MINITEX Interlibrary Loan, Delivery, and Reference Services

The MINITEX Library Information Network provides library support services for Minnesota libraries. Its geographical scope is shown in the map below – a network with more than 2,000 participating academic, public, state government, high school, and other types of libraries in Minnesota – and affiliated libraries in North Dakota, South Dakota, and Wisconsin.

MINITEX Interlibrary Loan, Delivery, Reference Referral, and Reference Training services are being provided in the increasingly complex environment of modern library operations. MINITEX services and practices are evolving with innovations in support technologies while maintaining a fit within the variety of structures and practices of Minnesota’s local libraries, consortia, and regional library networks (which include regional public library systems and multitype library systems). The types of libraries

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4 MINITEX includes as participants 159 academic, 179 public, 98 special, and 1,731 K-12 school libraries in Minnesota, North Dakota, and South Dakota.

5 A library consortium is any local, regional, or statewide cooperative association of library entities that provides systems and coordination of resources for public, academic, school, and special libraries.

6 Regional public library system: defined in Minnesota Statutes as a multi-county public library service agency that provides free access to all residents of the region without discrimination, and is organized under the provisions of this chapter or chapter 317A, or section 471.59. In Minnesota, there are six consolidated and six federated systems. A consolidated system has one centralized administrative unit and board. Federated systems were organized where public libraries already existed; each participating library maintains local and financial administrative autonomy.

7 Multitype library system: defined in Minnesota Statutes as a cooperative network composed of any combination of public libraries, regional public library systems, public school libraries, public or private
include public, academic, special, and school/media center. Major advances in computer technologies, including the Internet, have increased the capabilities of libraries to provide electronic services and changed how many basic services are delivered. Some of the same technologies have empowered people to access much more information themselves and simultaneously have led to higher expectations of what libraries should be able to provide.

**Improving access to information/resource sharing**

Resource sharing is an important element of effectiveness for individual libraries and library systems, with benefits ultimately flowing to library patrons. The services that support this resource sharing among libraries are in a mode of continual change. These ideas are referenced in the state library administrative agency’s most recent five-year plan for federal funding:

*Library patrons in Minnesota highly value the ability to order books and utilize resources from other libraries and library services. To fill this need, Minnesota has been diligently working over the past years to facilitate resource sharing among libraries and reduce the costs of providing access to information for its residents.*

From its beginnings as a pilot project in 1969, MINITEX has been providing services that promote resource sharing among libraries and access to information for library patrons.

Many trends and developments that affect the future of library support services. In addition, for this study, MINITEX staff and other knowledgeable library personnel at the local, regional, and national levels were interviewed and surveyed to help identify trends and developments that will affect MINITEX Interlibrary Loan, Delivery, Reference Referral, and Reference Training services. Also for this study, the pilot test survey responders were asked to identify the trends and developments that would increase or decrease future use of the four MINITEX services. Overall, the expected trends and developments include new applications of technology to college or university libraries and any other libraries, which share services and resources within a multi-county area.

8 *Public libraries* are established under Minn. Stat. Ch. 134. The must provide free access to all residents of city or county without discrimination. They receive at least half of their financial support from public funds. They must have an organized collection of library materials, trained staff to meet the needs of their clientele, an established schedule of services, and funding and facilities to support the collection and services. They must be legally established by statute, resolution, or ordinance and be a member of a regional public library system.

9 *Academic libraries* are those which are integral parts of a college, university, or other academic institution for post-secondary education, organized to meet the learning and research needs of students, faculty, and staff of the institution.

10 *Special libraries* are those supported by government agencies, private corporations or businesses, associations, or other special interest groups to meet the information needs of the staff or members in pursuing the organizations’ goals.

11 *School libraries/media centers* are libraries or spaces in elementary, secondary, or combined schools where a collection consisting of a full range of media is available to support the curricular needs, with associated equipment and technology. School library/media center staff are available to students, teachers and school staff.

enhance and even transform services, integration of service capabilities on a larger scale (including greater collaboration and resource sharing), and more unmediated services\textsuperscript{13} – all of which are redefining aspects of library services as well as MINITEX services.

