

1                                   **LSTA STATEWIDE LEADERSHIP PROJECT PLAN FOR 2004-2005**  
2                                   **Collaborative Virtual Reference Pilot Project**  
3

4 **1. PROJECT MANAGER**, Jeanne Crisp, Chief, Library Development Section, State Library of  
5 North Carolina  
6

7 **2. OVERVIEW OF PROJECT** (Summarize the proposed project, including a description of the  
8 library users who will benefit.)  
9

10 The Collaborative Virtual Reference Pilot Project was designed to test whether collaboration among  
11 different types of libraries is the most effective way to deliver virtual reference service. The virtual  
12 reference service "NC*knows*" was quietly launched on February 16, 2004. On that date, librarians  
13 from eighteen public and academic libraries began accepting virtual reference questions from users  
14 in their own libraries. By the end of June 2004, project planners expect that at least 50 North  
15 Carolina public and academic libraries will provide a link on their web pages so users may have a  
16 live "chat" session with a reference librarian 24 hours a day, 7 days a week.  
17

18 Project activities in 2004-2005 will accomplish the following:

- 19       • determine the day-to-day management and staffing requirements, in particular, how to  
20       handle scheduling and quality control;
- 21       • develop strategies to train additional staff within current libraries, and to add new libraries to  
22       the list of virtual reference providers;
- 23       • implement marketing efforts designed to increase use of NC*knows* by the public; and  
24       • complete an in-depth evaluation of the collaborative service.  
25

26 If the evaluation indicates that a collaborative approach to virtual reference is an effective means of  
27 providing quality reference service in a cost-effective manner, the project will then look at what it will  
28 take to sustain the service over time:

- 29       • As use of the service increases, what must be done to keep pace with demand?
- 30       • How does an increased number of librarians being trained to provide service impact  
31       centralized management of the service, in particular scheduling and quality control?
- 32       • What are direct and indirect costs to libraries of meeting user demand?  
33  
34



35 To see NC*knows* in action, visit [ncknows.org](http://ncknows.org) any time, day or night.  
36

37 **Background:**  
38

39 The Collaborative Virtual Reference Pilot Project began in 2001-2002 when several North  
40 Carolina libraries expressed interest in obtaining virtual reference software for use with their  
41 local patrons. The technology and service lent itself to collaboration. Instead of funding  
42 individual libraries, the LSTA Advisory Committee awarded LSTA funds to support a pilot  
43 project.  
44

45 The State Library formed an Advisory Committee of public and academic librarians from across  
46 the state in 2001. During the first years of the project, State Library staff and the Committee  
47 accomplished the following tasks:

- 48       • self-education to learn about the possible forms of service and delivery;
- 49       • comparison of available software products;

- 1 • research to determine what was being done in other states;
- 2 • a Request For Proposal to select a software vendor; and
- 3 • a Request For Information to select a contractor to perform the evaluation process.

4  
5 The Committee also solicited partners from the North Carolina library community, seeking  
6 libraries that wanted to have their staff trained to provide virtual reference service. In Fall 2003,  
7 a dozen libraries were selected as partners. Their staff joined staff from six of the Advisory  
8 Committee members' libraries to form the core group referred to in this application as the  
9 Partner Librarians.

10  
11 The software vendor, 24/7, provided Partner Librarians with a full day of training in January  
12 2004. The training covered how to use the software as well as how and when to refer questions  
13 that could not be adequately answered during a chat session. Immediately following the  
14 training, all Partner Librarians participated in a day-long "get acquainted" meeting. This meeting  
15 allowed librarians to meet each other and be introduced to the Advisory Committee and to the  
16 goals of the project. A second meeting in March 2004, attended by the Partner Librarians and  
17 Advisory Committee, provided an opportunity for discussion and adjustment of procedures  
18 following the first few weeks of real operation.

