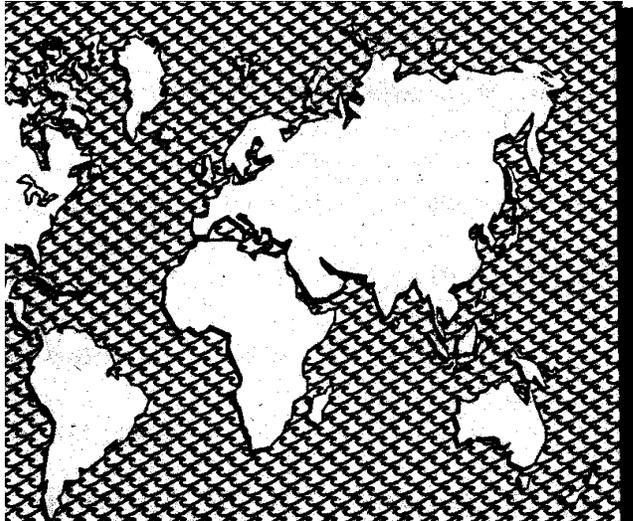


# Newsletter

of the IFLA Section  
on National Libraries



June 2002



International Federation  
of Library Associations and Institutions  
Fédération Internationale des Associations de  
Bibliothécaires et des Bibliothèques  
Internationaler Verband der bibliothekarischen  
Vereine und Institutionen

## Newsletter of the IFLA Section on National Libraries

June 2002

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\* \* \*

**IFLA Section on National Libraries Standing Committee**

(rev. 30/06/2002)

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Carmen CARO, Head of the Department of promotion, cultural development and public relations at the National Library of Spain, notified her resignation in March 2002 as she left the National Library for the Subdirección General de Coordinación bibliotecaria de la Secretaría de Estado de Cultura de España.

## NATIONAL LIBRARIES SECTION

### Strategic Plan 2002-2003

The IFLA Professional Board having decided that the 4-year cycle of the Medium Term Program should be replaced by a Strategic Plan based on a 2-year cycle, the Section had to prepare a strategic plan covering the period 2002-2003.

This strategic plan which comprises three parts: mission, priorities and action plan and which is linked to the Professional priorities of IFLA has been approved in March 2002 by the Professional Committee. The action plan will be reviewed during the Glasgow Conference.

#### **Mission**

The IFLA Section on National Libraries is a focal point for supporting the vital role of national libraries in society as custodians of the nation's intellectual heritage, thus providing organisation, access and preservation to the national imprint in all media and always in recognition of the needs, concerns and views of every region of the world, particularly those in developing countries.

#### **Goals**

**1. To promote the universal availability of information by such activities as encouraging the creation and building of national libraries, the development of national legislation for national libraries -- especially legal deposit dispositions and fostering discussion on the impact of copyright laws in national libraries.**

(Professional priorities: (a) Supporting the role of libraries in society; (b) Defending the principle of freedom of information; (d) Providing unrestricted access to information; (e) Balancing the intellectual property rights of authors with the needs of users; (f) Promoting resource sharing; (g) Preserving our intellectual heritage)

#### *Actions*

*1.1 Organise Open session on Legal deposit and copyright laws: how to meet the needs of national libraries, with the committee on Copyright and other Legal Matters at Glasgow, 2002.*

**2. To serve as a forum to share and learn from the experience of the practical problems of national libraries, in order to promote benchmarking, best practices and quality models.**

(Professional priorities: (a) Supporting the role of libraries in society; (b) Defending the principle of freedom of information; (d) Providing unrestricted access to information; (f) Promoting resource sharing; (g) Preserving our intellectual heritage; (i) Promoting standards, guidelines and best practice)

#### *Actions*

*2.1 Organise Workshop on National libraries capturing the Web: learning from experience, with the Section on Information Technology and in liaison with CDNL, at Glasgow, 2002.*

*2.2 Organise Open session on Benchmarking and performance evaluation: developing quality services in national libraries in liaison with the Division of General Research Libraries and CDNL at Berlin, 2003.*

*2.3 Publish Section newsletters print and electronic version and distribute them widely, including conference papers and news relating to national libraries (2002-2003).*

*2.4 Update and distribute leaflets and other information regarding the Section (2002-2003)*

**3. To promote research in fields of interest to national libraries, always considering the opportunities to share experiences with other groups within IFLA and in close cooperation with CDNL -- Conference of Directors of National Libraries.**

(Professional priorities: (a) Supporting the role of libraries in society; (b) Defending the principle of freedom of information; (d) Providing unrestricted access to information; ; (f) Promoting resource sharing; (g) Preserving our intellectual heritage; (h) Developing library professionals; (i) Promoting standards, guidelines and best practice)

*Actions*

3.1 Liase with School Libraries Section for joint presentations at a Workshop, under their coordination, at Glasgow, 2002.

3.2 Liase with Bibliography Section for joint presentations at an Open session, under their coordination at Glasgow, 2002.

3.3 Initiate a project/survey on performance evaluation in liaison with CDNL and the Division of General Research Libraries and present results at an Open session (Action 2.2) at Berlin in 2003.

3.4 Organise survey and possible Workshop at Berlin in 2003 on Web services for users and non-users of the national libraries in liaison with CDNL.

**4. To support IFLA's Core Programmes also by actively contributing to the discussion of forthcoming activities and models.**

(Professional priorities: (a) Supporting the role of libraries in society; (b) Defending the principle of freedom of information; (d) Providing unrestricted access to information; (f) Promoting resource sharing; (g) Preserving our intellectual heritage; (i) Promoting standards, guidelines and best practice)

*Actions*

*4.1 Support the propositions of the WG settled by CDNL (Boston, 2001) with the purpose to identify existing and desirable core activities and assist in presenting a report in Glasgow.*

**STANDING COMMITTEE ON NATIONAL LIBRARIES**

**67<sup>th</sup> General Conference, Boston**

**Minutes**

**1<sup>st</sup> MEETING, 18 AUGUST 2001**

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Chair-treasurer: Winston TABB (USA)

**1. Opening of the meeting**

The meeting was called to order by the chairman.

**Members present:**

- Zawiyah BABA (Malaysia)
- Livia BORGHETTI (Italy, Roma)
- Fernanda CAMPOS (Portugal)
- Alix CHEVALLIER (France)
- Viktor V. FEDOROV (Russia, Moscow)
- Vilenka JAKAC-BIZJAK (Slovenia)
- Steen Bille LARSEN (Denmark)
- Ian D. McGOWAN (United Kingdom)
- Elisabeth NIGGEMANN (Germany)
- R. RAMACHANDRAN (Singapore)
- Marianne SCOTT (Canada)
- Gerard VAN TRIER (Netherlands)
- Vladimir ZAITSEV (Russia, St Petersburg)

**Apologies from:**

- John A. AARONS (Jamaica)
- Tomas LIDMAN (Sweden)
- Peter J. LOR (South Africa)
- Anna LUCARELLI (Italy, Firenze), represented by Antonia Ida FONTANA
- Bendik RUGAAS (Norway), represented by Sissel NILSEN

**Observers present:**

- Hasna ASKHITA (Syria, Assad National Library)
- Ana Maria FERNANDEZ (Venezuela, National Library)
- Jan FULLERTON (Australia, National Library)
- Mohammed GHANDOUR (Egypt, National Library)
- Samir GHARIB (Egypt, National Library)
- Zainab IBRAHIM (Malaysia, Institute of Diplomacy and Foreign Relations)
- Dušan KATUŠČÁK (Slovakia, National Library)
- Amelia McKENZIE (United Kingdom, National Library of Scotland)
- Anna MAULINA (Latvia, National Library)

- Constance B. MODISE (Botswana, National Library)
- Christa MUELLER (Austria, National Library)
- Erik SKYUM-NIELSEN (Denmark, Royal Library)
- Sreten UGRICIC (Serbia, National Library)

**Apologies from:**

- Vinyet PANYELLA (Spain, Biblioteca de Catalunya)

The chairman welcomed the members present and the new observers.

**2. Adoption of agendas for SC I and SC II**

Both agendas were adopted with the addition of a new point for SC II: “Strategy for professional activities. Part II”, the point 7 of SC I becoming “Strategy for professional activities. Part I”.

**3. Approval of minutes from Bangkok meetings**

These minutes were published in June 2001 *Newsletter* and adopted as submitted.

**4. Election of officers for the 2001-2003 period**

Elections were held at the beginning of the first meeting for the offices of chair and secretary for 2001-2003. Winston TABB stated that he was arriving at the end of his second term and that he would be leaving at the SC II. However the new elect will run for office after the Boston Conference.

Only currently serving members of the Standing Committee present at the meeting who will serve for the 2001-2003 term had the right to vote and to be elected.

The chairman called for nominations for the posts of chair and secretary of the Section to serve for the period 2001-2003.

Marianne SCOTT nominated Fernanda CAMPOS as chair. Since she was the only nominee and as she agreed, she was unanimously elected.

Then Fernanda CAMPOS nominated Alix CHEVALLIER as secretary. In the same conditions, she was unanimously elected.

The new officers were congratulated by the Chair on behalf of the Committee.

## **5. Officers' reports**

### **5.1. Professional board and Coordinating Board I meetings:**

The following report was given by the Chairman:

- Management of the IFLA Conferences: until now, the organization of the conferences has been mainly the responsibility of local committees set up by the hosting country and IFLA is involved very little. It is felt that there is a need to shift the balance. IFLA is thinking of contracting with a longer-term organizing association, working closely with the headquarters in order to capitalize on experience. A local organizing committee would still remain for local events. Such management is still being under consideration and would not come into effect before 2004. Ian McGowan observed that, if organization were to be shared, it would also be beneficial to share funding in order to allow more countries to host the Conference.
- Structure of the Conference: the main issues concerned are the length and frequency of the Conference.

Winston TABB explained that if IFLA benefits significantly from having an annual meeting, benefits could also be obtained by reducing duration and costs of the conference. One way could be to have only one Standing Committee and one Division Coordinating Board meeting per conference. Another way would be to focus more on professional priorities and bring together all participants attending one day sessions around a common major theme announced well in advance; it would avoid proliferation of repetitive and duplicative programmes. Debate arose between members concerning this presentation. If there was consensus for reducing the duration of the conference, some members did not agree about suppressing one of the two Standing Committees, these being the only places where professionals coming from the same type of institutions and having the same interests can meet. Other members suggested that the section organize a one-day satellite meeting before or after the Conference. Some proposals also concerned the day and the time of the Opening Session which could take place on Sunday instead of Monday, and be shorter.

Whatever may be decided, the shift will not happen before 2003 or 2004.

### **5.2. Financial report:**

As Treasurer, Winston TABB reported that the section's finances show a positive balance of \$857.58, thanks to the support of the Library of Congress and of the Bibliothèque nationale de France which have taken in charge part of the costs.

## **6. Review of programmes of the section at Boston Conference**

### **6.1. Joint workshop with Management and Marketing section, Thursday August 23, 8.30-12.30: "Marketing National Libraries"**

Winston TABB noted that it was a good example of junction between two sections. The session has been prepared by Sissel NILSEN. Speakers have been asked for short papers (10 minutes) in order to allow sufficient time for discussion. Papers will be published on IFLANET and in the Newsletter. The following agenda has been set up:

- Part 1: Is it really necessary to market National Libraries?
  - National Central Library, Rome, Italy : Natalia Susanna Santucci, Head of Marketing and Management
  - National Library of the Netherlands : Perry Moree, Chief Financial Officer

Discussion

- Part 2: How to raise the profile of the National Library?
  - National Library of Latvia : Andris Vilks, Director General
  - National Library Board, Singapore : R. Ramachandran, Director, National Library
  - National Library of Scotland : Ian McGowan, Librarian/Chief Executive

Discussion

- Part 3: National Libraries - not for researchers only: how to market the content of the National Libraries ?
  - National Library of Australia : Pam Gatenby, Assistant Director-General, Collection Management Division
  - Royal Library of Belgium : Willy Vanderpijpen, Head, Department of Logistics
  - The British Library : Mick Osborne, Head of International Marketing, Public Services

Discussion

- Part 4: Marketing tools: cultural programmes, exhibitions, www, relationships with the press etc.
  - Library of Congress : Jill Brett, Public Affairs Officer
  - National Library of New Zealand : Christopher Blake, Chief Executive/National Librarian
  - National Library of France : Vivianne Cabannes, Chief of Exhibition Services

Discussion

- Moderators :
  - Sissel Nilsen, Director, National Library of Norway, Oslo Division
  - Winston Tabb, Associate Librarian, Library of Congress, USA

## **6.2 Joint workshop with Bibliography section, Thursday August 23, 13.30-17.30:**

“What makes a good national bibliography even better? Current situation and future prospects”

Fernanda CAMPOS who was convenor of the workshop for the National Libraries section explained that the idea for this session was raised after the International Conference on National Bibliographic Services (Copenhagen, 1998).

The programme is as follows:

- Introductory remarks :
  - Convenors:* John D. Byrum, Jr Secretary IFLA Section on Bibliography, Library of Congress, USA
  - Fernanda Guedes de Campos, IFLA Section on National Libraries, National Library of Portugal.
- National bibliographies and the International conference on national bibliographic services recommendations :
  - Europe, Central, North and South America, and Oceania
  - Speaker :* Anne Langballe, National Library of Norway, Oslo Division

- Africa, Asia, and the Middle East  
*Speaker* : Barbara Bell, College of Wooster, USA
- Special accomplishments and features of selected national bibliographies :
  - The current state of authority control in South Africa  
*Speaker* : Tienie de Klerk, National Library of South Africa, Pretoria, RSA
  - Transforming the Swaziland National Bibliography (SNB) : Visions of currency accuracy, access, coverage and quality  
*Speaker* : Paiki Muswazi, University of Swaziland Library
  - Cooperation + Web access = Timeliness  
*Speaker* : Eva Tedenmyr, National Library of Sweden, Stockholm
- The concept of national bibliography in a changing information environment  
*Speaker* : Janne Andresoo, National Library of Estonia, Tallinn
- Changes in the national bibliographies 1996-2001  
*Speaker* : Unni Knutsen, National Library of Norway, Oslo Division
- Utilité et utilisation des bibliographies nationales : quelles perspectives ?  
(Uses and usefulness of national bibliographies: what are the perspectives?)  
*Speaker* : Marcelle Beaudiquez, Bibliothèque nationale de France
- Legal deposit of on-line materials and national bibliographies  
*Speaker* : Marianne Scott, former national librarian of Canada
- Questions/Answers and discussion
- Concluding remarks :  
Fernanda Guedes de Campos, IFLA Section on National libraries, National Library of Portugal

## **7. Strategy for IFLA's professional activities. Part I**

The Professional Board recently decided that the 4-year cycle of the Medium Term Program should be replaced by a Strategic Plan based on a 2-year cycle. This will ensure a more frequent review of plans and priorities for all professional units within IFLA which in turn will permit a timely and pro-active approach to IFLA's professional activities.

