Executive Director's Report March 2015

ADMINISTRATION

By Holly Carroll

Paul Gwyn Estate

John Duval, City of Fort Collins Attorney, updated me that the distribution of funds from the Paul Gwyn estate will take place in mid to late April. The funds will be delivered to the City on the condition that Council adopts an ordinance appropriating one-half of the funds for the City's Senior Center and the other half for payment to the Library District. He also informed me that the Senior Center funds will be put into the City's Senior Center Endowment. I also talked to Joe Fonfara to let him know our plans to use part of the funds to purchase a van and an automated materials handler (AMH) for Council Tree Library. I will work on a resolution for the board to accept the funds at its May 11th meeting.

Strategic Planning

A scope of services has been drafted and distributed to three possible consultants that can help facilitate our retreat. Paula Watson-Lakamp and I are in discussions with OrangeBoy Inc. about how best to update the market analysis data in time for the retreat. I am also working on compiling an environmental scan of best practices and trends for the board to review prior to the retreat. I hope to select a facilitator in the next two weeks and will be able to give you more details at that time.

TIF Regional Study Group

The core and full study groups continue to meet every other month The first draft of a "plug and play" model for estimating direct costs (negative and positive) for the special districts and Larimer County was introduced at the March meeting. The indirect benefits and challenges will be the next model to test and discuss. The consultants are still on track to complete this project by mid-summer.

STREAM Van and Lab

The STREAM Lab at Northside Aztlan Community Center is now in its fourth month of programming. Maker activities to date include digital citizenship, Minecraft, Anatomy in Clay, Lego robotics and intro to iPads. The six-month financial report and narrative was submitted to the State Library of Colorado in early March. A date for the STREAM lab open house has still not been determined. We are now shooting for an early May date to introduce the public, appointed and elected officials.



The STREAM van has been purchased, using state government negotiated discount pricing. After much deliberation, discussion and examination of two cargo van models, we selected the Ford Transit Connect which is a small cargo van that will be easier for staff to maneuver yet meet our practical delivery, programming and marketing needs. The vehicle is equipped with a rearview camera, and an inverter for easy plug-in of laptops and speakers for programming (and parades). It also has an Eco Boost engine. Laura Carter, our graphic artist, is designing the wrap and we are obtaining quotes for application to the

vehicle. Staff is also working on procedures, schedules and other details. Safe driving classes are also being investigated for all staff drivers.

Other Activities

I attended two forums on March 24 and 26 to introduce the public to the Downtown Business Association (DBA) Executive Director candidates.

Ken Draves and I, along with Robin Gard, Poudre Friends of the Library, and Jennifer Kuzik, CSU Friends of the Library, attend the CAL Lobby Day on March 18 at the statehouse.

I attended the Front Range Public Library Directors' bimonthly meeting at Boulder Public Library on March 20. The central library has recently been remodeled, highlighting the original open and airy architectural design of the 1992 building.

The CSU/ Poudre River Friends of the Library groups sponsored the appearance of author Jacqueline Winspear on March 25. Three-hundred seventy-five persons were in attendance to hear the creator of the popular Maisie Dobbs mystery/historical fiction novels.

COLLECTION MANAGEMENT

By Tova Aragon

The Collections Advisory Team has been busy the last couple of months exploring the possibility of categorizing picture books into concept themes such as, Alphabet, Animals or Numbers. The team visited with the Collections Managers from Pikes Peak and Arapahoe Library Districts and toured 3 libraries. Jennifer, Marian and Vicky joined the team in reviewing the information gathered on the tours and research on the idea. After great discussion, it was decided to not categorize the picture books. The team hopes to take some of the ideas learned through the discussion and implement them in the buildings such as, more concept theme displays and themed book bundles.

It has been decided to make some adjustments to the Juvenile Graphic Novel collection. From now on, Picture books, Easy Readers and Biographies that are in the graphic novel format will be cataloged in their original area not graphic novels. Juvenile graphic novels will only contain juvenile fiction and nonfiction. This will streamline shelving and better meet the needs of the patrons. Materials already in the collection will be retrofitted as time permits.

