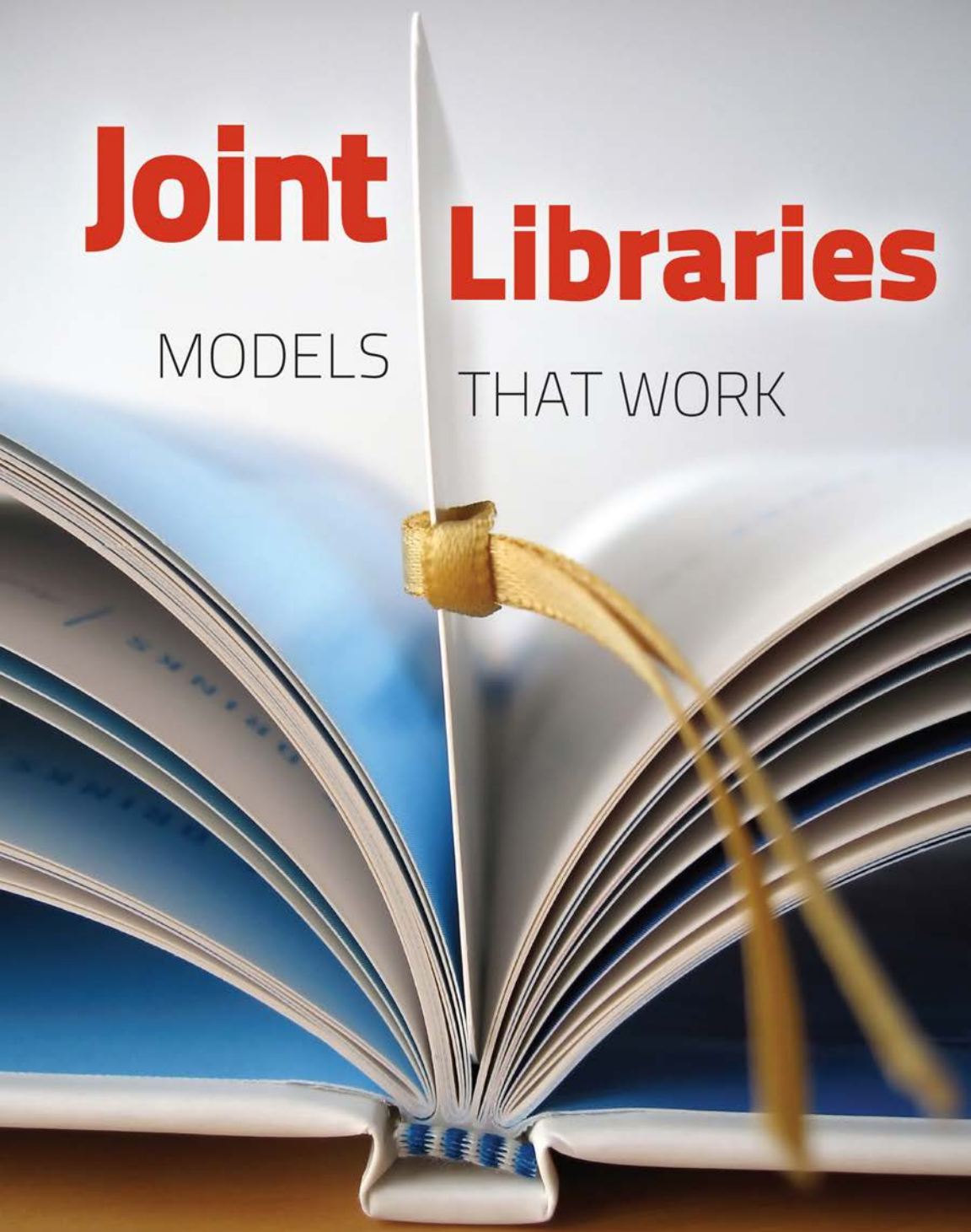
Joint Libraries

MODELS THAT WORK



CLAIRE B. GUNNELS, SUSAN E. GREEN,
& PATRICIA M. BUTLER

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AMERICAN LIBRARY ASSOCIATION | CHICAGO 2012

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PREFACE

This book grew out of the challenges we experienced as participants in the creation of two joint libraries. We all were founding faculty at Lone Star College. One of us, Pat Butler, was acting codirector of the Tomball Library and two of us, Susan Green and Claire Gunnels, were librarians at CyFair. Susan and Claire actually published an article about their experiences in *Community & Junior College Libraries* called "Voices from the Trenches: Librarians Reflect on the Joint-Use Library." Susan and Claire hailed from two other Lone Star colleges, North Harris and Kingwood respectively. Pat Butler previously worked in the Annandale and Manassas campus libraries at Northern Virginia Community College.

