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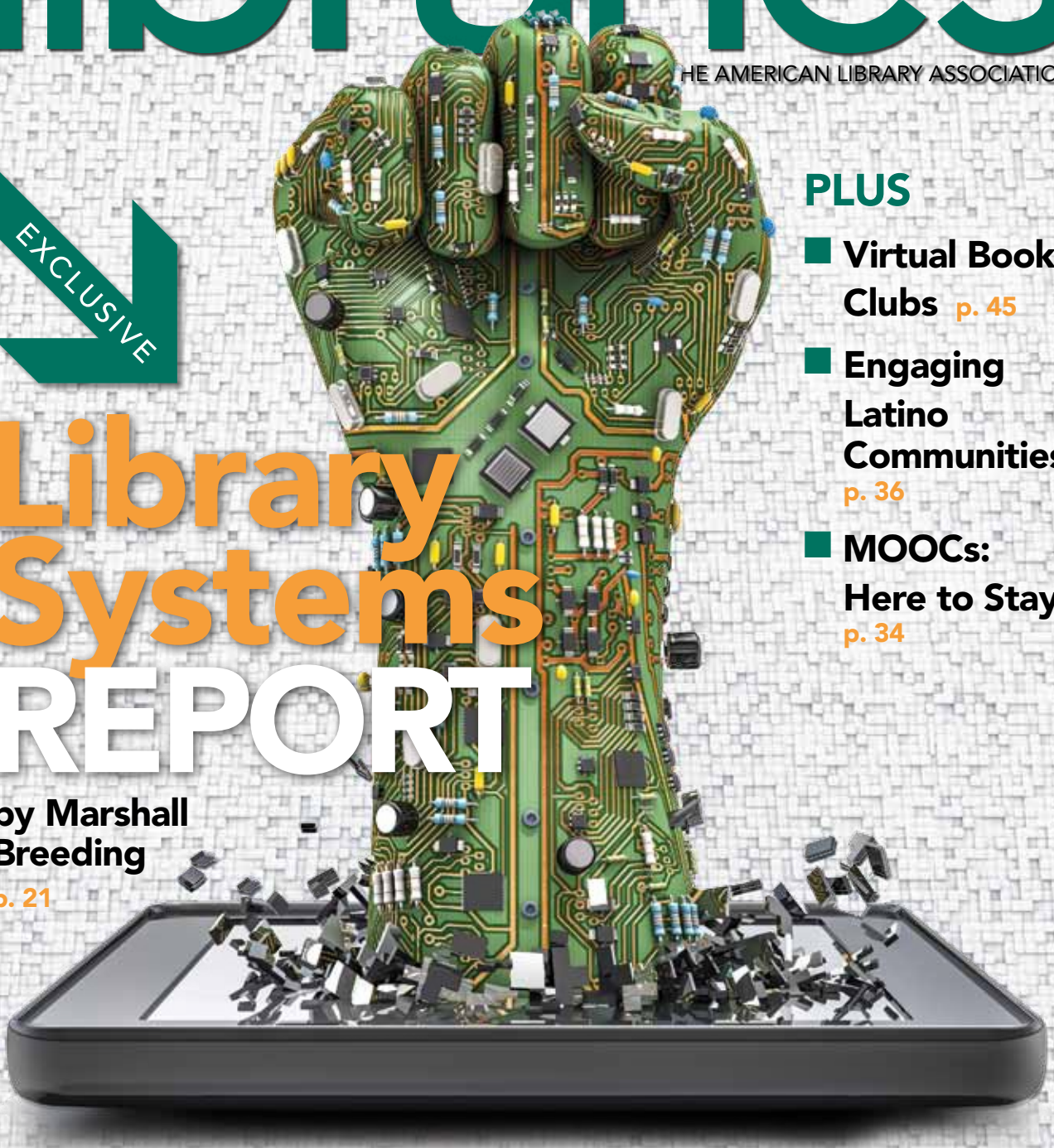
american libraries

MAY 2014

THE AMERICAN LIBRARY ASSOCIATION



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by Marshall Breeding

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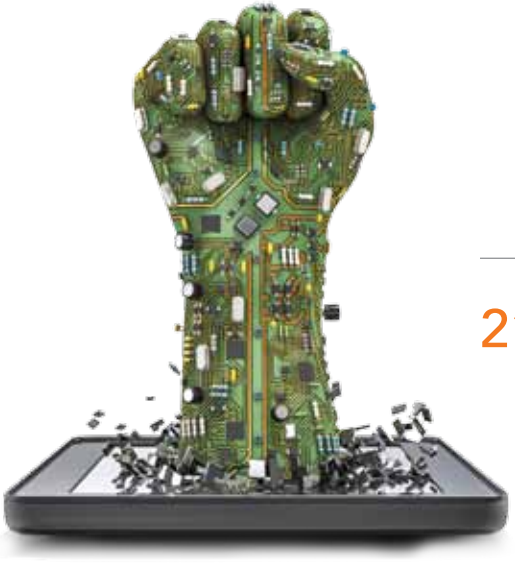

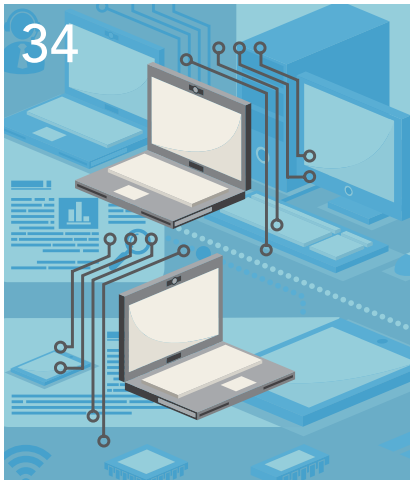

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Now Trending: Tech and People News

by Laurie D. Borman

This month we invited Marshall Breeding to give us a status and trends report on strategic products of the library technology industry. His detailed investigation begins on page 21. He has been reporting on technology in the industry for more than a decade and regularly provides updates for us and on his own site. Breeding found sharp competition in 2013, with many major vendors extending globally, streamlining internal organizations, and wrapping up ambitious product developments. His report covers the state of the industry, 2013 sales performance, and business transitions and acquisitions. He provides listings of library systems companies, with address, phone, website, products, and types of libraries served. Very useful information you just might want to hang on to.

And on the topic of technology trends, there's the proliferation of massive open online courses, aka MOOCs. Are they a passing fad, or a new way of learning that's here to stay? Paul Signorelli and Amanda Hovious take differing views in our feature, on page 34.

The Bookend, our new back page, showcases librarians and their work. The first feature includes Midwinter Meeting attendees who posed for a photoshoot organized by Librarian Wardrobe.

Communities change as populations shift, and no one knows that better than public librarians. With nearly 40% of all foreign-born residents in the US now coming from Mexico, Central America, and Cuba, the time is right to develop programs and services that reach out to these growing communities. Learn more about this shift and how two libraries created successful programs for their local Latino residents, on page 36.

Flip to the back page of this issue and you'll find our new feature, The Bookend. We're profiling librarians and their work in this new addition to *American Libraries*. This month spotlights a few of the librarians who posed for photographer Kyle Cassidy at the 2014 ALA Midwinter Meeting. Cassidy came to the meeting at the request of Librarian Wardrobe bloggers, and a photo essay of his shoot appeared in Slate. Look for Cassidy at the 2014 ALA Annual Conference and Exhibition in Las Vegas if you want to have your look captured.

If you haven't seen it yet, go to AmericanLibrariesMagazine.org to check out the *2014 State of America's Libraries* digital edition. It includes a list of the top 10 most frequently challenged books and highlights important trends in the library world, such as reports on public, academic, and school libraries; ebooks, digital content, and copyright issues; outreach and diversity news; and updates on censorship battles, among other subjects. This must-read publication is among our most frequently viewed digital supplements each year, worth bookmarking for future reference. ▮

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Equity, Diversity, and Inclusion

Standing up for our values

by Barbara K. Stripling

If you have heard me speak this year, then you've heard me repeat this often-quoted saying: "You must *be* the change you wish to see in the world." I thought every library worker already had that mindset, that all of us want to change the lives of those we serve through our actions. How dismaying it was to overhear a conversation among librarians recently in which they dismissed the possibility that they could change the world—they, and their library colleagues, "just go to work every day and do their jobs."

It's not good enough simply to "do our jobs." We must do more. We must have a clear vision of what impact we can have; we must develop the skills and commitment to act on that vision. In my opinion, when we enter the library field (as a professional, paraprofessional, trustee, or any other role), we have a moral obligation to "*be* the change."

I am issuing a clarion call for us to act on our values of social equity, diversity, and inclusion. Through public and honest conversation and individual actions, we can build an equitable and just society for our members, for the field of librarianship, and for our communities.

ALA has made progress in fostering inclusiveness in our Association and the field. The Spectrum Scholarship program, established in 1997 through the vision and commitment of former ALA President Betty Turock, has become a sustained model for ALA to increase attention to the diversity of the field. Focus on equity and diversity issues is maintained by various offices and groups within and affiliated with ALA, including committees, councils, round tables, and ethnic affiliates.

It's not enough to simply do our jobs.

What we know, however, is that we are not doing enough. Members of our communities and profession continue to face inequity and discrimination. We cannot pat ourselves on the back because we have groups to take action for us. Each one of us must accept the personal responsibility to stand up for equity, diversity, and inclusion in our field and our communities.

ALA is committed to leading efforts in this area and to providing opportunities for all of us to get educated and involved. Collaborative conversations among the leaders of the ethnic affiliates and ALA have led to a renewed dedication to these issues and a commitment to provide opportunities and tools that will enable all members of the Association to engage, learn, and participate (see page 10 regarding the Joint Statement issued on March 24).

As president, I am forming a Special Presidential Task Force on Equity, Diversity, and Inclusion that will be charged to: develop programs and other opportunities for members to learn about and engage in the issue; create an inclusion/diversity resources guide and toolkit for use by libraries; develop communications directed toward the public; and use the 2016 Orlando conference as a platform to provoke a national dialogue, build strong advocacy and awareness, and collaborate with local African-American and Hispanic/Latino community members and organizations.

Other efforts are being planned to leverage conversations among members, including inclusion in face-to-face and virtual membership meetings and support for actions at the state level.

I have no doubt we will move forward in ALA. Equally important, however, are those actions that we take in our own libraries and communities. Every day, we must listen to our colleagues and community members, develop empathy for the challenges they face, and then take positive steps to alleviate any hint of discrimination or injustice, whether it's through a simple offer to help or through a major policy change.

Each one of us is responsible for ensuring a just society for all. ▮

BARBARA K. STRIPLING *is assistant professor of practice at Syracuse (N.Y.) University. Email bstripling@ala.org.*

Libraries Transforming Communities

A project for ALA and libraries

by Keith Michael Fiels

All around us, libraries are transforming as they adapt to broader changes in the communities they serve and the environment within which they now operate. In the process, librarians have discovered that as they better understand their communities and their aspirations, the more deeply they are "engaged"; the more impact they can have on their communities; and the more support they will receive in return.

The new "Libraries Transforming Communities" project, supported by a grant from the Bill & Melinda Gates Foundation, will focus on the development of new tools, resources, and support that will allow librarians to engage with their communities in new—and deeper—ways. The project will strengthen librarians as community leaders and community change agents, and help promote innovations in library services.

ALA is working with the Harwood Institute for Public Innovation on this project, and leading this effort will be the ALA Public Programs Office (PPO). PPO is a perfect match for this job, having a long and successful history of helping libraries in their role as community cultural centers and as places of cultural and civic engagement where people of all backgrounds gather for reflection, discovery, participation, and growth.

The two-year project will include in-person training and coaching of librarians to support the transformation of library services and the expanding role of libraries as community conveners. ALA is offering a wide variety of distance-learning and conference-based opportunities, including four sessions at the 2014 ALA Annual Conference. (Thanks to support provided by the Institute of Museum and Library Services, ALA has already offered well-attended introductory training sessions at the 2013 Midwinter Meeting and Annual Conference.) While the project will focus initially on public libraries, the tools, techniques, and training developed will be applicable—and available—to academic, school, and other libraries.

The free tools are applicable to all libraries.

In April, a cohort of 10 libraries—representing communities in a range of sizes and geographic locations—was selected. This group will be trained in the Harwood Institute approach in order to understand its potential for the field and create an active group of early adopters. The cohort librarians will provide models for use in diverse settings and will serve as mentors and ambassadors for the role of libraries as innovative community change agents.

Learning from the experiences of the cohort libraries, ALA will create, refine, and share resources and learning opportunities that will allow thousands of libraries to bring the tools of library-led community innovation to their own communities. Free resources are already available through ALA's Libraries Transforming Communities website (ala.org/LTC).

To reflect the shift in orientation and competencies that this project brings to libraries, ALA staff and member leaders will also train in the Harwood Institute approach. This will help build the Association's capacity as a leader in supporting the transformation of libraries of all types and help support sustainability of the effort going forward.

Each library serves a unique community. Through deep knowledge of community aspirations, libraries will be better positioned to navigate and work with changes in community demographics, leadership structures, and local fiscal and social issues. Positioning librarians as facilitators of community knowledge and dialogue will enhance the library's potential as community change maker, and deepen the reservoir of trust enjoyed by public libraries nationally.

The result: increased innovation, increased impact, and ultimately, a more successful community—and a more successful library. ▮

KEITH MICHAEL FIELS *is executive director of the American Library Association, headquartered in Chicago.*

ALA, FTRF File Free-Speech Brief with Supreme Court

The American Library Association (ALA) and the Freedom to Read Foundation (FTRF) have joined Media Coalition, the American Booksellers Association, the Association of American Publishers, the Comic Book Legal Defense Fund, and others in filing an amicus brief with the US Supreme Court in a case that could affect the right to challenge laws that infringe on the First Amendment prior to their enforcement.

The case, *Susan B. Anthony List v. Driehaus,* is on appeal after the Sixth Circuit affirmed a lower court ruling that the plaintiffs lacked standing to submit a pre-enforcement challenge to an Ohio law regulating campaign-advertising speech.

The brief cites 23 cases over 35 years in which such statutes were found unconstitutional or narrowly constitutional. It argues that the ruling infringes on the First Amendment rights of booksellers, publishers, and librarians, and demonstrates that they could be prosecuted if the statutes are allowed to go into effect.

"The importance of the brief goes beyond the facts of any one case and speaks to the fundamental principle that Americans shouldn't have to wait for arrests or other penalties to occur in order to challenge laws that clearly violate our freedoms to speak, publish, and receive information," said FTRF Executive Director and ALA Office for Intellectual Freedom Director Barbara Jones. "The library community is pleased to join this effort to preserve our right to challenge unconstitutional laws before they impair our freedom."

For more information about the case, a link to the brief, and an interactive map detailing the cases cited in the brief (including many in which FTRF and ALA participated), visit mediacoalition.org/sbal-v-driehaus.

ALA Opposes Anti-IMLS House Budget Proposal

ALA has come out in opposition to the 2015 fiscal year budget resolution, released by Rep. Paul Ryan (R-Wis.), that denounces the Institute of Museum and Library Services' (IMLS) role in supporting US libraries. Ryan recommends that the federal government not have a role in libraries and that Congress shift the federal agency's responsibilities to the private sector.

"We were shocked to learn that Rep. Ryan recommended eliminating IMLS," ALA President Barbara Stripling said. "Libraries depend on the support they receive from IMLS. More than $180 million has been appropriated to IMLS through September 2014 to help libraries make information and services available to the citizens they serve."

Stripling noted the importance of IMLS funding to more than 123,000 libraries, particularly those in Ryan's home state. "IMLS administered more than $2.8 million in the 2014 fiscal year to help Wisconsin libraries prepare young students for school and provide lifelong learning opportunities for all Wisconsin residents," she said.

"Support from IMLS wields large returns in the form of literate and civically engaged communities," Stripling continued. "We hope that Congress will support the important role that IMLS plays in supporting educated communities by rejecting the House Budget resolution."

Stripling's statement is available in full at ala.org/news/press-releases/2014/04/house-budget-proposal-dismisses-role-imls.

ALA Stands Against Warrantless Searches

ALA and the Internet Archive have filed an amicus brief in two Supreme Court cases that examine the constitutionality of cellphone searches. The cases, *David Leon Riley v. State of California* and *United States v. Brima Wurie,* began when police officers searched the defendants' cellphones without a warrant and recovered texts, videos, photos, and telephone numbers that were later used as evidence. The Supreme Court of California found the search lawful in Riley's case, but the US Court of Appeals for the First Circuit, in Boston, reached the opposite conclusion, reversing Wurie's conviction.

ALA and Internet Archive argue that warrantless searches violate the Fourth Amendment. Allowing officers to search smartphones is akin to giving the government permission to

CALENDAR

May 1–7: Choose Privacy Week, chooseprivacyweek.org.

May 5–6: National Library Legislative Day, ala.org/nlld.

June 26–July 1: ALA Annual Conference, Las Vegas, ala14.ala.org.

Sept.: Library Card Sign-Up Month, ala.org/librarycardsignup.

Sept. 21–27: Banned Books Week, ala.org/bbooks.

Sept. 24: Banned Websites Awareness Day, ala.org/aasl/bwad.

Oct. 12–18: Teen Read Week, ala.org/teenread.

Oct. 19–25: National Friends of Libraries Week, ala.org/united/events_conferences/folweek.

Nov.: Picture Book Month, picturebookmonth.com.

Nov. 15: International Games Day, igd.ala.org.

2015

Jan. 30–Feb. 3: ALA Midwinter Meeting, Chicago.

June 25–30: American Library Association Annual Conference and Exhibition, San Francisco.

search a person's entire library and reading history, the brief states.

"Today's cellphones are much more than simple dialing systems—they are mobile libraries, holding our books, photos, banking information, favorite websites, and private conversations," said ALA President Barbara Stripling.

"The fact that technology has made it easy to carry voluminous sensitive and personal information in our pockets does not suddenly grant law enforcement unchecked availability to it in the case of an arrest," added Brewster Kahle, founder and digital librarian of the Internet Archive.

Read the brief at districtdispatch.org/wp-content/uploads/2014/03/ALA-Internet-Archive.pdf.

NSA Oversight Group Gets Madison Award

The ALA awarded President Obama's Review Group on Intelligence and Communications Technologies the 2014 James Madison Award during the 16th Annual Freedom of Information Day on March 14. The group received the award for calling for urgent and practical reforms to the National Security Agency's unlawful surveillance programs.

It produced a report that shows how the government can reaffirm its commitment to privacy and civil liberties without compromising national security. It emphasized the need for transparency and oversight, and made recommendations for protecting national security and advancing foreign policy. It also asked the government to demonstrate the validity of claims that secrecy is necessary.

Members of the Review Group include Richard Clarke, former national security official under presidents Bill Clinton and George W. Bush; Michael Morell, former deputy director of the Central Intelligence Agency; Geoffrey Stone, law professor at the University of Chicago Law School; Cass Sunstein, professor at Harvard University; and Peter Swire, professor at the Georgia Institute of Technology.

The award, named in honor of President James Madison, honors individuals who have championed, protected, and promoted public access to government information and the public's right to know that information. For more information on the award and its recipients, visit ala.org/awardsgrants/james-madison-award.

ALA Donates Books After Little Library Fire

ALA is donating books to a Girl Scout troop in Tucson, Arizona, after a freestanding little library that members built near an elementary school was vandalized by fire in March, destroying both the library and the books inside. Made from a refurbished newspaper box, the library was one of eight built by the Girl Scouts in Pima County. At press time, no suspects were in custody.

To donate books or funds, contact the Girl Scouts of Southern Arizona, 4300 E. Broadway Blvd., Tucson, AZ 85711.

Libraries Honored for Cutting-Edge Tech

The ALA Office for Information Technology Policy and the Library and Information Technology Association have recognized four libraries that offer cutting-edge technologies in library services. The libraries will be featured in a program at the 2014 ALA Annual Conference and Exhibition in Las Vegas.

The honorees are:

- Somerset County (N.J.) Library System, which developed a cost-

LAST CHANCE FOR DESIGN SHOWCASE SUBMISSIONS

The deadline to submit library designs for *American Libraries'* 2014 Library Design Showcase, our annual feature celebrating new and newly renovated or expanded libraries of all types, is May 31. The showcase will be featured in *AL's* September/October 2014 issue.

We are looking for libraries that are shining examples of innovative architecture and that address patrons' needs in unique, interesting, and effective ways. Previous submissions have consisted of everything from outdoor facilities and LEED certifications to expanded high-tech teen areas and restorations of libraries from the turn of the century. To be eligible, projects must have been completed between May 1, 2013, and April 30, 2014.

To have your library considered, send a completed submission form, along with high-resolution digital images, to *American Libraries,* Attn: Library Design Showcase, 50 E. Huron St., Chicago, IL 60611. Submissions can also be sent via YouSendIt to ALShowcase@ala.org. Unfortunately, not all submissions can be featured. For more information, email ALShowcase@ala.org.

St. Louis Public Library, Central Library, one of the featured libraries in the 2013 Library Design Showcase.

Photo: Timothy Hursley

effective way to promote programs and resources in high-traffic areas. Its Raspberry Pi Digital Signs program reduced digital signboard costs by almost $1,000 per display;

■ Edmonton Public Library, in Alberta, Canada, whose Me Card technology allows customers with a library card from one library to create an account with and access collections at another library with no staff intervention or additional library cards;

■ North Carolina State University (NCSU) Libraries, which used Instagram's API to develop an app that captured photos of the university's new James B. Hunt Jr. Library and displayed them online and in the library. NCSU received more than 3,200 images from more than 1,300 users and recorded more than 235,000 page views;

■ Penn State University Libraries, in partnership with Information Technology Services, which created an easy video-recording app for faculty and students. One Button Studios enabled 4,200 people to create more than 270 hours of video. The app also reduces production costs, as well as the number of staff needed.

Additional information on the products is available at ala.org/offices/oitp/cuttingedge.

Toolkit Aids Libraries with Insurance Issues

A new toolkit from United for Libraries details what trustees and directors need to know about insurance for their library.

Written by United for Libraries President-Elect Christine Lind Hage, director of Rochester Hills (Mich.) Public Library, the toolkit identifies types of insurance coverage that libraries may want to consider, including property insurance, liability insurance, commercial auto insurance, and directors and officers insurance. The toolkit also includes a form that libraries can use when seeking estimates from providers.

The toolkit is available to United for Libraries trustee members at ala.org/united/trusteezone.

YALSA Unveils List of Outstanding Books

The Young Adult Library Services Association (YALSA) has announced the 2014 Outstanding Books for the College Bound and Lifetime Learners list. Revised every five years, the list is a tool for students preparing for college, parents, educators, and librarians. The 2014 list, which includes such diverse titles as Tina Fey's *Bossypants,* Wes Moore's *The Other Wes Moore: One Name, Two Fates,* and Junot Díaz's *The Brief Wondrous Life of Oscar Wao,* was produced by a committee made up of public and school librarians, in collaboration with academic librarians from the Association of College and Research Libraries (ACRL).

The list offers titles in five categories: arts and humanities; history and cultures; literature and language arts; science and technology; and social sciences. The complete list is available at ala.org/yalsa/outstanding-books-college-bound.

OLOS Seeks Diversity Programs for Annual

The Office for Literacy and Outreach Services invites submissions for the 2014 Diversity and Outreach Fair at ALA's Annual Conference and Exhibition in Las Vegas on June 28. Sponsored by Demco, it is an opportunity for libraries and member

groups to share their successful diversity and outreach initiatives and exhibit "diversity in action" ideas.

