OCLC Distinguished Seminar Series

The Sky is Not Falling!

Opportunities Abound as Library and Information Schools Engage the Future

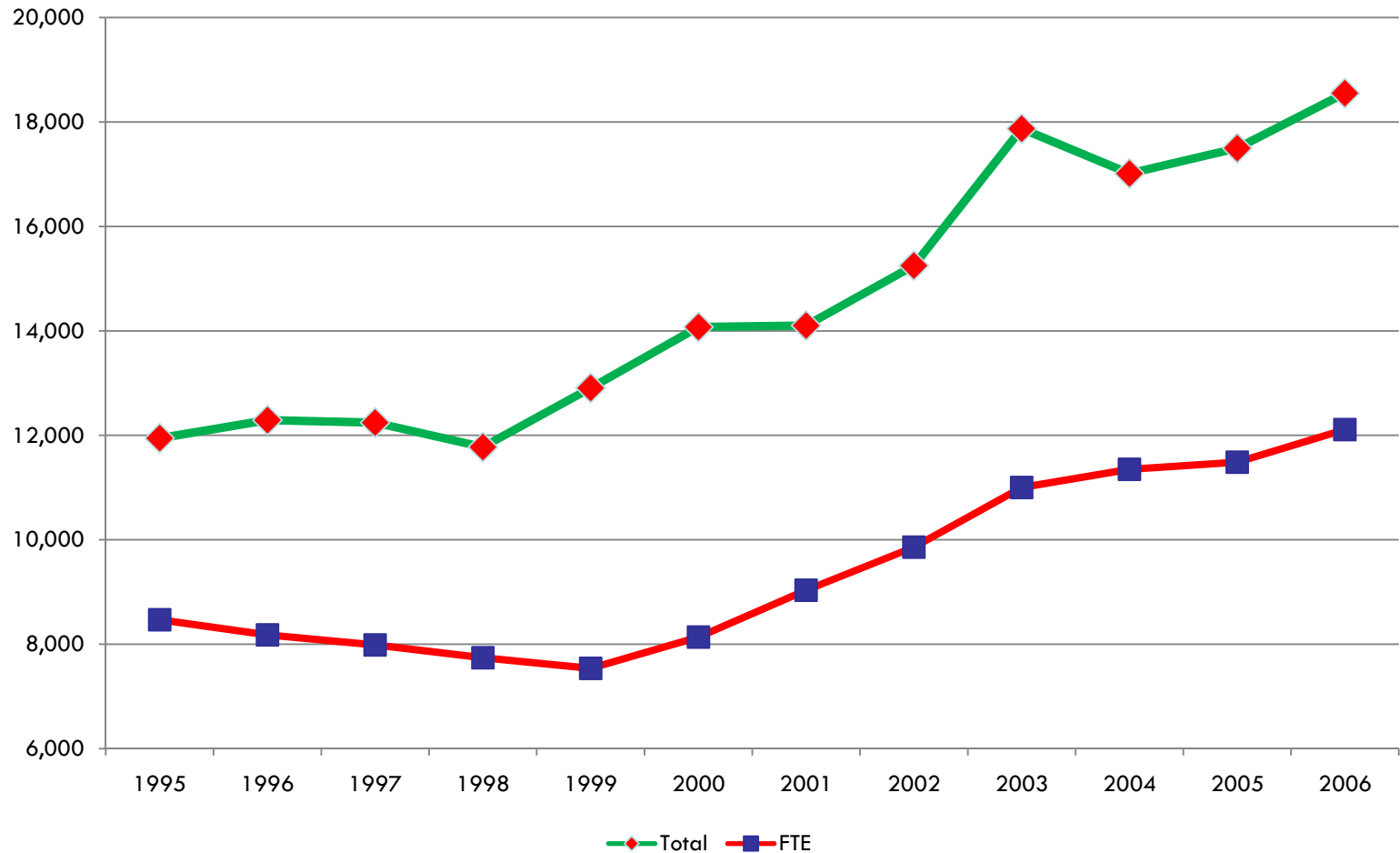Mike Eisenberg

September 20, 2007

The Myths…

- **There's a crisis in library education.**

- **Library schools are closing.**

- **There won't be enough librarians to fill the ranks of those retiring.**

- **Library schools aren't teaching the fundamentals (such as cataloging and children's services).**

- **The very core of librarianship is in danger.**

The Reality

- **There's a renaissance in library and information education.**

- **Library programs are expanding.**

- **There are plenty of new librarians.**

- **Library schools are teaching traditional fundamentals and much, much more.**

- **The very core of librarianship is in great shape!**

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# Enrollment Trends

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Agenda

1. From there to here (trends and implications)

2. The 21st century information school

3. The information school movement

4. Librarianship & ischools
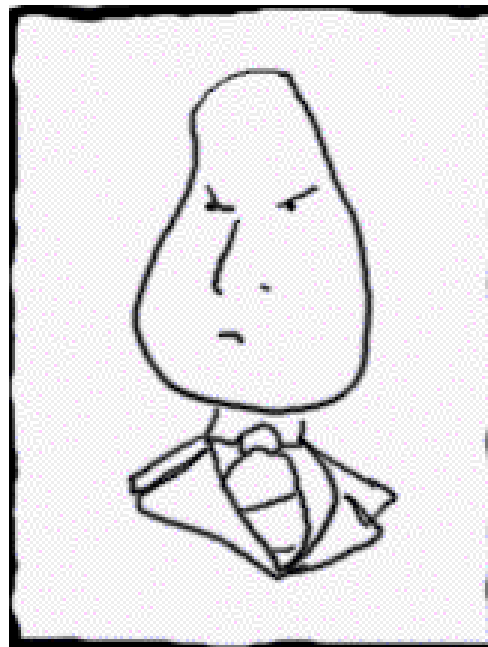
5. Opportunities for collaboration and research

6. Q & A

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Agenda

1. **From there to here** (trends and implications)
2. The 21st century information school
3. The information school movement
4. Some thoughts about librarianship
5. Opportunities for collaboration and research
6. Q & A

Technology
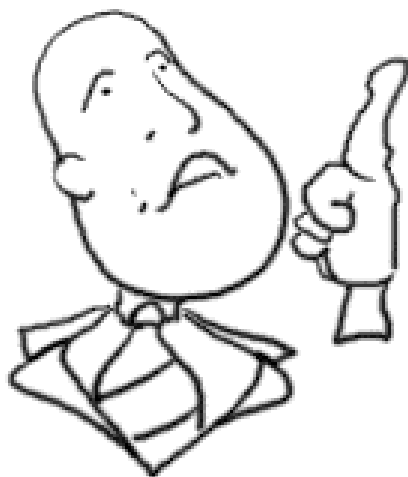
TECHNOLOGY IS
THE ANSWER!

Now...what was
the question?

Higher Education Today

- The research imperative: produce or perish.

