1. The Experience Library - 9/10

2. Availability1 - 9/17

3. Availability 2 - 10/1

4. Discovery - 10/8

5. Concentration - 10/22

6. Selection - 10/29
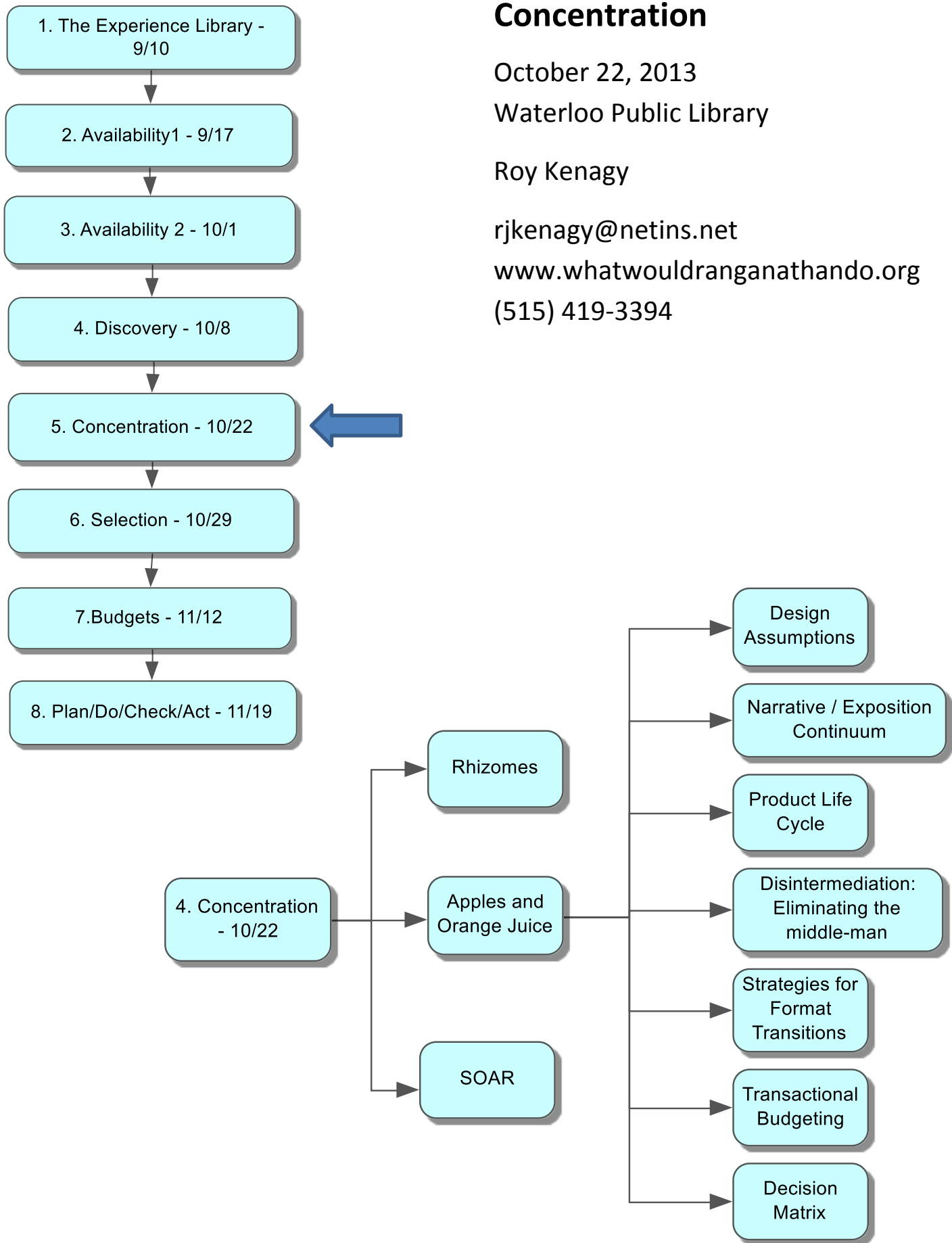
7. Budgets - 11/12

8. Plan/Do/Check/Act - 11/19

Concentration

October 22, 2013
Waterloo Public Library

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4. Concentration - 10/22

- Rhizomes
- Apples and Orange Juice
  - Design Assumptions
  - Narrative / Exposition Continuum
  - Product Life Cycle
  - Disintermediation: Eliminating the middle-man
  - Strategies for Format Transitions
  - Transactional Budgeting
  - Decision Matrix
- SOAR