After presenting an overview of trends in relation to MINITEX services overall and recent innovations by MINITEX in response to those trends and developments, each of the four MINITEX services will be reviewed more fully in terms of current services, trends and developments, and some implications for the future. Some service changes may have implications for how services are evaluated in the future, including for the application of outcome-based evaluation to MINITEX services.

**Trends and developments**

The trends and developments that are changing libraries and library systems are also having impacts on MINITEX services. Conversely, the evolution of MINITEX services has important effects on the state’s libraries and library systems. Among the major environmental changes that impact MINITEX services are technology innovations, the changing demographics of Minnesota’s population, and changes in the availability of funding at the local, regional, and state levels.

**Technology.** The overwhelming changes resulting from new and improved technologies available to library patrons and to libraries have revolutionized the way many library services are delivered. The Internet and World Wide Web have dramatically changed service delivery for libraries, making online transactions usual and providing direct access to a large and increasing range of online resources. Access from home to many library services has changed some of the fundamental dynamics of information access for interlibrary loan and for reference services, as examples. Library patrons’ expectations of services have coincidentally risen dramatically with the rise of common use of the new technologies. A complete description of technologies’ implications for library operations and for library support services is hardly possible, and the future implications are probably unknowable. One example is MnLINK.

MnLINK is described as a statewide virtual library that electronically links Minnesota’s major libraries. It provides a statewide “virtual” integration layer that enhances the current resource-sharing network (local libraries, systems for retrieval and delivery, electronic resources, and many more elements) of which MINITEX services are a major component. The MnLINK project consists of two major components: the Gateway (Fretwell-Downing software) and the Integrated Library System (Ex Libris software). The Gateway software will facilitate access to a large number and variety of library resources including library catalogs and the Electronic Library for Minnesota (ELM). The Integrated Library System (ILS) will be a shared library automation system for the Minnesota State Colleges and Universities system (replacing PALS), the University of Minnesota system (replacing NOTIS), state government agencies, several private

\textsuperscript{13} Unmediated services are those in which users “help themselves” – for example, to initiate their own requests for interlibrary loan or to place their requests directly with the loaning library. In contrast, a mediated service occurs when a library staff member assists the patrons – for example, to place or review the interlibrary loan request.
colleges, K-12 schools, public libraries, and special libraries. Similarly, North Dakota and
South Dakota libraries that participate in MINITEX are moving to Ex Libris software
(replacing PALS). As will be noted in detail below with respect to individual services, the
MnLINK system (www.mnlink.org/defaulta.htm) will have an impact on MINITEX
services.

Service integration. MnLINK is also an example of the movements in process to
integrate library service standards, protocols, and other mechanisms for information
sharing and service provision that are the subjects of ongoing collaboration efforts of the
library entities, including MINITEX.

Self-help by library patrons. The phenomenon sometimes called “self-help” or
unmediated services is working in some parts of library operations and support services.
For example, library Websites commonly enable patrons to find the latest updates about
their libraries, check if materials are available, reserve materials, renew materials, and
even ask reference questions online. The innovations that bring direct services to patrons
represent a strong and continuing trend.

Demographics. Minnesota’s population is growing in diversity and the population
average age is increasing. The challenges of serving older, non-English speaking, and
other disadvantaged library users reflected in these trends places increasing pressure on
libraries to adapt to the specialized needs of underserved populations. Population
distribution, ethnic diversity, and other population trends will affect how libraries and
library support services such as those of MINITEX respond to the basic mission of free
access to information without limitations due to library patrons’ location or special needs.

Cost-effectiveness and accountability. In the same manner that other agencies of
government are under pressures to reduce costs and improve efficiencies, libraries and
the agencies that provide library support services are being directed to provide services
more cost-effectively and to account for how money is being spent. The broad efforts,
including this one introduced by the IMLS to identify and measure outcomes for end-
users, reflect that those who provide funding must document that funds are well spent.

MINITEX service developments

In response to trends and developments in the library environment, MINITEX has
introduced a number of significant service innovations that are related to and have
implications for interlibrary loan, delivery, and reference services. They include:

Electronic resources. MINITEX initiated and continues to maintain and develop the
Electronic Library for Minnesota (ELM)14 with funding from the Legislature and a
federal LSTA grant. ELM is a large collection of electronic resources and books available
without patron cost to all Minnesotans. Components include the Gale Periodical/
Reference Package, the OCLC Collection, netLibrary (MINITEX e-books), Gale’s
Consulta and ¡Informe! (Spanish language databases), and ProQuest Newsstand
Complete.

