


4-2005

## Information Outlook, April 2005

Special Libraries Association

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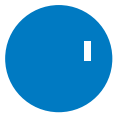
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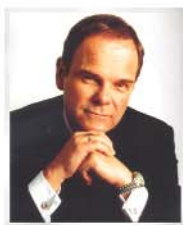
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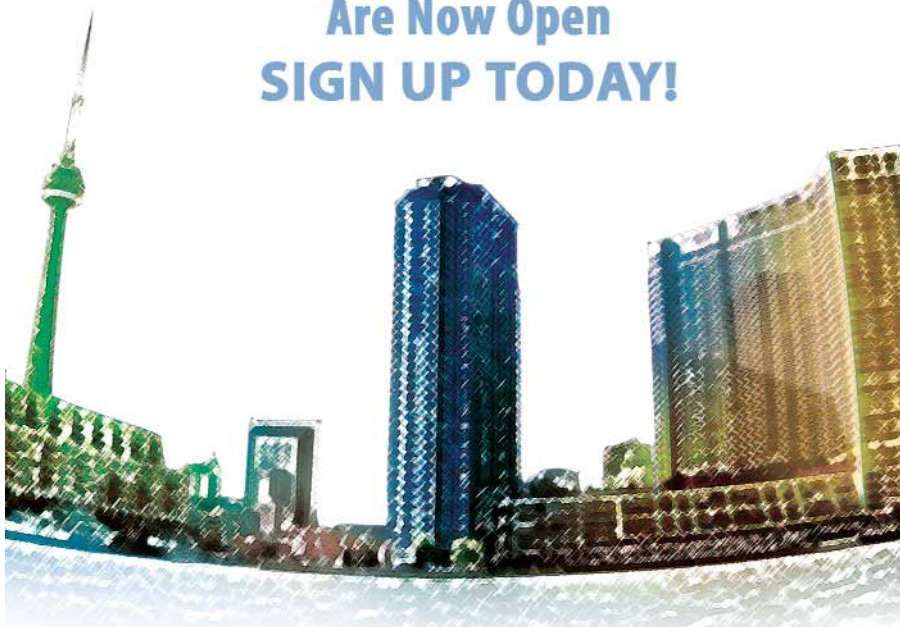


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# information outlook

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## Connections for Life

About two months ago, I was in Tampa for the SLA Leadership Summit. (By the way, it was a fantastic experience!) Just about 250 SLA members gathered there to explore, connect, and grow as leaders—at work, in life, and in their association. Everyone enjoyed the Summit in its first year of transition to a more holistic learning experience. I can't wait to see what's in store for Houston in January 2006!

As I was saying, several days later, I was in Australia. To clarify, one day I'm in Tampa, and the next thing I know, I'm in Sydney and I've lost a day! But there I was, attending the Information Online Conference in that beautiful city, interacting with new SLA members and other information professionals, and extolling the virtues of the great and global network of which you are a part. My time there included several events with SLA members in Melbourne, and a meeting with CEOs of IFLA member associations, all of which made the trip worthwhile.

So there I was, in New Zealand... oh, wait. At some point during my trip I made the trip over to Australia's beautiful neighbor. I visited with SLA members in Auckland and Christchurch. Connecting with members in person is so valuable, particularly when they belong to a newly-created chapter. Where am I again?

Just as I was getting comfortable with two of the most beautiful countries on the planet, off I went! I found myself in beautiful Seville, in the Andalusian region of Spain. Why? Unfortunately, it wasn't for a holiday! But I was attending the European Business Information Conference, where some of the best and brightest information professionals from that continent meet each year. I participated in a debate on the question of whether laws and regulations are limiting the growth of the knowledge economy, and took a fairly balanced stance on the matter.

The connections I made during that trip were valuable for the continued growth of SLA. But they were also the kind of connections that make me proud to be associated with, and represent, this profession. The best part of this story? You can do this yourself—every day—without having to jump from continent to continent. It is through the sharing of knowledge, experiences, and personal insights that you can leverage the most valuable component of membership: networking with other information professionals in our community. If you aren't getting connected on a global scale now, why are you waiting?

Surveys have shown that SLA members consider networking to be the most vital aspect of their experience in our association. My sense is that most members understand this, but I'm guessing that they're benefiting from local interaction in chapters. Why not connect with colleagues in Canberra, or propose partnerships with people in Paris? OK, now I realize I didn't get enough sleep during my trip!

So remember: you don't have to travel around the world to get connected in SLA. Join a discussion list and ask for contacts in various countries. Participate in one of our online communities and establish virtual friendships there. Or better yet: search the online member directory, locate a few members around the world, and pick up the phone! That's what makes the SLA network so great!

This month's success story involves all of the candidates for election to the SLA Board of Directors. By the time you read this, the elections may be nearing an end or completed. I want to thank all the candidates for their commitment to SLA; their energy, ideas, and dynamism; and their willingness to take risks. I will be excited to serve with any of them, for they clearly care about the direction and future of their

association. They are role models in the profession, and clearly possess the qualities of leadership that we need. But most important is that they are good people, too. And when you have that mix of traits, SLA and the information profession will always win!

Do you have a great success story to share? Tell me about it via e-mail at [Janice@sla.org](mailto:Janice@sla.org).



Janice R. Lachance

A handwritten signature in black ink that reads "Janice R. Lachance". The signature is written in a cursive, flowing style.

SLA Executive Director



By Carolyn J. Sosnowski, MLIS

## National Gardening Association

[www.garden.org/home](http://www.garden.org/home)

This colorful and informative site features an extensive number of articles and other resources for the home gardener. If you are trying to determine which varieties of tomatoes grow best in containers, create a butterfly garden, or control garden pests, this site is for you. The food gardening section outlines the basics of growing fruits, vegetables, and herbs, from plant descriptions to planting, maintenance, and harvesting instruction.

Information is browsable and searchable, and additional services like discussion boards, a Q&A archive, and e-mail newsletters personalize the user experience. Basic reference materials, including a buyer's guide, a dictionary, a zone finder, and calculators, round out the content.

## MedlinePlus

[www.nlm.nih.gov/medlineplus/](http://www.nlm.nih.gov/medlineplus/)

When it comes to medical information, source authority is vital. In this case, the authority is the National Library of Medicine and the National Institutes of Health, so you can be sure that you are getting accurate, quality information. The site's illustrated encyclopedia provides descriptions and cause and treatment information for diseases and injuries, among other ailments. The dictionary (from Merriam-Webster) is helpful for pronunciation and basic definition. Conditions are explored in greater depth in the Health Topics section. Here, the user can find links to guidelines, articles, and other materials in areas such as disease prevention and management, related maladies, clinical trials, organizations, and alternative therapies. Drug information includes brand names, description, guidelines for proper use, and a list of side effects. Of course, this site is not a substitute for advice and treatment from a medical professional, but it's an excellent starting place for health information. Other notable features: e-mail announcements of new content, information on evaluating medical materials, and a directory of medical professionals and other health providers.

## Zimmerman's Research Guide

[www.lexisnexis.com/infopro/zimmerman/default.aspx](http://www.lexisnexis.com/infopro/zimmerman/default.aspx)

This site began as a paper-based collection of legal research resources, and it evolved into an online tool in 1999. Entries, which can be searched

Continued on page 8...

## Info 'Heroes' Win SLA Awards

SLA has selected 22 outstanding individuals and one team of information professionals as recipients of its 2005 awards and honors. SLA honorees will be saluted during the SLA 2005 Annual Conference in Toronto.

SLA President Ethel Salonen of Cambridge, Mass., said, "Our 2005 honorees reflect the heart of the profession now and into the future. These 'info heroes' consistently deliver value for their organizations and the profession. They also live the values of our community: leadership, service, innovation and continuous learning, results and accountability, collaboration and partnership. They set the standard for information professionals worldwide."

Candidates for SLA Awards and Honors were reviewed and considered by the SLA Awards and Honors Committee, chaired this year by Bill Fisher of San Jose, Calif., SLA Board of Directors.

The 2005 SLA honorees are:

SLA Hall of Fame Inductees: Carol Ginsburg (New York) and Phyllis Waggoner (San Francisco)

John Cotton Dana Award: Sylvia Piggott (Global Information Solutions Group, Montréal)

Rose L. Vormelker Award: Carol Berger (C. Berger Group, Carol Stream, Ill.) and Tony Stankus (College of the Holy Cross, Worcester, Mass.)

Fellows of the Special Libraries Association: L. Susan Hayes (Parkland Library, Parkland, Fla.), Thomas Rink (Tulsa Police Department), Davenport "Dav" Robertson (National Institute of Environmental Health Sciences, Research Triangle Park, N.C.), Hope N. Tillman (Babson College, Babson Park, Mass.), and Richard

Wallace (A.E. Staley Manufacturing Co., Decatur, Ill.)

SLA President's Award: Barbie Keiser (Washington, D.C.)

SLA Professional Award: Karen Melville (University of Toronto) and Judy Russell (U.S. Government Printing Office, Washington, D.C.)

SLA Honorary Member: Susan Tarr (U.S. Federal Library and Information Center Committee, Washington, D.C.)

Factiva Leadership Award: Susan Fifer Canby (National Geographic Society, Washington, D.C.)

SLA Innovations in Technology Award, presented by LexisNexis: Individual: Brandy E. King (Center on Media and Child Health, Boston); Group: The U.S. Defense Technical Information Center (Fort Belvoir, Va.)

SLA Member Achievement Award: John Latham (Special Libraries Association, Alexandria, Va.)

SLA Diversity Leadership Development Award: David Liserio (USAA, San Antonio), Tamika Barnes McCollough (North Carolina State University, Raleigh, N.C.), Tatiana Pashkova (Emporia State University, Emporia, Kan.), Phebe Poydras (Florida A&M College of Law, Orlando), Matildah Misengo Sakala (U.S. Embassy, Lusaka, Zambia)

Detailed biographical information on all SLA honorees is online at [www.sla.org/awards](http://www.sla.org/awards).