- For academic programs, there is no free lunch.

- If not high impact, at least high visibility.

- Fund raising – who loves ya, baby?

- Big (or at least critical mass) is beautiful.

- While not futile it's still <u>feudal</u>.

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The Traditional Library School

- One degree program - professional master's.

- Small numbers
  - students <200
  - faculty <10
  - staff <5
  - budget <$1 million.

- Low, or even no visibility - on campus and in the broader community.

- Inadequate space and facilities.

- Low research profile and funding.

- Low level of gifts and fund-raising.

- Core constituency (library field) is often disgruntled and minimally supportive.
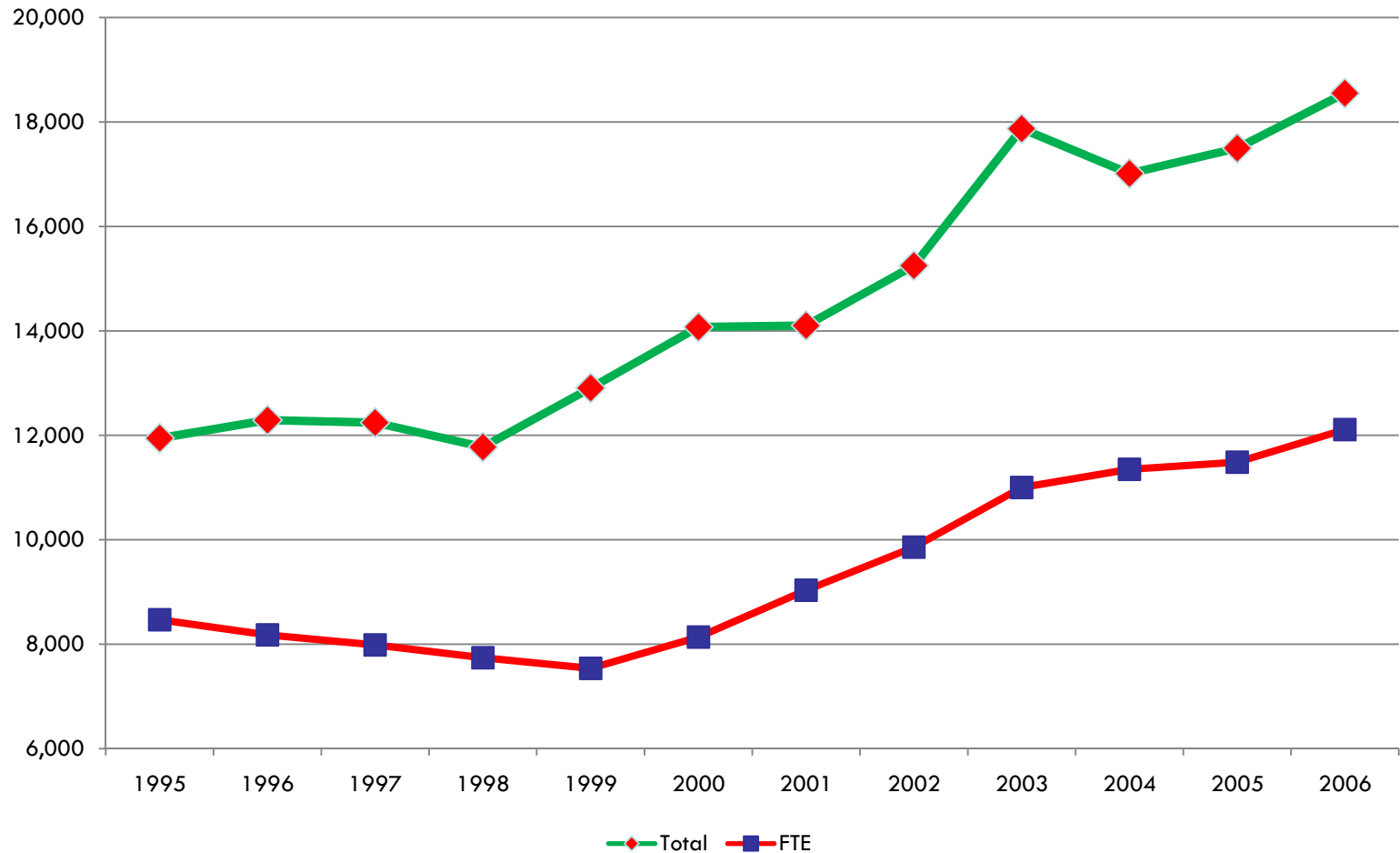
The Result for Library Schools

- Closings (although not as many as you might think, particularly in recent years).

- Move to one of many departments in a larger unit (e.g., liberal arts).

- Merger with another unit – communications, computer science, education)

- or -

- Expansion – ischools –

  – continued independence, success & flourishing!

Master's Students in ALA Accredited Programs

Reporting Year	Head Count	FTE
2005/06	18,553	12,110
2004/05	17,500	11,486
2003/04	17,014	11,350
2002/03	17,873	11,002
2001/02	15,251	9,858
2000/01	14,101	9,035
1999/00	14,074	8,137
1998/99	12,908	7,539
1997/98	11,775	7,742
1996/97	12,244	7,987
1995/96	12,290	8,179
1994/95	11,946	8,468

Data Provided By ALA Office of Accreditation, Sept. 2007

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The Information School of the University of Washington

Enrollment Trends

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1. From there to here (trends and implications)

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5. Opportunities for collaboration and research

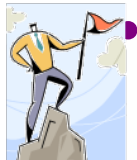6. Q & A

The 21ˢᵗ C Information School

- Recognizes the politics, pressures, and priorities of higher education today.

- Embodies collaboration (on campus, in the community, and in the field). "Bake more pies."

- Is creative and entrepreneurial. Gain a "can-and will-do" reputation.

- Has a clear sense of where you are and where you want to be.

- Strives for identity, visibility and brand.

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The Independent Information School Critical Mass

- Programs on all levels – bachelors, masters, doctorate

- Visibility-on campus & in the broader community; support by the library community

- 300-600+ students

- 15-20 faculty, 5-10 staff

- $2-3 million annual budget

- $1+ million annually in research funding

- $1 million annual fund-raising; permanent endowment includes funded chairs

- State-of-the-art facilities and space

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Example – The UW iSchool

Example – The UW iSchool

- **Reputation – innovative and ambitious**
  - The iSchool "gets things done"
  - Use diverse funding models
  - Leads in effective and efficient use of IT
  - Innovative in distance learning
  - A team-player

- **Active research agenda - involves the full range of faculty and many students across all programs**

- **Committed to undergraduate and grauate education**

- **Celebrate the professional and the academic**

- **Collaborative**
  - research
  - academic programs
  - service and outreach
  - management and problem-solving

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Overall Attributes

- User-focused; value people.

- Broad-based.

- Celebrate the professional and the academic.

- Innovative, entrepreneurial, risk-taking.