Terms

Affordance: What we do with an object; generally used in relation to the design of artifacts. For example, here are some affordances of a window: it lets in light; we see through it; if open, it exchanges air; if open wide, it affords passage. An affordance is not merely a feature of an artifact, but a purpose to which the artifact may be put: a relationship between the artifact and the user. Don Norman defines affordance as not just a potential use, but the perception of a potential use: "...the term affordance refers to the perceived and actual properties of the thing, primarily those fundamental properties that determine just how the thing could possibly be used… Affordances provide strong clues to the operations of things. Plates are for pushing. Knobs are for turning. Slots are for inserting things into. Balls are for throwing or bouncing. When affordances are taken advantage of, the user knows what to do just by looking: no picture, label, or instruction needed." (Donald Norman, *The Design of Everyday Things*, 1988, p.9). See Mads Soegaard. "Affordances." *The Encyclopedia of Human-Computer Interaction*, 2nd ed., 2003. http://www.interaction-design.org/encyclopedia/affordances.html

Concentration: The strategic process of aligning a library collection with the interests and needs of readers and the community, so that the collection is strongest in those areas that are of most value to its stakeholders.

Conspectus: A comprehensive methodology for collection assessment and planning in which a consistent set of measurements and qualitative judgments are applied to the full range of subject areas in a collection. Originating in academic libraries, the conspectus was recommended for public libraries of all sizes in the 1980s and '90s. The central feature of the conspectus is the application of a uniform measure of the strength of each subject based on levels of support provided for academic activities: "the language of the levels."

Diffusion of Innovations: A model explaining the spread of new ideas throughout a social system, developed by communications scholar Everett Rogers. The standard resource for explaining the mechanics of change.

Disintermediation: The removal of intermediaries in a supply chain: for example, the direct sale of computers by a manufacturer to consumers, eliminating the traditional role of retail stores. With the growth of direct access to the Internet by information-seekers, disintermediation has reduced the level of reference activity at many public libraries.

Heterogeneous Granularity: The texts that make up a library collection are heterogeneous; that is, they are unlike each other. They are different in this way from commodities such as flour or sugar; library texts cannot be easily substituted for each other. Like many commodities, on the other hand, they are granular and "fine-grained"; texts do not naturally structure themselves into larger, strongly inter-locking systems.

Long Tail: The concept of the long tail was popularized by Chris Anderson, editor of Wired Magazine, in an article and then a book. Anderson argues that with the communication and distribution channels provided by the Internet, previously underserved and unprofitable markets have been opened up, so that the distribution of sales and profit is not as strongly skewed toward a few mass market successes. An example is the popularity of

Bollywood movies on Netflix, whose national distribution model taps a market that is unavailable to neighborhood video stores.

Narrative / Exposition Continuum. No text is either pure narrative or pure exposition; the proportion of each varies across genres and formats. Because narrative is such a strong predictor of public library interest and demand, understanding how it functions across this entire continuum provides valuable insight into the nature of public library use.

Pareto Distribution: The mathematical power law underlying the observation that more often than not, a few inputs are responsible for a substantial percentage of outputs in a system. From Wikipedia: "for many events, roughly 80% of the effects come from 20% of the causes. Business-management consultant Joseph M. Juran suggested the principle and named it after Italian economist Vilfredo Pareto, who observed in 1906 that 80% of the land in Italy was owned by 20% of the population; Pareto developed the principle by observing that 20% of the pea pods in his garden contained 80% of the peas. It is a common rule of thumb in business; e.g., "80% of your sales come from 20% of your clients"." (http://en.wikipedia.org/wiki/Pareto_principle).

