library services to
newsletter
multicultural populations

no. 2 • Spring• 2003

New Name for Major International Library Conference

World Library and Information Congress has been adopted as the new title for future IFLA annual Conferences beginning with the 2003 event to take place in Berlin, Germany. The new title is designed to ensure that the event has a greater impact outside the profession and in the city in which it takes place.

www.

IFLA Berlin

August 1-9, 2003

2004
Buenos Aires, Argentina

2005
Oslo, Norway

2006
Seoul, Republic of Korea

2007
Durban, South Africa

Marketing the Library
using the Business model

BY AMY GISCHE LYONS

Globalization, technical advances and the importance of information have plunged libraries into a world where they are seeing new competition on a daily basis. Being forced to compete in new arenas, libraries need to function within an environment that demands greater attention be paid to marketing the library and its services.

Understanding Marketing

To remain vital and competitive in the information management market, libraries need to understand what marketing is and how to apply marketing principles to their best advantage. According to Philip Kotler's, "Principles of Marketing," one of the most widely used marketing textbooks in graduate schools of business, marketing is "a societal process by which individuals and groups obtain what they need and want through creating, offering, and freely exchanging products and services of value with others."

Using a model derived from business practices this article presents libraries with a six step process by which to undertake marketing a library. These steps include conducting marketing research, analyzing the market, determining a marketing mix, targeting the market population, developing a plan and then evaluating its effectiveness.

Before marketing your organization, consider three factors:

1 **Understand the organizational environment.**
Know the political, economic, socio-cultural and technological environment in which your organization functions. The process an organization undertakes to learn more about these factors is known as marketing research. Conducting marketing research and understanding the library environment is essential to developing a successful marketing plan. Gaining knowledge of the environment is an ongoing process.

2 **Know your customers.**
Libraries need to be familiar with their clientele. It is important to understand who they are, what they need, want or even demand. Visitors to libraries typically seek information, education, and enjoyment. They want immediate availability to a wide array of resources. In fact, depending upon the environment of the library, users may indicate a need to have access to everything on a given topic. In marketing terms, such needs, wants and demands are met by "product offerings or services." Libraries, generally known for providing services, also offer products, for example, photocopies, bibliographies, etc.

3 **Do your homework.**
Before offering a new product or service, it is necessary to conduct well thought-out market research. Think about whether the service or product will provide value to library users.

continued on pg. 3

Message from the Chair

After our Standing Committee Midwinter meeting March 3-4 in Paris, the following week Kirsten and I attended the Coordinating Board meeting held in The Hague, The Netherlands. Among agenda items was the "Creating a Green Light for IFLA" paper prepared by Board member, Marian Koren. The background for Marian Koren's paper is based on debates and discussions in different forums about the growth in the number of sections. Discussion groups turn into sections though discussion groups have an administrative life of only three years. Round tables as well become sections thus increasing the number of sections within the IFLA organization. IFLA needs a simpler overall structure with more democratic and broad involvement from the profession, and a stronger political profile to become a more effective and prominent player in the developing global information society.

Some of the questions Marian Koren asked include:

• Are there too many Sections competing for scarce resources and conference time slots?

• Are there gaps in the coverage of Sections (e.g., in the corporate sector) which need to be met by new Sections especially in the light of the demise of FID?

• Is there undesirable competition between Sections with similar interests?

• Should there be a realignment of Sections within the Divisions?

• How can we encourage and facilitate more collaboration between Sections on projects and programmes?

• Are there ways in which we can release more resources for professional programmes?

The "Green Light" paper raised many difficult issues which lead to interesting questions. For example, is it necessary for each Standing Committee to present one or two professional programmes at every IFLA World Library and Information Congress. In our Standing Committee, we decided at our 2001 midwinter meeting in Granada to have a post or pre-conference (satellite meeting) only every second year due to the enormous amount of effort and resources required in preparation for such a session. Would it be acceptable to have a professional program at the main conference only in those years without a post or pre-conference (satellite meeting)?

All these questions will be important issues for debate in all IFLA Standing Committees. We will have this issue of examining IFLA's organization and practices as a regular item on our agenda in the coming years.

Jane Dreisig

Visit the Section's website's at:

http://ifla.org/VII/s32/ slsmp.htm.

Marketing   cont. from pg. 1

Know whether the library will have the resources to sustain the service on an ongoing basis. Review all information gathered before introducing any service. Remember, the greater the value a library patron places on a product or service, the greater his or her level of satisfaction.

Libraries are already familiar with some of the processes used to gather information for marketing research. To assist libraries, the following are considerations that need to be kept in mind.

■ Know why you are collecting the information.

■ Be specific about what you are trying to investigate.

■ Determine what tools will be used to collect the information. Will you gather information about your patrons via interviews, focus groups, or surveys? Will the information be gathered in person or through a web interface?

■ Become familiar with the advantages and disadvantages of the methodology you select prior to conducting your research. Know if one methodology works more effectively than another to gather the information you are looking to collect.

Information that has been gathered by or for another purpose may also be helpful. Secondary sources, such as journal literature, organizational studies, public records, as well as networking with colleagues, can provide a wealth of information.