## SLA, H.W. Wilson Honor Writers

SLA will present its H.W. Wilson Company Award to three exemplary information professionals. The award recognizes the author(s) of an outstanding article published in *Information Outlook*.

The 2005 winners are: Laura N. "Lolly" Gasaway (University of North Carolina, Chapel Hill), John J. DiGilio (Thomson West, Los Angeles); and Gayle Lynn-Nelson (LexisNexis, New York).

The award committee honored Gasaway for her *Information Outlook* column, "Copyright Corner," which appeared monthly from September 1998 through December 2004. DiGilio and Lynn-Nelson are honored for their November 2004 article, "The Millennial Invasion: Are You Ready?"

The annual award is sponsored by the H.W. Wilson Company. The prize will be presented at the SLA 2005 Annual Conference in Toronto.

The committee praised Gasaway as a "shining light" for *Information Outlook*. Committee Chair Christine De Bow Klein, in the award letter, wrote that "Gasaway's body of work defined our professional concerns and understanding, emphasizing our professional responsibilities..." She said Gasaway's columns "positioned us to become leaders in the area of copyright and personal property issues."

De Bow Klein commended DiGilio and Lynn-Nelson's article. "We hope this is the first of many articles that will highlight the cultural changes as well as the impact of technology on the delivery of our information products...The committee hopes this article is the beginning of an important discussion the entire SLA membership will engage in over the next few years."

More information about SLA awards and honors can be found at [www.sla.org/awards](http://www.sla.org/awards).

## Interior Department Honors SLA Member

SLA member Bonnie Carroll, president of Information International Associates, has won the Department of the Interior's Conservation Service Award for 2004.

At the awards ceremony in Washington, D.C., Interior Secretary Gale Norton recognized Carroll for "outstanding contributions" to developing the national biological information infrastructure (NBII) and other biological informatics efforts.

Norton cited Carroll's "strategic vision" both with NBII and with the Office of Science and Technology Policy's Biodiversity Informatics Working Group. She also commended Carroll's "tireless efforts" as co-chair of the NBII Coalition to raise NBII visibility to trade and professional associations, NGOs, and others.

The award underscores Carroll's "innovative leadership." Norton pointed specifically to Carroll's success as both the executive director of CENDI, the Federal STI Managers Group, and with NBII.

Carroll is a fellow of the American Association for the Advancement of Science. She represents the National Academies as the U.S. National Delegate to CODATA, a committee of the International Council for Science that serves 22 nations. She has consulted for such organizations as the International Atomic Energy Agency; the United Nations Educational, Scientific and Cultural Organization; and the International Council for Scientific Information.

Carroll, of Oak Ridge, Tenn., has been a member of SLA since 1992. She is a member of the Southern Appalachian Chapter and the Science and Technology Division.

## 2005 BOARD OF DIRECTORS

# ELECTION RESULTS



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**Rebecca Vargha**, librarian at the School of Information and Library Science, University of North Carolina



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### At-large Director

**Cindy Romaine**, corporate archivist, Nike, Beaverton, Oregon



### At-large Director

**Roberto Sarmiento**, head librarian, Transportation Library, Northwestern University, Evanston, Illinois

The newly elected board members will be installed to the SLA Board of Directors at the association's annual conference June 5-8 in Toronto. For more information see the SLA Board Election results at ([www.sla.org/content/SLA/governance/bodsection/0405bodcand/0405bodelect.cfm](http://www.sla.org/content/SLA/governance/bodsection/0405bodcand/0405bodelect.cfm)).

Continued from page 6...

or browsed, run from state and country names to terms (petitions, bill status, docket sheets) to topics of legal concern (kosher food, medical ethics, credit reports). The content of each entry provides several suggestions for finding information, including Internet sites, proprietary databases, books, periodicals, and old-fashioned telephone research (phone numbers provided). As an example, the entry for "Bankruptcy" lists sources for news, rankings, and statistics, and offers guidance in determining if a company is about to go bankrupt. Guide creator Andrew Zimmerman considers the site a "work in progress" due to the changing nature of legal research, and he welcomes comments, suggestions, and contributions.

### National Geographic MapMachine

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## Web Users Are Unsophisticated Searchers, Survey Finds

Internet users are extremely positive about search engines and the experiences they have using them. But these same Internet users are generally unsophisticated about why and how they use search engines. They are also strikingly unaware of how search engines operate and how they present their results.

Those are the findings of a new nationwide survey by the Pew Internet and American Life Project. Some of the survey's highlights:

- 84 percent of online American adults have used search engines. That amounts to 108 million people. On any given day, 56 percent of those online use search engines.
- 92 percent of those who use search engines say they are confident about their searching abilities, with over half of them, 52 percent, saying they are "very confident."
- 87 percent of online searchers say they have successful search experiences most of the time, including 17 percent of users who say they always find the information for which they are looking.
- 55 percent of searchers say about half the information they search for is trivial, and half is important to them.
- 50 percent of searchers say they like search engines but could go back to other ways of finding information; 32 percent say they can't live without search engines; and 17 percent say could let them go tomorrow.
- 47 percent of searchers will use a search engine no more than once or twice a week; 35 percent of searchers will use a search engine at least once a day.
- 44 percent of searchers say they regularly use a single search engine, 48 percent will use just two or three, 7 percent will use more than three.

• 68 percent of searchers say that search engines are a fair and unbiased source of information; 19 percent say they don't place that trust in search engines.

"Internet users are very comfortable as searchers, partly because they set themselves up so it's difficult to fail," says Deborah Fallows, senior research fellow at the Pew Internet and American Life Project and author of the report. She notes that lists of the most popular searches for 2004 show that such searching is dominated by popular culture, news events, trends and seasonal topics—all areas in which searches are sure to return reasonable results. For example, Google's top query for 2004 was Britney Spears. AOL listed "horoscopes," and Yahoo listed American Idol.

Internet users behave conservatively as searchers: They tend to settle quickly on a single search engine and then stick with it, rather than switching as search technology evolves or comparing results from different search systems. Some 44 percent of searchers regularly use just one engine, and another 48 percent use just two or three. Nearly half of searchers use search engines no more than a few times a week, and two-thirds say they could walk away from search engines without upsetting their lives very much.

Internet users trust their favorite search engines, but few say they are aware of the financial incentives that affect how search engines perform and how they present their search results.

Only 38 percent of users are aware of the distinction between paid or "sponsored" results and unpaid results. And only one in six say they can always tell which results are paid or sponsored and which are not. This finding is ironic, since nearly half of all users say they would stop using search engines if they thought engines were not being clear about how they presented paid results.



# YOU'RE THE EXPERT SHARE WHAT YOU KNOW

## Here Are *Information Outlook's* Major Topics for 2005

We're always looking for new authors for *Information Outlook*. That's one way we get new ideas, learn new ways of doing things.

The editorial calendar below shows major topics we want to cover for each issue in 2005.

*Please note:* The editorial calendar is only a starting point. We need more articles on more topics than we've listed below.

If you want to write on a topic that isn't on the calendar, or on a topic that isn't listed for a particular issue, we want to hear from you. For example, articles on topics like marketing, searching, and technology will be welcome throughout the year. We want to hear all of your ideas for articles.

Also, our descriptions of the topics may not fit your approach. If you have a different idea for a topic, let us know.

### July

**Searching.**

### August

**Global networking.** How have you built your network of fellow professionals? How has it helped you succeed?

**E-publishing.**

### September

**Knowledge management.** In an information-based economy, how is your organization getting the most out of all its intellectual capital?

### October

**Marketing library services.**

### November

**Trends in library design.** A library is more than a collection of books and periodicals. How can design make a difference for your clients? Or, with increasing digitization of information, are the days of physical libraries nearly through?

**E-publishing.**

### December

**Purchasing.** How do you get the best deal for your company's information needs?

### Deadlines

In general, we need to receive completed articles six weeks prior to the month of publication: for example, October 15 for the December issue.

However, we prefer that authors inquire before submitting a manuscript. If you are writing for a particular issue, your query should be early enough to allow for writing the article.

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## SLA Member Wins Margaret Mann Citation

Dorothy McGarry, retired head of the Cataloging Division of the UCLA Physical Sciences and Technology Libraries, will receive the 2005 Margaret Mann Citation presented by the Association for Library Collections and Technical Services (ALCTS), Cataloging and Classification Section of the American Library Association.

The award is a citation and a \$2,000 scholarship donated in the recipient's honor by Online Computer Library Center Inc. (OCLC) to the library school of the winner's choice. It recognizes outstanding professional achievement in cataloging or classification either through publication of significant professional literature, participation in professional cataloging associations, demonstrated excellence in teaching cataloging, or valuable contributions to the technical improvement of cataloging and classification or the introduction of a new technique of recognized importance.

The Margaret Mann Citation recognizes McGarry's multiple contributions to the practice of cataloging. In particular, the award committee noted her prolific involvement in professional association work at regional, national, and international levels. Her service within ALA—and within SLA—has encompassed a number of divisions and activities. She has distinguished herself in SLA by her advocacy of cataloging issues. McGarry's intense involvement at the international level over the past 15 years has included chairing the IFLA Section on classification and indexing.

McGarry's contributions to the technical improvement of cataloging include participation in the development and ongoing revision of several of the *International Standard Bibliographic Descriptions* and the promotion of these standards to the international cataloging community. McGarry has participated in IFLA working groups on guidelines for subject authority files and on principles underlying subject heading languages.



Dorothy McGarry

She has sought to enable an understanding of these and other IFLA efforts through presentations at international meetings and publication of articles in international publications.

McGarry has made significant contributions to the cataloging of cartographic and scientific materials. She is a member of the Anglo-American Cataloguing Committee for Cartographic Materials, which prepared the second edition of *Cartographic Materials: a Manual of Interpretation for AACR2* in 2002. She also has played a significant role in the development of geoscience information sources, such as the *Georef Thesaurus* and *Union List of Geologic Field Trips Guidebooks of North America*.

