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National Geographic Society Libraries:

Setting Priorities for Global Digital Outreach in a **Multimedia Environment**

By Barbara Ferry

Director of Business and Editorial Research National Geographic Society Libraries and Information Services

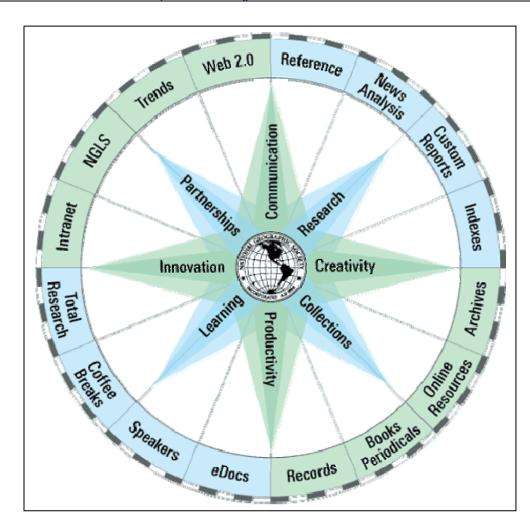
Meeting:

148. Social Science Libraries with Division II & Special Libraries and Geography and Map Libraries

Simultaneous Interpretation:

nultaneous Interpretation: English, Arabic, Chinese, French, German, Russian and Spanish WORLD LIBRARY AND INFORMATION CONGRESS: 74TH IFLA GENERAL CONFERENCE AND COUNCIL

10-14 August 2008, Québec, Canada http://www.ifla.org/IV/ifla74/index.htm



About Barbara Ferry:

Barbara Ferry is of Director, Business and Editorial Research at the National Geographic Society's Libraries and Information Services in Washington, D.C. She and her team are responsible for tracking trends for National Geographic business staff worldwide and for providing resources and training for both the editorial and business groups. She has worked at National Geographic for more than 18 years; before that she was a business librarian at the *Washington Post* and manager of research at Washington Information Group. She holds a Masters in Library Science from the University of Maryland, a Masters of Science in Journalism from

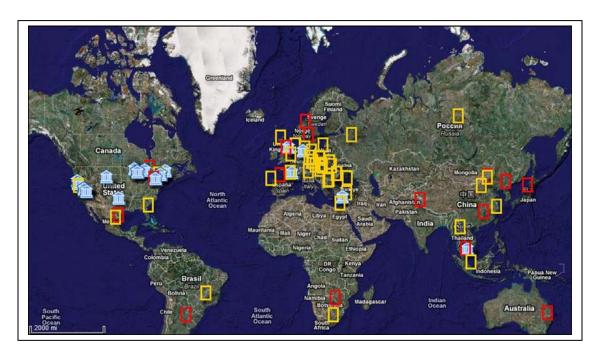


University of Maryland, a Masters of Science in Journalism from Columbia University, and a Bachelors Degree in History from Cornell University.

About National Geographic:

The National Geographic Society is one of the world's largest nonprofit scientific and educational organizations. Founded in 1888 to "increase and diffuse geographic knowledge," the Society works to inspire people to care about the planet. National Geographic reflects the world through its magazines, television programs, films, music and radio, books, DVDs, maps, school publishing programs, interactive media and merchandise. National Geographic magazine, the Society's official journal, is published in English and 31 local-language editions, and is read by more than 40 million people each month. The National Geographic Channel reaches over 250 million households in 34 languages in 166 countries. National Geographic Digital Media receives more than 12 million visitors a month. National Geographic has funded more than 8,700 scientific research, conservation, and exploration projects and supports an education program combating geography illiteracy. For more information, visit nationalgeographic.com.

To keep track of our many partners and projects, LIS Knowledge Manager Karen Huffman developed a Google API Map to be shared across National Geographic.



Introduction:

"The rush to digitize the written record is one of a number of critical moments in the long saga of our drive to accumulate, store, and retrieve information efficiently. It will result not in the infotopia that the prophets conjure up, but one in a long series of new information ecologies, all of them challenging, in which readers, writers, and producers of text have learned to survive." (Future Reading by Anthony Grafton, New Yorker, Nov 5, 2007, p. 50)

The staff of Libraries and Information Services (LIS) at National Geographic (pictured right) have stood at the forefront of encouraging and guiding the digitization of National Geographic assets and outreach to our partners in a digital environment. And as LIS has developed stronger and broader working relationships with the Society's international editorial partners, we have offered expanded access to the digital content stores to those partners through the Society's Intranet, which we manage.



