Aalto University library, 186-187, 188 communication and marketing, 201 human resource management, 194-195 merging organizations and creating new structures, 191, 192 organization of, 192 services, developing, 198 team structure of, 196 Advocacy, 11, 60, 61 community advocacy, 70, 72, 88 forced advocacy, 60, 62 AIM hack method, 150 AirPac, 151-152 Alachua County Library District (ACLD), 30 Alire, Camila, 21 Altarama's SMSreference, 148, 150 American Association of School Librarians (AASL), 5-6 American Community Survey (ACS), 62 American Federation of State, County and Municipal Employees (AFSCME), 67 American Library Association (ALA), xiii, 9, 13, 44, 61, 140, 164, 178 Anglo-American Cataloguing Rules, 173 Annual Report of the Board of Trustees (1928), 43Annual Report of the Board of Trustees (1929), 42, 43 Annual Report of the Board of Trustees (1932), 43AOL Instant Messenger, 150 AppBreeder, 144, 146 AppMakr, 144-145, 146

Association of College and Research Libraries (ACRL), 13, 163, 178 AT&T Bell Labs (1984-1991), 98 autopsy, 101 environment at departure, 100-101 environment upon arrival, 99 strategies for change, 99-100 Athabasca University (AU) Library in Canada, 147 "Avoid bureaucracy" group, 186 Baker Library. See Harvard Business School BookMyne, 152 Boston, 59, 87 Boston Public Library (BPL), 43, 59, 60 during 2010/2011 budget, 75-76 event on April 7, 2010, 71-73 event on April 9, 2010, 73-75 event on February 17, 2010, 64-67 event on March 9, 2010, 67-71 and Los Angeles Public Library (LAPL) community advocacy, 88 differences, 87 lessons for the future, 88-89 public discussion and involvement, 63 - 64service hours, 63 Broadtexter page, 149, 150 Budget cuts, communities response to, 59 Boston Public Library (BPL), 62-76 Los Angeles Public Library (LAPL), 77-87

Cataloging and catalog maintenance, 169 - 171of state documents, 172-173 of websites from Choice reviews, 173-175 from news publications, 175-176 Cataloging costs, 170, 171 Cell phone, usage of, 140 Censorship, 10 Centralized searching, value of, 161 - 162Chaordic enterprise, 185 Charlotte Mecklenburg Public Library system service hours reduction in, 45 staff and compensation reductions at, 45 Chicago Public Library in the Depression, 42 Choice, 163, 173–175, 178 Choice Reviews, 159 Christian Science Monitor (CSM), 169, 175 Choice cards, 173-175, 178 Collaborative innovation, 207 barriers to, 219 knowledge, information, and data management systems-related barriers, 220-221 organizational and hierarchical barriers, 219-220 physical and temporal barriers, 219 public sector organizations, 221-222 relational and cultural barriers, 220 choosing partners and innovation networks, 212 similarities, 213-215 essence of innovation, 209 newness, 209, 210 outcome and other classification types, 210-211 imperative for, 211-212 leadership, 218-219

management of, 216 Collaborative research and course development. See Harvard Business School Collection development expenditure reductions, 45-49 tools for "free puppies", 163 ipl as resource, 163-164 College & Research Libraries News, 163, 168 Communication and marketing, 200 at Aalto University library, 201 at Turku University library, 201 at University of Eastern Finland library, 201-202 Communities of practice, 213 Community engagement, at LAPL, 83 - 84Complete Discovery Solution, 162 Complete Planet, 161 Consultation Service. See Harvard Business School Cooperative Online Resource Catalog (CORC), 162 Copyright, 10-11 Current library environment, in United States, 3-14 building librarian, of future, 8-10 digital revolution, 6-7 information, free access to, 10-11 mega issues, exploring, 4-6 societal and demographic changes, 7 - 8Current recession, 44 collection development expenditures, reductions in, 45-46 service hours, reductions in, 45 staff and compensation reductions, 44-45 Curriculum and Information Research Support (CIRS), 124 Curriculum Services Group, 114 Cutback decisions, 39, 44, 48, 50 Cutback management, 37

economic cycles, power of, 39-40 public management cutback strategies, 40 current recession, 44-46 Great Depression, 41-43 implications, 46-49 Cuyahoga County Public Library compensation reductions at, 45 Dallas Public Library collection expenditures reduction at, 45 staff and compensation reductions at, 45 Decision-makers, 50 Desire2Learn, 130 Digital revolution, in libraries, 6-7 Distinctive capabilities, refocusing, 113 Baker Library Services . See Harvard **Business School** Future State, 114-115 Knowledge and Library Services (KLS), 114, 128, 130-131, 136-137 District of Columbia Public Library (DCPL), 42-43, 153 service reduction in, 45 "Do nothing" approach, 147-148 Duke University Libraries, 147 Early Retirement Incentive Program (ERIP), 81 Economic cycles, power of, 39-40 Economic downturns, 20-22 The Economist, 161, 169, 175–176 E-government services, 20, 22, 23, 28, 29, 31 E-Government Tools page, 29 Electronic documents, 172-173 Embedded Information Research Specialist. See Harvard Business School External information environment. See Harvard Business School External innovations, 210

