendors. Publishers are attacking libraries as being unfair. Their attack on fair use and the threat of UCITA legislation can alter the foundations of how libraries do business.

Then there is the approaching retirement bulge. Who will replace those retiring? Who will be the new leaders in our libraries? New recruits to librarianship are often opting out of libraries to work in other areas of the information industry. Developing a diverse staff is very difficult even as the general population becomes more diverse.

There's a slow rumble building under our feet and it's economic, technological, political and demographic. It's within the library/vendor/publisher environment and it's coming from outside factors and influences.

Things have been going reasonably well in the past few years. That makes this one of the most dangerous times yet for libraries.



Complacency will not do. The future existence of libraries depends upon the choices we make and the risks we take, now.

If you think this is blunt, consider the *Washington Post* feature article written during midwinter 2001. "We don't need no stinking libraries," asserts the reporter, after describing the vast array of Web resources now available. Then he goes on to ask the question that actually was on everyone's lips at the conference: "Do we need libraries anymore?" Rivkah Sass, Multnomah County Library's reference coordinator, gathering materials for the PLA Spring Symposium, asked a slightly different question: "Will libraries as we know them be around in twenty years?" Many didn't think so. Others thought at best it might be a bit longer than twenty years.

We could join in ALA President Nancy Kranich's response and intone that libraries are needed now more than ever. That may be true, but your OLA Vision 2010 Committee thinks we must confront other realities. We mean business—and that's the necessary business of active planning, marketing and changing. Let's choose our future and work together to make it happen.



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How?

The first step is to read on. We have some ideas. And we invite you to join us in thinking differently about the work we do, how we do it and who does it.

Read On...

Jane Beaumont's "Is Your Library 'Edgy?' Strategies for Thriving in the Future"
<http://fox.nstn.ca/~jbeaumont/edgy.html>

Glimpses into the future with Reva Basch, Timothy M. Andrews and Clifford Lynch.
http://www.infotoday.com/searcher/jan00/movers_shakers.htm

Stephen Arnold on Millennium Angst, new rules and technologies to watch.
<http://www.infotoday.com/searcher/jan00/arnold.htm>

Are people using the Internet? Using the public library? Or both? Results of a 2000 survey are at:
<http://www.urbanlibraries.org/Internet%20Study%20Fact%20Sheet.html>
 and in:
American Libraries, May 2001, pp. 58-61

Oregon's population increased 20 percent in the 1990s, making us the 11th-fastest-growing state. Many counties saw a doubling or tripling Hispanic population. Retirees accounted for significant growth in Central Oregon and along the California border.
<http://www.usatoday.com/news/census/or.htm>

Crucial technologies and trends to watch from John Guscott.
<http://www.libraryfutures.com/freereports/technology.htm>

For your toolkit—the Library Foresight System.
<http://www.libraryfutures.com/lfs.htm>

Between 1998 and 2000 Oregonians' public library use dropped in all age groups. Overall 59 percent of Oregonians said they used a public library in the past year, compared to 65 percent in 1998.
<http://www.econ.state.or.us/opb/>

Oregon Environmental Scan
 (Jeanne Goodrich)
<http://www.olaweb.org/v2010/scan1.pdf>

Scan of Oregon Libraries (Ruth Metz)
<http://www.olaweb.org/v2010/scan2.pdf>

Trends in the Library Profession
 (Janet Webster et al.)
<http://www.olaweb.org/v2010/trends.html>



Live in the present.
 Stretch out the past.
 Reach into the future.



Public Libraries: Surviving the Next Quarter Century

by *Jim Scheppke*
State Librarian
Oregon State Library



The future of libraries depends on our ability to look wisely into the future, anticipate possibilities, and take the risks necessary to succeed in our purpose and mission.



This is the golden age of public libraries. Things have never been better for public libraries in the U. S. and particularly in Oregon. In the past two decades we have done a wonderful job of both renovating and expanding our existing library facilities, and of building new facilities. And there are more on the way, in Eugene, Jackson County, Multnomah County, Forest Grove, Hood River, and elsewhere. Collections are strong and growing in most libraries, and library technology has been dramatically improved. Library staff are larger and better skilled than ever. Library use is at an all-time high in most libraries. Circulation is growing. Traditional reference services remain steady, while online reference services using licensed databases and library Web portals are expanding. More children are participating in library summer reading and other programs than ever before, and more and more libraries are taking children's services out of the library to child care providers and Head Start centers.

With this kind of success, it is human nature to slip into a comfort zone. And if public librarians, staff, and trustees do this, we may be extinct before 2025. This is true because the environment in which we operate is changing radically. The key word here is "competition." There are entrepreneurs in both the public and private sectors who see opportunities in the information business. They think they can do what we have done for 150 years better/cheaper/faster. This is something we have never had to deal with before. Public libraries have had a virtual monopoly on the "free reading material and information" business for the past two centuries. But that is changing, and we must be prepared and ready to respond.

Before we can deal effectively with our changing circumstances, we must first articulate the most immediate and significant threats facing public libraries. The next step is to determine the requirements that will be needed to overcome these threats. To be successful, we should also understand the barriers that could impede our progress

toward fulfilling those requirements.

The following list is an attempt at this process. The list also includes some harbingers— events that are happening now that point to the challenges we will face in the future. If you have not heard of these harbingers, you would do well to investigate them.

Top 5 Threats

1. Peer to Peer Media Sharing

Harbinger: Napster, Gnutella, "Riding the Bullet."

Scenario: Peer to peer media sharing spreads from music to books; encrypted e-books are hacked and made freely available.

2. Low-Cost e-media

Harbinger: netLibrary, bn.com, "The Plant," Hollywood Video.

Scenario: The threat of peer to peer media sharing is averted through effective litigation, encryption, and price reductions; the public accepts greatly reduced prices ("micro-payments") and is willing to pay for e-media.

3. Web-based Information Services

Harbingers: Google, Ask Jeeves, Encyclopedia Britannica.

Scenario: Any question can be answered using commercial Web-based information services supported by advertising or micro-payments.

4. Education Services Provided to Children by Schools or Non-Profits

Harbingers: Experimental school-based after school or summer programs, Head Start, SMART.

Scenario: Schools and various non-profits move aggressively into traditional library youth services markets: summer reading, storytime, after school programs, evening programs.

See Public Libraries page 23

Day Super, Night Super

by Wyma Rogers
Newport Public Library

Editor's note: Fast-forward to 2010. What will our public libraries look like? The following description captures one vision of success: innovation, flexibility, collaboration, responsiveness to community.

Jane is the day shift supervisor this week. Last night she set her coffee alarm to start up early this Monday morning. As she sits up in bed, sipping coffee, she powers up the screen across the room and “Newell Public Library, October 2010” flashes across it. It is 7:00 a.m.

Chewing on toast, she moves to the kitchen table and watches the reference librarians from the graveyard shift wave at the library’s one-way camera as they leave for the day. She reviews the reference questions left over from the night before and assigns them to the day shift, slotting each to the appropriate mailbox.

