

When Kathy asked me to say a few words today, she said I would have 5 minutes to reflect on almost 25 years of memories in this organization.

I decided at that second that the best way for me to get my message across would be to shine a spotlight on the top 5 moments of change and innovation in Jackson Library that I could remember.

### **Loma Prieta Earthquake**

When I think back on my time in this building, I can't help but recall a moment in October almost 19 years ago at about this same time of day when I was standing right over there. In less than a minute, I watched everything in this library fall apart.

The Loma Prieta earthquake struck and 45 seconds later we were left with 3 stories of books on the floor along with the bookshelves, the ceiling tiles, insulation, and some dangling lights swinging from one side to another. It took even longer for the building to stop swaying. Within an hour, water started dripping from the ceiling where a pipe had broken and flooded a PhD student office on the top floor of the South Building.

Imagine, if you will, over 400,000 books dumped on the floor and covered with debris. I guess you could say it was a librarian's nightmare ... wet, smashed books and twisted bookshelves everywhere you looked.

### **Forces of Change**

Some time later, I remember going to a seminar about the forces of change in our world. The speaker talked about the pace of change and how some things, such as nature, move very slowly, but when they move, the impact of their change is quite traumatic and often transforms the landscape forever. We certainly witnessed that magnitude of upheaval in the 1989 earthquake.

That event also set the stage for many more changes to come in this organization. When the Library doors reopened fully 3 years later, we not only had a new décor, but we had also made a big transition into the world of electronic information resources and new client service programs.

It was nothing short of a major "makeover" ... a total "new look and feel."

### **Change Lives. Change Organizations. Change the World.**

Now many of you know that our motto at the GSB is "Change Lives. Change Organizations. Change the World."

While Mother Nature was certainly a change agent for probably one of our most significant library events that will be remembered over time, there were many more changes and innovations in this organization that were driven by our staff.

I think it's important on an occasion such as this to point out these special moments in our history when the people who have worked in Jackson Library have indeed changed lives, changed organizations and changed the world.

### **Document Delivery Outsourcing**

I'd like to start by telling you about our document delivery program for faculty.

Before we had the web, a few people in this library began conversations with the head of a small start-up company in Silicon Valley back in the late 80s and early 90s that led to a very creative method of delivering scholarly business articles to our faculty right in their own building.

This was still a paper-based solution, but it was a big step in our effort to take the library to the doorsteps of faculty offices. We basically contracted with this company to work in our library after it was closed and to use our own collections to compile packets of information that we could then deliver to faculty first thing every morning. Eventually, we moved to more electronic dissemination of articles and faculty began to receive most of this material directly on their own computers wherever they were in the world.

As time went by, the little company that partnered with us on this program also grew to provide document delivery services to other business schools & libraries across the U.S.

### **Technical Services Outsourcing**

That was an example of outsourcing in our public services area, but we also had another innovative outsourcing activity in our backroom departments that had a very big impact in the library business. This is the part of the library known as Technical Services.

In 1993, we pioneered a different way of getting new books delivered to us that were cataloged and ready to go on bookshelves the day they arrived at our doorstep. Before we started this program, it used to cost us over \$20 per book for our staff to get a book ready for circulation. Working with an outside company, we were able to reduce that cost to less than \$3 per book. Then we reassigned some of our technical services staff to work directly with library clients, which enabled us expand our public service offerings.

Librarians from Africa to Australia and all countries and states in between contacted us about this new program and watched what we were doing, because people in academic libraries just didn't do business that way when we launched this pilot project.

I'm proud to say that we're still outsourcing in this manner 14 years later and that many other librarians in other organizations, including our colleagues at Green Library, have been able to build upon our experience and reengineer their own technical services operations for greater efficiency and effectiveness.

### **Library Web Browser Toolbar Innovation**

My next example of an innovative approach to providing library information is the first library web browser toolbar that some of our librarians created in 2004. This toolbar provides shortcuts to library resources and makes it so much easier and efficient for people to use our material. We've gained a lot of recognition for our toolbar and, once again, librarians around the world have contacted us to learn more about this piece of software that helps people use our collections and services via the web.

### **SLA Service Award**

My last example of the impact our library staff have had pertains to the innovative service programs that have been established over time.

In 2006, Jackson Library staff won the Special Libraries Association Business and Finance Division's competition for the annual Centers of Excellence Award for Services. A plaque in honor of that occasion hangs on the wall in the Library's entry way. This award gave us another opportunity to be a role model for others, and I wanted all of you today to know that this was a very special moment in our recent history. We're all very proud of this national recognition by our peers for the quality and diversity of service programs we make available to clients.

### **Thank You to Library Staff**

I know that my life has certainly been changed for the better because of the association I've had with Jackson Library and the Graduate School of Business.

I'm extremely honored to have worked in this library and even more honored to tell you how proud I am of the other people who have worked here over time and who continue to provide services for us now. They are the true change agents and innovators who do their part in supporting all of GSB's people and programs.

At this moment, I'd like to extend a big thank you to Jackson Library staff and all the former library staff for all their contributions.

### **Final Thoughts**

I'm very glad that I've had this opportunity to highlight for you some of these special moments of change and innovation we've experienced in this library.

I want to leave you with two final thoughts:

- As important as it is to celebrate this 75<sup>th</sup> anniversary and the impact that Jackson Library staff have had in helping people use our collections and information services, I believe that the real impact of our work is often felt most in the day-to-day interactions between our staff and our faculty, students, alumni and guests from around the world. It's those moments of helping someone with a class assignment or finding information for a job interview or helping a faculty member with their research or classroom preparation where we touch the most people and generate the best memories that people have of their time at this place.
- Secondly, as we think about the future of this organization and other libraries, I believe that it will be the way in which we continue to embrace change and innovation that will make all the difference in the quality of our organization and the impact we continue to make as we strive to change lives, change organizations and change the world going forward in the same way that we have in the last 75 years.

It's been a pleasure celebrating this occasion with you. Thank you very much for your time.