Facebook, 7 Fast Answers, 122 Ferguson Library service hours reduction in, 45 Fiduciary duty, 48 Finance, 38, 42, 47 Findability Services Project. See Harvard Business School Finland, merger process in. See Merger process, in Finland Fiscal crises, 41 Food stamps, 21 Forced advocacy, 59, 62 in Boston Public Library (BPL), 59, 60, 62–76 in Los Angeles Public Library (LAPL), 77-87 public library funding, 89 Fort Worth, budget cut in, 45 Free public Internet access, 20, 22, 23 Free web resources, in online catalogs. See Online catalogs, free web resources in Friends of the Library (FOL) groups, 68 Funding, for libraries, 5-6 advocacy, 11 associations role, 13 public perceptions, 12 research and libraries value, 12 Future State. See Harvard Business School Google, 29, 147, 161, 162, 177 Google Voice, 148, 150, 151 Government information accessing, in libraries, 10 Government-provided social services, 21 Graf, Fran, 163 Great Depression, 37, 39, 41, 47, 51, 60, 61, 68, 139 Boston Public Library (BPL), 43 District of Columbia Public Library (DCPL), 42-43 public libraries during, 21

Harvard Business School (HBS), 134-135 Baker Library Services (BLS), 113, 115, 118 embedded information and tools, 130-132 online collaborative research spaces, 128 - 130organizational chart, 119-120 project management, 125-128 Research Services Delivery Model, 123 - 125Research Support Continuum, 118, 121 Consultation Service, 122-123 In-Depth Reference service, 122 knowledge creation, 123 observations, 123 Ready Reference, 122 Self-Service, 121–122 Service Delivery Model, 123–125 strategic shifts, 116-117 charting a course, 114-115 Embedded Information Research Specialist, 131-132 Findability Services Project, 131 Information Management group, 122, 131 Interaction design, 137 Knowledge and Library Services (KLS), 114, 135–137 collaborative research and course development environments, 128 - 130embedded information and tools, 130 - 132Future State, 114-115, 133 external information environment, 133-134 Harvard Business School (HBS), 134-135 goals of, 115 Project Management Office (PMO), 125-128

Research Support Continuum, 118, 121 - 123Service Delivery Model, 123–125 strategic shifts, 116-117 Project Charter, 126 Project Pipeline, 126, 127 HAWHAW, 145 Houston Public Library expenditure reduction in, 46 Human resource management at Aalto University, 194-196 at University of Eastern Finland, 197 - 198at University of Turku, 196-197 IBM, 40 Image, of librarian, 8–9 Immersion Experience Program (IXP), 131 - 132Incremental innovation, 210, 214 In-Depth Reference Service. See Harvard Business School Information, free access to, 10-11 Information age, libraries in, 4 Information Management group. See Harvard Business School Information Resources and Contemporary Collections group (IRCC), 119, 122, 128 Innovation, 60, 131, 132 collaborative. See Collaborative innovation Instant Mobilizer, 143, 146 Interaction design. See Harvard

- **Business School**
- Internal innovations, 211
- Internet, 23, 29, 49, 60, 77, 78, 80, 84, 101, 151, 160, 166, 198, 201, 202
 - and libraries, 13-14
 - on mobile devices, 140, 142
 - in public libraries, 19-20
 - report on cell phone, 148
- Internet Public Library (IPL), 163
- Internet technologies, 101

in communication and marketing, 202 Interorganizational innovation, 207, 208 *ipl2*, as resource, 163–164, 177 *iSites*, 145, 146 *iWebkit*, 145

Jefferson County Public Library, CO collections budget decrease in, 45–46 staff and compensation reductions at, 45 Jobs

at Dallas Public Library, 45 for graduates, 9–10 seeking services, in public libraries, 23, 27, 29 Joensuu and Kuopio Universities,

merger of, 188, 193 Journal of Internet Cataloging, 162

Kent State University, 142 Knowledge and Library Services (KLS). See Harvard Business School Knowledge creation, 121, 123, 135, 136, 216, 218

