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[Please stand by for real time captions.]

Hello and welcome today. We are dedicated to bringing you the practical training -- in it is supported by the Institute of Museum and Library services under the division of the library service and technology act. Echo act I got

I would like to start by going over the web X. inter-, on the left is the main window and on the right [Indiscernible-low volume] next chat is one of the tools that you can use to communicate with your you, it is also how you can ask for help, questions will only be seen by the presenters of you want to questions we viewed by everybody submit them text chat. At the bottom -- clicking on the raised hand button, the panel Faiza sidebar to reach by dragging the panel edges to the right and left or up or down if any of your panels collapsed you can reopen them by clicking on the little triable next to your name. If any panels are missing you can click on the icon at the top right. You also noticed some boxes in the lower left-hand of your screen if you need to increase the size of this text on the screen you can use the drop-down box that you'll see to change the size. If you hear an echo during the webinar you may log in twice and had two windows open, close one session and the echoes to despair. If the sound drops or a spotty during the webinar you can calling be at telephone just click on the request button that is located at the bottom of the participants panel at the raised hand counter to. Close the dialog box you can retrieve the information by clicking on the info tab. Close captioning is available for this webinar, to access the close captioning make sure the media viewer panel is open and define that panel the lower right screen. At the end of the webinar when you exit you will see a short survey that we ask you to complete. After completing the survey a be taken to a page that you can print the attendance of today's women are.

Today's webinar is entitled libraries in a post-print world your presenters are Needham ---executive director of the public Library Association Director. of member services of the Ohio and Libradirector of County district in Lancaster Ohio. Is also part of the executive team of OCLC and on top of the water services and the world's largest library consortium. Joan has worked as a successful Librarian, trainer, designer, evaluator, she's an international record I said library future with a special emphasis on innovation and emerging library's. I am not happy to introduce George and John.

Thank you I lean it is a pleasure to be here and we look forward to having a good session and we hope that you will use the chat to put up questions or comments and one of the nice things about being Joan and me doing this presentation is that when one is begin the other one can be paid attention to the chat and Q&A. Please feel free to use of. John

This is such an opportunity for us to share with you some of the conversations that we have on a regular basis about what is going on out there. We think that these issues are worth considering what we will be posting today and number of questions, we will suggest some possible answers but we don't pretend to have the full story just the beginning of the conversation. We are actually not psychic, on the other hand we think that is important to think about how the future might be.

What we will do today is essentially kind of sonar you're planning, those of you who have done for

Mario planning don't need this quick review but the steps here are to look at a trend and extends the trend into the future. In a similar timeframe extend our current practices alongside that trend and make a comparison, is the way the world might be going well a line or not well aligned with the way we think it should be going? Compare the two and assess whether they are converging or diverging or whether they are bowler Paul and if we are bold herbal to look at how we might address the vulnerability. This is all in aid of understanding whether -- realizing our practices now because we expect there's a future scenario out there that we need to prepare for.

We will talk about a scenario today and we will do some thinking about how the scenario will work with or against our current library practices and we will do this in a basic level, a basic future and planning skills.

The time is right for doing this webinar, we plan this months ago and then yesterday a whole lot a new rumor service that said that Amazon might be offering an e-book rental service to their prime customers. If you are a prime customer then you get certain features and free shipping and the interesting thing here is that they immediately a and to some of the blogs and newspaper articles that we saw was how is this going to affect library's? One of the commentators specifically said if you were a library and this would be a good time for a career change planning session. This is a time when the ground is shifting underneath us and we are seeing a growth in new ways of accessing leading and a new format and ways of doing reading that we have not really planned for in our background. What we have to do at this point we think is come to the realization that this is going to happen with or without us and nobody is asking us for our permission to go ahead and do this. There is a huge repertoire -- people love convenience even more and we are seeing this in the ability to download a book and it is one of the things I like to do and show off with my iPAQ on just how quickly it is to download a book and the convenience really is what is driving people towards these.