Each core activity, section and round table should prepare a strategic plan covering the 2-year period 2002-2003. This will supersede the current Medium Term Program 1998-2001. The deadline for these individual strategic plans is September 2001 so that the overall Strategic Plan for IFLA's professional activities can be approved by the Professional Committee/Governing Board at its meeting in December 2001.

The strategic plan for each professional group should take into account the Professional Priorities which have been approved by the Professional Board and the Executive Board and each goal should be tied to the Professional Priorities. Each strategic plan will have three parts.

MISSION. A succinct statement of the scope and purpose of the activity.

PRIORITIES. A list of the strategic goals for the target period. Each priority should be linked to the Professional Priorities of IFLA.

ACTION PLAN. A list of the specific actions which are to take place during the target period to carry out the priorities outlined in the previous section. The action plan will be reviewed each year.

Winston TABB elaborated a draft of the strategic plan 2002-2003 for the section. He proposed that first the section identifies which of the professional priorities it wants to focus on. Regarding national libraries, it has more specific missions such as standardization and preservation. Moreover, since the section works closely with CDNL, it will probably have to take into consideration the outcomes of the CDNL meeting in determining its priorities for the strategic plan.

Fernanda CAMPOS would like for the section to work increasingly in connection with other sections and try to merge with the priorities of some other sections.

Alix CHEVALLIER observed that two years is a very short term for the realization of an action plan which it would have been better to limit to three or four actions.

Discussion will be continued on SC II.

#### **8. Standing Committee representation at the IFLA booth, Tuesday, August 21, 15.00-16.00**

As usual SC members were invited to represent their section at the IFLA booth on Tuesday afternoon. Vilenka JAKAC-BIJZAK is a volunteer and will be there.

#### **9. "Round Robin", discussion of current activities or issues and concerns in member national libraries**

- Denmark :

Following a hearing at the Parliament, two committees have been set up : one to report on preservation, another to report on electronic media.

- United States of America :

The Library of Congress will have for the first time a national Book Festival in December, an opportunity to have a better visibility.

- United Kingdom, Scotland :

Agreement with publishers has been concluded for the voluntary deposit of electronic documents but the legislation proposal will have to be reintroduced to the new government.

The UK's National Lottery is funding a major exercise of digitization of materials from libraries and other heritage institutions: £ 70 M for the next two years from which £ 10 M will apply for Scotland.

- Portugal :

The National Library started collecting electronic documents by voluntary deposit:

- electronic submission of theses and dissertations was initiated in May 2000, special metadata were created;
- electronic journals and newspapers were discussed at a large conference organized with producers.

The ABINIA Conference will be held at the Library next October.

- Slovenia :

In October, the National Library will host the 7<sup>th</sup> International Conference of Interlending.

- Italy (Florence) :

Voluntary deposit of electronic documents is underway and many agreements have been signed with publishers.

Last May, the General Director of Italian libraries established a Steering Committee for the Italian digital library which will involve a large number of Italian libraries. It will issue a charter defining rules, standards and selection criteria.

The first action to be carried out is the digital conversion of non printed catalogues of manuscripts of all libraries involved.

- Malaysia :

The Legal Deposit Act in Malaysia, called the *Deposit of Library Materials Act 1986*, provides for the legal deposit of electronic materials. However, the Act does not define electronic materials, nor does it provide for the means by which they are to be deposited. The practice has been to request publishers to download on to CD on-line materials identified by the Library. A one-day seminar with publishers on electronic publications was held in July and one of the outcomes is for the National Library and the National Archives to collaborate with regard to the deposit of on-line government publications, including government websites. Issues to be examined include storage, format and updating.

As regards quality in National Library services, the National Library implemented the ISO 9000 quality assurance system and in December last year, its core process, the *Development of the National Library Collection* was certified as an MS ISO 9002/1994 registered process. The National Library of Malaysia is now looking towards benchmarking with other National Libraries for its national collection process. As a start, the National Library of Malaysia will participate in a benchmarking exercise recently initiated by the National Library of Australia.

Given its responsibility for reading promotion, the National Library of Malaysia coordinates a national reading month annually aimed also at promoting information literacy.

- Germany :

The Deutsche Bibliothek is still waiting for a revision of the Legal Deposit Act, which in its present state does not provide for legal deposit of electronic publications on-line.

However the Library has started collecting and archiving networked publications on the basis of voluntary submissions from publishers. The Library received responsibility for the development of standardization and cataloguing rules.

- Russia (Saint Petersburg) :

Last year, the government agreed to double the Library staff salaries.

- The Netherlands :

The National Library is elaborating a new strategic plan for 2002-2005.

It is involved in a memory project of digitization for the whole nation, including collections from archives, libraries and museums, with modules for education purpose.

- Norway :

The Ministry of Culture set up a Managerial Board of the library which recently met for the first time. It is constituted by government representatives, five external members and two members of the Library.

On its programme, the Library has large-scale preservation projects (building of new storage) and intends to continue the digital conversion of the printed Norwegian bibliography.

It also works on its long-term strategic plan.

- Italy (Rome) :

The architectural and infrastructural works of the building were completed in February 2001 and the Library reopened at the end of March. The official inauguration of this realization will take place at the end of 2001 or the beginning of 2002 and will include an exhibition.

The Library now offers 3 new reading-rooms and 9 completed refurbished reading rooms, grouped by disciplines in 7 reading areas, with a total of 200.000 volumes in open access. A LAN connects 700 computers.

- France :

Last year, the BnF drew up its first corporate project to define strategies and determine its priorities and actions to be implemented. The institution's board adopted this three-year project for the years 2001-2003 on October 2000. It set five objectives and each of these objectives was assigned statistical indicators.

The BnF continues to work on the extension of Legal Deposit to include on-line resources. In July 2000, the BnF and the Institut National de l'Audiovisuel were asked to help prepare a law on the information society, by investigating the technical, legal and bibliographical components need for a deposit (by capture or submission of on-line resources).

For the moment, two complementary approaches have been selected for experiments:

- selection and individual monitoring of web sites whose contents directly extend collections for audiovisual and multimedia resources. Their respective publishers were contacted. The goal is to study the best procedures for deposit or regular retrieval of the content of sites ;
- global, automatic retrieval of sites.

## **10. Adjournment**

Winston TABB adjourned the meeting at the end of the agenda.

## 2<sup>nd</sup> MEETING, 24 AUGUST 2001

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### **1. Opening of the meeting**

The meeting was called to order by the chairman

#### **Members present:**

- Zawiyah BABA (Malaysia)
- Livia BORGHETTI (Italy, Roma)
- Fernanda CAMPOS (Portugal)
- Carmen CARO (Spain)
- Alix CHEVALLIER (France)
- Victor V. FEDEROV (Russia, Moscow)
- Vilenka JAKAC-BIZJAK (Slovenia)
- Steen Bille LARSEN (Denmark)
- Tomas LIDMAN (Sweden)
- Ian D. McGOWAN (United Kingdom)
- Elisabeth NIGGEMANN (Germany)
- R. RAMACHANDRAN (Singapore)
- SUN Beixin (China)
- Gerard VAN TRIER (Netherlands)
- Vladimir ZAITSEV (Russia, St Petersburg)

#### **Observers:**

- Christopher BLAKE (New Zealand, National Library)
- Joana ESCOBEDO (Spain, Biblioteca de Catalunya)
- Constance B. MODISE (Botswana)
- Sreten UGRICIC (Serbia)
- Celia R. ZAHER (Brazil, National Library)

#### **Apologies from:**

- Peter J. LOR (South Africa), represented by Joan F. DE BEER
- Anna LUCARELLI (Italy, Firenze), represented by Antonia Ida FONTANA
- Bendik RUGAAS (Norway), represented by Sissel NILSEN

The chairman welcomed observers of the SC and asked all those present to introduce themselves. He greeted Fernanda CAMPOS who will chair the Standing Committee the next two years.

## **2. Review of agenda**

The agenda was adopted with the addition of a new point: “Strategy for professional activities. Part II”, between points 3 and 4. Moreover W. TABB invited all the participants to talk more about general questions concerning the national libraries.

## **3. Programme of the 68<sup>th</sup> General Conference, Glasgow, 18-24 August 2002**

Programme ideas were examined.

Winston TABB reminded the SC members that, at the Jerusalem meeting, they discussed the possibility of having a programme on digital collections with an open session on this broad topic and a workshop focusing on the various stages in the life cycle management of digital objects.

Zawiyah BABA mentioned that she talked about benchmarking and performance indicators at the CDNL and that this topic was supported by Jan FULLERTON, the CDNL’s president.

Ian McGowan stated that the general theme of the Glasgow Conference was “Building on the past, investigating the future”, with the possibility of exploring some sub-themes.

Issues on e-documents will fit exactly. Many projects are being developed in UK on this topic and it will be easy to get speakers.

Another topic which IFLA is interested in is related to young people and children. However, even if work is well developed in Scotland in this field, perhaps the situation is not the same in other countries.

It was observed that it depended on geographical regions. In Africa, for instance, national libraries have responsibilities for public and school libraries. In Latin America, most national libraries are involved in public libraries programmes. In Malaysia, the National Library has to take into account the public interest and not only the professional one (for instance in lending documents). In China, during the last five years, the National Library opened the doors of its public services and welcome youth and children in its branch libraries; in addition, it extended its action towards the digital environment, enlarging its web site. In the European Union, a certain number of programmes are focusing on the role of libraries in the development of education, culture and society.

At the end of discussion, Winston TABB invited the section to participate in the workshop organized by the Section on school libraries and resource centres and the Section on libraries for children and young adults and to try to find speakers from different regions. Zawiyah BABA has volunteered as a speaker.

As regards particularly the Glasgow Conference, the topic of “Digital collections” was then explored.

Several members (Italy, Slovenia, Sweden, U.S.A.) proposed to focus on practical experiences in national libraries, particularly regarding capture, cataloguing and archiving of e-documents.

Therefore, a half-day workshop on “Capturing the web” was decided on. Tomas LIDMAN will be in charge of its organisation, assisted by Vilenka JAKAC-BIZAC, Winston TABB and Alix CHEVALLIER.

Among the main issues relating to digital collections, the national libraries are directly concerned by the legal deposit of the electronic documents, off-line and on-line. Several members agreed to include a point on the existing legislation pertaining to legal deposit and copyright in order to measure how it fits the

national libraries needs. Others asked for a presentation of the author's point of view. A survey led by the Consortium of the European national Libraries (CENL) on the relations FEP (Federation of European publisher)/CENL was also mentioned for a presentation.

Finally an Open session on "Legal deposit and copyright laws: how they meet the national libraries mission" received approval. Steen Bille LARSEN will be responsible for its organisation, assisted by Gerard VAN TRIER, Peter LOR and Elisabeth NIGGEMANN.

Furthermore, Fernanda CAMPOS informed the members that she had just received an invitation from the Section on Bibliography to participate in a workshop on the relations between national libraries, publishers and brokers concerning the national bibliographies. She was asked to pursue the negotiation.

#### **4. Strategy for IFLA's professional activities. Part II**

In the framework of the Section's Strategic Plan, Winston TABB called for proposals.

He invited Zawiyah BABA to summarize the presentation she gave at the CDNL on benchmarking and quality systems in order to provide better services. Fernanda CAMPOS reminded the members that this topic had already been presented at the Jerusalem Conference, and proposed its introduction into the Strategic Plan; a working group could be constituted, like the one created by the CENL on the same topic, in order to prepare a future session at the Berlin Conference. Australia, Malaysia, the Netherlands and Singapore declared their willingness to contribute.

Livia BORGHETTI suggested a topic concerning a survey not only on users needs but also on non-users needs. It seemed to be a good idea but the non-users will have to be defined more precisely.

R. RAMACHANDRAN launched the idea of "Structuring national libraries" which, in the future, could be a specific aspect of benchmarking.

Winston TABB drew members' attention to the IFLA Core activities. He thought that the Section should contribute to the work being carried out by the CDNL working group in order to propose a realistic programme to the Professional Committee and the Governing Board. The group will focus on two aspects: the content of these activities linked with professional priorities and financial aspects. Alix CHEVALLIER observed that geographical issues also would have to be taken into account; Celia ZAHER is a volunteer for the Latin America region.

For Elisabeth NIGGEMANN, the main question is the willingness of the national libraries to support these activities. She proposed to launch a survey to better find out in what fields core activities would be useful over the next three years. Therefore Winston TABB asked Elisabeth NIGGEMANN to supply developing instruments.

#### **5. Evaluation of Boston Conference**

Winston TABB thanked the two colleagues who conducted the two effective workshops, Sissel NILSEN and Fernanda CAMPOS.

As regards the Conference in general, comments were received as follows:

- The Opening Session was too long

- Instead of IFLA's Report on activity, a more visionary speech of the President would be more suitable at the Opening Session
- UNESCO's presentation was too long; short greetings would have been more appropriate
- Practical information was missing
- Accommodation in the Conference Centre was lacking, such as seats or coffees.\_

However, the Conference was unanimously considered as a well organized session, with local volunteers particularly helpful, and the quality of presentations was generally better than in previous years.

Then Winston TABB referred to discussions about truncating the Conference. His feeling is that IFLA must remain a central place where connections between libraries are developed.

## **6. Introduction of New chair**

After serving 5 years as chair, Winston TABB thanked all his colleagues for their work on the Standing Committee and wished the new chair all the best during the term of her office.

Fernanda CAMPOS, on behalf of all members, expressed her gratitude and presented a gift to Winston TABB. She is looking forward to cooperating with him and benefiting from his experience in the future.

## **7. Adjournment**

The Chair adjourned the meeting at the end of agenda.



## GENERAL RESEARCH LIBRARIES DIVISION COORDINATING BOARD

### 67<sup>th</sup> General Conference, BOSTON

#### Meetings

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The Coordinating Board met three times in Boston,

- twice for regular meetings on 17<sup>th</sup> and 24<sup>th</sup> August : the main topics on the agenda were the Section programme plans for Boston, Glasgow and Berlin Conferences and IFLA Strategic plan;
- once in an extra meeting scheduled solely for the purpose of electing new officers on 19<sup>th</sup> August so that the new CB representative can attend the meeting of the Professional Board on Sunday 26<sup>th</sup> August. New officers of the CB must be elected from among the six new officers chosen by the Standing Committees of the three sections included in the Division.