The 2014 theme is family literacy, and presenters will facilitate a related session in the exhibits hall during the conference. Submissions should feature innovative and successful library-based family literacy programs. Also considered will be proposals that highlight services to underserved or underrepresented communities, including people with disabilities; poor and homeless populations; people of color; English-language learners; gay, lesbian, bisexual, and transgender people; new Americans or new and nonreaders; older adults; people living in rural areas; incarcerated people and ex-offenders; and mobile library services and bookmobiles.

Applications are due May 15. To apply, visit ala.org/divfair.

Roald Dahl Award Submissions Open

The American Association of School Librarians (AASL) invites members to apply for the Roald Dahl Miss Honey Social Justice Award. Sponsored by Penguin Random House, the new award, named after a character in Dahl's *Matilda,* recognizes collaboration between school librarians and teachers in the instruction of social justice using school library resources.

The 2014 award celebrates the 50th anniversary of the publication of Dahl's *Charlie and the Chocolate Factory,* and applicants must submit projects related to that work. Winners will receive $2,000, a $5,000 book donation from Penguin Random House, and up to $1,000 in travel and housing reimbursement to attend the awards presentation at the ALA Annual Conference and Exhibition in Las Vegas.

Applications are due June 1. Submission and award criteria can be found at ala.org/aasl/awards.

ALA SENDS AID TO THE PHILIPPINES

On November 8, 2013, Typhoon Haiyan devastated the Philippines. One of the most powerful storms ever recorded, it took the lives of 6,201 Filipinos. ALA's Philippines Library Relief Fund raised more than $6,000 to help rebuild and replenish destroyed libraries and archives.

Lily Echiverri (left), director of the University of the Philippines Law Library; Emma Ray, legislative liaison for PLAI; Beth Peralajo, president of PLAI; Nancy Bolt; and Susan Pador, treasurer of PLAI, in Manila.

On March 16, Nancy Bolt of the International Library Cultural Exchange Interest Group presented a check to the Philippine Librarians Association Inc. (PLAI) on behalf of ALA at a ceremony in the capital city of Manila. Eighty individuals and groups from 29 states, as well as Luxembourg, Australia, and Canada, have contributed to the cause, but much more help is needed. To donate, visit ala.org/offices/philippines-library-relief.

ALCTS to Present Virtual Preconferences

The Association for Library Collections and Technical Services offers two virtual preconferences in June.

"Creating Successful Scholarly Communication with an Institutional Repository: Just Say Yes," on June 10–12, is designed to inform and inspire attendees to develop or expand scholarly communication programs on their campuses and to identify content recruitment opportunities for library-supported publishing and institutional repositories. "Library Preservation Today!" on June 16–18, introduces the fundamentals of managing preservation efforts in libraries, archives, and historical societies.

Registration is now open. Each preconference session will be recorded and the one-time registration fee includes unlimited access to the recordings. For information on the session and to register, visit bit.ly/1eLzsuw.

Statement Issued on Annual 2016 Concerns

The executive boards of ALA, the American Indian Library Association, the Asian Pacific American Librarians Association, the Black Caucus of the American Library Association, the Chinese American Librarians Association, and the National Association to Promote Library and Information Services to Latinos and the Spanish-Speaking (Reforma) have issued a joint statement of commitment and action in response to members' concerns about holding the 2016 ALA Annual Conference and Exhibition in Orlando because of Florida's Stand Your Ground gun law.

The full statement is available at bit.ly/1nYmXSJ. ▮

Photo: Nancy Bolt

Librarians Trade Ideas at the ALA Leadership Institute

Last August, 40 librarians gathered at the Eaglewood Resort and Spa in Itasca, Illinois, to participate in the first ALA Leadership Institute. Facilitated by ALA Past President Maureen Sullivan and Association of College and Research Libraries content strategist Kathryn Deiss, the group learned about models of leadership and group dynamics, and shared ideas and research. They covered such essential issues as leading in turbulent times, interpersonal competence, power and influence, the art of convening groups, and creating a culture of inclusion, innovation, and transformation.

"The Institute helped me to identify my strengths and allowed me to examine areas of needed growth as a leader, while also allowing me to help the others do the same in a collective body through examination of theories, methodologies and individual case studies," Ray J. Turner, assistant branch manager/reference services manager at the Otranto Road Regional Branch of the Charleston County Public Library in North Charleston, South Carolina, told ALA.

Jennifer Anders, school librarian at West Jefferson Elementary in Quinton, Alabama, agreed. "This was the best conference I've ever attended," she said. The learning didn't stop at the end of the institute, either. "Over the past several months, I have tried to employ the skillful discussion model, with my colleagues and with my elementary age students. Skillful discussion moves beyond exchange of knowledge to working together to develop and implement solutions or complete a project. I hope I have worked better at listening to students and teachers as a result and responded more efficiently to their needs."

Most of the participants continued their networking and communication on a Facebook page, friending each other's professional pages to follow activities. They also relied on ALA Connect to maintain contact.

"These connections allowed me to feel a part of the bigger community, knowing that I could message any of these 'friends' and colleagues with a question and usually receive an answer by the end of the work day," said Robin Clark, director of Sump Memorial Library in Papillon, Nebraska.

While at the institute, participants broke into small groups to problem solve and discuss topics. Julie Zamostny, staff development coordinator at Western Maryland Regional Library in Hagerstown, found this to be the best part of the training. "It was really interesting to hear about the other types of libraries and how they're organized—we're so similar and yet so different! Just being able to exchange ideas, celebrate successes, and commiserate about challenges was very helpful, almost therapeutic," she said.

Darlene Weber, managing librarian at Mill Creek (Wash.) Library, was initially skeptical about the benefits of working with different types of librarians, but she enjoyed connecting with those from various backgrounds. After the event, she said she was reenergerized. "I received training and course material that I've been able to return to as I continue to develop as a leader."

Librarians of all types discuss leadership strategies at the ALA Leadership Institute.

Anders also follows others through social media and email. "The dynamics of this particular group were so extraordinary, I feel like when I 'see' them it's like connecting with an old friend. Several participants have shared links and ideas related to leadership and librarianship through the Facebook group," she said.

"The leadership path is a journey. I found strength in the larger fellowship discussions at the institute," Weber noted. "No matter the focus of a person's library—academic, public, school, special—the leadership skills needed are the same. The idea that all leaders share the same skill set, no matter the professional focus, was a strength I took away from the institute. I have developed more confidence in myself and feel more comfortable inside my 'leader skin' since attending the institute."

For more information, visit ala.org/transforminglibraries/ala-leadership-institute. ▮

—LAURIE D. BORMAN *is editor and publisher of American Libraries.*

Photo: *American Libraries*/Laurie D. Borman

Libraries Find Success in Crowdfunding

When the Northlake (Ill.) Public Library District wanted to grow its popular graphic novel collection and add a fun element to attract young adults, the staff decided to dream big—really big. As in 9-feet-tall-and-green kind of big.

Staff members launched a crowdfunding campaign in 2013 through the website Indiegogo to raise $30,000 to buy a statue of the Incredible Hulk, a stack of new graphic novels, and new technology, including a 3D printer and an iMac with a drawing pad.

Did the library hit its funding goal with a legendary Hulk smash?

"We didn't even raise enough money to buy his leg," says Sharon Highler, the library's director. "But we reached every goal except the actual money."

A boxing gym owner in California saw the campaign online and decided to donate his own Hulk statue, a decoration from the premiere of the 2008 movie *The Incredible Hulk*. A logistics company donated transportation for the massive statue. And with the $4,262 raised from the online campaign, the library was able to buy all the technology it wanted, as well as quite a few graphic novels to boot.

Top: The unveiling of Northlake (Ill.) Public Library District's Hulk statue in 2013 drew fans who wanted a photo-op with the superhero. **Bottom:** Staff members seized the opportunity to showcase equipment purchased with the funds raised.

Many of the donations came from the local community, but some were national and even international. Northlake's unique goal helped it garner press attention, leading to more donations. Highler even got a call from *Good Morning America*—though nothing aired.

On the other side of the country, the Paonia branch of the Delta County (Colo.) Libraries used the crowdfunding website Kickstarter to raise money for an innovative project: to bring Wi-Fi hotspots to its town of 1,500 residents by using television "whitespace" made available in 2010 after the switch to digital signals.

Paonia was one of six public libraries nationwide selected for the pilot Super Wi-Fi project from the Gigabit Libraries Network, but it was only for a trial period. If the library wanted to keep its Wi-Fi hotspots permanently, it had to purchase the equipment, the total cost of which was $6,000. When a local millage was defeated and the town council didn't offer the money, John Gavan, the libraries' technology manager, turned to crowdfunding.

The library had 30 days to raise the needed $4,000, and it succeeded, meeting its goal on January 19. Wi-Fi usage is going up by the week, says Gavan, and the town is very appreciative, especially given the difficulty of getting wireless internet in this rural mountain area. Although most of the donations were local, one large donation arrived from a young man in Africa who had used the library's internet when he was a student living in Paonia years before.

Both Highler and Gavan say they would consider crowdfunding campaigns again, but they also offer suggestions to other libraries and librarians based on les-

Photos: Northlake (Ill.) Public Library District

sons they gleaned from their initial efforts.

Create a campaign. Instead of creating a funding goal, both Highler and Gavan stress the importance of a publicity campaign to help promote a project.

"It's extremely important to have a really solid plan in place for promotion before you launch," says Gavan.

Think about how you want the public to perceive the goal and shape your campaign to fit that. Highler says many people were confused about why a library wanted a statue of the Hulk.

"They were asking, 'Why is the library asking for this much money?'" she says. "The misconceptions made meeting our goal tough."

> "You can't just launch a crowdfunding campaign and sit back and wait."
>
> —John Gavan, technology manager, Delta County (Colo.) Libraries

Know your website options. Different crowdfunding sites have different rules, limitations, and costs. While Delta County used Kickstarter, Gavan says he and his colleagues will probably consider a different site in the future.

"One issue with Kickstarter is that you have to reach 100% of your goal or you don't get the money," he says. "And the fees are pretty hefty. Kickstarter takes 5% and then Amazon payments take another 5%." Other options may include GoFundMe, Indiegogo, and RocketHub.

Keep the interest up. Once you've launched a campaign, it's important to let people see your progress and ask them to share it with friends and social networks.

"You can't just launch it and sit back and wait," Gavan says. "You have to really work it."

But the work is worth it, according to Highler, especially when it makes expensive projects a possibility.

"We need to be able to provide our community with what they want and what they need," she says. "Just because we don't have a lot of money, we can't say no. This community [of Northlake] isn't rich, so we have to be very creative with getting the things we want to be able to offer. This was our first effort in doing something really big in order to do that."

—MEGAN COTTRELL is a writer, blogger, and reporter in Michigan.

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Big Ideas Flourish at the 2014 Public Library Association Conference

My wife is a librarian, so I'm familiar with your complaints and grievances," deadpanned David McRaney to a capacity crowd at the 2014 Public Library Association Conference (PLA 2014). "I also know that what you do is great and amazing." The author of *You Are Not So Smart* and *You Are Now Less Dumb* was one of many speakers at the nation's largest public library conference, held March 11–15 in Indianapolis.

Authors Simon Sinek (left) and Richard Ford speaking at the Indiana Convention Center as part of PLA's biennial conference.

Almost 8,000 librarians, administrators, library professionals, and exhibitors gathered to hear him and other writers, thinkers, and speakers discuss how libraries change and shape lives. They also participated in more than 150 information sessions, panel discussions, readers' advisory boards, and author events that explored the influence and changing face of today's public library. The popular exhibition hall provided a convenient gathering place for them to discuss ideas further while browsing the booths of nearly 400 companies and organizations showcasing goods and services.

Libraries of all sizes detailed new and innovative ways that they are affecting their communities. Small and rural libraries were a focus. Nearly 40 programs were aimed at this particular subset, covering topics ranging from youth and special needs programming to administrative and tech concerns. "Local History Tourism: Ghosts, Graveyards, and QR Codes" was a popular session. A standing-room-only crowd gathered to hear Jennifer Gregory and Bridget Striker from Boone County (Ky.) Public Library discuss how they joined with local historical societies and sites to research and create resources that would increase the organizations' public presence and introduce the community to rich local history.

Gregory and Striker explained how they created WordPress blogs and Wiki pages and organized QR code scavenger hunts, cemetery walks, and ghost tours for the town of Burlington, the Gaines Tavern in Walton (the site of 14 murders and suicides in the 1800s), and the Rabbit Hash Historic District. They also started an Underground Railroad tour for Boone County. The events in particular were massively successful. With the library's help, Gaines Tavern's ghost tour attracted more than 200 visitors in a single night. The tavern usually averages 250 per year.

The scope of services extended to the health care realm as well. "Five Million and Counting: Serving Patrons with Alzheimer's and Dementia" focused on providing resources and services to the 5.2 million people living with dementia, including Alzheimer's disease, in the US. Panelists from Gail Borden Public Library (GBPL) in Elgin, Illinois, detailed the Tales and Travel Memories Project, an outreach program that takes dementia patients on adventures around the world using books and other library materials. GBPL was awarded a Carnegie-Whitney Grant for the project in 2013.

"It's a difficult thing to do in our lives, caring for someone with a debilitating disease, and now we're asking public libraries to do the same," said GBPL librarian Miriam Lytle. Close to 90% of attendees at the session

Photos: King Shots, Inc.

identified as having family members or loved ones affected by the diseases—a sobering reminder of the diseases' impact and the need for libraries to take action. "There's a bias in public libraries toward head counts, and this goes against that," said Lytle. "This is about one-on-one and small group interaction."

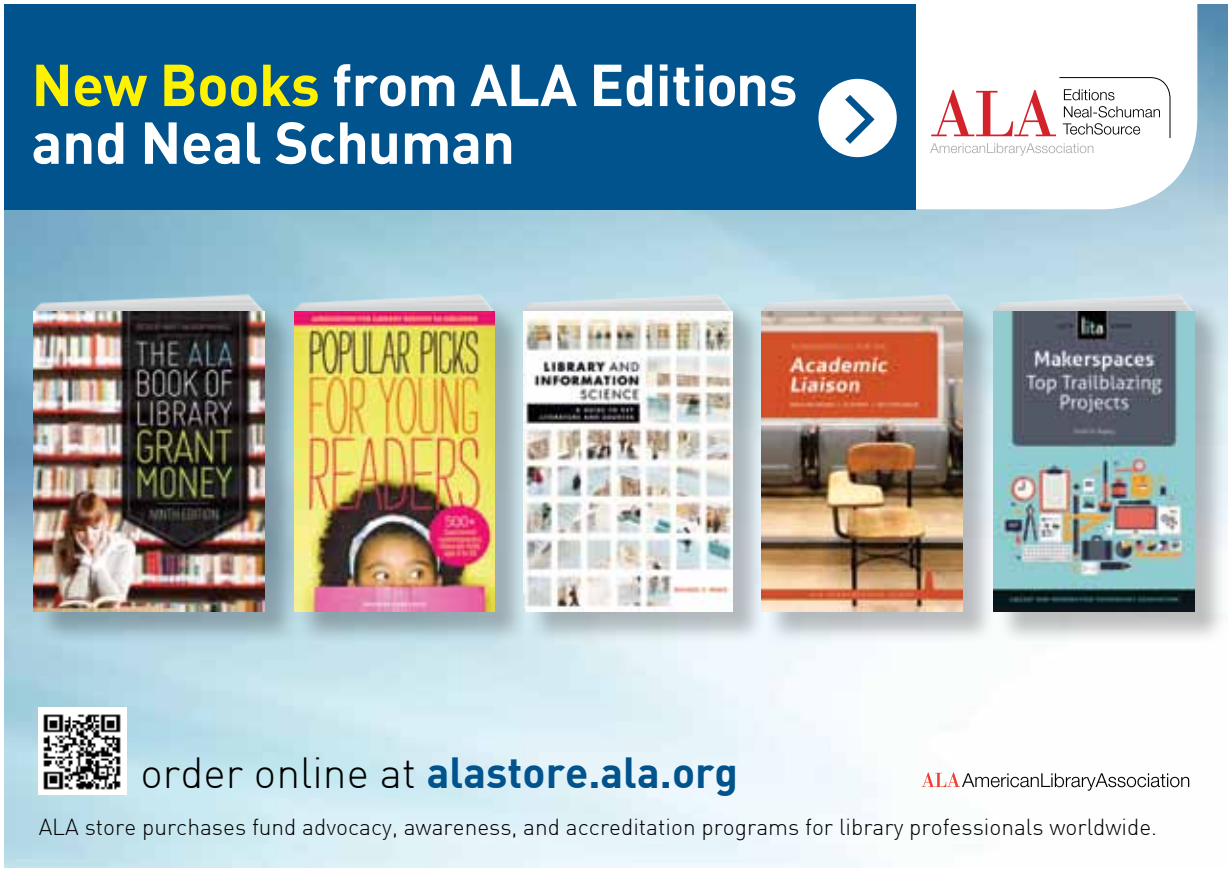
The speakers expounded on the ideas and ideals from the conference sessions. The Big Ideas Series, a morning lecture series that debuted at PLA 2014, provided motivational boosts as well as new and unique ways to approach work and the world.

McRaney, author and popular presenter Simon Sinek, *Newsweek* and Daily Beast correspondent Megan McArdle, *New York Times* and *Wired* science and technology writer Clive Thompson, and Harvard Business School professor and TED talk presenter Amy Cuddy drew from history, current events, science, anthropology, business, journalism, graphic design, and social media to detail how we can improve leadership skills; find success in failure; rewire our hard-wired brains; and recognize the power and pervasiveness of images in media. The talks were broad in scope but applicable to librarians' lives and library service.

> "Failure hurts but it can work. You have to give yourself permission to suck. You have to learn by trying. Innovation and experimentation are the ways to success."
>
> —Megan McArdle, correspondent for *Newsweek* and the Daily Beast

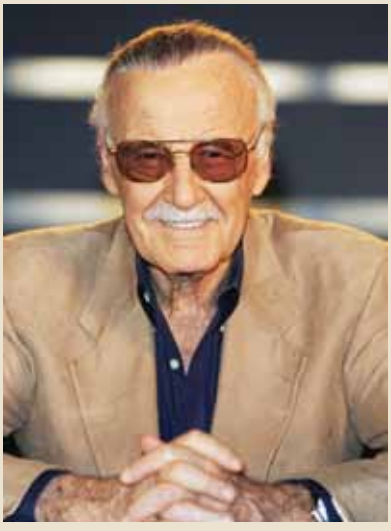
"Failure hurts but it can work," said McArdle, who discussed how past career failures allowed her to become a writer. "You have to give yourself permission to suck. You have to learn by trying. Innovation and experimentation are the ways to success."

Humorist and author David Sedaris closed the conference with levity and praise for libraries. "The first thing I did when I moved to England from Paris was get my library card," he said. For his closing session talk, Sedaris read the essay "Loggerheads," from his new collection, *Let's Explore Diabetes with Owls*. "It's about a very important thing that I learned at the library," Sedaris said of the essay. The reading and subsequent question-and-answer session ended PLA 2014 on a high note. —*Phil Morehart*



NEWSMAKER: **STAN LEE**

Over the past century, superheroes have ingrained themselves in society's collective psyche and permeated pop culture. Stan Lee, the man who created many of these characters for Marvel, will share his insight on the importance of comic books to literacy in his Auditorium Speaker Session at the 2014 ALA Annual Conference in Las Vegas. *American Libraries* spoke with the legendary comic book writer in April to discuss the role of comic books in children's literacy, the lack of diversity among superhero characters, and what secret superpowers he possesses.



You're known for making movie cameos. What is your favorite one to date?
STAN LEE: I did one in the new *Captain America: The Winter Soldier* movie. I think it's a very funny one.

We're pretty partial to the librarian you play in *The Amazing Spider-Man*. Speaking of which, do you have a spidey sense? No, I wish I did. Spider-Man's spidey sense allows him to do everything right; I do everything wrong, usually.

To which of your superheroes do you most closely relate? All of them. I have the strength of Thor, the agility of Captain America, and the wit of Spider-Man. I'm really all of them. Please say I said it with a laugh.

The protagonist of your latest work, *Zodiac*, is Chinese American. Why haven't there been more culturally diverse superheroes, and is that trend changing? It's changing very rapidly. At POW! Entertainment [Lee's production company], we're doing a movie called *The Annihilator,* which features a Chinese hero. It's not a Chinese movie; it's a movie for the world—the lucky world that will receive it. We have also created a new Indian superhero for India called Chakra. He's a teenage boy with a power. And we're working on a Latino hero. We're trying to have as many different cultures and nationalities represented as possible, because it really is one world.

In the early 1970s, the Comics Code Authority [an oversight group] refused to approve three issues of *The Amazing Spider-Man* that portrayed the perils of drugs. You published them anyway. Why was that important to you? Well, the important thing was to make money. [*Laughs*] But to tell you the truth, I have listened to teachers, professors, and scholars say that reading comic books is one of the best ways to teach literacy to young children. Because in order to enjoy and appreciate and be wrapped up in a comic book, you have to be able to read the dialogue balloons. Otherwise you won't know what's happening. The youngster forces himself or herself to read what is lettered there in order to follow the story. So many teachers have told me that when they put comic books in the classroom, children get better marks more quickly in English and in literacy than in any other way. There is something about the physical look and feel of a comic book that young children love.

What do you say to librarians who may be uncertain about including comics in their collections? A library should be a way for a child—for anybody—to get the sort of reading that he or she wants, and hopefully that will benefit them. Not all stories in comic books are great; some may seem silly or ridiculous or a waste of time. But the youngster has to be able to read the book. And for that reason, comic books should be in every library.

How do you feel about the role of ebooks as they relate to comic books? Comic books may become less popular after a while if youngsters can get the same stories on their computer screens. But kids seem to enjoy holding a comic book, folding it, putting it in their back pocket, showing it to other kids, carrying it, collecting them. It's a little hard to collect them if you're doing it electronically. ▮

To read the full interview with comic book legend and 2014 ALA Annual Conference speaker Stan Lee, visit americanlibrariesmagazine.org.

A Moment of Science

Use a book discussion group to promote learning

by René Tanner

Libraries are places where people can continue their education. However, for a person studying alone, it is often easy to lose momentum. Starting a book discussion can be an excellent way to encourage people to read challenging material within a supportive learning environment, and it can become an integral part of your outreach efforts.

Academic libraries are adopting strategies bookstores use—arranging writing workshops, inviting authors to give talks, and hosting book clubs—to make their spaces and services engaging. Thriving local bookstores, such as the Poisoned Pen and Changing Hands Bookstore in the Phoenix area, have figured out the importance of community and social activities in an era of steep competition from online booksellers. Toward this end, I experimented with a science book discussion.

Studies show that people who exercise together reach their goals more readily than those who exercise alone. Exercising our minds is much the same.

My first step was to figure out which books to select. I wanted books that were challenging but not so advanced that we'd give up. I began my search by reading book reviews in *New Scientist,* National Public Radio blogs, *The Guardian,* and the *New York Times.* I discovered quite a bit of variability in science writing. Some books have a theme that runs through their entirety, while others are a compilation of stories about a topic like chemistry or birds' feathers. Both approaches can appeal to readers—if they're done well.

To begin the discussion, I selected three books and prepared questions to guide the discussion. The books were fairly inexpensive, well received by reviewers, and relatively succinct. Building on that approach I then invited readers to vote on future book selections. I compiled about 10 choices at a time, and depending on how well the books were received, we could get up to three months' worth of selections.

Currently, I have readers lead discussions based on books of their choice. The philosophy is that everyone gets an opportunity to make a selection while the rest of us get to respect that choice and have a lively discussion.