Like most library users, our international partners have to sort through too much information and too many databases to search. We are the information professionals who work to distill, synthesize and provide the best information. We strive for more effective search tools, interactive teaching methods, and selection of the most important materials to digitize to better serve National Geographic and our partners. The further opportunity for the Libraries and Information Services division goes beyond sharing digital assets to more fully integrating partners and satellite offices into National Geographic as a whole.

The digitization of photos, film, text, historical, and other resources at National Geographic has been a decades-long process, fraught with legal, financial, and technological challenges. And although our digital resources today are impressive, they are each a product of the business unit that created them and therefore sit on a hodge-podge of technology platforms and search interfaces that reflect their different purposes and audiences.

Despite the long history of National Geographic (120+ years) yielding a large legacy of content to digitize, legal issues relating to the reuse of photos and other assets based on non-standard contracts has caused a decade-long legal battle to freeze the electronic dissemination of our most basic image assets.

Like any nonprofit, National Geographic must make its mission central — and that, for National Geographic, is the increase and diffusion of geographic knowledge. And

although digitization is important to expanding that knowledge through our global partners, the organization can afford to select only the most promising resources as digital collections. Digitized resources must also be integrated with new content being created — much of which is now also digital.

This marriage can be difficult: the digital sharing of content and resources was often last to be considered, as our business models instead depended on the efficiency of production and delivery of the content. Today, old digital models are being broken down and new ones created at a rapid pace to expand our e-commerce and Web applications.

Other libraries at National Geographic — Digital Motion (our film library) and the Image Collection — have developed business models and vast digital stores of data as viable e-commerce businesses. Fortunately those platforms also served our partners. Without the e-commerce pieces in place, it is unlikely that such broad digitization projects would have been financed.

It is through this labyrinth of old and new databases and data-pointers at National Geographic that our global partners must enter. The 26 staff of LIS serve as a primary navigators to this data while also serving as a creators of digital content and indexes.

This paper will bring together a birds-eye view of selected National Geographic digital outreach and digitization projects with a focus on how they serve our international partners.

National Geographic Intranet

LIS serves as the primary webmaster of the National Geographic Society's Intranet, named in 2007 as one of the 10 best corporate Intranets in the world by Nielsen Norman. LIS serves as the information architects and applications developers for the Intranet Portal. We shoulder much of the responsibility for site development, training, metric tracking and analysis, and content development. Over the past 12 months, NG Insider has received an average of 520,000 page views per month (or 23,703 views per day).



The NGS Intranet serves as the portal for National Geographic news and events. On this site are corporate news releases, news on our competitors and partners, market reports, division sites, and information related to National Geographic services, forms, and resources.

Our corporate intranet has aligned its vision and strategic goals with those of the organization, growing into a global knowledge network for our staff, its partners, and affiliates. The National Geographic corporate intranet has morphed into the primary hub



from which company information is distributed; analytical, competitive knowledge is shared; business and product ideas are discussed and prototyped; digitized assets are collected; and collaborative teams and working groups engage through social media applications.

As information professionals and knowledge workers, we worked with staff to

determine what their needs — whether informational or technological. We brainstormed, modeled (or prototype ideas), discussed best practices for organizing/delivering information, and taught staff to use the tools to manage and maintain their content.

Over the past few years, LIS Knowledge Manager and webmaster Karen Huffman's focus has been on testing, prototyping, and growing interactive and collaborative applications we believe would benefit National Geographic staff, our partners, and affiliates. Because we are able to model practical examples, we are able to translate how Web 2.0 tools might meet their needs.

Partner and Affiliate Websites on the NGS Intranet

After negotiating access to the Intranet for partners, LIS has reached out to internal divisions that communicate with partners as well as the partners themselves to develop internal websites and communities.

These sites often serve a dual purpose: to educate and inform staff at HQ on partner activities and contacts and to offer resources for NG partners to use. These include brand and identity guidelines, marketing materials, special projects information, and news about the Society. Although all these resources are all linked to somewhere else on the Intranet, the website for their specific product is a tailored portal for partner needs.