- Committed to meaningful work--to making a difference.

- View problems as opportunities; e.g., the information society is a mess – yippee!

The Information School of the University of Washington

Tag Lines

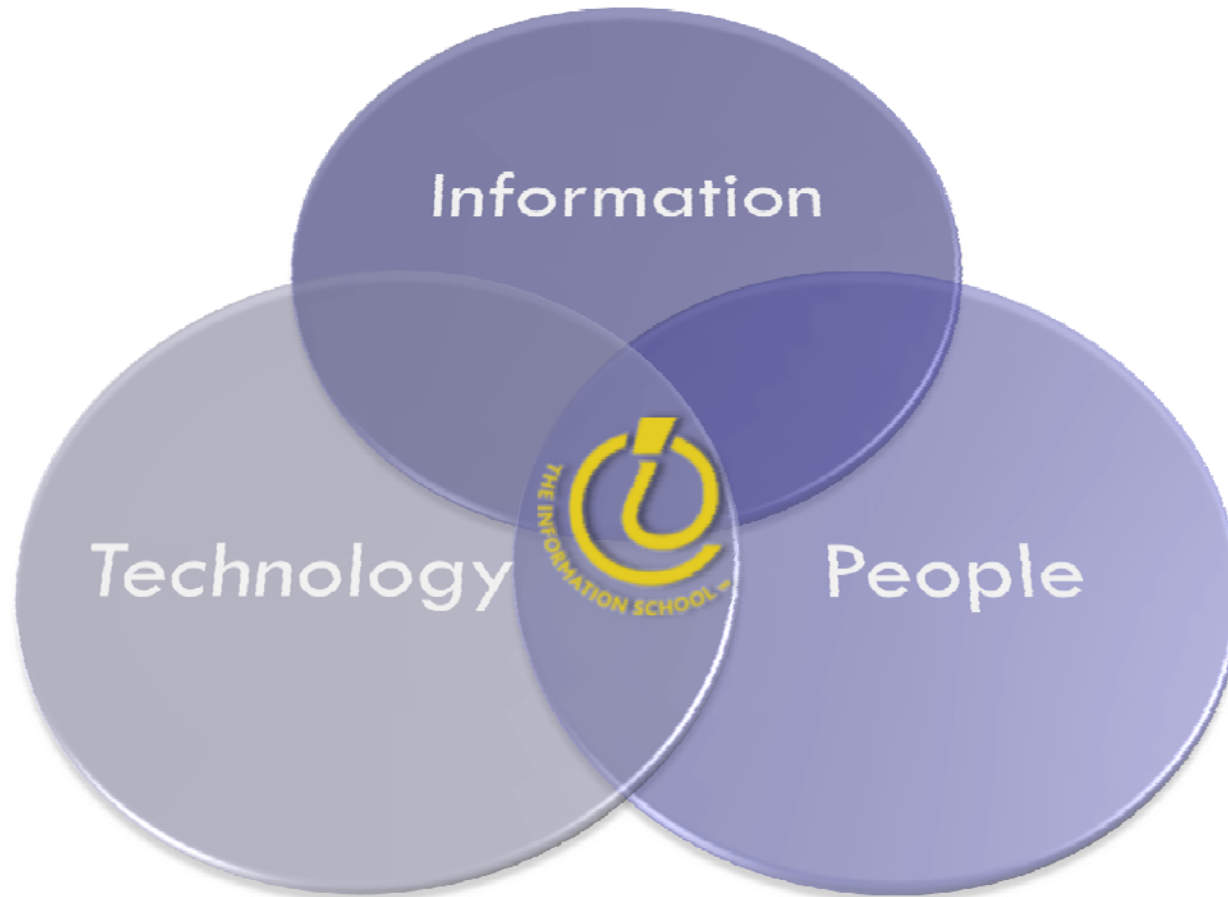**A broad-based, inclusive, global information school. Noted for collaboration, high quality, and high impact.**

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Tag Lines

We make information work.

Research

- Broad-based & inclusive

- Across all faculty

- Theoretical and applied

- Collaborative (within faculty, across campus, and with colleagues nationally)

- Involves students on all levels

Research Areas

- biomedical informatics
- cataloging – conceptualization, use, and design
- classification
- cognitive work analysis
- computer-supported cooperative work
- electronic government
- design methods for systems and information
- digital libraries
- digital reference
- human-computer interaction
- human information behavior

- information ethics
- information literacy for life-long learning
- information management
- information and quality of life
- information policy
- information services
- information technology management
- information and system dynamics
- information systems for children and young adults

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Research Areas

- intellectual property
- interaction design
- international aspects of information systems
- knowledge management
- knowledge organization
- natural language processing
- networks – technology, community, and society
- organizational impacts of information systems
- organizational learning
- organizational sustainability
- personal information management

- philosophy & theory of information and library
- privacy rights
- school and public library services for children and young adults
- search/info retrieval
- socio-technical analyses of information systems
- text and data-mining
- user centered design & evaluation of information systems
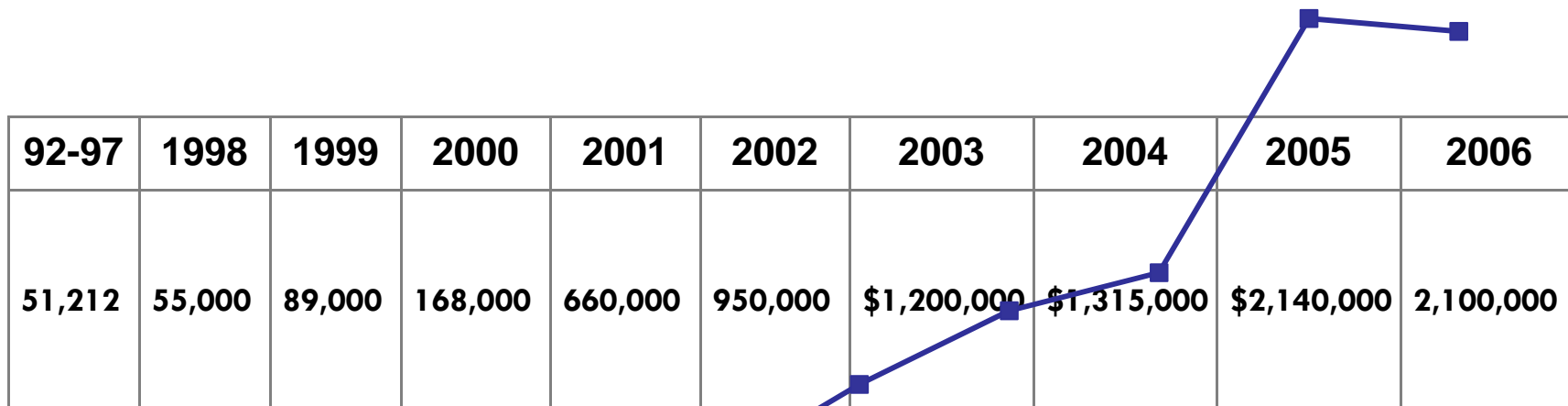- value sensitive design