Coincidentally, many of the books we read touch on similar scientific discoveries and events. For instance, in *1493* by Charles C. Mann, we learned about the impact of fire ants on the Spanish inhabitants of Hispaniola. And many months later, we followed up on the topic with *Journey to the Ants* by Bert Hölldobler and E. O. Wilson. These overlaps happen time and again and solidify the concepts. One regular told the group that she was surprised at how much she had learned.

At our library, a typical book discussion draws about 10 participants. However, we've had more than 50 people attend to hear a university author or local lecturer, whom we invite on rare occasions. A regular, Barbara, was so inspired by a talk we hosted with Lawrence Krauss, an Arizona State University physicist and author of *A Universe from Nothing,* that she wrote a poem after the lecture.

I've used various methods to promote the discussions, including press releases to the local and university newspapers and advertising on the university calendar and library web page. In addition, I post notices on an online site (Meetup) that promotes local social events.

Studies show that people who exercise together reach their goals more readily than those who exercise alone. Exercising our minds is much the same. One attendee noted, "Every meeting has been so interesting that the time just flies by, and I often want it to last longer." A book discussion can provide structure for learning, promote your institution's research, and build community at your academic library—but I really do it because it's fun. ▮

RENÉ TANNER *is life sciences librarian at Arizona State University. She has been a librarian for more than five years, beginning her library career instructing community members on basic computer competence. Her previous career was as an environmental planner. Email rene.tanner@asu.edu.*

None of Your Beeswax

Privacy matters, but why?

by Joseph Janes

This winter, I had the chance to explore an entirely new teaching experience, at least new to me. Along with my good friend Mike Eisenberg, I co-taught a large undergraduate course to 160 sophomores and juniors, many of whom are intending to apply to our baccalaureate informatics program. It's very different from my usual 20–30 MLIS students learning about information services or research methods—quite invigorating in many ways, and terrifying in only a couple.

So much discussion around privacy centers on its trade-offs with security: "Well, if you don't have anything to hide...." Which precisely misses the point.

It's a new mode and style of teaching for me, a new population and age of student, and it's also happily given me the opportunity to take on topics in ways I don't get into in my other classes, like design thinking, social media, information behavior, and privacy.

Like everybody, I'm aware of the importance of privacy for its own sake, and especially in the increasingly intrusive data mining/surveillance camera/viral tweet world we live in. Until I started to dig a bit further, though, my understanding of why privacy really matters and what it's good for was surprisingly superficial.

So much of the discussion of late around privacy centers on its trade-offs with security. Want to feel safe on a plane? Then you won't mind having a full-body X-ray or a pat down that could easily be mistaken for a third date. Want to fight terrorism? Then it'd be fine to have the government read all your emails, listen to your phone calls, and know what you search online. Besides, if you don't have anything to hide....

Which precisely misses the point about privacy. As James Rachels writes in his excellent 1975 essay "Why Privacy Is Important," we all maintain a series of different kinds of relationships: with friends, spouses, parents, roommates, physicians, and so on. Each type of relationship in part dictates our behavior (would you more likely curse in front of your spouse or your mom?) and part of that is information sharing: Who gets to have what information about you, how much, and how will it be obtained?

New technologies can breed new kinds of relationships (think Facebook "friends" or sexting partners). Rachels also says "we have good reason to object to anything that interferes with these relationships, and makes it difficult … for us to maintain them *in the way that we want to*" (emphasis mine).

So. Add new ways of capturing and massively sharing information—cameras, databases, monitoring, Instagram—out of our immediate control, and now we lose the ability to differentiate between who gets what. Almost anybody could get almost anything. And that, then, begins to contravene our assumptions and principles about relationships, undermining those relationships and many of the social conventions we build up around them.

I felt as though I had to wrap this up with a positive story, so I asked the undergrads to think about a public, governmental entity that was dedicated to protecting privacy. That would be us. I think this came as news to many of them (nobody mentioned the library when I asked; perhaps that was too much NSA bugaboo early on), so I believed I had done a public service.

This feels to me like a pedal we could push with somewhat more vigor. With the steady drip of revelations about new violations, we can legitimately make the case that we're one of the few places left that won't look over your shoulder or tell anybody what we know about you or your habits or interests. We're fighting for you, we're on your side, and we won't give you up.

A refreshing message in what often feels like a darkening world … but that's another story. ▮

JOSEPH JANES *is associate professor and chair of the Information School of the University of Washington.*

Media in the Classroom

Video comes of age

by Julie A. Decesare

In the past 10 years, the quantity of digitized or born-digital media, especially video, has skyrocketed. Librarians are constantly navigating this digital shift and helping their patrons find their way through it.

Media is a complicated format for librarians: Issues involving fair use limitations and allowances, individual versus institutional rights, closed-circuit rights, public-performance rights, streaming rights, licensing details, and copyright and access questions are ever-present. Finding titles in a required format can also be problematic. The payoff comes in the many video resources available, both for free and through fees, that are ideal for library instruction, research, outreach, and use within the curriculum by way of content and learning management systems.

Librarian skills are needed here. Help your faculty, students, and patrons find, evaluate, and use these quality video resources.

Instructors and researchers are demanding video. According to Ithaka S+R's *US Faculty Survey 2012* (sr.ithaka.org), academic faculty rate audiovisual resources at the same level of research importance as reference materials. Always an engaging supplemental resource, video is also gaining prominence in primary scholarly research, especially as more special collections and archives digitize their film holdings.

The survey asked different departments how important film and video resources are to their research. Close to 40% of the humanities faculty responded that these materials were important; less than 20% of the social sciences faculty and only 10% of the sciences faculty answered affirmatively. When asked about the types of materials used in teaching and assignments for freshmen and sophomores, again the disciplines varied. Film, video, and other nontextual sources were used often or occasionally with lower-level undergraduates by close to 85% of humanities faculty; in the social sciences it was about 70%, and in the sciences about 35%.

The Pew Research Center's *Online Video 2013* report (pewinternet.org/2013/10/10/online-video-2013) found that the percentage of internet-using American adults who watch or download videos had grown from 69% in 2009 to 78% in 2013. Video-sharing sites like YouTube are largely responsible for the increase. Since 2006, the percentage of online adults who post, watch, or download videos has grown from 33% to the current figure of 71%. Rates of online video viewing are highest among users ages 18–49 and those with higher household income levels.

According to the July 2012 edition of *Library Journal*'s "Patron Profiles: Public Library Edition," DVD borrowing in public libraries has fallen sharply: 17% of respondents said that streaming services—from providers such as Netflix, Hulu, Apple, and Amazon—were their primary source for movies.

The *2013 Horizon Reports* released by the New Media Consortium (nmc.org/publications), both the K–12 and higher education editions, confirm that the role of online or blended learning continues to "come of age." Video is no longer exclusively for distance and traditional learners; students expect it to be in the curriculum. Lectures, primary content, methods of analysis, and instruction are in nontextual formats. The flipped classroom, currently a popular pedagogic model, uses video lectures and materials outside the classroom so that faculty can spend more time on active projects and student engagement.

Librarian skills are needed in this changing sphere to help faculty, students, and patrons find, evaluate, and use these quality video resources—while respecting copyright law. ▮

JULIE A. DECESARE *is assistant professor and head of education and research at Phillips Memorial Library, Providence (R.I.) College. This column is adapted from her April 2014 Library Technology Report, "Streaming Video Resources for Teaching, Learning, and Research."*

More than Words

Tips for effective instruction with screencasting

by Meredith Farkas

Five years ago, I wrote about the value of screencasting software—software that films the action on your computer's desktop—to create instructional videos on how to use the library and its resources ("Your Desktop: The Movie," *AL*, Nov. 2009, p. 33). Since then, librarians have created thousands of instructional videos on information literacy concepts, library resources, and services. Through our own trial-and-error and research with patrons, librarians have learned a lot about the best practices for screencasting. Here are some tips for creating screencasts that will provide value for your patrons:

1. You don't need a big budget to create an impressive screencast. Though pricey software options offer nice editing features, there are free and low-cost tools out there, including Jing, Screencast-O-Matic, Snagit, Screenr, and CamStudio. Even tools for synchronous instruction, like Google Hangouts, ooVoo, and web-conferencing software, offer the screensharing and recording features you need. If you use a free web-based tool, be sure you can download the video in a commonly used format so you'll still have your screencasts if the software site is taken down.

2. Start with learning outcomes. List what a patron should be able to do by the end of a screencast and you will have a much easier time focusing your script and action.

3. Before you create anything, look at what's already out there. Database vendors and other libraries are creating instructional videos, and something might be available that meets your needs. Even if an existing tutorial meets 80% of your needs, weigh the value of that 20% against the time it takes to create a screencast.

Be sure the action onscreen matches what you're saying.

4. Create a script or at least an outline. When I'm planning a screencast, I create a two-column table with my script in the left-hand column and the screen action in the right. If you think you can speak concisely without a script, you could try going with an outline, but a script is also useful when it comes time to add closed captioning.

5. Caption your videos. The Americans with Disabilities Act (ADA) requires that instructional content be accessible, which means either offering closed captioning or creating a separate accessible tutorial. I frequently see library videos that break this critical rule.

6. Keep it short. People will likely be accessing your screencast when they have a specific need. Attention spans being what they are, unless you're creating something hilarious, you probably shouldn't make a screencast longer than 2–3 minutes. If your content requires more time, break it up into multiple videos. The only exception to the 2–3 minute rule is for screencasts that are assigned in a class.

7. Keep it simple. Simultaneous text, video, and voice are too much for an individual to process. Make sure the action onscreen matches what you're saying in the video and that captions can be turned off.

8. While a screencast is more engaging than a static HTML tutorial, it's not good for everything. Lori Mestre, head of the undergraduate library at the University of Illinois at Urbana-Champaign, found that students were better able to complete a database searching task when they used an HTML tutorial with screenshots. Why? It's easier to refer back to specific points on a web page than in a video. For resources whose interfaces change frequently, screencasting might not be the best fit either, since a new interface often requires a new screencast.

Libraries put significant effort into creating online instructional content. Screencasting is a great tool in our instructional arsenal that can be used to poor effect. Look at research and best practices on whatever tool you're using beforehand to help you develop something that truly engages and educates. ▮

MEREDITH FARKAS *is coordinator of general education instruction at Portland (Oreg.) State University. She blogs at Information Wants to Be Free and created Library Success: A Best Practices Wiki. Email librarysuccess@gmail.com.*

LIBRARY SYSTEMS REPORT 2014

Competition and strategic cooperation

By Marshall Breeding

The library technology industry saw sharp competition in 2013, with a wide range of products vying to fulfill ever-rising expectations.

To better position themselves for this critical period during which many libraries are considering options for their next phase of technology, a significant number of major vendors worked to extend their global reach, streamline internal organizations, and complete ambitious product developments. Competition has intensified for the applications used by library personnel to manage the collections and automate their operations, including the new generation of library services platforms as well as enhanced integrated library systems. Discovery services continue as a major area of activity, seen by libraries as especially critical given their intimate connections with customers, serving as one of the main delivery vehicles for access to collections and services.

This phase of the industry offers many choices, including both proprietary and open source license options, some based on cloud technologies and others that continue to rely on local hardware. Though a new generation of library services platforms has entered a phase of early adoption, the integrated library system remains viable, especially when extended to manage ebooks.

New products have entered the adoption cycle. These early implementations have the potential to reshape the future landscape depending on whether they achieve the efficiencies and transformations promised. For libraries considering their next systems, each of the players have options, with some more proven and others yet to be tested. Latecomers in the development and implementation phase will miss opportunities, mitigated only by the slow pace of library selection processes.

> Vendors extended their global reach, streamlined, and completed ambitious product developments.

This report describes the current status and trends related to the strategic technology products and services and the organizations that create and support them. It covers the major resource management products, discovery services, and other technologies on which libraries rely internally and make available to their customers for access to their collections and services.

State of the industry

The global library technology industry continues to see modest but uneven growth. Companies that operate within a distinct geographic region and a narrow range of products have limited opportunities relative to those with international reach and diverse offerings. Companies that are able to develop compelling new products and services that meet current needs, anticipate ongoing trends, are able to support multiple language scripts, and accommodate differing operational practices seen in a variety of global regions will find new clients at the expense of local incumbents not able to revitalize their legacy products.

The transition to cloud computing provides a significant increment of industrywide growth. A software-as-a-service (SaaS) economy model trades higher upfront costs, incurred by libraries for equipment and software licenses, for a comprehensive annual subscription fee. Leveraging economies of scale, SaaS providers have the potential to enable savings for libraries over time compared with direct and indirect costs of maintaining local servers and related infrastructure. Newer products such as Ex Libris Alma, OCLC WorldShare Management Services, and all the Web-scale discovery services come only via SaaS. Even for server-based integrated library systems, libraries increasingly opt for hosted options as they acquire new products, instead of replacing outdated equipment underlying existing installations.

Large-scale projects involving shared automation infrastructure for libraries throughout a region, state, or country result in winner-take-all scenarios that can be lucrative for the company with the selected product, often displacing multiple incumbent providers. This trend toward shared infrastructure, the increased growth of existing consortia, amalgamation of municipal library services, and other cooperative projects provides opportunities for products with proven scalability that are able to handle complex implementation scenarios.

Examples include the Illinois Heartland Library System won by Polaris in 2012, whose implementation was completed this year; the award to local provider Dantek for a national automation system for public and school libraries in Denmark; SirsiDynix's win of a system for all the public libraries in Northern Ireland and its ongoing implementation for a statewide system in Western Australia; the selection of Alma from Ex Libris for a shared system for the 37 members of the Orbis Cascade Alliance; and the migration of a large network of libraries in Barcelona, Spain, to Sierra Services Platform. We can expect this trend toward large-scale systems to continue and to accelerate as libraries seek opportunities to operate more efficiently, to reduce the personnel and other resources allocated to routine infrastructure at the expense of more pressing priorities, and to leverage technology to strengthen strategic cooperative initiatives.

Many of the companies covered reported a substantial increase in their workforce, a strong indicator of overall growth: Auto-Graphics (39 employees in 2013 vs. 35 in 2012), Axiell (219 vs. 198), Book Systems (63 vs. 59), Civica (438 vs. 425), Ex Libris (536 vs. 522), Follett (361 vs. 341), Innovative Interfaces (410 vs. 341), Polaris (97 vs. 93), and SirsiDynix (385 vs. 369).

Companies with a reduced workforce include Baratz (79 vs. 87), Equinox (18 vs. 20), and VTLS (77 vs. 86).

We estimate the 2013 library technology economy, including the total domestic and international revenues of all the companies with a significant presence in the US and Canada, at around $790 million, an increase of just more than 2% relative to last year's estimate of $770 million. US revenues of these companies total around $485 million. We continue to estimate the

global library technology industry aggregate revenues at around $1.8 billion, which would also include RFID and other self-service products in addition to the technologies related to library management and resource discovery. Within these broad industry figures, each experienced a varying range of increases or losses in revenue.

Sales performance in 2013

Vendors covered in the report provided sales statistics and other data to document their performance in the 2013 calendar year. These numbers alone cannot tell the whole story. While we collect statistics to measure new and ongoing installations, huge variations apply to the size and complexity of the libraries involved. In the public and academic library sector, a total of 836 contracts were reported in 2013, up from 807 last year. The numbers of contracts have been climbing since an industry low of 572 in 2007, including a spike in 2011 that saw 1,102 contracts.

SirsiDynix reported a total of 128 contracts for Symphony, 85 of which were to new clients; 76 of these contracts were made to libraries outside the US. Major wins included the Houston Area Library Automated Network and Libraries NI, which includes all the public libraries in Northern Ireland.

EBSCO Information Services licensed EBSCO Discovery Services to 1,774 libraries, increasing total installations to 5,612.

Innovative Interfaces made a total of 113 contracts for Sierra, 33 of which were to new accounts, continuing the rapid transition from Millennium to Sierra as well as its appeal to new clients.

Ninety-two libraries initiated subscriptions to WorldShare Management Services (WMS), though OCLC did not report specific breakdowns of the size or types of organizations needed to assess its impact. Two major libraries that announced signing for WMS include the LIBROS consortium of

VENDOR Profiles

AUTO-GRAPHICS, INC.
430 Vineyard Ave., Suite 100
Ontario, CA 91764
800-776-6939
www4.auto-graphics.com
Types of Libraries Served: small to mid-sized public, consortia comprising primarily public libraries
Geographic Area: United States, Canada
Ownership: Publicly traded
Products: VERSO ILS, SHAREit interlibrary loan system

AXIELL GROUP
Box 24014
224 21 Lund, Sweden
+46-46-270-04-00
axiell.com
Types of Libraries Served: Public, museums, archives
Geographic Area: ILS products: Denmark, Finland, Sweden, United Kingdom; diverse geographic presence for archives and museums
Ownership: Privately owned
Products: ILS: Aurora, BOOK-IT, DDElibra, OpenGalaxy; Arena (discovery/portal), Calm (archive or museum management), Adlib (archive or museum management)

BARATZ
Raimundo Fernández Villaverde, 28
28003 Madrid, Spain
+34-91-456-0360
baratz.es
Types of Libraries Served: Public libraries, special, government
Geographic Area: France, Latin America, Portugal, Spain,
Ownership: Privately owned
Products: ILS: Absys, Absys.NET, AbsysNOVA (in development); Media Search discovery for digital collections; BKM (Baratz Knowledge Management)

BIBLIOCOMMONS
119 Spadina Ave., Suite 1000
Toronto, ON MSV2L1 Canada
647-436-6381
bibliocommons.com
Types of Libraries Served: Public libraries, consortia
Geographic Area: United States, Australia, Canada, New Zealand
Ownership: Privately owned
Products: BiblioCore, BiblioCMS, BiblioDigital

BIBLIONIX
401 Congress Ave., Suite 1540
Austin, TX 78701
877-800-5625
biblionix.com
Types of Libraries Served: Public libraries (small to medium)
Geographic Area: United States
Ownership: Privately owned
Products: Apollo

BOOK SYSTEMS, INC.
4901 University Square, Suite 3
Huntsville, AL 35816
800-219-6571
booksys.com
Types of Libraries Served: Schools, public (typically small), special
Geographic Area: United States
Ownership: Privately owned
Products: Atriuum, Concourse

BYWATER SOLUTIONS
106 Topstone Rd.
Redding, CT 06896
888-900-8944
bywatersolutions.com
Types of Libraries Served: Public, academic, school, special
Geographic Area: United States (some recent international clients)
Ownership: Privately owned
Products: Support services for Koha and related open source software

CAPITA
Knights Court, Solihull Parkway
Birmingham Business Park
Birmingham, West Midlands

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academic libraries in New Mexico and the Private Academic Library Network of Indiana.

ByWater Solutions signed 68 agreements for support services for the Koha integrated library system (ILS), representing 150 libraries that span 205 branches and reflect a continued interest in open source products.

In the small public library sector, Biblionix signed 87 contracts for its Apollo ILS.

Ex Libris completed 31 subscriptions to Alma, including BIBSYS, which supports 105 libraries in Norway. Another 25 libraries signed for Aleph, primarily to major academic and national libraries outside of the United States; 98 libraries contracted for Primo. For Ex Libris, the number of contracts does not necessarily provide the best measurement of impact, given its orientation to large and complex library organizations.

Follett made 6,027 sales of Destiny, primarily to K–12 school libraries, far ahead of any of its competitors in this sector.

Business transitions

A number of business transitions took place in 2013. Some changes resulted in further consolidation among the companies in the industry through business acquisitions. The year also saw a striking pattern of internal consolidation. Companies that previously operated relatively independently under a parent entity saw strategic restructuring into unified businesses: ProQuest, EBSCO, Follett, and Lucidea each consolidated their organizations in 2013. The churn of private equity ownership continues, with Civica changing hands in 2013 as well.

Innovative completed its ownership change in 2013 as cofounder Jerry Kline exited from the company and divested remaining shares to private equity firms Huntsman Gay Global Capital and JMI Equity, which had gained majority ownership in 2012. Innovative and SkyRiver withdrew the lawsuit filed in July 2010 against OCLC; the suit had languished in the federal court system for more than two years. SkyRiver, originally established as an independent company, was absorbed within Innovative, which will continue to develop and market its bibliographic services.

Innovative expanded internationally, establishing a new office in Dublin, Ireland, to focus on its European business, and it formed a partnership with GlobalLogic to create a major services and development center in Noida, India. Innovative also entered into an exclusive agreement with Naseej, formerly known as Arabian Advanced Systems, to market and support its products to academic libraries in the Arab world. Naseej has represented SirsiDynix products since 1991.

Innovative's most ambitious move came as it acquired Polaris Library Systems in a deal that closed on March 31. Polaris will no longer operate as a separate company, but its products, services, and personnel will become part of Innovative. Polaris CEO Bill Schickling will become vice president for public library products. The Syracuse headquarters will serve as an East Coast operations center for Innovative. The company will continue to develop, support, and market Polaris in the short term, with plans to create a new web-based product that will eventually provide a forward path for both Polaris and Sierra. This acquisition significantly amplifies Innovative's involvement in the US public library sector.

SirsiDynix acquired EOS International from its founder Scot Cheatham in November 2013. EOS markets its EOS.Web ILS primarily to special libraries, but also to smaller academics. This move adds 1,100 small libraries to the SirsiDynix customer base, leverages the mutual reliance on hosted services, and amplifies its revenues. EOS International joins a long list of ILS companies consolidated within SirsiDynix, including Sirsi Corporation, Dynix, DRA, MultiLIS, and NOTIS Systems.

Axiell Group, a major library automation company based in Lund, Sweden, acquired Adlib Information Systems in March 2013. Among Adlib's product lines, those for archives have been the most successful. Axiell developed Calm for the management of archives, and the acquisition of Adlib greatly expands its presence in this sector. In November Axiell acquired Salego Design, an Ottawa, Canada–based firm that creates software to help libraries and archives manage special collections. These acquisitions expand Axiell's sphere of involvement outside its traditional areas of Scandinavia and the United Kingdom and reflect a strategy of increasing involvement with archives and museums in addition to libraries. Axiell and PubLit Sweden formed a new company called Atingo to develop ebook lending services for libraries.

EBSCO executed a variety of changes in 2013 that included an internal restructuring and additional business acquisitions. The merger of EBSCO Publishing with EBSCO Information Services consolidated the two library-oriented businesses within the EBSCO Industries portfolio. Prior to this change, EBSCO Publishing, based in Ipswich, Massachusetts, produced subject indexes and aggregated database products based on the EBSCOhost platform as well as the EBSCO Discovery Service. EBSCO Information Services, based in Birmingham, Alabama, provided services to libraries related to the management of journal subscriptions and offered a variety of related tools based on the EBSCONET platform. The merged organization, which took the name EBSCO Information Services, is based in Ipswich, under the leadership of Tim Collins, president of EBSCO Publishing. The technology products of the two businesses had been increasingly synergistic in recent years, with even deeper integration to be realized under a unified organization. Collins has also been named to lead

all of EBSCO Industries beginning July 1, following the retirement of F. Dixon Brook Jr.

In early 2014 EBSCO Information Services acquired Plum Analytics and its PlumX service that tracks a variety of metrics surrounding research works for the assessment of impact. Plum Analytics was founded by Andrea Michalek and Mike Buschman, who were principals in the development of ProQuest's Summon discovery service.

ProQuest took further steps to unify its business structure, fully absorbing Serials Solutions and retiring its brand. Over the course of the last year, ProQuest, under the leadership of President and CEO Kurt Sanford, has restructured its executive management with a smaller number of top-level positions. Summon, the 360 suite of electronic resource management tools, and Intota now reside in the ProQuest Workflow Solutions division led by Kevin Sayar. Products developed by Serials Solutions will now take the ProQuest brand and be more closely aligned with its development methodologies and initiatives. Staffing and product numbers reported represent those associated with Serials Solutions prior to the restructuring. ProQuest also saw a partial change in ownership as ABRY Partners sold its share in the company and Goldman Sachs entered as a new minority investor. Cambridge Information Group remains the majority owner and investor in ProQuest.