As Jane dresses for work, she thinks about the reading circle she will chair this morning. Planning for about ten people in the library, and 20 tuning in from home and school, she arranges her thoughts. How should she approach a discussion of *Heart of Darkness*? Perhaps download a biography of Conrad for reference as they talk? And, oh yes, has she prepared for next month’s book selection? Are there enough e-books to go around for the people who show up, and multiple copies in the online virtual library?

Jane walks to work, stopping by the high school to drop off an e-book. She prepared it for the teacher of the early-bird Spanish class. She has loaded Neruda, de la Barca, and Jimenez as well as a smattering of late 20th century writers. She chats for a moment with the class. A student requests an unpublished poem by Gabriela Mistral. Jane pulls out her Bibliopalm XX, searches electronic archives and is led to the University in Bogotá where she retrieves the poem and then beams it to the student’s device.

At the library, Jane checks to see that the book drop and sorting robot are working properly, and lines up the carts of books for the first group of volunteers to shelve. It is 8:00 a.m.

Jim Brown, local agent for Coldwell Banker, awakens and considers going to the library book circle in person. Last week he attended online and liked the

perceptive comments of Jenny Smith who seems always to attend live. He saw the *Heart of Darkness* film on the library cable channel and is fascinated with Conrad’s view of the world. When Jim moved to Newell he was impressed with the excellent library and cable channel offerings. “Who selects these films and where do they find them?” he wonders. “Could it be the same folks who review movies for the library on the streaming video Web site, Librarycinema.org?” It is 9:30 a.m.

“*Heart of Darkness* got good ratings last week,” George notes as the film selection committee begins their quarterly session. Chuck, from a suburban branch tunes in with his market research report, a three-month compilation of viewing trends across commercial and library channels. George and Sherry are sipping coffee at the library and waiting for a chance to talk about the excellent film they saw over the weekend. Filmed in German, it can be shown in English, German and Spanish. Damon speaks from the Jody Foster Independent Film Festival at Mt. Spinster. He has audience responses to the first 20 screenings. “In a few minutes I can map the demographics of the audience against our library subscriber demographics,” he says. As the session continues, staff assign the review of selected films for Librarycinema.org, and plan notification of subscribers by interest area. It is 11:00 a.m.

Jimmy, the children’s storyteller and head librarian, begins rehearsal with the day care supervisors who have gathered for their storytelling class. Jenna from Head Start is today’s lead storyteller so they give her time to perform for the class. As she is finishing, Jimmy checks with Carrie to be sure that the studio behind the children’s room is set. The stories will be broadcast live over the library cable channel, simultaneously translated into Spanish, and recorded for viewing later at home.

As children arrive from the Buddhist



Family Day Care Center, parents bring in their children from Newell and nearby communities. This is Jenna's first time to lead a storytelling session, and it goes quite well. She has a little trouble with the first song, but Jimmy and the children chime in, and she is the only one aware of it. At the end of the story time, some children go right to the computers and replay the stories, reading along as their parents watch. Others walk up to Jenna and hug and kiss the soft, cuddly mouse puppet who assisted with story time.

Joaquin goes to the circulation desk and announces in a loud voice, "Tengo cinco años. Por favor, podría darme mi propia tarjeta." At once, two children's librarians step up to help him. One, laughing, returns to preparing story kits for the children from the Buddhist Family Day Care Center to take with them. As she stuffs a tiny finger puppet mouse into each kit, she overhears the other librarian saying to Joaquin, "y puedes prestar todos los libros que deseas." It is nearly noon.


Jay Wong, the Library Director, leaves for the state capitol, picking up a library board member and the elementary school reading teacher along the way. As they travel, they field calls from senior caregivers and families about privacy rights for elderly in the use of libraries. Mayor Smith calls and tells about his mom's caregiver, who complained that the mayor's mother was downloading a streaming video called, "Sex After Seventy." Smith would like voice recognition registration and programming for his mother so that she does not have to go through her caregiver to get what she wants from the library cable. Libraries need funding to be able to extend voice recognition to all customers. "Maybe," says the board member, "we could piggyback on that legislative bill addressing senior privacy issues." They arrive at the Capitol at 2:00 p.m.

Joe, the staff member in charge of new book processing, unloads a box of books, scanning each into the system as he goes. A bibliographic and holding record are

immediately created for each item scanned, and the order is marked "received" in the library acquisition module. At the end of the process he reviews the error report and reconciles it manually. Joe then pushes the cart of books over to Lou, library processing volunteer who checks labels and call numbers before shelving the new books.

Tallulah and Moira begin downloading pre-selected titles to e-books and to audio-e-books for delivery to the homebound. Some homebound patrons can download their own selections, but they still enjoy a quick visit from outreach librarian, Mai Lin, who book talks the latest offerings. It is 3:00 p.m.

Jane checks the computer for physical security of the library and equipment. Then she goes through the building, saying goodbye to staff before leaving work to attend a four o'clock yoga class. On her way out the door, she aims a two-fingered Victory sign at the one-way camera.

Zach glances at the shift ending procedure on his car screen and flinches when he sees Jane's wave. As supervisor of the 4:00 to midnight shift, he's going to be a little late. Speeding along toward the library, Zach plans his introduction for the evening staff film, "Serving Library Users on The International Space Station—Are You Ready?" 



Harry's Morning After

by Jim Scheppke
Oregon State Library

Editor's note: Libraries have always enjoyed a lock on the information business. What might happen if we assume the status quo will continue indefinitely? Are libraries prepared for a more competitive environment?

Harry's alarm went off at eight just like it had done for the past five years. Prior to June of 2005, he used to have to get up at seven to make it into the library by about 9:30. The library opened at ten. But five years ago the hours were cut and the library started opening at noon. Harry would never say this to anyone, but he was actually kind of glad to be able to get the extra hour of sleep. He didn't consider himself to be a morning person.

He didn't really consider himself to be a night person either, but last night he didn't get to bed until one, and sleep didn't come until much later. Last night! The recollection hit him suddenly, causing his stomach to knot. Oh God, last night. Last night was the worst night of his life. The Newell City Council decided that the Newell Municipal Library would be merged with the Newell High School library beginning next September.

That damned new Superintendent! It was her idea that when the new high school was completed, an intergovernmental agreement would establish a combined library in the new school. The City would make an annual payment to the school district in order to carry part of the City's library staff on the district's payroll. What was left of the library collections and some of the equipment would move over to the school. Harry would be kept on as the Library Director, at least for a "transition period." In nineteen months Harry would turn 58 and be eligible for early retirement. He'd already been counting the days, but now he wondered if he'd be able to tough it out that long.

A deep depression settled over Harry, and he rolled over in his bed and pulled the covers up higher. He couldn't face getting up and seeing if the morning paper reported on last night's meeting. He was the only library staff person there, so the rest of them would read about it in their papers this morning. With any luck, the reporter filed his story too late for today's paper and Harry would have the chance to tell his staff what happened himself. Or maybe it would be better if they just read about it in the paper. Oh God. Harry couldn't bear to look.