Fostering Web 2.0 is a balance between our physical and virtual communications. We

take a decentralized, hybrid approach, mixing enterprise solutions such as our corporate intranet and electronic document management system with HTML, javascript, news aggregators, and open source applications such as wikis and blogs.

The Traveler International Division has also gone a step further than others by creating a social network platform on Ning. Here, discuss upcoming content, building a sense of



community across international lines. Conversations range from an upcoming supplement on China that is available for our foreign editions to opportunities to visit each others' offices. The site also includes common RSS feeds.

Some of our headquarters departments have used the Wiki format hosted on the LIS website to experiment with ideas and communications tools with partners. For example, in the Integrated Marketing and Sponsorship website, staff and partners could



collaborate on projects securely in an environment that was easy to learn and familiar.

In March 2007 our International Children's Edition (ICE) group launched a corporate intranet site as a way to share information with our National Geographic staff as well as to streamline communication and brainstorm ideas about featured stories, photo contests, conservation projects, green initiatives,

and more. and LIS developed a hybrid solution for ICE incorporating an intranet site and a blog. As an enhancement to the blog, photos appear when comments are left by contributors. This helps to build a sense of the physical community in this virtual world.



LIS Website



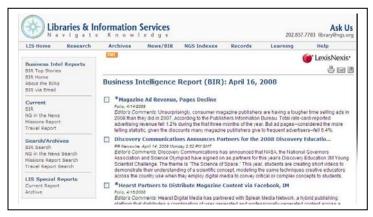
The LIS Website has become an Overall leader on our corporate intranet, moving into the second most accessed resource after NG Insider's home page.

In 2007, the LIS website totalled 1,088 pages, with links to dozens of databases purchased for staff and partner use and links to our databases of indexes and digitized materials. We also have 88 research guides to Web and Society resources, organized by topic.

Overall, our website and its products reach 900,000 page views per year. LIS staff answer nearly 4,000 questions related to the information on our website, print collections, and NG assets.

Business and Editorial Intelligence Reports:

National Geographic international partners are heavy users of LIS's news scanning reports. Each business day, LIS produces a Business Intelligence Report that summarizes current news in our primary market areas: cable TV, publishing, and education, as well as technological and demographic forces affecting National Geographic. More than 200 individual partners receive the abstracted version of this report

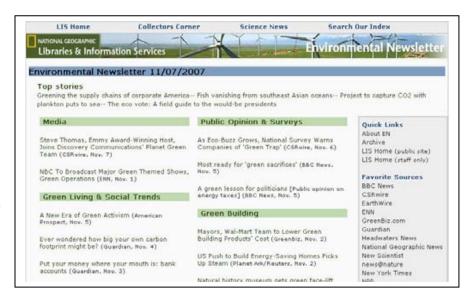


and a summary of National Geographic in the News via email. Others log in remotely to look at the full report. Not counting the email version, all Business Intelligence Reports received more than 70,000 views in 2007.

Earth Current is a twice-weekly created by LIS to summarize news in National Geographic prime areas of interest: archaeology, space, exploration, and more. Aside from an email distribution to dozens of partners and access through the Intranet, Earth

Current is distributed to 40,000 through our educator website and is now available on the web to everyone at the LIS external website at http://www.ngslis.org.

LIS launched an online weekly Environmental report in February 2007. The report has established a regular audience, with 800 to 1,000 people accessing it online each month in addition to 114 subscribers via email, including partners. In September, the Newsletter was made available to the general public through the LIS external website.



LIS also publishes a daily NG in the News report, which tracks English-language news mentions of National Geographic in the press, TV news shows, and the Web. We often pick up mentions of NG programming and editorial content developed by our partners. That report is also sent to partners who sign up for it via email.

All the Library news reports, BIR, NG in the News, BIR Travel, BIR Missions, Earth Current and the Environmental Newsletter, bring the same news topics to all National Geographic staff, partners, and affiliates. It's a binding force when a partner in Singapore can mention to a colleague in D.C., "Did you read in the BIR that..." Our partners also have limited resources for this kind of regular intelligence gathering and very much appreciate the opportunity to get news without effort on their part.

