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Introduction

In the slipstream of the IFLA World Library and Information Congress in Milan, the IFLA Professional Committee organized a special one day conference on digital libraries. This conference, entitled *Digital Library Futures: User Perspective and Institutional Strategies*, took place on Tuesday 25th August, and was held in the University of Milan. It was co-organized and generously sponsored by the Italian Government through the Athena Project. Because of the rather unusual context in which this event came into being, participation was limited to invited guests only. But IFLA would not have been IFLA if the outcomes of the conference didn't have a follow up in the general Milan congress programme, to share the outcomes with as many interested IFLA colleagues as possible. This was effectuated at the Plenary Session of Wednesday the 26th August. This contribution provides a report on the history, the outcomes and the follow up of this specific event.

Why another conference on digital libraries?

Increasingly researchers, and the general public, expect everything to be available on the web immediately, permanently and preferably free of charge at the point of use. At a cross-cultural level libraries, museums and archives work together to a growing extent, to make their digital collections and objects available on the web for a large audience, very often through one central access point, a so-called portal or digital library.

Current examples of international (global) digital library initiatives are the World Digital Library project¹ and the National Libraries Global project.² The World Digital Library project – coordinated by the

Library of Congress and sponsored by UNESCO – makes digital resources from all over the world available from one access point. Under the umbrella of CDNL, the Conference of Directors of National Libraries, the National Library of New Zealand recently developed a prototype for the National Libraries Global project, which serves the same purpose, but focuses on national library collections. On a European level, Europeana, of which the prototype was launched in 2009 – is the project to look at.³

With the current shift of many libraries from analogue to digital it is obvious that digital is on IFLA's agenda as well; not only by looking at the digitization process as such, but also at strategies for providing long term access to digital content. Under the presidency of IFLA President Claudia Lux (2007–2009) an IFLA Manifesto for Digital Libraries was drafted. This Manifesto was endorsed by the IFLA Governing Board in December 2007 and is now in the process of adoption by UNESCO. A special working group was initiated to work on the preparation of Guidelines for Digital Libraries.⁴ These Guidelines are meant to be a set of standards for libraries which are in the process of building a digital library. The first draft is expected early 2010. Two years ago, the board of ICADS, one of the IFLA Core Activities, decided to refocus their actions on digital strategies only.⁵ And increasingly the over 50 IFLA Sections and Special Interest Groups now pay attention to digital issues; a development that was clearly visible in the main conference programme for Milan, as well. Many sessions and presentations in Milan paid attention to digital topics.

Italy, the host country of the 2009 IFLA World Library and Information Congress, is also quite active in the digital area. ICCU,⁶ a special department within the Italian government structure, is involved in various (inter)national projects with a focus on standards and guidelines for digitization of cultural

heritage. Quite a few of these projects are linked with Europeana, the larger European digitization initiative. Examples of these projects are MINERVA, MICHAEL and ATHENA.⁷ At a national level, Italy is developing *Cultura Italia*, a cross-domain multilingual portal for Italian cultural heritage.⁸ The IFLA conference being held in Milan therefore seemed a great asset for the Italian government to look for a special form of cooperation with IFLA. Their ATHENA Project had the resources available. An invitation to the IFLA Governing Board in December 2008 to host and sponsor a special one day conference on digital libraries was the result.

The timing of this invitation at first seemed somewhat difficult. Traditionally, the individual IFLA Sections, Special Interest Groups and Core Activities plan their Congress sessions at least one and a half years ahead, and by mid December most calls for proposals had already gone out. Therefore organizing a full one day conference in conjunction with the IFLA Milan Congress could only be realized if taken up by the Professional Committee itself. The proposal, however, so much appealed to the IFLA Governing Board that the idea was accepted and an ad-hoc Programme Committee was formed out of members of the Professional Committee.⁹

Conference purpose and focus

Fairly soon it was decided that the focus of the one day conference would be on perceptions and expectations of users on cross domain and multilingual access to libraries', museums' and archives' digital resources. To get a strong focus on the user perspective (a topic that had not been in the IFLA spotlight that much) and to be able to move away from the individual digital library initiatives and their service models, the speakers were found amongst the group of leading academic researchers who are able to focus on how they use digital information in their research today. The programme would also give insight in different cross domain strategies for digital libraries and user perspectives. Therefore also representatives from the other cultural heritage sectors and from the publishing world were invited to speak.