About eight years after our libraries were founded, we thought that exploring what made them work, what made some projects not work, and some interesting stories would be useful to others who are contemplating partnerships. With all the budgetary woes in the world today, saving money by reducing duplication of efforts makes partnerships not just a luxury, but sometimes a necessity for survival. Our research led us to reflect on where libraries are going and what roles librarians will have in that future. Read on to discover what we found out about joint libraries and the leaders who forged ahead.

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ONE

INTRODUCTION

Access to knowledge is the superb, the supreme act of truly great civilizations. Of all the institutions that purport to do this, free libraries stand virtually alone in accomplishing this mission.

—Toni Morrison

Throughout history, libraries and librarians have specialized. We have university librarians, archivists, business librarians, college librarians, collection development librarians, technology librarians, and public librarians, to name a few. While these specialties continue to exist, there is a subtle but profound shift in how libraries operate and how librarians perceive themselves. Technological changes, demographics, and economic necessity have set the stage for educational partnerships never before imagined.

One common denominator in all libraries is a mission to educate, to provide access to knowledge, and to create a place for community whether physical or virtual. Constituencies are becoming more blurred. Public libraries have classes, college libraries provide leisure reading, business libraries open doors to their community, law libraries help the researching public. Many libraries have a social presence on the Internet, in essence inviting even more constituencies to their doors. Blogs, wikis, shared catalogs, downloadable audiobooks, and e-books are examples of how libraries are growing outside their defined borders. As technology continues to evolve,

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nineteenth- and twentieth-century limitations on libraries have naturally begun to disappear.

This book explores the concept of interlibrary partnerships in which two or more categories of libraries join forces and create a different library with emphasis on the public/academic connection. These libraries are sometimes called joint-use libraries, dual-use libraries, blended libraries, multi-jurisdictional libraries, or joint libraries. We will agree to call them joint libraries for the purpose of this book. Joint libraries are collaborations between different types of libraries: public libraries and schools; universities and public libraries; community college and public; city and county, and more. We will paint a balanced picture of the joint library with the evidence we have accumulated. We will present examples of projects that went terribly wrong as well as examples of successful collaborations. We will spin many tales of culture shock, miscommunication, prejudices, and failed technology. Likewise, we will tell stories of success and validation. While all three of us have experience in successful collaborations, we also have witnessed fallibility and conflicts between partners. We are aware of the critics of this type of partnership—those that believe a library must specialize to promote quality control and traditional services. There are university librarians who are loath to open up doors and borrowing privileges freely to the public. There are company librarians who insist on internal-use only facilities in order to protect their corporate proprietary information from the public. There are medical and law librarians who cannot commit the resources necessary to help the public to do research. Indeed, these librarians raise legitimate obstacles and problems with the joint concept.

This book should be read by anyone contemplating collaboration: administrators, architects, lawmakers, librarians, faculty, and staff. It covers not only success and failures, but also history, technical services, collection management, library design, legal issues, staffing hurdles, operating issues, training, and quality control. See figure 1.1 for a sample of various types of joint models and figure 1.2 for a list of the main libraries in this book.

ARE PUBLIC LIBRARIES SO DIFFERENT FROM ACADEMIC LIBRARIES?

What will a library look like in ten years? How do you go about predicting the future? You can look into the past and extrapolate how things will change in the future. When philanthropist and steel magnate Andrew Carnegie gave

FIGURE 1.1
Various Organizational Models for Joint Libraries

Two-Way Partnerships

Dual employers; two directors, with one reporting to the college and one reporting to the public library

- College Hill Library, Westminster, Colorado
- Dr. Martin Luther King, Jr. Library, San Jose, California
- Lone Star College-Tomball Community Library, Tomball, Texas

Dual employers; one director hired reporting to the college

- Tidewater Community College Virginia Beach Campus Joint-Use Library, Virginia Beach, Virginia (slated to open in the first half of 2013)

Dual employers; one director hired, operated by the public library

- North Lake Community Library, Irving, Texas (This library ended up canceling the joint contract after just two years of operation.)