14 For more information, see www.elm4you.org.
Cooperative purchasing agreements. MINITEX helps libraries in Minnesota, North Dakota, and South Dakota to acquire library products and electronic resources at large-group pricing by negotiating cooperative purchasing agreements. Many of the costly electronic resources not included in ELM are available at less cost than would otherwise be the case for individual libraries or smaller library purchasing groups.

Electronic delivery of articles. The MINITEX Electronic Document Delivery service (MEDD) was recently expanded to all MINITEX member libraries. MEDD makes serial articles available to patrons online, often within hours of their request. Articles are scanned into electronic format and an e-mail message is sent to the library patron, who can retrieve the article from a MINITEX server. After five retrievals or 14 days, whichever comes first, the item is deleted from the server. MINITEX is one of the pioneers in using this new technology.

Delivery system enhancements. MINITEX Delivery service piloted an additional work shift to improve timeliness on overnight courier deliveries, and on a regular basis initiates other service innovations. MINITEX Delivery has added links to the courier route as the needs arise and improved efficient movements between libraries (expanding direct delivery).

Reference services enhancements. Reference services were expanded to all Minnesota libraries, including K-12 school libraries. The monthly newsletter, Reference Notes, is now sent to all Minnesota academic, state government, and public libraries; K-12 libraries/media centers receive an e-mail message with link to Reference Notes on the MINITEX Website. Reference training (including Webinars) has expanded, particularly to enable library staff around the state to make use of the ELM collections.

Additional information about the four MINITEX services – the intended subjects of the outcomes-based evaluation – will inform the types of information required for the effort.

MINITEX Interlibrary Loan (Document Delivery)

MINITEX Interlibrary Loan15 (also called Document Delivery by MINITEX)16 is the set of services through which books, journals, and other library materials are supplied to library patrons in response to requests received from libraries in the MINITEX network (Minnesota, North Dakota, and South Dakota). MINITEX staff members retrieve materials from University of Minnesota Twin Cities Campus libraries or refer the requests to other libraries in the network that own the item. Most materials loaned or borrowed through ILL are transported by the MINITEX Delivery service. Articles can be transmitted electronically directly to the patron's desktop or to the patron's library through electronic document delivery.17 MINITEX ILL also provides related training and sponsors conferences.

15 In the generic use of the term, interlibrary loan is a library-to-library request for the loan or delivery of library materials – by a library outside the local library’s administrative unit. The purpose is to obtain library material not available in the local library. Interlibrary loan is the general term and includes all such services between libraries, including those through MINITEX ILL.
16 For more information, see www.minitex.umn.edu/docdel.
17 MINITEX Electronic Document Delivery (MEDD).
Trends and Developments

As noted in a comprehensive study of the state interlibrary loan system, the MnLINK system will likely have a significant impact on interlibrary loan across the state:

Minnesota is replacing its two major online systems, PALS [Minnesota State Colleges and Universities system] and LUMINA [University of Minnesota system], with a comprehensive statewide system, MnLINK, which through a centralized file and designated gateways will connect library resources across the state. Planners expect MnLINK to have an enormous impact on interlibrary loan traffic and patterns.

The changes resulting from MnLINK are envisioned as increasing the resource sharing potential among libraries and library systems. The changes will enhance and expand the capabilities of libraries to efficiently request materials from each other directly and of library patrons to initiate their own requests. The change for MINITEX Interlibrary Loan services may be mixed. There might be a reduction in some kinds of requests coming through the system but there might be an increase due to easier access to the University of Minnesota’s Twin Cities campus collections. When the MnLINK components are in place, the degree of change for MINITEX will depend in part on the breadth and pace of adoption of MnLINK use.

MINITEX Interlibrary Loan is also influenced by the availability of electronic resources that can be accessed directly. Currently, Minnesotans can obtain over 4,000 full-text journals online. Requests for photocopies of journal articles decline when readily accessible electronic resources provide the same information.