It was considered that the one day off site conference would be a good incentive to strengthen the topic of digital libraries within IFLA, not only in the work programme of the IFLA Professional Committee but also in the activities of the various IFLA working groups. To anticipate a strong embedding of the topic within the IFLA Sections and Special Interest Groups, each IFLA group was invited to send two representatives to the conference. This could stimulate a lively

discussion, not only during the conference, but also afterwards. Because of the cross domain interest for digital collections and online digital presentation, representatives of the international umbrella organizations of the archives (ICA), the audiovisual heritage institutes (CCAAA), museums (ICOM) and monuments and sites (ICOMOS) were invited as well. And so were representatives of the scientific world, the publishers' world, UNESCO and CDNL.¹⁰ Due to safety restrictions, the total seating space was limited to 260 people.

The conference programme was split up in three sessions and it focused on – respectively – user experience, digital content and digital strategies. Two leading threats were formulated. The presentations in the morning session were centered on the question: How does the environment look like? In the afternoon the central question was: What is the response of institutions to this new environment and what do they undertake to bring their digital activities in line with the wishes of this environment and to reach their target group?

Patrice Landry chaired the conference that was attended by over 250 people. A word of welcome was given by respectively the host of the conference, Mr. Elio Franzini, Headmaster of the Faculty of Letters and Philosophy of the University of Milan; the sponsor of the conference, Ms. Caffo on behalf of Mr. Maurizio Fallace, the Director General for Library Heritage, Cultural Institutes and Copyright of the Italian Ministry for Cultural Heritage and Activities, and of course by IFLA President Claudia Lux. And with these words of welcome the direction in which the conference would develop during the day was set right at the start: cross-domain cooperation was the theme they all stressed.

The first session

The first session was chaired by Caroline Brazier, who is Associate Director of the British Library and Chair of ICADS, the IFLA–CDNL Alliance for Digital Standards. The topic of the session was: The digital library user experience: a focus on current user research.

Three speakers were invited to address this topic. First speaker was David Nicholas who is Professor at and Director of the Department of Information Studies at the University College London (UK). His presentation was titled: 'The Digital Library User Experience: the virtual scholar'. Nicholas described and evaluated the information seeking behaviour of new generation users in the virtual environment. His conclusions were based on a seven year study of the



Figure 1. An attentive audience

virtual scholar (both academic staff and students) that was conducted by the CIBER research user Group at the University College London.¹¹ It showed a picture of a generation of users that has a search pattern that clearly is influenced by Google in terms of: volatility, viewing instead of reading, only looking at the first 10 results and so on. Nicholas predicted that this so called Google generation users (a group of users that includes not only digital natives, but also people from the older generations) will develop in a future generation of scholars that has no sense of what a collection is, since the web is not a collection and that they will fail to find what they want, because of their lack of information literacy. Nicholas suggested that in order to address both the Google generation and the next generation in an appropriate way, the library should evaluate its services differently and needs to try to understand the user. That is the only way to form a strong basis for new outcomes.

The second speaker was Daniel Teruggi. Teruggi is director of the Research and Experimentation Department at INA, the National Audiovisual Institute of France, and he is also Chair of the Europeana User Group. Europeana is a project that is funded by the EU and that aims at building a digital portal to the cultural heritage of European libraries, archives and museums. In his presentation, Teruggi described the methods that the Europeana project uses to get a good picture of the needs of its users, both the general public and professionals and scholars. Europeana considers the user perspective essential to be able to provide the success and acceptance of the project and its final results. To mention a few of the sources that Europeana is using to get useful feedback: log analysis, email reactions and online surveys. On the basis of first conclusions of this user research Teruggi advised libraries to take the user seriously in order



Figure 2. Conference Chair Patrice Landry (Switzerland) and Ellen Tise, IFLA President-elect 2007-2009, (South Africa) after the closing of the conference

to be able to provide digital information in the most useful way and to certainly not ignore them.