The other thing that is coming together is the fact that local governments are are looking for ways to offload services that they provide in the past. They are looking for a new and any way to offload these services and change the way they are funded. So when I started OCLC many years ago this was not the question because nobody could imagine a library without books and then about four years ago we hired some be new that is not a librarian and I was asked to mentor this person then we went out to lunch and the very first question he asked was what does the library without books look like? We are going to be so dynamic or to steak at a position but what we will do is try to explore what it might mean to manage or to work in a library where the content is completely morphed into non-quintal things.

We should also point out that we are not dealing when posing this question, decision-makers everywhere want to know how they should continue to invest in library's. Our job is not to dismiss the question or to tell people how they are wrong but is our job to take the question and to take the people who are asking the question seriously and come up with intelligent answers.

Here is the problem, study after study has shown that the library's brand what people think about when they think about libraries is books, old fashion a and on dead tree paper books. This is an actual clip from a dictionary that says library is a collection of books, it is about what the stuff is and not about what the services. This is not just public libraries we look at how academic libraries are accredited and the first thing that happens is the count of the print collection. You look at a definition

of Liberian and it is linked to the format in a popular imagination.

This OCIO L. study that we did a couple years ago confirmed that the books were strong and growing and back in 2005 we asked people what is the first thing that comes to mind when you think of libraries and 69% of the people who answered said books. That really upset a lot of people and they went to work and they pushed even harder on a bet that the library is more than books and so in 2010 we repeated the question in another survey and this time when people were asked what is the first thing that came to mind when they got a libraries they, 75% of them had said books. [Laughter] Who gave them this impression that this is what we are all about? The fact of the matter is that we did. The civilians and the people who do not have library degrees or who do not work in library is who otherwise is not affiliated with the library institution they do have a point there. One of the things that we need to realize is that when the brand is that strong to does not make any sense to pose it.

One thing that I know about martial arts is that when you are confronted with force it is much more effective to not resist the that go with it and use of force that is coming at you to leverage and push them in the direction that they are going. It is a different approach but I think that it is something that we should think about as we move forward.

So I think that we shall look at the kinds of things that we have done in the past that gives civilians the impression that books are the most important thing to us and that is where we center our attention. We have been performing our job and we have been doing library work that is centered on the book for so long that it is very difficult to say no, no that is not what motivated us. The we look at our investment and took inventory and anonymity and as far as anybody can tell this is what people think we care about. Our actions really do speak louder than our words. Things may be different in your location and you may have moved beyond some of those practices but George and I still see things, in a recent posting asking people what is your policy on teenagers? [Laughter]

What is your disaster preparedness? That is an interesting question and first we have all the material that we really like and then we have all the people which is just a problem here I think that is come across to the public as to where priorities are. We are not here to talk about your bad prior to their bad practices but we will point out some limits of our current practice if we move into a no more books than are in a. Scenario.

Let's talk about the inventory control, we spend a huge amount of time and energy that we devote to libraries and moving things around books, DVDs, video games, magazines, it is stuff and we tracked those movements we monitor them we count them, we make little marks on things and this is a way that we kind of got the inventory the way we control we have. The thing of it is that we really are not all that good at this especially when you compare to organizations like Netflix or Amazon that have mastered the logistics of moving things around quickly and easily to people. We can see this really clearly with Netflix they move from making their primary business moving actual DVDs via US mail to trying to move people into the download in stead of making it more economically reasonable and raising the price on the US mail services.

We are seeing how they are trying to make the move ended Amazon moves into this e-book situation that they are talking about then they'll probably be very close to the net flicks model. So wily or think about this we should think about the focus on inventory makes us all marble dose of vulnerable.

Inventory control will become less important when the inventory brings the back and we shall the self, how many staff members do we have in our libraries to participate in the practice of inventory control on a daily basis?

The inventory transactions are we count and we act, if you don't think that is true then I will offer you proof into words in the public library community anyways and writings. How good is your library? How big is your collection? How many books you have? How many transactions have we made? We have had a very interesting and counter with a clients not to long ago when we propose a change to circulation policies and you would've thought that we had proposed that they go back to the original sacrifice [Laughter] We are who we are because we circulate a lot of material and if we changed our circulation policies to match our customer expectations, and that meant fewer to marks in the, that would be the end of my life and we have talked to consortium members who say the other people cheat. [Laughter] We are deeply invested in circulation transactions as the indicator of our worth.