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A Sample of iSchool Research

- Fully Mobile City Government (Fidel, Scholl)

- Libraries in Small Schools (Saxton, Eisenberg)

- Keeping Found Things Found (Jones, Bruce)

- The UW Institute for National Security Education and Research (Desouza)

- Value-Sensitive Design (Friedman, Kahn)

- Searching for Works in the Library: An Exploratory Study of *FRBR* and *Known-Item* Searching (Carlyle)

- Credibility Commons

- Information Behavior in Everyday Contexts (Fisher)

- Center for Information Assurance & Cybersecurity (Endicott Popovsky)

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Last 6 Months

- 15 proposals submitted

- 12 funded

- 8 in process (this month)

- 4 in development

- Almost all tenure-track faculty represented

- NSF, IMLS, MacArthur Foundation, NIH, NSA, various corporate

Research Programs: Expenditures

92-97	1998	1999	2000	2001	2002	2003	2004	2005	2006
51,212	55,000	89,000	168,000	660,000	950,000	$1,200,000	$1,315,000	$2,140,000	2,100,000

Academic Programs:
Broad-based, across all levels

- BS in Informatics

- Master of Library & Information Science
  - full-time and distance

- MS in Information Management
  - full-time and executive

- PhD in Information Science

- Certificate and Outreach Programs

Academic Programs: Enrollment

Program	AU98	AU99	AU00	AU01	AU02	AU03	AU04	AU05	AU06
Informatics				56	69	74	108	120	102
MLIS	143	151	200	174	148	143	140	136	146
MLIS-Eve	38	39	58	58	92	55	51	23	2
dMLIS					37	133	137	171	196
MSIM				15	35	42	64	60	54
PhD					13	23	23	27	27
Total	181	190	258	303	394	470	523	537	527

MLIS Program Curriculum

- Core

- Electives

- Portfolio

Will discuss in more detail
In a moment

Service and Outreach
Selected Partners

Campus

- Computer Science & Engineering
- Biomedical and Health Informatics
- University Libraries
- Education Partnerships and Learning Technologies
- Cell Systems Initiative (CSI)
- Department of Geography
- Philosophy Department
- Computing & Communications
- UW Educational Outreach
- Evans School of Public Affairs
- Technical Communications
- School of Art
- IT Resource Sharing Group (small schools and colleges)

Community

- Washington Research Foundation
- School Districts: Seattle, Lake Washington, Shoreline, Marysville, Spokane (and numerous others)
- Washington State Library
- Bill and Melinda Gates Foundation
- MacArthur Foundation
- First Place Schools
- OCLC/Webjunction
- Seattle Public Library, KCLS, and numerous other public and academic libraries
- Seattle Society for Information Management (SIM)

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Status in the Community

- Private Sector
  - **Institute for Innovation in Information Management** – connecting the information industry with faculty and students w. projects, meetings & presentations)
  - Chief Information Officer (CIO) outreach project
  - Internships
  - Placement of graduates
- Public Sector
  - Library connections
    - Involved with professional organizations in WA, OR, ID, MT, AK
    - Washington State Library
    - Regular contact with Northwest Library Directors
    - Directed fieldwork
  - Educational Partnerships - faculty involvement
    - Fisher
    - Sutton, Saxton, Marcoux, L. Bruce
    - Louis Fox

Community Examples

- First Place School – Lorraine Bruce

- American Association of School Librarians Baker and Taylor Distinguished Service Award 2006 – Michael Eisenberg

- Washington Library Media Association – President's Award 2003 – Betty Marcoux

Administration

- Not a dirty word.

- "The art and science of making dreams come true."

- Requires buy-in and participation by all members of the community.

Administration

Development

	FY 01		FY 02		FY 03		FY 04		FY 05		FY 06		FY 07	
	#	$	#	$	#	$	#	$	#	$	#	$	#	$
Alumni	557	37,229	529	38,088	380	30,382	422	166,387	452	149,930	475	184,438	483	126,591
Corp	10	70,775	14	33,695	21	97,519	19	235,327	12	100,955	19	141,510	19	284,959
Fac/Staff/ Stud	13	1,147	18	2,560	24	5,094	30	11,128	24	16,543	24	23,325	28	23,485
Friends/ Parents	45	2,979	65	1,553	45	5,975	48	10,468	70	20,110	84	15,400	113	39,581
Fndn	3	142,248	8	197,956	6	175,832	4	36,772	5	56,950	4	416,288	4	204,999
Orgs	3	250	5	3,004	9	28,837	5	3,760	6	55,611	6	30,500	4	6,477
Total	631	254,628	639	276,856	485	343,639	528	463,842	569	400,101	610	811,462	651	686,094

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iSchools

- **I-Schools Project**

- **I-Schools Caucus**

- **iConference (3rd annual at UCLA in 2008)**

- **Originally 5, then 9, now 19, soon ??**

Common Binding Perspective

"We look at the world through information-colored glasses."

The Information Perspective

We

- think information, focus on people, help people learn.

- share common vision, concerns and issues, opportunities.

Tag Lines

"To shape the field of information studies for human and social benefit."

University of Texas, School of Information

"Expanding human capabilities through information."

Syracuse University, School of Information Studies

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Guiding Principles

1. Consisting of Deans of library and information schools in which representation by a proxy is limited and rare.

2. Engaging individuals and institutions with strategic skills and vision to find common solutions in this digital age.

3. Working with existing organizations and activities where the issues of interest to I-Schools are already being addressed.

4. Disseminating opinions and conclusions broadly to all that can benefit from them.

Adopted by vote of the "I-Schools Caucus" Oct, 2004

2007 Information School Caucus

- **UC Berkeley**
- **Drexel University**
- **Florida State University**
- **Georgia Institute of Technology**
- **University of Illinois Urbana-Champaign**
- **Indiana University**
- **Indiana University**
- **UCLA**
- **University of Maryland**

- **University of Michigan**
- **University of North Carolina**
- **Penn State University**
- **University of Pittsburgh**
- **Rutgers**
- **Syracuse University**
- **University of Texas, Austin**
- **University of Toronto**
- **University of Washington**

Associations

- iSchools Caucus and iConference

- Other key associations
  - Association for Library and Information Science Education (ALISE)
  - Computing Research Association (CRA) IT Deans

- Professional associations
  - American Library Association (ALA)
  - American Society for Information Science & Technology (ASIST)
  - Association for Information Management (AIM)
  - Association for Computing Machinery (ACM)
  - Society for Information Management (SIM)

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Key Elements of ischools

- Broad scope of interests

- Independent (reporting to the chief academic officer)

- Include a range of academic programs

- Emphasis on research as well as teaching

- Substantial number of:
  - Faculty
  - Staff
  - Students
  - Space
  - Budget
  - Research projects
  - Community engagement

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Librarianship

- **Thriving in information schools**

- Enrollment is up!