The last speaker of the first session was Elke Greifeneder, who is lecturer at the Berlin School of Library and Information Science at the Humboldt University of Berlin, Germany. Greifeneder is currently working on a PhD on online user research. Her research can best be described as a meta-study on user research studies; looking for instance at methodology and gaps between purpose and result of the studies. An important outcome was that current research is mainly focusing on the collection of static data, for instance: how many users used the quick-search at a certain date, and that it would be better for libraries to collect dynamic patterns, for instance by looking at the path a user takes on a website, in order to properly address the users' needs.

When overlooking the three presentations in this session, the general conclusion was that the current user research reveals a changing pattern of how people read and search information and that it might be good for libraries to take the user very seriously in order to be able to deliver digital library services that serve the user well, not only now, but also in the future.

The second session

The second session was chaired by Trine Kolderup-Flaten who is Library Director of the Bergen Public Library in Norway. She was Chair of the IFLA Division on Management and Technology and Secretary of the IFLA Section on Management & Marketing from 2005–2009. The topic of the session was: Digital Library Content: what users want and how they use it.

Two speakers were invited to address this topic: the first from a specialist professional's point of view, the second from a museum professional's point of view.

In his presentation titled 'A pianist's use of the digitized version of the Edvard Grieg Collection', Einar Røttingen, who is performing artist (piano) and also researcher and teacher at the Grieg Academy of the University of Bergen, Norway, represented a specific and personal user perspective, based on his experiences with the digitized version of the collection of scores and autographs of the Norwegian composer Edvard Grieg (1843–1907).¹² In recent years, an increasing number of collections and archives of music-related material has become available on the internet. Through this instant access into the musical heritage, performers, researchers and music lovers all over the world can gain information and knowledge about composer's works and lives. For the digitization of the Grieg collection, the cooperation between librarians, computer scientists, researchers and scholars had been key for the success of the project. On the basis of his own experiences with both Grieg's music and the digitized Edvard Grieg Collection as a whole, Røttingen showed the many advantages that digitized collections might bring to scholars and researchers worldwide. He mentioned for example: instant access without the necessity to travel; wider proliferation of the material, which leads to better reuse and preservation of the collections; and the improved direct use performing artists can make of the digitized music collections.

Susan Hazan, the second speaker in this session, is Curator of new media and Head of the Internet Office of the Israel Museum in Jerusalem, Israel. In her presentation with the intriguing title: 'When is a library not a library?' she gave an overview of current large scale Digital Library Initiatives such as the Gutenberg Project¹³ and Europeana, seen from a museum professional's point of view, in which she stressed the importance of those collections, not only for library communities, but also for communities in the museum and archival world. Hazan also presented some examples of interesting projects that provide the possibility for users to add content, in the form of Tagging and Reviewing. The Library of Congress FLICKR Commons Project¹⁴ and the projects of the Powerhouse Museum, Sydney, Australia¹⁵ were specifically highlighted. Finally she gave an impression of Web 2.0 tools that allow the creation of a community around the digital library (FLICKR, Delicious, Twitter, blogging etc).¹⁶ Her final conclusion was that Web 2.0 user generated content is an interesting incentive for digital collections that libraries, museums and cultural institutions in general should monitor and insert – also

if moderation is time consuming. Hazan made it clear that there still is a tension between formal and informal users and that it is therefore advisable to make a clear distinction – also for the public – between what content is library generated content and what is user generated.

Both the speakers in Session two painted a picture of the library of the future in which the need for librarians to collaborate with experts/researchers in order to provide users with online material was underlined. They both stressed the role users can play in deciding on the usefulness of digital content and also discussed the value a digitized collection can have for the users. Librarians are used to serve individuals. That doesn't change in the digital world. Therefore the librarian of the future, as much as any other information professional in the cultural heritage sector, still needs to know what the needs of individual users are, even when material and content are distributed online as a result of mass digitization projects.

