YELLOW LINES AND DEAD SKUNKS
Choosing Our Lane On The Infobahn

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CHOOSING OUR LANE

The only things you’ll find in the middle of the road are yellow lines and dead skunks

Bill Koch
CHOOSING OUR LANE

- Why We Must Choose
- Trends To Watch
- Leadership Imperatives
- Stanford Institute
Whatever I can imagine, I can accomplish. I am no longer a vassal in a faceless bureaucracy. I am an activist, not a drone...I am a revolutionary.

Gary Hamel, *Leading the Revolution.*
WHY MUST WE CHOOSE

“In the future the Web as a library can bring scientific, scholarly, medical and legal information to everyone at a negligible cost...librarians can oppose these developments or strive to shape them creatively...”

Dr. William Y. Arms, Cornell, IEEE
INFO-COMPETITION

“Every time a new medium comes on the scene, it enhances the usage of existing media.”

“The future... lies in helping people navigate a wide range of...choices, and in making those choices coherent.”

“A larger opportunity is ...to reinvent themselves as creative navigators.”

FAST COMPANY, October 2000.
INFORMATION SUPPLY CHAIN <1990

Primary Publisher

Database Publisher

Online Service

Librarian

Customer
The Library is Dead
Long Live the Library

- Traditional Roles/Old Economy
  - Gatekeeping
  - Information Gathering
  - Selecting

- New Roles/New Economy
  - Facilitating
  - Information Organizing
  - Accessing
## WHAT OUR CUSTOMERS WANT

<table>
<thead>
<tr>
<th>ADULTS</th>
<th>GEN Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>43% online</td>
<td>66% online</td>
</tr>
<tr>
<td>10 hours/wk</td>
<td>13 hours/wk</td>
</tr>
<tr>
<td>1 site per visit</td>
<td>4 sites per visit</td>
</tr>
<tr>
<td>2 activities weekly</td>
<td>4 activities weekly</td>
</tr>
<tr>
<td>55% high speed access</td>
<td>70% high speed access</td>
</tr>
</tbody>
</table>
The first generation to grow up with the Internet
10% of population
Today 61% online ⇒ 2004 76% online
Online and print complement each other
Trust traditional information sources they know
FORRESTER RESEARCH
WHY GEN Y

- Need for information filtering
- Internalize vs. adopt
- New things ⇒ new ways
  - File sharing
  - Demand driven pricing
  - Multi-tasking
- Not replace, complement
**Young consumers are active Internet users**

<table>
<thead>
<tr>
<th>Young consumers</th>
<th>1999</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of 16- to 22-year-olds (in millions)</td>
<td>26.9</td>
<td>27.2</td>
<td>27.7</td>
<td>28.1</td>
<td>28.3</td>
<td>28.5</td>
</tr>
<tr>
<td>Percent of 16- to 22-year-olds online</td>
<td>56%</td>
<td>61%</td>
<td>66%</td>
<td>71%</td>
<td>74%</td>
<td>76%</td>
</tr>
<tr>
<td>Number of 16- to 22-year-olds online (in millions)</td>
<td>15.0</td>
<td>16.6</td>
<td>18.3</td>
<td>19.9</td>
<td>20.9</td>
<td>21.7</td>
</tr>
<tr>
<td>Percent of 16- to 22-year-olds buying online</td>
<td>33%</td>
<td>42%</td>
<td>48%</td>
<td>53%</td>
<td>58%</td>
<td>61%</td>
</tr>
</tbody>
</table>

*Note: All numbers are for the US only. Projections are based on the Census Bureau’s latest population and household projections.*
Online editions may stimulate interest in print newspapers and magazines

- Being online makes me more interested in reading magazines, newspapers
Young consumers are on the cutting edge of Net use

- Percent online
- Hours spent online per week
- Number of locations from which they access the Web
- Number of activities they regularly use the Web for
- Interest in high-speed access

Online adult consumers
Online young consumers

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November 2000
The online channel serves a purpose

Why do you read news online?

- I can access most online news services for free 70%
- I like the up-to-date information of online news services 64%
- It is faster to read online 58%
- It is easier to read online 46%
The online channel serves a purpose

- I like to be able to access archived stories online 36%
- I can view video clips or listen to audio files 32%
- I can access information about my hometown online 29%
- I can get more in-depth information online 29%
- I like the personalized content of online news services 27%

LITA National Forum
November 2000
The print channel serves a purpose

Why do you read news in print?

- I like being able to take a newspaper or magazine wherever I go 63%
- I don’t have to log on to the computer to read news 51%
- I like the feel of a print newspaper or magazine 34%
The print channel serves a purpose

- It’s harder to read on the computer screen 22%
- I like the ads 19%
- I trust the print content more 13%
- I can’t find what I’m interested in online 8%
- Other 11%

LITA National Forum
November 2000
Print and online information complement each other

- Read news...
  - online only 10%
  - in print only 11%
  - online and in print 62%
  - Don’t read news online or in print 17%
Young consumers trust content online less than in traditional media content.
Online, young consumers trust traditional media and people they know.