- Status is high

- Inclusive – traditional areas and new opportunities

- Our curricula is very close to what *you* would design if so charged

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Librarianship

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FTE Master's Students in ALA Accredited Programs

1992/93	8348
1993/94	10015
1994/95	8542
1995/96	8187
1996/97	7987
1997/98	7783
1998/99	7571
1999/00	8186
2000/01	9035
2001/02	9858

18% increase

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Librarianship

- Thriving in information schools

- Enrollment is up

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At the Center…

Librarianship

- Thriving in information schools

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Michigan Perspective

"From the start, the leadership of the School of Information was very concerned that taking *library* out of the title must not result in taking *library* out of the school."

Unpublished Email Communication John Leslie King, Dean and Professor, School of Information, University of Michigan, January 2004.

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UW Example

- Beverly Cleary Chair in Children's and Youth Services—our very first endowed chair!

- Our most distinguished alumna

- Promoting children's and youth services in libraries and communities

- Representing our commitment to children's and youth services.

Librarianship

- Thriving in information schools

- Enrollment is up

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MLIS Curriculum (UW)

- 63 quarter credits

- 34 required core

- 29 electives

- Portfolio

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MLIS Core Curriculum (UW)

- LIS 500 The Life Cycle of Information (2 credits)

- LIS 510 Information Behavior (4)

- LIS 520 Information Resources, Services and Collections (4)

- LIS 530 Organization of Information and Resources (4)

- LIS 540 Information Systems, Architectures and Retrieval (5)

- LIS 550 Information in Social Context (4)

- LIS 560 Instructional and Training Strategies for Information Professionals (3)

- LIS 570 Research Methods (4)

- LIS 580 Management of Information Organizations (4)

MLIS Portfolio – 5 Essential, Significant Areas

1. Teaching or training experience.

2. Leadership experience.

3. Practical or service experience.

4. Sustained intellectual argument or experience through the creation of a professional-level document or presentation

5. Project or product involving information technologies, in which you participated in its design and development.

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How Some View of Libraries

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How We View Libraries

- ACTIVE – DYNAMIC

- MEET TRADITIONAL NEEDS & THE NEW

- WITH QUALITY, TIMELY CONTENT

- VIRTUAL – PHYSICAL – 24/7

- ESSENTIAL

- PEOPLE-FOCUSED

"Any teacher that can be replaced by technology… should be!"

Paul Welliver, Penn State

"**Any <u>librarian</u> that can be replaced by technology… should be!**"

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For the Library Field

Just one opportunity (of many) to consider…

The World Wide Web

The World Wide Web

www.edc.org/nc:

sccac.hacceredu:

www.lll.hawaii.edu/nflrc
www.ncddr.org
www.csmnet.ixp.cstar/
www.ukans.edu
www.cohums.org/cNClP/
www.uqpa.org/atfsc.html
home.gvi.net/~edoig
www.edc.org/gc-state.edu/nc/
www.web.bureau.org/do/Ho
carla.acad.umn.edu/
officemax-net-axx.com/~edoig/hsk.html
http://www.officemax.com/?p=74
www.enc.org/cf-menu.htm
/microsite/categories/education/
categoryDetail.jsp?b

www.ncjrs.net
www.net-axx.com/~edoig/h5k.html
www.anglotical.com/edu/dear/home.html
http://blogger.gg.com/?p=74
www.ihdi.uky.edu/projects/MSRRC/index.html
www.enc.org

http://en.wikipedia.org/wiki/

www.edc.org/ESC/MIH/
YDEFAULT.HOM
WWW.USTREAM.TV
sfc.ed.gov
www.ticflc.net/~gplacesi/
meta.php

http://wordpress.org/support/
www.tol-2.com/6.com

http://www.res
geminfo.org/cesnal/home.html
www.res
www.ccal.org/cal/html/nflrc.htm

http://

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Library

Carefully selected, managed and organized system of:

- ✓ Information Services
- ✓ Information Resources
- ✓ Information Facilities

Anywhere

Any form

Anytime

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vs.
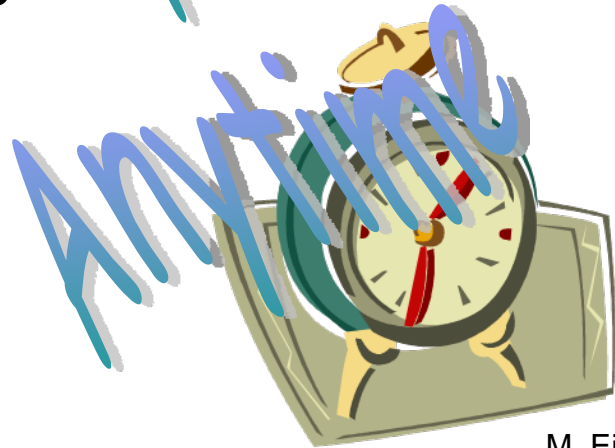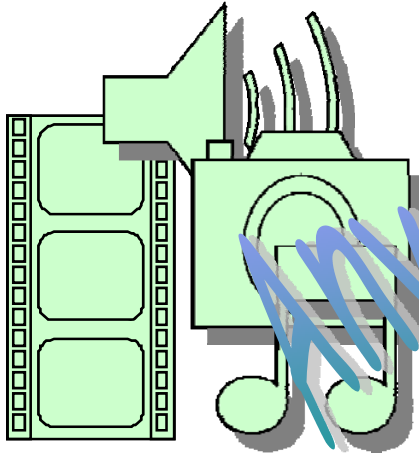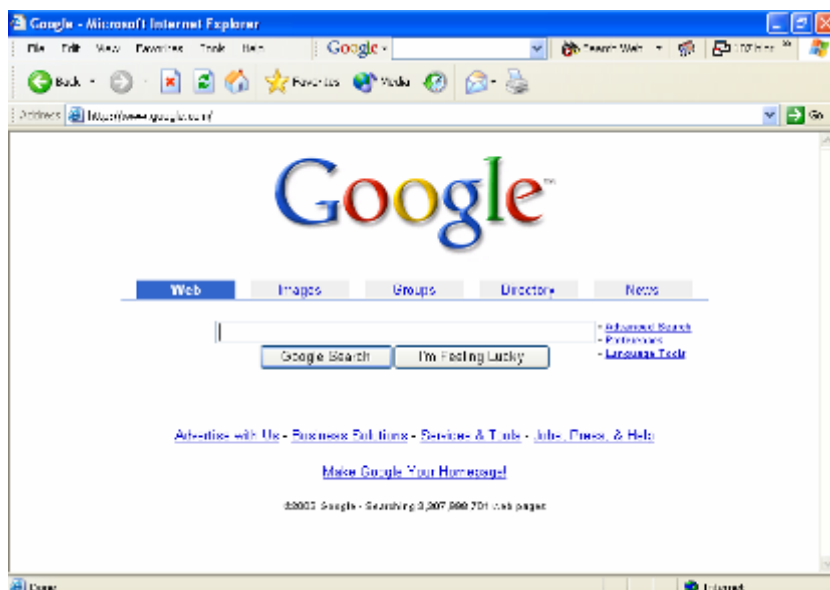
WorldCat

- Terrific idea!