We have added a new link to our Research Homework page, DK Encyclopedia. http://www.dkfindout.com/us/

COMMUNICATIONS OFFICE

By Paula Watson-Lakamp

- Completed monthly/weekly goals of Communication Plan.
- Organizing, managing and supervising all graphic design work for the District.
- Co-facilitator of the Programming Team
- Finalizing promotions and graphics for 2015 Summer Reading Challenge
- Working with OrangeBoy on dashboard and Savannah messaging system.
- Working on new social media promotions and platforms, "The River's Mouth", updating
- Worked with local media on various stories
- Working with Library Trust PR committee and Board
- Doing video work with mascots and library services... see our YouTube channel details
- Organizing 2015 Editorial Calendar
- Finalized 2014 end of year stats for Report to the Community
- Participated in interview for Volunteer Coordinator position

- Participated in St. Patrick's Day parade festivities with mascots to promote Summer Reading and FoCo Comic
- Attended webinar "Beyond Book Displays"

HUMAN RESOURCES

By Ellen Lake

I completed the recruiting and selection process for the Volunteer Coordinator position, with the assistance of an interview team. We selected Serena Ross, who has a wealth of volunteer coordinator experience from Education and Life Training Center, Hearts and Horses and CASA. Serena began working on April 1st. She lives in Ft. Collins and has her office upstairs at Webster House. She will be formally introduced to the board at the May meeting.

I am at the beginning stages of creating a separate and distinct compensation plan for the District. The first order of business is updating all job descriptions, and that process has just begun. Holly and I are discussing who to include on the compensation committee, and once that is decided, we can begin work on developing the District's total rewards philosophy, another key part of creating our compensation plan. The anticipated completion date is October 1st.

OUTREACH SERVICES

By Johanna Ulloa

Outreach Core

The highlight of the month was the completion of our first LSTA mid-term report. Here are some highlights to the findings from evaluation on Digital citizenship and Minecraft programs! We are so excited the intended outcomes are actually so evident in the evaluation report! Huge thanks to Outreach team and Amy Holzworth for these amazing results.

Overall Learning

"What is one thing you learned in class the past few weeks?



Digital Citizenship Outcome goal:

Increase awareness of digital citizenship skills, including digital footprint and reputation

0% -> 92%

On the Road.

Story times – this month we delivered storytimes to children at different sites including but not limited to Bauder Elementary, Stove Prairie Elementary, Teaching Tree, Livermore Elementary, Bright Horizons Day Care Center, Northside Aztlan Community Center, Putnam Elementary, University Village, Irish, Community Life Center, Family Center, Salud Clinic, and Old Town Library.

This month we presented storytimes about Dr. Seuss and animal sounds. We read the book *Everywhere the Cow Says*, "*Moo!*" This book shared with the children how four different countries make animal sounds differently: England,

France, Spain and Japan.



We have been providing storytimes with a digital component for over two years. We have learned so much! This month Ludy Rueda

learned so much! This month Ludy Rueda delivered digital storytime at all sites with the app "Monsters" and "sound touch" and included the cultural awareness component. This month we provided all the information for each app, so parents, teachers and care providers could use them at home.



Ludy Rueda and I gave a presentation at CSU French class about delivering a bilingual storytime at the library. The students were excited to have an opportunity to deliver a program in French in the community. We

are working with Professor Frederique Grim who will be in charge of the group. We have a date for this presentation: May 7 at 5:00 PM at Harmony Library.

Community Connections

We attended the Equity and Diversity Advisory Council Meeting, where a lot of discussion regarding DACA and DAPA took place. We will continue to provide information to our patrons as new developments takes place.

We attended the Diversity Impact meeting and the Larimer County Immigration Advisory Council Meeting where discussion regarding community needs took place. We will continue collaboration with other agencies to develop programs that are responsive to our community needs.

Sylvia Garcia co-hosted the Mental Health Forum on Issues Impacting Law Enforcement and the Penal System. I had a table with relevant library materials and created a book list for the Reader's Café on our web page. She also hosted the second meeting of the NoCo Pride Coalition of Service Providers (organizations that provide services to the LGBTQ community) at Old Town Library. The meeting focused on providing support for members that were experiencing challenges with providing service to their LGBTQ customers.

I continue to help with the creation of different logic models for different programs. I also trained several staff on how to create a Logic Model.

Computers

Crossroads Safehouse have recently added a computer lab meaning we don't have to bring ours anymore. Classes at this site will be held once a month instead of weekly.

Classes at Aztlan Center with the Ancianos continued. We are having iPad sessions as well as demonstration in how smart phones work due to demand.