"I just wanted to drop you a quick note to say how much I am enjoying the LIS Environmental Newsletters. They are by far the best 'one stop shop' around for the latest green news. Thanks for putting these together, and for keeping me in the 'know.'" – Laura Annalora (National Geographic Channel International)

National Geographic Time Line



Many of these Time Line entries focus on National Geographic history as it relates to countries and regions [see Indonesia at right]. Some of these items were written specifically for partners or National Geographic executives as we were expanding into these new markets. Some articles have also been published in NG foreign editions when the new publication has launched.

The LIS-produced National Geographic Time Line database is a chronicle of Society history as it unfolds year by year. LIS archivists have created the database to assemble a wide variety of historical information about people, expeditions, and products from our primary source material. We have multiple authors and editors contributing to the database, which features more than 1,200 published articles.

The Time Line serves as a central portal for headquarters and partners in deciphering the long and rich history of National Geographic. As NGS expands across the globe, LIS Archivists are regularly asked to explore National Geographic's historic relationships with those countries.



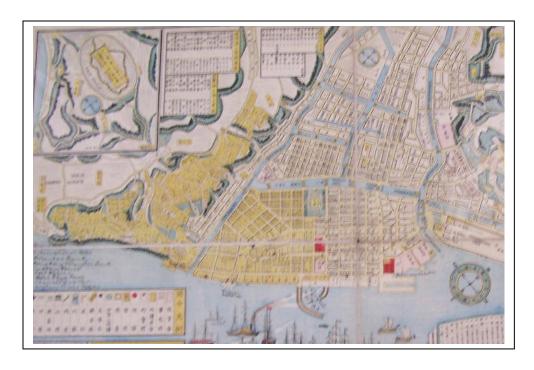
Archives Database (ARC)

LIS is also responsible for maintaining the Society's archival collection. The Archives Research Database (ARC) contains almost 15,000 records as a finding aid to Society

history, heritage, and accomplishments. The Archives staff have also begun to digitize certain collections that are in danger of falling into disrepair. One such collection is of an historical maps that our archivists borrowed from our Cartographic library for the purpose of preservation. These historic maps were photographed and cataloged for the first time. The photos are not publication-ready, but the images provide much needed identification for our staff and partners. Partners can call and request maps they identify from the catalog or call archivists for help in finding the best resources. The archivists are also appraising the audio collection for items that have high editorial potential, are historically significant, and/or are

Collection: Historical Maps Title: [A Acurate Map of Yokohama] Translated Title: Seikai <???> Pan Yokohama Chizu Zen Publisher: [unknown-Japan?] Physical Description: Condition: Good Original, linen, multi-colored 1 map : color: 48 x 34.5 cm. Scale: Scale not indicated Date(s): Time period represented by map: 1879-80 (Printed in the 12th year of the N Language: Japanese opyright Information: Terms governing use and reproduction need to be determined. Contents: Map of the city of Yokohama in Kanagawa prefecture. Following Commor Digital File(s): Map of the City of Yokohama, Japan 537-9.HM139 Name Subject(s): Phelps, Charles Harris, Collector Phelps, Livingston, Donor Topical Subject(s): Maps -- Historical eographic Subject(s): Asia -- Japan -- Yokohama Location: NGS Archives & Special Collection (202) 857-7510 File Information: Historical Maps / Map of the City of Yokohama, Japan 537-9.HM139 Flat Files: Cabinet 1. Drawer 4 Status: Not Checked Out

unique. At the end of this process we will recommend a portion of the collection be digitized. Other items are digitized on demand for use online, or in a book, magazine, or licensed item. For example, some of the National Geographic stamp collection was digitized to be shared with partners for use on some licensed products.