Dual employers, one director; position funded 50/50 and reports to both institutions

- Victoria College/University of Houston-Victoria, Victoria, Texas

Single employer; operated by the college or university

- Alvin Sherman Library, Fort Lauderdale-Davie, Florida
- Lone Star College-CyFair Harris County Branch Library, Cypress, Texas
- Seminole Library, West St. Petersburg, Florida

Single employer; operated by the public library

- Sienna Branch Library, Fort Bend County, Cinco Ranch, Texas
- Broward County North Regional Library
- Broward County South Regional Library
- Broward County Weston
- Broward County Pembroke Pines

Three or More Partners

Single employer; operated by the public library

- Broward County, Miramar Town Educational Center Library, Miramar, Florida
- Broward County Main Library, Fort Lauderdale, Florida
- Twelve Bridges Library, Lincoln, California
- University Branch, Fort Bend County Library, Sugar Land, Texas

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FIGURE 1.2
Joint Libraries Highlighted in This Book

Alvin Sherman Library, Research, and Information Technology Center
Broward County and Nova Southeastern University, FL
3100 Ray Ferrero Jr. Blvd. Fort Lauderdale, Florida 33314
http://www.nova.edu/library/main/

Harmony Library at Larimer Campus
Poudre River Public Library District and the Front Range Community College, CO
4616 South Shields. Fort Collins, Colorado 80526
http://frontrange.edu/Academics/Libraries/Larimer/

LSC-CyFair Library
Lone Star College-CyFair Library, Harris County Public Library, TX
9191 Barker Cypress Road. Cypress, Texas 77433
http://www.lonestar.edu/library/

LSC-Tomball Community Library
Lone Star College-Tomball Community Library, Harris County Public Library, TX
30555 Tomball Pkwy. Tomball, Texas 77375
http://www.lonestar.edu/library/

MLK Library
Dr. Martin Luther King, Jr. Library, city of San Jose and San Jose State University, CA
150 E. San Fernando St. San Jose, California 95112
http://www.sjlibrary.org/

North Lake Community Library
City of Irving and North Lake College, Dallas County Community College District, TX
No longer operating as a joint facility

Twelve Bridges Library
Lincoln Public Library, Sierra College, and Western Placer Unified School District, CA
485 Twelve Bridges Dr. Lincoln, California 95648
http://www.libraryatlincoln.org/

University Branch, Fort Bend County Library
Fort Bend County Library, University of Houston-Sugar Land, Wharton County Community College, Texas
14010 University Blvd. Sugar Land, Texas 77478
http://www.fortbend.lib.tx.us/

VC/UHV Library
Victoria College and University of Houston-Victoria, Texas
2200 E. Red River. Victoria, Texas 77901
http://library.victoriacollege.edu/

Tidewater Community College Virginia Beach Campus Joint-Use Library
City of Virginia Beach and Tidewater Community College, Virginia
1788 Michael La Bouve Drive. Virginia Beach, Virginia 23453
http://www.tcc.edu/lrc

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money to set up free public libraries in the late nineteenth century, his vision was one where free public libraries would be a great leveler, where even those of little means could read and learn. "Carnegie's generosity funded the development of some 3000 libraries, an incredible gift to humanity" (McMenemy 2009, 30).

Then we had the library of the twentieth century. By the mid-century, the card catalog was being replaced by microform catalogs, easily reproducible and inexpensive to create. Word processing was allowing librarians to create research guides which could easily be updated. Library consortia such as OCLC were being formed. "CD-ROMS became important information storage and delivery tools" (McMenemy 2009, 109). These were replaced by DVDs and flash drives which had many times the storage capacity. By the end of the century, libraries had discovered the Internet and a new world of shared online catalogs, cloud computing, and instant electronic delivery of information. This phenomenon was just the tip of the iceberg. The Internet would not just be shared library catalogs; it would open up a vast new world of information outside of the library. Would the library disappear? Who would need librarians when you have instant information at your fingertips? Reports of the library's death were greatly exaggerated, however. Instead, the library served as the great technological leveler where anyone could come, access the Web, get help in using computer programs, and, yes, read books.