Maybe he should have spoken up last night, Harry thought, but the City Manager had told him, in so many words, to keep his trap shut. The City Manager is really in thick with the Superintendent, ever since he was on the search committee that hired her. Besides, the city will really make out on this deal. They get to lay off the library staff and they get to use the library wing of City Hall for something else, probably police. The school gets a trained Librarian for the first time in years, paid for by the City. Such a deal.

Harry's alarm clock went off again. In the shock of remembering last night he had forgotten to turn it off. It was an antique alarm clock from the 1960's that used to be called "digital" because it had numbers on little metal tabs that

Ebsco Ad



turned over mechanically. That was before “digital” took on a whole new meaning. Which was why Harry liked it.

When things really started going digital in the 1990’s was when things really started going downhill at the library.

They had done all right in the early days. The State Library bought them some public access computers and they eked out the money to participate in the countywide library automated system. They still used one of those old public access computers for one of the pages to read her e-mail. The library board struggled a bit to set policy for appropriate use of the computers, but after that, things went fairly well.

They never seemed to have enough computers, and people always wanted to do things on the computers that weren’t covered in the Appropriate Use Policy. The policy was never revised because the library board was eliminated by the City Council in 2002. It wasn’t the Council’s idea. It was really the City Manager’s idea to “streamline” the City organization, but Harry wasn’t really sad to see the board go. The board was always more or less of a nuisance, and half the time they really didn’t have anything to do.

When Harry became Director of the library in 1999, use of the library was at an all time high. The library’s budget was pretty good, and the library was open six days a week. The book budget was never really that great, but then being in the library wing of City Hall really limited their space anyway. The board adopted a policy of no popular videos and no popular music “CDs,” as they were called then, so that helped with the space problem.

But then it all started to go downhill. Harry really didn’t see it coming, though now he sometimes wonders why he didn’t.

First came Napster. But that was just a bunch of college kids downloading free rock music in their dorm rooms. Not a threat to the library. But then Napster merged with America Online and began

offering unlimited music and e-books for a subscription of \$4.99 a month. But kids still downloaded music for free from Pirate, a renegade server farm located on an abandoned oil drilling platform in the North Sea. That caused America Online to lower their unlimited “e-media” subscriptions to only \$2.99 a month. That was a killer. That’s when the library really began to feel the pain. That happened in 2003, and by 2005, circulation was in the tank.

That’s when the City Council decided to cut the library hours down to noon to six, Tuesday through Thursday, noon to five on Friday, and ten to one on Saturday. They tried advertising Saturdays as “Family Day @ Your Library” using some free promotional materials, but that didn’t seem to help much.

Harry really believed after he became Director that circulation would never go down. It had only gone up since anyone could remember. He really trusted a book he’d read in the late 90s called *Future Libraries*, which said that print on paper would continue to be the medium of choice “for the foreseeable future.” He remembered how comforting those words sounded: “for the foreseeable future.”

It wasn’t that the new “media readers” were so great. When the first ones started to come out, they were a joke. Overpriced, and the resolution was terrible. But that changed pretty fast. The prices came down and when you could read books and listen to the books being read by your choice of real voices, not to mention having the ability to listen to music or watch movies, that’s when just about everyone needed to have one. When the Palm e-brary broke the \$100 price barrier, Wal-Mart just couldn’t keep it in stock.

Circulation was not supposed to go down. The baby boomers were supposed to constitute the “installed base” for libraries, as some wag had said at a library conference he attended years ago. Boy was he wrong.

And as circulation began to tank, so did everything else. When Martha, his reference librarian of many years, retired in 2004, Harry couldn’t see replacing her. All she




did was sit at the desk and read. Every once in awhile she would get a telephone reference question, but usually folks just wanted to know about the library hours or something else that anyone could answer.

The weekly story time attendance held up pretty well. Every Tuesday at ten, Harry could always count on ten to fifteen preschool kids and their moms. The moms were really good, and a couple even volunteered to keep the story times going when Mrs. Evans, the children's librarian, was out on extended sick leave. But then in 2003, the state legislature appropriated an enormous sum of money, millions, so that local school districts could establish "ready to learn" programs for preschoolers. They held story times in every school and began a well-financed summer reading program, beginning that summer. They even took books and story times out to childcare providers, something Mrs. Evans had

always tried to get Harry to put in his budget request to the City Manager.

When Harry submitted his budget request in 2004, after the new "ready to learn" programs in the schools had begun, neither Mrs. Evans nor the children's services program stood a chance. "You expect me to advocate for the duplication of government services?" was the City Manager's rhetorical question. The knot returned to Harry's stomach with this memory. Damned schools.

Harry looked at his digital clock again. It was now 8:24. Time to get up and face the music. "Better see if this mess made the papers and if it did, I'd better get to the library before anyone else does so I can begin to explain what happened. The staff will want to know who gets laid off and who gets to go to work for the school district. Damn! "I'll let the City Manager figure that one out," Harry mused. 

Bodart Ad



A Good Day for Spike and Julia

by Janet Webster
Oregon State University

by Wyma Rogers
Newport Public Library

by Eva Calcagno
Washington County
Co-op Library Services

Editor's note: Can academic libraries remain relevant into the next decade? Our future will depend, to a large extent, on our ability to embrace the most useful technologies and to relate to a new generation of students.

Spike hits the wakeup key on his computer. His cyberdog, Bowser, barks, reminding him to check for comments on the writing assignment he turned in yesterday. As he glances over the comments, Spike starts planning his next essay. He wants to do something on the origins of watershed councils in Oregon. Typing in his concept on his Alpha Smart X, he immediately gets back a short list of suggested resources including a new e-book, two scholarly articles, a government agency contact, and a note on the consulting availability of library specialists.

"Cool," he thinks, noting that Joe, one of the librarians at the nearby Corbis University, is assigned to him. "The last time I worked with Joe, he seemed to really understand what I wanted. Maybe I'll buzz over to the library later if I can schedule real time with him." Then, he remembers that Joe had told him last time to do some research first. So, Spike starts browsing the e-book.

Joe's wrist pilot beeps letting him know that Spike has been assigned to him. Sometimes he wonders if this system of one-on-one assignment is all it's cracked up to be. Then he remembers those long hours at the reference desk answering questions about where the bathroom was located and how to fix the paper in the printer. Joe's typical day includes a slow start (he never was much good at mornings), working at home on his latest reviews of bird books and Web sites, then going to the library for scheduled consultations with students and faculty. He finishes up on the library's e-reference desk from 10 p.m. to 2 a.m., doing his shift from home or sometimes from his office.

Today, Joe skates in early to talk with Julia, the library director, about rethinking the two vacant positions. Remembering all the trouble he has getting students to do their research, Joe wants to expand a project team working with all of the

libraries and media centers in the area on a coordinated effort to teach information skills. He thinks that two students who recently graduated from the undergraduate library program would be great additions to the team. Over coffee, he explains his idea to Julia.