Classes at Rigden Farm Senior Living also changed this month because they just updated their computer lab from PCs to Macs.

Classes at The Family Center will start in April. Registration is full, and we have a waiting list with 40+ names. We will also begin classes in summer at the Genesis project in partnership with Mathews House.

We are also getting ready to start classes at Community Corrections the second week of April. The classes will be weekly and we will modify our classes to comply with their rules and regulations.

In collaboration with our amazing IT department we updated the system of all the computers in the community. Now the computers are running faster and more efficiently.

HARMONY LIBRARY HIGHLIGHTS

By Ken Draves

FRCC-Larimer Campus News

Vice President Search Process

Bruce Walthers is retiring as FRCC-Larimer Campus VP and a search for his replacement is underway. The field of applicants has been narrowed to three finalists, who interviewed and made presentations to staff and the public the week of March 30. An announcement of the new Vice President is expected soon.

Programs, College Partnerships and Children's and Teens activities

Reported by Jennifer Zachman:

- 1) CATs meeting March 11: Discussed reorganization ideas for the picture books. Discussed leveling of easy reader books. CATs team along with Vicky, Marian, and myself suggested recommendations which Tova later presented to Holly.
- 2) Messy Hands Art for Preschoolers: Partnered program with FRCC Art Education Dept. Four sessions presented overall (Feb.-March). FRCC expanded the number of participants and all session were filled to capacity with great positive feedback from the public.
- 3) Kids Explore Art & ImageineArt classes: Classes for elementary and middle/high school students began March 21. These are also partnered with FRCC.
- 4) Summer Reading Challenge preparations continue. Includes ordering materials, contacting schools, proofreading, etc.

Digital learning classes, reported by Kristen Draper

- Coding for kids Nineteen 8-12 year olds learning the basics of computer programming on 3-7-15.
- Build your own computer -27 teens and their parents learned about the internal components of a computer and how to build one from scratch. 3/7/15
- Hosted Minecraft for 20 1st-2nd graders and then again for 20 3rd through 5th graders on 3/13
- Went to Barnes and Noble for Nook presentation -3/21
- 7 for iPad 101 on 3/25
- 5 for eBooks on your iPad classes 3/28

Teen Services

Reported by Diane Tuccillo

- 1. A new Bookends show was recorded on March 9th at PSD Channel 10. Three Teen IRS members presented their recommended books and one of them served as host. The show will be released soon and we will link it in the Bookends section on the Teens page.
- 2. The Battle of the Bards judging took place this month. Finalists and honorable mentions are being notified today, March 30th. They are all invited to read their poems at the Battle of the Bards poetry program on April 24th.
- 3. Teen IRS met on March 14th. Sue-Ellen ran this meeting at Old Town Library.
- 4. Eight Teen IRS members served as volunteers at the FOL book sale this month at Harmony.

Business and Careers Services

Reported by Anne MacDonald:

Business Research:

- Tea industry (3 hours)
- Nonprofit toy industry (3 hours)
- · Training and certification industry trends (U.S. and FC) (6 hours)
- Bakery and Specialty Children's Store (1.5 hours)
- Alternative Health (1 Hour)
- Hammertoe surgical devices (2 hours)

Set of questions on small business failure rate, reasons for failure, etc. for a business services startup (3 hours). Answers:

- About 10% to 12% of firms with employees open each year and about 10% to 12% close.
- Non-employer firms have turnover rates three times as high as employer firms, mostly because it is easier for non-employers to start and stop, as they tend to be smaller than employer firms.
- Business bankruptcies numbered 33,212 in 2013, a decline of about 7,000 over the previous year. *Not all firm
 deaths are business bankruptcies, and many business owners file personal bankruptcy instead of business
 bankruptcy.
- Major reasons for small business failure
 - Lack of experience
 - Insufficient capital (money)
 - Poor location
 - Poor inventory management
 - Over-investment in fixed assets
 - Poor credit arrangement management
 - Personal use of business funds
 - Unexpected growth
 - Competition
 - Low Sales

Life span of a S&P 500 company (1 hour). Answer:

- 1958 61 years
- 1980 –25 years
- 2014 18 years
- 75% of today's S&P 500 companies will be replaced by 2017

Pharmaceutical – Pharmacy Benefits Manager Industry (2 hours)

Landscape business (1 hour)

Hospital statistics – quick but desperate phone call from a local marketing firm (less than an hour)