> While they help us get online, employed and informed, librarians don't try to sell us anything. Nor do they turn around and broadcast our problems, send us spam or keep a record of our interests and needs, because no matter how savvy this profession is at navigating the online world, it clings to the old-fashioned value, privacy. They represent the best civic value out there, an army of resourceful workers that can help us compete in the world. (Johnson 2010, B9)

Thus we have seen the library evolve from a place to read and learn to a place to read and learn using technology. "The need for high quality and accurate information sources is as stark in the digital age as it was in the analogue, and the need for public libraries to ensure the public have access to definitive and well sourced reference works is crucial" (McMenemy 2009, 199). The Internet and its vast resources created new responsibilities and roles for librarians to help their communities evaluate, sift through, and utilize new information sources and connect to a global society. Technology is constantly pushing librarians in dramatically new directions and partnerships. Even the information giant Google recognizes librarians as partners in the information world. One example of this partnership is Google Books. Google has

contracted with libraries of all types to scan their collections, making vast numbers of books accessible to the world.

Libraries must deal with change at an ever-increasing pace. Look at a recent phenomenon at Amazon.

> In the latest chapter in the unfolding tale of the book evolution from ink to pixels, Amazon.com said Thursday [May 19, 2011] that its customers now buy more e-books than print books. Since April 1, Amazon sold 105 books for its Kindle e-reader for every 100 hardcover and paperback books, including books without Kindle versions and excluding free e-books.
>
> "We had high hopes that this would happen eventually, but we never imagined it would happen this quickly," said Jeff Bezos, Amazon's chief executive, in a statement. "We've been selling print books for 15 years and Kindle books for less than four years." (qtd. in C. C. Miller 2011, B2).

LIBRARY OF THE FUTURE

H. G. Wells was a science fiction writer in the 1930s who used his imagination to predict what information would be in the future. He envisioned "a collaborative, decentralized repository of knowledge that would be subject to continual revision" (Schiff 2006, 3). His imagination preceded technology by many decades. However, today this sounds like the way one librarian describes Wikipedia:

> Wikipedia is a great starting point. It's a lesson in research methodology, a fun way to share expertise, and a groundbreaking new way of working. Its consensus model represents a shift in management styles and away from hierarchical organization. You might say that Wikipedia is Zen-like. Its ever-changing nature means that when you read it, you are completely in the moment. And its collective brain is like a conscious universe in which we all are one (Berinstein 2006, 26).

TECHNOLOGICAL CHANGE

For us to predict what the library of the future will look like, let's take a look at the impact of technological change and the rate of advancement throughout history. Ever since humanity invented the wheel or learned to start a fire, it kept progressing. It developed language, electronic communication, computation, data storage, and so on. Inventor and futurist Ray Kurzweil has an interesting

theory regarding technological change. He believes that technology grows exponentially, not linearly. If you graph technological change over time, it starts out slowly and seemingly linearly. However, over time the curve shoots up and technology changes so fast that predictions are at best iffy. Kurzweil believes that we are presently at the "knee of the curve which is the stage at which an exponential trend becomes noticeable (Kurzweil 2005, 10). Change will happen at such an increasingly fast rate that it will be difficult to predict what the technological landscape will look like in ten or even five years.

Advances in technology are so rapid that we admit we cannot accurately describe the library of the future, but we can agree that drastic change is inevitable. Whether we like it or not, the age when a library could be self-reliant is over. To remain competitive, libraries must be ready to adapt to change and librarians need to be flexible in their outlook. They need to respond to change with imagination, enthusiasm, and open-mindedness. The new world will not wait for those who remain wedded to the nineteenth and twentieth century's, or even the last decade's, models of libraries. As in the past, libraries will be challenged to find new solutions to meet the needs of our constituencies. For example, many communities have speakers of foreign languages and need English classes. Libraries began to provide free classes by enlisting English-speaking volunteers. This type of service was unheard of in nineteenth-century America. The library had to change because its existing environment and community had changed.

A library that ignores its community, fails to marshal available resources, and is reluctant to work well with other service providers is missing an opportunity to grow and change. Sadly, in these periods of shrinking budgetary support, the library also risks its own survival. To remain significant and responsive to their communities, libraries must continue to progress by forging new linkages, partnerships, and affiliations that could be even more outlandish, groundbreaking, and beneficial to their users than the joint libraries we discuss.