Many libraries have their funding cut to the number of circulation transactions. It is about these individual movements and individual packages. Thinking about this and how this might make us vulnerable I think that we have to look at the trend with the rest of the world which is towards unlimited long periods. Unlimited retention of an item on tell you give it back and then take the next one. The net -- the Netflix model says use of as quickly or slowly as you want to know when you are done with that you may have another one. Back environment transaction numbers don't mean a heck of a lot so how are we going to measure an account for our worth if our previous measurement and accountability have been around a transaction that is no longer interesting to people?

Okay, this admittedly is a cliché; and is Jones said earlier your knowledge may very but library practice still tend to empathize that thou shall not come at not having time to go to the library and the first thing that you see is not something about that now the full riches that are available to you when you walk in through these portals but instead of a list of the library's 10 Commandments. Thou shall not use your cell phone, thou shall not a poor, thou shall not be in shorter procedure or whatever, what we should be thinking about is how this really makes us vulnerable because it is also a cliché; about people ordering plane tickets are taking college courses or listening to their favorite music or watching their favorite among these at home with her buddy suppers on in the way of setting up their ears to provide service that we like to. When we think about how this makes us vulnerable people have considerable experience with online games, virtual communities, with retail sites, that basically provide a set of tools for them to be creative and to collaborate with. You are using one of them right now in web ask -- WebEx we are still operating in a one right answer environment that does not lend itself to this kind of learning or educational experience.

Here is something that I think is another library tradition that will be turned upside down by the move to a library without looks and that is rationing. When we are moving to the glands we were definitely focused on management and demand that cannot be met by resources and our entire service model is based on scarcity. In the library world allays our normal absolutely normal the idea that you can have it when you wanted is just not part of the library each patient. Air is a sense that with a shared resource with the movement of physical materials and you have to wait your turn and get in line and the more interesting the item is than the longer you will have to wait. One of the things that I think we will have to figure out is how to share the resources equitably without a sensation of rationing and the subscription model that says if I am a member then I have been unmonitored flow if I am not that I

don't is probably the direction we are going per. Perhaps her academic tuitions is now I get full access to everything when I wanted and that is part of being a member of these academic communities.

Undergraduates don't get the same privileges that graduates or faculty get and the notion that you get in line anyway your turn and you tolerate the delay in exchange for access to the material is really challenged by virtual materials. I was recently talking to a councilman on a plan -- playing and he was a typical city councilman and he was very surprised to hear that his local library offered free downloadable e-books and when I explained that to him and got past his initial disbelief that this was possible his first words were I suppose there is a long wait.

That is painful.

If I am working with the library that I must have to get in line. The service model does Baber people who can get and read quickly and get it back and I think that we need to adjust our guard of resources version to something that looks a lot more like a subscription then an individual hold queue. We should be think about how this makes us vulnerable and at this model is becomes unlimited use by subscription than the gears of the model of library service really is going to lose its luster. We need to treat people time as if it is valuable and figure out a way to respond to be sense that if it is online it should be here now.

Somebody just commented here on the publishers limiting a book circulation to 25, I think that it is interesting we worry about this limitation in an e-book environment and yet for the last 30 or 40 years we put up with paperback and hardcover books that would never last for 25 circulation. I think that the way we think about these things it is still wrapped up in a kind of paper world.

We are thinking sequential use rather than concurrent and I think a very intriguing challenge here is how can we refine our service model so that sequentially you can, concurrent use can be done fairly and does so quite shall use can be overcome. I think it is more and way of how do we manage this to be used and if we take the circulation Mantel model that we have use for all of these years that we have been circulating hardcopies and we simply transported over to the new media I think we will build these shortcomings up the old method into the real approach and not use it fully or effectively and certainly not use it competitively. Population says that if it is in a format then there should be no barrier to eating access and we need to rise to that and get past sequential use.