LA Weekly, 77, 84, 86, 88

Leadership, 42, 48, 52, 215, 218-219 change in, and mergers, 204, 185 in innovation network management, 217 Lesser General Public License (LGPL), 145 LibAnswers, 122, 132, 148, 149, 150 LibData, 168 LibGuide, 149, 168 LibQUAL, 193, 199 Librarians' Internet Index (LII), 163 - 164"Librarian's Axiom", 21 Library, definition of, 14 Library Anywhere, 151, 152 Library Journal Budget Survey, 44

Library of Congress' Cataloging in Publication (CIP) program, 176 Library partnerships and economy, 29 - 30Library websites, 142 collaborative approach, 147 "do nothing" approach, 147–148 open source codes, 145-146 RSS feeds, 144-145 vendors, 143-144 Links to the World, 161, 165–167, 168, 177 page visits, 167 topical areas in, 166 Linna, Markku, 187 Los Angeles, 76, 86, 88 Los Angeles Public Library (LAPL), 77 and Boston Public Library (BPL) community advocacy, 88 differences, 87-88 budgets FY 2008-2009 budget, 80 FY 2009–2010, 80–82 FY 2010-2011, 82-83 general budget climate, 79 operating costs, paybacks for, 79 special meeting of board, June 16, 2010, 83 ups and downs, 2008-2009 through 2010-2011, 86-87 charter amendment, 85-86 community engagement, 83–84 Early Retirement Incentive Program (ERIP), 81 governance system of, 77-78 property taxes fund public libraries, 78 service hours, 77 Los Angeles Times, 77, 86, 88

Magazines for Libraries, 163 Managing, innovation network, 217 Mankato's Library Services, 160 MARC record, 174, 176

Masters of Library and Information Science (MLIS), 61 MBA programs, 132, 135 Medicaid, 21, 29 Meetings, importance of, 127, 198 Mega issues, exploring about libraries, 4-6bad news, 5-6 good news, 4-5 Menino, Thomas Michael, 64, 69, 70, 73, 74, 75, 76 Merger process, in Finland, 183 in Aalto University, 186-187 best practices in, 203 challenges in, 189 communication and marketing, 200-202 developing services, 198-200 human resource management, 194 - 198merging organizations and creating new structures, 190-194 in University of Eastern Finland, 188 - 189in University of Turku, 187-188 Miami-Dade Public Library staff and compensation reductions at, 45 Microsoft, 40, 127, 128 Minnesota State Resources, 164 Links to the World, 165-167 Minnesota Legislative Reference Library, 164-165 overview of, 159 survey of social work "free puppy" collections, 168-169 websites' value as resources, 160-161 Minnesota State University, Mankato, 160–161, 168–169, 172–173, 178 Minnesota's Legislative Reference Library (LRL), 160 MIT Mobile Web Open Source Project, 145 MobileBridge, 152

Mobile Online Public Access Catalogs (MOPACs), 151 AirPac, 151-152 BookMyne, 152 MobileBridge and Library Anywhere, 152 WorldCat Mobile, 153 Mobile services initiative with free/ inexpensive methods, 139, 141 library websites, 142 collaborative approaches, 147 "do nothing" approach, 147-148 free services, 149-151 mobile web services, 146 open source codes, 145-146 RSS feeds, 144-145 smartphones, 141-142 vendors, 143-144, 146, 148-150 literature review, 140 marketing and assessment, 141 successes. 140 Mobile Online Public Access Catalogs (MOPACs), 151 AirPac, 151-152 BookMyne, 152 MobileBridge and Library Anywhere, 152 WorldCat Mobile, 153 short message service (SMS) reference, 148 MobiSiteGalore, 143-144, 146 Montclair Public Library service reduction, 45 Mosio's Text a Librarian, 148, 149, 150 MyMobileWeb, 145 Myths and realities about library efforts needed, 14-15 funding, 11-13 image, of librarian, 8–9 jobs in, 9-10 trends, 6-7 usage, in information age, 4-6 with Internet invention, 13-14 younger librarians, 10

Newness of innovations, 209, 210 New Public Management, 50, 51 New technology development network, 213 New York Times, 168 Nongovernmental organization (NGO), 161 Nuorteva, Jussi, 192 Nylink, 104 autopsy, 107-108 environment at arrival, 105 environment upon announcement of closure, 106–107 strategies for change, 105-106 OCLC MARC record acceptable copy example, 174 Online Audiovisual Catalogers, Inc. (OLAC), 177 Online catalogs, free web resources in, 159 cataloging and catalog maintenance, 169-171 Choice reviews, websites from, 173 - 175news publications, websites from, 175 - 176print and electronic documents, 172-173 centralized searching, value of, 161 - 162collection development tools, 163 ACRL and Choice, 163 ipl2 as resource, 163-164 Minnesota, free puppy collections in, 168 - 169Minnesota State Resources. See Minnesota State Resources websites' value as resources, 160-161 Online collaborative research spaces, 128 - 130Open-access model, 134 Open innovation, 208, 212, 219