Follett Corporation made changes to unify its school library businesses. Follett Software Company, which produces the Destiny library automation software and the Aspen learning management system; Follett Library Resources, which sells print and electronic resources to schools through the Titlewave e-commerce platform; Follett Educational Resources, which buys and sells used textbooks; and Follett International were merged into Follett School Solutions, led by Tom Schenck as its president and CEO. Todd Litzsinger was named chairman of the

United Kingdom B37 7YB
+44-121-870-400-5000
capita-libraries.co.uk
Types of Libraries Served: Public
Geographic Area: United Kingdom
Ownership: Privately owned
Products: Alto ILS; web-based Soprano ILS, Strato ILS for further-education colleges

CIVICA PTY LIMITED

Level 5, 565 Bourke St.
Melbourne, Victoria 3000, Australia
+61-3-8676-4400
civicalld.com
Types of Libraries Served: Public, school
Geographic Area: Asia (especially Singapore and Taiwan), Australia, New Zealand, United Kingdom
Ownership: OMERS Private Equity
Products: Spydus 8, Spydus 9.

COMPANION CORP. / ALEXANDRIA

1831 Fort Union Blvd.
Salt Lake City, UT 84121
801-943-7277
goalexandria.com
Types of Libraries Served: School, public (small), academic
Geographic Area: United States
Ownership: Private
Products: Alexandria

EBSCO INFORMATION SERVICES

10 Estes St.
Ipswich, MA 01938
800-653-2726
ebsco.com
Types of Libraries Served: Academic, public, school, special
Geographic Area: Global
Ownership: Private
Products: EBSCO Discovery Service, EBSCONET, LinkSource (e-resource knowledge base), EBSCONET Analytics. Also a major provider of subscription services, subject indexing services, and aggregated content products

EQUINOX SOFTWARE, INC.

3850 Peachtree Industrial Blvd.
Duluth, GA 30096
877-673-6457
esilibrary.com
Types of Libraries Served: Public
Geographic Area: United States, Canada
Ownership: Private
Products: Support services for Evergreen, Koha, FulfILLment, and related open source software

EX LIBRIS GROUP

Bldg. 8-9 Malcha Technological Park
Jerusalem, Israel 91481
+972-2-649-9100
exlibrisgroup.com
Types of Libraries Served: Academic, national, consortia
Geographic Area: Global
Ownership: Golden Gate Capital
Products: Alma (library services platform), Primo/Primo Central (discovery), Rosetta (digital preservation), Aleph (ILS), Voyager (ILS), SFX (OpenURL link resolver), bX (recommendation service), Verde (electronic resource management), MetaLib (federated search)

FOLLETT SCHOOL SOLUTIONS

1391 Corporate Drive
McHenry, IL 60050
815-344-8700
follettsoftware.com
Types of Libraries Served: School
Geographic Area: United States, global (such as international schools)
Ownership: Private
Products: Destiny Library Manager (ILS), Destiny Textbook Manager, Destiny Asset Manager, Follett Shelf (ebook digital platform), Aspen (student management system), Titlewave (e-commerce for library materials), Follett Enlight (reading and studying environment)

INFOR LIBRARY AND INFORMATION SOLUTIONS

492 Old Connecticut Path, Suite 600
Framingham, MA 01701
800-825-2574
go.infor.com/libraries
Types of Libraries Served: Public

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board of parent company Follett Corporation in January.

A new company, Lucidea Corporation, was formed in the special library sector, bringing together a group of companies that had been acquired by SydneyPLUS in recent years into a more unified business structure. Prior to the launch of Lucidea in June 2013, SydneyPLUS, Inmagic, Cuadra Associates, Argus.net, LawPort, Lookup Precision, and Incite Software Solutions operated independently under the ownership of Ron Aspe, founder and CEO of SydneyPLUS. Though the individual brands persist, they will be developed and marketed within the unified company.

Recent years have seen the emergence of library services platforms, a new genre of automation.

In a transition of ownership, Civica, a major player in the international library technology arena, was acquired by OMERS Private Equity, based in Canada, from 3i Group Plc, which held the company since April 2008. This transaction is not expected to change the company's business strategies or products.

In a major transition of leadership, Skip Prichard took the reins of OCLC as its new president and CEO in 2013, succeeding Jay Jordan, who served in that capacity since 1998.

Though not a full acquisition, Follett made an investment in ShowEvidence, a Santa Clara, California, company that has developed a platform to help schools assess student and teacher performance. The investment was made through the newly launched Follett Knowledge Fund, a venture capital fund of $50 million targeting the education and technology sector.

Companies involved in open source are not exempt from mergers and partnership deals. BibLibre, one of the major companies involved in the development and support for Koha, recently formed an alliance with Agence Française Informatique (AFI), a much larger company. The principals gained ownership in each other's companies through an exchange of shares and will cooperate in their development and marketing efforts.

In the broader context of a highly competitive industry, many of the organizations also seek partnerships—even with direct competitors—in areas of mutual advantage.

EBSCO Information Services competes within the library technology industry as one of the major providers of discovery services and electronic resource management tools but has not entered the integrated library system arena as has its similarly configured rival ProQuest. Since the release of the EBSCO Discovery Services (EDS) application program interface (API) in June 2012 EBSCO has partnered with many ILS companies that lack their own index-based discovery capability to integrate EDS with their catalog or discovery products. Announced partnerships include: Aurora Information Technology (October 2013), Slovakia-based SVOP Ltd. (October 2013), EOS International (July 2013), Talis Aspire (August 2013), PTFS Europe for EDS integration in Rebus:list reading list management system (May 2013), Soutron Global (March 2013), Sirsi-Dynix (June 2012), Innovative (June 2012), and OCLC (June 2012). Increasing its reach in the K–12 school libraries, EBSCO partnered with Follett to enable Academic Search Premier and MasterFILE for inclusion in Follett One Search.

Infor formed an agreement with ILA Advanced Technology, parent company of Automation Consultants, a provider of IT services based in Egypt, to offer its public-sector products throughout Egypt and the Middle East, including its V-smart, Iguana, and other library-specific applications.

In early 2014 Innovative announced an alliance with Bibliotheca to directly sell its RFID-based products throughout its global customer base. Innovative also has agreements with EBSCO for integration of its EDS index into Encore, with OverDrive and 3M Cloud Library for integration of ebook lending.

Library services platforms

Recent years have seen the emergence of library services platforms, a new genre of automation systems designed to manage electronic and print collections. These platforms follow the services-oriented architecture, are deployed through multitenant SaaS, and have other distinctive characteristics that set them apart from the integrated library systems. While these products appeal especially to academic libraries, they also have seen adoption in other sectors. The term "library services platform" was established to differentiate these products from the model of automation inherent in integrated library systems. These two categories also have significant areas of overlap in functionality, and some products embrace characteristics of both.

Alma from Ex Libris has passed the early adopter cycle and can now be considered a routine offering. Designed especially for academic and research libraries, Ex Libris reported 31 contracts for Alma and for a cumulative base of 329 libraries. Installations underway include the ambitious Orbis Cascade Alliance of 37 libraries phasing in a shared implementation.

OCLC added 92 new subscribers to

WorldShare Management Services, expanding the total to 177 libraries in production.

Innovative continues its impressive rollout of Sierra, signing 113 contracts, including 33 new customers, achieving 336 total installations. Major clients shifting to Sierra in 2013 include the Brooklyn Public Library, the Library Connection consortium in Connecticut, and the Diputació de Barcelona.

Civica released its Spydus 9 platform, a major redevelopment of the Spydus 8 ILS. Spydus 9 provides comprehensive management of print and electronic resources, offers web-based interfaces for all staff functions, exposes a full set of APIs for interoperability, and fully integrates the Sorcer discovery interface offered separately with Spydus 8. The National Library Board of Singapore served as the beta test site for Spydus 9, placing it into production in August 2013.

Kuali OLE, an open source project in the library services platform arena, continues its development phase with no libraries yet in production, though the University of Chicago and Lehigh University in Bethlehem, Pennsylvania, expect to shift from their legacy systems in 2014. The project continues to receive support from the Andrew W. Mellon Foundation with a new grant of $882,000 announced in March to develop the second version of the software; previous Mellon grants included $750,000 in January 2013, $2.38 million in January 2010, and $475,700 for the initial planning project in 2008. Version 1.0 was released in January, providing the basis for data conversion and testing, though it was not considered ready for production implementation. The Bloomsbury Library Management System Consortium of the University of London engaged with Kuali OLE in 2013. EBSCO joined the Kuali Foundation as a commercial affiliate for Kuali OLE, committing to development to enable EDS as one of its patron interface options and integration of the EDS index with

Geographic Area: United States, Benelux, Canada, France, United Kingdom
Ownership: Golden Gate Capital
Products: V-smart (ILS), Iguana (discovery / library portal), V-eyeQ (collection analysis tool), V-link (OpenURL link resolver), V-sources (electronic resource management)

INNOVATIVE INTERFACES, INC.

5850 Shellmound Way
Emeryville, CA 94608
510-655-6200
iii.com
Types of Libraries Served: Academic, public, special, school
Geographic Area: Global
Ownership: HGGC, JMI Equity
Products: Sierra (library services platform), Millennium (ILS), Encore (discovery interface), Content PRO (digital collections management)

INFOVISION

945 Fourth Ave., Suite 409
San Diego, CA 92101
800-849-1655
infovisionsoftware.com
Types of Libraries Served: Public
Geographic Area: United States
Ownership: Private
Products: Evolve

KEYSTONE SYSTEMS

8016 Glenwood Ave., Suite 200
Raleigh, NC 27612
919-782-1143
klas.com
Types of Libraries Served: Special (especially those serving persons with visual disabilities)
Geographic Area: United States
Ownership: Private
Products: KLAS

LIBLIME, A DIVISION OF PTFS

11501 Huff Ct.
North Bethesda, MD 20895
301-654-8088
liblime.com
Types of Libraries Served: Public, academic, school, special (especially government agencies)
Geographic Area: United States
Ownership: Private
Products: LibLime Koha, LibLime Academic Koha, ArchivalWare (archive management system), Digital Library System (ArchivalWare + LibLime Koha).

THE LIBRARY CORPORATION

1 Research Park
Inwood, WV 25428
304-229-0100
tlcdelivers.com
Types of Libraries Served: Public, school
Geographic Area: United States, Canada, Singapore
Ownership: Private
Products: Library.Solution (ILS), Carl.X (ILS), LS2 PAC (enhanced online catalog), LS2 Staff (web-based staff clients), eBiblioFile (MARC records for ebook collections), RDAExpress (bibliographic conversion service)

LIBRARYWORLD, INC.

560 S. Winchester Blvd., Suite 500
San José, CA 95128
800-852-2777
libraryworld.com
Types of Libraries Served: School, public (small), special
Geographic Area: United States
Ownership: Private
Products: LibraryWorld (ad-based free, premium)

LUCIDEA

13562 Maycrest Way, Suite 5138
Richmond, BC V6V 2J7, Canada
604-278-6717
lucidea.com
Types of Libraries Served: Special
Geographic Area: United States, Canada
Ownership: Private
Products: SydneyPLUS, Inmagic, CuadraSTAR, LookUp Precision, LawPort, Argus.net, and Incite Software Solutions

MANDARIN LIBRARY AUTOMATION, INC.

P.O. Box 272308
Boca Raton, FL 33427
800-426-7477, ext. 751

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other discovery interfaces, such as VuFind and Blacklight.

[*Disclaimer:* The author was a participant in the original planning project for the Open Library Environment funded through a grant from the Andrew W. Mellon Foundation (2008–2009) but has not since had a connection with the project.]

ProQuest continues its development of Intota, its planned library services platform offering. Cooperating Libraries in Consortium, a consortium of private colleges and universities in the Minneapolis–St. Paul area, selected Intota in 2014 through a competitive procurement process. Libraries working with ProQuest as Intota development partners include Ball State University, Johnson County Community College, Marist College, Oklahoma State University, the State University of New York at Geneseo, and the University at Buffalo, the State University of New York. The company released Intota Assessment in late 2013, a related product that supports collection development through a variety of analytics.

VTLS reports that it has completed development of its Open Skies product that integrates all library services into a single platform. Open Skies consolidates functionality of multiple products, including print, digital assets, open access content, and licensed electronic resources, enabling de-duplicated access through a single search interface. VTLS emphasizes the flexible metadata management capabilities of Open Skies, supporting MARC and XML formats, FRBR, RDA, and BIBFRAME. With its initial development complete, the product is available for libraries interested in beta testing. No sales of Open Skies were reported.

Integrated library systems

Integrated library systems continue to incrementally evolve and remain viable for public libraries and others where the central concern continues to focus on print and electronic books. Integrated library systems, though not as radically reengineered as library services platforms, must still make ambitious improvements in functionality, especially in their patron interfaces, to meet library expectations. Key areas of development include thorough integration of ebook discovery and lending, support for new materials procurement models such as demand-driven acquisitions, and replacement staff client software that must be installed on local computers with web-based interfaces.

SirsiDynix signed 128 contracts for its Symphony ILS, with the majority made to libraries outside the US, dominated by public libraries (63), with significant numbers of special (31), academic (30), and school (4). The company has developed the BLUEcloud Suite, a set of web-based products that operate in conjunction with its Symphony or Horizon ILS through a layer of web services. Products previously delivered through this architecture include MobileCirc, to allow staff to perform selected circulation functions on tablets or other mobile devices; Analytics; eResource Central, for management and access to ebooks and other electronic resources; the Enterprise discovery interface Portfolio, which extends Enterprise for access to digital collections; BookMyne, a mobile online catalog app; and Social Library, a native Facebook online catalog. Resources currently available through eResource Central include ebooks from OverDrive, 3M Cloud Library, Baker & Taylor's Axis 360, EBSCO, and Recorded Books. Development of BLUEcloud Cataloging is underway, with release planned in 2014 as the first of the staff modules offered through a web interface.

The Library Corporation in recent years has developed and enhanced the LS2 PAC web-based online catalog that operates with both its Library.Solution and Carl.X ILS products. This year the company released LS2 Staff, which provides web-based access to selected staff-oriented functions, including a full-featured circulation module, ad hoc report generation, and a "Lists and Actions" feature enabling many staff features that otherwise relied on printed lists to be performed using a tablet. TLC's CARL.X was selected by the Metropolitan Library System of Oklahoma City to replace its longstanding locally developed ILS.

Polaris continues to see adoption of its Polaris ILS by US public libraries, with 30 new contracts representing 49 libraries. The company has begun the development of LEAP, a new set of all web-based interfaces for Polaris. The new interfaces operate with the existing Polaris server component and can be used in parallel with existing Windows-based staff interfaces. Implemented in HTML5, LEAP will implement a fresh interface design, going beyond a simple port of the current Windows-based staff client. Polaris engaged Rounded, a Syracuse-based consulting firm, to assist with interface design and development methodologies. Building on the integration of ebook functionality previously implemented with the 3M Cloud Library, Polaris has development underway for similar functionality with OverDrive and Baker & Taylor's Axis 360. Validating the scalability of Polaris, the Illinois Heartland Library System completed its migration of its 427 libraries less than a year following the finalization of its contract.

Auto-Graphics continues to advance its VERSO ILS, with recent development focused on re-creating the staff and public interfaces previously developed using Adobe Flex with HTML5 for more optimized access through desktop, tablet, and mobile devices.

Biblionix concentrates on the small public library arena, offering its Apollo as a fully web-based ILS deployed through a multitenant SaaS architecture. An additional 87 libraries subscribed to Apollo in 2013, expand-

ing the total to 434. The economic market share of Biblionix remains quite small relative to those serving larger libraries. The company has developed a scalable approach that allows it to serve large numbers of small libraries. Apollo's features target small libraries, avoiding some of the overly complex capabilities required by large libraries. Its fully web-based interfaces and hosted deployment likewise provide a more manageable environment for these small libraries relative to those that require locally installed software. Apollo completed development of an acquisitions module, which will be offered as an optional added-cost module. The company also deployed an option it calls VersaCard that enables libraries to allow common borrowers without the overhead of forming a formal consortium.

Resource discovery

The genre of web-scale discovery services has seen vigorous development and competition since about 2009. These products rely on a massive centralized index populated by the universe of content products to which libraries subscribe, open access materials, and local resources such as those managed through its ILS. Major products include ProQuest Summon, Primo and Primo Central from Ex Libris, EBSCO Discovery Service, and OCLC's WorldCat Local.

EBSCO currently stands as the front-runner, with a long lead of 5,612 library subscribers to EDS. OCLC reports 1,717 libraries with access to WorldCat Local, though a smaller number use it as their primary discovery interface. Ex Libris has licensed Primo to 1,407 libraries, and ProQuest reports 673 libraries using Summon.

Improvements to EDS implemented in 2013 include a major initiative to incorporate subject indexing of more than 10,000 open access journals. EBSCO provides EDS subscribers with details of its algorithms for determining relevancy of search results and gives libraries control over the priority of

mlasolutions.com
Types of Libraries Served: School, academic (small), public, special
Geographic Area: United States, Canada
Ownership: Private
Products: Oasis/CMS, Mandarin M3

MEDIA FLEX INC.

P.O. Box 1107
Champlain, NY 12919
877-331-1022
mediaflex.net
Types of Libraries Served: School, academic (small), public, special
Geographic Area: United States, Canada
Ownership: Private
Products: OPALS

OCLC

6565 Kilgour Pl.
Dublin, OH 43017
614-764-6000
oclc.org
Types of Libraries Served: Academic, public, special, school
Geographic Area: Global
Ownership: Membership owned and governed
Products: WorldShare Management Services, WorldShare License Manager, WorldCat Local, WorldCat Discovery Services, EZproxy (proxy and authentication service), CONTENTdm (digital asset management), WorldShare Interlibrary Loan

POLARIS

103 Commerce Blvd., Suite A
Liverpool, NY 13088
800-272-3414
polarislibrary.com
Types of Libraries Served: Public
Geographic Area: United States, Canada
Ownership: HGGC, JMI Equity
Products: Polaris (ILS), LEAP (in development)

PROQUEST

789 E. Eisenhower Pkwy.
Ann Arbor, MI 48108
206-545-9056
proquest.com
Types of Libraries Served: Academic, public, school, special
Geographic Area: Global
Ownership: Cambridge Information Group, Goldman Sachs
Products: Summon (discovery), Intota (library services platform, in development), 360 Resource Manager (electronic resource management), 360 Link (OpenURL link resolver), Flow (citation management)

SIRSIDYNIX

3300 N. Ashton Blvd., Suite 500
Lehi, UT 84043
800-288-8020
sirsidynix.com
Types of Libraries Served: Public, academic, school, special
Geographic Area: Global
Ownership: Vista Equity Partners
Products: Symphony (ILS), Horizon (ILS), EOS.Web (ILS), Enterprise (discovery interface), Portfolio (integrated digital asset management), BLUEcloud Suite (cloud-based ILS access and management tools), eResource Central (management and access of ebooks and other electronic resources)

SOUTRON GLOBAL

1042 N. El Camino Real,
Suite B-215
Encinitas, CA 94024
760-870-4243
soutronglobal.com
Types of Libraries Served: Special
Geographic Area: United States, Canada, United Kingdom
Ownership: Private
Products: Soutron (ILS/knowledge management)

VTLS

1701 Kraft Dr.
Blacksburg, VA 24060
540-557-1200
vtls.com
Types of Libraries Served: Public, academic, special
Geographic Area: Global
Ownership: Private
Products: Virtua (ILS), Open Skies (library services platform), Chamo Discovery (discovery), VITAL (digital asset management / repository), MozGo (mobile interface)

links presented to users. The company devotes substantial resources to EDS, reporting that more than 330 of the company's 420 developers are involved with the product's ongoing development. This figure greatly exceeds the development capacity of any other company covered in this report.

ProQuest announced version 2.0 of Summon midyear 2013, offering a variety of enhancements to the user interface deployed on a new technology platform. The new interface adds a third column dedicated to additional tools and resources relevant to the search query, such as scholar profiles, topic explorer, best bets, and database recommendations. This version also automatically expands queries to include related terms derived from controlled vocabularies within the relevant discipline.

Integrated library systems must make ambitious improvements in functionality to meet library expectations.

Ex Libris released Primo version 4.5 with new features such as virtual browsing by call number, improvements in date searching, and faster search performance. Additional capabilities in the OPAC via Primo address issues that arise as libraries retire their legacy online catalogs, such as when they implement products like Alma that depend entirely on a discovery interface.

OCLC announced a new product, WorldCat Discovery Services, as the successor to both WorldCat Local and its FirstSearch service. Based on a new technology platform and new interface design, WorldCat Discovery Services will be phased in for both current WorldCat Local sites and FirstSearch subscribers, with final switchover toward the end of 2015. Available at a base level to all FirstSearch subscribers, many libraries will gain access to an index-based discovery service at no additional cost.

Partnerships between primary publishers of e-journals, developers of subject indexes, and aggregated content databases determine the content of each of the indexes of the web-based discovery services. New partnerships are continually announced, increasingly involving specialized resources or content from specific international regions, with much of the body of e-journals from the major international vendors fairly well covered. Gaps still remain, especially among the abstracting and indexing services. In this arena, ProQuest has recently signed agreements with both OCLC and Ex Libris. The Open Discovery Initiative was established as a workgroup by the National Information Standards Organization to develop recommended practices in the index-based discovery arena to improve transparency and improve participation among publishers, discovery services, and libraries.

In the public library sector, many of the ILS vendors have developed enhanced online catalog products, such as the PowerPAC from Polaris, Enterprise from SirsiDynix, LS2 PAC from The Library Corporation, and Illuminar from Auto-Graphics. VTLS offers Chamo Discovery as its strategic end user search interface and plans to entirely phase out its previous iPortal online catalog.

Many public libraries in the United States that previously implemented discovery interfaces, especially AquaBrowser, have shifted to using the online catalog provided with their ILS. AquaBrowser continues to be well used in the Netherlands and surrounding countries, and was to be one of the interfaces for the national catalog. ProQuest reports 81 implementations of AquaBrowser, 26 of which are in the United States. Many libraries also use open source discovery tools, especially VuFind.

BiblioCommons works in the public library arena to provide technologies for enhanced discovery and engagement with local collections. Among public libraries, BiblioCommons stands as the primary commercial discovery interface able to displace the online catalog delivered with its ILS. The company's BiblioCore discovery services has been implemented by a number of major public library systems in the United States and Canada, including the New York Public Library, Boston Public Library, and Seattle Public Library, along with many other mid-sized and smaller libraries. New clients for BiblioCore signed this year include Chicago Public Library, which has also sponsored the development of BiblioCMS to power its entire web presence. King County Public Library recently implemented BiblioCommons to front its Evergreen ILS; Seattle Public Library, located in King County but as a separate organization, has used BiblioCommons since 2010.

BiblioCommons does not offer its own ILS but develops connectors to work with the library's existing system to be able to provide all catalog and patron request features, entirely bypassing the built-in online catalog. BiblioCommons completed connectors for VTLS and Carl.X in 2013, an expansion beyond those previously implemented by Polaris, Millennium, Sierra, Horizon, Symphony, and Evergreen. This year also saw the launch of BiblioDigital, a comprehensive ebook platform providing acquisition across multiple providers, discovery, and lending services equivalent to

print materials, including a library-branded reading interface. BiblioCommons had previously developed an API-driven ebook integration available through BiblioCore that continues to be supported.