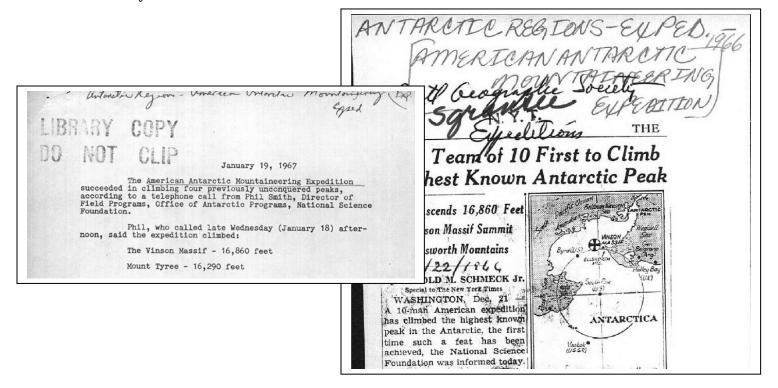


News Collection

Before the advent of online, LIS regularly clipped newspapers, magazines, and selected booklets on topics ranging from snakes to the Sahara. Over decades, this collection grew

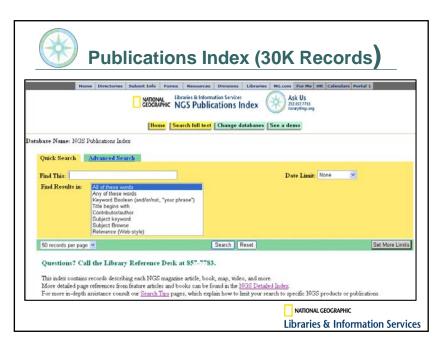
to 30,000 folders. As part of our strategy to become more digital, we do not clip newspapers any more and instead use online services such as Nexis for retrieving news articles. However, many of those print files contain information of historic importance to National Geographic. Therefore, digitization of some of the older material for LIS use became important to preserve the crumbling file contents and to provide remote access to our

partners. More than 1,000 pdfs of clipping files were added to the LIS digital catalog in 2007, bringing the total number of scanned titles to 3,336 – a little more than 10% percent of the collection. Files may contain clippings, memos or other items of interest – often with original date stamps and notations on them – in themselves a little bit of history.

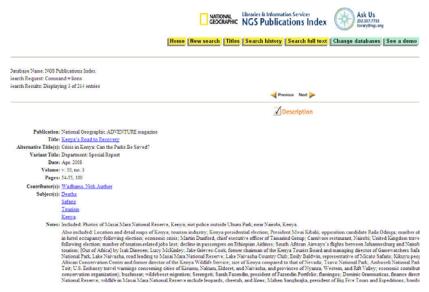


Indexes to National Geographic Publications

The Libraries and **Information Services** division indexes National Geographic print publications. The **Publications Index has** 30,000 records and is also accessible to the public via NationalGeographic.com. This database received more than one million uses in 2007. Partners can access this database along with the larger Detailed Index of **National Geographic** publications (865,000 records). This latter index contains references to any mention of people, places, or topics within articles. The



Detailed Index is essential for our partners because National Geographic does not offer the full text of NGS publications online at this time. The indexes are the main point of contact then between our partners and our content. We often advise our partners to go on eBay to purchase the CD-ROM version of *National Geographic* magazine that was briefly on the market before being pulled due to copyright disputes.



In 2007 alone, 26,039 page references were added by LIS to the Detailed Index (National Geographic magazine; Adventure magazine; Traveler magazine).

Future Events Database

In collaboration with Communications, LLE, and Missions, Libraries and Information Services and IS/IT have developed a beta Future Events Database for departments to share upcoming event and story development information. This database is available to our partners through a secured gateway. The database allows for

- · tracking of future content and events among all departments
- automatic monitoring of new events or changes in events -- by event name, subject, or location
- creation of custom calendars for personal and shared use by using common event data already in the database
- less duplication of effort and confusion over updating the same event on several calendars
- tracking of events and anniversaries external to National Geographic



The database is still in beta form because of its slow loading speed due to the video card requirements of its platform, Open Lazlo. In addition, coordinating the adding of events among more than 30 departments at National Geographic has been challenging. However, when officially launched, this will be the first calendar at National Geographic that contains all National Geographic upcoming events — a major internal communications milestone both internally and with our partners.



Digital Research Resources

Our partners also have access to the research sources and databases National Geographic purchases for staff. We are careful to negotiate contracts that also include National Geographic "affiliates and branded partners" as part of the agreement. These databases include both editorial and business research sources: Hoovers, FirstSearch, Science Direct, Community of Scholars, Leadership Directories, and many more.