Throughout Dorothy McGarry's career, she has served as a mentor and trainer to many catalogers, scholars, and cataloging activists. One of her former interns, Martha Yee, has said: "Since Margaret Mann was a teacher, it would be particularly appropriate to give this award...as recognition of her generosity in teaching several generations of interns to catalog."

The recent publication of Seymour Lubetzky: *Writings on the Classical Art of Cataloging*, which she co-edited, is another instance of her outreach to new generations of librarians.

In her role as a consultant, McGarry has assisted librarians from

many different countries in implementing internationally recognized cataloging standards and practices.

She has helped both individual librarians and the profession as a whole by recruiting and encouraging librarians to serve on committees, task forces, and working groups of many professional organizations.

Colleagues have said the common thread in McGarry's professional life is the knowledge, expertise, dedication, and spirit of helpfulness she brings to whatever activity is being undertaken. The range and depth of her contributions to promote and advance the art of cataloging and classification serve as a model for professionals in many different kinds of library settings. Her work has helped replenish the ranks of library professionals and move library methods and practices forward into a new age of automation and information sharing.

McGarry has been a member of SLA since 1971. She is chair of the Committee on Cataloging, a position she has held several times over the years, and a program planner. She served for two years on the SLA Board of Directors, one year as division cabinet chair-elect and the next as division cabinet chair. She also was president of the Southern California chapter, and was chair of the Physics-Astronomy-Mathematics Division and the Science and Technology Division. She received the John Cotton Dana Award in 1991 and became an SLA Fellow in 1994. She was selected to the SLA Hall of Fame in 2000.

McGarry holds a master's degree in library science from the University of California, Los Angeles.

The Margaret Mann Citation will be presented on June 26, at the ALCTS Awards Ceremony during the ALA Annual Conference in Chicago.

## Archive Keeps Vietnam Era Alive and Personal

More than 30 years after altering how millions of Americans view world history, their government's role in foreign relations, and the nation's place in history, interest—and passions—may be greater than ever before.

To today's generation of students, the Vietnam War is a significant period of United States history to be studied. But to men and women of other generations, historians, and scholars, America's years in Vietnam are still regarded as unique era, still capable of stirring intense passions and vivid memories. The Vietnam Center in Lubbock, Texas, recognized the importance of the U.S.-Southeast Asia Experience and believed there was a much larger story to be told.

Using state-of-the-art database and Internet technology, the center developed a program to provide members of the public—from students to teachers, military veterans, or simply those with an interest in the subject—free and instant access to letters, photos, films, artifacts, oral histories, slides, negatives, and other material documenting the Vietnam era.

The Virtual Vietnam Archive ([www.vietnam.ttu.edu](http://www.vietnam.ttu.edu)) began in 2001 as a federally funded, \$1.8 million project for the purpose of digitizing and making available to the public, the most complete and significant collection that could be amassed and held by the Vietnam Center.

Scholars and students use the virtual archive to study and understand the Vietnam War in new and more detailed ways. Vietnam veterans, meanwhile, use the data in the archives to put their own experiences into perspective. The center also has created a dedicated portal page for Vietnam Center staff, so archivists can help users find needed materials by searching those that are not directly available to the public.

Acceptance and growth of the archive is succeeding in directions that were never imagined when it was launched three years ago.

The Joint POW/MIA Accounting Command has been combing the archives as part of its efforts to investigate outstanding cases of military personnel listed as

prisoners of war or missing in action from the Vietnam War. The group, a combination of civilians and military personnel, has located documents that have been used in Southeast Asia to help further their forensic investigation and historical study.

In addition, staff members of the Veteran's Administration and others involved in assisting veterans with claims have been using the archive to uncover data that will help substantiate, document, and advance the creation or processing of claims for veterans' benefits.

In November 2004 the Vietnam Center launched its Teacher's Resource Web, a new section of the site that provides educators with an array of online resources and stylized search capabilities to identify and locate course materials, syllabi, and outlines.

The Virtual Vietnam Archive affords a unique opportunity for teachers to share primary source material with their students so the students can hear first-hand about the Vietnam War in the words and voices of soldiers who were actually there.

The Virtual Vietnam Archive contains 1.7 million pages and includes material donated by veterans, their families, and civilian participants who were involved in the war. These contributors primarily are concerned that the materials are kept in a place where others can learn from them, where they will be cared for and preserved, and where they can be shown the dignity and respect they deserve. The online archive's ultimate goal is to include approximately 20 million pages of information. The Vietnam Center receives new collections daily and its staff scans some 30,000 pages per month for archiving.


Daily visits to the site number from 500 to 1,000 with the greatest peaks in usage at the end of school terms or when articles on the Vietnam War appear in the media.

Most recently, the 2004 presidential election brought the Vietnam War to greater national consciousness. Leading up to the election, as documents surfaced about Senator John Kerry's involvement in the Vietnam War, hits to the archive increased by more than 500 percent. An average of about 30,000 distinct file downloads are recorded each month, but that number shot up to 80,000 requests during October 2004.

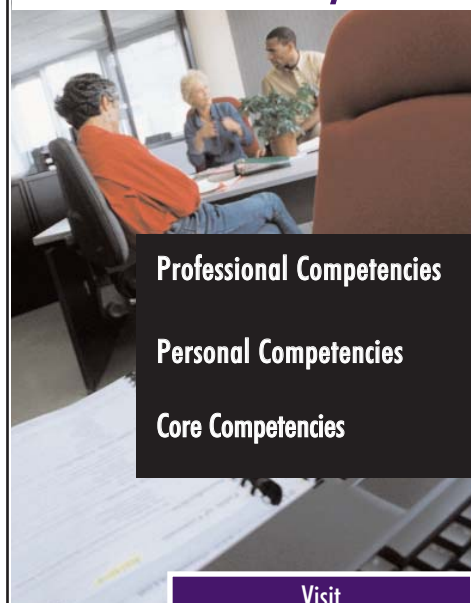
It was anticipated that the archive

would need to accommodate these sorts of spikes in use and rapid growth.

The center chose Cuadra STAR/Museums, a collections management database program. The application links multiple databases and allows them to be searched transparently by users. In addition, it allows archive visitors to search the collection in seconds using any of more than 20 million search terms.

The system continues to evolve, adding new capabilities to assist site visitors in locating and accessing the documents they need. In recent months, a storage area network and Cuadra's StarFetch capability were added to the system. This combination of hardware and software allows the Center to retrieve files from anywhere within the system, replacing the system wherein users could search only a single directory string, which made the addition of huge amount of data—especially audio and video files—to the system a complicated and time-consuming undertaking. The SAN allows the center to load everything onto the network, and then enable the StarFetch capability to find the requested data. 

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## Competitive Advantage and Information Services

By Debbie Schachter

Competitive advantage is traditionally defined as the advantage one nation has over another in producing a type of good or service. For example, access to natural resources or cheap labor makes mining or manufacturing more efficient in one country than in another. Even within a country or a state, competitive advantage can be created within the domestic market by the availability of, say, skilled knowledge workers (for a knowledge-based organization), inexpensive real estate, or a major transportation hub, as the particular service or product requires.

The company you work for has developed a competitive advantage over other companies creating similar services or goods in a variety of unique ways. That is what ensures the viability and continuing prosperity of that firm. The fact that your organization has a corporate library or information center also indicates that it places a high value on having information professionals provide services within the organization. The library or information center thus contributes to the bottom line and the ongoing profitability of the firm.

As proof, SLA has found that “eighty-five percent of the companies ranked in the top 100 on the *Fortune* 500 list employed information professionals, compared to less than fifty percent of the companies ranked in the bottom 100.” These successful firms clearly recognize the information center or corporate library as an important aspect of their business. It can also be argued that the presence of the firm’s information professionals leads to a greater competitive advantage.

Understanding the nature of your firm’s competitive advantage is important because it gives you the context for determining what services and products you provide to the organization. You will tailor and change your service offerings over time as you see the demand from users changing, and as you become aware of changes in the industry. Companies operating in the same industry “are also highly interdependent in the sense that they share the same changes that affect an industry over time,” according to Lei and Slocum. Awareness of these changes is key to your ongoing library planning and is conveyed to management through your efforts to market and promote your services, and through your important work branding your information center.

A second important factor of competitive advantage is more internally focused. Not only are you contributing to the organization’s competitive advantage in its industry, but as an information professional your own competitive advantage within your firm changes over time. You must be continually planning modifications to your activities as the company’s needs change. Your planning must relate to what is happening in the industry overall, as well as to employees’ ability to get the information they need for themselves. Branding information center services and products is essential, as is finding ways to connect the value of your work to the firm’s bottom line.

Proactively researching not only the

industry in which your firm operates but also what other corporate libraries are doing in your industry is essential. This research can be as simple as participating in appropriate e-lists and being active in SLA chapters and divisions. Comparing what you are doing with what other information professionals in the same industry are doing ensures that you are not falling behind. Checking into changes that key information service vendors are planning in products and services can tip you off to changes in technology and trends in the marketplace and help you anticipate and meet the demands of your bosses, colleagues, and competitors.

Always be wary of those who would try to minimize your value to the organization through attempts to co-opt your traditional work or to keep you from taking ownership of services that add new value to the organization. For example, the full realm of information services includes not only gathering, classifying, filing, and distributing information, but also analyzing and reporting it. Most librarians and information professionals are called upon to do some form of analysis and report writing, but this should be a standard library service. You need to ensure that you are developing your analytical and reporting skills to compete with others in your firm who are involved in research and delivery of information.

Your competitive advantage may diminish over time. Expect to abandon some services and seek new ones to replace them. Naturally, people seek

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information in a variety of ways, and decision-making in organizations is often based on managers talking with colleagues rather than obtaining information from the information center. Spend time broadening your reach within the firm. Instead of targeting specifically those responsible for the ultimate decision-making, try to identify the people who influence other people in your firm, even though they may not be responsible for the ultimate decisions. If people go to them for advice, make sure they know you're there to support them. Rather than feel threatened by these people, be proactive. Identify the advantages you bring to decision-making and specifically market those skills and services, to be used in conjunction with the skills of your colleagues in the firm who are not

information professionals.