The third session

The third session was chaired by Ingrid Parent, Librarian at the University of British Columbia, Chair of the IFLA Division on General Research Libraries and freshly chosen IFLA President-elect (2009–2011). The theme of the session was Strategies for institutions, responding to the digital challenge. Four speakers were invited for this session. The first two speakers gave an impression of what has been done in the digital library context within their own countries and they showed how their digital activities are aligned with the new environment in which their institutions have to work.

Zhu Qiang, Professor and Director at the Peking University Library of the Peking University in Beijing, China, gave an impression of some recent collaborative efforts on digital libraries in mainland China. He made a distinction between two kinds of digital library initiatives in China: the first one is the for-profit initiative, where digital content is created by service providers and publishers etc.; the second is the not-for-profit initiative, where libraries and governmental and public sectors take care of the digital content creation. The first national digital library project in China took place in 1997, and since that time, many initiatives have been developed, both on a national level, on provincial/regional level and on institutional level. Bottleneck issues that were faced in the Chinese based projects are for example duplication of digitization, standardization, intellectual property protection and digital preservation. The urge to overcome these issues led to the coordination of national initiatives,

so called Joint Meetings, that aim at strengthening the cooperation and sharing of digital libraries and yielded several Guidelines on Digital Libraries and the initiation of a High-Level Forum on Digital Libraries in China, led by the National Science and Technology Library China, that aims on improving national coordination and international cooperation.

The second example came from host country Italy. Rossella Caffo, Director of ICCU, the Central Institute for the Unified Catalogue of the Italian Libraries in Rome, Italy, gave in her presentation an overview of the various digital library projects that are coordinated by the Italian government. She discussed the results of and experiences with the national project *Cultura Italia* and with the European projects *MINERVA*, *MICHAEL*, and *ATHENA*. All these initiatives share a distributed approach, coordinative structures at a local, regional and national level and have tight liaisons with the national digitization strategies. They all know the active participation of numerous cultural institutions from every sector, and therefore know a broad cross domain approach. In this way the Italian/European projects have created a positive attitude among libraries, archives and museums, not only at a national level, but also at a European level. For both stakeholders and users the possibilities to access the information have been multiplied, not in the last place to make interoperability the core of the projects. Caffo gave an impression of how the various projects connect to each other and highlighted some very useful guidelines and handbooks that resulted from the projects in recent years.¹⁷

In culmination, the largest international Digital Library Project could of course not be missing in this part of the conference programme. John van Oudenaeren, Director of the World Digital Library at the Library of Congress (USA) in his presentation, gave an impression of how the World Digital Library responds to the challenges of the digital environment. He noted that the digital information environment is characterized by several factors. A growing group of users gets more and more reliant on electronic media to access information. Financial viability and sustainability of projects are a growing point of attention. In the digital world, there is a tendency towards globalization, but at the same time the digital divide is still persisting. The user can choose from a growing palette of digital devices and applications to get access to digital content and a shift takes place from text to audio and audiovisual. Search engines play a growing role in retrieving digital information and the user expectations are ever-rising. The Library of Congress started the World Digital Library project in 2005, in close cooperation with UNESCO.

To respond to the digital challenges the World Digital Library Project now for instance works on capacity building in the developing world, by creating digital conversion centres and by providing online tools for distributed content creation. Strong emphasis is laid on quality, performance and metrics; on the creation of metadata, individual indexing to facilitate the search engines and providing interface and content in at least seven languages and in all kinds of formats. Needless to say that for the World Digital Library collaboration is key. In April 2009 the World Digital Library was launched. The collection of the World Digital Library slowly but surely expands.