In the survey sent to the pilot test group for this study, responders were asked to identify the trends and developments that they believed would increase or decrease future use of the four MINITEX services. For MINITEX Interlibrary Loan, they identified these factors:

<table>
<thead>
<tr>
<th>Factors tending to increase use</th>
<th>Factors tending to decrease use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need for access to strong collections at the University</td>
<td>Online access to information</td>
</tr>
<tr>
<td>Decreasing budgets for collections/materials</td>
<td></td>
</tr>
<tr>
<td>Quantity of information available to people increasing</td>
<td></td>
</tr>
<tr>
<td>Online databases are generally not full-text</td>
<td></td>
</tr>
<tr>
<td>Collections coordination within a region</td>
<td></td>
</tr>
<tr>
<td>Increased familiarity in high schools with service</td>
<td></td>
</tr>
<tr>
<td>Online databases come and go depending on budget</td>
<td></td>
</tr>
<tr>
<td>Electronic Library for Minnesota (ELM) access needed</td>
<td></td>
</tr>
<tr>
<td>Electronic document delivery (MEDD) used more</td>
<td></td>
</tr>
<tr>
<td>Distance education</td>
<td></td>
</tr>
</tbody>
</table>

The factors listed by responders denote the types of need that would support future ILL services. What is not indicated is whether the sum of the “increase” factors weighed against the “decrease” factor would result in more or less service need overall. In this snapshot of factors, the conclusion seems appropriate that more ILL resource sharing for University collections, funding uncertainties for local libraries, including the

18 Himmel and Wilson, Minnesota Interlibrary Loan Study (1999).
incorporation of electronic resources, limitations of current online databases, and other factors, are likely to support significant future ILL services.

MINITEX Delivery

MINITEX Delivery\textsuperscript{19} is the set of services through which library materials are physically delivered to libraries and library patrons throughout the region (MN, ND, SD, WI). MINITEX staff and local library staff aggregate shipments into standard containers for movement among the delivery system’s nodes. The delivery sites are academic, public libraries, and state government libraries, depending upon the libraries’ local and regional resource sharing protocols. Frequency of MINITEX delivery is five days per week; delivery frequency within local systems varies around the state. Contract commercial couriers make most deliveries. Other delivery methods include the U.S. Postal Service, United Parcel Service, fax, and digital transmission via Internet and e-mail.

Trends and Developments

The MnLINK system will provide access to the catalogs of nearly all Minnesota libraries. When fully implemented, it also will allow patrons of Minnesota libraries to request books or other materials owned by libraries throughout the state. The MINITEX Delivery service continues to be the primary method for moving requested items between major libraries throughout the state. As library patrons increasingly use the MnLINK Gateway to directly access library materials, overall traffic may increase and delivery requests would likewise increase. Some people interviewed for this study have concluded that the number of delivery requests could increase dramatically.

Changes to local delivery – that is, among libraries within a region or smaller geographic area – will likely occur, both due to funding reductions and MnLINK changes. MINITEX Delivery, in consultation with local libraries, could initiate pilot projects to help improve local delivery.

Responders to the pilot survey for this study identified trends and developments they believed would increase or decrease future use of the Delivery services. They identified these factors:

<table>
<thead>
<tr>
<th>Factors tending to increase use</th>
<th>Factors tending to decrease use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online catalog/direct borrowing – Aleph</td>
<td>Electronic document delivery</td>
</tr>
<tr>
<td>Gateway enhancements implemented</td>
<td>Online (Web) access to information</td>
</tr>
<tr>
<td>More access to technology finding tools</td>
<td></td>
</tr>
<tr>
<td>Online tools – conflicts between authors and publishers</td>
<td></td>
</tr>
<tr>
<td>Patron-initiated, unmediated requests using MnLINK</td>
<td></td>
</tr>
<tr>
<td>Distance education</td>
<td></td>
</tr>
</tbody>
</table>

As previously noted, the comparative lengths of the “increase” and “decrease” lists do not signify which of the directions would have the stronger overall effect. However, many of the factors identified would lead to the conclusion that delivery services are likely to become more important in the foreseeable future.

\textsuperscript{19} For more information, see www.minitex.umn.edu/delivery.
MINITEX Reference Referral

MINITEX Reference Referral\(^{20}\) is the reference service for library staff that have exhausted local resources to provide information to patrons. When a reference librarian cannot answer a patron’s information request because of limited local resources, insufficient specialized expertise, or access to special collections and online information, the librarian can forward the questions to MINITEX reference referral for additional research. The MINITEX response is returned to the referring librarian to be delivered to the patron. The types of questions forwarded to reference referral vary greatly but have included student research, genealogy, business, technical, high-level professional, and some esoteric topics. Requests are usually more difficult and/or time-consuming than usual library reference questions, rely on University of Minnesota resource materials, or require high-level reference research skills.