The University Libraries and other General Research Libraries section took up the chairmanship Division I, previously held by the National Libraries section, whereas the Secretary of the Library and Research Services for Parliaments section will assume the CB secretariat. Therefore the next Coordinating Board will be constituted as follows:

**Chair/  
Financial Officer:** Cristóbal Pasadas Ureña, Biblioteca, Facultad de Psicología, Granada, Spain  
[bibpsi01@ucartuja.ugr.es](mailto:bibpsi01@ucartuja.ugr.es)

**Secretary:** Marialyse Délano Serrano, Biblioteca del Congreso Nacional de Chile, Santiago, Chile  
[mdelano@bnc.cl](mailto:mdelano@bnc.cl)

**Members:** Margareta Brundin, Riksdag Library, Stockholm, Sweden  
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Fernanda Campos, Biblioteca Nacional, Lisbon, Portugal  
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Alix Chevallier, Bibliothèque nationale de France, Paris, France  
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Frances Groen, Mc Gill University, Montreal (Quebec), Canada  
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**JOINT WORKSHOP OF THE IFLA SECTION ON NATIONAL LIBRARIES  
WITH THE SECTION ON MANAGEMENT AND MARKETING**

**Boston, 23 August 2001**

**“MARKETING NATIONAL LIBRARIES ”**

*Chair: Winston TABB, Associate Librarian for Library services, Library of Congress, Washington D.C., USA and chair IFLA Section on National Libraries; and Sissel NILSEN, acting Director of the National Library of Norway, member of the Standing Committee of the Section on Management and Marketing.*

**INTRODUCTION**

On August 23, 2001, at a workshop sponsored by IFLA's Section on Management and Marketing, directors of national libraries met to discuss the role of the national library in providing access to library collections within a burgeoning marketing industry. The discussion was moderated by Sissel Nilsen, director of the National Library of Norway and Winston Tabb, Associate Librarian for Library Services at the Library of Congress. The 4-hour workshop sparked a lively discussion among presenters and workshop participants on the importance of marketing library products and services, nationally and internationally. Because the content of the discussion was too rich and multifarious to lend itself to a simple summary, this report captures the full text of all papers presented during the proceedings and highlights the principal ideas expressed during the workshop.

Among the workshop participants, there was general agreement that national libraries face many challenges in building an effective strategy to market library products and services. What follows summarizes common questions that must be answered and steps that should be taken by national libraries to implement an effective marketing programme. Participants discussed client/server issues that must be addressed up front, necessary steps that should be taken to create a marketing strategy that works and results that take place as a consequence of building a successful strategy.

**ISSUES**

Should national libraries be involved in "marketing" their products and services? Some presenters felt that their libraries are very active in this area, while others expressed concern - or the concerns of some of their staff - that national libraries should be thought of more as temples of learning than as actors in the contemporary marketplace.

Are those who utilize national libraries readers, users or customers? The choice of terminology reveals much about how national libraries view their roles. Who should national libraries serve, everyone including children, or just adults who need access to in-depth information?

How do national libraries achieve the proper balance between access and preservation, marketing current services to today's readers/users/customers without adversely affecting the research collections on which future generations must depend.

## MARKETING STRATEGIES

- Develop a mission statement, ideally one showing the role of the national library in supporting national goals.
- Conduct user surveys, both internal and external; convene focus groups and collect data about programs and customers.
- Improve services so that targeted users want to use the national library.
- Simplify the national library's message and points of access to avoid confusing or overwhelming users. Develop a national library web site that is easy to comprehend and navigate.
- Reallocate resources internally to demonstrate to funders that the national library has a clear sense of mission and a marketing strategy.
- Develop partnerships that support and re-enforce the mission of the national library- e.g., cooperative programs with museums and archives.
- Develop active and visible exhibition, publication, concert, lecture and other public programmes.

## RESULTS

- Funding and construction of new buildings and/or redesign of existing ones.
- Reorganization of national library functions and staff.
- Informed, involved, and trained staff.
- Massive development of national virtual libraries, containing both collections and services.
- Presence on the web that enables many national libraries to become truly national in scope and reach.
- Major increases in users both on-site and virtual.

## PRESENTATIONS

### 1. "IS IT REALLY NECESSARY TO MARKET NATIONAL LIBRARIES?»

#### 1.1. By Natalia SANTUCCI, Head Marketing and Management Department, Biblioteca nazionale centrale, Rome, Italy: "Why market a National Library?"

When I was appointed to lead the brand new Marketing and Management Department in the National Central Library of Rome in 1997, I happened to be asked by the majority of my astonished colleagues the same question we are asking today: "Is it really necessary to market a National Library?"

Even the Unions asked the Director to know the tasks of the new department and if it meant that the policies of the private and commercial world were erupting, breaking into the public and institutional world of the Library.

The starting point to introduce marketing strategies and to formulate effective marketing plans for such an institutional world must be a question: what is the link between the needs, the goals, the "mission" of private companies and national libraries?

## **Mission**

In the past, cultural institutions like national libraries were conceived above all as temples of knowledge, splendid shrines of hidden treasures, a sort of fortress hard to conquer; their prestige derived not only from their preciousness to the nation, but also from their distance maintained from the people: they were elite institutions (How many people could just see a manuscript in the past?). Democracy and mass education together with the availability of information technology deeply changed their role and mission. Once conservation and preservation formed the very core tasks of national libraries; nowadays they maintain their centrality, but information, availability of documents and cultural roles now have the same importance.

## **Clients**

Does it mean that even national libraries, as companies, should be "client oriented"? And, if they should, who are their "clients"? If the customer is the client of a company, the reader is not the only client of a national library; the government and sponsors are also clients of the national library.

It is easy to consider readers and customers as very similar: readers use the library and its services: they have become "users" and national libraries have to reach the greatest number of them and satisfy their needs. Services to local and remote users must be increased in quality and number as well as cultural events (exhibitions, readings, etc.). Increasing these initiatives leads to increasing costs and usually the budgets received by governments are not sufficient. Budgets received by governments can be related to the library's performance also in offering services to users. These performances and the "image" of the library are closely bound to the chances to add sponsorships by private institutions and companies to its budget.

## **Companies use marketing**

To reach their clients, companies use marketing strategies to identify customers and their needs, to be well known and chosen by them, to evaluate and to reach their satisfaction and to conquer their fidelity. Do national libraries have to adopt these strategies? If yes, communication, customer satisfaction, target, even competition are words and concepts to be introduced in the lexicon of a national library and to become very familiar to its librarians.

The National Central Library of Rome, as others and authoritative national libraries, believed that marketing was a determinant tool in improving image and performance and in increasing budget and public support. In 1997 the National Library of Rome started to adopt marketing strategies. Communication policies were established: a new logo, web site, a demo CD-ROM and public relations with political and cultural institutions and with the mass media were improved.

## **Customer satisfaction study**

To better develop a marketing plan, the National Central Library of Rome has used the Customer Satisfaction Study, commissioned to a private company for a quality management project. The study was a two-step survey: a first step (Survey A) was oriented to get an "inside opinion" and a second step (Survey B) was oriented to get an "outside opinion." A double approach, qualitative and quantitative, was applied to both steps.

- Survey A investigated the opinions of the staff about the Library's mission, the quality of services, the user's needs and their satisfaction. The survey consisted of a focus group of 10 front office employees and in questionnaires focused on the group's results, applied to 70 different front office employees.
- Survey B investigated the same topics, but not the same subjects: it consisted of three focus groups formed mostly of professors, scholars, and college students, and 250 questionnaires applied to the same categories of readers, both inside the Library and outside in three state libraries and in two of the most important universities.

## **Perceptions**

The study has been very successful and the results very interesting. We now know how the Library and its services are perceived by staff and users and what kind of expectations they have. The staff was more conscious of the traditional role of preservation and conservation, while the users tended to consider a national library as a public library, stressing their right to read or copy any document, with a scarce consciousness of the preserving role.

It is clear that there was a "conflict" between the readers and the employees in conceiving the Library's mission and tasks. This conflict could be eliminated by quality management and quality services, but also by good marketing actions of communication and training in the Library, oriented both to users and to staff.

## **Expectations**

As far as expectations, inside and outside opinions often coincided: both subjects requested to update the structure, to give more comfort, to implement new technologies and information, and to simplify procedures.

The Communication plan - cited above - was based on the results of the study and the library web site has won this year the European Community's "Prix Moebius International," as the best quality web site of Italian language area libraries. [www.bnrcrm.librari.beniculturali.it](http://www.bnrcrm.librari.beniculturali.it)

## **Outcome effects**

The outcome of the Study has been fundamental also in two important improvement projects.

The aim of the "Library Quality Project" was to improve performance, initially through the constitution of five Continuous Improvement Groups in the front office services (this experience ended in 1999 and has been used in the architectural project and in the Communication plan) and then through the ISO 9000 standards adoption. This phase is still ongoing.

The "Qualifying Spaces and Services Project" is an architectural and structural project that has completely renewed all the areas for readers, both inside and outside of the Library. It ended in March, with the inauguration of the Minister of Culture, who doubled the Library budget last year. The project tried to fulfil some of the expectations revealed by the Customer Satisfaction Study, such as an update and rational layout of the areas, a more friendly and comfortable structure, the availability of a great number of computers for bibliographic searches and the introduction of more automated procedures.

Customer satisfaction will be tested again at the end of the two projects and when all the big changes in management and building are complete.

**1.2. By Perry MOREE, Chief Financial Officer, Koninklijke Bibliotheek, The Hague, The Netherlands: “The marketing strategy of the Dutch National Library: Its necessity and consequences”**

The last time I told somebody that I am an employee of the National Library of the Netherlands, better known in Holland as the Royal Library, the guy responded: “Really? So do you see the Queen often? What sort of books does she read? And did you already meet the new fiancée of the Crown prince?” At painful moments like these - because our library has no connection at all with the Dutch royal family - I tend to change the subject and I will ask: “Did you enjoy Jurassic Park III? How about those dinosaurs?”

Nevertheless this is very awkward, because the Dutch National Library is without doubt one of the most splendid libraries of our country, a library with huge collections of rare books and manuscripts, a library that in fact took giant steps into the development of storage facilities for electronic publications, a library that is a wonderful place to work. Why is this institution relatively unknown to the general public? Or is this the way it should be? Is a national library intended for small exclusive groups of researchers and students? I don't think so. And neither do our directors.

Let us look into the mission statement and the marketing strategy of the National Library of the Netherlands. The Royal Library, or in its Dutch abbreviation: KB, was established in 1798 and is situated at The Hague. The KB became an autonomous institution in 1993 and is financed for the most part by the Dutch Ministry of Education, Culture and Science. The most important task of the KB is to collect all Dutch publications. There is no legal deposit in the Netherlands, however. So the acquisition of the Dutch published archive with rather limited funds is a big challenge.

### **Evaluation by a Committee of experts and follow up**

In 1998 a committee of independent experts evaluated the KB. Their conclusion was in short that the KB was on the right course strategically, the quality of its products was high and it had a leading position in technology. This all sounds great, but then the committee asked themselves why the collections of the KB – in total more than 3,3 million titles – were not used more intensively. Therefore their judgement was that the KB needed to be more aware of the desires and needs of its current and potential users, while also external communication would have to be intensified. Following the recommendations of this external committee in 1998 - “On the right course, but ...” - the KB developed a mission statement and a four-year marketing plan.

#### *Preparation of a mission statement*

During the making of the mission statement, which was a new experience for the KB, it became apparent that a fundamental choice had to be made soon. If I put it very simply the choice for the KB was either - to quote Samuel Johnson - “to endure old age with honour and decency or to re-invent and reshape the organization.” The KB has clearly chosen the second of these two options, something that became

apparent in the mission statement. If I try to summarize our mission statement it would be something like this:

The KB opens up a world of knowledge. It provides access to knowledge and culture from past and present to everyone in the Netherlands and beyond. This target group includes researchers and other information seekers with a special interest in Dutch history, language and culture, but also the general public. The KB actively wants to promote its collections, including the deposit library of Dutch printed and electronic publications, among this last group, which also includes schools. This aim to be there for everyone implies an anticipatory attitude and service focused on consumer orientation and reliability. The keywords in our mission are 'everyone,' 'access,' 'cultural meeting place' and 'service.' In fact it says: please come to us, we know how to find anything and we will make it worth your while. Believe me, this is a far cry from the situation from ten years ago, when empty reading rooms were considered to be a sign of civilization by some.

The mission statement is currently serving as the compass for all the marketing decisions and communication actions.

### *Development of a marketing strategy*

Next we started developing our marketing strategy. One of our policy officers became project manager and a marketing task force was formed, consisting of a number of marketing officers and the head of our Communications Department. The first step of this project was to collect as much information as possible about the services of the KB, its existing customers and target groups and its competitors. Also a lot of ideas were generated about how to reach more customers and improve the use of the KB and its collections. A wide selection of employees was involved in this. The strategic marketing plan concentrated on the four social functions of the KB: the traditional library, the virtual library, the KB as cultural institution and the KB as knowledge and service centre.

First of all there is the traditional library, the actual building at The Hague. Although the KB is developing its digital collection rapidly, the paper collection will continue to play an important role. The capacity of the facilities is not fully utilized and the KB could attract a substantial number of extra visitors. Opening hours could be extended and the KB is also considering working more closely with nearby institutions like the Dutch National Archives and the Museum for Literature. There are plans for these three institutions to have a joint exhibition hall and a shop.

Secondly, further development of the virtual library is equally important. The KB already has a long tradition of servicing customers through telephone, letter, fax and e-mail, and its web site has recently been updated. What we would like to have, however, is a fully integrated virtual library with user-oriented products. The KB web site of the near future will include a virtual desk where all questions about our collections will be answered, an electronic reading room and integrated knowledge banks.

In the third place the KB has an important role as a cultural institution. There are frequent exhibitions, guided tours, all sorts of cooperation with museums (such as the Rijksmuseum in Amsterdam), all of which should be intensified. Also, educational programs and products will be developed.

Finally, the KB has a great deal of expertise and knowledge at its disposal, which is gladly and frequently used by fellow institutions in the Netherlands and abroad. The function as knowledge and service centre should be strengthened. The outside world is not sufficiently aware of the leading technological position of the KB, so external communication on this point is going to be improved.

## Results of the process

There was one interesting thing about the process of defining the marketing strategy of the KB: it changed the way we were thinking about our organization. In fact the development of a mission statement and the creation of a marketing plan led to a departure from being an exclusive research library to becoming the largest public library in the country, a library that holds every Dutch publication ever written and published or that at least can tell the customer where they can find this material.

What are the results of the new marketing strategy? Although we are in the middle of our year plan, we are of course constantly evaluating. I have to say that the results are encouraging. Our marketing plan has helped us to attract more people to our building and more visitors to our web site. Also, more and more people in the Netherlands and outside our country are getting to know the KB. I trust that one day I can go to a birthday party and say: I am an employee of the KB and that everyone will ask: "Really, are there any vacant positions?"

As a member of the Standing Committee of the IFLA-section on Management and Marketing I should warn you however: my field of expertise is not marketing, but management. I would like to conclude with a warning for every library with ambitious marketing plans.

Basically there are two conditions for success, and I am not going to say money is one of them. If you think it is, you should hire a creative financial officer and tell her or him to make sure that sufficient funds are available for the coming years, as this is one of his or her primary tasks. No, the two conditions for marketing success are: (a) involvement of all sections of the organization and (b) absolute commitment from all sections of management.

First of all, be absolutely sure that the people on the work floor know what management is doing. It is our experience that enthusiastic plans made by a small group of high officials are not effective. Involve, inform and train your staff. Listen to what they have to say. In my experience the best practical ideas and suggestions come from the people whose daily job it is to help customers. The mission statement says literally that a flexible staff is required in a fast changing world. The KB expects its staff to dare to take initiative and responsibility. In return the KB will give them room to manoeuvre, stimulate them in their professional development and be a reliable and steady employer. And, like I said, to involve them in the new marketing strategy.