As jobs turn over at your firm, you may feel as though you are repeating the same message over and over. This is necessary work. By carefully branding everything you do, you make this repetition easy for yourself and overt and clear to your users and potential users. Over time, this cycle of promotion and marketing of services within your organization will always be underway, as the firm undergoes changes in staff, changes in plans and direction, and changes in demand for services. Your flexibility and proactive approach will provide the competitive advantage over others who seek to provide the services, whether vendors or other staff within the organization, and it will add an important component in your firm's overall competitive advantage.

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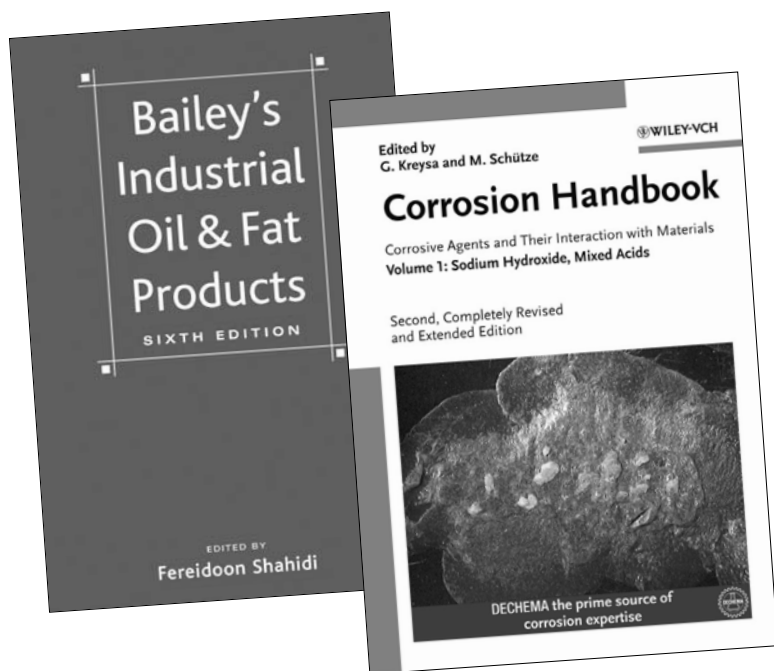
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## Focusing on the Competition

### Librarians and Competitive Intelligence Are a Natural Fit

By Susan J. Leandri

In an uncertain and fast-moving global economy, competitive intelligence (CI) can be a powerful business management tool. By uncovering and applying vital information about rivals, organizations can fine-tune their strategies and goals, improve their ability to manage risks, and stay a step ahead of the competition.

Not all organizations engage in formalized intelligence gathering, but most perform it to some degree, if only in simple, low-tech ways. For instance, a compa-

ny's sales representatives might be encouraged to find out more about a competitor's offerings and pricing, or a small business owner might monitor a rival's actions through the media. CI isn't strictly for traditional businesses, though. Organizations such as universities and nonprofits also rely on it to keep pace with their peers.

Because librarians work behind the scenes, they may not be among the first employees thought of as good sources for competitive intelligence, yet they can be as effective as a

salesperson in the field in bringing useful information to light. But in organizations where the library is viewed as mostly a support or administrative function, the value of information professionals to the CI effort could easily be overlooked.

The success of librarians in becoming integral members of the CI team hinges on a familiar theme: They must let their customers know what they can do for them. And, indeed, they can do many things to grease the wheels of reconnaissance.

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## An Ethical Approach to Intelligence Gathering

On the hit television show *Alias*, the lead character is a female CIA operative who frequently relies on deception as a means of intelligence gathering. When it comes to international espionage—and television ratings—apparently anything goes. But this is not the case in the world of corporate competitive intelligence.

Sure, the potential for ethical lapses and unscrupulous practices in the execution of CI is high. Laws governing privacy, cyber security, breach of confidence, and electronic data protection have all been strengthened in the wake of technology advancements. Moreover, the proliferation of tools available for unearthing competitive intelligence increases the likelihood that librarians or their organizations will deliberately or inadvertently cross the line.

The challenge for librarians is to exploit the legal means at their disposal to maximize CI efforts while maintaining their commitment to obeying the laws and expectations that define acceptable behavior. Organizations with formalized CI practices often have guidelines in place to ensure an ethical and legal approach to information gathering, but library staffs should reinforce the importance of ethics in carrying out day-to-day activities. Here are some ways to do this:

- Set the right tone. The head librarian or another senior staff member should set the tone for ethical behavior by making clear to library employees that ethics matter. Explain to staff members that they have a responsibility to conduct themselves with integrity because the organization relies on their judgment and professionalism in the execution of their duties. In addition to discussing your internal code of ethics, make sure staff members are familiar with ethical guidelines issued by groups such as the Association of Independent Information Professionals ([www.aiip.org](http://www.aiip.org)), the American Library Association ([www.ala.org](http://www.ala.org)), the American Society for Information Science and Technology ([www.asis.org](http://www.asis.org)), and the Society of Competitive Intelligence Professionals ([www.scip.org](http://www.scip.org)).

- Give examples. Talk to staff members about situations they might encounter that could pose ethical dilemmas. These discussions, which can benefit from role-playing exercises, should cover topics such as representing oneself properly and using established channels for obtaining information.

- Keep up with developments. In the digital age, many rules are still emerging or evolving. Make it a point to keep your team informed about changes in privacy, copyright, or related laws that might have an effect on how they perform their jobs. This is particularly important if you operate in multiple locations, where laws or ethical standards may vary.

- Encourage open communication. When it comes to intelligence gathering, gray areas remain. Encourage your staff to ask for guidance any time they are uncertain about how they should proceed with a request or if they have misgivings about something they've been asked to do.

Most information professionals will welcome guidelines that aid them in gathering the intelligence their customers need without jeopardizing their reputation—or their organization's—in the process.

Consider these strategies that you as an information professional can use to raise your profile and influence when it comes to CI:

- Understand customer expectations for intelligence. You may need to take the initiative in becoming involved in intelligence-gathering efforts. You can do this by working with customers to establish expectations for CI, identify key areas of interest, and develop procedures and formats for communicating findings. Also, find out about existing CI efforts within the company and become a part of their communications loop. It's likely that groups such as sales support, market research, and CI (if there is a department dedicated to the effort) already have an active information-sharing network. Get copied on their newsletters, meeting schedules, requests for information, and other communications so that you can track their information needs.

- You will also want to make sure you have a clear understanding of who makes up your customer base. Is it midlevel managers, senior executives, or both? Are customers dispersed across several business units or concentrated within one department, such as marketing or product development? Although most librarians already have a good sense of who their customers are, it's important to clarify assumptions—and not just with those you report to but also with influential people in the larger organization.

- Customer surveys can help you gauge how well you're meeting expectations and how you can improve. Ask users about their interactions with the library and its staff. Are their needs being met? Why or why not? If respondents don't use the library, find out why.

Do they want access to different resources? How do they want to receive information, and how frequently?

Even if your library has recently conducted a survey, keep in mind that the process of understanding customer needs and expectations is a never-ending loop. Preferences and needs change quickly in today's information-driven economy. Librarians often find they need different tools and resources to support customer needs from one year to the next. For example, maybe your library is still spending most of its budget on print publications when users would prefer more online resources.

Finally, try to get a picture of the relative priority of CI to the company's competitive strategy. Has your company participated in CI benchmarking exercises to see how its efforts stack up in relation to others? Does it track CI's contribution to key performance measures (e.g., changes in sales relative to competitors, percentage of new customers captured from competitors, or customer retention rate)? Are the company's investments in CI activities growing or shrinking?

Disseminate competitive intelligence to the right people in the right context. Librarians are keenly aware of the need to demonstrate their value, and nothing makes their case more persuasively than being able to deliver actionable information to those who need it, when they need it, and in a manner that improves decision-making and helps business leaders carry out strategies and attain goals.

Information professionals who are skilled at gathering and sharing CI begin with an understanding that they are trying to transfer actual knowledge, as opposed to simply



# Competitive Intelligence

accumulating data and information from disparate sources and letting users sort it out. They aim to educate users of CI about how to frame their needs and requests in ways that can be addressed quickly and that will produce relevant intelligence about the competitive landscape.

For instance, does the head of marketing want information on only a handful of direct competitors or on anyone who might be making inroads into the company's market? Do senior executives want to track all press mentions of rivals or only those that refer to new products or services? Do they want to monitor certain industry resources? By getting answers to these and similar questions, you can better set priorities for the types of information users will seek, and, ultimately, improve service.

**Encourage specialization.** It's a given that the more research specialists work with certain individuals and business groups, the more adept they become at meeting their information requests. Although many libraries do not have enough staff to allow for subject matter or business unit specialization, it's a goal worth striving for if adequate resources do exist.

As you develop subject matter expertise and gain greater familiarity with certain customer segments, you move from simply processing information requests to assuming a more consultative role, helping customers shape and define their intelligence needs. An added benefit is that you will learn more about the rationale and motivations behind customers' needs, which further strengthens the CI network.