Sister Library Relationships

Crandall Public Library, Glens Falls, New York and the
Saga City Municipal Library, Saga City, Japan

Establishing Sister Library relation-ships is one meaningful way that librarians can initiate and promote greater understanding in the world. Often the relationships come about because librarians, who have traveled to another country, have established professional contacts and wish to maintain their connection with colleagues. Others come through service clubs, Sister City relationships, church affiliations, Fullbright scholarships, IFLA, and other international programs. In the late 1990s, the U.S. National Commission on Libraries and Information Science (NCLIS) encouraged Sister Library relationships throughout the world through a special program that certified both participating libraries and cities.

The story of how Crandall Public Library and the Saga City Municipal Library became Sister Libraries centers on hot air ballooning, a surprising connection. Balloon teams from Glens Falls, New York and Saga City, Japan met at ballooning events in Canada, Japan and the United States. Both Saga City and Glens Falls hold annual ballooning events that draw thousands of people from all over the world. Building upon their mutual interest in hot air balloons, the two cities acknowledged that they wanted to continue to maintain their connections and they formally established a Sister Cities relationship in 1988. The two cities enlarged upon the balloon connection to include exchanges of high school and community college students, tae kwan do instructors, municipal leaders and eventually, the two libraries were invited to discuss becoming Sister Libraries.

The path to becoming a Sister Library for Crandall Public Library began in the early 1990s with meetings with the Common Council of Glens Falls. The council wanted to find a way to strengthen ties with Saga City by exhibiting and storing splendid examples of folk art and fine crafts gifted to Glens Falls from Saga City. By 1995, Crandall Public Library had established a permanent exhibit of the fine arts, folk arts and local crafts from the Saga City area. Saga is known as the only place in the world where silk and silver embroidery is produced and examples of this extraordinary work were given a permanent home at Crandall. Saga is also known for fine porcelain, many examples of which are also on display. Crandall has a unique Center for Folklife, History and Cultural Programs dedicated to the study and preservation of the living traditions of the Adirondack region and to explore other cultures. Crandall also donated crafts of the region to the Saga City Library which were put on display in 2001.

At the invitation of the mayor of Saga City, I traveled in 1996 with a Sister City delegation to Japan to celebrate the opening of the new, 238,000 square foot public library, the Saga City Municipal Library. Along with the Mayor of Glens Falls and other delegates, I participated in the opening of the new facility as director of Crandall Public Library. The two mayors and the two library directors signed a treaty of cooperation as Sister Libraries on August 8, 1996. All signers were asked to speak to those present as translators assisted in delivering the messages of cooperation and future collaborations. It was a great privilege to address the Saga community and the entire delegation was treated with great hospitality. At one point during introductions, the women in the audience gave me a standing ovation because, as they told me later, I was a female manager, a rarity in Japan. At the ceremony, I presented books related to the Adirondack region of New York State served by Crandall, which are within the library's central library service area. Wordless picture books, other children's books, a reproduction of an oil painting of Crandall Public Library and a delightful primitive folk art print of the library depicted as the "Heart of the Community" were also presented to our Saga colleagues. The Saga City Librarian presented Crandall Public Library with books and videos on Japan and Saga City and porcelain from local artists.

Maintaining the Sister Library relationship has been facilitated by yearly visits from both communities. Delegates from both communities always visit the two libraries during the yearly visits as a regular itinerary stop. One of Crandall's reference librarians traveled in 2001 to Saga City and represented our library in ceremonies there. Crandall and Saga City continue to exchange materials, which are catalogued and circulated. Saga City produces a newsletter in English about Sister City activities which is available at Crandall for the community and for people interested in joining future delegation to Saga. During the spring and summer of 2000, Crandall had an exhibition of student artwork from several grade schools and high schools in Saga City. Many of the student artists included pictures of themselves and a short

2 ANALYZING THE MARKET

Many libraries have applied a tool considered to be one of the most common environmental marketing analysis instruments. This tool, known as Strengths Weakness Opportunities Threats (SWOT) analysis, is used to understand both the internal and external factors that impact decisions. Strengths and Weaknesses (S and W) are internal considerations, while Opportunities and Threats (O and T) are external considerations. For example, when planning a new library program, an internal strength (S) could be the resources that the library owns in a particular subject area. A weakness (W) may be that there is no person on staff with the subject expertise necessary and skills required to offer the service. External opportunities (O) may be a chance for the library to fill a specific

	Strengths	Weaknesses
Opportunities	S/O	W/O
Threats	S/T	W/T

S/O - opportunities that are a good fit to library strengths

W/O - weaknesses must be overcome to pursue opportunities

S/T - how can the library uses its strengths to overcome threats

W/T - weaknesses make the library susceptible to external threats

subject need in the community by offering the planned new service. Conversely, a threat (T) may be that a commercial venture is considering offering a similar service. The benefit of this tool is that it enables an organization to examine the relationship of the strengths, weaknesses, opportunities and threats simultaneously.

When using the SWOT method, develop marketing opportunities that are mostly S/O strategies.

3 CHOOSING A MARKETING MIX

Once the market analysis is complete, attention turns to the marketing mix of **Product, Price, Place and Promotion.** Frequently referred to as the 4Ps, each variable can be controlled and determined by the library. By assessing each

element of the 4Ps individually, a library can determine the interrelationship of all the variables and how they can be applied to accomplish marketing objectives.