Secondly, I told you that because of our new marketing strategy we started to think about restructuring the KB. In my experience there are three groups that evolve when an organization changes its course or is reorganizing. As soon as the chief executive has announced a change of course two groups form immediately: a group that absolutely agrees with the powers that be and also a group who will oppose every attempt at innovation. Both groups are - in management terms - easy targets, because they are both visible and approachable. If somebody disagrees with you, you can at least try to persuade him or her. There's also a third group that is the most dangerous. This is the group of managers who will say that they like your new marketing strategy and that it's high time that something happened, but who in practice will not move an inch. This behaviour is what I call "the bravery of being out of range". The chief executives and marketers should make absolutely sure that this group is permanently committed and involved. The ranks should be closed. Maybe this is the real challenge: not to develop marketing strategies or create fantastic web sites, but to make sure that every manager in your organization is ready and willing to take a small step for mankind, but a giant step for your library.

## 2. “HOW TO RAISE THE PROFILE FOR THE NATIONAL LIBRARIES?»

### 2.1. By Andris VILKS, Director, National Library of Latvia

The Latvian National Library has worked under the conditions of an independent state 31 years out of the 82 years of its existence.

In the 30s it had become a modern (for those times) and dynamic library, following the Anglo-American library tradition.

As the result of two occupations the library lost half of its collections. In 1948 the last employees that had worked at the library during the period of state independence were dismissed; foreign literature, with insignificant exceptions, was received only from communist countries; a special fond of literature to be kept under specific conditions was established, special permits were required for working with this collection. Approximately 500,000 volumes were taken out of the collection of the Library and destroyed.

Today (23.08.2001) is the tenth anniversary of the day when the Latvian Parliament declared the independence of the Republic of Latvia.

The main objective of the last 10-12 years has been the reintroduction of all the functions typical of national libraries, following the development tendencies of modern libraries.

In 1990, the State Library of the Latvian Soviet Socialist Republic was renamed the Latvian National Library. The name change was the easy part, as easy as changing the names of Lenin Street and Karl Marx Street.

A more challenging task was to create a truly, full-fledged institution.

### **History and traditions**

The history and the traditions at the origin of national libraries are of great importance. Latvia, which at that time was part of the Russian Czarist Empire, had no university of its own, since 1632 it belonged to the Estonian part of the Baltic provinces - in Tartu. The University of Latvia was founded only in 1919.

The legal deposit copies of books printed in Latvia were sent to St. Petersburg, Moscow and Helsinki. They did not remain in Riga.

Therefore, collections of Latvian language editions depended upon private initiative. In 1885, this very valuable work was started by Jānis Misiņš, who is also the founder of the national bibliography.

- In 1919, when the decision was made to found the Latvian State Library and Misiņš was appointed as its manager, he was not ready to hand over his most complete collection of Latvian books and periodicals for the foundation of the new library.
- In 1925, Misiņš sold his private library to the city of Riga. To a certain extent this event influences the profile of the LNB collection even today.

- In 1940, the Latvian State Library was changed into the State Library of the Latvian SSR, which nevertheless retained the legal deposit copy.
- But following the example of the Soviet Union National Agency of Bibliography – the Chamber of Books (Kniznaya Palata) was established. In 1959, it was separated from the State Library and transferred under the supervision of another ministry.
- The German occupation administration in 1941 joined the Latvian National Library, Misiņš and Riga metropolitan libraries - one of the oldest public libraries in Europe that was founded in 1525. After the war however, the library again was divided. Taking the Riga Library as its basis, the Fundamental Library of the Academy of Sciences was established. In 1954, the Misiņš Library was joined to it.

A confusing model of two partly para-national libraries was created, and they divided between themselves the work of creating a retrospective national bibliography and union catalog. This created unnecessary competition and disputes.

### **Specific features of the library network in the country and the capital Riga**

- The profile of a library is defined also by the general library network situation. Riga has a population of 750,000 out of a total number of Latvian inhabitants - 2 million---95% of all the students study in Riga. Only 6 minor universities are situated outside Riga.
- On the other hand, the network of Riga metropolitan libraries, which in traditional understanding should be the central library, has only 45 branches, one of which has been entrusted with the administration of the whole network. Thus a very specific situation has arisen - the centrally situated National Library is very popular with the general public, and it is open 74 hours per week, including Saturdays and Sundays.
- The University of Latvia, as mentioned before, was established only in 1919. The only library of the highest educational establishment - that of the Riga Polytechnics, which was founded in 1862 during the First World War, was taken to Russia. In fact, for the second time the newly created collection of the University of Latvia Library has been destroyed.

As a result, as opposed to other metropolitan cities, the students of Riga universities basically use the collections of the National Library and the Academic Library (former Fundamental Library). The University of Latvia, the profile of which is dominated by social sciences and humanities as is the case with the National Library, is located very close to the National Library. So in fact, the National Library has become the research library of the University of Latvia.

- Latvia does not have a central library for children. Riga has such a library. During the Soviet period the methodological centre for children's libraries was situated at the State Library. As presently there is no other institution that might take over the coordination of the work of the children's and school libraries, the Centre of Children's Literature of the National Library is doing this and other duties, first of all with the aim of popularizing reading and cooperation with the authors and publishers of children's books.

## **Legislation**

One of the tools which ensures raising the profile of the national library is legislation.

- In 1922, the Latvian parliament adopted two laws - on the State Library and Central Book Catalog.

The first law defined the well-known functions typical of a national library, as well as set some other less significant tasks.

The other law, in fact, laid the foundation for the national union catalog and defined the responsibility of the National Library for its management.

In 1940 these laws, similar to the rest of the legislation of the Republic of Latvia, were no longer valid. Neither the activities of the State Library of the USSR, nor the state libraries of the Soviet republic were defined by specialist laws.

- In 1992, when the Republic of Latvia was reestablished, the National Library Law was passed that eliminated the ambiguities of status regarding the national library. This law served as the basis for reuniting the Latvian National Library with the Institute of National Bibliography, as the Chamber of Books had been renamed in the meanwhile.
- The law of 1997 on Legal Deposit Copy identified those libraries that had the rights to receive the copies of all books published in Latvia free of charge, previously this was regulated by a decree of the Cabinet of Ministers. A completely new norm was the responsibility of the National Library to control the collection of all the legal deposit copies and their distribution.
- In 1998, the Law on Libraries, without overlapping with the previous one, defined the responsibility of the National Library for the Latvian National Union Catalog.

## **Basic functions of the National Library**

The main objective of the National Library in recent years has been strengthening its basic functions.

- An impressive status regarding the receipt of legal deposit copies was achieved. At the beginning of the 90s, when the book-publishing sector turned private, the library did not receive almost half of the publications, now it receives between 85-90%. Audio recordings and electronic publications now also have the status of legal deposit.

A united legal deposit archive is under construction, it currently has much better storage facilities.

- For the creation of a national bibliography, a library information system has been purchased, on-line access is guaranteed, printed bibliographical editions are scanned, and data retroconversion was started, as well as the uploading of the existing recordings to Aleph 500. ([www.lnb.lv](http://www.lnb.lv))
- Up until now there were various manual catalogs (foreign editions, foreign periodicals, exile editions, ancient prints, Letonica collection, music publications, etc.). Now with the introduction of Aleph500 (LNB used to have VTLS), 8 libraries were simultaneously given the possibility to create a joint digital catalog. All members of the system enter data in one database, after which they are sent back their own catalogues for access. ([www.line.lv](http://www.line.lv))

During the Soviet period, the Latvian National Library was an institution of supervision.

### **Services and products**

- The number of regular users of the NL has grown from 20,052 in 1991 to 44,6000 in 2000.

The average user age has changed from 38 to 27. This is explained by the fact that the number of students in Latvia has doubled, new spheres have been established (finances, foreign policy, management and marketing, defense), in which both the students and the staff need completely new knowledge. Only 5% of users use the LNL for recreational purposes. The priority is studies, professional education and professional needs.

- The Latvian National Library, respecting this situation, made a considerable effort in order to, first of all, increase the book acquisition budget (from 30,000 to 300,000 US\$ annually). Secondly, a detailed collection development plan was drafted with the aim of meeting the needs of the LNB target audience.
- A similar increase was observed in the number of visits (from 271,441 to 464,661) and copies issued (from 1,535,458 to 3,254,530). The LNB covers 75% of the ILL in the country. Reader service is even more important, though it is more difficult to assess. As a piece of self-criticism it has to be admitted that distance service - delivery of national documents and other services are only just being developed, as well as the training program for library users.
- The LNB has started building a digital library. It consists of 6 separate projects - national bibliography, provincial newspapers until 1940, maps, art posters, old Riga postcards and pre-war records.
- The LNB is paying great attention to the services needed by libraries. A Standards Department was established in the mid-90s. Now all the necessary bibliographical standards have been developed and approved. Apart from the Institute of Bibliography that was already mentioned (including ISBN, ISMN and ISSN agencies), the Department of the Union Catalog, ILL, the Department of Restoration and Digitalization, and the Center of Children's Literature, important advisory and research work is done also by the Library Service and Research Department. The Centre of Continuous Education of the University of Latvia and the administration of LINC are also located on the premises of the National Library.

### **The status of "leading" library and leadership**

- During the Soviet period public libraries or, as they were called at that time - mass libraries, were under the supervision of the Ministry of Culture, in fact - under the supervision of the State Library. The law pertaining to local authorities stipulated that now all the responsibility for public libraries was to be transferred to municipalities. That was a shock both to public libraries that were used to working under the guidance of the National Library and also to the Library Service that was used to carrying out this supervision.
- Meeting the needs of public libraries, advisory activities, research, seminars and conferences came into the foreground. The situation is also similar in research libraries, the director of the National Library was also automatically the head of the intersectoral council of the National Library.

But the time when leadership positions could be assumed without demonstration of competence and innovation has gone. In 1993, the council was liquidated. After the Law on Libraries was adopted, a National Library Council was established. It has the status of advisory body to the minister of culture of the Republic of Latvia.

- The National Library joined many cooperation projects on an equal basis. There was the library digitization project, LATLIBNET, the concept of which was taken as the basis for preparing the request for the State investment project and a Mellon Foundation. Even though the National Library headed this work, all the libraries were equal voters. The next step was the consortia of 9 libraries (LINC) with a Board and a council of directors.
- Currently there is a large-scale project that joins the new building of the National Library with the creation of a joint library information network for the whole country. It defines the National Library as the node in the infrastructure of the library network.

### **Public relations (PR)**

It is understandable that modern management, marketing and PR building have entered library life.

In order to reach our goals - the general - to compete in the information market, or the more specific one - the construction of the new library building, we need PR technologies.

- The Latvian National Library, which receives its funding from the state budget, has no special resources for this purpose, therefore the PR strategy has to be based on a zero budget.
- The most important weapons are rendered services and their quality. The users themselves helped to achieve an increase of funding for acquisition of information resources - approximately 1,200 signatures were collected that were handed over to the government and the parliament. The activity generated so much publicity that since 1997, we have been able to plan the annual sum in the state budget that is comparable to the budget of other EU candidate states.
- The National Library has developed good cooperation with the mass media. Not a single week passes without TV, radio or the press mentioning the name of the National Library.
- One of the directions of activities ensuring greater awareness by the public are regular international interdisciplinary conferences on topical themes - culture during the two occupations, censorship in contemporary world, etc.
- The help given to the National Library by its Support Foundation cannot be evaluated too highly. Its primary goal is to achieve the implementation of the new National Library project. During the second reading at the Parliament, a favourable vote was attained regarding a stable funding mechanism for it. The Support Foundation also works in order to fulfil the present needs of the library. The honorary president of the Foundation is the former president of the Republic of Latvia, Guntis Ulmanis.
- The Latvian National Library project was supported by UNESCO. An international council of experts was established, several directors of national libraries agreed to act as members: Vladas Bulavas, Esko Häkli, Roch Carrier, Tomas Lidman, Erland Kolding Nielsen, Bendik Rugaas, Winston Tabb, as well as Ekaterina Genieva.

## Conclusion

The degree to which the profile of the National Library has risen is supported by the following data :

- the increase in the number of users, visits and copies issued.
- the growth of the annual budget from ..... in 1995 till 62,3 million EEK (ca 3,98 million euros) in 2001, notwithstanding inflation.
- the draft law about the mechanism of funding the implementation of the Latvian National Library project has been sent for a third reading to the Parliament. It envisages the construction of the new building of the National Library and the establishment of a joint library information network infrastructure.

### 2.2. By R. RAMACHANDRAN, Director, National Library, National Library Board Singapore: "A new lease of life: investing in a learning nation".

**Mission:** to expand the learning capacity of the nation so as to enhance national competitiveness and to promote a gracious society.

**Purpose:** to deliver a world-class library system which is convenient, accessible, useful and affordable to the people of Singapore.

**NLB libraries:** Types of libraries

- National Library : 1
  - Regional Libraries : 2
  - Community Libraries : 2
  - Community children's Libraries : 45
  - Government Libraries, School Libraries and others : 34
- Total = 100

**Pre-requisites:**

- Understand the needs and objectives of the stakeholders and customers
- Change mind-sets
- Innovate and be an activist
- Aspire to be a model public organisation
- Passion for knowledge and learning
- Establish library as a core function. Not fringe.

**Strategy: +5**

- Nurturing national aspirations :  
building bonds,  
national relevance
- Forging links with all groups : engineering ties
- Converting the media :  
lunch with editors  
press conferences  
one-to-one interviews (feature story/column; facility visit)

- Inspiring our customers :
  - a make-over
  - quality obsessions
  - a new reputation
  - customer is the only king : everlasting bonds
  
- Redefining the library experience (appeal to the five senses) :
  - imaginative collections
  - creative products and services
  - engaging programmes and events
  - innovative technology
  - stimulating environments

**Results increasing:**

- Loans, collection and visitorship
- Growth in enquiries
- Beyond books, 189 Media reports in 2000

**Seeing the future today:**

“The world we created is a product of our own thinking; it cannot be changed without our thinking”  
(Albert Einstein).

