- There are lots of projects already underway, with many differences … but many similarities too. This makes this workshop valuable …. and hopeful.

- The fact that quite a bit of material is already digitized should not be viewed as an impediment. First, not as much is digitized as you think. Second, it makes it more likely that we can build on what has been done.

- Everyone agrees that this is good for scholarship -- but so are lots of things (double the NSF budget, etc.). We should avoid using "moral authority" as the central argument. It doesn't work (here or in politics).

- We need to persuade publishers by focusing on the practical value of this project. Unfortunately, no one fully understands commerce on the Internet (sorry Hal). We've learned a lot, but the main lesson is that some things are subtle -- there are many things have hidden values that drive e-commerce.

- As I listen to conversations, I see three loose groups: scholars, librarians, publishers. Each has a different agenda and different perspective; I wish there were some way to force each to spend a day in the other group's shoes. Business agreements are built on psychology and perceptions, as much as on rational debate. The key to success in this project is to balance interests of all.

- Solving big, complicated projects is never easy for academics … or those associated to academics. This is a big complicated project. What should be done? How do we do it? What material should be covered (mixed journals, for example)? How do we structure agreements? WE CAN'T

SOLVE ALL PROBLEMS AT ONCE. If we try, we paralyze ourselves, and accomplish little or nothing. We have to make choices, bite off pieces, move forward as much as we can, and then reassess where we are. That's the way to solve big problems.

- Mainly, I have heard:

    o Lots of enthusiasm and
    o Lots of goodwill and
    o … lots of knowledge.
    o And that makes me optimistic.