Open source developments

Many libraries continue to adopt open source ILS products, with Koha and Evergreen among the routine options considered, especially among small to mid-sized libraries of all types. In the United States, most libraries implementing an open source ILS rely on specialized support firms for services such as data conversion, implementation, configuration, ongoing support, and hosting. When implemented through one of these support firms, libraries do not necessarily require any additional local technical expertise than would apply for an ILS acquired with a proprietary license.

ByWater Solutions provides support for Koha, with 68 new libraries contracting for its services, bringing its total client base to 785 libraries. ByWater recently formed a partnership with Donohue Group for a new optional cataloging module for Koha to meet the needs of organizations that require an expert-level cataloging interface rather than the easily understood but less keyboard-efficient templates currently available.

LibLime, a division of PTFS, reported 30 new libraries contracting for LibLime Koha and another four for LibLime Academic Koha. PTFS announced two major contracts to US government agencies won recently, with a combined valuation of more than $6 million, that include LibLime Koha as one of the software components.

Equinox Software provides development and support services for Evergreen, primarily to library consortia, but it also supports Koha for standalone libraries. This year 12 organizations signed with Equinox for Evergreen and another six for Koha.

PRODUCT by Sector

	ACADEMIC	PUBLIC	SCHOOL	SPECIAL	CONSORTIA
Absys	25	0	0	75	0
AbsysNET	21	29	14	36	0
VERSO	6	82	0	6	12
Aleph	68	0	0	32	0
Alexandria	0	15	84	2	0
Alma	84	3	0	13	10
Alto	0	100	0	0	0
Apollo	0	100	0	0	0
Atriuum	3	32	45	19	0
Axiell Aurora	0	88	12	0	0
BOOK-IT	0	8	92	0	0
CARL.X	0	50	0	50	0
Concourse	0	2	23	76	0
DDElibra	0	50	0	50	0
EOS.Web	21	0	0	79	0
Evergreen	0	83	0	8	8
Evolve	0	63	0	38	0
Koha	17	0	0	83	0
Koha – ByWater	18	37	12	21	13
LibLime Academic Koha	50	0	0	50	0
LibLime Koha	3	40	47	10	0
Libra.fi	0	100	0	0	0
LIBRA.SE	0	0	100	0	0
Library.Solution	18	53	24	6	0
Mandarin M3	15	0	46	38	0
Mandarin Oasis	15	21	64	0	0
Mandarin Oasis/CMS-hosted cloud service	12	9	69	10	0
Millennium	50	17	0	33	0
Origo	0	100	0	0	0
PallasPro	0	100	0	0	0
Polaris Integrated Library System	7	90	0	3	0
Sierra Services Platform	52	30	0	10	8
SirsiDynix Horizon	22	56	11	11	0
SirsiDynix Symphony	23	49	3	24	0
Spydus 8	50	0	50	0	0
Spydus 8 MS	5	20	55	10	10
Spydus 9	0	33	0	33	67
V-smart	5	85	0	5	5
VIRTUA	57	14	0	29	0

For additional statistics on sales trends, installations, and more for service platforms and discovery systems in 2013, visit bit.ly/librarysystemsreport.

Equinox has developed a new hosting platform for the Evergreen and Koha ILS products and the FulfILLment resource sharing application. This platform provides a scalable, redundant, and reliable hosting environment for the products it supports. Equinox reports that it plans to focus exclusively on hosted arrangements for new clients rather than providing support for self-hosted sites, with ongoing support for its existing self-hosted customers. Equinox also launched a new service called Active Integrated Maintenance that provides the support and enhancement processes for open source software at the level expected from that associated with proprietary software.

Outside the United States, many other companies participate in the development of Koha and provide support services within their geographic areas of support. BibLibre, for example, has been one of the most active developers of Koha and has many clients in France.

In the developing world, Koha has been implemented by many individual libraries and through some very large national or regional projects. In Turkey, for example, the Ministry of Culture and Tourism has recently completed a project to implement Koha for 1,118 of its public libraries.

School library automation

Libraries supporting K–12 schools have distinctive needs for automation. These libraries typically manage small collections and are usually deployed through districtwide implementations. Key issues include providing grade-level resources, integrating with the district's student management system for import of patron records, and interfacing with suppliers for the selection of materials in the loading of corresponding bibliographic records.

Follett School Solutions specializes in the K–12 school arena, offering not only products specifically oriented to libraries but also to other areas of need within the district, including textbook management. Follett also offers the Aspen student information system.

This year Follett sold its Destiny Library Manager to 6,027 libraries, 1,806 of which were new clients, expanding its installed base to 59,853. Although Follett makes some sales to international libraries, most of its business is domestic, and it holds a dominant market share with its products in more than half of schools in the United States. Developments made to Destiny this year include support for RDA cataloging practice, enhanced mobile interfaces, and a new dashboard-oriented reporting module. Deeper integration was implemented between Destiny and the FollettShelf digital platform for access to ebooks and other electronic content and with the company's Titlewave e-commerce system for ordering materials.

Book Systems, Inc., provides the web-based Atriuum ILS, making 158 new sales in 2013. While the majority (71) were made to school libraries, 51 small public libraries acquired Atriuum, a higher portion than in previous years. The company continues to market its well-established Concourse ILS, with 66 new sales increasing its installations to 9,852 libraries. Developments made include release of Atriuum version 9.0, support for NCIP, integration of ebooks from OverDrive, and new mobile apps, including one that enables remote circulation.

COMPanion provides the Alexandria ILS, mostly to school libraries, but also to small public and special libraries. The 178 new sales of Alexandria increase its customer base to 13,488 libraries.

LibraryWorld, offering a fully web-based ILS, gained 443 new subscriptions, 289 of which were from school libraries, bringing its total number of clients to 3,336. LibraryWorld offers a free advertising-based service for small libraries, a premium service with no record limitations, and full service and support. Enhancements made this year include support for linking to PDF documents and JPEG images and improvements to its textbook management capabilities.

Mandarin Library Automation operates primarily in the K–12 sector, with a smaller presence in small public and academic libraries. The company offers the Oasis/CMS service, which functions both as the library's catalog and a customizable website. A new Kids OPAC was developed as well as searching by reading level.

OPALS, an open source ILS used mainly in K–12 schools, was developed by Media Flex, Inc., with support and hosting often provided through local service agencies, such as the Boards of Cooperative Educational Services in New York. Media Flex did not provide statistics of new sites and installations this year.

Companies serving special libraries

Special libraries, especially those in the corporate sector, law firms, and health-related organizations, have distinctive requirements that are met by yet another set of companies and products. These libraries have a diminishing level of involvement with traditional book collections and expect products that provide enterprise knowledge management capabilities.

The companies serving this sector have seen considerable consolidation and restructuring in recent years. Three companies, Inmagic, Cuadra Associates, and SydneyPLUS, after a period of sharing common ownership, have merged into Lucidea. EOS International was acquired by SirsiDynix.

Soutron Global was formed in 2012 as a new entry, bringing products developed by Soutron Ltd. in the UK to special libraries in the US and Canada. The company attracted 31 new clients, including 29 for its Soutron digital library system and two for the Soutron

Skills DB. Recent software developments include a new search portal based on HTML5 and a specialized product for managing clinical health information, both scheduled for release later in 2014. Soutron also completed development of a system to manage skills and expertise within a defined community.

The international scene

Libraries around the world make use of library technology products, with each global region having its own mix of companies and products. A top tier of companies have very broad international involvement, including Ex Libris, SirsiDynix, and Innovative. Some companies familiar in the US may have little involvement internationally. And some major international companies have little or no presence in the United States. There are dozens, if not hundreds of other companies that work within a specific country or region. While it is not possible to cover all these companies, there are some that may not yet have a significant presence in the US that warrant attention.

Civica provides library technology products in many international regions, especially Asia, Australia, New Zealand, the UK, and a small number of clients in the US. The company has been offering the Spydus ILS since about 1999, with earlier versions of the product branded as URICA. As noted earlier, this year saw a major product transition with the release of Spydus 9, which included a reengineering toward services-oriented architecture, deployment of all web-based interfaces, and implementation of comprehensive resource management of print and electronic materials. Civica promotes its hosted services, with the majority of its new and existing clients moving to this deployment option.

Axiell, though among the larger companies in the library technology industry, does not have a significant presence in North America. The company's traditional focus has been on public libraries in the Scandinavian countries of Sweden, Denmark, and Finland. Through its 2008 acquisition of DS and its OpenGalaxy ILS, Axiell gained a presence in UK public libraries. In a preexisting partnership Axiell and DS had initiated the development of Arena, a discovery and portal product that has become its strategic patron-facing interface for all of its products. As the dominant supplier of automation products for public libraries in Denmark, Axiell was hit especially hard by the country's selection of Dantek for its nationwide automation project for public and school libraries.

Axiell also offers Calm for the management of archive and museum collections. Its March 2013 acquisition of Adlib Information, used in many global regions, represented a major expansion of its presence in archives and museums. Adlib also offered a product for libraries, though smaller market share. In November 2013 Axiell acquired Selago Design, a Canadian company specializing in creating interfaces for digital collections, which had worked closely with Adlib.

In 2013 Axiell launched eHUB, a service that provides both patron access and library management of ebooks from multiple suppliers including Askews, Atingo, Elib, and OverDrive.

Baratz, based in Madrid, develops Absys and AbsysNET for libraries primarily in Spanish-speaking regions. It is dominant in most regions and has a minority position in surrounding countries and an increasing presence in Latin America. This year the company completed development of AbsysNET 2.1 with enhancements to all modules, including the expansion of social features in its online catalog. In addition to traditional library management tools, the company offers Baratz Knowledge Management for document management and Media Search, which provides federated search across multiple digital collections through Open Archives Initiative harvesting and Solr indexing technologies. Development is underway for AbsysNOVA, the company's next-generation Java-based platform.

Capita operates primarily in the UK, offering a wide variety of IT-related services for public agencies. The company became more deeply involved with libraries through its 2011 acquisition of the Alto ILS from Talis Information Limited, which it continues to develop, market, and support. This year the company launched related products including Soprano, a hosted and fully web-based ILS based on Alto. Capita also created Strato, a customized web-based ILS oriented to colleges of further education in the UK.

MARSHALL BREEDING *is an independent consultant, speaker, and author. He writes and edits the popular website Library Technology Guide (librarytechnology.org).*

MOOC

Two takes on how massive open online courses (MOOCs) may affect librarians and library services

POINT

NAME: Paul Signorelli
EXPERTISE: Learning advocate and consultant, active MOOC participant

Are MOOCs here to stay? Why?

MOOCs do appear to be here to stay as part of the overall online learning environment. The fact that they gained so much attention last year speaks well of the possibilities they offer in extending the reach of learning opportunities. The best of the connectivist MOOCs—those connecting learners across a variety of platforms (e.g., Google+ communities, Twitter, and live and archived learning sites)—have been particularly creative and effective in fostering sustainable learning communities.

What impact do you see MOOCs having on the library's role as the "people's university"?

Just as libraries provide "free" and open access to learning resources, MOOCs provide free and open access to learning opportunities that many might not otherwise have. There is no reason that libraries and those designing and providing MOOCs can't work together in the same way that the New York Public Library system has been working with Lynda.com, or the San Francisco Public Library and others have been working to provide free access to the Learn4Life site.

How will MOOCs affect library services?

Library staff and users can benefit from MOOCs because of their shared common goals. Libraries thrive, in part, as organizations that meet just-in-time learning needs and foster a strong sense of community; connectivist MOOCs in particular might inspire similar positive impacts and augment library learning services.

Should MOOC developers be reaching out to libraries for support and collaboration?

Yes! Library staff also need to reach out to MOOC developers. Though I don't expect to see any libraries taking the lead in developing and delivering MOOCs in the immediate future because of other priorities, I do believe library staff—especially those already immersed in providing formal learning opportunities—have much to offer anyone involved in developing and delivering learning opportunities online and face to face.

How do you see MOOCs evolving? How do you think they will fare in various settings (i.e., academic vs. public)?

MOOCs have already passed the phase of being mistakenly seen as a panacea for "all that's wrong" with learning (unresponsiveness to learners' needs, too costly, inaccessible to many who need it). We are now more realistically determining what MOOCs can accomplish in teaching-training-learning and determining how they fit into our overall learning environment. There's clearly a place for them in academic and public learning venues, but we have to overcome resistance from those who judge them against traditional grade-based learning programs.

Should librarians accept MOOCs as a legitimate form of professional development for themselves?

Library staff members should accept all learning as a legitimate form of professional development. MOOCs, like so many other learning opportunities, can be tremendously transformative if they are well-designed, well-delivered, and responsive to learners' needs. David Lankes's "New Librarianship Master Class" MOOC offered through the Syracuse University iSchool in 2013 was a wonderful example of how a MOOC can provide a first-rate learning experience. We need more of these.

MOOCs

COUNTERPOINT

NAME: Amanda Hovious
EXPERTISE: Candidate for Master's in Instructional Design and Technology

Are MOOCs here to stay? Why?

I don't think MOOCs in their current state have the staying power to remain successful. There is nothing innovative about their current format except their ability to deliver instruction to a massive audience. The resulting interest and curiosity is more reflective of a fad than a long-term trend. If MOOCs were to be redesigned as a community of practice rather than an online course, I could see a future potential for them.

What impact do you see MOOCs having on the library's role as the "people's university"?

I don't see MOOCs taking over libraries in the role of "people's university." To me, MOOCs are simply another learning resource that libraries have an opportunity to curate. That is, if MOOCs end up sticking around.

How will MOOCs affect library services?

Librarians should look at MOOCs in the broader context of online education. I see MOOCs themselves, in their current state, as having a negligible impact on library services. Students enrolled in credit-based online programs are creating a larger impact on library services. These are students who are more likely to ask for research-related help. It's important to remember that those who are taking MOOCs tend to already have a college degree. As a result, they may be less likely to ask for, or even need, library services.

Should MOOC developers be reaching out to libraries for support and collaboration?

MOOCs are still experimental in terms of development, so I would caution careful consideration. Before getting involved in MOOC development, librarians should ask: What is the purpose of the MOOC? Who is the target audience? How will it support the community that the library serves? What are the costs to the library (e.g., time, human resources, budget)? At present, many libraries are thinly stretched in terms of resources. A library should not get involved in MOOC development if it negatively affects its ability to serve its primary users.

How do you see MOOCs evolving? How do you think they will fare in various settings (i.e., academic vs. public)?

MOOCs are evolving in the wrong direction and are not reaching their target audience. They are not designed for people who are new to learning; they are designed for people who already know how to learn. I would like to see MOOCs evolve from online courses to online communities of practice, more focused on lifelong learning interests or professional development than academic coursework. They would be less about video lectures and quizzes and more about collaborative teaching and learning. There wouldn't be a central teacher; all participants would have an equal opportunity to share, teach, and learn.

Should librarians accept MOOCs as a legitimate form of professional development for themselves?

I don't feel the current design of MOOCs is conducive to effective professional development. If they were to be developed as online communities of practice, where a course was ongoing rather than time-sensitive and its learning environment characterized by participatory teaching among members, MOOCs could serve in that capacity. However, the most effective form of professional development can probably be found through face-to-face peer support.

Connecting LATINOS with LIBRARIES

Experts recommend new strategies for reaching out to Latino patrons, and two public libraries prove these techniques work

By Ellyn Ruhlmann

Gloria Velez waited 13 years to immigrate to America from war-torn Colombia, where one-third of all residents live below the poverty line.

In the time it took to process her visa, much had changed. Her son had grown up and she had turned 47—too old now to be eligible for a job, she thought. Learning that Americans work into their 60s was just one of the cultural shocks Velez encountered when she and her son finally arrived in Illinois in the summer of 2013. That was nothing, she said, compared with her surprise at discovering that in this country, some programs and services are free.

Velez moved in with her brother, a US citizen, and at his suggestion enrolled in a free Spanish GED program offered at the Waukegan (Ill.) Public Library (WPL). She earned her degree in just a few months. Now Velez and her son serve as volunteer library *promotores,* helping other Latinos to take advantage of free library programs geared toward the unique needs of their expanding community.

Immigrants have continued to flow into the United States in rising numbers over the past decade, reaching a current population of more than 40 million, according to the latest data analysis by the Pew Hispanic Center. Of that total, the number of undocumented immigrants has stabilized in the past few years at just over 11 million. Nearly 40% of all foreign-born residents in the United States come from Mexico, Central America, and Cuba.

In response to the influx, libraries across the country are developing new strategies like WPL's Promotores program to address the struggles of a growing Latino population. They've discovered the library's traditional modus operandi—everything from distributing fliers to developing typical programs—doesn't necessarily work with this demographic.

NO CLEAR-CUT PROFILE

One of the challenges libraries face is understanding that the Latino community is extremely diverse, says Yolanda Cuesta, a Sacramento, California–based consultant who specializes in helping libraries connect with diverse communities, particularly Latinos. "People come from many different areas and educational and economic backgrounds," she says. Some speak fluent English; some know just a little or none at all. Others speak neither English nor Spanish but rather an indigenous language, such as one of the many Mayan languages.

Two participants at Denver Public Library's Community Learning Plazas create a monoprint on a traveling printing press studio.

Photo: Will Chan

Juan Tornoe, a consultant for a marketing agency in Austin, Texas, says indigenous immigrants from his native country of Guatemala might speak any of 21 different dialects, not counting Spanish. He urges clients to be sensitive about how they approach the different segments of the community to establish relationships with all Latinos, not just Spanish speakers.

"You have to respect the culture," Tornoe says. "In multigenerational Latino markets, they speak English, but they are still very Latino in their culture. They can get offended if you imply they don't know the language."

Age is a primary factor governing English-language proficiency among Latinos living in America. In a Pew study of US residents born in Mexico who speak a language other than English at home, only 23% of adults say they speak English "very well" compared with 65% of children between ages 5–18.

Libraries are developing new ways to reach out to a growing community.

Adding to the market complexity, some Latinos enter the United States with college degrees while many never had the opportunity for a formal education.

Jose Tapia grew up one of seven children in rural Mexico. When he turned 8 years old, he got his first job on a neighbor's farm, helping clean out pigsties. Tapia kept working to support his family while his younger siblings went to school and, by age 15, had finally saved enough to pay a human trafficker to help him cross into the United States.

Now 34 and living in Illinois with his wife and children, Tapia recently began learning how to read and write in Spanish by taking Leamos, a free literacy class offered at WPL. He speaks with the help of a Spanish interpreter.

"When I first came to the Leamos class, I was nervous," Tapia says, "but I saw the other students were far worse off than I was. At least I knew the alphabet."

Nearly two out of every five US

Gloria Velez and her son, Mauricio, volunteer as *promotores* to help bring new patrons to Waukegan (Ill.) Public Library.

residents born in Mexico and Central America have less than a 9th-grade education, according to the Pew Hispanic Center.

"The reality is, even for Latinos who come here with degrees, it's very difficult to transfer your educational background to find work in this country," says Carmen Patlan, community engagement and Spanish literacy services manager at WPL. "Most people have to start from scratch, even highly trained engineers."

INSULAR COMMUNITIES

Despite their heterogeneous backgrounds, people in Latino communities share some common characteristics. For instance, says Tornoe, they tend to be insular, relying on others who speak their language and share their immigrant experience as their primary sources of information.

"These folks are transplanted from a completely different environment," he says. "They feel disenfranchised. They don't know whether to trust what they hear. They may see a library flier and think 'Who are you?' But if someone they know and trust talks to them, that's different."

Language and literacy struggles can also contribute toward a preference for word-of-mouth over written communication.

"With all the resources available in Orlando, I was surprised to learn that [Latino immigrants] were just not using the public library," says Howard Rodriguez-Mori, assistant professor in the School of Library and Information Studies at Florida State University. After studying the behavior patterns of Puerto Rican migrants in Central Florida, Rodriguez-Mori found they obtain immigration-related information from other Latinos at public venues, such as churches or supermarkets, and asking for advice.

For undocumented immigrants, the reluctance to seek help from institutions and strangers often stems from a fear of government agencies and deportation, says WPL's Patlan, who remembers her own experience emigrating from Mexico. "Immigrants may not access the resources available to them because they don't want to expose themselves," she says. "If one neighbor gets detained, word flies through the entire community."

Some Latinos have misconceptions about what a library is, according to Patlan. The word "library" resembles *librería*, the Spanish word for bookstore. Many Latinos don't visit because they think they can't afford it; or if they do visit, they'll ask how much the books cost, she says.

And those familiar with libraries from their native countries oftentimes don't understand the scope of resources and services available at American libraries.

Rodriguez-Mori says his experience with libraries in Puerto Rico was not at all like what we know in the States. "The library was just an archive of old, outdated books in a small room, open during very limited hours," he says.

NETWORKING

The most effective way to reach out to Latino populations, says Cuesta, is to build relationships with community leaders. She says such leaders already have the trust of many Latinos. From her experience, churches typically offer the "first inroads" to Spanish-speaking communities. She also recommends looking for names of prominent community members in bilingual newspapers and talking with social service agencies, community service groups, and chambers of commerce.

Around 2000, when Jackson, Wyoming, saw a wave of immigrants arrive from Tlaxcala, Mexico, staff members at the Teton County (Wyo.) Library turned to networking. The library cofounded the Latino Services Network, a group of 25 organizations—including health service agencies, schools, park districts, and safety and counseling centers—to meet monthly to help ensure new immigrants transitioned smoothly into the community.

Assistant Director Isabel Zumel says the group serves as ambassadors for one another, helping cross-promote what each organization has to offer. "If someone from Head Start tells a family to go to the library, they'll go to the library because there's already a trust there," she says.

Similarly, at the Denver Public Library (DPL), drop-in Community Learning Plazas serve as a portal to immigration services offered by multiple agencies throughout the metropolitan area. These plazas provide programming created in partnership with family resource centers and small businesses, as well as large cultural institutions such as the Denver Art Museum.

"Everyone comes to this country with a whole group of issues, and navigating all the resources can feel overwhelming,"

Photo: Waukegan (Ill.) Public Library

TWO SUCCESS STORIES

A GLIMPSE OF COMMUNITY ENGAGEMENT

WAUKEGAN PUBLIC LIBRARY: PROMOTORES PROGRAM

Elizabeth Stearns first heard the word *promotores* in 2011, at a community meeting in Waukegan, Illinois. The guest speaker, marketing expert Juan Tornoe, introduced the Promotores model as an effective strategy used in the health care industry for outreach in marginalized communities.

"Right away I knew I was going to steal that idea for the library," says Stearns, assistant director of community services at WPL. "We had just studied our 2010 census numbers and realized our traditional marketing tools—newsletters, fliers—just weren't connecting with the [Latino] demographic." (More than half of the city's population is Hispanic or Latino, according to the 2010 census.)

Here's how the Promotores model works: You and your organization enlist proactive community members to serve as volunteer ambassadors for your organization, says Tornoe. The ideal *promotor/promotora* is well-connected in the community; already has the trust of the Latino people; and shows a passion for the services and programs you want to promote.

To lead the effort, WPL hired Carmen Patlan, an advocate for Latino issues and former liaison of one of the largest Catholic churches in the Chicago Archdiocese, serving mostly Latino parishioners. Patlan drew from her connections to form a staff of new promotores—Latinos who had a story to share about how the library had affected their lives.

Using funds from a Loleta D. Fyan grant offered through the American Library Association, Patlan equipped each volunteer with an iPad to complete surveys and track prospective patrons. She ordered shirts embroidered with the library logo so they could present themselves as representatives.

"Our message focused on the importance of education for adults and children," Stearns says. "We ask parents questions like, 'Did you know your child's 3rd-grade reading scores can indicate his chances of succeeding in high school?'"

From January 2012 to January 2014, volunteers have engaged more than 3,000 Latino patrons, Patlan says. Of that group, 1,300 have registered for a GED or Conversational ESL class, a study group for the Temporary Visitor Driver's License test, or one of the family literacy classes.