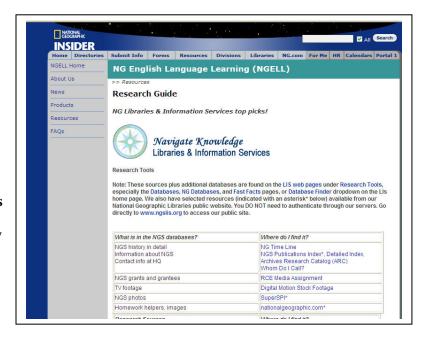


LIS staff has researched and written subject research guides to more than 70 topics of interest to our editorial and business groups that are shared with our partners. These guides are specifically focused on sources that have factual information for time-crunched researchers. We also link directly to NGS and LIS databases that are relevant to a particular topic.

Remote Training

More and more partners are asking the Library to be trained on resources in the collection. Although we would love to travel to these offices for training, we instead use Webex and other interactive programs to provide virtual tours.

To make training easier, we have created special Web pages to highlight only those sources that partners would most likely use without the confusion of moving from page to page on the website.

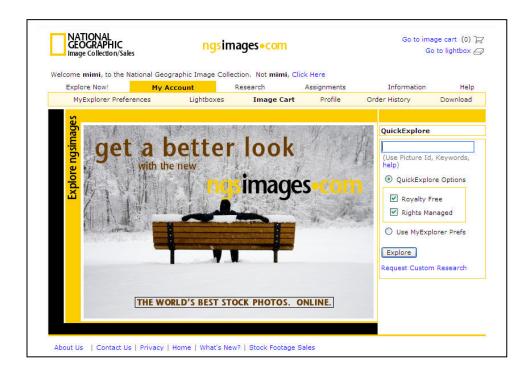


These customized training sessions have been a successful partnership between the Library and divisions that coordinate the partners' activities under the brand. The local division discovers where there is interest in training and coordinates the appointments. LIS creates the syllabus, course materials, and support pages. During the past year, we have trained partners in Greece, Germany, England, Canada, and Brazil along with our international partners based in the U.S.

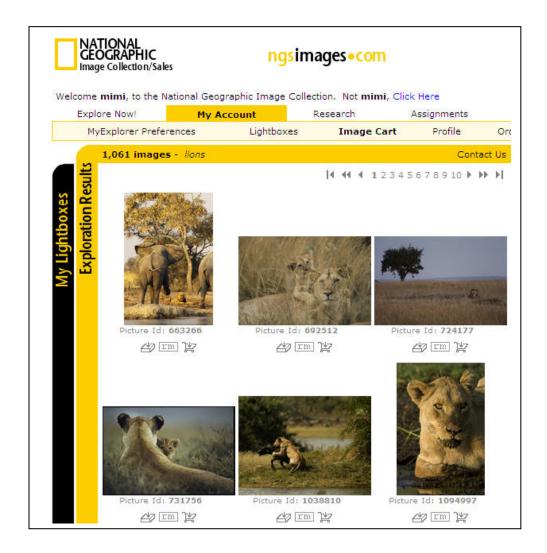


National Geographic Society Images

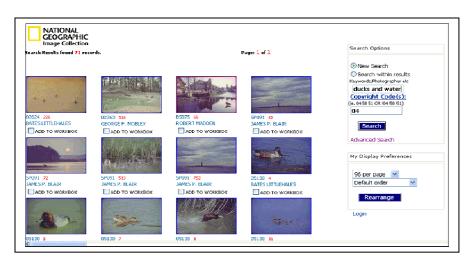
National Geographic partners are frequent users of the Society's images for publication and marketing. They may use images already published within a *National Geographic* magazine story, or they may require specific images for their own stories. The National Geographic Image Collection also serves as the image sales arm of our organization. Partners are often given special rates for images for use in National Geographic-branded products. The Image Collection also represents photographers who do not have an affiliation with National Geographic. NGSImages was built on an Oracle platform that contains about 136,000 images, with more added each week. More than 11 million images reside in the Image Collection as a whole, but the advantage to the partners in using NGSImages is that all images in this database are pre-selected hi-resolution jpegs that are publication-ready for most uses. Buying an image that is not already scanned would add additional expense to the transaction. Partner usage of the database and orders are tracked through assigned account codes.