After interviewing dozens of players in this arena, we hope this book will shed light on the joint public/academic library and, in the process, redefine the idea of a library. Researching for this book was a wonderful opportunity for discovery and vision. We were surprised by some outcomes and predictions of the future. We were amazed at the creativity and imagination and fortitude of all.

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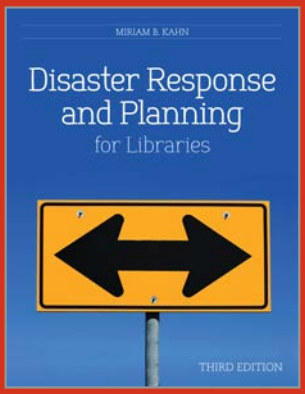

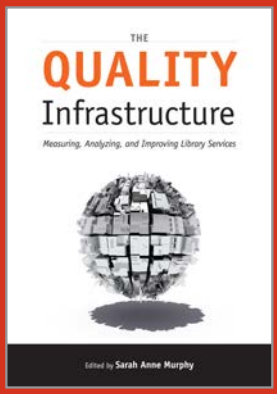

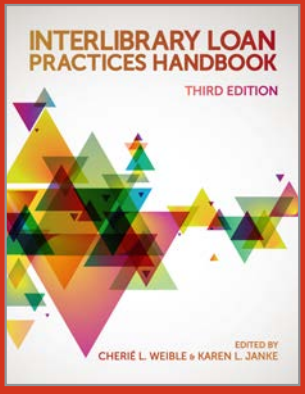

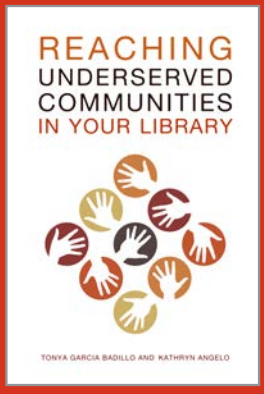

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PREFACE

This book grew out of the challenges we experienced as participants in the creation of two joint libraries. We all were founding faculty at Lone Star College. One of us, Pat Butler, was acting codirector of the Tomball Library and two of us, Susan Green and Claire Gunnels, were librarians at CyFair. Susan and Claire actually published an article about their experiences in *Community & Junior College Libraries* called "Voices from the Trenches: Librarians Reflect on the Joint-Use Library." Susan and Claire hailed from two other Lone Star colleges, North Harris and Kingwood respectively. Pat Butler previously worked in the Annandale and Manassas campus libraries at Northern Virginia Community College.

About eight years after our libraries were founded, we thought that exploring what made them work, what made some projects not work, and some interesting stories would be useful to others who are contemplating partnerships. With all the budgetary woes in the world today, saving money by reducing duplication of efforts makes partnerships not just a luxury, but sometimes a necessity for survival. Our research led us to reflect on where libraries are going and what roles librarians will have in that future. Read on to discover what we found out about joint libraries and the leaders who forged ahead.

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ONE

INTRODUCTION

Access to knowledge is the superb, the supreme act of truly great civilizations. Of all the institutions that purport to do this, free libraries stand virtually alone in accomplishing this mission.

—Toni Morrison

Throughout history, libraries and librarians have specialized. We have university librarians, archivists, business librarians, college librarians, collection development librarians, technology librarians, and public librarians, to name a few. While these specialties continue to exist, there is a subtle but profound shift in how libraries operate and how librarians perceive themselves. Technological changes, demographics, and economic necessity have set the stage for educational partnerships never before imagined.

One common denominator in all libraries is a mission to educate, to provide access to knowledge, and to create a place for community whether physical or virtual. Constituencies are becoming more blurred. Public libraries have classes, college libraries provide leisure reading, business libraries open doors to their community, law libraries help the researching public. Many libraries have a social presence on the Internet, in essence inviting even more constituencies to their doors. Blogs, wikis, shared catalogs, downloadable audiobooks, and e-books are examples of how libraries are growing outside their defined borders. As technology continues to evolve,

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nineteenth- and twentieth-century limitations on libraries have naturally begun to disappear.