"Cut that out," shouts Spike as his 12-year-old sister grabs his hardly-there hair spray. "But, I really need it for my science experiment," retorts Samantha as she bounces down the stairs and plunks down at her computer station. She scans the methods section of the online botany class, noting the rest of the ingredients for the model Venus'-flytrap she's building. Two years ago, Samantha was bored in her science class. The multi-level classes the U offers are great. She's already looking at another one on rocketry; maybe Spike would take it with her. Together they could build a higher-powered rocket.

Spike decides that he really had better check in with Professor Yogi, his capstone project advisor, about this essay he's working on and talk to him about the internship he needs to do. He thought he would do something in the field, maybe a stream survey, but he was really impressed with Joe and his ability to find just the right information whenever Spike asked. Maybe, he could do something with Joe for his internship. So, Spike e-mails Professor Yogi with his idea.

As luck would have it, Professor Yogi is chatting with Marina, the natural resources librarian, when Spike's e-mail arrives. He quizzes her about Joe, library internships, and learns the university has a certification program for undergraduates. "Joe would be a great mentor," Marina observes. "And, Spike could use his interest in watersheds and maybe work on our ongoing digital collection. Let me know if I can help set this up," she volunteers as she leaves.

Professor Yogi eases back in his chair, reflecting that librarians sure have changed. They never used to show up regularly in the departments. "I only saw them when



we had to cut journals. Marina's here more often than in the library. Maybe this undergraduate program would be a good spot for Spike. I think he would fit in, even down to his hair color," he muses as he replies to Spike, encouraging him to set up a virtual meeting with Joe, Marina, and the two of them.


Spike checks his email as he walks through the library's commons. "Yeah," he exclaims as he reads Professor Yogi's message. He also notices that the library sent him an automatic reminder of a new document that may be useful for one of his projects. "How did they know?" he wonders.

Upstairs in the big meeting room, a few Content Provision Center staff meet with the freelance catalogers sprinkled throughout the region. The big screen monitors and surround-sound make it seem like all ten people are in the same room. Amelia congratulates the group on their speedy work uploading and organizing the most recent census information. "Stan, we really appreciate how you figured out the real-time updates." "Well, you did a great job negotiating with all those agencies. I'm glad they respected the librarians because they sure had a hard time talking to each other," responds Stan. The group debate about which project to tackle next—a retrospective digitization of endangered species listings, or the metadata tagging of those pesky Oregon Department of Transportation records in the shared database.

"I think the digitization project sounds like fun, and it ties into two courses we are teaching statewide," observes Maya. Shirley sternly reminds the group, "We've been avoiding that tagging project for several years now. It should be easier with the automatic error checking and standardizing programs they've developed over the past year." The group agrees to bite the bullet and tackle the tagging project. Assignments are made and the meeting is over within an hour.

As Amelia walks through the Commons, she overhears Spike mumbling "How did they know," and asks him, "Do you really want to know how the library does that?" She then explains how the Content Provision Center populates the portal system, and how his searches and the courses he's registered for suggest to the system what he might want to see. "That's kind of scary," squeaks Spike. "You may know more about me than my mom." "Don't worry. We take a lot of care to keep your profile private." "Cool," says Spike as he reflects on how everything is falling into place for him today.

As the day winds down, Julia sits back in the Director's office overlooking the library's atrium. From here, she can see students using the Information Commons, the Corbis Arts Council setting up for tonight's lecture, and by peering closely, she can make sure the green lights are flashing on the self checkout machines. It's been a good day, she decides. Elizabeth, who started as a student shelvee, just completed the library IT program on a full scholarship from the library foundation, and will start work tomorrow. It feels good to have been able to "grow" an IT person.

Professor Babbitt finally retired and left the library his beautiful collection of artists books. Julia even convinced him to set up a small endowment to fund the curatorial expenses of the collection. She is excited to think of the possibilities of using that collection as a teaching tool. Finally, Julia thinks, she made some progress with the administrative computing people; she convinced them to look at a new portal product that protects individual privacy, can be customized by every user, and still provides the tracking needed for product development and collection development. "Yes, it was a good day," Julia muses, watching Spike with his perfect hair walk across the Commons. "I wonder if he has thought about working in the library." 



The Year in Review

by *Deborah Carver*
University of Oregon

Editor's note: The following are news clippings from a Website on higher education in Oregon—the year is 2004.

September 12

In response to static enrollments and another \$40 million cut to higher education for this biennium, all three OUS research libraries are preparing to reduce their expenditures for serials by ten percent. The Chancellor expressed concern about rising costs of journal titles, but basically called it “a black hole that we can no longer afford to fill.” Many key research journals will no longer be available in the state, as all three institutions plan to target the most expensive titles. “We wish we could work together to help minimize the impact,” said one acquisitions librarian, “but unfortunately we have to identify titles quickly, and cooperating at this level can be very time consuming.”

October 1

It's the start of another school year, and faculty on many campuses across the state are jumping on the online bookstore bandwagon. Amazon.com's decision last year to form partnerships with many scholarly presses has drastically increased its inventory and ability to market directly to university faculty. A German professor at McKenzie University said he was amazed at how quickly he could get books from overseas. “It used to take the library several weeks to place the order and get the material I needed for class,” Herman Schmidt said. “Now, with one click, I can get a book from Berlin in a couple of days, and the price is good, too. My research has taken a quantum leap forward.”

December 3

A student at Binn-Lenton Community College was awarded \$2.3 million in damages yesterday on a sexual harassment suit brought against college administrators and librarians. Jane Doe claimed that she was repeatedly exposed to graphic sexual material in the library, and her lawyers successfully argued that she was subjected

to a hostile learning environment as a result. Ms. Doe said that she made the decision to take legal action because college officials did not take her concerns seriously. The library has no policy or procedures for handling such complaints from students. “This matter caught us completely off guard,” admitted Head Librarian Frank McCluess. “We knew it's been an issue for public libraries, but we serve adults.” College attorneys plan to appeal the case. An ACLU spokesperson was sharply critical of the court's decision, saying it was a blatant attack on the freedom to read principles. The appeal process is expected to take several months.

January 28

Citing net savings running well into seven figures, the OUS Library Council (an advisory board made up of members from the eleven higher education campuses in Oregon) released a sweeping plan to reduce cataloging staff across the system by 65 percent. A spokesperson for the group said the decision was based on the results of an important OCLC study which indicated that the phenomenal growth in the size and coverage of the WorldCat database has largely eliminated the need for libraries to employ their own catalog librarians. “Most of our members will find everything they need amongst the 100,000,000 records in WorldCat,” said an OCLC representative when contacted. “Even if they don't,” he went on to say, “cooperative cataloging in the United States has really run its course. The cost is prohibitive and completely unnecessary given the unprecedented access we have to cheaper labor markets around the world.”