**Develop a CI mindset.** A CI approach may be a little different from business as usual in your library. Gathering competitive intelligence, and adding valuable analysis, may require some creativity. Take some hints from clever CI professionals, who go beyond mining annual reports and business literature and check out less obvious sources, such as the following:

- Job postings—Does a competitor seem to be expanding its workforce? What categories of jobs is the company recruiting for?
- Patent filings—Is the competitor applying for new patents or letting existing ones lapse?
- Litigation records—In what areas does the competitor appear to be vulnerable? Applying analytical skills to

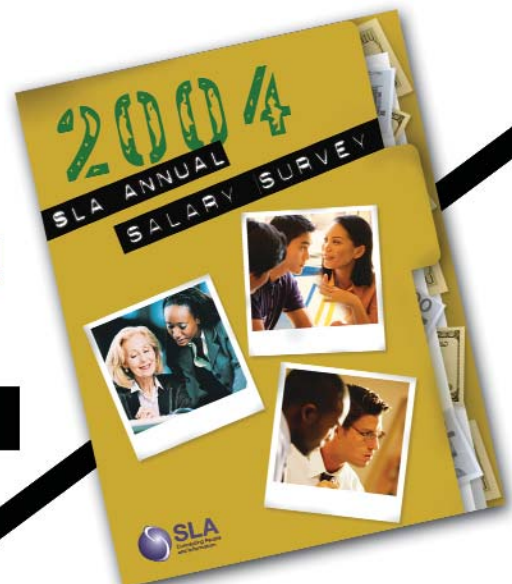
observations about a competitor can build a picture of its future directions. In this way, you may be able to help your company spot early warning signals of a competitor's new products, marketing strategies, and distribution plans.

Information professionals know they must continue to evolve if they're to flourish in today's fast-paced, hypercompetitive business world. The need for good competitive intelligence is particularly acute in this environment, providing librarians with a golden opportunity to distinguish themselves as go-to professionals. But first they must make their organizations aware of how they can contribute. Savvy librarians won't wait for an engraved invitation; rather, they'll take the initiative to ask to be part of the team. 🌐

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## On the Job with a CI Researcher

# ‘Industrial Espionage Is Not the Right Way to Phrase It’

Sarah Bombardier is the director of futures research for Fletcher/CSI in Williston, Vermont. She has been a team researcher, lead researcher, and project manager on multiple projects, some of which have involved advanced photographic equipment, automated teller machines, lens grinding, ceiling tiles, pharmaceuticals, radiology products, convenience-store logistics, and credit card transactions.

Bombardier has presented papers at the World Futures Society and the Society of Competitive Intelligence Professionals. Her presentations focused on blending futures analysis with competitive research. She also has professional experience in technology transfer, financial auditing and forecasting, and wastewater treatment. She holds a master’s degree in studies of the future from the University of Houston, Clear Lake, and a bachelor’s in psychology from the University of Wales, Swansea.

Frequent *Information Outlook* contributor Cybèle Elaine Werts interviewed Bombardier recently on her activities in competitive intelligence.

**Werts:** Most people don’t really know what competitive intelligence is about. Can you give me a brief overview of the field?

**Bombardier:** Essentially what competitive intelligence encompasses is finding information for our clients about their competitors. The nature of the information varies from a simple question like “we heard a rumor that our biggest competitor is going to launch a new product at the trade show in three months” to in-depth studies around multiple competitor’s organizational structure, company culture, new product pipeline, marketing plans, etc.



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# Competitive Intelligence

**Werts:** There is a mistaken impression that what you do is “espionage,” although that might sound romantic. How would you respond to that?

**Bombardier:** I’d say that, as fun as it sounds to say we do “industrial espionage,” that’s not the right way to phrase it. Espionage has an international, almost shady, aura to it; and we follow very strict data collection guidelines where we tell the truth to all contacts. Espionage gives the impression that you might lie to your contacts to obtain the information desired, whereas we absolutely do not lie to our contacts. We are completely truthful when explaining to them what we need and why we have called.

**Werts:** How did you get started in this career path? What would you suggest to other people who are interested in this area?

**Bombardier:** Believe it or not, I got into this career pretty much as most people get into their jobs. I just fell into it. It wasn’t until I’d been here a short time that I realized what a good fit it is for me. I applied for this job from an ad in the local newspaper, and that’s the truth. As for others interested in this area, I’d suggest that the most important skill is being able to learn about different businesses quickly and being able to chat with upper levels of management, including CEOs, CIOs, and CFOs comfortably, even though you may not fully understand how the product works. It also helps to have a strong sense of curiosity and a desire to find the answer, and certain levels of persistence.

**Werts:** You live in Vermont, which isn’t exactly the hub of high commerce. Do you think there is any loss not being in a metropolitan area, or does it not make any difference where you are?

**Bombardier:** I think it works in our favor immensely to not be in a major metropolitan area. First of all, our fees are much lower than our competitors because we don’t have to pay Boston or NYC rates, and secondly, Vermont is a very low-key state. The fact that Vermont is known primarily for maple syrup and Ben and Jerry’s ice cream works in our favor. When we call a contact and explain that we’re calling from Vermont we often get folks responding favorably. It’s not unusual for a contact to respond with something like, “Oh Vermont! I was there years ago to ski. It’s so lovely. Whereabouts are you?” And immediately the conversation is off to a great start and the contact is at ease because they know Vermont is an easy-going, non-threatening place. Because Vermont isn’t exactly the hub of high commerce, it makes the contact feel at ease and not threatened by our questions.

**Werts:** What is a typical day like for you? What are some of the information gathering skills that you use?

**Bombardier:** Actually, my typical day isn’t very exciting. I sit at a desk and stare at a computer for a good part of it

and make a number of phone calls. As for information-gathering skills, much of our work is telephone based. When I have a project, I’ll start by doing research to learn about the industry and identify key contacts. When I feel comfortable enough about how things work (and sometimes when I don’t), I’ll make phone calls to contacts and ask them questions. Some of the bigger skills I use are being able to answer questions about why I’m calling truthfully without divulging the client’s name and asking leading questions.

It’s a good thing to let the contact talk, and yes-no questions don’t illicit lengthy responses. It’s good to ask things like, “How does that happen?” “Why did you do it that way?” or, “Can you elaborate on that?” Additionally, it’s a skill to listen. Many people are uncomfortable with silence so when I ask a question, I then close my mouth and let the silence hang. The contact will begin talking, and I take notes and ask them to elaborate. It’s largely a conversation, as opposed to a survey, so often the contact doesn’t realize what they’re telling us.

**Werts:** Please tell about a particularly interesting project you’ve worked on.

**Bombardier:** One of the areas where we gather data is trade shows. For this particular client, I was attending a trade show to chat with competitors about their products and gather marketing materials. One of the other assignments was to “infiltrate” the client’s booth. The client trained their staff in handling potential CI consultants with politeness and yet in a manner to get them to move along and not linger at the booth. Additionally, the client told the staff at the booth that a CI consultant was there at the show and he or she was going to try to obtain critical information.

When the time felt right, I approached the client’s booth and started to chat with the staff. The first person did very well and politely answered my questions but would not volunteer anything and quite obviously did not want to speak with me. The second person was a bit less blunt, but still did not go in-depth. The third person, however, not only gave me in-depth details about the client’s product but he showed me the product, opened it, explained the inner workings, and then told me I had nice smile! I probably could have had him tell me their marketing plans and new product strategy had not our client contact approached at that time.

**Werts:** Historically, businesspeople generally relied on their own intuition when it came to making business decisions, but that appears to be no longer the case. How has the marketplace changed so that something like competitive intelligence is so much needed?

**Bombardier:** I don’t think the aid of intuition is gone, especially in smaller businesses. But I think the use of intuition is enhanced with data collected from the field – either from the company’s own sales force or folks like us. But, when the information is sought by the compa-

# Competitive Intelligence

ny's own staff, the contacts may be reluctant to say much beyond what is public knowledge. However, when I call from Vermont and explain that I'm trying to understand this, that, or the other, the contact is often not threatened and sometimes flattered that we sought them as an expert.

**Werts:** Some people feel that there might be something unethical going on in terms of intelligence work in the business arena. Can you straighten them out on this?

**Bombardier:** I'm not going to deny that unethical practices exist, because they do. Just like any business, the illegal stuff is what you hear about. But on the whole, competitive intelligence, the way we collect it, is both ethical and legal.

We follow a strict code of ethics that prohibits us from lying or misleading our contacts. This means, for example, that I cannot call a company and represent myself as a buyer when I have no intention of purchasing the product. What I can do, though, is call the contact and tell them that I'm assessing such products for a client. Likewise for job listings. I can call and ask about a job posting to see what sort of information I can find out about organizational structure, increased marketing, or new product launches but I cannot say I am interested in applying for that job or go on job interviews with the sole intent to gather data. Nor can I "dumpster dive." Finding information about your competitors is nothing new.

**Werts:** I wasn't sure about using your real name and company name because I was afraid that you would lose your ability to scout out information if everyone knew who you were. But you assured me that this was not an issue. Why isn't it?

**Bombardier:** It's not an issue because we have a registered business name that we use for research purposes. It's a legitimate DBA in the state of Vermont with a phone number and address. The Fletcher/CSI name is a brand we want known.

**Werts:** What has been one of the most challenging projects you have completed, and why?

**Bombardier:** Actually, they're all challenging in their own way because most often every project is in a different industry. Here's another example of some work I did: A few years ago my boss was seeking business with a competitor to L.L. Bean. He was at the prospect's office and chatting with them about our services when one of the prospect's staff said, semi-joking, semi-not joking, something like, "Well if you're so good, can you find out Leon Gorman's shoe size?" Leon Gorman is the CEO of L.L. Bean, and since we know that L.L. Bean started with their boots, it seemed like a fun question. My boss, who always enjoys a good challenge, called me and posed this question. I told him I'd see what I could find and call him back. I don't remember how long it took, but in about three phone calls to L.L. Bean I had the answer: 9½ to 10 depending on the footwear.

**Werts:** What kinds of ethical challenges have you faced? How did you resolve them?

**Bombardier:** I try to avoid ethical challenges by being honest up front, but when a contact asks point blank if you are calling on behalf of a competitor, and they mention the competitor by name, and the competitor happens to be your client, then you are indeed faced with a dilemma. We cannot lie, so often we just answer with something reassuring like, "We are conducting an assessment of this product and I cannot divulge my client."

Here's a story that describes a situation like that. A while back we were working for a client that wanted to know about a competitor's product. Much of this involved trying to contact product managers and field salespersons who sold the product.

We were having moderate success. But then the client requested that we "pull out all the stops" and bombard the target company with phone calls. While this isn't illegal, I would say it hovers in the lighter shades of grey because it's annoying. That and, by peppering the target company with multiple phone calls, it becomes obvious that we're not actually looking to purchase the product.