Web Developers (1 hour)

Biosimilar drugs (2 hours):

A biosimilar product is a biological product that is approved based on a showing that it is highly similar to an FDA-approved biological product, known as a reference product, and has no clinically meaningful differences in terms of safety and effectiveness from the reference product. Only minor differences in clinically inactive components are allowable in biosimilar products. I had this question because The Patient Protection and Affordable Care Act (Affordable Care Act), signed into law by President Obama on March 23, 2010, amends the Public Health Service Act (PHS Act) to create an abbreviated licensure pathway for biological products that are demonstrated to be "biosimilar" to or "interchangeable" with an FDA-licensed biological product. This pathway is provided in the part of the law known as the *Biologics Price Competition and Innovation Act* (BPCI Act).

Under the BPCI Act, a biological product may be demonstrated to be "biosimilar" if data show that, among other things, the product is "highly similar" to an already-approved biological product.

Worked with three local business people on how to get onto the speaker circuit (less than 1 hour each – I have a prepared write-up on how to get onto the speaker circuit, since I have so many questions on it.)

Various insurance agents needing lists of companies/physicians/hospitals, etc. – It appears that Fort Collins is experiencing an influx of one-agent offices of major insurance companies.

Demographic of people who buy private islands.

• Answer: Island owners tend to be male, in their 50s, mavericks in business or entrepreneurs hailing from the U.S. But since Moscow converted to capitalism years ago and Asia finally embraced American excess, the latter part of that demographic is starting to shift (less than an hour)

Extensive information on security services to businesses (3 hours) List of corporate press release websites (1 hours)

Search of the month (besides biosimilars and Pharmacy Benefit Managers) (2 hours):

• In searching for information on what we thought were two tiny businesses that manufactured a very healthy and popular product, turned out to be owned by the massive Kerry Group (Ireland), a publicly-traded (London Stock Exchange) company that started out in the 1970s as a dairy cooperative in County Kerry. In addition to cornering the market on this particular healthy product, Kerry Group also owns: Armour Foods Ingredients (AFI), Creative Seasonings & Spices Inc., Hickory Specialties Inc., a world leading producer of liquid smoke flavors; Da Vinci Gourmet, a leading supplier of branded flavored syrups, confectionery sauces and tea concentrates for specialty coffee chains and foodservice outlets; Crystals International; Oregon Chai, the leading US branded supplier of natural Chai Tea Lattes and Chai Tea Latte mixes, concentrates and ready-to-drink products; Teawave, a branded line of shelf stable smoothies sold into specialty coffee and other foodservice segments; Caffe D'Amore, a leading provider of a complete line of gourmet beverage products for foodservice and specialty retail applications; all of Cargill's global flavors business, which provides flavor ingredients and flavor systems for beverage, dairy, sweet and savory applications through its global facilities; General Cereals S.A. based in Argentina providing extended cereals for the RTE cereals and bar markets; Millennium Foods LLC based in Indianapolis (IN) develops and manufactures dairy and culinary ingredients for US customers, among a million other flavor ingredient, soy, and dairy companies around the world.

Collection Management--Business

- Weeded the 650s (business management, business startups, leadership, employee issues, etc) in Harmony and Council Tree. Ordered replacements, updates, new titles.
- Met with Mergent Rep to discuss their new product. We already subscribe to First Research (a Mergent product). Their new product competes with Reference USA, Business Decisions, and One Source.

Reported by Molly Thompson:

- Met with Tyera Eulberg from the Loveland Library to see a demo of Loveland's online desk scheduling program.
- Created scoring sheets for Battle of the Bards.
- Scheduled spring job classes
 - o Walk-in Job Search Help, month of April
 - o LinkedIn for Job Searching, May 1
 - o 3 Secrets to Job Search Success, May 21
 - o Secrets to a Great Job Interview, June 2
 - o Customizing your Resume, June 11
- Updated content on the Jobs and Careers section of the website.

OLD TOWN LIBRARY HIGHLIGHTS

By Jean Bosch

Outreach and Embedded Staff

Nonprofit Services Librarian Sarah Scobey has started the process to become a certified consultant for the Small Business Development Center (SBDC). The SBDC provides consultants to local small businesses, free of charge. Business owners approach the SBDC for guidance with issues relevant to running a small business. SBDC staff then matches the owner with the appropriate consultant. For example, if someone is having trouble with their books, SBDC will match them with an accountant; if their particular issue is establishing a stronger web presence, they will be connected with an expert in that field of marketing. If a nonprofit approaches the SBDC, they will be connected with Sarah as she will serve as the primary nonprofit consultant.