- Impressive so far.

- But here's what I want…

http://worldcat.org/search?q=information+literacy&qt=mozilla-search   information literacy

M Gmail - Inbox *f* Mail :: Welcome to Fron... ACCOUNTS INFO 300 TEMP Big6 UW Brian Entertain News & Info Teaching Commerce MISC-TOOLS Research

WorldCat [OCLC - Home]   Results for 'information li...

WorldCat® Beta

Home ▾   Search ▾

You are **not signed in** (Sign In to WorldCat or Register)

Search for items: information literacy   **Search**   Advanced Search

Search results for 'information literacy'

Sort by: Relevance

Results **1-10** of about **9,988** (.09 seconds)

« First ‹ Prev 1 2 3 Next ›

Select All Clear All   Save to: [New List] ▾   Save

Refine Your Search

Author
Educational Resource... (302)
United States (62)
Association Of Colle... (19)
Alberta (11)
Scholastic Inc (7)
Show more ...

Content
Government Documents (1113)
Education (1023)
Library Science, Gen... (850)
Language, Linguistic... (245)
Computer Science (184)
Show more ...

Format
Book (5630)
Article (2964)
Internet Resource

1. **Student engagement and information literacy**
   by Craig Gibson
   Language: English Type: ◆ Book
   Publisher: Chicago : Association of College and Research Libraries, American Library Association, 2006.

2. **The Cambridge encyclopedia of the English language**
   by David Crystal
   Language: English Type: ◆ Book ● Internet Resource
   Publisher: Cambridge [England] ; New York : Cambridge University Press, 1995.

3. **Information literacy assessment : standards-based tools and assignments**
   by Teresa Y Neely
   Language: English Type: ◆ Book ● Internet Resource
   Publisher: Chicago : American Library Association, 2006.

4. **Web of deception : misinformation on the Internet**
   by Anne P Mintz
   Language: English Type: ◆ Book
   Publisher: Medford, N.J : CyberAge Books, ©2002.

5. **Literacy in a digital world teaching and learning in the age of information**
   by Kathleen R Tyner; NetLibrary, Inc.
   Language: English Type: ● Internet Resource 💾 Computer File
   Publisher: Mahwah, N.J : L. Erlbaum Associates, 1998.

6. **Integrating information literacy into the higher education curriculum : practical models for transformation**

http://worldcat.org/search?q=information+literacy&fq=dt:art&qt=facet_dt:

From Library to Infor...   Microsoft PowerPoin...   Results for 'informati...

57%   11:45 AM Monday

Results for 'information literacy' > 'Article' [WorldCat.org] - Mozilla Firefox

File   Edit   View   History   Bookmarks   Tools   Help

http://worldcat.org/search?q=information+literacy&fq=dt%3Aart&qt=facet_dt%3A   ▼ ▶   information literacy

M Gmail - Inbox   ƒ Mail :: Welcome to Fron...   📁 ACCOUNTS   📁 INFO 300   📁 TEMP   📁 Big6   📁 UW   📁 Brian   📁 Entertain   📁 News & Info   📁 Teaching   📁 Commerce   📁 MISC-TOOLS   📁 Research   »

WorldCat [OCLC - Home]   Results for 'information li...

Home ▾ | Search ▾

You are **not signed in** (Sign In to WorldCat or Register)

Search for items: | information literacy | **Search**   Advanced Search

Search results for '**information literacy**' > '**Article**'

Sort by: Relevance ▾

Refine Your Search

Results **1-10** of about **2,964** (**.25** seconds)

« First ‹ Prev 1 **2** **3** **Next ›**

Select All Clear All   Save to: [New List] ▾   Save

Author
Callison Daniel (21)
Barron Daniel D (13)
Anderson Mary Alice (5)
Balas Janet L (2)
Adeyoyin Samuel Olu (2)

Show more ...

Content
Government Documents (7)
Education (1)

Language
English (2881)
Chinese (12)
German (11)
French (9)
Japanese (8)

Show more ...

Year
2006 (216)
2005 (221)
2004 (201)

☐ 1. **reviews - PROFESSIONAL MEDIA - Burkhardt & company get creative with information literacy**
Language: English Type: 📄 Article
Publication: Library journal. 131, no. 7, (2006): 118
Publisher: New York, NY : Library Journal, 1976-
Database: ArticleFirst

☐ 2. **Educating the Cut-and-Paste Generation.**
by Lorie Roth
Language: English Type: 📄 Article
Publication: Library Journal, v124 n18 p42-44 Nov 1 1999
Database: ERIC The ERIC database is an initiative of the U.S. Department of Education.

☐ 3. **Information literacy - Automating Instruction - Elizabeth A. Dupuis unveils an online education package for students -- And now other libraries**
by Elizabeth A Dupuis
Language: English Type: 📄 Article
Publication: Library journal. 7, (2001): 21
Publisher: New York, NY [etc.] Library Journal [etc.]
Database: ArticleFirst

☐ 4. **How Gaming Could Improve Information Literacy**
by Ameet Doshi
Language: English Type: 📄 Article
Publication: Computers in Libraries, v26 n5 p14-17 May 2006
Publisher: Information Today, Inc., 143 Old Marlton Pike, Medford, NJ 08055-8750. Tel: 609-654-6266; Fax: 609-654-4309.
Database: ERIC The ERIC database is an initiative of the U.S. Department of Education.