One thing that we could think about is what if you are limited to 25 or 26 uses of an item I cannot be 25 or 26 uses all the ones? Were use to having five or six other people on the waiting list for Harry Potter and the -- we would not be stuck with a shelf full of bestsellers fighters later that nobody wants to read any more.

Right, the second thing that is a specific information object, somehow more you know desirable if it is scarce. The scarce notion does not match the speed and. I think that there is an opening to negotiate and the units of e-book use with a price per unit per use and not worry about whether it is a particular title and not worry whether they are concurrent or sequential. Those models in the licenses now are based on what we are familiar with and what people thought that they could understand in setting up the contract, if we swap its order if it is the same as hard copy and we are missing our opportunity. I have spent enough time in the vendor world that they are try to get their investments back. Day of art

he put the money into creating this product they are try to recoup that.

I think that [Laughter] That need to recoup the investment also gives us an opportunity to negotiate and there's been some interesting comments in the chatter about the different models. Some of you said that the e-books cannot be returned early, so you get stuck with that kind of a gap so I think all of these things can provide us with an opportunity to look at the new ways to do business if we are willing to do it and one of the ways that might the -- they really favor anonymity because under the confidentiality we have chosen not to know our customers in any systematic way. In this world that does not work for a well, look at Netflix when the order films they to you other films that you might like and Amazon might do it and Google starts to get to know your preferences and all of these things are useful but I don't feel, I feel like there's way that we could use this in the library but right now all we do designer services basically by age group.

Or your undergraduate or graduate or you are not focused on people individuals you are focused on this very large demographic group your this really does make us vulnerable, for example would you want to work with a Dr. who only made his choices based on his assumptions as to what people like you have? Who did not even look at church are term one visit to the next that is not what you would really want from that you'd want some sort of personalized service.

There's another element to this there is using aggregated information about people's behavior to make predictions about where the man will be and what kind of proactive position we could take in negotiating with suppliers. If we have a sense of what will happen then we will not always be in catch-up mode amazing that we can do that and so protect confidentiality.

Is another area of current practices that may not seem durably related to this but library communities is always asking for something. We present ourselves as supplicants and we come across two civilians sometimes as asking other people to help us solve our problems and I have heard a lot of conversations in this shift towards the media that we are the victim of the vendors and we are at their mercy and other people should try to give us more money because we will never compete with those profit-making guys and I think that we need to think really hard about how this position makes us vulnerable. We have to look at what we can do to that makes us look like evil who don't need re-mediation.

All of those articles I come out and say wow they're gone now, or that is because we present ourselves as hurting, we present yourself as being in need of someone to help us out and I think that we need to reposition around how desperate or what kind of supplement we are asking for and start to talk about what we offer is of what we need.

I like the question of somebody just put up is very Board of Trustees missing in this picture?

[Laughter] Is soft frame on the left.

Before we go any further we really don't want to see the blog tomorrow that George and John said everything were doing books, as conceived, rules, whatever is worthless our point here is not that everything we have done in the past is meaningless in as we go out tomorrow it is just that some of the things work fine for us in the past may be nearing their use that by date.

I think that is maybe an opportunity to get in with it is the mark of an educated mind to be able to entertain a thought without accepting it. Whether you like it or not or believe it or not that books and other printed artifex obesity suited by electronic content, I think that we still need to talk about it. Whether you accept it as her preference we still need to be ready. We can disagree on a timeframe as to when this might occur and we can disagree on what the likely uptake of the new technology will be in your particular organization that I think what we ask you to do now is entertaining the possibility of changes before you to say no this is not making sense to me. The rest of today's discussion and I am delighted to see the comments and I am glad that this is a discussion we will entertain the thought that this is very likely going to happen and we will explore what that might mean for libraries and what we can do.

The first point to make here is not to be alarmed but we believe that if our practices they the same and books to go way we could be in trouble if we do not prepare. The point is not to hurry up right now and dump everything that has to do with books but I think we need to start to reposition ourselves so that we will be viable without books if that becomes necessary.