The Libraries and Information Services Records Library division maintains the contracts and rights information on all the photos contained in the collection. This includes rights related to international usage of photos, formats, and other photographer agreements. Those agreements can be extremely complex — they often include territorial publication rights information. Much of this rights data is summarized in the Images database but the contracts themselves, although the largest digital collection created and maintained by LIS, are not accessible to the partners.

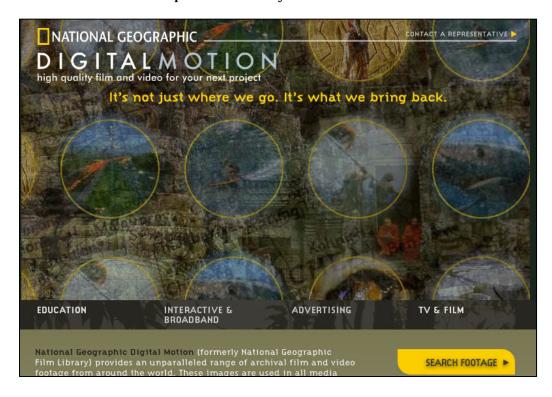


Although the NGSImages.com database is very intuitive to use, some partners also use the in-house SPI Images database, which contains more images (800K) and also additional search options, including film type, copyright code, and the ability to search for which article the image was published in. This database also includes artwork published in the magazine.



Digital Motion

National Geographic's Digital Motion division, formerly the Film Library, is organized as both an in-house library and an e-commerce platform. The division's Digital Motion website is available to partners and to the public. The database is built on the SQL platform with approximately 64,000 clips published for all users to search, with another 15,000 in various states of the production process enroute to being published and searchable by users. Additional in-house databases provide additional clips — but not all of those are website- or TV-production ready.



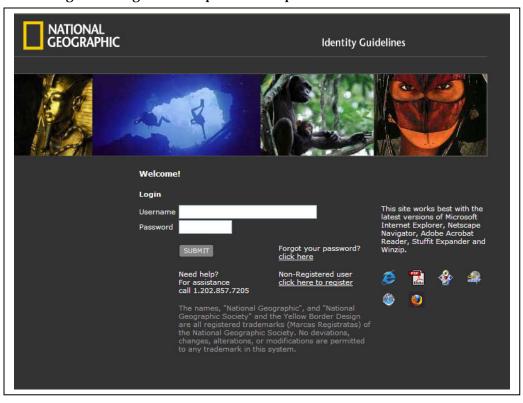
As in the NGSImages database, NG partners set up accounts in Digital Motion that provide preferred purchasing and queuing of requests. These clips are also sold to advertisers and publishers to use the materials in commercials, TV shows, websites, or

educational DVDs. Generally, they have readonly access to content that has been published and the search screen and data they see is customized for these partner relationships. Additionally, we use a unique Artist code that we assign to each production owner that we represent and re-license content for. This connects the dots back to the royalty payments. At this time, partners have access to search content, build playlists, email playlists, and so on. They are not able to deliver content directly and must coordinate with the research staff for final fulfillment of content they buy/resell.



Branding Guidelines

As the number and type of our partners globally has swelled, so has the necessity of clearly articulating the National Geographic brand to them. Our partners have access to a website specifically devoted to the correct representation of the graphical display of our brand. All partners are expected to use this database for publication and marketing specifics. National Geographic has launched an Identity Guidelines database to help the partners navigate through our complex brand specifications.





Style Guidelines

Another database at National Geographic was built to house information related to the style of our publications, word usage, spellings, and so on. This database was formed by the Research and Standards of *National Geographic* magazine but is now developed by representatives of many NGS content areas, including the Library.

Research and Exploration Grants

Unlike our images and film databases, the RCE Grants Database is available only to inhouse staff and partners with Internet access. The database contains 8,000 records – each with a detailed description of grants awarded by the Research, Conservation and Exploration Group. It also contains grants specifically designated as Conservation Trust and Expeditions Council Grants.

Partners use this database to discover more about our grantees, to find the name of an expert who knows about the subject they are researching, and to find people presently "in the field" in their country or in one they are researching.