March 6

Despite the pouring rain, students at Midwest Oregon University staged an angry demonstration yesterday claiming that the University has not fulfilled its pledge to embrace multiculturalism. The Hispanic Student Alliance (HSA) argued that the University culture is overwhelmingly white, even though the last census data indicated that Hispanic Americans were the fastest growing population in the state. Students pointed to the fact that there wasn't a single Hispanic working in high visibility services such as the library. University officials had intended to make minority scholarships and faculty recruitment the primary focus of the

first major fundraising campaign, but the emphasis has been on the new 30,000-seat football stadium. "If we aspire to be in the PAC-10, this has to be a priority," argued the athletic director.

May 31

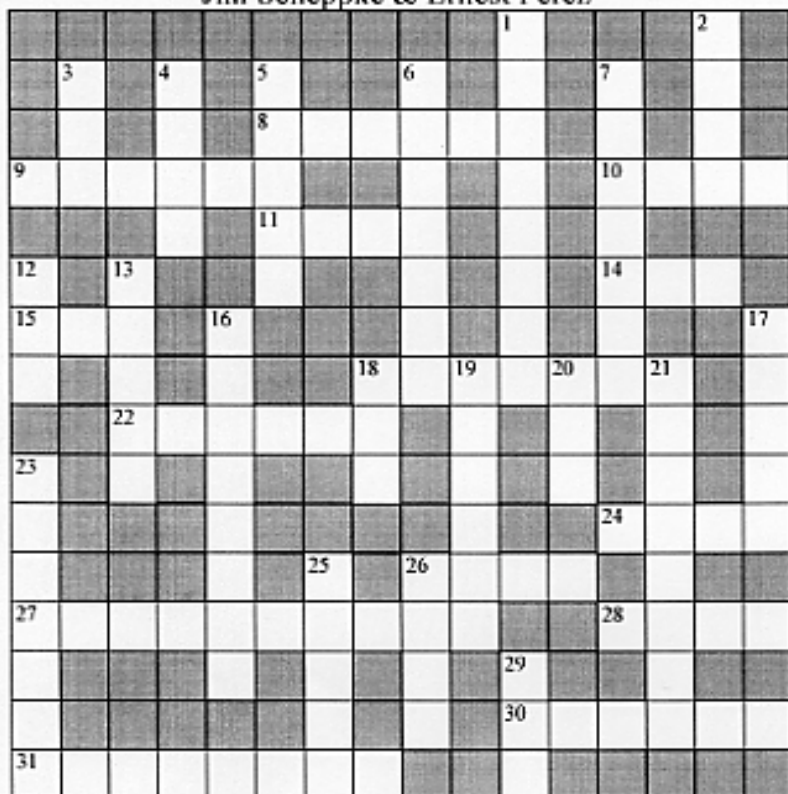
The OUS Board approved a contract with Questia today to provide reference services to all students in the OUS system. This represents the final contract in the Chancellor's vision for the OUS Virtual Library. The service will be in place at all twelve campuses in the system, including the newest campus in John Day, which will open in the fall. 

PSI Ad



Vision 2010 Crossword Puzzle

Jim Scheppke & Ernest Perez



(c) 2001

CWE

Oregon librarians and libraries must make major changes to keep up with the 21st Century's Information Economy. Try out this puzzle to see how ready you are for new ideas.

ACROSS

8. Measuring outcomes is more important than measuring _____, or even outputs.
9. netLibrary is a company that licenses _____ for libraries.
10. Napster software created the boom in _____-to-peer music sharing.
11. Effective children's services programs reach out to the _____ that need service the most, often in childcare facilities.
14. Libraries will look at new ways to _____ value for their customers.
15. Thinking _____ of the box and taking risks is the mark of a library entrepreneur.
18. _____ software created the boom in peer-to-peer music sharing.
22. The philosopher Whitehead once said, 'It is the business of the _____ to be dangerous.'
24. Libraries without a T1 _____ will probably lack the communications bandwidth they need.

26. Succession planning will be necessary if we are going to replace the _____ boom librarians retiring in the next decade.
27. A good library website creates a portal to the best _____ and non-commercial information on the Web.
28. For the first _____ ever, libraries are entering a highly competitive environment.
30. In _____, 37% of households don't have Internet access.
31. netLibrary company _____ e-books for libraries.

DOWN

1. The philosopher Whitehead once said, 'It is the _____ of the future to be dangerous.'
2. Many librarians need to break out of their comfort _____ to be competitive in the future.
3. Questia is a new commercial _____ service that's a strong competitor to academic libraries.
4. Napster software created the _____ in peer-to-peer music

sharing.

5. A 2010 librarian must be willing to take _____.
6. _____ is a new commercial Web service that's a strong competitor to academic libraries.
7. Succession planning will be necessary if we are going to _____ the baby boom librarians retiring in the next decade.
12. A good library website creates a portal to the best commercial and _____-commercial information on the Web.
13. Library customers want to place interlibrary loan requests directly, without any mediation by library _____.
16. In Oregon, 37% of households don't have _____ access.
17. Libraries will look at new ways to add _____ for their customers.
18. The successful library of the future will demonstrate agility by dumping outmoded services and adding _____ ones.
19. A good library website creates a _____ to the best commercial and non-commercial information on the Web.
20. The only way to have a permanent _____ base for an Oregon public library is by forming a library district.
21. Succession planning will be necessary if we are going to replace the baby boom librarians _____ in the next decade.
23. It is _____ to hear from all of the library's stakeholders, in strategic planning.
25. Achieving economies of _____ is becoming more and more important to successful libraries.
26. The only way to have a permanent tax _____ for an Oregon public library is by forming a library district.
29. Thinking out of the _____ and taking risks is the mark of a library entrepreneur.

Vision 2010 Crossword Puzzle



THE WALL STREET e-JOURNAL

APRIL 25, 2006

2006 A Libraries R Company REPRINT—WHO'S NEWS PAGE B10

Today, Microsoft announced the appointment of Thomasina Justin Case, Vice-President of Chicagoland Region Community Libraries, a division of Libraries R, as its new CEO.

Case, 37, began her career at Libraries R as Activities Designer for the Cascadia Region Libraries where she instituted a community-based story telling series using live story tellers. This was followed by two years in Hawaii where she established Pacifica Book Clubs, a live chat room featuring best selling authors. Case replaces Stacey Quo who left after a disagreement with management over copyright protection software.

Said Case, "Having worked closely with the public over the past seven years in the development of community-based information management activities, I hope to be able to lead the development of software solutions to personal information management systems that will integrate community-based information needs with the global information architecture of Libraries R."

Case received her Information Systems degree from e-City College of New York in 1993 before

pursuing a Masters degree in e-journalism at Columbia Distance University. In 2003 Virtual Harvard University awarded Case the first honorary Doctorate in Personal Information Structures. In 2004 Case received the Nobel Prize in Information Systems for her design of the universal information chip, which will be implanted in all humans beginning in the fall of 2008.

"As CEO of Microsoft, I look forward to overseeing the development of software that will allow for a seamless interface between community and global information architectures," said Case. "Blending the digital world with the analog world of the average person will be the challenge," she continued.