The library has accommodated the increased demand by offering more than 13 times as many adult programs now as it did before the Promotores program began—from 31 programs in 2011 to 408 programs in 2013.

In 2013, WPL earned the National Medal for Museum and Library Service, largely because of this program.

DENVER PUBLIC LIBRARY: COMMUNITY LEARNING PLAZAS

Between 2000 and 2010, more than 80,000 new immigrants moved to the Denver metropolitan area, increasing the area's total foreign-born population 35%, according to a 2011 Brookings Institution report. DPL responded to the demographic shift by launching Community Learning Plazas, drop-in programs that provide easy access to immigrant resources and services in culturally familiar settings.

The name "plaza" derives from city plazas in Latin America—communal spaces where people of all ages gather to talk and share resources. Unlike traditional American library programs that segment by age (such as teen or adult programs), Plaza programs welcome whole families and encourage multigenerational participation, says Will Chan, DPL's language and learning services program coordinator.

"We want this approach to reflect what's natural for [Latinos] in their native countries, where you see more of a shared experience," says Pilar Castro-Reino, the library's cluster manager. Tables are arranged in small groups to facilitate conversation, and participants never need to preregister or even sign in, she says.

The library collaborates with a network of service providers to produce an immigrant resource guide and programming that showcases the ways immigrants can serve as contributors in the community. "We all stand to benefit greatly from the unique perspectives others have gained through their immigrant experiences and global backgrounds," Castro-Reino says.

Plaza programs focus on information literacy and self-expression. Immigration attorneys from surrounding communities regularly participate in sessions that review citizenship exam questions, and families can participate in English conversation tables, learning about topics like finance and health along the way. Other sessions foster creativity with crafts.

Since the Plazas began in 2009, the number of programs has increased more than 57%, according to the Urban Libraries Council. In 2013, more than 22,000 people attended the Community Learning Plazas at various DPL branches.

—E.R.

says Will Chan, language and learning services program coordinator at DPL. "[The plazas] help bridge the gap, connecting new immigrants to the library, other community organizations, and the community as a whole."

RESPONSIVE PROGRAMMING

What should libraries do? Cuesta suggests that instead of promoting the library's existing programs and resources, first establish a dialogue. Ask questions that will help reveal some of the concerns and motivations of specific segments of the Latino population. For instance, she frequently hears concerns about Latino children struggling in school. That information can then spark a discussion about ways the library can help, Cuesta says.

"You really need to build the trust and relationship first, almost before you can think about what collection to build or program to offer," she says. "It's a different way of thinking in terms of reaching out to the community."

WPL's volunteer promotores speak to groups of Latinos at churches, school meetings, and other community gatherings to perform a needs assessment. "We always keep the library out of the conversation because people from rural Mexico are not familiar with it," says Fabio Gomez, a WPL promotor. "Instead we try to learn what barriers are keeping them from succeeding." Some common responses: "I don't have a GED," "I'm scared to drive because of the laws," "I can't speak English," or "I can't help my children with their homework."

Velez and other promotores help recruit new library patrons, some of whom become promotores themselves and, in turn, recruit others. After she earned her GED, Velez began encouraging coworkers at the assembly plant where she is employed to also pursue a GED at the library.

"They all tell me no, they can never do it. But I tell them, 'Yes, you can!'" she says with the help of an interpreter. "I am learning the struggles of my community, and my passion is to help my neighbor."

Velez says she hopes to look for a better job in the future, possibly as an administrative assistant, but only if it doesn't interfere with her volunteer work at the library. ▮

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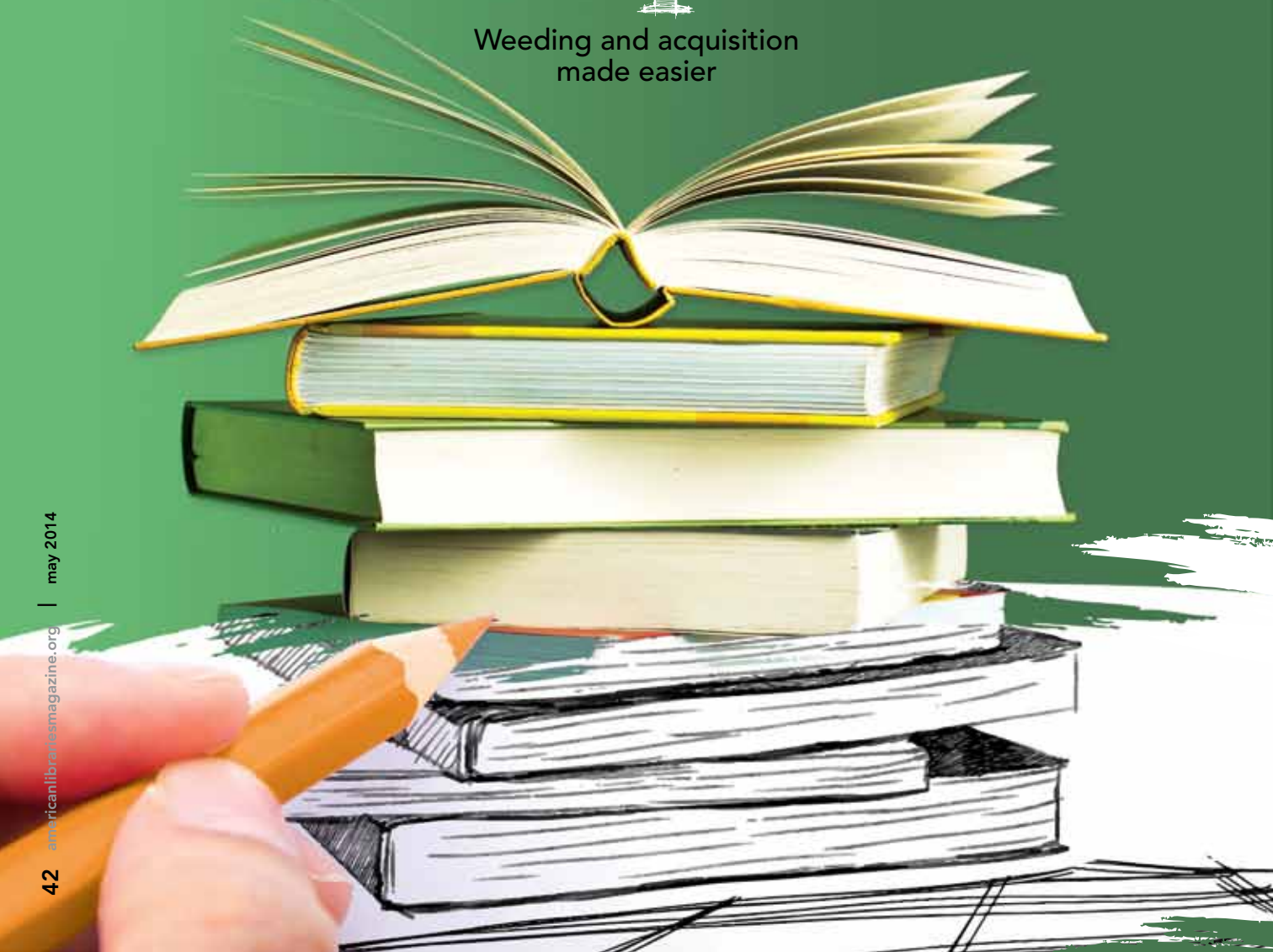
By Abby Preschel Kalan

The Practical Librarian's GUIDE to Collection Development

Weeding and acquisition made easier



After years of practicing adult collection development skills in a medium-sized suburban public library, I have discovered that specific "shortcut" rules have become second nature to me.

I present here an annotated rundown of my shortcuts that can help anyone create and maintain viable and successful collections for customers older than 10.

My guide begins with weeding because this process prompts us to think twice before making purchases that potentially have limited customer interest. It also points out subject categories where collections are sparse or out of date.

Establish priorities. Determine the collections that are most important to your customers and your community. Review circulation statistics for individual collections and any available mission statements, collection development policies, and strategic plans for your institution.

Keep in mind that public libraries are not academic libraries. So unless your library specializes in a particular subject area, you may decide that scholarly tomes are not of value to your collection.

Weed with consideration. Use your statistics to identify laggards and evaluate their importance to your collections. Consider the significance of the specific title as well as the author. Use reference sources, print and electronic, to aid you in making these decisions.

Examine the physical condition of items and decide if they require replacement or deaccessioning. Perhaps reciprocal-borrowing libraries are filled to the brim with these items, enabling you to save replacement funds for a new title while your customer takes advantage of efficient interlibrary loan services.

Easy weeding

Quick-and-dirty weeding can be used for subject areas that change rapidly. This technique is also perfect for items that you cannot believe are still hidden on your shelves—titles like *How to Succeed in Real Estate in the 1980s*. When a title on employment law doesn't mention the Family and Medical Leave Act, or a medical book expounds the benefits of hormone replacement therapy for all menopausal women, dunk that item right into the recycle bin.

Another easy weeding category is guidebooks. Whether it's a guide on travel, product prices, or studying for the SAT II, these need to be continuously updated.

There are other easy weeding decisions you can make. Weigh whether a book is historical or political. Is that pundit speaking his personal opinion at the time (possibly 1989), or does this item have relevance today or provide a historical reference? If the former, it's time to withdraw it from the collection.

Decide if the content consists of history or prediction. Has the fact that the prediction was made become a piece of history in itself? Do we need to keep every title that professed to prepare us for Y2K, for example, or is there a more current, relevant title discussing what the world's concerns were at the time regarding Y2K?

Here's what to consider when dealing with just plain old history, geography, and atlases. If an aged atlas describes a historical period, it can be of value. But if an item in this category is written in the present tense and the country is either no longer on the map or exists under a different name with different boundaries, recycle that book.

As for memoirs, understand their significance in relation to the history of the time they describe or their subject category. Also consider if anyone today will care that these words were ever written.

When it comes to technology and science, unless a book is historical or classic, it had better be current. Weed this area with abandon and don't look back.

How do you handle politically incorrect works? Some items describe outmoded customs or expectations, and may describe gender, racial, or ethnic groups in an offensive manner, using terminology that was actually once the norm not too many years ago. These should be dumped.

Of course, there are also accepted norms in different time periods. Perhaps an old Greek play with pornographic illustrations or a book of lascivious limericks may have been acceptable in the 1920s or the 1970s, but today's customers tend to find them distasteful. Recycle, or at the very least, store these items in case those norms make a comeback.

Check if replacements are available for deteriorating classic titles. New editions improve the attractiveness of your shelves, show your intellectual brilliance, and in some cases even increase circulation.

Bestsellers (and best circulators)

Since this is the practical librarian's guide, let's not mince words.

Know your budget for purchasing new materials and divide it by 12. This is your guideline for how much you can spend each month. Granted, there are months when you will spend more and others when you find you can spend less. And if you have trouble staying within your budget, look for grants, try to cajole your director into finding a pot of gold for you (show that director your great circ statistics), or excite your Friends group (if you have one) to raise funds for the collection you are hawking at the moment.

Again, know your customer. With your budget in mind, review those circulation statistics with attention to what

authors, genres, or subject categories are popular.

When reviewing new titles, you may find one of interest that, as of yet, is unknown to the greater universe. By all means, add a few of these to your order if you are smitten, but it's more likely that your customers are reading titles that are reviewed on television, radio, the internet, and in newspapers, or that someone's book group or their friends are reading. Check those bestseller lists and listen to your customers. Personally, you may not want to spend one more penny on another copy of the 10th James Patterson title to come out in any given year, but your customers may want desperately to read it.

Bestsellers and bestselling authors give you the opportunity to breeze through some of the selection process. Whether it's fiction (e.g., Baldacci, Connelly, Evanovich, Grisham, Silva, Sparks) or nonfiction (e.g., Bryson, Gladwell, Hillenbrand, Isaacson, McCullough, O'Reilly), your patrons will ask for it. These are no-brainers. No need to read a review or have a debate. The only question is how many copies your library should acquire. Order those future bestsellers early, and enter their records in your catalog right away. You don't want to lose one reserve because you delayed making a decision to buy a bestseller.

Look at your library's holds. ILS systems can create reports that show the titles in highest demand. Buy those immediately. Even if these items have a short shelf life, keep in mind that we are not just building collections; we are meeting customer needs.

Review vendor statistics. Some, such as Baker & Taylor, display in aggregate the demand for their firm's inventory from all their library clients. When no one is ordering a new title, move on. If you see that other libraries are buying thousands of copies of a particular book, strongly consider that title for purchase unless it's something that doesn't fit your customer profile (e.g., vampires, erotica). None of us has time to do in-depth homework for every selection.

If your library is a branch of a consortium, you will recognize over time the buying habits of your fellow libraries. Discover which branches' customers have reading tastes comparable to that of your patrons. Watch what those branches are acquiring, then collaborate.

There may be a need to balance collections, perhaps in a neglected subject area or one your library has missed altogether. My rule of thumb is to spend no more than 20%–25% of my budget on these purchases (unless you have Friends of the Library or gift funds that are not otherwise earmarked). It is important to offer items on a wide variety of subjects, but your customers' interests may be different.

Some other thoughts on acquisitions:

- Get to know the available sources that list upcoming titles and their reviews. Identify the sources that most accurately reflect your point of view and those of your customers;
- Avoid purchasing items that will have a short shelf life, unless in heavy demand;
- Be judicious in purchasing works by pundits, predictors, and poseurs;
- Buy current books when selecting nonfiction titles. A one- or two-year-old title may be the purveyor of three- or four-year-old information. Older titles should be destined for the recycle bin unless they are classics. (Consider what Mike Brown and Neil deGrasse Tyson did to poor Pluto. Do you want to be responsible for some schoolchild reciting the old mnemonic for the order of the planets from the sun: "My Very Educated Mother Just Served Us Nine Pizzas"?);
- Keep in mind what information is available from electronic sources that will be more accurate and timely than a print source, and direct your customers to the former;
- And finally, on a very basic note, teach yourself to touch-type a number keypad. The weeding and selection processes move faster if you can touch-type an ISBN number that is not presented as a barcode or any other machine-readable code.

Be judicious in purchasing works by pundits, predictors, and poseurs.

To market, to market

As part of marketing your collection, lobby your director for great display spaces and let your imagination run wild.

Customers appreciate handouts (electronic and paper) to give them ideas for future reads. Initially, these are labor intensive, but once created there is no reason not to update them and reuse the lists.

As with efficient weeding and acquisitions, it is not necessary to reinvent the wheel. Eye-catching marketing ideas can be accessed at the touch of your keyboard. Look for those that will be most attractive to your customers. ■

ABBY PRESCHEL KALAN *is reference librarian with collection development responsibilities at Madison (N.J.) Public Library.*

Librarians reimagine book clubs with the help of technology

A Novel Idea

by Apryl Flynn Gilliss

Libraries have long embraced the reading public and provided public forums for book discussion, long before talk-show host Oprah Winfrey renewed interest in book clubs in 1996.

In our more modern, connected, and ever-busy age, however, traditional library book clubs have been undergoing a quiet revolution. Lack of time, scheduling conflicts, mobility issues, desire for anonymity, and other factors have moved the conversation online—namely onto social media.

Traditional library book clubs have been undergoing a quiet revolution.

Tech-savvy librarians aware of these trends are using emerging technologies to both enhance physical book clubs and to replace them with online ones.

AN ONLINE COMPONENT

Melanie Gibson, a librarian at Bishop Dunne Catholic School in Dallas, Texas, has been using technology to complement her physical book club meetings.

She created a simple web page with information about meetings and provided a virtual space where members can continue a discussion or contribute if they missed a meeting. This has been particularly helpful for a group of former 8th graders who wanted to continue their book club, she says.

These students found that as they moved into high school, they didn't have time to come to monthly meetings because of increased activities and homework. "But they really wanted to stay connected and talk about books," she says. So Gibson started an online book club with a discussion board to supplement the meetings. "The students liked the idea," she says, "and some of them started participating exclusively online."

Media specialist Laura Healy and her class at Randall Carter Elementary in Wayne, New Jersey. Healy collaborates with media specialist Isabel Chipungu on a virtual book club for their students.

Even students who attend the meetings tell Gibson that they read the posts and often discuss the questions online. "Technology can enhance the in-person meetings by reminding students that the book club is here and people are reading," she says. She has used it to provide context and teasers for an upcoming book, as well as to offer "a forum that isn't bound by a particular time and place."

Maureen Lerch, library director at the University of Akron Wayne College in Orrville, Ohio, uses technology as a bridge between meetings for the Fireside Readers Book Discussion Group, which comprises community and faculty members.

She says it's a way for members to stay engaged between meetings. "You know how sometimes you're in the middle of a book and you can't wait to talk to someone about it? This is a way for people to be involved before the discussion," she says.

Lerch uses Google Docs to share information with the club, which focuses on nonfiction reads. She posts discussion questions and links to articles and videos about the author or book on the living document, which anyone can access. She also uses Pinterest to share books the group has read and post titles that are under consideration.

VIDEO TECHNOLOGY

School librarians have been among the first to use video technology to connect groups of people with those in faraway places.

For several years, media specialists Laura Healy and Isabel Chipungu—who met as 2011 Follett Challenge winners—have collaborated on a virtual book club for their elementary students in Wayne, New Jersey, and Ocoee, Florida, respectively.

Using Skype, the two classrooms discuss books selected from the Sunshine State Young Readers Award reading list. They also use Edmodo, a social learning platform, to continue discussions.

Healy says participation has been excellent. "Students are motivated enough to go home and engage in conversations about their stories," she says. "I love how they are able to form their own opinions of the materials and debate their reasoning in class and through our online virtual Skype sessions."

Book club leaders at Mentor (Ohio) Public Library routinely show YouTube videos to provide background on a specific book or author. The librarians have also used Skype to interview authors.

"Members of the groups really enjoy talking one-on-one with authors about their book, thus enhancing

Photo: Randall Carter Elementary/Laura Healy

the book club experience," says Barbara Hauer, the library's collection development and technical services manager. "The visual and sensory aspects of author interviews or videos provide a dimension that is more vivid and engaging than just listening to a lecture or contemplating answers to questions and taking part in a group conversation."

> School librarians have been among the first to use video technology to connect groups of people with those in faraway places.

New York Public Library (NYPL) has also recognized the value in videoconferencing technology by hosting Google+ Hangouts for online book discussions. The service is similar to Skype but allows up to 10 participants to videoconference together for free. Hangouts can be streamed live, and the recording can be archived and posted online for later viewing.

Elizabeth Bird, youth materials specialist for NYPL, has been involved in two book-related conversations using Hangouts, including interviewing authors of books on bullying in conjunction with National Bullying Prevention Month. Other NYPL-sponsored Hangouts have featured a discussion on Banned Books Week, reviews of the book *Gone Girl*, by Gillian Flynn, and an interview with *The Perks of Being a Wallflower* author-director Stephen Chbosky.

"As online conversations go, it's pretty seamless," Bird says. "Sure, you have to get the hang of it, and you learn tips and tricks along the way, but in the end I think it's completely worth it. There are great features, like seeing questions from viewers pop up on screen, and this being Google, there's bound to be more in the future. The fact that it's recorded for posterity is just icing on the cake."

Sacramento (Calif.) Public Library has also hosted live video discussions using Hangouts. They have focused on George R. R. Martin's A Song of Ice and Fire series, and tied them to the season premiere and finale of the HBO television show *Game of Thrones*.

5 tips to starting your own *Online Book Club*

1. **Do your research.** Sacramento (Calif.) Public Library's Amy Calhoun advises those who want to start an online book club to research what other library groups and popular non-library groups are already doing online and implement the features that generate the most interaction.

"Offering an online option allows us to cater to people who prefer the convenience of participating from home without a set schedule or who simply feel more comfortable interacting online than face to face," she says.

2. **Add an online component to an existing book club.** Consider existing structures, groups, and opportunities in which you might add an online component, suggests Lauren Lampasone, a digital producer for New York Public Library.

"If you have a solid community on Facebook that is interested, use that rather than Google+ (or vice versa)," she says. "If you have patrons who complain about not being able to attend your usual discussions, ask what kind of online platform would work for them."

3. **Keep it fresh.** "Posting takes only a few minutes but needs to happen often," says Jennifer Fay, library manager at Salt Lake County (Utah) Library Services' Kearns branch. "Get as many staff members on board as possible to keep it fresh."

"When students post a comment, I respond to them, and I invite further discussion," says Melanie Gibson of Bishop Dunne Catholic School in Dallas. "In my posts, I try to include something to grab their interest or provoke a comment."

4. **Decide how to handle unsavory and unrelated comments.** Fay suggests posting rules, such as: "Everyone is welcome to post anything, but we reserve the right to delete," and "Any posts marketing to our members will be deleted."

"While I rarely need to delete posts, it's important for someone to read all the comments on a regular—preferably daily—basis, just in case," Fay says. "We haven't had anyone post vulgarity or attack people, but we occasionally get spammed by authors and others trying to sell something."

5. **Understand readers' advisory—or pretend to.** "A live format is both a joy and a challenge," says Cuyahoga County (Ohio) Public Library's Pam DeFino. "When someone mentions a genre I'm not familiar with—paranormal romance, for instance—I'll look up the topic so I can add to or continue the conversation, which is the moderator's job. I spend a lot of time flipping back and forth between sites. The discussion can go in all directions. It's a joy when the conversation is really hopping. It helps to read fast and have a good understanding of readers' advisory—or to be comfortable enough with faking it."

"We took viewer questions through social media ahead of time and during the broadcast," says Amy Calhoun, coordinator of the library's virtual branch.

ONLINE-ONLY CLUBS

Other libraries offer a virtual book club experience in which all activity is conducted online.

Pam DeFino, manager of the Berea branch at Cuyahoga County (Ohio) Public Library, started an online book club in January 2011. She had noticed that days could go by between comments on the discussion board, so she decided to try a different approach.

For an hour every Thursday evening, DeFino moderates "Night Owls," a live discussion on the library's Facebook page. Rather than discuss a single title, she often merely writes "Who wants to talk about books—any book?"

Participation is random, DeFino says, but there is a core group of 15–20 participants, and there are normally between 75–100 comments per session. Patrons have told her that they later read the comments to learn about new titles.

"Night Owls" has been so popular that in January 2014, the library added a lunchtime book club on Facebook called "Booked for Lunch."

NYPL's online book club, Reader's Den, has used a weekly blog format since 2009. Each month focuses on a different book led by different NYPL librarians. Participation varies, says librarian Ryan Donovan, but some books get discussed years after they are initially intro-

3 tools to help with your *Online Book Club*

by Daniel Freeman

Dozens of tools can facilitate an online book club. Your goals, your needs, your skills, and your budget will determine which ones are best for you. Here's a closer look at three of the many tools available.

FACEBOOK

Around since: February 2004
Number of users: 1.23 billion

▲ **PROS**: Facebook's ubiquity means that your participants (and your library) are likely already on the social media site and therefore won't need to create a new account. As the host, you can have open or closed groups, and you have the ability to schedule events. As a participant, you can insulate your online book club activities from your friends. Facebook provides the ability to communicate with your group using asynchronous posts, comments, live chats, and video chat.

▼ **CONS**: The drawback for using Facebook for a virtual book club is the sheer variety of tools available, which could make the learning curve high for some users. Also, people who aren't already on Facebook—yes, there are still plenty of folks in that category—would need to sign up to join the book club.

GOOGLE+

Around since: June 2011
Number of users: 540 million

▲ **PROS:** Google+ is free and allows you to hold online meetings with an unlimited number of participants with video and audio via Google+ Hangouts. Hangouts allows you to easily connect, broadcast, and even record your meetings, and it includes several tools that make it possible to share documents and images to aid your discussion.