			Search	n Results
578 Matching Records				Run Printable Report
Grant #	Name	Date	Discipline	Project Title
<u>7760-04</u>	Zhou, Zhonghe	11/15/2004	Paleontology	Excavation and study of Early Cretaceous birds in Gansu, northwest China
7757-04	Gaspa <mark>rini, Z</mark> ulma	11/15/2004	Paleontology	The Cretaceous/Tertiary boundary in northern Patagonia: biota, paleobiogeographic relationships and extinctions
7728-04	Smith, Joshua B.	9/13/2004	Paleontology	The Upper Cretaceous vertebrates of the Bahariya Oasis, Egypt
7726-04	Gingerich, Philip D.	9/13/2004	Paleontology	Basilosaurus: Eocene whale evolution and paleontological site protection in Egypt
7725-04	Reisz, Robert R.	9/13/2004	Paleontology	The oldest known dinosaur embryos and the evolution of prosauropods
7713-04	Yates, Adam M.	7/12/2004	Paleontology	The origin and early evolution of the dinosaurian titans: New evidence of early sauropod history from South Africa
7687-04	Samonds, Karen E.	7/12/2004	Paleontology	First glimpse into the gap: New mammal fossils from the Cenozoic of Madagascar
7672-04	Larsson, Hans C. E.	5/3/2004	Paleontology	Mesozoic terrestrial vertebrates in the Canadian Arctic
7665-04	Shubin, Neil H.	5/3/2004	Paleontology	Late Devonian vertebrates of Ellesmere Island

RCE GRANTS

578 grant(s) have been given.

7760-04 hou, Zhonghe Approval Date: 11/15/2004 Discipline: Paleontology

Area of Field Work: Asia, China, Gansu Field Dates: 5/15/2005 - 7/15/2005 Frant Amount: \$15,000.00

Project Title: Excavation and study of Early Cretaceous birds in Gansu, northwest China

The proposed project is to revisit a locality in Gansu Province, northwest, China, where the first Chinese Mesozoic bird, Gansus, was first discovered in 1982, in the hope of finding more complete specimens of this fossil, to reconstruct its habit, and to have a better understanding of the early diversification of birds and its implications for the origin of modern birds. Atmong the hundreds of Early Cretaceous birds discovered in Liaoning, northeast China since 1990s, most of them became extinct by the end of the Mesozoic, and only a few such as Yanomis and Yisianomis can be referred to the Ormithurae, a branch of which gave rise to all modern birds. Although Gansus is now represented only by an incomplete hindlimb, it is clearly an ornithurine bird, but a completely different adaptation type; unfortunately we know little about the life habit (e.g., wading or swimming?), flight and other significance of this bird because of the limited material available. At the intended the control of the same place of the same place of the same unique Jehol Biota, which has recently become very famous for producing early birds, mammals, feathered dinosaurs and flowered plants. Therefore, we hope that our proposed project will produce a better understanding of the evolutionary significance of Gansus, shed new light on the mystery surrounding the origin of modern birds, and have important implications for understanding the pattern of the paleobiogeographic distribution and diversity of birds in the Early Cretaceous.

Address: Chinese Academy of Sciences Institute of Vertebrate Paleontology and Paleoanthropology Lower Vertebrate Paleontology 142 Xi-Wai-Da-Jie Beijing, 100044 China

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Conclusion:

The future of digitization and digital outreach for our partners at National Geographic is bright. Growing NGS global businesses is paramount to our business strategy. Engaging our partners in the life of National Geographic and making doing business with them easier is part of this process. However, funding is always a challenge in a non-profit environment and our legal challenges will continue with copyright.

But through all that, Libraries and Information Services will continue to stand at the nexus of bringing together the divisions of National Geographic and their content with National Geographic partners. Managing this knowledge globally — and facing challenges that will include language and cultural differences in accessing knowledge — will keep our division at the forefront of this process.

Bibliography:

National Geographic Libraries and Information Services: Annual Report 2007 (LIS Vice President Susan Fifer Canby, LIS staff)

"Searching NG Databases," Libraries & Information Services 2008 training powerpoint (Ellie Briscoe, Barbara Ferry)

NG Travelers International Partners Presentation, April 2008 (Karen Huffman)

"Presentation to Partners," November 2007, (Barbara Ferry, Victor Viezega, Mark Jenkins)