**2.3. By Ian McGOWAN, Director, National Library of Scotland, Edinburgh, UK: “ Public relations marketing: profile raising”**

Profile raising

**Through service delivery**

- Primary
  - Reading rooms
  - Inquiries in person and by external users
  - Admission procedures
  
- Secondary
  - Facilities management
  - Buildings

**Through web development**

- Main site
  - Core information
  - Added-value databases
  - Links

- Subsidiary sites
  - Churchill educational web site
  - Pont
  - Scotland pages
  - First world war

## **By print products**

- Primary: News about collections and activities
  - Annual Report*: gives details of progress and activities during the year
  - Folio*: the collections newsletter provides articles about the diversity and excellence of the National Library of Scotland's collections. It is published twice a year
  - Quarto*: the general newsletter is designed to communicate the news and activities in the Library, new acquisitions, staff changes and events. It is published twice a year
  - SSL Inform*: the specialized newsletter for science and business users
- Secondary: Information about the National Library of Scotland
  - Corporate identity (letters, press releases, notices, etc.)
  - Leaflets produced to guide users
- Publications
  - Based on the National Library of Scotland's historical collections, modern collections

## **By exhibitions**

- Exhibitions
  - Churchill – the Evidence*: the 1999 summer exhibition which attracted 25,000 visitors
  - Scotland's pages*: the 2000 summer exhibition of treasures from the national collections
  - The White Stuff*: the National Library of Scotland also takes a wide range of "popular" magazines and comics as this display from the exhibition "Back numbers" shows
- Travelling displays
  - The Darien adventure*: the travelling display at its launch in the head office of the Royal Bank of Scotland in 1999

## **As "cultural hub"**

- Awards portfolio
  - Elizabeth Soutar bookbinding competition
  - Robert Louis Stevenson memorial award: this award provides a 2-month residency for a writer at an international arts centre at Grez-sur-Loing near Paris
  - NLS/Saltire research book of the year award
  - Callum Macdonald memorial award: this award recognizes the value of publishing poetry in small pamphlets
- Projects
  - Project Pont

- NLS events

*The Write Stuff* series: A weekly series of talks, events and book launches to accompany the 2001 summer exhibition *The Write Stuff*  
Italian publishing seminar  
D'Annunzio seminar  
Pont seminar

**Through education and access**

- Programs designed for school students
  - Events held in conjunction with exhibitions
  - Liaison with teachers
- Programs targeted at non-traditional library users

**By association with cultural activities**

- Doors open day
  - Participation in a city-wide, heavily promoted annual event inviting the public to view buildings or parts of buildings normally closed to the general public
- International science festival
  - Visits and other events designed to complement the official program of Edinburgh's annual Science festival

**Through professional activities**

- Scottish Library Association conference
  - Participation of staff in the annual conference; exhibiting at the conference
  - IFLA
  - Encouraging staff involvement in professional activities of IFLA

**Through press and media coverage**

- Building contacts with press and media journalists
- Coordinating press releases for maximum impact
- Proposing topics for feature writers

### 3. “NATIONAL LIBRARIES – NOT FOR RESEARCHERS ONLY : HOW TO MARKET THE CONTENT OF THE NATIONAL LIBRARIES”

#### 3.1 By Pam GATENBY, Assistant Director general, National Library of Australia, Canberra, Australia

##### **Background**

In Australia, as in many other countries of the world, it is now accepted that cultural institutions, especially government funded ones, must have social relevance and significance for the general public. Their success is determined to a large degree by the extent to which they engage with different audiences and by the range and diversity of the programs they offer. Performance measures are used to report to funding bodies to justify on-going financial support.

The democratization of cultural institutions that we have witnessed in recent years has spurred a more discerning public with heightened expectations of what their cultural institutions should be delivering. It has also, to varying degrees, introduced a tension or confusion into the roles or focus of these institutions as they try to meet the needs of their traditional audience while attracting new ones – this is an issue that it might be interesting to explore during our discussions.

##### **National Library of Australia strategic objectives**

In its strategic statement document, Directions for 2000-2002, the National Library of Australia states that its overarching goal is that:

All Australians, at their place of choice, have direct, seamless access to print and electronic sources of information.

The document identifies five key objectives and associated priorities that will be pursued to meet this goal.

The key priorities that shape our marketing strategy are those that relate to the Library’s cultural and collecting responsibilities. These are to:

- demonstrate our national role
- promote knowledge of the collections and facilitate their use
- affirm our role in supporting scholarship and other creative and intellectual activity, and
- selectively interpret the collections to contribute to an understanding of Australian history and culture

##### **Marketing activities**

The National Library of Australia undertakes a range of public outreach and marketing activities that aim to appeal to the general public, including the research community.

Marketing our collections involves traditional as well as newer technology-based approaches. We have active publication, exhibitions and events programs (with an accompanying quarterly brochure), and we also produce marketing merchandize, make use of the advertising media and our own web site. To reach

a wide audience we consider it is necessary to continue to take a range of approaches in order to have broader appeal.

### *The publication program*

Most publications are still published in print format but some, for example a major directory of our holdings relating to Aboriginal Australians - which will eventually link to digitized content from its bibliographic descriptions - will be published on the Internet.

As well as more scholarly publications based on in-depth research of the collections, we also publish books with more general appeal which we hope “humanize” the collections – as Dr Billington expressed it in his talk on Monday. For instance, we have recently published books on the history of childhood, sport and food in Australia.

A slide shows the web page for the Endless Playground, the book about childhood. The web page is used to advertise the book and provides online ordering facilities for it.

The Library actually has the largest publishing program of any cultural institution in Australia – as well as commercial publications based on our collections, we also publish a very popular newsletter called NLA News which includes contributions by a range of authors on different aspects of the collections.

### *The exhibition program*

Also aims to establish a wide appeal and relevance. In recognition of our national role, all our exhibitions now have an online version available through our web site and many travel to locations elsewhere in Australia. As well as reaching new communities, our exhibitions have attracted record levels of attendance in the last 2 years. This is partly attributable to the use of well-trained volunteer guides who explain the works on display to interested visitors.

### *Use of Web site*

The Library’s web site is an extremely important aspect of our marketing strategy and we measure growth in its usage as part of our performance assessment. It is a recent and powerful marketing tool that provides unprecedented opportunities for reaching a much wider audience and for highlighting the content of collections and providing direct access to them.

A major way in which web technology assists with marketing the content of collections to the general public, is by providing a delivery mechanism for digitized content - so, people can have direct access to content without having to visit the Library. Web technology also enables new ways of presenting collections and revealing their content.

Digitization of collection material is now a high priority, routine activity for the National Library of Australia. This year we aim to digitize several thousand pictorial, map, music and manuscript images.

## **How to appeal to the general public**

Marketing to the general public requires careful consideration of the best approach to take in order to establish the relevance of the collections and the Library to the needs and interests of the public.

Some of the ways in which we attempt to capture the attention of a broader audience include:

- Using the collections to entertain – e.g.: musical performances and readings can be used to bring the collections alive.
- Stimulating curiosity and recognition – by revealing the unusual and the familiar in collections and using these aspects to connect with peoples' lives
- Connecting Library activities to public events
- Demonstrating the diversity of the collections – something for everyone!
- Making it easy to find out about and to use the collections - e.g.: reference guides, online access to our catalogue, contextual material, easy to use interfaces

I'll now give some specific examples of current marketing activities to illustrate the approaches outlined above.

### *Performing the collection*

A worthy example of using the collections to entertain is a program currently being offered at the Library called, Performing the Collection. This is a series of concerts based on little known musical works in our collection that celebrate some aspect of Australian culture and history. They involve eminent singers and musicians who perform the music. The series has attracted record crowds and has received very favorable reviews.

### *“100<sup>th</sup> Birthday Book Search”*

To celebrate the Library's 100th birthday this year we negotiated a double page article in the major national daily newspaper, The Australian. The article, called 100th Birthday Book Search, highlighted the range of subject areas and formats in which the Library collects – for instance, there are segments on restaurant menus, sheet music, children's books, journal titles, early Australiana and multicultural materials. The intention was to thereby raise awareness of the richness and diversity of our collections and to demonstrate that we are a library for all Australians! We also used the article to draw attention to important material missing from our collections in the hope that the public might be able to help locate this material. A web site has been established to support the article by providing a desiderata list of the actual titles we are looking for.

### *Federation Gateway site*

The Federation Gateway site is an example of how we link our collections to public events – in this case the celebration of the Federation of Australia as a nation – and make it easier for people to find out about our collections. This site provides context for the collections through information about the history, events and people associated with Federation, and it provides detailed guides to the wide range of resources, both print and electronic, that we hold on the subject.

### *Picture Australia*

Picture Australia is an award-winning site that brings together the pictorial collections of a number of different types of cultural institutions in Australia, including our own. It was established and is managed by the National Library but it is a cooperative effort. It is a one-stop shop for images of people, places and events that document the history of Australia. When it was launched, it was marketed widely to schools and this sector is a heavy user of the service – as well as publishers and the general public. (We use postcards and bookmarks for on-going promotion.)

### *Trails*

A very useful feature of the service that makes access very easy is the use of trails for searching.

Trails relate to popular themes represented in the collection – such as Federation – and provide highlights from the collections.

A recent user survey of Picture Australia highlighted that the feature valued most highly was the single point of access provided to different collections. As one appreciative respondent commented:

“It makes it much simpler to find what I need. I think it’s a great site, and an excellent example of how the Internet can make wonderful resources available to people who might not previously have had access. It brings history to your desktop in an accessible, easy to use fashion. “

### *Digitization –Barton*

I mentioned earlier that we are undertaking routine digitization of parts of our collections to make them more accessible to the public. An example of one project just completed is digitization of the personal papers of Sir Edmund Barton, Australia’s first Prime Minister.

The web page shown on slide indicates that access is provided via the traditional Finding Aid structure which is the way used by scholars to navigating manuscript collections. However, in order to make the collection more accessible to general users as well, we intend to link this page to one that provides more popular highlights from the collection and provides contextual information about Barton and the period he lived in.

In this way, we hope to maximize the use of the digitized collection by meeting the information needs of a range of potential users.

### *Digitization – George Raper*

The George Raper Collection is a rare First Fleet collection acquired by the Library about 18 months ago. It is a smallish collection; so we decided to digitize it as a priority immediately on acquisition and to then issue a media announcement publicizing both the acquisition and web site. The publicity angle was that this extremely rare and beautiful collection was available to the nation, not just available to the privileged few who could visit the Library to see it.

This point was picked up by one user who provided feedback on the site. He said:

“With this marvellous visual display and textual materials, you have probably managed to bring more history to more people than a host of dry history books, and I say this as an historian. I’m sure this site will turn on viewers and encourage them to seek out more information from the NLA and other libraries. This is a wonderful acquisition for the Library and for the nation...”

### *Exhibitions – Nora Heysen*

I’ll finish off with two examples of our online exhibitions. You will see that they are very different. The first one is an exhibition of the works of Nora Heysen, a documentary Australian artist. Links are provided to contextual and supporting information and entry to the exhibition itself is via subject categories.

The online exhibition consists of the images belonging to the categories and, as in this case, the images are often supported by explanation from an oral history interview with the artist which we hold - thus, bringing the pictorial and oral history collections together to strengthen one another.

### *Bunyips*

This interactive, online exhibition is aimed primarily at school children – who can be viewed as a new generation of national library users? - and it draws on material in the collections about Bunyips. Bunyips are scary creatures featuring prominently in Aboriginal legends and culture but also the subject of serious scientific inquiry in the early 19th century. The physical exhibition has travelled widely around Australia and was actually launched at a school in a small town called Bunyip in Victoria.

## **Measuring performance**

To determine the success of their public outreach and marketing strategies it is generally expected that cultural institutions should be able to measure their performance. At NLA we have a number of performance targets and measures in place that we use to report on performance. These include:

Effectiveness: the percentage of visitors/participants who consider our public outreach activities result in improved access to and knowledge of the collections

Quantity: the number of visitors to exhibitions, participants in events, and sales of books

Quality: the level of satisfaction of the public with exhibitions, events and publications

With the goal of direct, seamless access in mind, the Library also measures the extent to which the public is finding out about our collections and services without having to visit the Library. Measures include:

- the growth in usage of Library owned online content services
- the growth in usage of the Library’s web site

To gauge the success overall of our marketing strategy we have also surveyed the level of positive public awareness of the Library, using a commercial agency. For instance, a recent survey indicated that over half of those interviewed were aware of the Library with 20% knowing either “a lot” or “a little” about the Library. Of this 20%, 76% thought the Library was fulfilling its role well in providing Australians with access to information.

### **3.2. By Willy VANDERPIJPEN, Deputy Director, Royal Library of Belgium, Brussels, Belgium**

#### **Marketing policy and market segmentation**

*The reality is far less clearly cut:*

- The cultural heritage is composed of widely varying collections in the different national libraries
- Market segmentation requires a very differentiated marketing policy
- Marketing cannot be limited to “content” in a strict sense
- Most librarians continue to consider marketing as something from outer space

*Market segmentation: which segments?*

- The offer of the kind of documents and of documentation will define a number of segments
- The service offered
- Geographical segmentation
- Demographic segmentation
- Segmentation according to attitudes and lifestyle
- Segmentation implies different marketing mixes

#### **Identification of market segments: Open days as an instrument towards identification of market segments at the Royal Library of Belgium**

- Promotional or communication activity
- A first exploration of the market, on the condition that they are well prepared and organized
- Prerequisite : a large and general cultural theme in which a large public is interested (multicultural, spectacular, ...)

*Theme: 2001 Nights in the Library*

- A large, well known cultural theme
- A pleasant wink to the first year of the new millennium
- The perception by Western populations of other cultures
- Subjects such as the Eastern world, the night, the stars, storytelling, ...
- Exhibition of documents concerning this theme in different sections of the Royal Library
- The theme was also produced outside the traditional atmosphere of the Royal library
- Students from an art school made paintings on this theme
- Music students presented musical impressions
- The event was eminently suited to Brussels, a city of various cultures and languages with their own stories; a city with a large variety of artistic disciplines and expressions

### *Open Days and market segmentation*

- The opportunity to watch and study a large and differentiated public
- The guides had been instructed to “listen”, which implies a specific attitude, technique and readiness
- Promotion and communication
- Reduce inhibitions and fears towards the “research library”
- Demonstrate that cultural documents can be “used” and “enjoyed” in a national library by various non-traditional segments of the larger public

### *Signals and reactions*

- A wide, but not specialist cultural interest
- A first rudimentary segmentation could be made up
- Many of the visitors were unaware that the national library offered so many possibilities
- No insight into the availability of documents
- A large variety of and widely diverging perceptions of search strategies
- Fear and initial inhibition toward search strategies: learning flexibilities were not manifestly known

### *Conclusion*

With regard to products and services (value to the client or user)

- We have to continuously learn to discover the needs and requirements of the potential user groups
- Search facilities should be offered on various levels as well as remote access

With regard to location and availability (convention, distribution)

- Geographical segmentation also through remote access

With regard to costs

- Costs should not only be considered as “cash value”; every effort in time or energy to get hold of the documents is a “price”. The location is an element in price-fixing
- Price discrimination strategy?

With regard to promotion and communication

- A specific promotional and communicative approach to different segments is necessary

### *Instrument for a first natural and informal contact with a large and differentiated public?*

The aim to reach a large public has been successful:

- Some 8,000 visitors on the open day
- Average of 14.000 readers' tickets annually issued and 90.000 yearly visits to our eleven reading-rooms
- The first conclusions from this experiment have to be refined by more specific research

Our little experiment was customer-oriented. And yet, a Canadian inquiry made in 1998 proved that 82.5 % of librarians did not include customer-oriented aspects in their definition of marketing!!!!!!!!!!!!

### **3.3. By Mick OSBORNE, Channel Marketing Manager, The British Library, London, UK: “How to Market the Content of the National Libraries”**

I would like to briefly outline what the British Library is doing to open up access to its collections to all sections of the United Kingdom, and increasingly the international community outside of professional researchers.

#### **Context**

The traditional role of National Libraries has been to provide an archive of materials – books, journals, manuscripts, maps etc – for the benefit of scholarly researchers. Access has been by personal visit to the reading rooms and strictly controlled. Students, amateur researchers, members of the public without a valid scholarly need have been largely excluded; little if any provision has been made for remote use; other than on site exhibitions, the contents of the libraries have remained largely inaccessible. While access was restricted to higher education and virtually all communication of information was paper-based, this was largely inevitable.