The first "P" to be examined is **Product**. In a library environment, products can be tangible items or services the library has to offer. For example, a library may gather information resources on a particular topic that it makes available to its users in a packaged form. This would be the product. On the other hand, it may be that the library makes available the opportunity for a patron to gather information on his or her own with the staff's assistance. This is considered a service.

In *for-profit* organizations, **Price** is normally what is exchanged or set to determine the value of the product. In *not-for-profit* organizations, particularly libraries, the price or value is what patrons are willing to attribute to a product or service. To determine price, libraries need to know how important the new service or product is to its clientele." It is important for this information to be gained directly from feedback of library users rather than assumptions not supported by data.

Place is where, when and how the product is being made available. This aspect is more ambiguous because libraries are offering services in expanding and diversified environments. For example, libraries provide in person and 24/7 electronic, virtual reference service.

Finally, **Promotion** is the communication tool of an organization. Traditionally libraries have informed users about their products and services through publicity, public relations, print publications, and increasingly through web sites. Libraries need to be creative about seeking ways to promote its services.
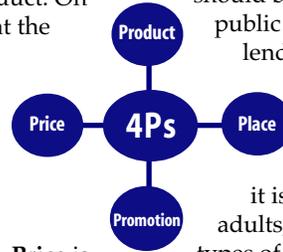
The publication *Multicultural Communities: Guidelines for Library Services* is available in several translations at the IFLANET website at < http://ifla.org/VII/s32/slsmp.htm>

4 TARGETING THE MARKET POPULATION

During the planning stage, an organization has to, in marketing terms, "target" the market. This means that after examining its overall population, the library determines if the new service will be targeted to a specific segment of the population it serves. Multiple factors such as geography, demography, socio-cultural and psychosocial perspectives should be considered. For example, a public library that is considering lending motion picture DVDs to its patrons, could apply a segmented approach. If so, the library would want to think about to whom it is going to offer this service: adults, young adults or children? The types of motion pictures that a library would purchase to lend to adults might be very different than those it would consider lending to young adults or children. Think about the group(s) the library wants to target.

After identifying the target population, the organization needs to determine how the service will be perceived by its clientele. The question to ask when considering perception is: How does the public view and value the service? Information gained from earlier investigations using the focus groups, networking and research, will produce results that will aid in the process to determine value.

. . . in the News

Lucille Thomas, former committee member and Editor of the *Newsletter for the IFLA Section on Library Services to Multicultural Populations*, has been awarded with an honorary membership to the American Library Association. Ms. Thomas, former supervisor of libraries for the New York City Board of Education, will be honored at the Opening General Session of the annual conference in Toronto.
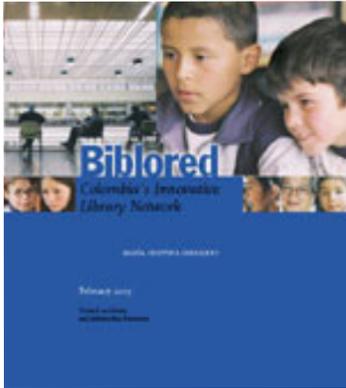
Biblored, Colombia's Innovative Library Network

María Cristina Caballero

(2/03, 24 pp.) $20
ISBN 1-887334-98-X

This report describes Biblored, the library network in Bogotá, Colombia, that received the 2002 Bill & Melinda Gates Foundation Access to Learning Award for their exceptional efforts to expand access to information, computers and the Internet for all people.

BibloRed is an integrated network of 19 public libraries that offers no-cost access to digital information to patrons in low-income areas who otherwise would have little access to such information. In just four years, BibloRed built three major libraries and upgraded 16 local libraries that now attract an average of 10,000 daily visitors in Bogotá. The libraries are strategically located to serve at least 70 percent of the school-age population and 40 percent of the adult population.

Drawing on extensive interviews of the network's users and planners, journalist María Cristina Caballero tells the story of how the library network was born, the challenges it has faced, and the impact it has had on the lives of Bogotá residents.

The report is available in English and Spanish from **http://www.clir.org/pubs/abstract/pub113abst.html** or can be requested from the **Council on Library and Information Resources (CLIR),** 1755 Massachusetts Avenue, N.W. Suite 500 Washington, DC 20036 Tel. 202-939-4750 Fax: 202-939-4765 E-mail: **info@clir.org**

Library Service to Ethnic Minorities

BY BENEDIKTE KRAGH-SCHWARZ

The Danish National Library Authority has launched a two-year development programme with the aim of creating a common library platform for servicing ethnic minorities. The programme is based on a network of four regionally based consultants and comprises library services to the well-integrated citizen with a non-Danish ethnic background as well as the newly arrived refugee or immigrant.

The programme will be in effect from August 2002 until August 2004. It involves public libraries in four network regions, covering most of the country, together with the State Library / Central Library for Immigrant Literature, the latter being in charge of the programme and responsible for its coordination.

The goals of the programme are:
1. To develop the role of public libraries in the interface between cultural diversity and the integration process.
2. To develop new models for library service to ethnic minorities.
3. To create and spread interest in this line of library work, as well as in library management.
4. To experiment with new forms of cooperation between libraries in the networks.