We found sales representatives' names via the target company's Web site, but had to use an answering service to leave messages since the sales reps' phone numbers weren't listed. A colleague and I pounded the phone for several hours on a Friday and received a few calls back and got a few more pieces of information. What we did was call the answering service and ask to leave messages for several reps. We were getting the same two or three message service agents, too, so that was a bit creepy but we figured that taking messages was their job. They never said anything to us.

About three hours into this strategy, I received a call from somebody at the target company who was not happy. He would not identify himself but he told me in no uncertain terms to, "cease and desist calling our company. Do you understand?" He also called our research vice president and may have spoken with our managing director/owner, I'm not sure. At any rate, both the research VP and managing director asked if either myself or my colleague had done anything illegal, which we hadn't, but were supportive of our efforts since that's what the client wanted. We explained our process, and annoying though it may have been for the target company, it was absolutely not illegal.

Things like that happen from time to time in our business. As long as we didn't misrepresent ourselves or get any information illegally, we don't worry about it. While I have received letters from target company's legal counsel, we (or I) have never been taken to court or had legal action taken against us. We stop when we're asked.

**Werts:** Have you found that being a woman has helped you in this career in terms of gathering intelligence? Has it helped or hindered in terms of your growth at your own company?



# Competitive Intelligence

**Bombardier:** I've found being a woman has certainly helped in some of my projects. Many industries are male-dominated and that often works in my favor as I make calls.

For instance, one project a few years ago was for a ceiling tile manufacturer that was assessing the idea of putting speakers in ceiling tiles that would hide the fact that a speaker is present. This involved seeking information from ceiling tile experts together with audio/visual experts. Many of these experts are male and, while I was working on this project with a male colleague, I was able to conduct more interviews and received more returned calls than he. It got to the point where he asked me to follow up on some of his calls and when I did, I got returned calls. It was strange but we did what worked.

As for my own growth at the company: No, being a woman has not had an effect on that.

**Werts:** When you approach a new project, you do something of a needs assessment. Please explain how you would go about this process.

**Bombardier:** As with any project, it's only going to be useful to the client if it answers their questions. So, we have a rather in-depth proposal process to ensure we capture the client's needs so we can explain to the research staff what needs to be done. The staff here are excellent at understanding the client's needs and then asking the right questions of contacts.

Before any project begins, we have a kick-off meeting with the client so all research staff can hear in the client's own words what they need. It's then up to us to get that information and analyze it into useful and actionable data for the client. Additionally, we will find out why the client needs this information and what they plan to do with it so we know what sort of peripheral information would also be useful.

**Werts:** What are some of the research gathering techniques you use?

**Bombardier:** Initially, we conduct secondary research, which is largely scanning the Internet for industry-specific information to learn about the industry and any associated products. We may also review any information the client has gathered. From there we can begin to identify key contacts. These are folks who may be quoted in journal articles or otherwise associated with the industry. From there, our research is largely conducted via telephone calls to the contacts we've identified.

**Werts:** Some of the sources you might contact are company employees, suppliers, clients, competitors, and senior management. What are some of the techniques you use to get people to talk to you?

**Bombardier:** It depends on where we get the contact's name. If the contact was identified via a journal article, then we

would cite the article and ask if they can help. Otherwise, we simply identify ourselves, let the contact know why we called, and then ask if they have time to chat. We use a conversational style approach so the interview is smooth and the contact doesn't feel like you're not listening. We also may offer some information we've found along the way and ask for their comments or feedback.

**Werts:** You must have a huge amount of information after a big research project. How do you organize this information so that your client is able to digest it easily?

**Bombardier:** From the beginning, we have identified what the client wants and needs. We keep a draft report going that we constantly update as we obtain information. This helps to keep it organized.

**Werts:** The growth in the use of the Internet has radically changed information technology. As an information specialist myself, I've found that over the last few years our research has gone from being primarily library-based, to primarily Internet-based. Has a similar shift affected your business? How did you search before the Internet?

**Bombardier:** We never relied on the library heavily, so I can't say there's a similar switch for us as there has been for you but, indeed, we rely quite heavily on the Internet. From my early days here, we used the Internet to do primary research, but we had a limited connection via a phone line so we had to take turns logging on to get what we needed. We used to call the target companies and ask for their annual report, which often lists key contacts. These days we have a constant Internet connection via a T1 line and companies' annual reports are available on their Web sites.

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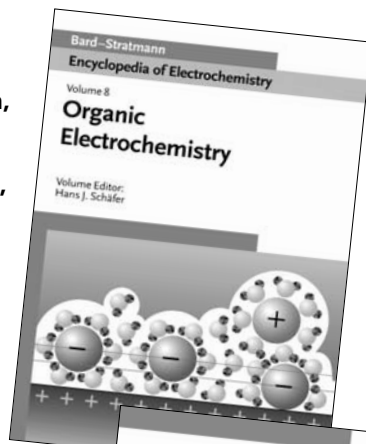
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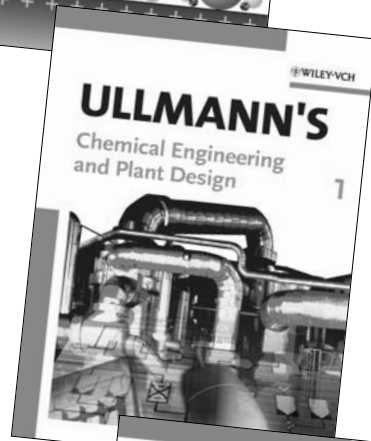
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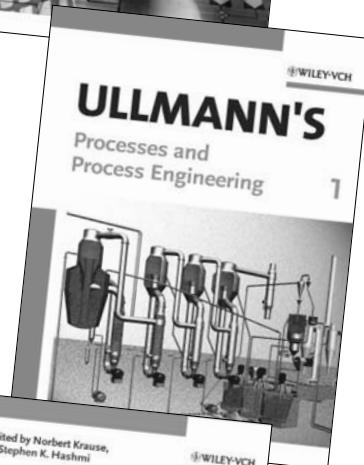
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# Change in a Small Law Library

## How We Moved Our Department into the 21st Century

By Karen A. Nuckolls

When I arrived at a newly created position as head of technical services at a small academic law library, I found my work cut out for me: change my department's outdated procedures and bring it into the 21st century. After all, change is constant—and scary—and it affects everyone differently. The very fact that I was coming into a new position to make changes was, no doubt, upsetting to my new staff.

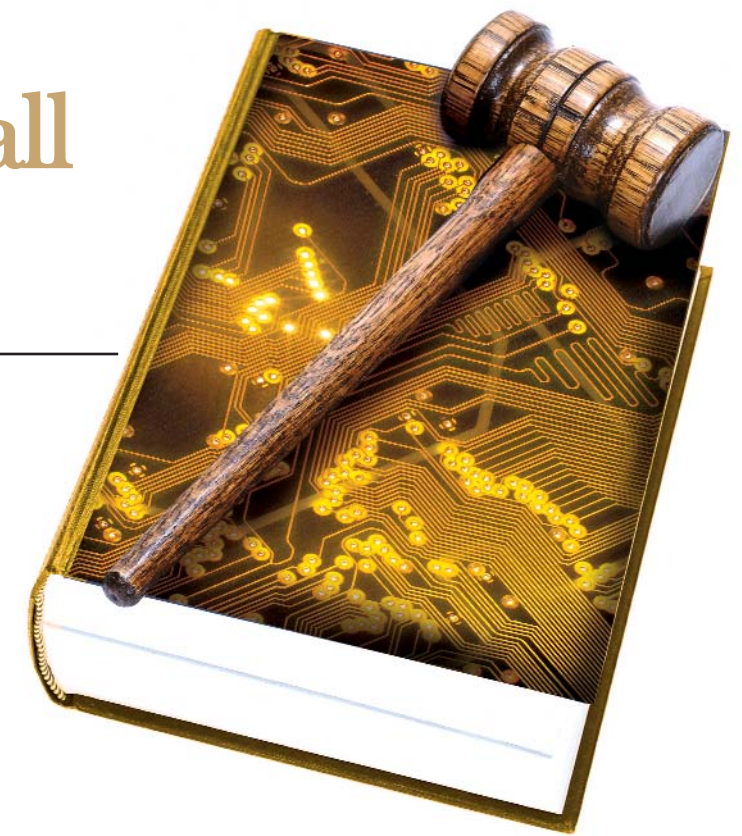
Over the years, I have learned that among library staffs there are those who find change unsettling, those who are intimidated by change, and those who are resistant to change. For me, the questions were twofold: how to find acceptance and how to unite these diverse types. I am sure that many readers can relate to at least some aspects of this task.

I was lucky to have a director who was very supportive of my efforts and spent many hours helping me understand the history of the library and offering suggestions and guidance. Because the library had been chronically understaffed, the Technical Services staff had not had a great deal of individual supervision. With the director's help, I determined that my first priority was to develop a plan that would build an acquaintance with them and their daily routines—and that would build a relationship within our department. During my first month on the job, I focused on three areas that were likely to change: staff, procedures, and personal growth—both mine and theirs.

To begin, after observing them at their jobs, I scheduled one-on-one meetings with each staff member, during which I discussed any problems or concerns they were having. In addition, I invited each staff member to come to my office to discuss privately anything they wanted addressed. I immediately began the tradition of having weekly meetings with my department, in which all staff members had a chance to give reports on their respective areas, an effort that I felt was important in generating a good team spirit.

On a chart I prepared, I asked each staff member to fill in his or her responsibilities so I could identify duplicate procedures within each area and assess weaknesses that could be resolved in the redevelopment of the department. I also worked with the director in using the library promotion and retention guidelines to set standards to which employees would be held accountable. I held six-month reviews to

make sure my staff knew the consequences of failing to meet those standards.