I think that leaves us bolder ball skills but there is hope and we can be hopeful because we are already doing many of the things that we will reposition us to thrive and survive even if the books go way. We are not totally helpless we are doing good things already.

We need to reframe the conversation and engage our colleagues and staff members and provost or whoever about what is important. We have to show that we are taking the long view and we are trying to stay in business to benefit our communities rather than fight, that we are moving forward and we don't always come across as if we are doing what it takes to benefit our committees or communities it looks as if we are holding them in front of us as human shields trying to stay in business to benefit ourselves and preserve the way that we like to do business.

The question in my mind is if is a lever here for our lifestyle or hours? Is the reason we do what we do because we are deeply committed to the future of our community or because we are really worried about our own jobs? We need to engage the community on these questions and not just tell them the answers that we think they should have we need to gauge a portion of the community that are not our biggest fans and are not frequent users and we need to be very candid with ourselves about what the solution to their opinions is whether we should embrace what they tell us or try to straighten them out.

A lot of our conversations on this topic has been about explaining why books want to go way and I think that doesn't position us well. I think that we need to talk about if books go way then this is what we will do and is it not in conflict with what redo. Somebody posted a comment on, Oliver twist is a great read,

It is a good story.

It is a great experience and it has all of these, a book is a portable experience and it is a very convenient container for portability but it is not the point it is the medium and not the message. Even if the notebook scenario does not come to pass immediately below will talk about next is the useful information that we think and can be applied to whatever happens to position itself and reframe the

conversation about the good news of that is. We are doing a lot of things that will serve us well into the future.

The first thing that we do well and that we can leverage in the future is our experience in access. Back to the earlier stages of libraries and think of Ben Franklin, the point is to offer a broad range of ideas that are accessible to all and to have them be conveniently at hand and support intellectual inspiration. We have always had expertise in the area of access but it is been concentrated on just a few people in the library and now access is everybody's job. We need to develop and get [Laughter] One other thing we need to develop and extend our licensee expertise as we move from ownership to access. We will not be giving people the step of what we will give his the key to the stuff.

So a big element of what we do now and I think it will be part of our positioning for the future is content. We don't just how the contents of, instead we do a lot more we can serve, retrieve, integrate, package, present, we connect the dots so that other people don't have to. Working across the formats and keeping things in context pulling stuff together this is a classic library talent, even when the retrieval functions take place in library also take place out in the free Range Internet community, we are still really good at optimizing X. providing facilitating those functions so that they can happen more quickly. We can accelerate learning, -the productivity of workers, we can do things in a way that facilitate the success of our users. I don't think that we can position us around we do better than you do so you should work for us but I do think that we could make it clearer that we are not just dishing up content we are adding value. Academic libraries and special areas are well ahead of public libraries but there is still a lot of work to be done and this is absolutely in line with classic library training. I think one of the things that we could focus on is time rather than item.

There has been some conversation in the chats about whether we count or how we manage our statistics? I bet that we could switch to a time-based measurement that does not count the time that the items have been doing things that count the time that the people have spent doing things. Public libraries circulate DVDs way more than print books but a DVD takes what 90 minutes? What is the average time of engagement of an average reader with an average novel? Is generally more than 90 minutes to two hours, maybe we should be talking about how many hours of intellectual engagement we have provided to our committees. In which case a DVD would have to circulate a lot more than a book to come out even.

Whether were doing of print books or E. content it doesn't really matter the times better would be the same and we could start to look not just add shipping inventory but its engaging the reader and I think that may start to move us towards what we have offered.

It is interesting the timing was perfect, for reference that begs the question should we just can't answers over rather than teaching them to find their answers themselves?

I think that what we need to do is just time coaching and teaching, let's move away from the traditional graphic instruct her to be in somebody's partner as to where he they define success. We talk about free choice learning and it is more likely to succeed if it is nurtured and personalized and is a guided mindful way rather than a drum beat or a ritualized demographic instruction. Look at guided direction here and the library here would create the opportunity for people so they don't stumble across our own. We could use our skills to help connect the docs which then in turn would help others

to connect the dots for them to connect it in our own life in their own way.