Points 1 and 2 refer to user directed activities. The ambition is to develop new strategies, taking into account the needs of ethnic minorities for knowledge, culture and information, and at the same time promoting integration of immigrants and refugees into society. Points 3 and 4 refer to internal library activities and internal processes of adaptation to cultural diversity and user needs.

The models will be based on integration policies at the local community level. At the same time, the models should boost the development of new cooperation patterns between various professions, institutions and branches at the municipal, county and national level.

Consultancy

For each of the four network regions, a consultant has been appointed as part of the programme. These will be the spearheads of the public library system in development of new roles, methods and forms of cooperation in the field of library service to ethnic minorities. Finally, the consultants will contribute to further strengthening the role of the Central Library of Immigrant Literature as the nation wide centre of knowledge of literatures and cultures in the countries of origin of the Danish immigrant and refugee community.

Project Status

The regional consultants have prepared action plans which are divided in two categories:
• Nationwide: includes themes and working plans which are of a common interest to all public libraries
• Regional / local: responsible for themes and working plans of regional interest; more user oriented.

Some examples from a wide range of activities in relation to the action plans:
• Development programme for competencies in library service for ethnic minorities
• Cultural events
• Bilingualism – children, identity and language
• What is intercultural competence? And is that all we need to know?
• Courses in Internet and its potential for ethnic minorities.

All the different kinds of activities will be implemented during 2003 and 2004.

For further information:
www.indvandrerbiblioteket.dk/konsulenter

Postal address:
The Danish Central Library of Immigrant Literature, Telegrafvej 2, DK-2750 Ballerup, Denmark
Phone: 44 73 46 00
e-mail: rka@statsbiblioteket.dk

"You can't build bridges long distance"
Project Cross-Cultural Bridge Building
… Bridging the gap between cultures in the city of Odense, Denmark

BY BENTE WEISBJERG & SØREN DAHL MORTENSEN

TRANSLATED BY VIBEKE STAGE & SUSY TASTESEN

Project Cross-Cultural Bridge Building: Bridging the gap between cultures in the city of Odense, Denmark, is based on the conviction that among the target group of immigrants and refugees, many possess professional and social skills which could benefit the cross-cultural dimension of the library. Likewise, the project complies with the personnel policies of the Municipality of Odense and of the Odense Public Library, both of which are committed to promoting the employment of immigrants and refugees.

Goals

The goal of Project Cross-Cultural Bridge Building was twofold:
- to improve services to the various ethnic minorities using the Odense Public Library
- to up-grade the project participants' employment afterwards (All participants were on social welfare; six participants were guaranteed permanent employment at the library of Odense.)

Planning Stage

The planning stage, which lasted one year, began during the fall of 2000. The scope of the project was discussed at meetings between the administration of the Odense Public Library, the Employment and Welfare Department of the Municipality of Odense, and various institutions of education. A working model was agreed upon and subsequently presented to the employees and administration of the library for further discussion at a joint meeting with the trade unions. At the meeting, it was decided to go ahead with the one-year project.

Project Description

The aim of Project Cross-Cultural Bridge Building was to:
- provide participants with individually tailored education, according to personal needs and skills
- up-grade participants' qualifications
- provide on-the-job training

All instruction and training occurred at the same workplace.

Right at the beginning of the course, emphasis was placed on teaching all the basic skills necessary for employment at a library. These included computer skills (both searching in the library's automated system and mastering the computer-based lending system), familiarity with the alphabetical ordering and arrangement of library materials, as well as developing customer service skills. All participants of the project attended classes together at the main library and the courses were combined with job-training in customer service at the lending counter, also at the main library.

Evaluation

Project Cross-Cultural Bridge Building succeeded in achieving its main objectives — providing jobs for participants and strengthening cross-cultural initiatives at the library. Of the 130 immigrants/refugees who initially inquired about the project, 70 completed application forms, and 12 finally began the one year course at the library. When the project ended, six participants found employment within the library as general office workers, a computer administrator, cross-cultural employees, and one as a projectmaker! Two participants have permanent jobs in private firms and two others are in job-training positions. Of the final two participants, one left the program early to start training as a hairdresser, and one left due to illness.

In evaluating the program, some aspects proved unexpectedly difficult — making sure that all fit well into the social culture of the workplace, and dealing with the fact that the participants were in reality competing with each other for permanent jobs.

TIPS FOR SUCCESSFUL PROJECTS

1. Have realistic goals of employment for the participants.
2. Assure sufficient funding for the project.
3. Be familiar with all levels of the organization
4. Encourage a tolerant and respectful culture within the organization.
5. Have the full support of administration and unions.
6. Ease demands on "documented qualifications".
7. Provide suitable teaching facilities.
8. Inform participants of the unspoken rules of the workplace.
9. Confirm that participants understand that they will be supervised and evaluated.
10. Cooperate with agencies that choose project participants.
11. Provide opportunities for participants to show initiative.
12. Expect changes in the organization as a consequence of the project.

NA&T: Nordic database for newspapers and periodicals

BY BENEDIKTE KRAGH-SCHWARZ

A new selection tool for the Nordic libraries, NA&T is a joint project, developed by the State Library / Danish Central Library of Immigrant Literature (DCLIL) in close cooperation with the Nordic "sister libraries" for ethnic minorities in Finland, Norway and Sweden. The three other Nordic libraries with national responsibilities for the multicultural / multilingual library services are Helsingfors Public Library, Oslo Public Library / The Multilingual Library and Stockholm Public Library / The International Library.