Average rating of trusting content in these channels:

- Online versions of traditional newspapers: 3.7
- Email/chat with people you know: 3.6
- Online-only news providers: 3.2
- Email from companies: 2.8
- Chat groups/bulletin boards/newsgroups: 2.6

LITA National Forum November 2000
Why young consumers are different from adults

- Adults “adopt” the Web
- Young consumers “internalize” it
What adoption does

When consumers adopt technology, they do old things in new ways

- Electronic catalogs
- Shopping bots
- Online auctions
- Stock trading
What internalization does

- When people internalize technology, they find new things to do
  - File sharing -- Napster, Freenet
  - Demand-driven pricing
  - Multitasking
ADAPTERS VS. INTERNALIZERS

- The Library and the Pope
- Peer-to-peer computing
- Linux
- Pandora’s Box → Gnutella, Napster
- #Bookwarez
LEADERSHIP

- Labyrinth
- Flexibility
- How, When and Where
- Niche
LEADERSHIP LABYRINTH

New times, new leadership

Old – rank, experience, age, position

New – knowledge, flexibility, chutzpah
LEADERSHIP LABYRINTH

Michael Keller, Stanford University Librarian

- Always ask “What is best for my library?” – the cost/benefit analysis
- Trust individuals, make them responsible
- Form and dissolve task groups easily
- Reduce permanent committees
- No turf
- Carpe diem -- seize the day, live while you can, savor the moment
- Avoid empty relationships & lowest common denominator organizations
FLEXIBILITY

- Disruptive technology ⇒ Innovation
  HBR, January 1995

- Perfection vs. unknown
  “Wealth, power and influence are not gained by perfecting the known, but by imperfectly seizing the unknown.”
  *Wired*, Kevin Kelly

- Chaordic Organizations
FLEXIBILITY

- 3R – Risk/Reward/Ratio
- Partners
- Independence of delivery/access
- Define the keepers
INTERNET TIME

- 1/00 – Company A decides to buy Company B
- 3/00 – New CEO for A
- 4/00 – A completes acquisition of B
- 8/00 – A gives B back
- 10/00 - CEO of A gets fired
- 11/00 – CEO of B gets hired as CEO of A
MARKET BRANDING

- INFO BRANDING
- LIBRARY BRANDING

Google

xrefer

Northern Light

Librarians’ Index to the Internet

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HOW, WHEN AND WHERE

- HOW ⇒ Customer defined
- WHEN ⇒ 7/24/365
- WHERE ⇒ Location independent
DIGITAL DIVIDE

- Forrester – factors for online access
  - Income
  - Age
  - Education
  - Technological optimism

- Online households
  - 69% Asian American
  - 47% Hispanic
  - 43% Caucasian
  - 33% African American and fastest growing
INFORMATION LITERACY

- Unique role for libraries
- Gen Y validation
- Broaden basis to community wide
- Adapt lessons learned from schools and colleges to public libraries
WHERE ARE YOU GOING FROM HERE

Stanford-California State Library Institute on 21st Century Librarianship
“The concept that we are the last of librarians as we know them today is absolutely true and thought-provoking.”
I believe that we get so caught up in the here and now that we don’t take time to put our current experiences in perspective and to think about the best strategies for the future.”
“It’s given me a broad perspective, helping me to see that as a group -whether as public, academic, school, or special librarians - we are leaders and have strength in our ability to articulate the purposes of libraries, to model the principles of providing access to all, and to master the nuances of the new technology and adapt it to our goals.”
Help shape the future of libraries and advance the state of the profession

Elevate the quality of services libraries and related bodies provide to information users in the 21st century
NOT TALKING TO OURSELVES

- Focus on external influences on libraries
- How do libraries fit in the new context of information
- Nexus between technology and leadership
SUMMER INSTITUTE

- August 6 - 12, 2000
- Stanford campus
- 132 participants
  - 103 Californians
  - 26 states
  - 3 countries
- All types of libraries
THEMES

- Leadership
- Information Technology
- Library Collections and Services in the Digital Age
- Organizational Effectiveness
- Facility Planning/Preservation
LEADERSHIP

DAVID KENNEDY
Task/Process Leadership
“The classic task leader is not a very good process leader”

- Susan Kent, LAPL - Political Leadership
- Joey Rodger, ULC - Future Leadership
- Rita Scherre, UCLA - Librarian?
- Jose Aponte-Cultural Imperatives of Leadership
- Eugenie Prime, HP - Assertive Leadership
“New media doesn’t kill old media; it just gets added.”
MICHAEL KELLER
This magic moment
“Good stewards invest assets and therefore take risks.”

- Susan Kornfield - Copyright
- Patricia Breivik/David Loertscher – Information Competency
- Susan McGlamery-24/7 Reference
- Dan Greenstein – Digital Libraries
AmaL Johnson – Challenging the Management Status Quo

"I hate the word empowered because it implies you have to give something to them. They have it already!"

- Social Entrepreneurship
- Gates – GIS
- Joint Use Libraries
- Core Competencies
FACILITIES/PRESERVATION

- Deanna Marcum, CLIR – Digital Preservation
- Preventive Preservation
- Disaster Preparedness
- Libris Design
CURRENT ACTIVITIES

- Building the 21st Century Library
- Social Entrepreneurship
- Library Education Needs Assessment
- Speaker Series
- Summer 2001 Institute
  - August 5 – 11, 2000
“The paradox is the apparent speed of technological change even while technological advances often require twenty years or so to manifest themselves.”

Paul Saffo

“The library needs to be both radically conservative and radically innovative at the same time.”

Stewart Brand
ADAPABILITY VS. SURVIVABILITY

“Organizations must determine in a timely fashion when to quit adapting and to proceed with changing directions...”

Timothy Nolan, Plan or Die
AN ARMY OF IDEAS

An invasion of armies can be resisted, but not an idea whose time has come.

Victor Hugo
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