#### *A changing situation*

However, as we are seeing at this workshop today, this situation is changing.

What are the factors driving this change:

- Widespread use of information and communications technology, especially the World Wide Web and digital technologies
- Expansion of higher education
- The growing importance of lifelong and distance learning
- In the UK, the government’s commitment to opening up access to information for everyone

More young people are continuing their education after leaving school and older people are increasingly returning to study for professional or leisure reasons. Much of the content of national libraries is just as relevant to them as it is to professional researchers. The development of digital technologies allows libraries to convert content to a digital format, which can easily and relatively cheaply be mounted on servers. The World Wide Web and the Internet not only liberate the communication of information in all its forms from the straightjacket of paper but also make irrelevant the location of that information. And the ubiquity of the PC whether at home, at work, in the public library or in the classroom simplifies access to it.

#### *A new strategy for the British Library*

The British Library is today building on the opportunities provided by these developments. Our vision is to “Make available the world’s intellectual, scientific and cultural heritage. Our collections and other great collections will be accessible on everyone’s virtual bookshelf – at work, at school, at college, at home.” And our mission is “To foster the pursuit of knowledge for the benefit of scholarship, research and innovation, and [and this is the key new addition] to encourage the broadest possible awareness and accessibility of the Library’s collections for the benefit of the citizen.”

Our access strategy is to:

- Make the Library's collections more easily available so that they can be effectively used by more people, at a time and in a way that suits them
- Reshape those services for which there are alternative sources of supply in order to meet the changing needs of users
- Contribute to the effectiveness of library provision within the UK as a whole by working with other library sectors to improve collaboration and coordination of activity
- Develop as part of the global network of libraries in order to provide access to UK and international resources
- Extend opportunities for enjoyment and learning offered by the Library.

What are we doing to widen access to the Library's content?

Clearly the process will be slow, we will have to advance on a number of fronts and progress will be uneven. However, a number of initiatives have been started and significant progress has been made. Generally, developments fall into three categories:

- Providing information about the BL's content
- Converting or acquiring content in an easily accessible format
- Making the information and content available in user-friendly ways

Behind these developments are the enabling strategies of focusing on users, working in partnership with others and exploiting the web.

### **Information about content**

Almost all the British Library's catalogs are now freely available from our web site:

#### *The British Library Public Catalogue (BLPC)*

This is a web interface to the main British Library catalogs. These are divided between material available in our reading rooms and that available for remote document supply as photocopies or loans. Searching is free and the BLPC can be used by anyone anywhere in the world with Internet access. There is an order facility for users to order copies of material held by the Library's Document Supply Centre. Individuals can pay by credit card.

*Other catalogues available are:*

- The Manuscripts Online Catalogue. This is based on the traditional cataloging of the Department of Manuscripts and aims to cover all western manuscript accessions from 1753 to date.
- The Newspaper Library Web Catalogue. This includes entries for over 50,000 newspaper and periodical titles from all over the world, dating from the 17th to the 21st century, held by the British Library.
- The National Sound Archive Catalogue. This contains entries for almost two-and-a-half million recordings held in the British Library National Sound Archive and is updated daily. It is one of the largest catalogs of its kind anywhere in the world, covering both published and unpublished recordings in all genres from pop, jazz, classical and world music, to oral history, drama and literature, dialect, language and wildlife sounds.

## **Making content available**

Clearly for some time yet the vast majority of the British Library's collections will only be accessible through personal visits to the reading rooms or by remote document supply. However, the Library is embarking on a major digitization program designed to make as many items as possible accessible in digital form via the web.

*Some examples of current or planned digitization projects are:*

- The International Dunhuang Project. Established in 1993, its purpose is to promote the study and preservation of manuscript and printed documents from Dunhuang and other Central Asian sites through international cooperation.
- Electronic versions of Beowulf, the first great English literary masterpiece, the Gutenberg bible, the Tyndale bible and the Library's collection of Shakespeare quartos.
- Turning the Pages. This is a system that uses computer animation, high quality digitized images and touch screen technology to simulate the action of turning the pages of a book.
- Some examples of other famous documents which the Library has digitized are the Lindesfarne Gospels, the Magna Carta and the Codex Arundel, a notebook of Leonardo da Vinci.
- The Library is also in the process of digitizing its Picture Library: 17,000 images will shortly be made available on our web site. While there will be free access to view the images, license fees will be required for commercial use.

*Content is also being made available through co-operative ventures with other organizations.*

For example:

- Fathom, a web-based service providing high quality sources of knowledge in key subjects.
- Telemedicine Information Service. Operated in collaboration with the University of Portsmouth, this service brings together those working in the field of telemedicine and telecare, to encourage them to share information and experience and to provide an information resource on telemedicine activity in the UK.
- Heritage Image Partnership. This is a new web-based picture library bringing together instant access to artworks, engravings and photographs from the vast collections of a number of Britain's leading institutions.

## **Access routes**

Clearly the main access route is going to be via the web. We will shortly be launching a completely new British Library web site which will make it much easier for users to seek out and use the vast range of products and services which we offer.

However, not everyone has access to the Internet, and there are other ways in which non-researchers can interact with the Library.

- Personal visit. Only researchers with a valid reason for consulting original material are allowed into the reading rooms. This is unlikely to change in the near future, though we are looking at how we might widen use of the reading rooms. However, the new British Library building at St. Pancras has fairly substantial exhibition areas where many interesting items from our collections are displayed. There are also exhibitions on relevant topics, for example papermaking and calligraphy. Regular major exhibitions are arranged, for example Chapter and Verse; a thousand Years of English Literature and the life and works of Oscar Wilde, The Lie of the Land: the Secret Life of maps. Occasionally exhibitions are sent out to other locations, for example Pictures of Health: a photographic exhibition at the Homerton Hospital in London.

- Programs for schools. Each year the Library's Education Service offers a new program of free events for schools and colleges featuring gallery visits, tours and talks, workshops, seminars and teachers' events. We also have a special web site for education, called Living Words, as well as a full publishing program of books, CD-ROMs, videos and resource packs.
- Events for families. These are free and suitable for children ages 5-11 with at least one accompanying adult. Recent events have been: Making Illuminated Manuscripts and Working the Printing Press.

## Conclusion

I have tried to show briefly, through the example of the British Library, how a National Library can open up its doors literally and metaphorically to the non-specialist. Clearly there is still a long way to go, but we hope that we are gradually becoming a relevant and accessible resource for many people who until recently would have thought of the British Library, if they ever thought of us at all, as remote and not for them.

## 4. "MARKETING TOOLS: CULTURAL PROGRAMMES, EXHIBITIONS, WWW, RELATIONSHIP WITH THE PRESS ETC."

### 4.1. By Jill BRETT, Public Affairs Officer, Library of Congress, Washington D.C., USA: "Building constituencies at the Library of Congress"

**One nation – Several audiences:** four Key segments of Americans, based on visits to libraries, museums, and cultural events

#### *The core audience*

Very frequently visits libraries, cultural events, museums  
= 18 % of which:

- 61 % Under age 45
- 52 % College graduates
- 49 % Professional/white collar
- 40 % Kids in household
- 80 % Internet access

Library's prime audience; still work to do: 56 % D.C. visitors; 60 % interested in visiting / 32 % have visited the Library of Congress; 24 % know great deal / quite a bit about the Library of Congress.

Easiest group to reach: Internet, public libraries, wide variety of new sources.

Interested in all features of the library, with great interest in real and virtual collections of historical artefacts.

#### *The potential audience*

Mid-level use, but rarely visits libraries, cultural events, museums  
= 26% of which:

- 55 % Under age 45
- 71 % Some college / more
- 43 % Professional / white collar
- 39 % Kids in household

- 70 % Internet access

Library's secondary audience; medium level of interest: 35 % likely D.C. visitors; 41 % interested in visiting/ 20 % have visited the Library of Congress; familiar with the Library of Congress.

Harder to reach through libraries, but most are online and get most of their news from TV and newspapers.

Features of great interest include historical collections and Jefferson Building.

*The fringe audience*

Only occasionally visits libraries, rarely cultural events, museums

= 29 % of which:

- 55 % Under age 45
- 71 % Some college / more
- 43 % Professional / white collar
- 39 % Kids in household
- 70 % Internet access

The third-tier audience has only marginal interest: 25 % likely D.C. visitors; 32 % interested in visiting/ 15 % have visited the Library of Congress; 8 % familiar with the Library of Congress.

Some potential to reach online, but network TV and newspapers are best bet.

Features of great interest include historical and popular culture collections.

*Write-offs*

Rarely visits libraries (62 % never), cultural events (68 % very rarely), museums (79 % rarely)

= 27 % of which:

- 60 % Age 45 / over
- 59 % High school grads / less
- 36 % Retired / blue collar
- 70 % Internet access

Low level of interest: 14 % likely D.C. visitors; 25 % interested in visiting; 5 % familiar with the Library of Congress.

This group provides the least potential and will be the most extensive to reach.

**Visits of the Library of Congress web site**

- *Profile of Americans with Internet Access*

	Internet access	All adults
All adults	62 %	100 %
Age 18 to 34	36 %	30 %
Age 35 to 44	25 %	21 %
Age 45 to 59	26 %	24 %
Age 60 / over	12 %	23 %
High school / less	24 %	38 %
Some college	35 %	32 %

College graduates	40 %	29 %
Professional / managers	32 %	22 %
White collar workers	20 %	15 %
Blue collar workers	15 %	16 %

7 % of Americans have visited the Library of Congress web site

- *American Memory (monthly transactions)*

Fiscal 1997 = total of 54.8 million

Fiscal 1998 = total of 111.7 million

Fiscal 1999 = total of 180.9 million

Fiscal 2000 = total of 228.0 million

- *Inappropriate use of the Library name, seal or logo :*

Regulation issued on 18 December 1997: "The name "Library of Congress" or any abbreviation or subset such as "Copyright Office" or "Congressional research service," thereof, is used officially to represent the Library of Congress and its programs, projects, functions, activities, or elements thereof. The use of the Library's name, explicitly or implicitly to endorse a product or service, or materials in any publication is prohibited, except as provided for in this regulation."

- *New programme with sponsorship of the TV: "America's story from America's library", fun site with history for kids and families.*

**4.2. By Christopher BLAKE, Director, National Library of New Zealand**

This short presentation looks mostly at just one aspect of marketing in the world of national libraries. The strategy that the National Library of New Zealand is developing around its New Zealand and Pacific and heritage collections is to link the presentation of the physical objects in a specific location or exhibition to a presentation or service that is provided electronically.

This principle can be applied to many library services, as we know. In this case there are benefits which are unique to national libraries. Popular access to popular culture stimulates support of the collections and the ability to generate donations from across all sectors of society. Providing electronic access broadens use to all parts of the country and internationally. Using this form of access targeted to specific audiences increases public and therefore political support. Important partnership with Māori such as Rangiātea and Te Rauparaha are possible. This increases awareness in the Māori population and assists building the collections in this significant area.

Awareness of the collections is promoted in students through electronic initiatives such as the Curriculum Online Resource project, which supports the teaching of the arts curriculum drawing on sound, images, film and text from the collections. This is due to go live at the beginning of next year.

By linking marketing strategy to its electronic access strategic goal, the National Library of New Zealand has successfully built its online presence and expanded its audiences and user base. This increasing awareness of the institution is instrumental in enriching the collections. People become aware of the value of material they might hold and consider making donations to the permanent research collections held in the Alexander Turnbull Library within the National Library of New Zealand.

**Strategy:**

- Purpose: informing New Zealand. Forging links between information and people
- Mission : national access to library and information resources

**Key audiences:**

- Users : libraries, schools, reference clients, researchers
- Māori
- Education sector
- New Zealand cultural institutions
- New Zealand library and information sector
- International

**Marketing tools:**

- Publications
- Conferences/trade exhibits
- Alliances and partnerships
- Client relationship management
- Exhibitions and events
- Website/Online resources

**Key strategic goal, electronic access:** New Zealanders can access a comprehensive range of resources through a national electronic system.

- *The Library online* :  
accessible to key audiences  
publication medium  
access to events  
vehicle for partnerships  
end user relationship
- *Online resources* :  
catalogues and directories : Te Puna, Tapuhi  
Digital collections : Timeframes, Te Waimano, Ranfurly  
Partnerships (online exhibition/resource; physical exhibition) : Te Rauparaha, Rangiātea

**Exhibitions:**

- annual programme
- supporting event programme
- touring exhibitions
- exhibitions online

**Permanent evaluation researching:**

- ongoing programme of surveys
- used to improve products and services
- exhibitions highly valued
- exhibition gallery was specific destination
- Te Puna client focus ratings improved
- some areas for improvement identified

**Market and build:**

- physical and virtual
- popular access/popular culture
- specific audiences
- tailored products
- wide access
- collections built
- library supported

**4.3. By Vivianne CABANNES, Head of Exhibition Services, Bibliothèque nationale de France, Paris, France : "L'action culturelle comme outil de promotion de la bibliothèque"**

**Une nouvelle réalité, une nouvelle image**

La Bibliothèque nationale de France a changé de peau...

On le sait, ce processus de changement a été enclenché par une volonté politique il y a à peine une dizaine d'années. Certains se souviendront peut-être à l'ouverture de l'IFLA à Paris en été 1989 combien l'annonce de la décision de la construction d'une bibliothèque "d'un type entièrement nouveau", dessinée dans l'espace par quatre grands livres ouverts commençait déjà à agiter les esprits – pour le meilleur et pour le pire.

Aujourd'hui, bien au-delà des polémiques, lorsqu'on considère le chemin parcouru à travers l'ouverture d'un nouveau site, on réalise la formidable et irréversible mutation de l'établissement, notamment dans son rapport au public. Même si l'on sait que beaucoup reste encore à faire, il y a aujourd'hui chez tous les acteurs du changement la conviction profonde que c'est l'utilisateur qui doit être la raison d'être essentielle du dispositif. Il fallait à la fois renouveler l'ensemble et sauver l'essentiel au prix d'une mise en jeu de l'identité de toute l'institution : il fallait l'affirmer comme lieu de collecte de la mémoire collective, lieu de transmission, lieu de partage, non seulement avec la communauté savante mais avec l'ensemble des citoyens qui ont le désir et le droit d'apprendre.

Dans le projet, cette démarche s'inscrivait dans l'architecture même du lieu avec un rez-de-jardin destiné aux chercheurs et un haut de jardin, plus ouvert, destiné à un public plus large. Elle se complétait par une ambitieuse réflexion sur la bibliothèque virtuelle pouvant s'ouvrir à distance à un vaste public.

Cette circonstance a été pour notre délégation chargée de l'action culturelle un privilège extraordinaire, car l'action culturelle ne se conçoit bien qu'en référence à une fonction sociale : comment conquérir un nouveau public qui ne sait pas encore que cette bibliothèque est la sienne? Comment inventer de nouvelles formes d'accès au savoir et à ses trésors?