Shared responsibility

The library service to ethnic minorities on the local level should include newspapers / periodicals according to the local needs. The user survey from 2001 "Refuge for Integration" showed that newspaper reading was one of the most important reasons for visiting the library (50%). DCLIL supports this service through information and advise for the selection. The database is a new tool to further support this activity. It is just in the last stage of testing and will be opened to all Nordic libraries in the beginning of March 2003.

NA&T

The database includes descriptions on several hundred newspapers and periodicals in 33 languages. Each record includes bibliographical information and a description of the content and in some cases also information on political or religious direction, reading level, etc. If available, price information is also included. In addition, each record can contain comments. The intention is that libraries with knowledge about user experiences with given titles will use this facility and share their knowledge to benefit all involved in this work and to consolidate the quality of the work. The database is being developed cooperatively among the Nordic countries as a multilingual tool. Keywords and user interface are in either Danish, Norwegian or Swedish depending on your logon.

User orientation

The user interface includes an option for libraries to provide listings of specific titles described in the database. The libraries often have requests from their users to take up a new subscription on a specific title. If this title is not known to the library and is not included in the database already, the library can send a request to DCLIL to have a description made which the library can use when the decision is taken whether to meet the user request. i

The Future: A guide to collections in the public libraries

Further developments of the database and the service from The State Library / DCLIL include general access to the database in an edited form and extended to be a guide for the library users with information on the local libraries collections of newspapers and periodicals. The purpose of this guide is to give easy access for the users where to go to read his or her preferred newspaper.

Circulation of special periodicals

Very few libraries will subscribe to a broad selection of periodicals on specific subjects or for specific topics such as computer magazines, literary magazines or magazines for women in the ethnic languages. For more special periodicals / magazines with a limited numbers of readers, often spread all over the country a new service will be developed for the libraries. The libraries can share a subscription to a periodical together with a small number of other libraries. The State Library will develop a service to circulate these magazines between the libraries. Each issue will be available in each library for a period of one month and then be sent onwards to the next library. A mail service will be connected to the service. Through this service library users can be informed when a new issue is available in their local library.

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Migrations in Society, Culture and the Library

March 22-26, 2004
Paris, France

The Western European Studies Section (WESS) of the Association of College & Research Libraries (ACRL) will host a four-day conference bringing together North American and European librarians. It will be held during the 24th Salon du Livre. The WESS Migrations conference will set the course for Western European collection building in the new millennium and offer participating librarians outstanding opportunities for professional growth and encounter.

About the conference: Since the seismic transformations to the map of Europe of the late 1980s and early 90s, librarians on both sides of the Atlantic have become increasingly aware that traditional, nation-based collection strategies are inadequate to reflect and to address the consequences of change. Canons in all fields of scholarly and cultural endeavor explode as monolithic cultures become multicultures. Borders become porous and disappear, while airports become the new borders of Europe. The impoverished and population-rich countries of Africa and Asia become the new, immediate neighbors of wealthy Western European countries, even as Eastern Europe and Western Europe co-mingle again, restoring a sense of community known since the 1930s.

See the website http://www.library.jhu.edu/rsd/other/wess2004/wess2004.html. for Call for Papers, Registration and Sponsorship opportunities.

Marketing continued from pg. 4

5 CREATING THE MARKETING PLAN

Having completed the "market" analysis, the next step is to set specific objectives and prepare a marketing plan. Objectives should be SMART — Specific, Measurable, Achievable, Realistic, and Timely. Simply put, the plan you put in place should be doable and result in success. Avoid offering services or products where there are insufficient resources to sustain them. Goals that can be realized are far more rewarding to an organization and its clientele than those promised and not delivered. Aim for achievements in increments that are workable for the organization.

Be as **Specific** and precise about the goals the library wants to accomplish, and then do it. Make certain that the goals are **Measurable.** Can they be quantified and evaluated? Are the objectives **Achievable?** Make the goals **Realistic.** And will the needs of the patrons be met in a **Timely** fashion?

> **SMART**
> **Market Plan**
> • • • • • • •
> **S**pecific
> **M**easurable
> **A**chievable
> **R**ealistic
> **T**imely

Finally, when setting goals and objectives of the marketing plan, consider whether the service can be replicated and used by another unit in the same organization.

6 EVALUATING THE PLAN

An essential part of the marketing process is the evaluation or review component. Are users satisfied with the resulting service or product? Does it fulfill the intended purpose? Is that purpose still valid? Or have needs changed? Develop a mechanism that enables library users as well as staff to provide timely feedback about new services and products. Collecting feedback is an ongoing activity and part of the cyclical nature of marketing. Remember, once services are introduced and proven successful, that is not the end of the cycle. Periodically review your service and product offerings to confirm that they are still meeting user needs.

