Trustees in a Search for Web Order (1967) Then, the U.S. engaged
agrarian into modern society. The era was riven by ra
immigrants, and industrialization. The times also featu
Innovations in printing and paper making met unprece
schooling and a newly literate populace. Enterprising
Rise of the Mass Press. Popular reading exploded wit
new genre—illustrated magazines, penny dreadfuls a
The new media spawned other disturbing outgrowths

While drawing on self-help ideals and the era's educational reforms, public libraries were in fact largely shaped in response to that unstable climate. Internal operations fought to bring order to the media revolution. They would ensure an orderly flow of properly vetted materials. The mission expanded to include the Americanization of immigrants. Facilities developed with dedicated reading chambers, but extended as safe civic harbors for women and children. Indeed, these uniquely American, public/private creations emerged as requisite symbols for a civilized, progressive community—as well as helping mark the end of the frontier.

Trustees and their community supporters stood largely alone in forming early responses. By the turn of the century matters had changed. State libraries and representatives from the new field of college-educated librarians had joined the scene. Andrew Carnegie, a legacy from the first generation, followed to further catalyze a national craze. Over time, the institution also evolved an informal corporate order. Trustee retained oversight, yet trended to the background with fiduciary and policy making functions, as well as crucial liaison activity within their community and to governments.

now travel around the world with their local library a click away. Instead of limited hours, services were suddenly available 24/7. Electronic collections enjoined with similar impact. The challenges of binding and housing journals and newspapers could give way to Cloud storage. Materials could be loaned, read, and renewed online. Moreover, virtual holdings altered bedrock ownership principles with licensing and rental agreements.

Today, the inevitability of the Web has been decided. Internal settings have altered. The library website is an expected presence. Despite dire predictions and ongoing cautions, public libraries also continue to survive. Like our 19th century predecessors, they benefited by proactively extending roles as safe havens and revising educational traditions to accommodate a new medium. Although awaiting definitive study, library directors seem to have taken the technical lead in the rush to respond to the new realities. Based on my experiences, boards in general underwent their own significant transformations in coming to grips and pivoting to deal with the onset of the new age. Trustees across the country stepped forward to enable pioneering recognition of Internet services for their communities.

Phase 2

Fast forward to this panel. The birthing pains are largely over. Change, however, remains endemic. Unpredictable advances dominate the horizon, and the rapid nature of initial responses may call for fine tuning. Hence, where do we go from here—roughly a generation into our second communication revolution? How to best mature and stabilize the roles of public library for the post-modern Web Era?

If past can be prelude, I suggest that final order calls for more time and ultimately insights from an onrushing Born-Web generation. We've entered a middle or processing phase--one of clean-up, surfacing, and blending. Contemporary trustees engage their directors on an active teeter-totter. Our joint goal is balancing the transformational drivers of electronic media on one side with enduring print-era legacies and established traditions on the other.

Web/Database Elements

On one hand, trustees obviously recognize the impact of the medium per se. That implies consciousness of established Web services along with heightened flexibilityt02 T (-0.005 TTJ 6.278 0 Td [(E

- *Emerging Threat Arenas:* The Web revolution induces other ripple effects, including heightened threats from:
    - *<u>Computer Security</u>* presents a technical arena that is unfortunately growing in prominence.
    - *<u>Intellectual Freedom and Privacy Challenges</u>* are expected to grow. Rather than reactive responses, trustees may want to take the time to consider the abstract issues and build proactive defenses. For instance, could we bridge from trustee status as a mechanism for determining community values in dealing with censorship attacks?
    - *<u>Fair Use and the Right of Sale</u>* provide the legal underpinnings for library operations and the free-flow of information. Yet, we must recognize they are