19  
20 As of March 2004, North Carolina librarians were staffing *NCknows* 60 hours a week. Most  
21 shifts have two librarians online. (The project has paid for "off hours" reference support from  
22 24/7, the software vendor. The intention is for *NCknows* to join a national consortium of other  
23 libraries using 24/7 software. When this happens, there will no longer be a charge for off-hours  
24 service. *NCknows* librarians will provide off-hours support for other libraries in the national  
25 consortium, and in exchange, libraries in the consortium will answer *NCknows* questions during  
26 evening and weekend hours, at no charge.)

27  
28 In 2003 a project librarian was hired to:

- 29 • assist with technical details of setting up the 24/7 software;
- 30 • develop the scheduling procedures;
- 31 • create a logo and graphics for *NCknows* ;
- 32 • create the web pages used by the public and by project librarians;
- 33 • evaluate all transcripts for quality and to coach librarians if necessary;
- 34 • serve as a backup reference librarian as needed.

35  
36 The project librarian has been essential to implementing the service and will be continued in  
37 2004-2005. One of the critical evaluation points will be to determine whether central staffing is  
38 necessary in order for the service to operate at a statewide level, and, if it is necessary, then at  
39 what level?

40  
41 The State Library hired an evaluation team in 2003-2004. Dr. Jeffery Pomerantz from the  
42 School of Library and Information Science at UNC-Chapel Hill is the principal evaluator. He is  
43 assisted by Dr. Charles McClure from Florida State University, a noted expert on virtual  
44 reference and evaluation methodology.

45  
46 As one of their first tasks, the evaluation team designed statistical reports that would provide the  
47 data needed to evaluate this pilot project. They also conducted a literature search to determine  
48 the status of other nationwide projects. Since February 2004 they have collected transaction  
49 data and have begun conducting random user surveys and focus groups with Partner Librarians  
50 and end users.

1  
2 Preliminary figures from the first two months of operation show that the number of questions  
3 being answered has remained consistent at an average of just over 185 per week, or nearly 750  
4 per month. The experience of other projects indicates the numbers will grow. The Public  
5 Library of Charlotte and Mecklenburg County has offered a virtual reference service since  
6 February 2002. In their first months of operation (which included marketing efforts) they  
7 averaged 150 questions a month. In February 2004 the average was 550 questions a month.  
8

9 Regarding the growth potential for *NCknows*, project evaluator Jeff Pomerantz said: "For a  
10 service that has done no marketing yet, 750 questions a month is a respectable number of  
11 questions to be receiving at the start. I expect that number will increase dramatically once  
12 marketing efforts begin. "  
13

14 For the year 2003-2004 of the pilot project, several benchmarks were established to help  
15 determine if basic components of providing virtual reference service were successfully  
16 implemented. Results are noted below:  
17

- 18 • Staff from participating libraries are trained and are sharing the workload of providing  
19 virtual reference service.  
20 *This was accomplished. Thirty-six staff attended training from the vendor in January*  
21 *2004, and as of March 2004 all the trained librarians are working at least two hours a*  
22 *week to staff the virtual reference desk.*  
23
- 24 • Libraries are linking to the virtual reference web page.  
25 *The initial eighteen partner libraries have created links to NCknows on their web*  
26 *pages. Beginning in April 2004, other North Carolina libraries will be offered the*  
27 *ability to add the NCknows logo to their web pages.*  
28
- 29 • Evaluation of transcripts of patron sessions will demonstrate that users are receiving  
30 accurate and thorough responses.  
31 *A process has been established by a subcommittee of the Advisory Committee to*  
32 *review transcripts. The project librarian sees all transcripts and supervisors at each*  
33 *of the participating partner libraries see transcripts for users of that library. When*  
34 *necessary, librarians receive email follow-up with suggestions on how to improve*  
35 *their answers.*  
36
- 37 • Users will indicate satisfaction with the service.  
38 *Random users are asked to complete a pop-up survey. In the two months following*  
39 *the quiet launch, users provided many positive comments, far outnumbering*  
40 *complaints. User input will be a feature of the full evaluation.*  
41

42 "Virtual Reference" has the potential to benefit patrons of North Carolina's public, academic, and  
43 special libraries by giving them access to reference services whenever and wherever they need  
44 information. During an interview conducted by the evaluators, a patron described her *NCknows*  
45 experience. The evaluators observed:

46 "The patron checked into the issue on her own and arrived at the same answer as she got  
47 from *NCknows*... She said, 'That's a very good example of how someone gave me the  
48 information I needed in 30 seconds, I didn't believe it, and 2 hours later I came back exactly  
49 to where they were.'"