Product Life Cycle: A framework for understanding the stages in a commercial product's growth and decline, commonly designated as introductory, growth, maturity, and decline, with sales demand graphed against the stages.

Rhizome: A free-form category of texts, readers, and/or any other element that is of interest in collections work. Rhizomes do not depend on hierarchical relationships or conventionally organized category schemes, although they encompass the elements in such schemes. They depend on patterns of networked associations that are not necessarily consistent or logical. Rhizomes do not need to be uniformly organized or mutually exclusive. The same element may be in different rhizomes; rhizomes may intersect, nest, and coexist; terms referring to rhizomes may not be parallel. The point is to identify sets of collection elements with critical linkages that prompt meaning and repay attention, rather than to fix a systematic classification of the elements. The World Wide Web is an example of a body of texts organized rhizomatically.

Service Response: What a library does for, or offers to, the public in an effort to meet specific community needs; the roles that the library plays in the community. The Public Library Association has identified 18 primary service responses for use in public library strategic planning.

SOAR: A planning exercise for communities and organizations which sketches the current possibilities and points the way forward using four categories: Strengths, Opportunities, Aspirations, and Results. The SOAR process generates a large number of critical insights in a short amount of time.

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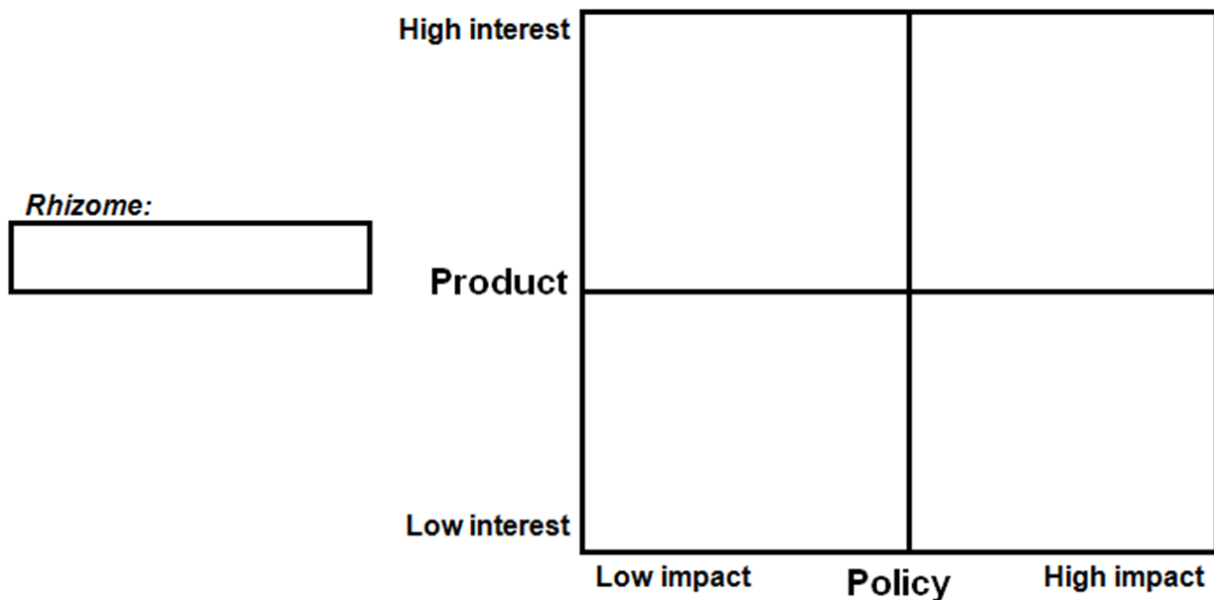
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Format	Introduction	Growth	Maturity	Decline
Hardcover books				
Paperback books				
Graphic novels				
e-books				
Streaming video				
DVDs				
Spoken CDs				
Music CDs				
16mm film				
Art prints				
Puppets				
Streaming music				