Trends and Developments

Reference referral is receiving fewer but more complex and obscure questions. This trend is occurring at least in part because patrons and local library staff can often resolve easier questions using the Internet. Among the available Internet resources are the statewide electronic resources (ELM) and databases licensed by MINITEX for use by all Minnesota residents. Previously, this type of access to great quantities of information was much more limited, as were the skills to search for it. In what might be a noteworthy but small counter trend, more researchers may find that the quality of information retrieved through unmediated online resources is unsatisfactory, with the result that they contact reference services more often. However, clearly the trend is for more users to access information using their own resources for an increasing number of questions. This trend will almost certainly continue or accelerate.

A major development in reference services is virtual reference or digital reference. Virtual reference services are Internet-based question-and-answer services that connect users with experts and subject-matter expertise. The Internet connects people who have questions with experts who can answer them. The online expert also can help the person develop information-finding skills. The import of virtual reference is that it practically erases the barriers of time and distance to obtain reference services. Before the Internet, librarians essentially had no choice but to rely on mail, phone, and fax to help users who were unable to visit the library for reference assistance. Internet-based tools give librarians a greatly expanded set of communication options.

Digital reference technologies may be asynchronous (where the user and librarian exchange e-mail messages) or synchronous (where the user and librarian use digital “chat,” simulating a live interaction). In the not too distant future, Minnesota librarians and information seekers could speak directly to each other or conduct a combination search and training session together using streaming video.

Many limited-range (that is, available to patrons of specific libraries) digital reference services are in use – including in some of the larger Minnesota libraries (Hennepin,

\(^{20}\) For more information, see www.minitex.umn.edu/reference.
Ramsey, and Washington County “Ask a Librarian” services, for example). Many commercial services provide digital reference for a fee (including the Google “Answers” service, as one example of a service available to anyone with an Internet connection). The new reference technologies raise questions for reference librarians and for MINITEX reference referral. For example, what design for new collaborations will make this work on a statewide scale, especially with user expectations for around-the-clock (“24/7”) access to reference services? Who will develop such a collaborative network and its protocols and standards? What role does the MINITEX reference referral service have in the networked environment of virtual reference? Who will pay for this? These types of questions are being addressed in Minnesota’s library community, with the active participation of MINITEX staff.

MINITEX Reference Services has been involved in digital reference issues. On behalf of the Minnesota Collaborative Digital Reference Project (MCDRP), MINITEX in April 2003 hosted a web-based survey concerning virtual reference services. About 425 responses were received from staff from all types of libraries and school media centers across Minnesota, North Dakota, and South Dakota. Among the findings and conclusions were that many libraries view collaborative virtual reference services as a way to extend patron services, overcome limited staffing and budget reductions, and possibly reduce software costs.

In the pilot test survey, responders identified trends and developments that they believed would increase or decrease future use of MINITEX Reference Referral services. They identified these factors:

<table>
<thead>
<tr>
<th>Factors tending to increase use</th>
<th>Factors tending to decrease use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Materials budget down so less access to local resources</td>
<td>Internet access for staff and users</td>
</tr>
<tr>
<td>Unable to subscribe locally to many online resources</td>
<td>More use of online databases</td>
</tr>
<tr>
<td>Richer resources usually available from the University Virtual/digital reference</td>
<td>Virtual/digital reference</td>
</tr>
<tr>
<td>Overall less use of reference services</td>
<td>Reference technologies provide more options</td>
</tr>
</tbody>
</table>

Review of the “increase” and “decrease” lists makes it difficult to foresee what effect these factors collectively will have on reference services and MINITEX Reference Referral. In particular, the effect of virtual reference services on the future of reference services is especially unclear. It seems apparent, however, that the level of expertise of reference librarians at the MINITEX level – where the most specialized, difficult, and/or obscure questions are presented – will have continued durability. The potential roles and level of effort appear to be somewhat open-ended questions. It may turn out that the most desirable future design of library-based digital reference services would expand the role for MINITEX Reference Referral in new roles involving collaboration and resource coordination.
MINITEX Reference Training

MINITEX Reference Training\textsuperscript{21} is a source of reference services training for librarians in the state. MINITEX staff members provide reference skills training in-person, over the Internet (Webinars), and through conferences and a newsletter. Training topics include the Electronic Library for Minnesota (ELM) resources, MN Opportunities for Reference Excellence, and many other reference skills topics. The MINITEX staff seeks to upgrade the knowledge of reference issues and the specific skills of those who take training or who receive the newsletters and attend reference-focused conferences.