1 We know that librarians can help users find reliable information on the Internet; NC*knows* is a  
2 vehicle to enable librarians and users to communicate in a user-friendly way.  
3  
4

5 **3. EXPLAIN WHY THE PROJECT IS NEEDED AND LINK THE PROJECT TO THE GOAL(S)**  
6 **AND OBJECTIVE(S) IN NORTH CAROLINA'S LSTA PLAN.**  
7

8 Is virtual reference a fad or a new type of library service that will become as familiar as story hour or  
9 readers' advisory? Though it will take years to provide a definitive answer, there is ample evidence  
10 that points to a growing public interest in chat-based reference services. Virtual reference services  
11 across the country reach "non-traditional" library users, people who would not use libraries. The  
12 idea of providing reference help 24 hours a day, whenever people want it, is compatible with  
13 growing expectations raised by the ubiquity of computers and the Internet. People expect reference  
14 service to be as easy as ordering T-shirts from Lands End or buying a book from Amazon.com. And  
15 much of under-18 generation will be so completely comfortable with chat and instant messaging that  
16 any other way of doing business will be foreign to them. The Collaborative Virtual Reference Pilot  
17 Project will help educate librarians and position them to expand library services to meet public  
18 expectations.  
19

20 During the planning phase of this project, the Virtual Reference Advisory Committee gathered data  
21 to help it understand:

- 22 • the spectrum of virtual reference services;
- 23 • the vendor options and potential costs; and
- 24 • organizational models in use across the country.  
25

26 The decision was made to test a collaborative approach to provision of virtual reference service, and  
27 this pilot project was approved for LSTA funding.  
28

29 Why does the proposed project use a collaborative approach rather than allow for individual  
30 libraries to experiment with a variety of service delivery methods? The Virtual Reference  
31 Advisory Committee identified the following benefits of a collaborative model:  
32

- 33 1. The virtual reference service will be available to all NC libraries and residents.
- 34 2. The most successful models studied from across the country have been collaborative,  
35 so that a library can offer service for more hours than its own staff can provide. In  
36 addition, we can learn from these models and not reinvent the wheel.
- 37 3. Competitive LSTA grants to individual libraries would make it difficult, if not impossible,  
38 for small libraries to participate. They often lack the time to prepare an application and  
39 then implement a project.
- 40 4. A collaborative project will tap the expertise of libraries currently offering virtual reference  
41 as well as the enthusiasm of new libraries that are selected to participate as service  
42 providers.
- 43 5. It will help libraries to capitalize on the shared databases available through NC LIVE and  
44 NC WiseOwl.
- 45 6. Since there is a growing market for collaborative virtual reference service, the most  
46 popular software readily supports collaboration, and it will be relatively easy to  
47 implement a collaborative approach.
- 48 7. With small individual projects, any sample data gathered would likely be too small to  
49 project to a larger population. A larger project provides greater numbers that are more  
50 likely to prove statistically significant in assessing the viability of offering collaborative  
51 virtual reference services in North Carolina.

- 1 8. Collaboration will offer a sharing of training and staffing, which should allow libraries to  
2 participate with a modest investment of time.
- 3 9. Since the partners will represent different types of libraries, both by type and by size, the  
4 project will provide a way to test the feasibility of a statewide model for collaborative  
5 virtual reference using a small number of participants.
- 6 10. With multiple types of libraries offering this service, a common web starting point can be  
7 tested as a way to manage users' needs for different levels of service.