Summarizing, the two national focused presentations and the international World Digital Library presentation showed that digital libraries certainly provide an opportunity for institutions to give wider access to information in a variety of formats through collaboration within various institutions (libraries, museums, archives, publishers and other memory institutions). The rich history of the various projects often leads to an increase of national and international collaboration. This collaboration in turn often enhances user experiences by increasing interoperability, developing shared metadata and fostering competition amongst projects to ensure that they remain cutting edge and continue to develop new approaches to developing digital library platforms and collections. There are, however, significant barriers. These include the duplication of efforts and overlap in collections; overcoming copyright and intellectual property issues; overcoming matters of quality control and developing within the profession the management skills to make projects sustainable beyond the initial technical hurdles of development. To overcome these hurdles collaboration is essential.

The fourth speaker in this session provided the audience with a point of view from outside the cultural heritage institutions. Herman P. Spruijt, President of the International Publishers Association (IPA),¹⁸ in his presentation gave his personal view on the current dialogue between the IPA and IFLA through the IFLA IPA Steering Group.¹⁹ IPA internationally represents the publishers of scientific content. One of the main challenges for this sector in the coming years will be the improvement of approaches to distribute content to users. IPA foresees that cooperation between the publishers and library sector is needed more than ever to be able to succeed. Spruijt showed how convergence in the digital area is also present in the current dialogue between publishers and libraries. Topics in which publishers and librarians need to work together more closely and in a dialogue include digital services, virtual libraries, e-publishing, Google 'handling' and Open Access.

Through the presentations of both John van Oudenaren and Herman P. Spruijt it became clear that libraries, cultural institutions and publishers currently are still responding to cultural and technological change. These changes include a proliferation of new media platforms, a rapidly changing intellectual property environment, developing of technical standards, and, of course, financial uncertainty.

When reviewing the institutional perspectives that were given in the third session, four broad areas emerge that the professional of the future will need to address to be able to set out a strategy in response to the new digital challenge. Firstly the professional of the future will need training in managing digital library projects and programmes. This training preferably needs to be (secondly) cross-domain with other cultural institutions to ensure continued opportunities for collaboration and increased interoperability of standards. Thirdly: there will be a need for cross-domain integrity of projects with potential for lateral search engines etcetera, and last but not least: a broader knowledge needs to be developed within the profession of the way in which libraries and other digital content providers are going to address issues that are affected by IP, technical standards and Internet governance. This will influence our ability to preserve digital content and to ensure the preservation of our future cultural heritage, of which much is born digital.

To sum up

The summary of the day was taken care of by three ladies. Penny Carnaby, Director General of the National Library of New Zealand and Chair of CDNL, the Conference of Directors of National Libraries, was asked to summarize the conference and to pick out the essentials. She did this in a rather philosophical, personal and positive way, in which she was able to connect all presentations into one Story of The Digital Library Environment as it is today. She as well considered international and cross sectoral cooperation and connection with users as key elements for the Digital Library's future. Carnaby concluded with connecting the outcome of this conference day with the vision statement on digital libraries that CDNL formulated in 2008.²⁰ Both this vision and the conference presentations show that connecting the world's libraries is not an issue of technology. Libraries are about freedom of access to information. The digital revolution can play a democratizing role in this. And cooperation with users and international partners needs to be included in this process.

In the closing presentation Anna Maria Tammaro, Professor of LIS Studies at Parma University, Italy and

Chair of the IFLA Division on Education and Research, concluded that the professional community needs an international orientation and she stressed the role IFLA will need to play in this. She compared the library with a tree. The roots and the branches stand for the strong basis the library offers: continuity, stability and sustainability. The leaves are symbols for the accessibility of sources and for the future perspectives. The Digital Library offers the library of the future the possibility to profile itself as an institution in which and through which knowledge circulates. This was nicely pictured in a large and healthy tree of which many fruits were to be picked.

To be able to create such a profile it is necessary to develop a strong digital strategy. At the conference two possible options were formulated. On the one hand the Archival Approach, an approach in which the process of digitizing, digital preservation and distribution play a central role. To follow this approach the information professional will need to focus on collection development. Resource recovery then will be left to the search engines. On the other hand there is the Access to Knowledge Approach. For this approach the information professional will need to develop into a 'smart shopper' who anticipates the market and closely connects to the user's needs.