Case is the first librarian to be named CEO of a Fortune 500 company. A spokesperson for Microsoft cited Case's leadership at Libraries R, the global digital information consortium of public, academic and school libraries, as a deciding factor in her appointment.

Microsoft continues to be the world's largest supplier of human-computer interface software.



Classified Advertising

Fall 2005—OLAQ

Invitations

The Oregon Library Association cordially invites members to attend a celebration in honor of the retirement class of 2005. This year, 37 public and academic library directors and managers will retire. Please join in a celebration of their contributions to Oregon libraries and to the Association at the OLA annual conference in Seaside. This latest round of mass retirements follows the 45-member retirement class of '04, and the 26-member class of '03. OLA attributes the high numbers of retirements to the aging of association members as well as favorable PERS packages. The retirement party will be held at the Seaside Convention Center. Members are encouraged to attend the party and to visit the OLA Placement Center next door. 110 positions are currently open due to retirements and the shortage of recent MLS graduates.

Career Opportunities

Scholarships Available

Heartland State University offers full- and partial-tuition reimbursement for Oregon Library Association members applying to enter HSU's Library and Information Science Distance Learning Program in fall 2006. Classes will be held evenings and weekends to accommodate working students. Courses include a combination of online instruction and classroom work at the new Hillsboro cam-

pus location. For more information or to apply online, visit our Website at www.hsu.edu/mls/scholarships/.

Want to be an Information Professional?

Attend the Internet simulcast on December 2nd to learn more about Lake Washington University's Internet-based distance learning program. The Master's Program requires two short residency sessions, in addition to weekly online classes over a two-year period. A Bachelor's degree in Informatics is also offered. Scholarships are available and students with Web, language, and management skills are encouraged to apply. Lake Washington University's School of Information Science, located in Seattle, Washington, continues to be a leader in the education of library and information science professionals. A Bachelor's program was added in 2001 to increase both the number and diversity of information professionals. Visit our Website at: www.ischool.lwu.edu/.

Positions Wanted

Content Cataloger & Reference Concierge with Home Office Desires Telecommuting Position MLS with twelve+ years of experience in academic and public libraries; cataloging and analyzing all formats including electronic & non-book resources; research experience and database searching skills in academic & special/research libs; fluent in Spanish, French and Basque. Skill in statistical analy-

sis and grant writing. Seek opportunity to work full or part time from my cattle ranch near Juntura, Oregon. Resume available at www.webrancher.com.

Positions Available

Retired? Need Additional Income? Join the Senior Library Corps!

Legacy staff sought to fill part-time and on-call positions in all library service areas, and in most Oregon locations. Put your experience and training to good use while earning extra income to supplement your retirement benefits. Submit your resume now to: HR@senior.corps.com.

Multiple Format Original Cataloger/Content Analyst

The Library at the University of the Columbia announces an exciting opportunity to become part of our team. We need a multiple-format original cataloger/content analyst. We are seeking a motivated individual to work in our state-of-the-art facility and to join a library staff that is defining and implementing a set of refocused services to improve customer service through enhanced content analysis and electronic descriptions. Ability to work on a team and to implement immediate and long-range changes are essential. Salary is competitive and dependent upon education and experience. Position has an excellent benefits package including tuition reimbursement for employees seeking advanced degrees or special certifications. Members of minority groups, persons with disabilities and women are encour-



aged to apply. For application and additional information please visit our Website at www.ucolumbia.edu/library/employment/.

Information Therapist

Alpha Library Network is seeking applicants for a Lead Information Therapist. This position manages the Information Therapy Department (formerly known as Reference) including leading the work team, coordinating programs, services and materials selection, both print and electronic. The Information Therapy Team has primary responsibility for providing digital reference service for Region 4 of the Pacific Time Zone. The Team Leader should possess excellent team management skills, experience providing digital reference service, and be proficient in writing a language other than English. Salary is commensurate with experience & education. Resumes to HR@Alpha.org.

For Sale

Used Card Catalogs

Cascade University System is pleased to report that retrospective conversion of the remaining card catalogs from all campus libraries has been completed. CUS is offering wooden card catalogs to any library in Oregon that still is in need of them. Takers must cover costs of shipping. For more information, contact CUS_Admin@cus.edu.

Used Video Cases

Progressive Public Library is replacing its VHS video collection with DVDs and flash memory videos, and has 4,000 used clear plastic video cases for sale to any other public

agency or 501(c)(3) organization. E-mail inquiries may be directed to garbo@progressive.lib.or.us.

Public Auction

Dusty Public Library closed December 31, 2004 due to repeated failure of tax levies. The City will auction off all remaining collections and furnishings to pay City debts. Auction items include: 15,000 volumes of adult fiction and non-fiction books from the mid-late 20th century; 5,000 children's books (mostly paperback); oak card catalog; Reader's Guide to Periodical Literature 1950-1980; miscellaneous unmatched shelving, tables, chairs and the Librarian's desk. Pre-Auction viewing will be held September 1, 2005 from 8 a.m. to 10 a.m.; auction following, Dusty Public Library, 150 Main Street, Dusty, Oregon. All offers entertained.

Services/Consultants

Request for Proposal

The Metropolitan Regional Library District will issue a Request For Proposals for a consultant to design a shared content management center. The District seeks to merge the current technical services departments of the five county members of the District into a consolidated content management center to handle centralized procurement, cataloging and distribution of all formats of library materials. Consultants should contact MRLD, 9000 River Drive, Metropolis, Oregon 97200. (503) 450-9876 www.mrld.org.

We Speak Languages

We Speak Languages offers starter collections and ongoing acquisition plans based on your library profiles for materials in 70 different languages. Save staff time and serve new customers by enrolling in our collection subscription program. Print, non-print, adult, children's materials, periodicals and newspapers available. Plans include materials labeled and barcoded to your specifications and full MARC cataloging with web links. Electronic interfaces with most integrated library systems available. Annual subscription plans start from 100 titles per language. Visit our Website and complete the online profile to begin your subscription today! www.wespeak.com.

LIVE2U Video Consultants

We're available to help your library with any video equipment design, installation, training, maintenance or repair needs. Call today for a free consultation regarding teleconferencing, video simulcasts or cable TV broadcasting. 1-800-SHO-TIME. LIVE2U, 123 Sound Stage Lane, Sublime, Oregon.

Alternative Formats

OLAQ is available online at www.olaq.org. It is also available in Braille and translated into seven languages on the Website: Spanish, Korean, Russian, Japanese, Vietnamese, Laotian, and Chinese.



Vision 2010 Quiz

Editor's note: How current are your library's services? How change-ready are you and the rest of your library staff? Do you miss the 90s already?