This book explores the concept of interlibrary partnerships in which two or more categories of libraries join forces and create a different library with emphasis on the public/academic connection. These libraries are sometimes called joint-use libraries, dual-use libraries, blended libraries, multi-jurisdictional libraries, or joint libraries. We will agree to call them joint libraries for the purpose of this book. Joint libraries are collaborations between different types of libraries: public libraries and schools; universities and public libraries; community college and public; city and county, and more. We will paint a balanced picture of the joint library with the evidence we have accumulated. We will present examples of projects that went terribly wrong as well as examples of successful collaborations. We will spin many tales of culture shock, miscommunication, prejudices, and failed technology. Likewise, we will tell stories of success and validation. While all three of us have experience in successful collaborations, we also have witnessed fallibility and conflicts between partners. We are aware of the critics of this type of partnership—those that believe a library must specialize to promote quality control and traditional services. There are university librarians who are loath to open up doors and borrowing privileges freely to the public. There are company librarians who insist on internal-use only facilities in order to protect their corporate proprietary information from the public. There are medical and law librarians who cannot commit the resources necessary to help the public to do research. Indeed, these librarians raise legitimate obstacles and problems with the joint concept.

This book should be read by anyone contemplating collaboration: administrators, architects, lawmakers, librarians, faculty, and staff. It covers not only success and failures, but also history, technical services, collection management, library design, legal issues, staffing hurdles, operating issues, training, and quality control. See figure 1.1 for a sample of various types of joint models and figure 1.2 for a list of the main libraries in this book.

ARE PUBLIC LIBRARIES SO DIFFERENT FROM ACADEMIC LIBRARIES?

What will a library look like in ten years? How do you go about predicting the future? You can look into the past and extrapolate how things will change in the future. When philanthropist and steel magnate Andrew Carnegie gave

FIGURE 1.1
Various Organizational Models for Joint Libraries

Two-Way Partnerships

Dual employers; two directors, with one reporting to the college and one reporting to the public library

- College Hill Library, Westminster, Colorado
- Dr. Martin Luther King, Jr. Library, San Jose, California
- Lone Star College-Tomball Community Library, Tomball, Texas

Dual employers; one director hired reporting to the college

- Tidewater Community College Virginia Beach Campus Joint-Use Library, Virginia Beach, Virginia (slated to open in the first half of 2013)

Dual employers; one director hired, operated by the public library

- North Lake Community Library, Irving, Texas (This library ended up canceling the joint contract after just two years of operation.)

Dual employers, one director; position funded 50/50 and reports to both institutions

- Victoria College/University of Houston-Victoria, Victoria, Texas

Single employer; operated by the college or university

- Alvin Sherman Library, Fort Lauderdale-Davie, Florida
- Lone Star College-CyFair Harris County Branch Library, Cypress, Texas
- Seminole Library, West St. Petersburg, Florida

Single employer; operated by the public library

- Sienna Branch Library, Fort Bend County, Cinco Ranch, Texas
- Broward County North Regional Library
- Broward County South Regional Library
- Broward County Weston
- Broward County Pembroke Pines

Three or More Partners

Single employer; operated by the public library

- Broward County, Miramar Town Educational Center Library, Miramar, Florida
- Broward County Main Library, Fort Lauderdale, Florida
- Twelve Bridges Library, Lincoln, California
- University Branch, Fort Bend County Library, Sugar Land, Texas

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FIGURE 1.2
Joint Libraries Highlighted in This Book

Alvin Sherman Library, Research, and Information Technology Center
Broward County and Nova Southeastern University, FL
3100 Ray Ferrero Jr. Blvd. Fort Lauderdale, Florida 33314
http://www.nova.edu/library/main/

Harmony Library at Larimer Campus
Poudre River Public Library District and the Front Range Community College, CO
4616 South Shields. Fort Collins, Colorado 80526
http://frontrange.edu/Academics/Libraries/Larimer/

LSC-CyFair Library
Lone Star College-CyFair Library, Harris County Public Library, TX
9191 Barker Cypress Road. Cypress, Texas 77433
http://www.lonestar.edu/library/

LSC-Tomball Community Library
Lone Star College-Tomball Community Library, Harris County Public Library, TX
30555 Tomball Pkwy. Tomball, Texas 77375
http://www.lonestar.edu/library/