**La redéfinition des objectifs**

La bibliothèque a dû se réinventer, notamment à travers trois objectifs sous-tendus par l'action culturelle :

- s'affirmer comme un lieu de production et de mise à disposition des savoirs ;
- mobiliser des moyens nouveaux pour que cette production intellectuelle soit rendue lisible pour un large public, multiplier les passages entre culture savante et culture – patrimoine de tous ;
- diversifier les formes d'accès au savoir : à côté de l'accès traditionnel " un lecteur/un document ", on offre sur place et à distance des passerelles, des liens, des niveaux de lecture démultipliés, on élargit la notion d' "atelier de l'esprit".

C'est là que se situe la fonction médiatrice de l'institution ; c'est là que les expositions, l'édition, l'action pédagogique, l'accueil, le rayonnement de la culture à distance deviennent de formidables outils de marketing susceptibles d'établir un lien fort entre cette institution au nouveau visage et son nouveau public.

**Quelles sont les composantes de la politique culturelle ?**

On peut rappeler les 4 P : programme, pédagogie, produits, publics; par leur interaction ils affichent l'offre de service.

### *Les programmes*

Ils sont décidés par un comité de programmation ou par un comité éditorial, rassemblant les représentants des directions et des porteurs de projets. En aucun cas l'activité culturelle ne doit constituer une activité autonome, un Etat dans l'Etat : elle est toujours ancrée dans les collections dont elle devient une sorte de révélateur. Les priorités correspondent à une stratégie d'ensemble et visent à valoriser les points forts de l'établissement : collections exceptionnelles, savoir-faire, recherches en cours ou abouties...

Les validations de programme vont de pair avec les moyens consentis. Certains projets, comme les grandes expositions, se déroulent sur deux ou trois ans, d'où la nécessité d'avoir confirmation des budgets et des équipes disponibles.

### *La pédagogie*

Soucieux de répondre à la diversité des publics, il convient de proposer une palette d'approches différentes. Tout d'abord dans la destination des programmes : on tentera d'équilibrer sujets savants et sujets grand public mais aussi d'établir des ponts entre ces deux approches : par exemple le cycle de débats "cinq leçons sur...l'Utopie" où les spécialistes élargissent leur propos en le rendant plus accessible, le complétant par des projections, des lectures ou bien, autre exemple, l'exposition sur l'Aventure des écritures où à la fois le lettré et l'autodidacte peuvent choisir leur niveau de lecture dans les panneaux et les fiches didactiques proposées. Enfin, les visites guidées et ateliers ciblent selon le cas les scolaires, les enseignants, les groupes d'adultes, les professionnels... Ces démarches didactiques in situ se complètent par des supports édités – cahiers ou fiches pédagogiques – et par des dossiers pédagogiques disponibles sur le web.

### *Les produits*

#### Les expositions : donner à voir, donner à comprendre

14 expositions par an sur 4 sites offrant près de 2 300 m<sup>2</sup> d'espace équipé touchent actuellement une moyenne de 150 000 visiteurs.

Ces expositions, qui s'appuient toujours sur la richesse des collections, peuvent se classer en quatre grands types :

- les expositions consacrées aux formes de l'écrit (l'Aventure des écritures, Brouillons d'écrivains, l'Art du livre arabe, Trésors de Byzance,...)
- les expositions pluridisciplinaires sur l'histoire des idées (l'Utopie, Tous les savoirs du monde...)
- les grandes expositions littéraires ou artistiques, souvent des monographies restituant un univers d'écrivain (Proust, Hugo, Zola) ou d'artistes (Delacroix, Corot, Berlioz,...)
- les accrochages de photographies ou d'estampes. Ceux-ci, parfois plus légers, permettent de montrer des entrées récentes : la valorisation des dons constitue un moteur important pour les donateurs. Un espace spécifique sur le site de Richelieu – la crypte – permet de présenter à un rythme soutenu une sélection de ces donations.

Par ailleurs, l'exposition Brouillons d'écrivains, a été l'occasion de convier plus de 300 écrivains contemporains à une grande " fête des écrivains " et de les inciter à déposer leurs manuscrits pour la postérité à la Bibliothèque...

La muséographie, très soignée, fait appel à un accompagnement documentaire audiovisuel et numérique. Les bibliographies d'accompagnement incitent à en savoir plus dans les salles de lecture.

Hors les murs, la Bibliothèque prête 3 000 documents par an, souvent très précieux, en participant à plus de 200 expositions dont un tiers à l'étranger, et coproduit 3 ou 4 grandes manifestations importantes à forte fréquentation, lui apportant un rayonnement très positif.

### Les manifestations orales : un espace public pour la vie intellectuelle et culturelle

Débats, lectures, concerts... ce sont plus de 220 manifestations par an qui ont maintenant conquis leur public – autour de 20 000 auditeurs, à travers une visibilité certaine dans la presse et dans le réseau des intellectuels. A la fois " université cachée " et " université de tous les savoirs ", elles ont créé un chemin original dans l'offre culturelle et une réelle notoriété de l'établissement.

Souvent en "cycles" ou en "leçons", elles s'appuient sur le quadrillage par disciplines retenu par la Bibliothèque : littérature et arts, politique, histoire, etc., et renvoient, par les bibliographies distribuées, aux salles de lecture. La gamme couvre un champ de public assez vaste : aussi bien les spécialistes que les amateurs de poésie, de mélodies françaises, de musique électronique ou de littérature japonaise... Elie Wiesel, Georges Steiner, Carlos Fuentes sont les intervenants qui ont rencontré le plus grand succès.

Le département audiovisuel est étroitement associé à ces manifestations qu'il enrichit de ses documents rares et méconnus.

### Les publications sur papier ou numériques

La Bibliothèque se situe comme un éditeur public et édite ou co-édite chaque année une trentaine de livres, catalogues d'exposition, inventaires scientifiques, publications des conférences.

L'édition papier est complétée par celle de cédéroms, tant scientifiques que grand public, presque toujours co-édités pour permettre le partage des coûts et une meilleure diffusion.

On peut assimiler l'action culturelle sur Internet à une publication en ligne : cette activité, récente, permet de compléter les expositions par des présentations virtuelles et des dossiers pédagogiques moins éphémères : activité nouvelle, elle est en cours d'évaluation quant à ses usages.

C'est certainement dans ce domaine que la prospection permet d'espérer un fort rayonnement : un appui sur des relais extérieurs comme le Ministère de l'Éducation et tout le réseau scolaire permettra dans un an de faire un bilan intéressant.

### *Les publics*

L'intégration d'une politique de public est un enjeu majeur. Elle nécessite des outils d'évaluation qui permettent d'apprécier qualitativement et quantitativement la fréquentation .

Elle implique une réflexion partagée sur les objectifs, les priorités dans les stratégies de conquête : tarifs, supports de communication, pratique de l'accueil sur place sont les trois éléments majeurs de cette stratégie.

Les services de communication et de presse s'efforcent de donner la meilleure visibilité des actions. Le maintien d'une image forte, claire, constante est vitale pour un dialogue soutenu avec le public.

## **Evaluer les points forts et les points faibles**

### *Les analyses de public*

Depuis 3 ans, des enquêtes de public sont régulièrement menées non seulement dans les salles de lecture mais dans les expositions. Les éléments quantitatifs (statistiques de fréquentation) sont très utilement complétés par des enquêtes sur les taux de satisfaction, les pratiques de visite, l'utilisation des supports interactifs, etc. Elles fournissent des éléments très précieux pour le réajustement des choix de médiation.

Les premières approches des études d'impact des supports de communication (dépliants thématiques, affichages dans des espaces publics, presse, encarts publicitaires) sont très importantes.

Ces enquêtes sont suivies par la Délégation à la Stratégie et constituent une aide précieuse à la décision.

### *Les analyses de coût d'opération par usager*

Des analyses de coût intégrant aussi bien le budget de fonctionnement, le coût des personnels, l'amortissement des équipements et du matériel, ont été lancées récemment et amènent à penser autrement les coûts d'opération. Elles sont à manier avec beaucoup de précaution, car ces mêmes critères doivent être appliqués à l'ensemble des secteurs de la bibliothèque pour une véritable aide à la décision. En matière culturelle, même si les recettes couvrent 60 % des coûts, le bénéfice apporté se situe bien au-delà des retours financiers – même si on inclut les donations de collections – : tout gain de notoriété, contribue à améliorer le positionnement de la bibliothèque face à son public.

## **L' "usine" et la "vitrine"**

L'action culturelle apparaît généralement comme la " vitrine " d'une vaste machine à savoir, aux rouages subtils et invisibles. C'est en partie vrai puisqu'il s'agit bien de " donner à voir " des informations ou des documents moins aisément accessibles en salle de lecture. Cela constitue une sorte d'affichage de l'offre générale, qui contribue à vendre l'image de l'institution. Toutefois derrière cette vitrine il y a un travail considérable, jamais achevé, de mise en forme intelligible pour les publics les plus larges d'une information habituellement plus confidentielle. Ce travail demande une grande écoute du public, une excellente connaissance des collections, mais aussi des stratégies s'inscrivant tout naturellement dans l'ensemble du projet d'établissement.

C'est à ce prix que la Bibliothèque peut devenir chaque jour davantage le lieu d'un patrimoine collectif et partagé.

**JOINT WORKSHOP OF THE IFLA SECTION ON NATIONAL LIBRARIES  
WITH THE SECTION ON BIBLIOGRAPHY**

**Boston, 23 August 2001**

**“WHAT MAKES A GOOD NATIONAL BIBLIOGRAPHY EVEN BETTER?  
CURRENT SITUATION AND FUTURE PROSPECTS ”**

*Chair : John D. BYRUM, Jr, secretary IFLA Section on Bibliography, Library of Congress, U.S.A.; and Fernanda GUEDES DE CAMPOS, IFLA Section on National Libraries, National Library of Portugal.*

**WORKSHOP OVERVIEW AND MEETING FORMAT**

*by Fernanda GUEDES DE CAMPOS, IFLA Section on National Libraries, National Library of Portugal.*

The main objective of this event to discuss what are national bibliographies today and how they shall look in the future. It will start with the dissemination of the findings of a recent study regarding the status and trends concerning the production of national bibliographies throughout the world – with particular attention to their conformance with an implementation of recommendations produced by the International Conference on National Bibliographic Services (Copenhagen, 1998).

This topic falls into what the organizers call “**National bibliographies and the International Conference on National Bibliographic Services recommendations**” and has two papers : *Europe, Central, North and South America, and Oceania*, presented by Anne Langballe, from the National Library of Norway, Oslo Division and *Africa, Asia and the Middle East*, presented by Barbara Bell, from the College of Wooster, Ohio, USA. They both carried on the project assignment on behalf of the Standing Committee on Bibliography and before they make their presentations there will be a general Introduction to their work.

This topic will be followed by a presentation of specific case studies, which are due to illustrate some of the study’s findings. They represented “**Special accomplishments and features of selected national bibliographies**” and include the papers :

*The current state of authority control in South Africa*, speaker Tienie de Klerk, from the National Library of South Africa, Pretoria, RSA, *Transforming the Swaziland National Bibliography (SNB) : visions of currency accuracy, access, coverage and quality*, speaker Paiki Muswazi, University of Swaziland Library and *Cooperation + Web access = Timeliness*, speaker Eva Tedenmyr, National Library of Sweden, Stockholm.

Unfortunately, since Mr Muswazi has not been able to come to Boston we will have two presentations. However his paper is on IFLANET and it will be referred to in the Conclusions.

The following papers will illustrate two important endeavours regarding national bibliographies. First, information shared about the International Conference on National Bibliography in a Changing Information Environment, held October 2000 in Tallinn, Estonia. The paper is called “**The national Bibliography concept in a changing information environment**” and the speaker is Janne Andresoo,

from the National Library of Estonia, Tallinn. Second, the presentation of a survey on national bibliographies among the members of the Conference of Directors of National Libraries in 2001. This survey is a follow-up and update of Robert Holley's study « Results of a Survey on Bibliographic Control and National Bibliography » that was carried out in 1996. The paper is called "***Changes in the National Bibliographies 1996-2001*** ", and the speaker is Unni Knutsen, National Library of Norway, Oslo Division. I believe that the findings of this survey, that does not overlap with Langballe and Bell's one, are of the utmost importance to the national libraries community, specially so because it was surveyed on CDNL's represented countries and therefore should have special attention from our Section and from CDNL.

Last but not least, we have a thought-provoking presentation on "***Uses and usefulness of national bibliographies: what are the perspectives***", speaker Marcelle Beaudiquez, Bibliothèque nationale de France, Paris, whose views summarize some of the issues that have been evoked by former speakers and that raise those very important questions about dynamic electronic publications (how to deal with them in national bibliographies), national bibliographies and mainly the liaison between national bibliographies production and the role of the national bibliographic agencies.

Not included in the program (as of August, 8) our last speaker will be Marianne Scott, former national librarian of Canada who will highlight the study Guidelines for Legal Deposit Legislation, by Jules Larivière as a follow-up of the famous Lunn study of 1981, and also published by Unesco, in 2000.

The study was carried out as a recommendation of the International Conference on national Bibliographic services, Copenhagen, 1998 and its findings and recommendations regarding the "***Legal Deposit of on-line materials and National Bibliographies***", the title of Marianne Scott's presentation are very concisely but strongly strengthened in the closing paper.

All papers were available on time on IFLA' site and in more than one language version.

When preparing the Workshop, John Byrum, from the Section on Bibliography, and myself, from the Section on National Libraries, had divided the tasks: although we would be both convenors, John would made the Introduction and I the Conclusions. The program is ambitious and we are in a tight schedule but it is my hope that between speakers and participants, during the discussion, we will obtain a clearer view on some of the questions we all have and that can be thus summarized:

- What trends are evident for national bibliographies today?
- How can we ensure that National Bibliographic Agencies (NBA) implement measures to ensure the preservation of their bibliographies, for example, through use of materials such as acid-free paper and ink when printing a national bibliography? For national bibliographies in a non-print format what should be done to ensure that the national bibliography is preserved for a specific time period, e.g. for the year 2000?
- What makes a legal deposit law effective? When does a legal deposit law need to be updated? How does a NBA effect change for a new legal deposit legislation? Are there ways in which publishers and NBAs can work together to have an effective and efficient legal deposit system?
- Timeliness of entries in a national bibliography, and the timeliness of a national bibliography, and its distribution are important issues that have not been solved for some NBAs. How can a NBA work toward efficient and effective timeliness and delivery of the national bibliography?
- Are we giving information helpful to a user? How is a national bibliography used?
- In using a national bibliography what access points are needed to aid a user in an electronic environment? Is a user guide needed? What are points to consider in presenting user guide to a database?
- What are the prospects for providing free access to national bibliographies now or soon available on the Internet?

- How can we encourage countries with no national bibliography to consider the importance of their country's publications and getting this bibliographic information available to users? When would a regional bibliography be more useful to consider than a national bibliography?
- In what ways should the NBA cooperate and collaborate with other bodies regarding the national bibliography, e.g. success stories? When does it make sense to collaborate? Are there other ways to assist NBAs to achieve greater compliance with the ICNBS recommendations?
- How important is authority work in producing a national bibliography?