1. It's midnight. Your library
 - a) Is Closed.
 - b) Is OK.
 - c) Is open and the espresso stand is doing a land office business for the late night open-mike poetry crowd.
2. Your collection librarian for the past 20 years is retiring. You are seriously considering hiring...
 - a) A former book store manager.
 - b) An MLS librarian with two years of experience.
 - c) A moderator of an e-book publishing and review Website.
3. The network went down. You...
 - a) Pull out another gray hair, as your IT person is on vacation.
 - b) Page the city's network trouble-shooter and wait.
 - c) Sigh with relief as the library system's network support contractor switches the library to the backup system while she fixes the problem from her office.
4. The latest batch of freshmen hasn't crossed the doors of the college library. You aren't worried because...
 - a) Your faculty still loves the library and will probably support your next budget request.
 - b) Your statistics show that the students are using the library e-reference service and databases from their own computers.
 - c) Your staff is visible in the classrooms and participating online in over 50 percent of the courses this term.
5. It's budget time. Your stable funding means...
 - a) You have had the same dollar amount for the last five years. No need to worry about new programs or services.
 - b) Your tax base grows annually to cover cost of living increases for your staff.
 - c) Your tax base grows modestly, your endowment fund is at an all-time high, and statewide purchasing saves money that you redirect to new programs.
6. To use your library, customers...
 - a) Must come to the library.
 - b) Can surf your text-based library catalog from home, but still need to come in to pick up their reserves.
 - c) Feel comfortable accessing full-text materials or reference services over the Web, participating in online discussion groups, or viewing literary, cultural and educational programs from the library cable TV channel.
7. Your library's collection contains...
 - a) Mostly print materials, plus some videos and books on tape (but the good ones are always checked out).
 - b) A mix of print materials, videos, CDs, DVDs, and a few electronic databases.
 - c) A variety of books, (electronic and print), magazines (electronic and print), CDs, DVDs, specialized web resources, and access to every library in the state.
8. Customers find library materials by...
 - a) Searching your electronic card catalog, then the lists of video and audio books, and then your electronic databases.
 - b) Searching your electronic catalog that now has an HTML interface.



- c) Checking your library website that integrates databases, books, magazines and discussions in one interface.
9. Looking around your library ...
- The over-crowded book stacks are edging out the few tables where people can sit to use reference books.
 - Full book stacks co-exist with the mauve “comfy” chairs added in the 80s (was it that long ago?) to give the place a homier feel.
 - Bookstore shelving with lots of room for displaying materials borders quiet, comfortable reading space. The new home-work center is next to the auditorium.
10. Your library board is pondering how to pay for increased demand for summer reading programs. You recommend...
- Not expanding as your staff is stretched thin.
 - Using Friends of the Library funds and accepting a sponsorship from the local McDonalds.
 - Applying for expansion funds from the OLA Summer Reading Endowment grant program in addition to the annual support from the statewide program.
11. Your university just added a doctoral program in popular culture. Your library administration has told you to...
- Describe what the library currently has to support the program.
 - Spend \$5,000 on “must have” titles. Then, create a wish list and start wishing for more money.
 - Draw up a comprehensive collection program including a core collection in all formats. The University gave a percentage of the program’s funding to the library.
12. A recent city-sponsored phone survey revealed that...
- The library ranks below public safety, schools, parks and garbage collection in importance. A majority of those surveyed had not used the library within the last year.
 - A majority of those surveyed viewed the library as a positive or somewhat positive service, although 45 percent had not used the library personally in the last year. Internet use was noted as the primary reason for declining library use.
 - A majority of survey respondents viewed the library as important or very important as a city service. 90 percent of respondents had library cards, and 75 percent stated that they had attended a program at the library, viewed a program on cable TV, or accessed the library’s Website in the last year.
13. The high school principal just e-mailed you asking why the library doesn’t do anything for his students. You respond by...
- Deleting the message. He’s right.
 - Sending him an e-mail to remind him that they have access to the full text databases through a statewide contract.
 - Inviting him to lunch so you can go over the grant proposal you want to submit for developing local history resources using high school students as oral history interviewers.



14. Starting your reference shift, you do a double take because...
- a) Somebody installed a computer at the Reference Desk.
 - b) All those wires hanging from the back of the computer are gone. The wireless network must be in place.
 - c) Sitting on one of the cushy chairs in the second consulting area is the City Manager here for her stint as the expert of the day. It'll be busy with referrals from her, and in the slow times, you can critique the city's web page with her.
15. Your idea of collaboration is...
- a) Going for coffee with a colleague from a library across town.

- b) Applying for an LSTA project with the community college, Head Start and the public schools.
- c) Planning and implementing a centralized cataloging service for every library in the state.

How did you do?

Score 1 point for every a, 3 points for every b, and 5 points for every c.

65–75 points:

20/20—Perfectly clear eyes. Visionary and ready for the future.

55–64 points:

20/40—Slight focusing lens suggested, but looking ahead.

45–54 points:

20/60—Vision correctable. Need glasses quick!

35–44 points:

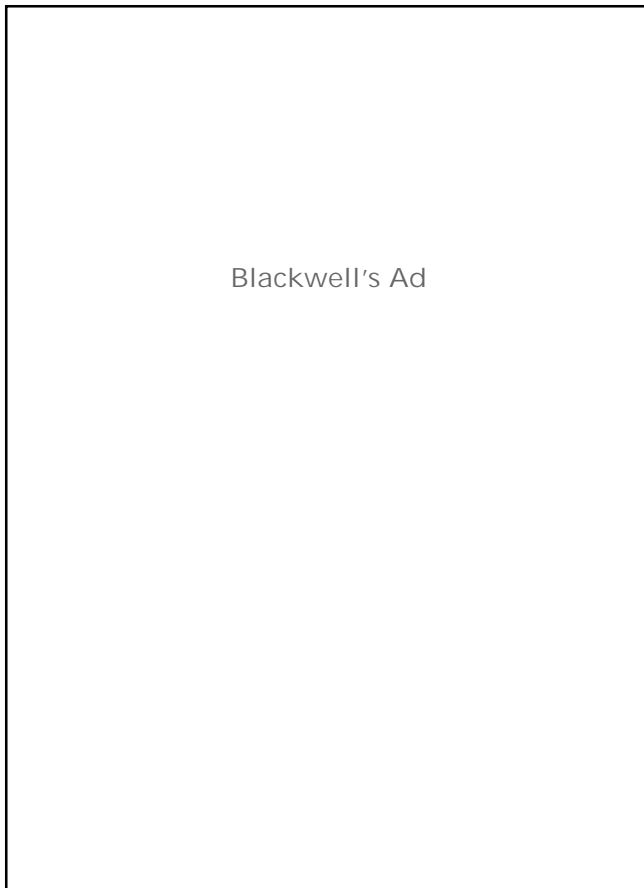
20/80—Take off the shades!

25–34 points:

20/100—Are you wearing blinders? Schedule time for surgery.

15–24 points:

20/200—Your head is stuck in the sands of time. It's probably too late!