MLK Library
Dr. Martin Luther King, Jr. Library, city of San Jose and San Jose State University, CA
150 E. San Fernando St. San Jose, California 95112
http://www.sjlibrary.org/

North Lake Community Library
City of Irving and North Lake College, Dallas County Community College District, TX
No longer operating as a joint facility

Twelve Bridges Library
Lincoln Public Library, Sierra College, and Western Placer Unified School District, CA
485 Twelve Bridges Dr. Lincoln, California 95648
http://www.libraryatlincoln.org/

University Branch, Fort Bend County Library
Fort Bend County Library, University of Houston-Sugar Land, Wharton County Community College, Texas
14010 University Blvd. Sugar Land, Texas 77478
http://www.fortbend.lib.tx.us/

VC/UHV Library
Victoria College and University of Houston-Victoria, Texas
2200 E. Red River. Victoria, Texas 77901
http://library.victoriacollege.edu/

Tidewater Community College Virginia Beach Campus Joint-Use Library
City of Virginia Beach and Tidewater Community College, Virginia
1788 Michael La Bouve Drive. Virginia Beach, Virginia 23453
http://www.tcc.edu/lrc

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money to set up free public libraries in the late nineteenth century, his vision was one where free public libraries would be a great leveler, where even those of little means could read and learn. "Carnegie's generosity funded the development of some 3000 libraries, an incredible gift to humanity" (McMenemy 2009, 30).

Then we had the library of the twentieth century. By the mid-century, the card catalog was being replaced by microform catalogs, easily reproducible and inexpensive to create. Word processing was allowing librarians to create research guides which could easily be updated. Library consortia such as OCLC were being formed. "CD-ROMS became important information storage and delivery tools" (McMenemy 2009, 109). These were replaced by DVDs and flash drives which had many times the storage capacity. By the end of the century, libraries had discovered the Internet and a new world of shared online catalogs, cloud computing, and instant electronic delivery of information. This phenomenon was just the tip of the iceberg. The Internet would not just be shared library catalogs; it would open up a vast new world of information outside of the library. Would the library disappear? Who would need librarians when you have instant information at your fingertips? Reports of the library's death were greatly exaggerated, however. Instead, the library served as the great technological leveler where anyone could come, access the Web, get help in using computer programs, and, yes, read books.

> While they help us get online, employed and informed, librarians don't try to sell us anything. Nor do they turn around and broadcast our problems, send us spam or keep a record of our interests and needs, because no matter how savvy this profession is at navigating the online world, it clings to the old-fashioned value, privacy. They represent the best civic value out there, an army of resourceful workers that can help us compete in the world. (Johnson 2010, B9)

Thus we have seen the library evolve from a place to read and learn to a place to read and learn using technology. "The need for high quality and accurate information sources is as stark in the digital age as it was in the analogue, and the need for public libraries to ensure the public have access to definitive and well sourced reference works is crucial" (McMenemy 2009, 199). The Internet and its vast resources created new responsibilities and roles for librarians to help their communities evaluate, sift through, and utilize new information sources and connect to a global society. Technology is constantly pushing librarians in dramatically new directions and partnerships. Even the information giant Google recognizes librarians as partners in the information world. One example of this partnership is Google Books. Google has

contracted with libraries of all types to scan their collections, making vast numbers of books accessible to the world.

Libraries must deal with change at an ever-increasing pace. Look at a recent phenomenon at Amazon.

> In the latest chapter in the unfolding tale of the book evolution from ink to pixels, Amazon.com said Thursday [May 19, 2011] that its customers now buy more e-books than print books. Since April 1, Amazon sold 105 books for its Kindle e-reader for every 100 hardcover and paperback books, including books without Kindle versions and excluding free e-books.
>
> "We had high hopes that this would happen eventually, but we never imagined it would happen this quickly," said Jeff Bezos, Amazon's chief executive, in a statement. "We've been selling print books for 15 years and Kindle books for less than four years." (qtd. in C. C. Miller 2011, B2).