I do think that we are shifting towards the expert nonexpert relationship to a future which engages a much more co-creation. We do that now and I think that we'll be doing a lot more in the future both at the individual level and the organizational level. Right now we are starting to work with organizations and agencies and institutions or of the community to create a property P. of new knowledge. It is huge at the academic library campuses and I think there is a good return of investment on these applications of the content and we do have skills that support that. We are not as far along as we need to be, we are still position is around adding value by doing things that people cannot do rather than taking what we can do and working alongside them. Again this is not black and white this is a continuing and some places too much more of this than others.

The value of a library person as a team member rather than somebody who sets up work that other people do offstage is going to be changing and I do think that we will be looking at something more like a genius bar as a poster print reference desk. There'll be two people looking at the same problem trying to solve it together rather than strictly saying I will do this for you or I will show you how to do it for yourself it will be more like a collaboration.

I saw this I do know who said it but so many said that they liked being the hero every now and then and how they feel in their institution. I think that being a hero is helping people get to where they need to be.

Right, but I don't think that makes you a doormat. I am really talking about partners, tears and we do add a lot but we have been accustomed to working individually in a remedial kinda way with a lot of people and I think that we need to be more of a side as equals.

Somebody just put up a question here speak about co-creation what are some of the examples of how that would look Lex?

I think there is good examples there including people who come into the library who have their own ideas and need to flush them out or build them further. Using that as a building block for the next person who comes in or similar or related questions what kind of co-creation, we saw that in Charlotte when they were doing the young adult library and they were doing co-creation video and other music and stuff like that but there is other examples.

You to look at the academic libraries like in Washington they had a library and who essentially would be a team member on a graduate level study group and he was a study group that met for weekly for organizational things and then the library and was sitting in by making research suggestions as part of the team..Hodgkins added a library has a mandatory member to the all research teams that included human subjects. So they be absolutely certain that they would have found all the up report in sure is if you will to make sure that they did not miss some piece of evidence that needed to be factored into the grand project.

The idea that the Librarian is there not just to save you time and do the grunt work and not just to get to build out if you get stuck but to actually sit down and help you solve the problem using their skills alongside of yours. I think this is much more common in academic light periods -- libraries but it is

still not as common as it should be. Liberians frequently forget the skills that we have, we just really underestimate what we can add in real-time.

And learn the ways, libraries have always been a gathering space for people to come together to talk, go to programs, dude but douche -- do book clubs, where we see what is happening in the communities there are fewer places where there can be civic and civil this close and so libraries can provide that service and safe haven or there to be shared, nurtured. Whether the majority of the views of many of communities is truly a premium and the library can provide this in a way that others and other organizations cannot. We see this in public library that they are providing programming under his topics and things like that and we are also seeing that in the academic libraries that there is the learning Commons and more ways to range the computers and part of the positioning in this is that the diversity of ideas is in of itself a strength and it is an intellectual monoculture, it is not compatible we cannot use that as our model and still claim any kind of future.

Saw something going on that people have worried about and that is convergence, in the public library where can newsies are combined with committee centers all I think that there are opportunities to strengthen multiple functions by drawing on multiple talents. I see real convergence between libraries mental stimulation for people of all ages and health requirements in this country. No question of helping people keep their brains alive is good and we have a healthcare conversion and we also are in public libraries and we are the one place where people can walk in and do their business and converging those rules and roles with what we do in library seems to be an opportunity not to dilute but library message but to strengthen our value. If our main job is the people and not the print then I think diversifying these areas and converging with other functions with the institution will be good and we will see a real move in the academic libraries. I don't think that we can -- we can library I think that it strengthens the library by engaging it more fully.

One of the things I think will change and it has come up in the chat session quite a bit and that is the idea that the library's role of local information. With general information been available with Sony venues and in so many formats in different ways libraries have turned the funnel upside down. We use to collect the information from everywhere and we funneled it down and made the library the place where all this stuff came together but now I think that we need to turn the final upside down and gather the whole cool information and make that available more visibly.