**IFLA 68<sup>th</sup> CONFERENCE**  
**GLASGOW, 17-23 AUGUST 2002**

**1. Section for National Libraries – Previsional agenda**

- The Standing Committee will meet twice (cf. annex) :
  - on Saturday 17 August, 14.30-17.20
  - on Friday 23 August, 10.15-12.15
  
- Three Open sessions are co-organized or supported by our Section :
  - on Monday 19 August, 14.45-17.15  
Organized by the Preservation and Conservation (PAC) core activity with the support of the Section on National Libraries, “A Blue Shield for the protection of our endangered cultural heritage”. This session is led by the director of the PAC core activity and will focus on how to protect our cultural heritage from armed conflicts and natural disasters. The National Central Library of Florence will explain how it has been recovering from the river Arno Flood (1966-2002).
  
  - on Tuesday 20 August, 15.15-17.45  
Organized jointly with the Committee on Copyright and other Legal Matters on “Legal deposit and Copyright laws: how they meet the National Libraries mission”, particularly in the environment of electronic publishing. With an introduction of Jon BING, professor dr jurist and writer, and presentations of different legislations and systems across Europe, South Africa, North America and Australia.
  
  - on Wednesday 21 August, 14.00-16.30  
Organized jointly with the Section on Bibliography on “Bridging the gap between the publishing industry and national bibliographies”, with examples of collaboration and conflict between deposit libraries and publishers.
  
- Three half-day workshops are also co-organized or supported by our Section :
  - on Thursday 22 August, 8.30-12.00  
Organized jointly with the Section on Bibliography on “Bibliographic control or chaos? How to treat remote electronic resources in the (national) bibliographies”, with presentations of case studies from Europe, North America and Australia.
  
  - on Thursday 22 August, 12.15-15.45  
Organized jointly with the Section on Information Technology on “Capturing the web: learning from experience in the National libraries” with an introduction of Brewster Kahle, director of Internet Archive. From some experiences made in U.S.A. and Europe, this workshop will raise important questions about the handling of the incoming electronic material: how shall we collect, store, preserve and present this material to meet the needs of future researchers.

- on Thursday 22 August, 12.15-15.45  
Organized by the Section on School libraries and Resource centres and the Section on Libraries for children and young adults with the support of the Section on National Libraries, on “Reading development with young people in public, school and national libraries”. As regards the national libraries, the National Library of Malaysia will give the results of its experience.

## **2. IFLA Council meetings**

Two Council meetings will be held during the IFLA conference in Glasgow:

- on Sunday 18 August, 16.00-17.30,
- on Friday 23 August, 15.30-16.30.

## ANNEX

### National Libraries Standing Committee

#### A G E N D A

68<sup>th</sup> Council and General Conference, 2002

Glasgow, UK

Chair/Treasurer: Fernanda Campos, Portugal

Secretary: Alix Chevallier, France

#### **Standing Committee I: Saturday, August 17, 2002 14:30 - 17:20**

1. Opening of the meeting:
  - Introduction and welcome to members
  - Registration of members present
  - Welcome and introduction of observers
  - Apologies
2. Adoption of agendas for SC I and SC II
3. Approval of minutes from Boston meetings  
(as published in the section's June 2002 Newsletter)
4. Officers' reports:
  - Professional Board and Coordinating Board I
  - Financial report
5. Review of programmes at Glasgow Conference
6. Updating of the Section's action plans in its strategic plan 2002-2003
7. Preparation of the section's strategic plan 2003-2005
8. Standing Committee representation at IFLA booth, Monday 19 August, 14.00-15.00
9. «Round Robin» discussion of current activities or issues and concerns in national libraries  
Two topics will be particularly discussed on which members' comments are welcome:
  - IFLA Core activities, in relation with the IFLA Core activities review committee set up by CNDL (Boston 2001) and chaired by Christopher Chia, CDNL vice-president
  - Statistics and performance indicators in national libraries: present situation
10. Adjournment

## **Standing Committee II: Friday, August 23, 10:15 - 12:15**

1. Opening of the meeting
  - Registration of members present
  - Introduction of observers
  - Apologies
2. Review of agenda
3. Programme of the 69<sup>th</sup> Conference, Berlin, August 1-9, 2003  
«Access Point Library: Media-Information-Culture»
4. Programme of the 70<sup>th</sup> Conference, Buenos Aires, August 2004  
«Libraries as tools for education and development»
5. Strategic plan for 2003-2005
6. Evaluation of Glasgow Conference
7. Any other business
8. Adjournment

## SOME NEWS FROM THE NATIONAL LIBRARIES AROUND THE WORLD

- Benin** Taking effect September 2001, Mr Francis ZOGO, Coordinator of national and Francophone information technology projects in the domain of information and technology, was appointed Director of the National Library of Benin, succeeding Mr François DEGILA.
- Cambodia** Succeeding Mr Chamroeun KHUON, Ms Vibolla KHLOT, head of the Book and Reading Department at the Ministry of Culture and Fine Arts, was appointed as Director of the National Library of Cambodia in December 2001.
- Canada (Quebec)** As of the 4<sup>th</sup> March 2002, the National Library of Quebec and the Great Library of Quebec, Montreal, merged to form the National Library of Quebec. Ms Lise BISSONNETTE, formerly President and General Director of the Great Library of Quebec, was named President and General Director of the National Library.
- France** Following the retirement of Mr Jean-Pierre ANGREMY, Mr Jean-Noël JEANNENEY, historian, former minister and professor at the Political Studies Institute of Paris, was commissioned as President of the National Library of France in March 2002.
- Finland** Mr Kai EKHOLM was appointed as Director of the Helsinki University Library, the National Library of Finland, following the retirement of Mr Esko HÄKLI in December 2001.
- Greece** Mr Georgios ZAHOS was appointed Director of the National Library of Greece in January 2002.
- Iceland** Dr. Sigrun Klara HANNESDOTTIR, previously Director of NORDINFO, was appointed as the new Director of the National and University Library of Iceland in April 2002, following the retirement of Mr. Einar SIGURDSSON.
- Indonesia** In July 2001, Mr Dady RACHMANANTA was appointed Director of the National Library of Indonesia, succeeding Mr HERNANDONO.
- Luxembourg** In September 2001, Mrs Monique KIEFFER, the previously acting Director, was commissioned by the government as Director of the National Library of Luxembourg, succeeding Mr Jean-Claude MULLER who was then appointed as member of the Ministry of State.
- Norway** Mr Bendik RUGAAS, former National Librarian of the National Library of Norway was appointed as Director General of Education, Culture and Heritage, Youth and Sport at the Council of Europe. Ms Kari GJESTEBY, former minister and director of the Bank of Norway, has been acting as National Librarian since January 2002. Ms Sissel NILSEN is the Director of the National Library, Oslo Division.
- Peru** Mr Sinesio LÓPEZ JIMÉNEZ was appointed as Director of the National Library of Peru in 2001, following the retirement of Ms Martha FERNÁNDEZ DE LÓPEZ who served nine years as Director.

- Romania** A decree by the President of the Republic of Romania promulgated on 30 May 2000 the law on libraries adopted by the Parliament on 7 May.
- Senegal** In April 2002, the President of Senegal promulgated the law creating the National Library of Senegal. Ms Mariétou DIONGUE DIOP, Director of Book and Reading at the Ministry of Culture, heads the Library.
- Sweden** On 8 May 2002, the Swedish government issued a decree giving to the Royal Library the right to collect Swedish Web sites and to allow the public access to them.
- Thailand** Mrs Siriporn CHIRUPPAPA was appointed as Director of the National Library of Thailand in March 2002, succeeding Mrs Suwakhon SIRIWONGWORAWAT.

## SOME NEWS FROM IFLA

### 1. 2002-2003 Strategic plans

All Strategic Plans were submitted for the approval of the Professional Committee (PC). The latter decided that they would be published on IFLANET but before they would be subject to some editing process as the level and format is quite varied. Section names would have the "Section" reference after the topical name, for instance National Libraries Section.

Furthermore, Ia McILWAINE was commissioned by the PC for writing *Guidelines for Strategic Plans*, including a format, which would be added to the next issue of the *Officers' Handbook*.

All sections will have to update their action plans at the Standing Committee meetings in Glasgow.

### 2. IFLA Structure

- Round tables becoming sections

During its meeting in the Hague on 28 March 2002, the Governing Board approved that 8 round tables could be transferred into sections, in accordance with the recommendations of the Professional Committee (5 December 2001). The transition would come into effect from 1<sup>st</sup> September 2002, after the Glasgow meeting.

The newly formed sections would be subject to an evaluation period to see whether they had validity as a section. The Round Tables' current Executive Committees will function as Standing Committees ad interim until the next series of elections (October 2004-February 2005). During the Berlin Conference (August 2003) the Interim Standing Committee will elect officers.

The new sections concerned are:

Division III:

- Mobile libraries

Division IV:

- Newspapers

Division VI:

- Management of library associations
- Women's issues

Division VII:

- User education whose name was changed to : Information literacy
- Continuing professional development and workplace learning
- Library history
- Library and information science journals

- Creation of a new section:

Division II:

- Genealogy and local history

- Working groups:  
Sections are allowed to create working groups to focus on a topic.

- Discussion groups:  
Discussion groups will end at the close of the Conference in the year of expiration.

### **3. Core activities**

The future of IFLA Core activities has been thoroughly examined by the PC and the Governing Board.

- Strategic plans were approved for ALP, CLM, FAIFE and PAC, whereas the future situation of UAP remained under review and that of the UBCIM was missing. As regards UAP, the programme had to be discontinued but there is still a critical need for the voucher scheme and the bi-annual Interlending and Document Supply Conference. Concerning UBCIM, the unbundling of UBC and UNIMARC is ongoing, the National Library of Portugal offering to take on UNIMARC, and Die Deutsche Bibliothek offering to host a joint UBC/UDT core activity. As for UDT, it is no longer running, IFLANET being transferred from the National Library of Canada to INIST (Institut de l'information scientifique et technique), in Vandoeuvre-lès-Nancy in France. The FAIFE Advisory Board had already been appointed.
- Advisory boards : were established for ALP, CLM, PAC and UBCIM to help determine priorities of core activities and to act as an advocate in terms of fundraising.
- Evaluation : all core activities will be evaluated on the basis of the strategic plans at the end of this 3-year period.
- Additional core activities : the PC decided to initiate a process for implementing new core activities. First, a complete inventory of the addressed professional priorities will be carried out, once the core activity strategic plans are finished; then the areas that are currently not addressed to be proposed to potential interested parties will be determined. These new core activities would need to be set-up in a more fluid-varied situation with a formal agreement with the contractor for a limited period.
- Report from IFLA Core Programmes Committee set up by the CDNL in August 2001 and chaired by Christopher CHIA: this Committee had reviewed the current focus of IFLA's core activities and was to devise new methods of support for these. An extensive report was established and submitted to the Advisory boards for reactions.
- State of the Core activities fund : despite all the efforts in 2001, the overall level of contributions was largely unchanged.

### **4. Joint steering group IFLA/IPA**

The joint steering group of IFLA and IPA (the International Publishers' Association) has agreed to improve library/publishers relations throughout the world through cooperative initiatives and ongoing

dialogue and communication for the mutual benefit of the two communities. The group has issued a joint statement on copyright.

#### **5. UNESCO Information for all programme**

IFLA participated in the first session for the international governmental Council for the Information for All programme (15-17 April 2002) where was examined the draft recommendation concerning the promotion and use of multilingualism Universal access to cyberspace prepared by a group of experts; new comments are expected. However, discussion about the draft charter on the preservation of digital heritage was delayed, Council members having received the paper on too short notice.

IFLA now is involved in the UNESCO consultations which would lead up to the World Summit on the Information Society in December 2003 (Geneva) and 2005 (Tunis).

#### **6. IFLA Journal – Notes for contributors**

The IFLA Publications Committee recently approved « Notes for contributors » for the IFLA Journal, which is presented in annex.

You are invited to keep looking out for articles that might be interesting for the journal.

## **IFLA Journal - Notes for Contributors**

### **Aims and Scope**

The IFLA Journal aims to promote and support the aims and core values of IFLA as the global voice of the library and information profession by providing authoritative coverage and analysis of (a) the activities of IFLA and its various constituent bodies and members, and those of other bodies with similar aims and interests and (b) completed, ongoing and proposed policies, plans and programmes related to the development of library and information services around the world.

### **Writing for the IFLA Journal**

Contributions to the journal may include: original articles and features; news and information about current and forthcoming activities and events in the field of library and information services; reviews or announcements of new publications, products or services; information about education and training opportunities, fellowships, honours and awards; personal news; obituaries; letters to the Editor.

### **Articles and features**

Articles and features are subject to review by the Editorial Committee. Articles and features are normally published only in English. Authors whose first language is not English should not be inhibited from submitting contributions in English because of this; the correction of minor grammatical and linguistic errors in English is considered to be an integral part of the editorial process.

There is no rigid stipulation regarding the length of articles and features, but they should normally not be less than 2000 words in length. Contributions of more than 15,000 words may be published in two or more parts in successive issues.

Article and features should be accompanied by an English-language abstract of not more than 100 words, a brief statement of the professional qualifications and experience of the author(s), including current official designation and full address and contact details, and a recent photograph (not a passport photo) of each of the authors suitable for publication.

Authors are expected to check their work carefully before submitting it, particularly with regard to factual accuracy, completeness and consistency. They should provide sufficient background information to enable readers unfamiliar with the activity or country being described to understand it easily. Acronyms and abbreviations should be used sparingly; they should be spelled out in full the first time they are used.

### **Other contributions**

The primary language of publication for contributions other than articles and features is English, but such contributions may be published in the other working languages of IFLA - French, German, Russian or Spanish - if appropriate.

## **Illustrative material**

Contributors are encouraged to submit photographs and other illustrations to accompany their contributions. Statistical data should, if possible, be presented in the form of charts or diagrams, rather than tables.

## **Bibliographical references**

References should follow the full form stipulated in ISO 690-1975, Documentation – bibliographical references – essential and supplementary elements, using either the numeric or the Harvard method of citation in the text. Lists of references should appear at the end of a contribution, not as footnotes.

## **Copyright**

Authors are responsible for obtaining copyright clearance for the publication of any copyrighted material (including illustrative material) which may be included in their contribution.

## **Format**

All contributions should, whenever possible, be submitted in standard electronic formats, either as e-mail attachments or on 3.5 inch diskettes. The preferred format for textual matter is MS Word. Contributors who are unable to submit their work in electronic format should supply textual matter in clearly typewritten manuscript. Photographs may be in colour or black and white. They should be submitted either in TIF format or in hard copy as positive prints or transparencies. Other illustrations should be suitable for publication without further treatment.

## **Publication**

The decision of the Editorial Committee with regard to the publication of any article or feature is final. Other contributions are published at the discretion of the Editor, if necessary after consultation with the Editorial Committee.

Authors of articles, features and reviews will receive one complimentary copy of the issue in which their work appears.

## **Submission**

All contributions (except advertisements), in whatever format, should be addressed to:

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