▼ **CONS:** You need to join Google+ to use Hangouts. While signing up is simple, it can be an obstacle for people who may not want yet another social media account to manage. What's more, the learning curve is a bit higher than other videoconferencing tools because of all the options Google+ offers. Google is also under no obligation to provide advance notification when it modifies the appearance or features.

SKYPE

Around since: August 2003
Number of users: 299 million

▲ **PROS:** Skype is a popular, free videoconferencing tool (a premium version is also available, for a monthly fee). Skype's key appeal? It's very easy to use. Since its only purpose is audio- and videoconferencing, the interface is simple and the learning curve is low.

▼ **CONS:** The free version is ad-supported, so users will see ads during calls. Skype doesn't have the plug-ins that Google+ has, so sharing documents and images isn't as easy, and you'll need to download an external program to record your calls. Unlike Facebook and Google+, Skype is not part of a social network, so it's not as easy to integrate external content or organize asynchronous group discussions.

DANIEL FREEMAN *is online learning manager at ALA Editions/ALA TechSource.*

duced because people find the posts again.

"In a way, the discussion is never over," he says.

One way to keep the conversation going, according to librarian Chelsea Dodd, is to encourage a book group to talk about their own experiences and relate themselves to the characters.

In March 2013 she started "Eat. Drink. Read." for Greenville (R.I.) Public Library using Goodreads, a social network for book lovers. The online book club pairs reading with wine and recipes for bookworms and foodies.

"People appear more interested in answering light questions as opposed to heavy thematic and literary structural questions," says Dodd, who is now reference and adult programming librarian at Montclair (N.J.) Public Library. "The more focus on them and their experiences as related to the book, the better."

> Whatever the format, the focus of online book clubs remains on the desire to share a love of reading and books.

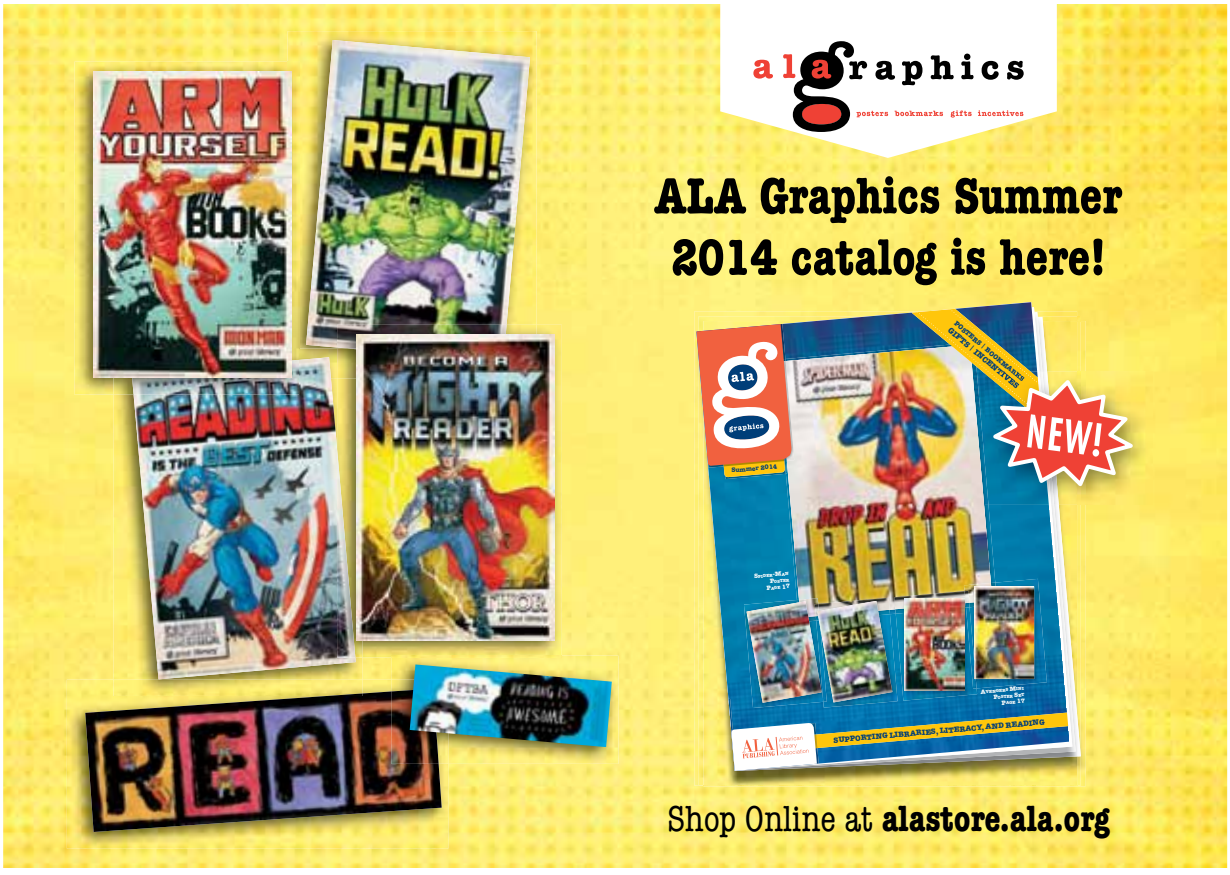
THE FUTURE BOOK CLUB

Although librarians are using various formats—including blogs, social media, and videoconferencing—for online book clubs, the focus remains on a desire to share a love of reading and books. What's key is using technology in creative ways to build virtual spaces for the library community to discover and talk about books.

Even Oprah moved toward digital media with the 2012 launch of Oprah's Book Club 2.0.

"Technology opens up the book club experience to a whole new group of people the library might never have reached with an in-person book club," says Sacramento Public Library's Calhoun. "Your group should be a venue for hearing what your community is reading and what books they love, not just a way for the library to market itself. Don't feel you have to duplicate the traditional book club format." ▮

APRYL FLYNN GILLISS *is reference librarian at Butler (Pa.) Area Public Library and a freelance writer. She can be reached at aprylg@gmail.com.*

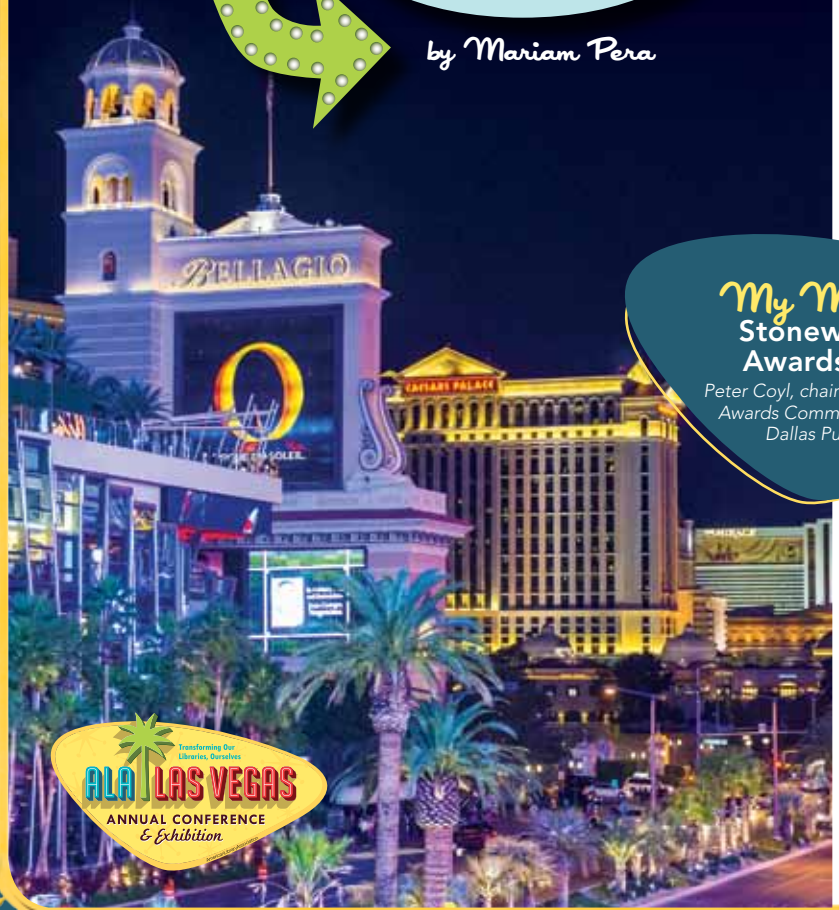


2014

ALA ANNUAL Must-Dos

Las Vegas: Librarian style

by Mariam Pera



Catch the speakers

Start conference on a high note at the **Opening General Session** (June 27) with alternate-reality game designer Jane McGonigal and learn how games that tackle real-world problems like hunger and poverty can be used in library programming. Hear from bestselling authors and thought leaders, as well as experts from adult and youth fiction, technology, and popular culture, including Stan Lee (interview, p. 16), Jane Fonda, Azar Nafisi, Lois Lowry, Alexander McCall Smith, Ilyasah Shabazz, and Philippe Petit.

Professional development

Continue the conversation on the transformation of libraries and your profession at:

- **Turning Outward.** Four sessions will teach librarians the community-engagement practice of "turning outward." Part of ALA's Libraries Transforming Communities initiative, the series emphasizes how librarians can leverage their trusted position in the community to become agents of positive change. More information and resources at ala.org/LTC.
- Preconferences and more than 500 programs, discussions, and sessions covering digital content and ebooks, technology in libraries, innovation, books and authors, transformation, leadership, library advocacy, community engagement, and library marketing.
- **Library Unconference** (June 27) and **Library Camp** (June 30): Informal bookends to your conference experience. Ask questions, explore ideas, brainstorm, innovate, share inspirations, and reflect on what you've learned.

My Must-Do: Stonewall Book Awards Brunch

Peter Coyl, chair of Stonewall Book Awards Committee/manager at Dallas Public Library

Photo: Kobby Dagan/shutterstock.com

■ **Networking Uncommons**: A Wi-Fi-enabled space for impromptu sessions, follow-up conversations, and small get-togethers.

Awards and honors

When life gives you lemons

Witness history in the making as Daniel Handler (Lemony Snicket) awards the first-ever Lemony Snicket Prize for Noble Librarians Faced with Adversity, a prize to honor a librarian who "with integrity and dignity intact" has confronted hardship and to remind readers of the "joyous importance of librarians and the trouble that is all too frequently unleashed upon them."

Other award celebrations include the third year of the Andrew Carnegie Medals for Excellence in Fiction and Nonfiction, as well as the Newbery-Caldecott-Wilder Awards Banquet, Coretta Scott King Book Awards Breakfast, Stonewall Book Awards Brunch, Margaret A. Edwards Luncheon, and Michael L. Printz Program and Reception.

My Must-Do:
Exhibition hall opening and reception. Also, Stan Lee!
Leanne Bolton, visiting education librarian at Indiana University–Purdue University Indianapolis

Sign up now

Enhance your experience

Need a break from stimulating conversation and networking opportunities? Sign up for the **ThinkFit Power Flow Yoga** class on Sunday, June 29. Don't miss the installation of Courtney Young as the new ALA president and the new 2014–2015 division presidents at the **Inaugural Brunch** on Tuesday, July 1.

Exhibit hall

Visit the **Book Buzz Theater** and **PopTop Stage** to meet and hear from authors, get books signed, and pick up ARCs; chat about the latest products and services with more than 700 exhibitors; pick up useful tips and info from the poster sessions; indulge at the **What's Cooking @ ALA Demo Stage;** enjoy the **Graphic Novel/Gaming Stage;** see work by and meet the artists and illustrators behind your favorite comics, games, and graphic novels in **Artist Alley;** and close out your conference by celebrating at the **Wrap Up/Rev Up.**

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- Keep up on Tumblr at ala-con.tumblr.com
- Follow the fun on Instagram at bit.ly/ALAinstagram
- Check out the ALA Annual Conference Scheduler at alaannual.org—and look for the mobile app in mid-May—to receive updates, plan and organize your conference time, get tailored recommendations, and create a sharable calendar. ▮

My Must-Do:
Literary Tastes and Carnegie Awards
Joe Thompson, senior administrator of Public Services at Harford County (Md.) Public Library

THE MOB MUSEUM

The history of Las Vegas cannot be told without discussing the mob. The National Museum of Organized Crime and Law Enforcement, the Mob Museum (300 E. Stewart Ave.), is home to interactive exhibits, one-of-a-kind artifacts, and theater presentations that strive to tell the complete story on both ends of the law. Learn about the biggest names in organized crime, including Al Capone, Whitey Bulger, Bugsy Siegel, and John Gotti, as well as the people who brought them to justice.

The museum is offering all ALA attendees "buy one, get one off" regular admission with the presentation of conference badges.

UNIVERSITY OF NEVADA, LAS VEGAS LIBRARIES OPEN HOUSE

Arriving early? Visit UNLV Libraries on Friday, June 27, for an open house that includes tours concentrating on space enhancement projects, new learning environments, and the libraries' educational roles on campus. Complimentary shuttle transportation available. Learn more and register at guides.library.unlv.edu/ala. Be sure to get back in time for the exciting 4 p.m. Opening General Session.

Photo: The Mob Museum

American Library Association
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Investing in America's Libraries

THANK YOU!

2013–2014 Library Champions

The American Library Association (ALA) would like to thank the following organizations and businesses that have provided financial support to The Campaign for America's Libraries and the @ your library® brand. Support from the Library Champions benefits every child, young adult, or adult who visits a library or links to their online resources from home or school and provides critical operating support across an array of ALA's Campaign for America's Libraries programs such as National Library Week and Library Card Sign-Up Month.

Building on the legacy of selected corporation and foundation supporters who joined together to advocate for libraries and the library profession in the 1990s, The Campaign for America's Libraries is now a highly recognized movement of individuals, corporations, and foundations that supports thousands of libraries across the nation by fostering public awareness on the extensive range of resources and services available at public, school, academic, and special libraries nationwide. Free resources, such as downloadable television, radio, and digital PSAs, are made available for customization by all types of libraries.

To learn more about Library Champions and The Campaign for America's Libraries, please visit: ala.org/advocacy/advleg/publicawareness/campaign@yourlibrary and ala.org/offices/librarychampions.

To learn more about how you can join with other Library Champions to help ALA speak up and speak out on behalf of libraries, please contact the ALA Office of Development at 800-545-2433, extension 5050, or development@ala.org.

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We understand that sometimes circumstances in life prevent individuals from achieving their educational goals. Whatever the circumstances, we believe it is never too late to learn. We believe that learning to read, receiving your GED, or learning the English language is an investment that opens new doorways for personal, professional, and economic success.

Since its inception in 1993, the Dollar General Literacy Foundation has awarded more than $84.9 million in grants to nonprofit organizations.

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ALA Library Champion Investor
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It is beyond question that education is fundamental to our success as individuals and as a civilization. Libraries provide venues and communities where anyone, regardless of background, can acquire not only literacy and an education but also the unparalleled experience of sharing and growing together. Having access to so much of humanity's wit and wisdom available in a single building is a fantastic resource, but the intangible benefit of being able to find like-minded people with whom to browse for and discuss one's book choices is perhaps even more valuable. Severn House is delighted to continue its support for ALA's advocacy on behalf of American libraries.

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Innovative (www.iii.com) is proud to be a Library Champion for the 8th consecutive year. Our company has been a supporter of the goals and aspirations of the worldwide library community for over 35 years, and we are glad to participate in this sponsorship program as part of this commitment. Today, with the Sierra Library Services Platform, we provide a technology foundation that opens up new possibilities for library services in the future. We invite you to keep up with the latest news from our company on CEO Kim Massana's blog, *CEO INN-Sights*, at www.iii.com/community/blogs.

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www.demco.com

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Tim Collins, President

EBSCO would like to salute the library community and the good works being accomplished by librarians worldwide. Our association with ALA and other information and standards organizations allows us to actively participate in the ongoing discourse among libraries, publishers, and vendors. It also gives EBSCO the opportunity to contribute to various sponsorship and scholarship programs and to recognize libraries that are promoting their services in new and unique ways. Our goal is to promote librarianship and see libraries flourish throughout the world as we have done throughout our 70 years in business.

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Michael E. Hansen,
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Coleen Gagliardo,
Vice President of Marketing & Sales

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Vice President,
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STAN LEE SERVES AS HONORARY CHAIR, LIBRARY CARD SIGN-UP MONTH 2014

The 2014 Honorary Chair of Library Card Sign-Up Month in September is Stan Lee, the co-creator of *Spider-Man, The Incredible Hulk, X-Men, Iron Man,* and the *Fantastic Four.* Lee's latest creation is *Zodiac,* an action-packed illustrated novel written by Lee and Stuart Moore, and illustrated by Andie Tong. In the first story, we follow Steven Lee, a young Chinese-American teen who is drawn into a mysterious conspiracy surrounding 12 mystical pools of energy and a power-hungry secret organization. Find tools to promote Stan Lee as this year's Honorary Chair for Library Card Sign-Up Month on the ALA website: ala.org.

www.alastore.ala.org

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Manager of Consortia Sales,
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Ron Dubberly,
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www.oclc.org

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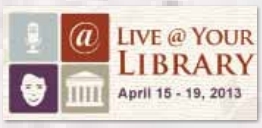

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President, Swets North America

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President & CEO

The Library Corporation, a family-owned business founded in 1974, provides automation solutions for more than 4,500 libraries worldwide. TLC's automation and cataloging products and services include Library•Solution®, Library•Solution® for Schools, CARL•X, LS2 PAC, LS2 Kids, LS2 Staff, eBiblioFile, ITS•MARC®, and RDAExpress—all backed by an unparalleled level of customer support and assistance. TLC is proud to support the Library Champions program, which recognizes the achievements of individual librarians while increasing public awareness and promoting advocacy programs.

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Dr. Vinod Chachra,
President & CEO, VTLS Inc.

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Currents

■ February 10 **Seangill Peter Bae** became circulation services director for Princeton (N.J.) University Library.

■ In January **Karen Brown** became director of the doctoral program at the Graduate School of Library and Information Science at Dominican University in River Forest, Illinois.

■ March 3 **Heather P. Campion** became CEO of the John F. Kennedy Presidential Library Foundation.

■ April 1 **Celeste Choate** became director of Urbana (Ill.) Free Library.

■ January 17 **Polly Cipparrone** became manager of San Diego County Library's Del Mar branch.

■ March 3 **Amanda Martinson DeGiorgis** became director of Great Barrington (Mass.) Libraries.

■ January 31 **Patrick Golden** retired as program services director at Williamsburg (Va.) Regional Library after 18 years of service.

■ In April **Carol Gray,** director of Sawyer Free Library in Gloucester, Massachusetts, retired after 16 years of service.

■ February 22 **Donna Guggisberg** retired as librarian at Christian County (Mo.) Public Library's Clever branch.

■ February 13 **Elizabeth Huff** became director of Storm Lake (Iowa) Library.

■ February 3 **Cassandra Hunsucker** became head librarian of the New Bern (N.C.) branch of Craven-Pamlico-Carteret Regional Libraries.

■ January 2 **Pam Leffler** became director of St. Charles (Ill.) Public Library.

■ January 31 **Marie Lydon** retired after 45 years as reference librarian at Morrill Memorial Library in Norwood, Massachusetts.

■ In January **Kate Marek** became dean of the Graduate School of Library and Information Science at Dominican University in River Forest, Illinois.

■ February 13 children's librarian **Melissa Messner** left the County of Los Angeles Public Library's Manhattan Beach branch after 14 years of service.

■ In February the University of Oxford (UK) Bodleian Libraries promoted **Richard Ovenden** to Bodley's Librarian.

■ March 1 **Genevieve S. Owens** became director of Williamsburg (Va.) Regional Library.

■ February 1 **Scott Piepenburg** joined Odum Library at Valdosta (Ga.) State University as associate professor of library science and head of cataloging and metadata services.

■ January 10 **Maura Pierce** became processing archivist for C-SPAN Organizational Records and Historical Archives at George Mason University Libraries in Fairfax, Virginia.

Heather P. Campion

Polly Cipparrone

Pam Leffler

Genevieve S. Owens

■ In February **Bill Ptacek** became CEO of Calgary

CITED

■ **Elizabeth Atack,** leader of the Bringing Books to Life program at Nashville (Tenn.) Public Library, was named Toyota Family Teacher of the Year by Toyota and the National Center for Families Learning on February 18.

■ **Deborah Charbonneau,** assistant professor at the Wayne State University School of Library and Information Science in Detroit, received the Medical Library Association's $10,000 Donald A. B. Lindberg Research Fellowship, which funds research aimed at expanding the research knowledge base by linking information services provided by librarians to improved health care and advances in biomedical research.

■ **Loida Garcia-Febo,** president of Information New Wave in Brooklyn, New York, represented the International Federation of Library Associations and Institutions as a speaker at the United Nations Development Programme Meeting on Data Accountability for the Post-2015 Development Agenda in New York January 29–31.

■ **Donald A. B. Lindberg,** director of the National Library of Medicine in Bethesda, Maryland, received the Coalition for Networked Information/Association of Research Libraries/Educause Paul Evan Peters award recognizing notable, lasting achievements in the creation and innovative use of network-based information resources and services that advance scholarship and intellectual productivity.

(Alberta) Public Library.

■ In February **Tania Sharpe** became CEO/chief librarian at Chatham-Kent (Ontario) Public Library.

■ March 11 **Fred Stielow** retired as vice president and dean of libraries for American Public University System, headquartered in Charles Town, West Virginia. He will continue to serve as scholar-in-residence.

■ March 24 **Debra Stombres** became director of Morton Grove (Ill.) Public Library.

■ February 18 **Tracy Wolfe** became catalog librarian in special collections at Seattle Public Library.

■ In January **Elizabeth Zak** became editor of *World Libraries,* a journal published by the Graduate School of Library and Information Science at Dominican University in River Forest, Illinois.

At ALA

■ January 6 **Colleen Barbus** was promoted to program coordinator in the Public Programs Office.

■ February 3 **Marianne Braverman** became marketing and programs manager for ASCLA and RUSA.

■ February 14 **Brad Mueller** became assistant director of the Development Office.

■ February 18 **Sarah Ostman** joined the Public Programs Office as communications manager.

■ February 28 LITA Programs and Marketing Specialist **Melissa Prentice** left ALA to join Mead Public Library in Sheboygan, Wisconsin.

■ In February **Cynthia Vivian** retired as head of Human Resources.

■ March 10 **Charles P. (Charlie) Wapner** became information policy analyst in the Washington Office's Office for Information Technology Policy. ▮

Scott Piepenburg

Fred Stielow

OBITUARIES

■ **Ruth N. Arsem,** 94, an information specialist and reference librarian who worked for the federal government for 29 years until her 1973 retirement from what is now the US Army Research Laboratory in Adelphi, Maryland, died January 24.

■ **Elaine Ciarkowski,** 84, director of the Medical Library and Information Resource Center at the Florida Medical Center in Fort Lauderdale from 1991 to her retirement in 1997, died January 20. From 1970 to 1990, she served as assistant librarian for user services at Harvard University's Francis Countway Library of Medicine in Cambridge, Massachusetts.

■ **Jeannette Glynn,** 86, died February 2 in Berkeley, California. Glynn founded Oakland (Calif.) Public Library's Business and Government Library and published the original *Who Knows Who: Networking Through Corporate Boards.* Her career also included stints at Atlanta-Fulton Public Library Library System, Inyo County (Calif.) Free Library, Alameda County (Calif.) Library, and Bank of America.