In public libraries is my tie and local records, local material that you have the right to and the right to reproduce. In the academic wineries is getting interesting wishing your institution from other types and we work with our clients we develop be sick with envy criteria, in other words every will be sick with envy that they will be able to do all these things. We actually did not come up with this phrase that came from a group working with the university that one have a stronger collection in certain areas and that is how they phrased it. The library is to bring the world to the community but now this web based environment the library can bring the community to the world. If you have heard the executive director of immediate foundation she sees the library's role as being keep in the communities of to date. We can,

The whole notion of identity is important and I, we have talked a lot about information in the library world that I think there is a big inference between information and story. Between information and narrative and the library is when you look at it very story friendly. We act as if it is a separate

transaction related to tiny information but we are able to make connections and we are able to maintain a story across a long arc and we have that time sequence that runs counter to the incident in outbreak a link that we have emphasized and it runs counter to as to the relationship summary has with Google which may know a little bit more about the search preferences but it does not provide a medium constructing a useful narrative. I think that we need to be much more willing and much more assertive about constructing narrative and about sharing stories across time with the community. Where else can you go and watch development? We see this in children's library's because of the relationship between children's Librarians and their users has a built-in developmental bias and we see the sometimes in academic libraries and sometimes in special libraries it is the same way. I think that we could do a lot more about extract relating to the community level and telling community narratives, we see this in other disciplines particularly in Columbia University now has a program in narrative medicine. The notion that medicine that looks at the construction of a story over time does a better job of caring for people than transaction-based medicine and I think that we need to do a similar kind of thing and focus much more on narrative and not just on information that makes that.

Now for the fun part, the infiltration. [Laughter] The ideas to inter-trade other and marmot -- where talk about is a world with Librarians and somebody mentioned in the chat a while back that the idea of the embedded library where people go out and work into the community instead of always draw people back to the library. You might have Librarians assigned to the city Council of the school board, Chamber of Commerce or whatever the movers or shakers are in your community but the person's job is to sit in those meetings and work with those groups not to advocate for library but to show what the library can do. In other words if they are talking about a specific topic that person can gather the material on that topic pull it together in a meaningful way give to the movers and shakers and then asked what else can they work on. This is another area where public Librarians can learn from our academic colleagues, they've had people assigned over the years in colleges and universities and Joe mentioned earlier the assignment of Librarians to make sure that all of the possible sources are covered and to make sure that all of the research that needs to be done to make the grants work is actually done.

The point is that we are already going down many of these paths, we have started in all of these areas in the what we have said is big news to anybody but we are talking about pushing it and popping up the volume. We need to rebalance what we are doing and they emphasize some of what has been done in the past. It is not the same utterly rejecting or invalidating it but I think that we need to move the conversation to build capacity in new areas.

Yes, smack the first place that we need to build capacity is to get past inventory control as our primary focus and start to really put a lot of energy into support for learning and creativity. We have some homework to do for to prepare for a post-print culture but we need to be focused more on the people than the steps. We need to focus on the customer's learning experience, it might call for different kinds of library workspaces, the facilitators of people, if we position ourselves in this area we will not be linking ourselves to anyone format.

So let's talk about some of the things that you hear, let's talk about moving beyond transactions were talk about changes and accountability and we are good at measuring workload but we are not good at measuring service. What actually happens because of what we do? This is not something that we are limited to, we are not the only ones who are being asked to be more accountable for what they

provide. You can see this in hospitals, mortality rates and things like that, schools of courses had no Child left behind, I'm not saying that either of those is good for us but we should be looking at it ourselves now so that it is not handed to us and told us to make it work at some future point.

One that you go back, this is so important, we measure workload right now and we don't measure service. Because the print content or was in the easy kinda workload to measure we have done so much about tracking back and accounting for that that we really have not scratch the surface on measuring service.