In addition, I began working on a job description for the position of acquisitions associate, which had been vacant for 18 months. This activity acquainted me with the rules and regulations involved in hiring on campus. When a candidate was hired, I held a party to welcome her to our department, as was my custom. I am planning several other gatherings in the near future, because I believe there is a need to celebrate important staff achievements and completed projects—and it's good for morale.

A project that truly tested our newly developed relationships was the reassignment of offices. Plans had been underway for several months to redesign Technical Services. When I arrived, there was no space for me in Technical Services, so I shared the Public Services librarian's office. Because one room was larger

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than the other, we switched the two Acquisitions staff members into the smaller room, and I joined the Serials staff in the larger room. Instead of dreading this change, the staff became fully engaged in the process. I handed out a time line, and on a weekly—and sometimes daily—basis, we discussed items to discard or relocate, staff preferences for new chairs, and the configuration of privacy areas. I believe that introducing this topic early on, answering questions whenever they came up, and assigning parts of the project to each staff member ensured that the change took place with everyone working for it—instead of against it. In fact, I think it gave us a renewed focus on our jobs in the year ahead. The staff learned that they can tackle large projects and survive, and it has brought us together in an improved working relationship.

## Reviewing Procedures

With a new hire and staff issues addressed, I began my review of library procedures with the Acquisitions area. The Technical Services librarian was reassigned as Acquisitions librarian. She now works solely on ordering, acquiring, and receiving new materials and replacements.

Updating how we generated budget reports was also long overdue. In the past, these reports had not accurately reflected the available monies at any given time during the year. I have encouraged the Acquisitions librarian to use Access queries to pull out relevant information relating to statistics and budget, and she has taken classes in beginning and intermediate Access. I also implemented tracking by invoice rather than by purchase order, because the price at the beginning of the ordering process was rarely the final one when the invoice arrived. With these procedures in place, I have real expectations of useful reports for the next fiscal year.

The Serials area seemed to run by itself in the capable hands of the Serials supervisor. But this year I have asked the staff to pitch in together on a project to input the serial publication patterns. This project will give the public a more accurate picture of both the journal titles, and which issues of those titles, we have. The result of this project should allow us to make full use of our system's serials module. The steps I took to engage the staff and

make them feel part of the team will lead them to help one another complete the project, even though it might not be in their immediate area of responsibility.

When the acquisitions duties were reassigned, I assumed responsibility for cataloging and processing materials. I began by reviewing and evaluating procedures for consistency and accuracy. Identifying and correcting bibliographic records is an ongoing process. We have agreed to stop ordering shelf list cards for each title we import from the Online Computer Library Center. Although those cards are low in price, there were hidden costs in the amount of time spent receiving, tracking, and filing them.

A routine task that needed to be changed was the typing of spine labels used for our library materials. The system was to use ordinary office labels and to type call numbers at one of the last electric typewriters in Technical Services. These labels were not adhering very well to the book spines, and the typewriter was on its "last keys," so I asked Technical Support to investigate whether the spine label program written by a fellow librarian could be adapted for use with our own materials. The program was implemented with much success, and just in time for our major reclassification project.

Sometimes projects have their genesis through interaction with other departments. In a conversation with the head of Public Services, I realized a major shift of the collection was to take place. It occurred to me that the timing could coincide with our proposed reclassification and shift of two major law areas, JX classification into JZ (international relations) and KZ (international law). With the able assistance of several students and staff, we integrated classified items with materials processed through the years. More than 2,000 titles were involved in the change. I was pleased that the library would have to shift items only once, and I was also pleased that a successful project demonstrated the importance of interdepartmental cooperation, as Technical Services worked with Public Services to finish the job before fall.

## Morale Issues

An important aspect of managing change is to be alert to staff morale. The meetings and staff projects we engaged

in were helpful, but we also needed the boost provided by external workshops, classes, and conferences. Allowing support staff members, as well as professionals, to participate in continuing education activities gives them a feeling of importance and accomplishment, in addition to providing a forum for them to learn new things.

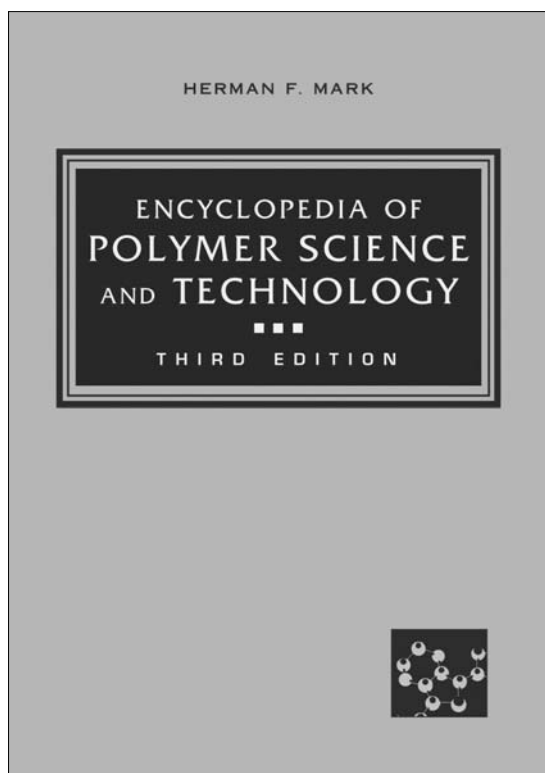
Limited funds were allocated for the enrichment of the mostly clerical staff, so I sought out ways to engage them "on the cheap." To help them research problems on their own, I gave them passwords and training for our library system support web. I encouraged them to join relevant e-lists and to attend free local and university courses. I also arranged for some of them to sit on university library committees.

Personal growth is harder to gauge than changes in staff or procedures, but it is often an outgrowth of those changes. As a supervisor, it is my responsibility to help the staff to grow professionally and, I hope, personally as well. And, even though I am a supervisor, I must not forget that I have not finished developing, myself. In fact, part of a new job is to manage change in yourself before you can manage change in others.

I had to get used to living in a different part of the country and to find new opportunities to educate myself and to network with new people. To that end, I sought out and joined new library organizations and e-lists. I attended regional conferences and workshops and volunteered for committees. I was also making the transition back to academia from a public library system, and I had to familiarize myself again with law materials.

If change is scary because it is unknown and sometimes uncontrolled, it is possible to create a "safety net" for staff by enabling them to participate in the decisions that affect them. By planning, communicating, and involving the staff in all decisions, you can develop methods of working with change—instead of against it. Personalities do not change, and I do not pretend that I was able to create entirely new people. But I do see an increased willingness on the part of the staff to be open to new ideas and methods. They have learned that the 21st century is a nice place to be. ●

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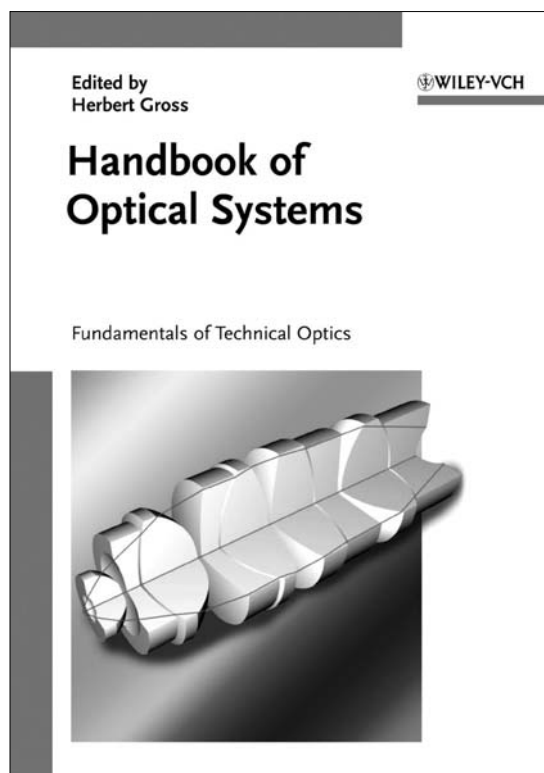
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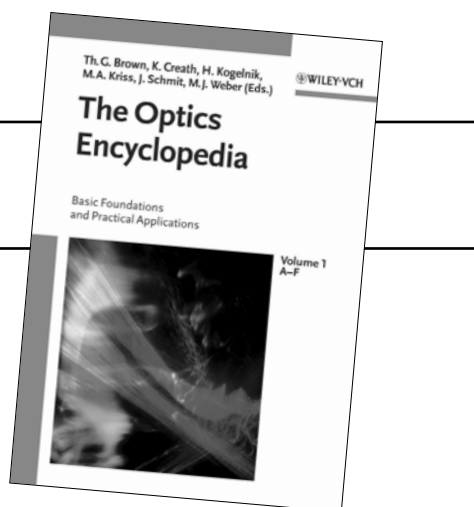


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# How to Have a Great Time in Toronto

By Elana Broch

I'm not a traveler. When my husband and I were getting married we went to the rabbi who was to perform the ceremony. I had never met him but my husband had known him since childhood. He asked us what we had in common and my husband replied, "We like to travel." I looked at him and said, "I don't like to travel." Well ten years later, and despite whatever prognosis the rabbi had for our marriage, we're still happily married. And I still don't like to travel. But here I am writing an article about why you should come to Toronto.