Open University (OU) Library in the UK, 147 Operating costs, paybacks for in LAPL, 79 Oregon State University Libraries, 140, 141 Organizational change. See AT&T Bell Labs; Nylink; University of Buffalo Organizational culture, 185, 189, 195, 202 Paradigm innovation, 211 Partnerships and economy, 29-30 Pasco County Public Library System, 29 PhoneGap, 145, 146 Position innovation, 211 Print documents, 172-173 Project Charter. See Harvard Business School Project Management Office (PMO). See Harvard Business School Project Pipeline. See Harvard Business School Property taxes funding for LAPL, 78 Public administration, 50, 51 Public and private organizations, differences between, 46 Public discussion and involvement, in BPL, 63-64 Public good, 62 Public libraries. See also E-govenment services change in hours, 23, 24 and economic hardship, 20-22 e-government services in, 23, 28 Internet in, 19-20 job seeking services in, 23, 27 partnership examples, 39-40 trustee role changes, 50 Public Library Association (PLA), 61 Public library funding, 89

Public Library Funding and Technology Access studies, 19, 22-29, 31 Public library services, 23, 26, 47 Public management cutback strategies, 40current recession, 44-46 Great Depression, 41-43 implications, 46-49 "Publicness", concept of, 38, 46 Public perceptions, 12 Public Service Options, 65 Public versus private sector employment, 46-47 Publishing, changes in, 7 Queens Borough Public Library, 45 Radical innovation, 210, 214 Ready Reference. See Harvard Business School Recession-related decisions, 50 Research agenda, 51 Research and value of libraries, 12 Research Services Delivery Model. See Harvard Business School Research Support Continuum. See Harvard Business School Restructuring, 185, 189, 204 Rettig, Jim, 21 Ryan, Amy, 64, 65 Ryerson University Library, 147 SBC, 101 Sectoral consortia, 213 Sectoral networks, 213 Service-based libraries, 190 Service Delivery Model. See Harvard **Business School** Service hours in Boston Public Library (BPL), 63 in Los Angeles Public Library (LAPL), 77

- reductions in, 23, 24, 45, 47
- Service quality, declining, 40, 41

Services, developing at Aalto University, 198 at University of Eastern Finland, 200 at University of Turku, 199-200 Service Tiers, 121-122 SharePoint, 128 ShareSite, 127, 129, 130 Short message service (SMS) reference, 148 free services, 149-151 vendor services, 148-149 Social networks, adapting to, 7 Social services, accessing, 21, 22 Social work collections survey, 168–169 Societal and demographic changes, 7-8 Spatial clusters, 213 SSI, 21 Staff and compensation reductions, 44-45, 46-47 Staffing challenge, 8 Standards forums, 213 Starving libraries, 42 Statement of Work (SOW), 126 State of America's Libraries report, 3 SUNY System Administration, 104, 106 Survival, of libraries, 13–15

Text a Librarian, 148, 149, 150
Text messaging. See Short message service (SMS) reference
"The book life cycle", 191
"The customer life cycle", 191
The Economist, 161, 169
The Library Partnership, 30
The Wealth of Nations, 39
Time tracking, for project work, 127
Tufts Daily, 66
Turku School of Economics Library (TSE), 196, 199
Twitter, 7 University libraries, in Finland Aalto University, 186-187 University of Eastern Finland, 188-189 University of Turku, 187-188 University of Buffalo School of Informatics (2001-2006), 101 autopsy, 104 environment at arrival, 102 environment prior to dissolution of school, 103 strategies for change, 102 upon dissolution, 103 University of Eastern Finland (UEF) library, 188–189 communication and marketing, 201-202 developing services at, 200 human resource management, 197-198 merging of the organization and creating new structures, 193 organization of, 195 University of Houston Libraries, 147 University of Minnesota, 160 University of Turku library, 187-188 communication and marketing, 201 human resource management, 196-197

merging of the organization and creating new structures, 192-193 organization of, 194 services, developing, 199-200 Vihko, Reijo, 188 Web content management (WCM) products, 160 Websites from Choice reviews, 173-175 list of, on social work library pages, 169 from news publications, 175–176 in online catalogs, 159 use by faculty, 161, 178 value of, as resources, 160–161 Wichita public libraries, 21 Wireless Abstraction Library (WALL), 145 Women Infant and Children (WIC) program, 21 Work Process Design Flow, 125–126 WorldCat Mobile, 153 Younger librarians, in associations, 9 - 10

Zinadoo Websites, 143, 146