We need to focus on what customers actually want not what we feel we should be providing. A good example of this is what happened with the firefighters over the years, houses have become more fire resistant, when you are having an a heart attack or you need a medical response their mission is still to save people's lives but how they carry the mission out has changed over the years. We are not successful and tell our patrons are successful. We also, as we were preparing the site there always seems to be a superhero elements when we are doing these presentations. Superheroes have rules that they live by but they also use the right tool to get the work done. With different shapes we have -- we have to provide tools that civilians use, said we want to spend her day Dean enforcers? It is a lot less stressful to say yes rather than saying no and we have rules rather tools that your job is to enforce and the work becomes a lot different.

And other big area that we need to build capacity to get beyond the rationing. We have talked about this, a model of service that emphasizes abundance may make your head explode but I think that is where we need to go. If civilians think alike talk resources are being limitless then we need to find a way to be limitless as well. We need to redesign in a way that it encourages rather than limit, we need to redesign on terms that make sense to the user and things like loan periods and the holds and restrictions had been in place for good reasons but they may no longer be valid concepts in a library without paper books.

We also need to base yourself on knowledge on the markets that we serve. A safe way to protect confidentiality what we need to be much more can about market research and we need a better understanding with the people that we serve. How they use the library, we need to start learning, we need to be able to anticipate and be proactive about building services and respond after the changes have occurred. We also really need to be willing to statement market, we've use one-size-fits-all approach and partly because we felt it was the only guarantee and fairness but we have got smaller specialized market segments and we need to do better job at understanding and recognizing areas for growth, do a better job of identifying and providing useful services to new patron rubes -- groups. We are at the point where we really need to understand where the full market that we are supposed to serve is and what is really going on with them and what we can do to meet them where they are.

I think we talk about advocacy we need to go beyond just more and more and try to do. Engagement. We could to the well-traveled well-worn way of doing supplication. One way to do this is by leveraging the skill set that library has outside of the library. We offer expertise in a number of areas facility management, customer focus, community assessment and engagement, data driven decision-making, learning peak performance, we have done things in this area all over the place and the we could use those skills in other settings in exchange for helping in the areas that we need.

One of our academic clients we work with them to, they now constitute -- as a way of showing that a service can provide this and it is also important to engage in conversation that is about the help of the committee that we are part of the not just about the help of the library. When there is a community convening on economic issues it is important to be at that table to be part of the conversation.

The conversation about the community not about the library it is not about why or what we need is, we used to be in the library business and now we are in the Chicago business and that is the table that we need to be at. It all comes down to this in our opinion the most important part of what we do is not print, it is not even content it is not distribution, the role of the library's post print in our opinion is not on the content side regardless of format. I think that the role of the library post print is on the app side, our rural businesses not the distribution content it is the successful application of content, so the apps that we develop to address learning, intellectual freedom, self improvement, enjoyment, employment, that search tool but apps that support the entire process regardless of the format is our gray area for optimism and growth and we have the skill set to go in that direction we have the foundation of ethics of service to go in that direction we just need to think about those two areas access an application.

We hope that you can think about that and we have raised a lot of questions it was a fabulous chat and we hope that you can use the concepts of this webinar to have a more productive conversation with your colleagues, communities, managers, faculty, students, voters, there is just so much potential and we are so well-positioned will have to shift our focus ask a what if question and start to grow our capacity.

Thank you very much for participating in today's webinar and we hope to hear from you. If you send an e-mail to hello George and John, the chat was flowing fast and furious so there is a lot of issues that we did not get to so please feel free to send us an e-mail. If you go to our website there is also a blog that you can post your questions, I think I think we fixed that [Laughter] This is a grant funded organization and this is a grant funded to Graham so please don't forget to complete the evaluation. Thank you Eileen and Chuck O'Shea and we look forward to seeing you at our next webinar.

Thank you everybody.

Pleased if you would complete the survey as you exit and as a reminder after you complete the survey you will be taken to a page that you could print as a certificate of attendance. Thank you all for attending and this will be archived in the archive will be available later this afternoon. Thank you again for attending.

[Event Concluded]