■ **Carolyn E. Johnson,** 92, who worked at Fullerton (Calif.) Public Library for 45 years, died February 9. Johnson worked in the Children's Library for 36 years, starting in 1945. She became library director in 1981 and served in that capacity until her 1990 retirement, when the Children's Library was renamed in her honor.

■ **Sharon Key,** 56, interim assistant director at the Marianna branch of Jackson County (Fla.) Public Library, died February 2. Key was instrumental in bringing a new cataloging system online, organized a new library newsletter and a genealogy club at the library, and was involved in planning the library's Black History Month events.

■ **Paula Morgan,** 79, music librarian at Princeton (N.J.) University's Mendel Music Library for 36 years until retiring in July 2000, died January 22.

■ **Ruth P. Ronning,** 86, longtime librarian/media specialist at Prescott School in Lincoln, Nebraska, died February 10. She had taught in schools in South Dakota, Ohio, and California before moving to Nebraska.

■ **Helen Naomi Taliaferro,** 92, who served as chief of the Reader Services Division at the Air University Library at Maxwell Air Force Base in Montgomery, Alabama, from 1982 until her 1994 retirement, died February 23. She had previously worked for many years as command librarian for the United States Air Force Military Airlift Command at Scott Air Force Base in Illinois. After her retirement, she made significant donations to library school scholarships, ultimately establishing a scholarship endowment fund at Texas Woman's University, her alma mater, in 2008.

Send notices and color photographs for Currents to Mariam Pera, mpera@ala.org.

Knowing What Readers Need

Done right, Common Core teaches texts, not tests

by Ernie Cox

The era of Common Core State Standards (CCSS) in American education carries both promise and peril. Pundits readily discuss varied perspectives about CCSS in everything from traditional journals to social media. While it is vital for school librarians to participate in this discussion, many are realizing how important it is to work with fellow educators to understand and teach to these standards. Librarians of all types have been working to connect with these developments, and ALA's youth divisions have created resource pages with CCSS in mind: ala.org/alsc/ccss-resources and ala.org/aasl/ecollab/achieve-ccss.

Focus on unique needs of youth.

Many of these efforts focus on the text complexity model included in Appendix A of CCSS (corestandards.org/assets/Appendix_A.pdf). Librarians are concerned with how to develop collections of books that contain the quantitative and qualitative elements of the model.

Youth librarians can foster meaningful engagement of the core standards by:

- Pushing beyond quantitative measures (e.g., lexiles) as the sole criteria for understanding a text and matching it to a reader;
- Recognizing the CCSS Text Exemplar list as a *guide* to text selection rather than a buying list;
- Deepening educator understanding and use of the qualitative elements of texts—levels of meaning, author's purpose, structure, knowledge demands, and language conventions;
- Expanding the definition of text to include viewing, listening, and the range of transmedia "texts" youth are using independently; or
- Replacing the one-size-fits-all approach to curricular textbooks with a range of trade literature written expressly for youth.

Public and academic librarians are ideally situated to collaborate with school librarians on this work. It is becoming apparent that more work needs to be done to understand perhaps the most critical piece of the CCSS model—the reader.

Appendix A provides a selection of texts annotated using the text complexity model. The foundation of the text complexity model is the reader and the task. In the analysis of *Narrative of the Life of Frederick Douglass* for grades 6–8 this is the note regarding the reader and task (emphasis mine):

"These are to be determined locally with reference to such variables as a student's **motivation, knowledge, and experiences** as well as purpose and the complexity of the task assigned and the questions posed."

However CCSS may be contested, it provides librarians with an opportunity to advocate for the unique readers in our communities. Here are a few thoughts about informing stakeholder understanding of young readers:

- Gather and provide survey and interview data about students' interests and identity as readers. Their self-perceptions are key to literacy development. How many aliterate students attend school?
- Circulation statistics by genre or information type could give a baseline of what K–12 patrons have learned. What additional data can the library provide to document what students know? In addition to the core knowledge curriculum recommended by former University of Virginia education professor E. D. Hirsch, what pop culture and mass media knowledge could connect to school-based learning?
- The library can serve as a platform for curating the out-of-school experiences of youth and publishing the results of new learning. After all, how much do educators and school administrators know about after-school programming?
- The library can support the social reality of literacy and reading. All those book discussion groups offer schools a fine model for an authentic assessment and accountability of students' reading ability.

To serve youth means to focus on their unique needs, interests, and concerns in our community at the present moment, with a long-range view of their scholastic potential.

ERNIE COX *is teacher-librarian at Prairie Creek Intermediate School in Cedar Rapids, Iowa.*

Career Leads from

JobLIST
joblist.ala.org

Your #1 source for job openings in Library and Information Science and Technology

Georgia College seeks an **Instruction & Research Services Librarian.** Primary responsibilities include coordinating online learning initiatives and collaborating with First and Second Year experience courses. **Please visit www.gcsujobs.com/applicants/Central?quickFind=5315 to apply for this position.** Georgia College (http://www.gcsu.edu) is a unit of the University System of Georgia and is an AA/EEO institution.

JobLIST
The #1 source for jobs in Library and Information Science and Technology

JOB SEEKERS
Search and sort hundreds of job ads by position type, employer, location, and more
Post your résumé for employers

EMPLOYER
Strengthen your candidate pool—ALA reaches the most engaged professionals and students
Simplify recruitment— one-stop advertising for online and print

ALA HRDR ACRL
American Libraries College & Research Libraries News

joblist.ala.org

The Library Board of Trustees seeks applications for the position of Library Director, following the retirement of the current Director.

Douglas County Public Library, Nevada serves a county of 47,000. The County lies in Northern Nevada, bordering California and containing a portion of Lake Tahoe. The Library Director reports to a five-member Board of Trustees. Responsibilities include, among others, the fiscal, personnel, facilities, and operational management of the system. Minimum qualifications and key attributes include a Master's Degree in Library Science or equivalent from an ALA-accredited program. Seven or more years of progressively responsible experience in the library field, including 5 years in a supervisory/management position. Salary range starts at $74,500 with benefits and compensation negotiable depending upon experience and qualifications.

The online application opens April 21, 2014 and will remain open until filled. The first review of applications will begin on June 20, 2014. Submit an online application and attach: a meaningful cover letter; a current resume; and three (3) professional references including address, telephone number and email address for each.

The online application is located at http://agency.governmentjobs.com/douglasconv/default.cfm Additional information is available at the Careers page on the Library Website: http://www.douglascountynv.gov/index.aspx?NID=1021

Library Director
Concord (NH) Public Library

The City of Concord is seeking a highly motivated, experienced individual who can work in a team environment to provide leadership and direction for the Concord Public Library, managing a staff of 20, with a total operating budget of $1.6 million. In addition to ensuring the effective and efficient operation of the Library, the Library Director evaluates the effectiveness of library services in relation to changing needs of the community and develops/implements an action plan in conjunction with those needs; acts as an agent of change to develop and implement a vision for the Library; sets, plans, develops and implements overall goals; develops, prepares and oversees the Library's annual budget; and plans, allocates and monitors time, staff, equipment and other resources to ensure delivery of quality services. Visit www.concordnh.gov for a complete job profile.

Minimum Qualifications: Master's degree in Library/Information Science accredited by the ALA; 5+ years of progressively responsible supervisory experience; or any combination of education, training and experience which provides the knowledge, skills and abilities required.
Salary: $74,693 - $105,518; DOQ, with a very competitive flexible benefits package.
Closing Date: Resumes accepted until position is filled, with a preliminary review of resumes received to occur on 5/30/2014.

Instructions for applying: Submit resume and cover letter to the Human Resources Department, City of Concord, 41 Green Street, Concord, NH 03301. *No e-mail or fax transmissions accepted.* For more information, visit www.concordnh.gov or call 603-225-8535 (voice), or TTY at 1-800-735-2964 or 7-1-1.

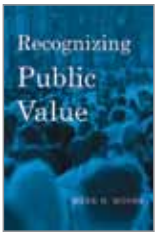
CONTACT *Email joblist@ala.org or call 800-545-2433, Katie Bane, ext. 5105. Career Leads, American Libraries, 50 E. Huron St., Chicago, IL 60611; fax 312-337-6787.*

Librarian's Library

Businesslike Management

by Karen Muller

Anyone who has worked in nonprofit management for any length of time and participated in planning meetings has heard the exhortation, "We should be managed more like a business!" The following selections offer guidance to libraries that want to heed that call.

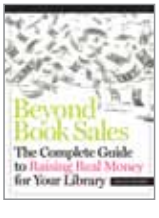


In *Recognizing Public Value,* Mark H. Moore, professor at the John F. Kennedy School of Government at Harvard University, uses seven case studies to highlight the problems of recognizing and measuring social value. Publicly supported agencies and institutions gain social value not just for the good they do but because the public has agreed to be taxed to make that good happen, whether directly or indirectly through government support. Moore acknowledges that the value propositions by which a public agency might be judged can be difficult to articulate and shift over time. Nevertheless, determining a way to measure that value is still needed. The accountability measures in turn become a driver of improved performance and even greater public value.
INDEXED. HARVARD UNIVERSITY PRESS, 2013. 496 P. $59.95. PBK. 978-0-6740-6695-3

Bringing the complex concepts of measuring value discussed in Moore's book to practical implementation in a library setting, Sarah Anne Murphy has collected 11 essays in *The Quality Infrastructure: Measuring, Analyzing, and Improving Library Services.* The case studies, mostly from academic institutions, describe efforts to track the library's performance in meeting user needs; to develop an agile organization that can be responsive to shifting needs; and to implement quality measurement systems informed by business models but adapted to a library's needs.

These selections offer guidance to libraries that want to be managed more like a business.

INDEXED. ALA EDITIONS, 2014. 200 P. $60. PBK. 978-0-8389-1173-0



After spending time with the budget, a librarian might conclude that more resources are needed to achieve the value proposition confronting the library. *Beyond Book Sales: The Complete Guide to Raising Real Money for Your Library,* edited by Susan Dowd, begins with a discussion of why fundraising is more necessary than ever. The first portion of the book covers fundraising basics, including assessing strengths and weaknesses; understanding the value of the library to potential donors; the intersection of marketing, public relations, and fundraising; and the role of advocacy in securing the base. The second portion takes a look at some of the mechanisms: annual appeals, tribute gifts, planned giving, events, online giving, corporate support, capital campaigns, and grants. A full third of the book serves as a fundraising toolkit, with sample brochures, checklists, forms, and letters.
INDEXED. NEAL-SCHUMAN, 2014. 304 P. $75. PBK. 978-1-55570-912-9

If a grant proposal is in your action plan, consider the 5th edition of *Proposal Planning and Writing.* Authors Jeremy T. Miner and Lynn E. Miner, both consultants, cover the process from beginning to end, from planning proposals, finding funders, and writing and editing through understanding the funder's decision-making process. This is a practical guide with specific examples from a range of nonprofit organizations, not just libraries. With its checklists and highlighted remind-

ers, this book can meet the needs of both the novice and seasoned grant writer. For researching sources of grant funds, try the 9th edition of *The ALA Book of Library Grant Money*, edited by Nancy Kalikow Maxwell.
INDEXED. GREENWOOD, 2013. 268 P. $40. PBK. 978-1-4408-2969-7
INDEXED. ALA EDITIONS, 2014. 372 P. $175. PBK. 978-0-8389-1211-9

Many nonprofits rely on volunteers to accomplish their missions. Tracy D. Connors's second edition of *The Volunteer Management Handbook: Leadership Strategies for Success* is a comprehensive guide to managing volunteers, whether they're student pages or board presidents serving as the public face of the organization. Detailed essays by a range of organizational specialists cover the importance of procedures and guidelines for recruitment, training, and all activities. The importance of evaluation and assessment requirements, and sadly, having risk management practices in place is covered as well. In *Success with Library Volunteers,* Leslie E. Holt and Glen E. Holt bring these principles to the library stage with specific reference to the ways libraries use volunteers, from being the "invisible" force behind starting a library to serving as trustees and assisting with necessary funding and outreach activities.
INDEXED. WILEY, 2011. 480 P. $70. 978-0-470-60453-3 (ALSO AVAILABLE AS AN EBOOK.)
INDEXED. LIBRARIES UNLIMITED, 2013. 156 P. $45. PBK. 978-1-61069-048-5 (ALSO AVAILABLE AS AN EBOOK.)

KAREN MULLER *is librarian and knowledge management specialist for the ALA Library.*

THE BESTSELLERS LIST

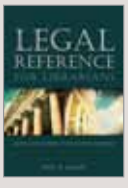
THE TOP-SELLING BOOKS FROM ALA PUBLISHING

(SINCE FEBRUARY 1, 2014)

PRINT

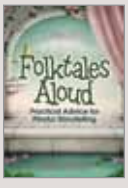
1. Foundations of Library and Information Science, 3rd edition *Richard E. Rubin*
This landmark text integrates contemporary coverage with a detailed and accessible account of the fundamental principles of information science and technology, information policy, intellectual organization, and ethical issues and principles across all types of libraries: public, academic, school, and special.

2. Maxwell's Handbook for RDA: Explaining and Illustrating RDA: Resource Description and Access Using MARC21 *Robert L. Maxwell*
Winner of the 2014 ABC-CLIO Library Publishing Award, Maxwell's book illustrates and applies the new cataloging rules in the MARC21 environment for every type of information format.



3. Legal Reference for Librarians: How and Where to Find the Answers *Paul D. Healey*
Attorney and librarian Healey advises library staff on providing users with the legal information they seek.

EBOOKS



1. Folktales Aloud: Practical Advice for Playful Storytelling *Janice M. Del Negro*
For young listeners, the folktale is a perfect gateway to the exciting worlds of culture and literature, and Del Negro's book invites their engagement with proven techniques and original story scripts that can be used by experienced and beginning tellers alike.

2. Web Analytics Strategies for Information Professionals: A LITA Guide
Tabatha Farney and Nina McHale
Farney and McHale address the distinct needs of libraries' educational mission, with specific advice on how to use web analytics in a library setting.

3. Build a Great Team: One Year to Success
Catherine Hakala-Ausperk
Hakala-Ausperk presents a handy self-guided tool to the dynamic role of team-building, organized in 52 modules and designed to cover a year of weekly sessions.

Accessible Services

Services and products designed for use by patrons with disabilities, visual impairments, or hearing impairments are plentiful. Where to start? *American Libraries* spotlights a few.

Listen Technologies Loops Your Sound

Listen Technologies has many options for retrofitting your library's auditorium or public meeting spaces to serve the needs of patrons with hearing loss. The company's Hearing Loop Solutions program delivers sound directly to patrons via a hearing aid.

Listen Technologies' loop system transmits an audio signal into telecoil-equipped hearing aids (also known as t-coil) via a magnetic field, reducing background noise, competing sounds, reverberation, and other acoustic distortions that reduce clarity of sound. How? A signal from an existing source, such as a P.A. system or from dedicated microphone feeds, is directed through an induction loop driver, which produces the loops for reception in the desired area with even volume and no dropout zones.

Listen Technologies custom-designs its Hear Loop Solutions systems for each space, ensuring that patrons will be able to listen without interference.

For patrons without t-coil-equipped hearing aids, Listen Technologies offers audio hearing loop receivers that allow them to listen with standard headphones to what is being produced by the Hearing Loop system.

For more information on Hearing Loops Solutions and other Listen Technologies products, visit listentech.com.

Braille Plus Does More

Libraries that want to make materials accessible to patrons with vision impairment will find Braille Plus useful. It can convert print documents to Braille, audio, and large-print formats with ease.

Braille Plus specializes in creating Braille text documents. Transcribers certified by the National Library Service for the Blind and Physically Handicapped convert electronic files or hard-copy documents into Braille, from standard texts to foreign-language, computer programming, calculus and finite math, and science books. Transcribers analyze and arrange graphics and complex tables to present them in the most understandable way, using the least amount of space. The Braille Plus design team prepares graphics that are simple and easy to read by touch. Tiger brand embossers capable of producing dots at varying heights are used so that several layers of information can be portrayed on one sheet of paper.

For live recordings, Braille Plus employs readers chosen for their pleasant voices, good diction, and broad range of education and experience, with training from the National Library Service. State-of-the-art digital recording and editing software is used to turn your documents into MP3, Daisy, and WAV files, or convert them into CD or audiocassette.

Braille Plus large-print projects involve more than simple text enlargement. They aim to produce a replica of the original document that preserves the layout and general look of its source. Even the print page numbering is preserved, ensuring both readers of the original and readers of the large-print version have the same experience.

For more information on Braille Plus services or to request a price estimate or consultation, visit brailleplus.net.

DAVINCI **MAKES READING EASY**

Product: DaVinci HD CCTV (Closed-Circuit Television) by Enhanced Vision

Details: A desktop magnifier with magnification levels of 77x, featuring a high-definition camera with auto-focus for self-viewing, reading, and distance-viewing. It also has text-to-speech software that reads text placed under the camera and projects it through speakers or headphones.

User (pictured): Cleo A. Brooks, Americans with Disabilities Act (ADA) coordinator/senior librarian/ Library Equal Access Program (LEAP) coordinator, Seattle Public Library, Central Library

How does Seattle Public Library use the Enhanced Vision CCTV?

We use our DaVinci CCTVs to provide service to low-vision patrons. We have two systems in the LEAP adaptive systems computer lab that receive broad use from patrons from all walks of life and from diverse racial and ethnic backgrounds with various levels of usable vision.

How does it serve Seattle Public Library's needs?

The DaVinci facilitates patron access to library and personal resources. A small sampling of our users includes a retired Boeing engineer who loves to read books and printed stock market information from the daily newspapers, and a deaf, low-vision patron in housing transition who enjoys time at the library's reading machines. Several LEAP patrons supplement their use of the text enlargement computer program with the CCTV to read job announcements and other employment resource information. Others use it to complete library card applications and read personal letters.

What are the main benefits?

It affords seamless access to information, creating equity by allowing our low-vision patrons to read print or handwritten information, no matter the size. We also appreciate the compact size of the system. Library space is always at a premium. The Enhanced Vision system, with its sliding reading base, can easily be used on tables and in study carrels.

What would you like to see improved or added?

Patrons have commented that they would like to have a motorized sliding base with speed adjustments on the units, so they would need to manage only the item being read instead of moving the units manually. However, the continued positive benefit they find is the larger monitors. While more and more systems are becoming smaller, our low-vision patrons appreciate the DaVinci as an alternative to the smaller handheld systems and magnifiers.

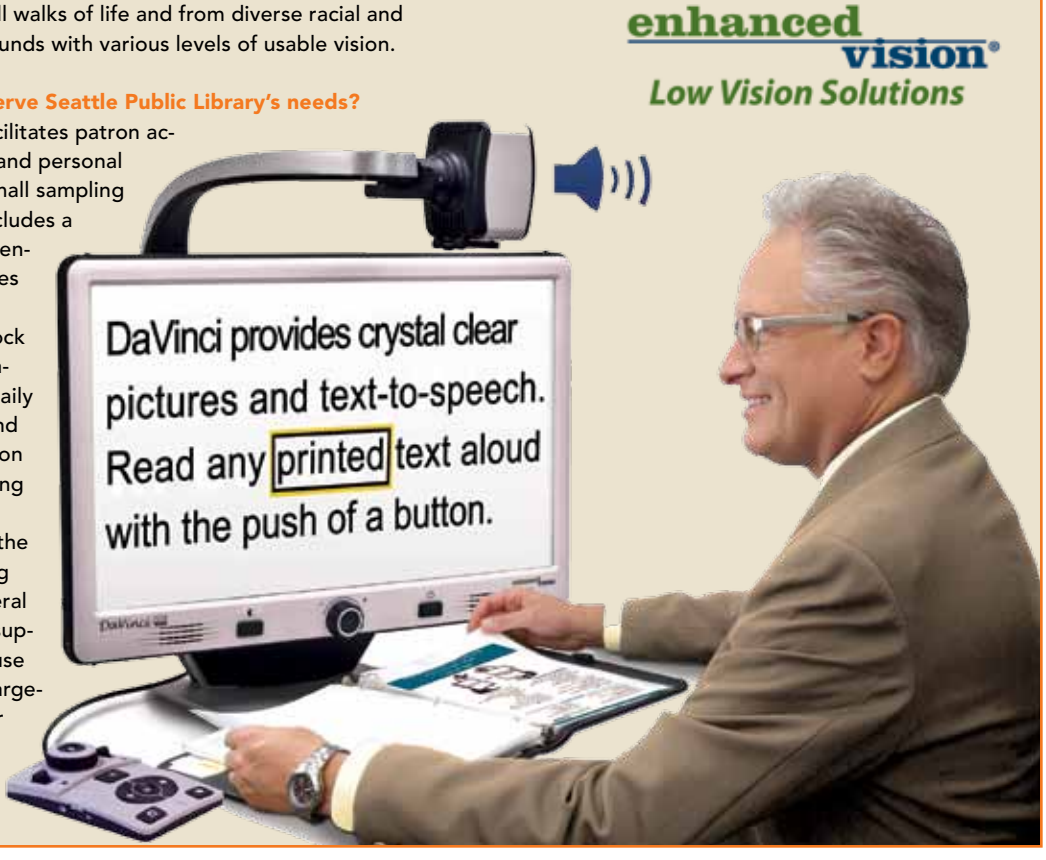


Photo: Cleo Jones

To have a new product considered for this section, contact Phil Morehart at pmorehart@ala.org.

LIBRARY STYLE

DRESSING FOR SUCCESS

Nicole Pagowsky, of the University of Arizona, Tuscon, created Librarian Wardrobe (LW) in 2010 to document how information professionals dress on the job. LW worked with photographer Kyle Cassidy to take portraits of librarians at the 2014 ALA Midwinter Meeting. The images, featured in a Slate photo essay, introduced a diverse cast of modern librarians to readers. (Clockwise from right: Ingrid Abrams, Brooklyn [N.Y.] Public Library; JP Porcaro, New Jersey City University; and Lalitha Nataraj, Escondido [Calif.] Public Library.) LW's book, *The Librarian Stereotype,* is scheduled for release by the 2014 ALA Annual Conference, where another photo shoot will take place.

Our newest feature, The Bookend, showcases librarians, their work, and their work spaces. For consideration, please send high-resolution images and any press material to americanlibraries@ala.org.

Photos: Kyle Cassidy

Banned Books Week

September 21–27, 2014

2014 Banned Books Week Poster

Have you seen *Invisible Man*, *The Face on the Milk Carton*, or *Where's Waldo?* These books have been targeted for removal from bookshelves across the country. Celebrate the freedom to read in your school, bookstore, or library during Banned Books Week with these designs that encourage you to find and read a banned book.

Banned Books Week highlights the benefits of free and open access while drawing attention to the harms of censorship by spotlighting actual or attempted banning of books from across the United States. Use these products to help emphasize the importance of the First Amendment and the power of uncensored literature.

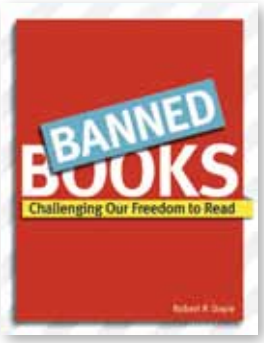
For more information about Banned Books Week, please visit ***www.ala.org/bbooks.***

2014 Banned Books Week Bookmark

2014 Banned Books Week Buttons

2014 Banned Books Week T-shirt

2014 List of Banned Books



2014 List of Banned Books
(artwork subject to change)

Order your Banned Books Week items now.
Visit **alastore.ala.org/bbw** for more details and to order.

THE LIBRARY IS

Innovative is **inspired** by you, the library.

Your ability to **grow** and **change** in the face of new challenges keeps the library **relevant** today and into the future.

Innovative is growing and changing, too. Check out our new open **platform**, open **partnerships**, and open **attitude**.

Everything is possible when The Library is Open.