In both approaches, attention to the common, well known management issues continuously needs to be addressed. Management issues such as avoiding duplicate efforts, both in staffing and in finances; the necessity for standardization; the promotion of interoperability and the solving of copyright issues. A strong digital strategy needs a thorough implementation of IT applications. But that is not enough. It is of utmost importance to also take into account the search behavior and the wishes of the current and the future generation of library users. This is particularly applicable when digital content is created. It is of utmost importance that the library includes its users in the appraisal/assessment of the usefulness and value of the (digital) cultural heritage content. It will even turn out to be necessary to take the user seriously as content creator or as producer of digital information.

At an international level, the library world will focus to a growing extent on the building of a community of digital libraries, in which cooperation with users, the accessibility of content (cataloguing, description, preservation) and socialization of the collections will play a central role. The cooperation with other cultural heritage institutions (museums, archives) and other stakeholders (scientific and research institutions, publishers) offers splendid possibilities for the sharing of data, standards and formats, resources and material.

To better streamline the digital activities within IFLA in the future, the IFLA Professional Committee finally formulated a vision that could form the basis to position the Digital Library of the future in a solid way. This vision is formulated as follows:

To employ the fullest potential of digital technology in partnership with users by enabling seamless and open access to all types of information without limits to format or geography, and to enhance the ability of libraries, archives and museums to collaborate among themselves and with others to offer the broadest and most complete service possible.

Three final conclusions that followed from the conference on digital libraries support the vision statement. These conclusions are: a) Only IT is not enough; b) cooperation with users is necessary; c) international cooperation with other cultural heritage institutions and other stakeholders (e.g. publishers) is important.

Ellen Tise, IFLA President 2009–2011 closed the conference day by thanking the organizers, the sponsors, the speakers and the participants, expressing the full support the IFLA Professional Committee will have to follow up the theme of digital libraries in the IFLA programme in the coming years, also through her Presidential theme of Libraries Driving Access to Knowledge.²¹

Follow up

On the IFLA website, the conference programme, the summaries, the biographies and the PowerPoint presentations of the speakers have been made available (see: www.ifla.org/en/news/digital-library-futures-conference-and-the-future-of-digital-libraries-within-ifla). In the near future the IFLA website will also have a special page on the topic of digital libraries, to connect all ongoing and new activities in this broad area within IFLA.

A full text publication of the proceedings of this Digital Library Futures Conference will be available both in paper form through the IFLA Publication series (estimated publication date: April 2010) and online through the IFLA website.²²

As of now, the IFLA Professional Committee will continue to develop the theme of digital libraries – in all different aspects – within IFLA and within all the international IFLA partnerships. Currently the IFLA Professional Committee is working on a thematic thread on the Digital Libraries theme for the professional programme of the IFLA Congress 2010 that will be held in Gothenburg, Sweden, from August 10–August 15.²³

One of the latest IFLA developments was presented early December 2009 with the announcement of the De Gruyter Saur/IFLA Research Paper Award 2010 for an unpublished paper in the area of Digital Libraries by a young professional.²⁴

Acknowledgement

The author wishes to thank Trine Kolderup-Flaten, Patrice Landry, Steve Witt and Matthias Einbrodt for the notes they made during the conference, and that she used at some points for this report.

Notes

Unless otherwise noted, all links were last accessed 15 December 2009.