Trends and developments

Reference training is becoming a larger component of MINITEX Reference Services due to the large increase in electronic services available to libraries and library patrons.\textsuperscript{22} Library staff need to keep up with the skills needed to make best use of the new resources, including the Electronic Library for Minnesota and other electronic resources. The broad need to increase library staff familiarity with, and skills to use electronic resources are likely to be continuing trends. Innovative training tools that make use of the Internet to deliver training – Webinars – are well received and greatly leverage MINITEX staff resources. The innovative use of online tools to deliver training (Webinars) and broadly upgrade library staff skills (newsletter) is likely to be a continuing trend.

A potential extension of some MINITEX Reference Training services might be to provide online training (such as abbreviated or targeted Webinars) to library patrons (the end-users of library services). Some of the topics that would be valuable to patrons and appropriate for them may already be in use. Leveraging already available MINITEX training resources to assist some library patrons (notably serious researchers), in addition to the more comprehensive and in-depth resources for librarians, may be a trend for the future. Whether the MINITEX mission and funding requirements would support such an expansion of training services would have to be explored.

Pilot test survey responders identified trends and developments that they believed would either increase or decrease future use of MINITEX Reference Training services. They identified these factors:

\begin{tabular}{ll}
\textbf{Factors tending to increase use} & \textbf{Factors tending to decrease use} \\
Webinars (online/alternative format delivery) & Fewer resources to pay for training \\
Fewer local resources for staff training & Staff time and costs limit attendance \\
Staff turnover due to retirements & \\
New electronic tools require training to use effectively & \\
Potential for end-user training options & \\
\end{tabular}

The relative importance of “increase” and “decrease” list items are difficult to judge. However, it is clear that electronic resources will become more important to libraries and

\textsuperscript{21} For more information, see www.minitex.umn.edu/train-conf.
\textsuperscript{22} MINITEX Reference Services does not charge a fee for ELM or reference training at this time.
beyond that (through library and other Websites) to end-users of information resources. Library staff (and end-users) will benefit greatly by having the knowledge and skills to make maximum use of online resources. Particularly when the online information resources are contracted for and maintained by MINITEX for use statewide, the rationale for providing good training services on a statewide basis is clear. The collections change often, the terms and limitations of use change, and the tools for access can be honed to improve speed and quality of results. As a result, the need seems to be clear for broadly available, high quality training to best use online information resources and for other reference skills and awareness training for library staff.

Conclusions and implications for performance evaluation

From this review, several conclusions may be made about expected directions for MINITEX services that may have implications for performance measurement:

- **Innovating to make all services continually more cost effective**
  Service cost effectiveness will be increasingly important. Measures that show improvements and the benefits of innovations will be needed.

- **Providing more services that leverage the skills and time of library staff resources**
  Support services to libraries will increasingly be seen as leveraging local resources. Measures or indicators that document this benefit will be useful.

- **Ensuring that library patrons’ needs as well as library needs figure prominently in the design and redesign of services**
  New technologies increasingly put end-users in the position of “self-help.” Measures that show how services support end-users directly as well as library staff services will be needed.

- **Making best use of online resources for service delivery**
  Electronic services can dramatically reduce transaction time and eliminate distance considerations in delivering some services (MEDD is an example). Measures that show expansion of these services and demonstrate how end-users benefit will be increasingly useful.

- **Promoting integration, partnering, and collaboration among libraries and systems**
  Service integration enables more efficient and low-cost access to library resources and resource sharing. Improving the mechanisms of collaboration and measures of their impacts will be increasingly important.

The future direction of performance measurement can include both internal measures and external measures that monitor these dimensions of MINITEX service effectiveness.