8  
9 North Carolina libraries wanted to test a collaborative virtual reference service, and they asked for  
10 leadership from the State Library to coordinate a project that enabled them to work together. The  
11 collaborative service was initiated in 2003-2004. Now the service must be allowed to stabilize in  
12 order to truly test its value to users and libraries. The project year 2004-2005 will result in a  
13 comprehensive evaluation that incorporates data from end users as well as from the staff of the  
14 libraries who are doing the work. If evaluation findings confirm that collaboration works, and if  
15 Partner Libraries want to continue, the project will turn its attention to sustainability issues.

16  
17 This project supports *Library Services and Technology Act: Plan for Implementation in North*  
18 *Carolina, 2003-2007*:

19  
20 *Goal 1: Achieving Equity in Library Service: All North Carolinians will have access to*  
21 *excellent library service without barriers.*

#### 22 23 **4. LIST THE PROJECT OBJECTIVES AND DESCRIBE YOUR PLAN TO EVALUATE THE** 24 **PROJECT'S SUCCESS IN MEETING THOSE OBJECTIVES.**

25  
26 There are two objectives for the 2004-2005 project year:

- 27 1. By February 2005, North Carolina's public and academic library community will have an  
28 evaluation report that answers the question of whether collaborative provision of virtual  
29 reference results in accurate, thorough service to users that is also cost-effective for  
30 libraries.

31  
32 If the answer to #1 is positive, then a second objective will be:

- 33 2. By June 2005, the Advisory Committee, Project Librarians and State Library staff will  
34 have a plan in place to test scalability issues.

35  
36 The formal evaluation is due in February 2005. The Advisory Committee will collect further data  
37 from libraries, based on recommendations in the evaluation report. By June 2005 we should have  
38 definitive answers to several key questions:

- 39
- 40 • Does a *collaborative* virtual reference service result in quality service for users?
- 41 • Does a *collaborative* virtual reference service result in equitable services for end users
- 42 • statewide?
- 43 • Does a *collaborative* virtual reference service make economic sense, compared to the costs
- 44 of libraries acting independently?
- 45 • Do Partner Libraries want to continue to provide a *collaborative* virtual reference service?
- 46

47 If the answers are positive, the Advisory Committee and Partner Librarians will begin to look at  
48 scalability concerns:

- 49
- 50 • Is there an upper limit on how many users can be helped?

- Is there an upper limit on how many Partner Libraries can participate?
- What is the impact of adding more Partner Librarians with regard to scheduling, quality control, and training?

**Evaluation overview**

In order to respond to the global issues identified above, the evaluators will be collecting data on the following questions:

- What is required of a library that wishes to offer virtual reference?
- What is the value added if different types of institutions work together?
- What is the impact on libraries that provide virtual reference service?
- Is virtual reference expandable to the whole state?
- How will this project increase our knowledge of effective organizational models?
- How can the quality of the reference service provided be measured?
- Can staff from different types of libraries provide quality reference service to users from other types of libraries?
- How will the project further greater use of existing resources such as NC LIVE?
- What partnering or leveraging opportunities exist?

Appendix A describes the methodologies the evaluators are using, including literature review, data analysis, and focus groups, surveys and interviews with both library staff and patrons.

The evaluation team will examine the virtual reference service from several perspectives:

Individual libraries

- determine the costs and benefits of virtual reference to libraries

Library patrons

- determine how effectively patrons' information needs are being met

A statewide service

- determine the costs and benefits of virtual reference to the statewide service
- collect information about the questions submitted by users and the answers provided by librarians
- determine the feasibility of a statewide virtual reference service

**5. OUTLINE THE ACTION PLAN FOR THE PROJECT, INCLUDING KEY ACTIVITIES AND THE TIMELINE**

Date	Activity	Who
July 2004-June 2005	Provide virtual reference service to library users	Partner Librarians
July 2004-June 2005	Provide technical assistance and monitor librarian accounts	Project librarian
July 2004-June 2005	Monitor transcripts for quality assurance, coach librarians as needed	Project librarian and subcommittee of Partner Librarians