1. See for the World Digital Library: <http://www.wdl.org/en/>
2. See for the National Libraries Global Project: <http://www.cdnl.info/2009/national-libraries-global-status.pdf>. The National Digital Libraries Global is currently being reviewed by the European Digital Library team with a report due in the first quarter of 2010. This report will contribute to a formal decision regarding the future direction of the National Libraries Global project. (Source: Briefing CDNLI Secretariat, December 2009).
3. See for Europeana: <http://www.europeana.eu/portal/>
4. This initiative is co-sponsored by the World Digital Library Project.
5. The acronym ICADS stands for IFLA–CDNL Alliance for Digital Strategies. See for more on ICADS: <http://www.ifla.org/icads>
6. The acronym ICCU stands for: l'Instituto Centrale per il Catalogo Unico delle biblioteche italiane e per le informazioni bibliografiche. It is one of the institutions of the Ministry of Culture of Italy (Ministero per i beni e le attivita' culturali). See for more on ICCU: www.iccu.sbn.it
7. The acronym MINERVA stands for: Ministerial Network for Valorising Activities in digitization. MINERVA is a thematic network in the area of cultural, scientific information and scholarly content. See for more on MINERVA: <http://www.minervaeurope.org/>; the acronym MICHAEL stands for: Multilingual Inventory of Cultural Heritage in Europe. See for more on MICHAEL: www.michael-culture.org; the acronym ATHENA stands for: Access To cultural HERitage Networks Across Europe. ATHENA is a network of best practice in the European eContentplus programme. See for more on ATHENA: <http://www.athena-europe.org/index.php>
8. See for more on Cultura Italia: <http://www.culturaitalia.it/pico/index.html?T=1260871502104>
9. The Programme Committee was formed by Caroline Brazier, UK (Chair of ICADS); Trine Kolderup-Flaten, Norway (Chair of Division VI; Division of Management and Technology); Ingrid Parent, Canada (Chair of Division I; Division of General Research)

- Libraries), Anna Maria Tamaro (Chair of Division VII; Division of Education and Research), Steve Witt (Chair of Division II; Division of Special Libraries) and Ingeborg Verheul (IFLA HQ). Patrice Landry, (Chair of Division IV; Division of Bibliographic Control) chaired the programme committee and ICCU would take care of the practical organization.
10. IFLA cooperates with ICA, CCAAA, ICOM and ICOS in the LAMMS group. This group focuses on intensifying cooperation between the cultural heritage NGO's in areas of mutual interest. Global Digital Libraries is one of the topics on the agenda. CDNL and ICSTI are permanent observers of the LAMMS group. See for more information: <http://www.ifla.org/en/lamms>
 11. See for more on the user study of the UCL: <http://www.jisc.ac.uk/whatwedo/programmes/resourcediscovery/googlegen.aspx>
 12. See for the Edvard Grieg collection: http://www.edvardgrieg.no/engelsk/grieg_intro_eng.html
 13. See for more on the Gutenberg Project: http://www.gutenberg.org/wiki/Main_Page
 14. See for the Library of Congress FLICKR project: http://www.loc.gov/rr/print/flickr_pilot.html and: http://www.flickr.com/photos/library_of_congress/
 15. See for more on the digital collection of the Powerhouse Museum: <http://www.powerhousemuseum.com/collection/database/>
 16. Photo sharing site FLICKR: <http://www.flickr.com/>; social bookmarking site Delicious: <http://delicious.com/>; sharing news tweets site TWITTER: <http://twitter.com/>
 17. Handbook on cultural web user interaction: <http://www.minervaeurope.org/publications/handbookwebusers.htm>
 18. See for more on the IPA: <http://www.internationalpublishers.org/>
 19. See for more on the IPA/IFLA Steering Group: <http://www.ifla.org/en/ifla-ipa>
 20. See for the CDNL vision statement on digital libraries: http://www.cdnl.info/2008/CDNL_Vision_for_the_Global_Digital_Library.pdf
 21. See for more on Ellen R. Tise's Presidential Programme: <http://www.ifla.org/en/president/theme>
 22. Ingeborg Verheul, Anna Maria Tamaro, Steve Witt, (ed.), *Digital Library Futures, user perspectives and institutional strategies*. [München, KG Saur, 2010].
 23. See for more on the 2010 IFLA Congress in Gothenburg, Sweden: <http://www.ifla.org/en/ifla76>
 24. See for more on the Award: <http://www.ifla.org/en/news/de-gruyter-saur-ifla-research-paper-award-2010>

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