Transactional Budgeting

	Library Materials	Resource Sharing	Document Delivery	Electronic Services
Transaction Measures	Circulation & in-house use	ILL lending & borrowing; open access	Requests	In-house & external use
Number of Transactions				
Costs: purchase, lease, staff, operating, overhead				
Less Cost Recovery				
Net Cost				
Cost Per Transaction				

Decision Matrix

Rhizome:

High interest

Product

Low interest

Low impact   Policy   High impact

Product Analysis

Product Analysis

Rhizome	Demand	Delivery	Cost Per Transaction
Name of the category: can be (but is not limited to) an author, series, topic, genre, language, format, or combination.	*Qualitative*: Feedback from reader's assistance, environmental scanning, requests, availability measures, and formal surveys. *Quantitative*: number of uses, measured from circulation, preferably corrected to reflect underlying demand.	Particularly important in considering electronic resources: is the resource delivered externally or internally; number of simultaneous accesses; speed of retrieval time? For physical objects, are there packaging or potential damage issues?	Count external & internal transactions; determine full cost, including purchase, subscription, staff, operating, & overhead, minus cost recovery (fees); divide full cost by number of transactions.

Product Analysis *(continued)*

Content	Format		Life Cycle
	Attributes	**Affordances**	
Topics, subjects, genres, language, styles. Electronic genres include applications software, bibliographic files, full text, numeric files, & multimedia.	Format descriptors: physical or electronic; specifications for the delivery medium; visual, audio, print, and size characteristics; linear or non-linear structure.	How is the format used by its primary audiences? What functions does it serve?	At what stage is the rhizome in the product life cycle: introductory; growth; maturity; or decline? What market position should the library take in relation to the life cycle stage?

Policy Analysis

Policy Analysis		
Rhizome	**Audience**	**Goals**
Name of the category: can be (but is not limited to) an author, series, topic, genre, language, format, or combination.	What is the current and potential audience for the rhizome: age, education, cultural background, occupational interests, entertainment and aesthetic interests, other descriptors? How does the rhizome relate to the audiences for the Public Library Association's service responses?	Are there goals in the library's strategic plan that the rhizome addresses, or is the rhizome largely unrelated to the goals in the plan?

Policy Analysis *(continued)*			
	Resources		
Values	**Target Size**	**Target Age**	**Annual Cost**
Are there underlying values in the library's mission that the rhizome addresses, whether or not these are reflected directly in the strategic plan?	Estimate the eventual strength of the rhizome in your library: core, basic, full, or comprehensive. From this estimate the number of items in the collection when it reaches maturity, and the number of years it will take to grow the collection to mature size.	Estimate the target median age of the rhizome, typically between 5-10 years depending on the need for currency of content and the physical durability of the medium.	Double the target median age. Divide this into the target size to determine the annual number of items to add to the rhizome at maturity. Multiply the number of items by the cost per item to determine the annual cost.