Done

From Library to Infor...   Results for 'informati...   11:46 AM Monday

WorldCat® Beta

Search for items: information literacy   **Search**   Advanced Search

How Gaming Could Improve Information Literacy
by Ameet Doshi

Type:	Article
Language:	English
Publisher:	Information Today, Inc., 143 Old Marlton Pike, Medford, NJ 08055-8750. Tel: 609-654-6266; Fax: 609-654-4309.
Publication:	Computers in Libraries, v26 n5 p14-17 May 2006
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by Craig Gibson
Language: English   Type: ◆ Book
Publisher: Chicago : Association of College and Research Libraries, American Library Association, 2006.
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☐ 2. **Information literacy assessment : standards-based tools and assignments**
by Teresa Y Neely
Language: English   Type: ◆ Book 🌐 Internet Resource
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☐ 3. **Integrating information literacy into the higher education curriculum : practical models for transformation**
by Ilene F Rockman
Language: English   Type: ◆ Book 🌐 Internet Resource
Publisher: San Francisco : Jossey-Bass, ©2004.
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☐ 4. **Information literacy : essential skills for the information age**
by Michael Eisenberg; Carrie A Lowe; Kathleen L Spitzer
Language: English   Type: ◆ Book
Publisher: Westport, Conn. : Libraries Unlimited, ©2004.
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Language: English Type: 📄 Article
Publication: Library journal. 131, no. 7, (2006): 118
Publisher: New York, NY : Library Journal, 1976-
Database: ArticleFirst
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Content
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Education (1)

☐ 2. **How Gaming Could Improve Information Literacy**
by Ameet Doshi
Language: English Type: 📄 Article
Publication: Computers in Libraries, v26 n5 p14-17 May 2006
Publisher: Information Today, Inc., 143 Old Marlton Pike, Medford, NJ 08055-8750. Tel: 609-654-6266; Fax: 609-654-4309.
Database: ERIC The ERIC database is an initiative of the U.S. Department of Education.
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☐ 3. **InfoLit Land - A Champion of Information Literacy**
by William Badke
Language: English Type: 📄 Article
Publication: Online. 31, no. 3, (2007): 50
Publisher: [Weston, Conn., Online]
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☐ 4. **Information Literacy: A Bogus Bandwagon?**

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How Gaming Could Improve Information Literacy
Ameet Doshi
Computers in Libraries; May 2006; 26, 5; ProQuest Computing
pg. 14

The Challenge

- To be *the* information source of first choice.

- To be *more accessible, easier to use,* and *higher quality* than Google (or others).

WorldCat

Agenda

M. Eisenberg 2007

Opportunities

- To do in the broader society what information schools are doing in higher education.

- It's an information wonderland out there! Let's take advantage of it.

- Think big and bold…not small and incremental.

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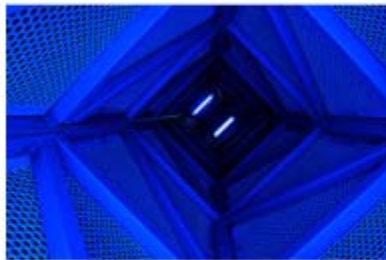
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From Texasgirly

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YoSeLiN @skene .- Que sueñes con los angelitooooooos! que tengas bonito dia :D less than 10 seconds ago from web in reply to skene

beakmark @kakutani 4q! less than 10 seconds ago from web in reply to kakutani

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Bloggo saluta la banda e inizia a laürà less than 10 seconds ago from im

Zazie @orin いきなりメンテですかー！？ less than 10 seconds ago from web in reply to orin

shaine So tired. Going to have to pick up smoking. less than 20 seconds ago from txt

gaooh 環境周りでつまづくのは毎度ですな.....orz less than 20 seconds ago from twitterrific

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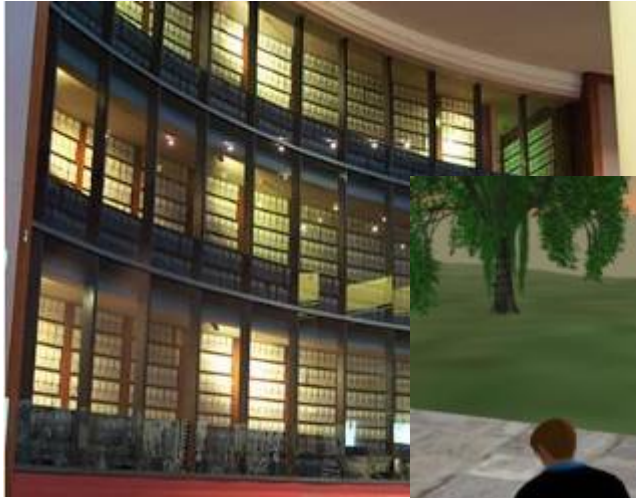Barack Obama
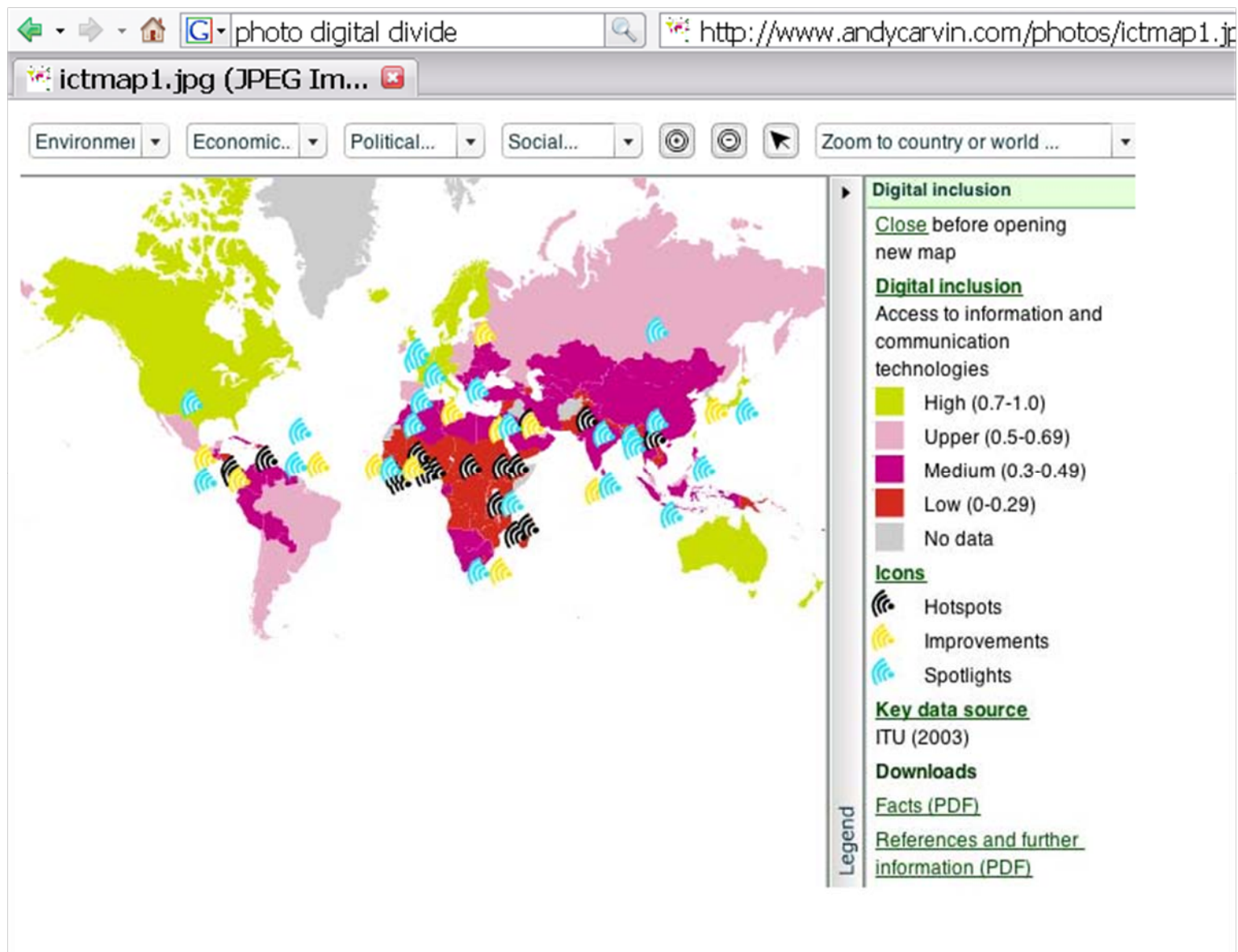Hollywood.com Live
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Library

- THE information institutions in our communities and organizations.