July 2004 - September 2004	Recruit new librarians to provide virtual reference service	Partner Librarians, Project manager, Project librarian
July 2004 - Feb 2005	Work with evaluation team to monitor evaluation progress and ensure report addresses key questions	Project manager, Project librarian, subcommittee of Partner Librarians
July 2004 - Aug 2004	Launch marketing efforts designed to increase public use	Partner libraries, State Library staff
July 2004-Dec 2004	Increase links to <i>NCknows</i> on NC library web pages	Partner Librarians, Project librarian, Project manager
Fall 2004	Train new Partner Librarians to offer virtual reference assistance	Project librarian, some current Partner Librarians
November 2004	Present program at NCLA conference	Selected Partner Librarians, Project manager, Project librarian
Feb 2005 - April 2005	Study evaluation report, devise plan and process to test scalability issues	Project manager, Advisory Committee, Project libraries, Project librarian
May 2005 - June 2005	Activities will depend on recommendations for future	

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**KEY PERSONNEL**

The project manager, Jeanne Crisp, will work with the project librarian, the evaluators, and with the Partner Librarians and Advisory Committee to ensure that the service is operating smoothly, to oversee all budget items, to ensure that data is being collected and analyzed, and to ensure that recommendations about collaborative virtual reference service are based on evaluation results and, if appropriate, contain realistic options for the future. She will communicate with library directors, via email and personal contact, to encourage participation in and use of *NCknows*.

The Partner Librarians are the heart of the service. Most of those who started in January 2004 are expected to continue through June 2005. (The original partners committed for one year, and will be asked in Spring 2004 to re-enlist for 2004-2005.) As the service grows, new libraries will be invited to participate and their staff will be trained to provide virtual reference service. Partner Librarians will have two face-to-face meetings during 204-2005, and will participate in conference calls or web meetings as needed.

The project librarian, Phil Blank, will continue to be the liaison with the vendor for any technical issues, and to be the liaison with the Partner Librarians for scheduling and quality control. He will also continue to develop the web site and will provide assistance to libraries that want to create a link to *NCknows*. He will continue to serve as a backup virtual reference librarian as needed. He will assist marketing efforts by preparing camera-ready copy for promotional materials, placing marketing information on the web site, and by following up with libraries that have expressed interest in *NCknows*. Along with a few Partner Librarians who have experience training others to use *NCknows*, he will coordinate and present training for new Partner Librarians. He will attend all committee meetings, in person and via conference calls, and will participate in conferences and meetings when *NCknows* is promoted to libraries.

1 The evaluators, Dr. Jeff Pomerantz and Dr. Charles McClure, will continue the contract work  
2 begun in 2003-2004. By February 2005 they will deliver an evaluation report that will guide  
3 activities for the last part of 2004-2005.

4  
5 The Advisory Committee will continue to monitor the project's progress and will be involved in  
6 recommendations for the future.

## 7 8 9 10 **SERVICES / PROCEDURES**

11  
12 **Providing virtual reference service to the public** - As more libraries link to *NCknows*, and  
13 marketing efforts bring new business, additional librarians will be recruited and trained in order  
14 to meet growing demand. The project manager, project librarian and Partner Librarians will all  
15 help to recruit new libraries willing to contribute staff to the effort.

16  
17 **Hours of service** - In order to ensure 24 hours a day, seven days a week of service, we have  
18 paid for the vendor, 24/7, to answer questions during "off hours". Some time during the 2004-  
19 2005 project year, once the *NCknows* librarians are comfortable with the virtual reference  
20 process and the workload, we will seriously look into joining a global consortium operated by  
21 24/7. Membership in this global consortium will call for some additional hours of coverage  
22 (more than the 60 hours/week currently covered) to be provided by North Carolina librarians. In  
23 exchange, we will be able to offer, at no additional charge to the project or any member  
24 libraries, free virtual reference coverage for North Carolinians.

25  
26 **Quality control** - A sub-committee made up of Partner Librarians will assist the project librarian  
27 to monitor all transcripts for thorough, accurate answers that reflect the age of the end user  
28 (e.g., elementary school children should not be referred to college-level web sites). The sub-  
29 committee and the project librarian will develop standards and procedures to use during training  
30 and in refresher sessions with veteran librarians.