Anythink's BISAC-based Subject Headings

ANTIQUE -	GAMES - GAMBLING	J or E - HOLIDAYS
ARCHITEC -	GARDEN -	J or E - HUMOR
ART -	GARDEN - FLOWERS	J or E - LANGUAGE
ART - PHOTOG	GARDEN - LNDSCAP	J or E - LIFE
ART - DRAWING	GARDEN - VEG	J or E - LNG SKLS
ART - HISTORY	GENOLGY -	J or E - MATH
ART - PERFORM	GRAPHIC – Title/Series/Superhero	J or E - MUSIC
ART - PHOTOG	HEALTH -	J or E - PETS
ART - TECHNIQ	HEALTH - BEAUTY	J or E - PLACES
BIOGRAPH -	HEALTH - DIET	J or E - POETRY
BUSINESS -	HEALTH - EXERCISE	J or E - REFERENC
BUSINESS - CAREERS	HEALTH - NUTRIT	J or E - RELIGION
BUSINESS - INVEST	HEALTH - WOMEN	J or E - SCIENCE
BUSINESS - JOB HUNT	HISTORY -	J or E - SPORTS
BUSINESS - MNGMNT	HISTORY - AFRICA	J or E - TALES
BUSINESS - P FINAN	HISTORY - ANCIENT	J or E - TECHNOL
BUSINESS - REAL EST	HISTORY - ASIA	J or E - TRANSPOR
BUSINESS - RL EST	HISTORY - AUST NZ	JF -
BUSINESS - SML BUS	HISTORY - CANADA	JF or EF -
CAR - REPAIR	HISTORY - CARIBB	JF or EF - FANTASY (JF only)
COMPUTER -	HISTORY - CNT AMER	JF or EF - HISTORY (JF only)
COMPUTER - INTERNET	HISTORY - DISCOVER	JF or EF - MYSTERY (JF only)
COMPUTER - SOFTWARE	HISTORY - EUROPE	JF or EF - SCARY (JF only)
COOKING -	HISTORY - MDEVAL	JF or EF - SF (JF only)
COOKING - BAKING	HISTORY - MEXICO	LANGUAGE -
COOKING - HEALTHY	HISTORY - MID EAST	LAW -
COOKING - INTNTL	HISTORY - MILITARY	LIT COLL - Author's last name
COOKING - REGIONAL	HISTORY - POLAR	LIT CRIT -
COOKING - VEG	HISTORY - RENAIS	LNG SKLS -
CRAFTS -	HISTORY - S AMER	LNG SKLS - SIGN
CRAFTS - JEWEL	HISTORY - US	LNG SKLS - WRITING
CRAFTS - NEEDLE	HOLIDAYS -	MATH -
CRAFTS - PAPER	HOME -	MEDICAL -
CRAFTS - QUILTS	HOME - DECORATE	MEDICAL - CANCER
CRAFTS - SEWING	HOME - DIY	MEDICAL - DIABETES
DRAMA - Author's last name	HUMOR -	MEDICAL - DISEASES
DRAMA - SHAKESP	J - BIOGRAPH	MEDICAL - EAT DIS
EDUCAT -	J - GRAPHIC	MEDICAL - HOLISTIC
EDUCAT - COLLEGE	J or E - Classify based on primary topic	MEDICAL - HRT DIS
EDUCAT - HOME SCH	J or E - ANIMALS	MEDICAL - MENTAL
ER -	J or E - ART	MUSIC -
FARMING -	J or E - CAREERS	MUSIC - HOW TO
FIC -	J or E - Classify based on primary topic	MUSIC - SONGS
FIC - FANTASY	J or E - CONCEPTS	NATURE -
FIC - GLBTQ	J or E - COOKING	NATURE - ANIMALS
FIC - HISTORY	J or E - CRAFTS	NATURE - DINOS
FIC - HORROR	J or E - CURIOUS	NATURE - PLANTS
FIC - INSPIR	J or E - DRAMA	PARENT -
FIC - MYSTERY	J or E - FAMILY	PARENT - NAMES
FIC - ROMANCE	J or E - GAMES	PARENT - PREGNANC
FIC – SF	J or E - GARDEN	PETS -
FIC - URBAN	J or E - GOVT	PETS - CATS
FIC - WESTERN	J or E - HEALTH	PETS - DOGS
GAMES -	J or E - HISTORY	PETS - HORSES