- Main functions remain:
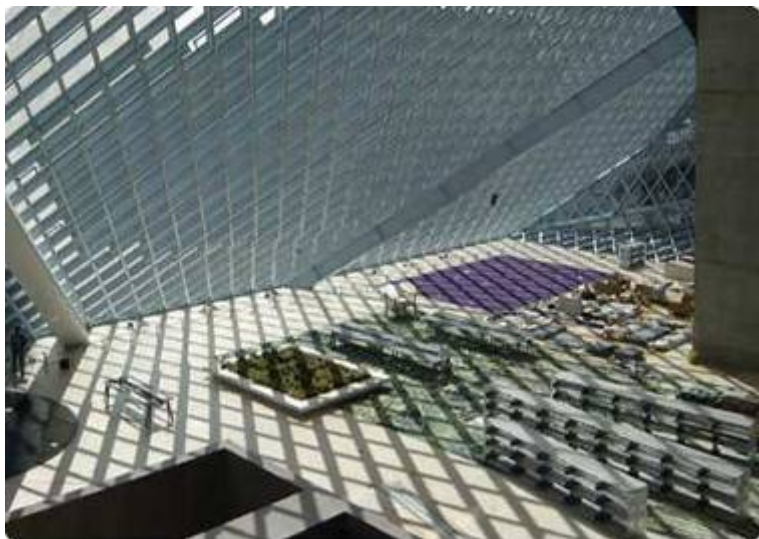 - Collections
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  - Place
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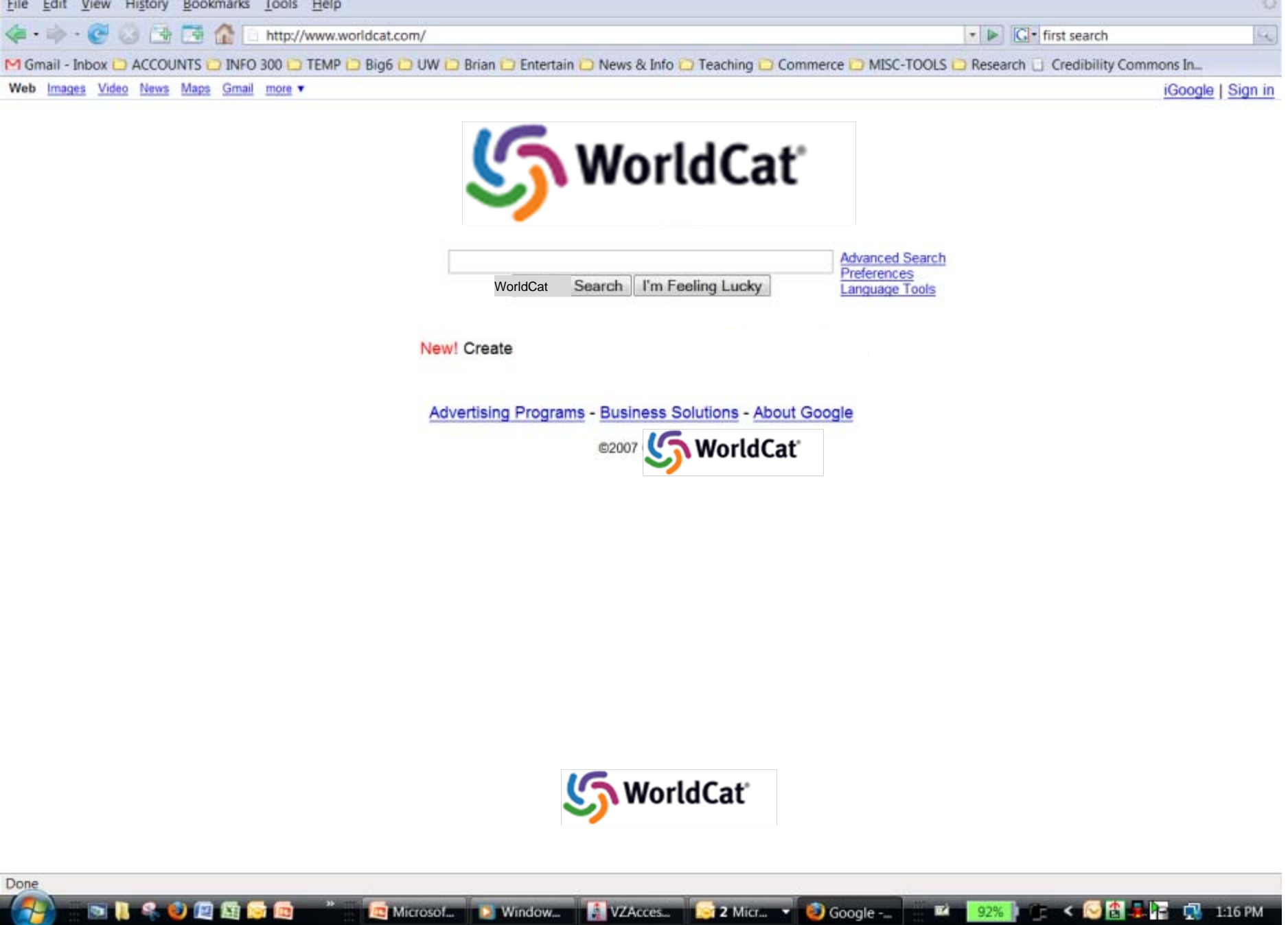
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Opportunities

- To do in the broader society what information schools are doing in higher education.

- It's an information wonderland out there! Let's take advantage of it.

Opportunities

- What are the biggest, most pressing problems? Let's tackle them – together!

- Let's bring our key assets together – OCLC, the thriving library field, museums, the information schools, IMLS, NSF, foundations (Gates, MacArthur and others)

- Facilitate collaboration, not competition.

- Improve practice-research feedback loops

- Decrease time from research to design to implementation

- Above all…

Think BIG!!

Think Big!

- To meet the information needs of people –
  - Anywhere
  - Anytime
  - In any form
  - Using any and all means.

Thanks for listening!

Questions & Comments?