LIBRARY OF THE FUTURE

H. G. Wells was a science fiction writer in the 1930s who used his imagination to predict what information would be in the future. He envisioned "a collaborative, decentralized repository of knowledge that would be subject to continual revision" (Schiff 2006, 3). His imagination preceded technology by many decades. However, today this sounds like the way one librarian describes Wikipedia:

> Wikipedia is a great starting point. It's a lesson in research methodology, a fun way to share expertise, and a groundbreaking new way of working. Its consensus model represents a shift in management styles and away from hierarchical organization. You might say that Wikipedia is Zen-like. Its ever-changing nature means that when you read it, you are completely in the moment. And its collective brain is like a conscious universe in which we all are one (Berinstein 2006, 26).

TECHNOLOGICAL CHANGE

For us to predict what the library of the future will look like, let's take a look at the impact of technological change and the rate of advancement throughout history. Ever since humanity invented the wheel or learned to start a fire, it kept progressing. It developed language, electronic communication, computation, data storage, and so on. Inventor and futurist Ray Kurzweil has an interesting

theory regarding technological change. He believes that technology grows exponentially, not linearly. If you graph technological change over time, it starts out slowly and seemingly linearly. However, over time the curve shoots up and technology changes so fast that predictions are at best iffy. Kurzweil believes that we are presently at the "knee of the curve which is the stage at which an exponential trend becomes noticeable (Kurzweil 2005, 10). Change will happen at such an increasingly fast rate that it will be difficult to predict what the technological landscape will look like in ten or even five years.

Advances in technology are so rapid that we admit we cannot accurately describe the library of the future, but we can agree that drastic change is inevitable. Whether we like it or not, the age when a library could be self-reliant is over. To remain competitive, libraries must be ready to adapt to change and librarians need to be flexible in their outlook. They need to respond to change with imagination, enthusiasm, and open-mindedness. The new world will not wait for those who remain wedded to the nineteenth and twentieth century's, or even the last decade's, models of libraries. As in the past, libraries will be challenged to find new solutions to meet the needs of our constituencies. For example, many communities have speakers of foreign languages and need English classes. Libraries began to provide free classes by enlisting English-speaking volunteers. This type of service was unheard of in nineteenth-century America. The library had to change because its existing environment and community had changed.

A library that ignores its community, fails to marshal available resources, and is reluctant to work well with other service providers is missing an opportunity to grow and change. Sadly, in these periods of shrinking budgetary support, the library also risks its own survival. To remain significant and responsive to their communities, libraries must continue to progress by forging new linkages, partnerships, and affiliations that could be even more outlandish, groundbreaking, and beneficial to their users than the joint libraries we discuss.

After interviewing dozens of players in this arena, we hope this book will shed light on the joint public/academic library and, in the process, redefine the idea of a library. Researching for this book was a wonderful opportunity for discovery and vision. We were surprised by some outcomes and predictions of the future. We were amazed at the creativity and imagination and fortitude of all.

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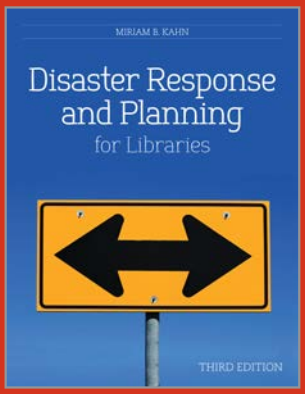

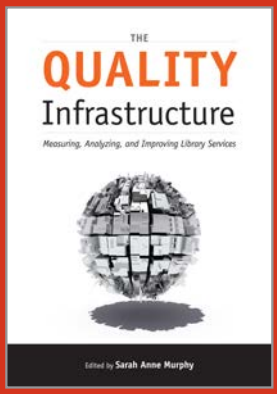

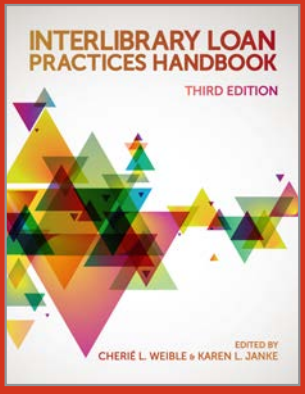

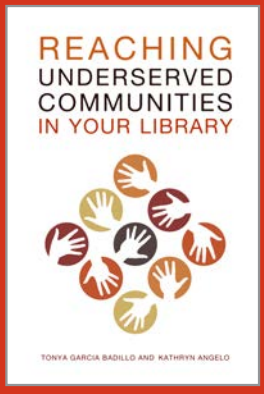

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