To be certified as a SBDC consultant, Sarah will observe two different consultants in a session with two different clients. When she feels adequately prepared, a SBDC employee will observe her consulting with a client. Librarians Anne Macdonald and Molly Thompson have been through the process and are certified.

Old Town Library Manager Jean Bosch attended an all-day Action Planning Session which followed up the Community Conversation on Homelessness. The meeting was sponsored and hosted by Homeward 2020 who is the community's designated lead for issues surrounding homelessness and near homelessness. The group reviewed data gathered from recent Point-in-Time surveys of those experiencing homelessness locally, identified gaps and duplication in services, and brainstormed ways to make homelessness rare, short-lived, and non-recurring in Fort Collins.

Teen/Reference Librarian Sue-Ellen Jones did eight booktalking presentations to 154 Wellington Middle School sixth graders and with Circulation's Rebekah Algiere-Rapson making library cards for them with assistance of the Answer Center staff.

Sue-Ellen also taught Boolean searching techniques and how to use the "Biography in Context" and "Middle Search Plus" databases to five-8th grade classes (122 students) at Liberty Common High School.

Programs and Events

<u>Minecraft:</u> These programs continue to be popular. The grade-level sessions offered this month were full as usual with both having waiting lists and "drop in" kids interested.

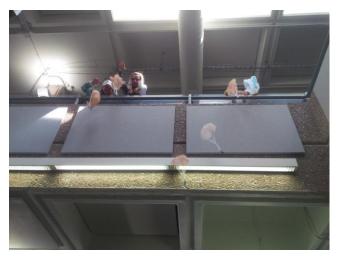


The Minecraft SuperHero Spaces program held during Spring Break included 16 teens focused on creating their idea of spaces for superheroes. On pieces of paper, the volunteer Teen Admin wrote down a superhero (Spiderman, Batman, IronMan, Storm, or Wonder Woman) for each kid to try to make a virtual "space" for the. A couple of kids were able to go home with a big Minecraft block (a box decorated as a grass block from Minecraft) which was a big hit.

CSU's Environmental Learning Center group visit: Librarian Amy Holzworth worked with this group at Harmony Library sharing library information, nature-related poetry, and informational texts with a group of 20 kids and 5 staff in the "School's Out Day" programs offered through Colorado State University's Warner College of Education's Environmental Learning Center

<u>Parachute Program:</u> Public Services Librarian Nicole Burchfield hosted 15 kids at the program for designing parachutes during Spring Break. They had a great time testing the parachutes out and one family commented they had never been to Old Town Library.

Computer classes: Amy taught a second class of Microsoft Word (Basic) in the Collaboration Room to a small group of 4-5 people. The computer instructors will be able to teach from the computer lab to a larger number of students in the fall now that we have the new screen and projector available. The smaller class sizes can be good for learning and more individualized attention.



Continuing Education and Learning Opportunities

Jean attended the Urban Library Council webinar on "Libraries Improving Health" with Outreach Manager Johanna Ulloa and Council Tree Library Manager Currie Meyer.

Miscellaneous

Jean, Johanna, and Deputy Director Ken Draves interviewed two candidates for placement of a CSU Master's in Social Work student to help provide services to the community at Old Town Library next fall. The student's internship would focus primarily on individuals experiencing homelessness or near homelessness.

COUNCIL TREE LIBRARY HIGHLIGHTS

By Currie Meyer





Children's librarian Millie Kridler planned and coordinated an afternoon-long celebration of beloved children's author and illustrator Theodore Geisel. 144 people attended the activity-food-and fun-filled drop-in program, held between 1 and 6 pm. CTL staff Currie, Karla, Linda, and Drew read favorite Seuss stories including *The Cat in the Hat, The Lorax, and Green Eggs and Ham*, on the hour.

Performance objectives discussed with classified staff, early March

Currie and Chris met with each of their classified staff members during early March to review and discuss performance objectives for 2015. After each staff member's objectives were finalized, staff entered their objectives, measures and due dates into the performance management system, Talent/Reward.