PETS - REPTILES	SCIENCE -	SPORTS - CYCLING
PHILOS -	SCIENCE - BIOLOGY	SPORTS - FOOTBALL
PHILOS - ETHICS	SCIENCE - CHMSTRY	SPORTS - GOLF
POETRY - Author's last name	SCIENCE - EARTH	SPORTS - MARTIAL
POLITICS -	SCIENCE - ENVIRON	SPORTS - MOTOR
POLITICS - GOVNT	SCIENCE - PALEONT	SPORTS - OUTDOOR
REFERENC -	SCIENCE - PHYSICS	SPORTS - SKTBRD
REFERENC - ALMANAC	SCIENCE - SPACE	SPORTS - SOCCER
REFERENC - ATLAS	SELFHELP -	SPORTS - WINTER
REFERENC - DICTONRY	SELFHELP - ADDICT	SPORTS - WRESTLE
REFERENC - ENCYCL	SELFHELP - AGING	TRUE CRIME -
REFERENC - QUOTES	SELFHELP - GRIEF	TECHNOL -
REFERENC - THESAUR	SELFHELP - PERSGRO	TECHNOL - CONST
RELATION -	SOC SCI -	TECHNOL - ELECT
RELATION - ABUSE	SOC SCI - CIV RTS	TECHNOL - ENVIRON
RELATION - DATING	SOC SCI - CUSTOMS	TECHNOL - MILITARY
RELATION - DIVORCE	SOC SCI - DEATH	TEST - Test name
RELATION - FAMILY	SOC SCI - FARMING	TRANSPOR -
RELATION - MARRIAGE	SOC SCI - FOLK	TRANSPOR - AIR
RELATION - SEX	SOC SCI - PSYCH	TRANSPOR - CARS
RELATION - WEDDINGS	SPIRIT -	TRANSPOR - M CYCLE
RELIGION -	SPIRIT - ASTROL	TRANSPOR - RR
RELIGION - BUDDHISM	SPIRIT - DREAMS	TRANSPOR - SHIPS
RELIGION - CHRISTAN	SPIRIT - INSPIR	TRAVEL -
RELIGION - INSPIR	SPIRIT - PARA	TRAVEL - MEMOIRS
RELIGION - ISLAM	SPORTS -	TRAVEL - US [regions]
RELIGION - JUDAISM	SPORTS - BASEBALL	TRAVEL - WORLD [regions]
RELIGION - WICCA	SPORTS - BASKET	

2013 Horizon Report Shortlists

K-12	Higher Education	Museums
One Year or Less		
BYOD Cloud Computing Mobile Learning Online Learning	Flipped Classroom Massively Open Online Courses Mobile Apps Tablet Computing	BYOD Crowdsourcing Open Content Social Media
Two to Three Years		
Electronic Publishing Learning Analytics Open Content Personalized Learning	Augmented Reality Game-Based Learning The Internet of Things Learning Analytics	3D Printing Augmented Reality Electronic Publishing Location-Based Services
Four to Five Years		
3D Printing Augmented Reality Virtual and Remote Laboratories Wearable Technology	3D Printing Flexible Displays Next Generation Batteries Wearable Technology	The Internet of Things Natural User Interfaces Preservation/Conservation Tech Wearable Technology

Strengths: *What can we build on?*

- What rhizomes are we most proud of in the collection? How does that reflect our strength as a library?
- What makes our collection unique? What can we be best at in our community?
- What is our proudest collection achievement in the last year or two?
- How do we use our collection strengths to get results?
- How do our collection strengths fit with the realities of the community?
- What collection services do we do or provide that are world class for our readers, the library community, and other potential stakeholders?

Opportunities: *What are our stakeholders asking for?*

- How do we make sense of collection opportunities encouraged by external forces and trends?
- What are the top five collection opportunities on which we should focus our efforts?
- How can we best meet the needs of our stakeholders, including readers, staff, and the community?
- Who are our possible new readers?
- How can we distinctively differentiate ourselves from existing or potential competitors?
- What are possible new or strengthened rhizomes, products, services, or processes?
- How can we reframe challenges to be seen as exciting opportunities?
- What new skills do we need to move forward?

Aspirations: *What do we care deeply about*?

- When we explore our values and aspirations for the collection, what are we deeply passionate about?
- Reflecting on our Strengths and Opportunities conversations: what is the collection, what should it become, and where should we position it in the future?
- What is our most compelling aspiration for the collection?
- What strategic initiatives (i.e., projects, programs, and processes) would support our collection aspirations?

Results: *How do we know we are succeeding*?

- Considering our collection Strengths, Opportunities, and Aspirations, what meaningful measures would indicate that we are on track to achieving our goals?
- What are 3 to 5 indicators that would create a scorecard that addresses a triple bottom line of effectiveness, people, and planet?
- What resources are needed to implement vital collection projects?
- What are the best rewards to support those who achieve our collection goals?