In summary, the most important element of marketing the library is to carefully consider the impact that the services or products have on the library's culture. Libraries have been marketing their services and products for a long time. In today's environment however, the need for marketing is greater and efforts need to be coupled with smarter and better informed decisions. ■

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. . . in the News

Library Director Gary E. Strong Resigns

JAMAICA, NY, March 17, 2003 — Queens Library Director Gary E. Strong recently announced his resignation to accept an appointment as Head Librarian the University of California at Los Angeles Libraries.

Since 1994, Mr. Strong has been the head of Queens Library, the busiest public library in America. He led the way for many technological advances across the Queens system and oversaw the opening of three new facilities. The Queens Borough Public Library serves a population of more than two million in the most ethnically diverse county in the United States. With 16.8 million items in circulation for Fiscal Year 2002, the Library has the highest circulation of any library system in the country.

Mr. Strong's departure will take effect in mid-August 2003.

United Nations Literacy Decade
2003-2012

Education for All

United Nations Secretary-General Kofi Annan is urging stepped-up efforts to close the education gap, which he calls "a fundamental inequality in our globalizing world." On February 13, 2003, the UN launched the *United Nations Literacy Decade – Education for All,* an initiative agreed to by all countries to work towards reaching the goal of increasing literacy levels by 50 per cent by the year 2015. It is spearheaded by UNESCO, as the lead agency for the Decade. "Literacy as Freedom" is the theme for the Decade.

As societies enter into the information and knowledge era, and modern technologies develop and spread at rapid speed, 860 million adults are illiterate, and over 100 million children have no access to school. Countless children, youth and adults who attend school or other education programmes fall short of the required level to be considered literate in today's complex world. Literacy takes many forms: on paper, on the computer screen, on TV, on posters and signs. Those who use literacy take it for granted - but those who cannot use it are excluded from much communication in today's world.

The outcome of the Decade will be locally sustainable literate environments. These environments will give people opportunities to express their ideas and views, engage in effective learning, participate in the written communication which characterizes democratic societies, and exchange knowledge with others. This will include increasingly the use of electronic media and information technologies, both as a means of self-expression and for accessing and assessing the vast stores of knowledge available today.

Literacy is a plural concept, with diverse literacies shaped by their use in particular contexts. The Decade will work to promote literacies across the full range of purposes, contexts, languages, and modes of acquisition with communities of learners.

kvinde.finfo.dk

BY BENEDIKTE KRAGH-SCHWARZ

Kvinde.finfo is a new website for women aged 20 to 35 with a non-Danish ethnic background. We have pinpointed a specific segment of the target audience for which we use the term mediators. A mediator is a person who is well integrated into Danish society and who plays an important role in relation to other women who still have a way to go in terms of integration. At the same time, the website expects to appeal to a secondary target group: recently arrived women within the same age group.

The overall purpose of *Kvinde.finfo* is to contribute to the integration of immigrant women into the Danish society. The site will provide a gateway to relevant information designed to match the background and needs of the user. The site will promote access to information about the Danish society and contribute to the dissemination of such knowledge among ethnic minorities in Denmark in general.

Kvinde.finfo is in the phase of development and will eventually appear as an integrated part of the website www.finfo.dk.

Kvinde.finfo is a free public service provided by the Danish Central Library for Immigrant Literature, a section of the State and University Library.

What is Kvinde.finfo?

Kvinde.finfo is intended as a common platform for distribution of information from institutions and organisations involved in integration of and production of information for immigrant women. A solid network has been established to ensure easy and smooth access to relevant information on a single web address.

Background

The Danish State and University Library in the autumn of 2001 carried out a usability study. The purpose of this study was to:

- Chart the existing web based information for the target audience
- Analyze the need of the target group, its competencies and behaviour patterns in seeking information on the Internet.

The usability study showed:
- The existence of an unsatisfied need for information in essential fields, such as information for newly arrived persons and facts about education, job, health care, marriage, sex, children, etc.
- The existing information is in general too difficult to find and the language in which this information is presented, is often above the level of language competence of the targeted user.
- Users prefer a dialogue based approach to information seeking on the Internet.

Thus, the study clearly documented the need for a new portal with one single, structured entrance to the information.

Subjects

The usability study pinpointed the following areas to be covered:
- Education and employment
- Health care
- Marriage/relationships
- Marital relations, pregnancy, birth
- "Us and them" – cultural encounters
- Newcomer in Denmark
- Children

In addition to the above, the site will offer questions and answers in selected fields and links to relevant libraries and web sites.

Articles and general information will limit themselves to facts about laws, rules and regulations in various fields; whereas matters where different opinions are expressed, will be covered by the dialogue-based sections. Users can send e-mails with questions to a letterbox and competent professionals will provide the answers. The content of *Kvinde.finfo* will reflect up-to-date information.