Repairs made to "Shared Knowledge" public art installation, March 11-13

In February, three of the black letter characters in the "Shared Knowledge" public art installation on the walls of CTL's first-floor entryway were pulled from the wall. The vandalism left holes in the walls, and letter characters hanging askew from the walls. With the assistance of City of FC Art in Public Places coordinator Ellen Martin, Currie worked with the artist, Barbara Baer, to repair the damage and discuss a plan to prevent further damage. Rob and Matt from PRPLD Facilities filled and patched holes, then re-painted portions of the wall. Matt and Barbara relocated the remaining characters within reach to a height of eight feet from the floor. We agreed that the damage looked like it resulted from someone hanging from the characters, eventually pulling them from their mounting posts and from the wall. At the new height, all of the characters are out of reach of most people.





Before After

Spring Break programming for children and Families, March 17-21

During Poudre School District's Spring Break, Millie and staff brought out "Power Guy" and "Power Gal" stand-up figures designed by PRPLD graphics designer Laura Carter. The Guy and Gal held signs that showed the number of days to the start of SRP (in June).



Programs promoting SRP and the "Discover Your Power" theme included Superman cartoons with Jewels (attn. 42), Soaring Heroes with Linda (attn. 13), Hero Masks with Millie (attn. 26), Spellbinders storytelling with Nicole (attn. 18), and a well-attended Yoga Storytime on Saturday (attn. 58).

Yoga Storytime at CTL March 15

It's a Girl Thing Book Discussion program, March 27

In observation of Women's History Month, Currie planned and presented "It's a Girl Thing" book discussion for girl/woman pairs at CTL on March 27. The program, now in its second year, features discussion of an award-winning work of juvenile fiction that emphasizes the growth of its girl protagonist....and a free pizza dinner! Participation is limited to ten girl-woman pairs, and is usually attended by moms and their daughters. This year's discussion book was *Counting on Grace*, a critically-acclaimed book about a 12-year-old girl and her experiences as a child worker in a textile mill in 1910 Vermont. 18 girls and women attended the program, and their response was positive. One participant wrote, "(This program) was a great way to initiate conversation with my daughter. (It was) a real bonding opportunity."



Project updates:

- STREAM Lab at NACC Victor Zuniga and Carol Gyger
 Victor and Carol are preparing the technology for April's 3D Printing programs for the LSTA Grant programs at Northside Aztlan Community Center
- San Juan del Sur Biblioteca *Victor Zuniga and Carol Gyger*Victor and Carol spent a week with PRPLD's sister library in Nicaragua, San Juan del Sur Biblioteca. They provided a week of training and implementation support for automating the library's bookmobile. The bookmobile visits 35 rural schools each month. Previously, the staff used a manual process to check in and out books to the students. While the old process was effective, it was very time consuming. The new automated system includes 3 laptops.

rural schools each month. Previously, the staff used a manual process to check in and out books to the students. While the old process was effective, it was very time consuming. The new automated system includes 3 laptops, barcode scanners, library cards for each student, and offline circulation software. The system does not require power or internet connectivity to work effectively so even the most remote schools can be served.



Bookmobile - yes, it's a truck!



Training SJDS staff - Victor, Noelia, Heidy, Carol, Katia, Jason, Jhossy



The old system – green index cards
The new system – library cards & technology!



Getting new cards and picking books





"My new card and books!"

- Summer Reading Program software enhancements Peggy Shaughnessy Peggy continues to work on enhancements to the SRP software. Customers will be able to participate online. Peggy is currently in testing phase.
- **Behind the scenes** Lingzhen Zhao, Chris Bauman, Victor Zuniga, Peggy Shaughnessy, Carol Gyger As usual, there were many behind-the-scenes tasks accomplished last month. While not an exhaustive list, here are some of the things the Team worked on, helped with, improved, and researched
 - o Preparations for Council Tree remodel Chris B. moved Circulation to a temporary area
 - o 3D printing Carol and Chris climbing the learning curve finally on the downward side, teaching OTL Lab monitor, Sven
 - Catalog records project Victor and Carol with Tova for synchronizing PRPLD records with emedia vendors and preparing for adding Accelerated Reader info to catalog records
 - o Tech setup Ling, for new HR Manager and Volunteer Coordinator
 - Customized receipts at all Express Check stations with library logo! Victor with Circulation Supervisors Holly B., Chris C., Kim D.
 - o Server improvements Ling