A Call to Action for the Oregon Library Association

Vision 2010 Committee

The Vision 2010 Committee believes that the citizens of Oregon are best served if libraries remain at the center of our communities and campuses as primary providers of information services. As described in the various scenarios of the future, we face many challenges headed into this next decade. We also face at least three major risks. The risk of inertia is perhaps the most serious threat to the future of libraries. Inertia is often described as a preference for the status quo, but it also can refer to an incremental pace that lags behind the rate of change elsewhere in our communities. The second risk is adopting a plan so inclusive that it lacks power, focus, and significance. The Vision 2010 Committee wanted to suggest a call to action that would result in substantial progress in a few key areas. And the final risk is that our libraries' valuable resources will be underutilized, and our opportunity to continue to serve the needs of our citizens will be lost. To this end, the Vision 2010 committee challenges our profession to take creative steps to maximize the use of our collections and services.

State-wide Library Card

- Sweep away regional, jurisdictional and procedural boundaries so every Oregonian has a library card that works at any publicly supported library.

State-wide Library Catalog

- Make the holdings of all Oregon libraries accessible through one catalog.
- Encourage Oregonians to place inter-library loans through the statewide catalog.

- Deliver library materials and information directly to the customer.

Statewide Access to Electronic Resources

- Secure a broad and deep menu of state-funded electronic databases that are available to all libraries and library customers in Oregon.

E-Reference Services

- Create a collaborative on-line reference service that is available 24 hours a day, 7 days a week.

State-wide High Speed Network

- Ensure that every library has easy and affordable access to a high quality, high bandwidth telecommunications network.

Serve Every Child

- Nurture the joy of reading by providing every child in Oregon with quality library services from both public and school libraries.

Strong and Diverse Workforce

- Bring the highest caliber of leadership to every Oregon library.
- Use the broadest range of skills and abilities from people with diverse educational, experiential, and cultural backgrounds.



Competitive Checklist

Does your library have the edge it needs to survive in a competitive environment?

We are in the midst of a shift, which has moved libraries from the monopoly position we once enjoyed to a competitive marketplace. What do we need to do to remain at the center of this information market? What does the successful library look like? Here are some attributes to consider. How does your library measure up?

In the area of personnel, the successful library...

- Has strong leadership throughout the organization.
- Has a staff who eagerly takes on new projects and is comfortable taking risks.
- Is an exciting place to work, providing job satisfaction and compensation levels to draw and keep the best people.
- Has employees who can work on cross-functional teams, learn new skills, and drop obsolete procedures.
- Is actively developing the next generation of leaders.

In the area of marketing, the successful library...

- Has a growing customer base.
- Practices sophisticated market research and applies the results.
- Defines quality from the customer's perspective. Has brand name recognition in the community.
- Has name brand recognition in its community.

- Is widely recognized for its reliable products and expert service.

In building support, the successful library...

- Develops political acumen at all levels in the organization.
- Practices effective lobbying and advocacy.
- Develops strategic alliances with suppliers, vendors, customers, public and private agencies, corporations, foundations.
- Is at the table with other leaders in the community or on campus.
- Is an attractive place to invest whether through a tax base, endowments, grants, or corporate support.

In terms of organizational culture, the successful library...

- Is entrepreneurial, agile, and focused on the future.
- Learns from failure and builds on success.
- Creates new "open-source" products and services.
- Avoids re-inventing the wheel.
- Practices cooperation, including sharing professional expertise outside the organization.
- Uses technology effectively, adopts technology as it changes, and helps shape and influence technological developments.



Public Libraries:

Surviving the Next Quarter Century (Continued from page 4)

5. Erosion of Library Brand Identity

Harbingers: ebrary; rocket-library.com; Questia.

Scenario: For-profit virtual “libraries” confuse the public and erode support for tax-supported libraries.

Top 5 Requirements

1. Outstanding Executive Leadership

Libraries need CEO’s of the highest caliber who understand the new competitive environment for libraries. This means defending or adapting traditional library products, where possible, and innovating new products that meet important community needs.

2. Dedicated Tax Base

In Oregon, the libraries with a permanent tax rate will be in the most defensible position to maintain their value to communities.

3. Entrepreneurial Risk-Taking

Innovating new ways to add value to communities may become crucial if traditional library services like circulating books and answering reference questions are undermined by new technologies.

4. Top-quality Management and Enterprise-Wide Specialists

High-quality executive leadership is not enough. Libraries will need highly skilled and creative project management, IT/Web management, personnel and training management, and team management.

5. Organizational Agility

Public libraries have been doing basically the same things in the same ways for the past 150 years; unlearning the past and creating the future will be crucial.

Top 5 Barriers

1. Aversion to Scale

Libraries traditionally have been mostly small and local—a recipe for disaster if you consider that it is virtually impossible for a small, local library to meet the five requirements above.

2. Comfort Zone

Public libraries have never been more successful, in both services and resources, than they are today—another recipe for disaster if our current success blinds us to the very real and daunting challenges that lie ahead.

3. Aversion to Creative Destruction

Some traditional library services may not be salvageable, and yet librarians have not been known for their ability to cut their losses and move on to services that will continue to add value to communities.

4. Organizational Inertia

Libraries have been slow to embrace management innovations and are mostly organized the same as they were 100 years ago; we invest very little in continuously upgrading the skills and abilities of library staff at all levels.

5. Subsistence to Other Agendas

Libraries that are part of multi-purpose governments will find it even harder to defend and grow their resources as traditional library services begin to erode, and many begin to question the continued relevance of the public library to community needs.

Understanding these issues, threats, and opportunities is paramount. The future of libraries depends on our ability to look wisely into the future, anticipate possibilities, and take the risks necessary to succeed in our purpose and mission. But we must also remember the future of libraries is not about us, it is about our users.





OLAQ: A Call for Ideas

What topics would you like to see covered in future issues of *OLA Quarterly*? Would you like to be a guest editor?

The OLA Publications Committee is currently soliciting ideas for future issues. The *OLA Quarterly* is issued 4 times a year, and each issue is focused on a theme, with a guest editor.

Guest editors are responsible for recruiting or inviting articles for the issue, working with authors to make sure that the articles are timely, of good quality, and interesting, and meeting established guidelines and deadlines. See *Guide for Editors* and *Guide for Authors* (<http://www.olaweb.org/quarterly/>) for more information.

If you have an idea to share and/or would be interested in being a guest editor, please contact any member of the OLA Publications Committee:

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Upcoming Conferences

October 12, 2001

21st Annual LINCC to Learning Conference, Wilsonville

<http://www.lincc.lib.or.us/conference/Conf01/>



October 12-13, 2001

Media Waves of the Future

Oregon Education Media Association Annual Conference, Seaside

http://www.oema.net/fall_conf_01.html

October 20, 2001

Children's Services Division Fall Workshop

<http://www.olaweb.org/csd>

October 25-26, 2001

Association of College and Research Libraries, Oregon/Washington Chapters

Annual Fall Conference, Pack Forest, Washington

<http://www.lib.washington.edu/acrl-wa/Conference.htm>

March 1, 2002

Online Northwest, Eugene

<http://www.ous.edu/onlinew/>

April 17-19, 2002

Building Bridges

Oregon Library Association and Washington Library Association

Joint Conference, Portland

<http://www.olaweb.org>

Oregon Library Association

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