For further information:
www.statsbiblioteket.dk/indvportal/
The portal URL will be: www.kvinde.finfo.dk
Postal address:
The Danish Central Library of Immigrant Literature, Telegrafvej 2, DK-2750 Ballerup Denmark
Phone: 44 73 46 00
e-mail: rka@statsbiblioteket.dk

Book Fairs
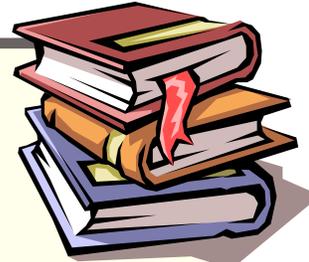
- May 15- 18, 2003
  International Book Fair
  Varsovia, Poland
  http://www.arspolona.com.pl

- May 15 - 25, 2003
  Bienal do Livro
  Rio de Janiero, Brazil
  http://www.bienaldolivro.com.br

- May 28 - June 1, 2003
  Book Expo L.A.
  Los Angeles, California, USA
  http://www.bookexpo.reesexpo.com

- June 4 -9, 2003
  Seoul International Book Fair
  Seoul, Republic of Korea
  http://www.sibf.co.kr

- June 23 -27, 2003
  Jerusalem International Book Fair
  Jerusalem, Israel
  http://www.jerusalembookfair.com

- August 9 - 25, 2003
  Edinburgh International Book Festival
  Edinburgh, Scotland
  http://www.edbookfest.co.uk

- September 3 - 9, 2003
  Moscow International Book Fair
  Moscow, Russian Federation
  http://www.mibf.ru

- October 8 - 13, 2003
  Frankfurt Book Fair
  Frankfurt, Germany
  http://www.frankfurt-book-fair.com

Midwinter Committee Meeting Highlights
3 - 4 March 2003
Paris, France

■ Chair's Report

Jane Dresig announced that our Section's *Newletter* was voted among the "best five IFLA newsletters in 2002." Also, the name of the annual conference has been changed to World Library and Information Congress, and that the Open Forum Session held during the conference will be limited to two hours. Division III also has granted 150 Euros to cover the cost of publishing the document "How to Arrange a Satellite Meeting" written by Barbara von Wahlde. A final version will be ready at the Berlin conference.

■ Stategic Planning Update

An updated version of the Strategic Plan for 2003-2005 is due in October 2003. A summary of accomplishments will be made by Kirsten. A working group, lead by Lourina, will formulate the updated strategic plan based on the committee's discussions and present a draft to the committee by June 1, 2003.

■ Guidelines

A working group is being established to begin the 3rd revision of the Section's publication, *Multicultural Communities: Guidelines for Library Service*. Volunteers are sought for this important project and should contact either Jane Dreisig or Kirsten Leth Nielsen.

■ Berlin 2003

The theme for the Sections's Workshop will be <Multicultural Libraries in German Speaking Countries: Status and Prospects>. Susy reported that plans for the workshop are ongoing and that iformation will be available in the Summer issue of the *Newsletter*.

■ Elections

Barbara von Wahlde, Maria Tapaninen, and Ashjorn Langeland will be completing their second terms in August 2003. Nominations for new members have been submitted to IFLA Headquarters and election papers distributed via the listserv. Voting will take place at the Berlin conference.

■ Open Forum

John Day, Chairman of the Division III Coordinating Board, announced that the theme for the Open Forum Session will be « Guaranteeing Human culture and values». Each Section is asked to briefly summarize its accomplishments and forward the information to Mr. Day who will represent Section III at the Session.

■ IFLA in Oslo

To celebrate the Section's 25the anniversary, a presentation entitled «A model library: The multicultural library» will be made in the exhibition area in Oslo. A working group will be established in Berlin for this project.

Full minutes of Standing Committee Meetings are available on IFLANET at the Section's website at http://www.ifla.org/VII/s32/slsmp.htm

Committee members enjoying their lunch break during the midwinter meeting held at the Centre Georges Pompidou in Paris.

Editor's Note

Sister Library Relationships
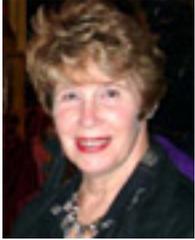
We welcome you to a wide variety of topics and news from the Section in our spring newsletter. Our theme article for this issue is on marketing. The satellite meeting to be held August 11-13, 2003 in Utrecht will focus on acquisitions, collection development and marketing. Issues related to marketing are complex enough when you are providing services to the native born population in your own country who speak the language of the country. In multicultural library services, we must be sensitive to the needs of users who may need and want information in the language of the country where they reside as prospective new citizens and material also in their mother tongue to provide them with links to their country of origin, their language, heritage and culture.

While the article speaks about marketing in libraries in general so we can understand the basics, I hope reading it will spark interest and discussion within the Section and multicultural services libraries about the uniqueness of marketing to multicultural populations as a constituency.

Librarians believe strongly in marketing and promoting our services to users. Whether we do this appropriately enough considering the diversity of users accessing public libraries is the question. I hope the featured article will be provocative and prompt sharing successful and less than successful efforts to market to multicultural populations. Good examples of marketing approaches and techniques would be welcomed and reported in a future issue of the newsletter. Please feel free to communicate with me via e-mail at bvw@buffalo.edu or with Donna Serafin, editorial assistant and newsletter designer, at dserafin@buffalo.edu.

Our June issue will highlight the World Library and Information Congress to be held August 1-9, 2003 in Berlin. Please visit the IFLA Website (http://www.ifla.org) for information on the Utrecht post-conference (satellite meeting) and the program which has a segment on marketing.

Barbara von Wahlde

biography. In May of 2000, a student delegation from Saga City toured the library and they were pleased and delighted to see the artwork of friends back in Saga on display. In 1999, Crandall Public Library and the City of Glens Falls along with the Saga City Municipal Library and the City of Saga, Japan were selected to be NCLIS Sister Libraries.