31  
32 **Marketing** - Pam Jaskot, the State Library's Communications Consultant, will serve as the  
33 marketing advisor for *NCknows*. She will assist by developing press packets; providing advice  
34 on timing of marketing activities and on how to ensure media coverage of the project; helping  
35 project staff purchase book marks, mouse pads, and other promotional materials, and being  
36 available to consult with partner libraries as they conduct local marketing efforts. Marketing  
37 efforts will take into account both the traditional library user and the person who never uses the  
38 library but would find value in a 24/7 reference service. Jeanne Crisp will have responsibility,  
39 along with the Advisory Committee and Partner Librarians, for sharing information about  
40 *NCknows* with library directors, and inviting those directors to involve their libraries in using  
41 and/or staffing *NCknows*.

42  
43 **Linking to *NCknows*** - The pilot project has a goal to add twenty libraries a month to the list of  
44 libraries that offer a link to *NCknows* on their library web page. For a library to link to *NCknows*,  
45 they must provide profile information to enable librarians to answer questions particular to that  
46 library (e.g., circulation policies) and to provide a contact person for questions that require local  
47 follow-up (e.g., a local history question). Libraries that provide a link to *NCknows* will also  
48 receive a packet of information to help them market locally.

49  
50 **Evaluation** - Activities will be conducted by the evaluation team headed by Jeff Pomerantz.  
51 They will work in close consultation with the project director, the project librarian and a

1 committee of participating librarians. Regular reports will be provided to help ensure that the  
2 final report will be a usable document that addresses the critical questions.  
3  
4

5 **6. IDENTIFY THE LIBRARIES OR OTHER ORGANIZATIONS THAT WILL BE PARTNERS**  
6 **IN THE PROJECT.**  
7

8 **Partner Libraries**

9 The State Library issued an invitation to participate in the Virtual Reference Pilot Project in Fall  
10 2003. A dozen libraries applied and were selected to send staff to the initial training sessions.  
11 They were joined by half a dozen libraries whose staff already served on the Advisory  
12 Committee. The eighteen libraries represent a cross-section of public and academic libraries  
13 from all over the state. (See Appendix B for a list of participating libraries).  
14

15 In late spring 2004, and in fall 2004, State Library staff will invite additional libraries to become  
16 partners in providing virtual reference service. New libraries will be added to increase the  
17 staffing capacity as the volume of questions grows. Training sessions will be provided by the  
18 project librarian and selected current Partner Librarians. Because the training session is limited  
19 to 20 librarians, and two librarians are trained from each participating library, a maximum of ten  
20 Partner Libraries will be added in the spring and again in the fall.  
21

22 **Virtual Reference Advisory Committee**

23 The Advisory Committee represents both libraries that are helping to staff *NCKnows* and  
24 libraries that are either not providing virtual reference services or that are providing virtual  
25 reference on their own or as part of a different collaborative group. Thus, this Committee will  
26 continue to provide a broad perspective and will continue to be involved for the duration of the  
27 pilot project. (See Appendix C for a list of Advisory Committee members.)  
28  
29  
30  
31

1 **APPENDIX A**

2  
3 **Evaluation Questions and Methodologies for**  
4 **NCknows**  
5 **Virtual Reference in North Carolina**  
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Question	Literature Review	Analysis of Existing Data / Documentation	Analysis of Data from other studies	Server log analysis	Evaluation / Content Analysis of Previously answered questions	Interview w/ Library Staff	Focus group w/ Library Staff	Patron Survey	Patron Interviews	Patron Focus Groups
What is required of a library that wishes to offer virtual reference?	X	X				X	X			
What is the value added if different types of institutions work together?	X					X	X			
What is the impact on libraries that provide virtual reference service?	X	X				X	X			
Is virtual reference expandable to the whole state?		X	X			X	X	X		X
How will this project increase our knowledge of effective organizational models?						X	X			
How can the quality of the reference service provided be measured?	X	X				X	X	X	X	X
Can staff from different types of libraries provide quality reference service to users from other types of libraries?					X			X		
How will the project further greater use of existing resources such as NC LIVE?				X	X			X		X
What partnering or leveraging opportunities exist?						X				