My own interest in pursuing a Sister Library relationship came from having lived overseas several times in the past. In my early 20s, I lived and worked as a Peace Corps volunteer in a remote part of southern Chile- Patagonia. The small town I called home was Puerto Natales, which is located in the Chilean part of Patagonia. It was there that I experienced a community without a public library. I treasure every moment that I spent in Chile, although it was difficult on a day-to-day basis to live without a library nearby. The impact on my life included becoming a public librarian. Living in another country also taught me the valuable lesson that I could learn from the people of other cultures who approached life and the world differently from me and what I learned changed my life profoundly.

I encourage librarians to continue to explore and make connections with the rich and diverse cultures of the world. If this exploration leads to a Sister Library relationship, you and your community will be enriched by the experience whether it lasts one year or a lifetime.■

Christine McDonald is Director of the Crandall Public Library, Glen Falls, NY E-mail: ckcine@nycap.rr.com or mcdonald@crandalllibrary.org

Plans underway for Buenos Aires Workshop

The IFLA Section on Services to Multicultural Populations announces an all-day workshop to be held at the World Library and Information Congress in Buenos Aires, "From the Global Village to the IndigenousVillage: The Role of the Library in Preserving the Cultural Identity of Indigenous Peoples."
Carmen Madrid and Christine McDonald are coordinating the workshop which will include panel discussions, papers and possibly a field trip. IFLA members who will be attending IFLA Buenos Aires and who also work with indigenous populations are encouraged to contact workshop coordinators as they develop panels and discussion topics. A planning meeting for the Buenos Aires workshop will be held in Berlin (Date to be announced.)

If you are interested in participating, please contact:
Christine McDonald at mcdonald@crandalllibrary.org
Carmen Madrid at mariac.madrid@juntadeanalucia.es

— submitted by Christine McDonald

Public Libraries & Multilingual Collections

an IFLA post-conference following the
World Library and Information Congress in Berlin

August 11-13, 2003
Utrecht, the Netherlands
Website: **www.ifla-utrecht.nl**

The conference theme will focus on the acquisition of multilingual collections in public libraries and the marketing of library services to multicultural populations.

Conference participants will have the opportunity to exchange practical information about importing, cataloguing and acquiring multilingual books and media as well as discuss strategies for marketing library services to the target population.

Full programme details regarding speakers and topics to be addressed are available at the conference website at **www.ifla-utrecht.nl.** Information about accommodations, transportation, conference fees and registration are also fully provided.

Utrecht is a medieval university town, 40 km from Amsterdam, located in the centre of the Netherlands. The population is 250.000; one third of the citizens have non-Dutch roots. The lively city-centre offers nice shops and restaurants along the canals and a number of churches and museums. The Central Station is located in the city centre and gives easy train access to all European countries. (Berlin approx. 5 hours; to Schiphol-airport 35 minutes)

The conference is organized by the Section on Library Services to Multicultural Populations. For more information, visit the website at **www.ifla-utrecht.nl** or contact: Lourina deVoogd, NBLC, Netherlands Public Library Association Postbox 43300, NL-2504 AH The Hague Netherlands
Phone: +31 70 3090 214   FAX: +31 70 3090 200   E-mail: voogd@nblc.nl

e-talk

Multilingual_Literacy is a new list considering multilingual societies in the UN Literacy Decade, 2003-2012.
http://groups.yahoo.com/group/Multilingual_Literacy/

The United Nations launched the Literacy Decade on 13 February 2003 with the mission of "Education for all" and the mottos "Literacy as Freedom" and "Literacy for all, voice for all, learning for all."

- What does/will this mean in practice for multilingual societies and minority language communities?
- What approaches to adult literacy and basic education for children work best in these?
- What other issues arise with various approaches to literacy in countries where many languages are spoken (e.g., language survival, national unity, prioritizing limited education resources, etc.) and how can they be addressed?

Multilingual_Literacy will consider these and similar questions. You may subscribe at the group's web page (URL listed above) or by writing to the list owner at Multilingual_Literacy-owner @yahoogroups.com

—submitted by Andrew Cunningham, Australia

Call for Papers & Participation

Electronically Enabling Communities for an Information Society: A Colloquium — Research Results, Lessons Learned, Policy Recommendations

Prato , Italy
15-16 September, 2003
www.ccnr.net/prato2003/

The Centre for Community Networking Research, Faculty of Information Technology, Monash University, Australia and the New Jersey Institute of Technology, USA, cordially invite researchers, practitioners and policymakers to participate in the *Electronically Enabling Communities for an Information Society Colloquium* to be held 15-16 September 2003 at the Monash Centre, Prato (Florence), Italy.

We are looking to bring together researchers, practitioners and policy makers to discuss, summarize, theorize, and draw conclusions or lessons learned from some ten years of practical work and research experience in applying Information and Communications Technologies to enabling and empowering communities both virtual and physical.

The Colloquium will also provide an opportunity for researchers, practitioners, and policy-makers to reflect on and draw conclusions from this experience as a contribution to the *World Summit on the Information Society* which will be held in Geneva in December of 2003.

For more information, including proceedings deadlines, visit the website at www.ccnr.net/prato2003/

- submitted by Larry Stillman, Australia