1 **APPENDIX B**

2  
3 **Collaborative Virtual Reference Pilot Project**  
4 **Participating Libraries**  
5 **April 2004**  
6  
7  
8

<b>Academic Libraries</b>	<b>Public Libraries</b>
Appalachian State University	Cumberland County Public Library & Information Center
Brevard College	Forsyth County Public Library
Central Carolina Community College Libraries	Greensboro Public Library
Central Piedmont Community College Library	Haywood County Public Library
North Carolina Agricultural and Technical State University	High Point Public Library
University of North Carolina - Chapel Hill	Polk County Public Library
University of North Carolina - Greensboro	Public Library of Charlotte & Mecklenburg County
University of North Carolina - Wilmington	Wake County Public Libraries
Wake Forest University School of Medicine	
Wake Technical Community College	

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1  
2 **APPENDIX C**  
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5 **VIRTUAL REFERENCE ADVISORY COMMITTEE**  
6 **APRIL 2004**  
7

8 Sherrie Antonowicz	52 Julie Goyette
9 Information Services Manager	53 IS Librarian
10 Greensboro Public Library	54 High Point Public Library
11 219 North Church St.	55 PO Box 2530
12 P.O. Box 3178	56 901 N Main Street
13 Greensboro, NC 27402-3178	57 High Point, NC 27261-2530
14 336-373-2466	58 (336) 883-3093
15 FAX 336-335-5416	59 FAX (336) 883-3636
16 <a href="mailto:sherrie.antonowicz@ci.greensboro.nc.us">sherrie.antonowicz@ci.greensboro.nc.us</a>	60 <a href="mailto:julie.goyette@ci.high-point.nc.us">julie.goyette@ci.high-point.nc.us</a>
17	61
18	62
19 Dr. Russell Bailey	63 Michele Hayslett
20 Assoc. Univ. Librarian for Information	64 Demographic Information Specialist
21 Commons	65 State Library of North Carolina
22 J. Murrey Atkins Library	66 Mail Service Center 4641
23 UNC-Charlotte	67 Raleigh NC 27699-4641
24 9201 University City Blvd.	68 919-733-3683
25 Charlotte NC 28223	69 FAX 919-733-5679
26 704-687-3666	70 <a href="mailto:mhayslett@library.dcr.state.nc.us">mhayslett@library.dcr.state.nc.us</a>
27 FAX 704-687-3050	71
28 <a href="mailto:rbailey@email.uncc.edu">rbailey@email.uncc.edu</a>	72
29	73 Susan Herzog
30	74 Manager, Information Svcs, Main Library
31 Jeanne Crisp	75 Public Library of Charlotte & Mecklenburg
32 Chief, Library Development Section	76 County
33 State Library of North Carolina	77 310 N. Tryon St
34 Mail Service Center 4640	78 Charlotte, NC 28202
35 Raleigh, NC 27699-4640	79 704-336-6226
36 919-733-2570	80 FAX 704-336-2002
37 FAX 919-733-8748	81 <a href="mailto:sherzog@plcmc.org">sherzog@plcmc.org</a>
38 <a href="mailto:jcrisp@library.dcr.state.nc.us">jcrisp@library.dcr.state.nc.us</a>	82
39	83
40	84 Esther Ogirri
41 Dave Fergusson	85 Outreach Services Librarian
42 Forsyth County Public Library	86 Wake Technical Community College
43 660 West Fifth Street	87 9101 Fayetteville Road
44 Winston-Salem, NC 27101	88 Raleigh, NC 27603-5696
45 336-727-2557	89 919-662-3308
46 FAX 336-727-2549	90 FAX (919)662-3575
47 <a href="mailto:fergusdg@forsythlibrary.org">fergusdg@forsythlibrary.org</a>	91 <a href="mailto:eogirri@waketech.edu">eogirri@waketech.edu</a>
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1 Jeri Oltman  
2 Perquimans County Librarian  
3 Pettigrew Regional Library  
4 110 West Academy Street  
5 Hertford, NC 27944-1306  
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