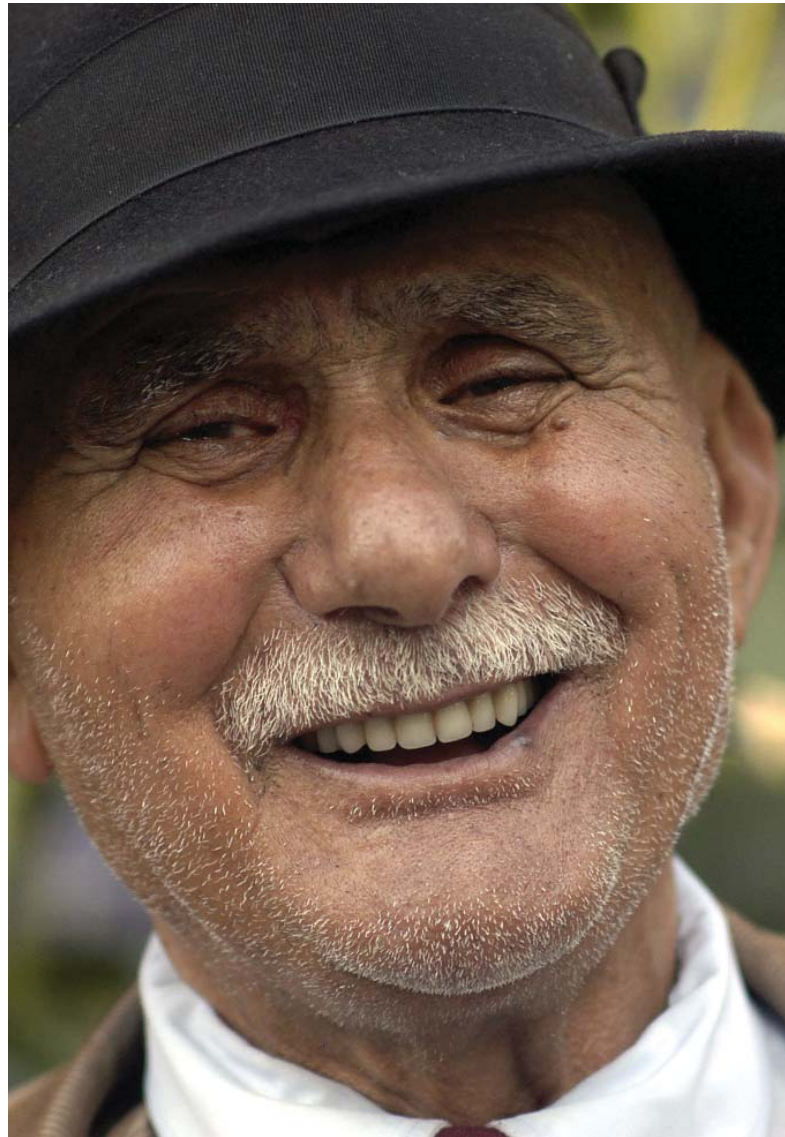
In 2003, I was new to librarianship and SLA, and had two young children at home. One morning I dropped the kids off at their respective nursery and elementary schools and managed to spend a short day in New York at the SLA annual meeting. I attended the presentation of an acquaintance, visited the exhibits, and attended our chapter's reception. It was a day well spent.

The following year I decided to take the plunge. Yep, I spent four days and nights living in the terrarium better known as Opryland. Opryland was not my idea of paradise, although it certainly was unique. But I had such a good time at the conference that I wanted to write this article to inspire other people to come to Toronto in June.

There are many valid reasons for not going to a conference. The two main reasons are probably time and money. There are another two not-so-minor reasons. One is feeling awkward in a situation where there are thousands of people, none of whom you know. Finally, the fourth reason, one that I don't have an answer for, is that you have kids and/or elderly parents at home and the care giving logistics make it nearly impossible for you to travel. I would like to address each of these concerns and suggest some tips to help you switch from "no" to "go".

## Can't Take the Time

There's no denying that three or four days out of your work week will definitely put you behind when you return. However, there is guaranteed to be at least one session that changes some aspect of the way you do your job or think about your career, or gives you just that one piece of information that makes your life just that much easier. Priceless. And on a practical note, once I have met someone at a conference I would not hesitate to e-mail them directly to obtain an e-



The welcoming smile of a Torontonian. Lana Slezić; PhotoSensitive

mail address of a colleague I've been trying to reach or the elusive article that's befuddling our ILL department. Finally, there's always the possibility that your next boss may be the person you happened to stand next to at a reception.

One way to justify spending the time away from work is to try to make the most of the time you're there. Many of the people I know try to go from session to session to session. My brain just can't handle that. Do spend time going through the program, making sure to highlight the things you definitely don't want to miss. And you didn't hear it from me but, if a session is not what you expected, leave. People come and go all the time and you aren't obligated to stay if the session isn't working for you.

If there's nobody holding down the fort for you back at work, one way to stay in touch is through e-mail. Computers are available at the conference hotel for checking your e-mail. Be advised that the lines can be long, the computers are

available only from say, 8 a.m. - 6 p.m., and you'll probably spend a lot of time reading e-mails that can wait until you're back in the office.

Visit the exhibits. While I've yet to win something that I've wanted to win (the first year I went I didn't even know what an iPod was), the exhibits are a great way to see what's new and cool in library resources.

I find it useful to have a list of the vendors I want to be sure to see. It's easy to experience exhibigo, a state of disorientation brought on by the layout of the exhibits. This condition, which is aggravated by consuming the piece of chocolate provided at each exhibit booth, is temporary. Speaking of exhibits, be sure to wear comfortable shoes.

## It's Expensive

Even if you're sure you'll get a lot out of the conference, there's no denying the conference registration is very expensive. Be sure to take advantage of early-bird registration which will save you \$50 and ends May 1.

Another way to possibly cut registration costs is to apply for a grant to attend a continuing education session. Many divisions sponsor grants to their division members to cover the cost of attending one of these sessions.

Not only does the early bird catch the worm, but she gets lots of mail from vendors. My personal favorites are invitations to breakfast or lunch meetings where vendors profile their products. Not only does attending one of these sessions save you the price of a meal, but it is an excellent way to learn about new products. Most importantly, the questions asked by the people in the audience are an invaluable source of information about some of the pitfalls they have encountered using that product. If a breakfast or lunch session catches your eye, be sure to RSVP. Every one I attended in Nashville was full and they had to turn away people who hadn't said they were attending. As a bonus, these sessions are a way to share a meal with some new colleagues.

And speaking of free food, don't be shy. Believe it or not, my employer just recently started covering meals while traveling. Fortunately, I rarely paid for a meal. In addition to the vendor breakfasts and lunches I described, there are a number of continental breakfasts in the exhibits, and the Dialog party is famous for dinner.

The hotel, of course, is another big expense. Right before I left for Nashville, I happened to sit next to someone at our chapter meeting who became my roommate. It worked great. I got to know her better and cut my room costs in half.

When figuring out your budget, remember that the hotel bill includes several taxes in addition to the room charge. For non-Canadians, be sure to take advantage of the Canadian Visitor Rebate Program that reimburses you for some of the tax paid on your hotel room and on purchases of goods that you're taking home with you. Information about this program can be found at [www.cra-arc.gc.ca/tax/nonresidents/visitors/faqs-e.html](http://www.cra-arc.gc.ca/tax/nonresidents/visitors/faqs-e.html).

## I Won't Know Anyone

Although I consider myself outgoing, I hate going up to strangers and striking up a conversation. Here are several ways you can meet people without having to walk up to a stranger.

If you are a first-timer, try to attend the SLA First-Timers and Fellows Connect on Sunday afternoon, an invitation only, affair. There you'll meet other First-Timers and get an insiders' view of SLA.

Getting involved in SLA is the easiest way to get to know people. One way I got involved—and this isn't for the faint of heart—I presented a paper. I got to wear a nice ribbon on my name badge (always a good ice breaker at a social hour). Presenting isn't for everyone, but it sure is a foolproof way to get involved (you'll have had many e-mail conversations with your co-presenters and moderator before you get to the conference).

Now you may be wondering how someone who was new





to the division was able to present. I saw a call for presenters on a non-SLA listserv I subscribe to. Once I got over my initial reaction ("what could I possibly know about immigration that would be of interest,") I bit the bullet and was accepted. Now I'm an expert on immigration who has presented at the national level.

A surefire way to meet people with similar interests is to go to your division meetings. One division membership is included in your SLA membership. My division (Social Science) was very welcoming (after all, what division isn't looking for fresh blood). In fact, they were so welcoming that I felt badly that I had ever thought twice about attending. Thinking about switching divisions? Go to their meetings. Nobody will turn you away. I promise.

If you're feeling daring, go to a planning meeting for the following year. Even if you're not quite ready to present, planning a conference needs many hands. Consider serving as a moderator for a session (requires the organizational skills every librarian possesses), or be brave and help someone in your division organize a few sessions.

Finally, if you're looking for a rollicking good time, where you'll know at least one person (me!), plan to attend "Taking the Sting Out of Statistics: Basic Concepts" on June 7 from 11:30 a.m. - 1:00 p.m. (How did I get to present?

Again? I asked if I could present on this topic and my suggestion was warmly received at the planning meeting.)

## I'm Needed at Home

Even a supportive husband like mine cannot stay home for a week while I travel, so I go on shorter trips than I would like. I try to find a flight that allows me to drop the kids off in the morning and spend only one or two nights away. (I haven't been west of the Mississippi River since I had kids.) Once I've packed, typed the seasonally-appropriate "honey do-list," indicating who eats what for snack, has gym on Thursdays, etc., I'm ready to go.

Does the conference sound like a blast? I hope I've given you some reasons to join us in Toronto. I'd like to think that if you try even one of my suggestions for getting involved, you won't feel lost in the sea of people. Make some connections. Enjoy Toronto. (Its should be beautiful there in June.) If you do go, I'd love to hear from you. Still not sure? E-mail me; we can plan to meet for coffee in Toronto.

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# Welcome to Toronto

## City of Neighborhoods

**Edited by Patrizia Brasch**

Hi there! Is everyone looking forward to the 2005 SLA Conference? I’ll bet you are. Toronto is really excited about hosting the conference this year and we look forward welcoming everyone who is able to visit us in June. So allow me to take a few minutes of your time to tell you a little bit about our fantastic city.

First, a few facts. Toronto was founded in 1793 by John Graves Simcoe, who was then Lieutenant Governor of Upper Canada. At that time, Toronto was known as the city of York, but it was later renamed Toronto, which is the Mohawk word for “meeting place.” What an appropriate name for the host city of this year’s conference!

Today, Toronto is Canada’s largest city with a population of 2.3 million; the Greater Toronto Area has a population of more than 4 million. On the surface, Toronto is a big, sprawling metropolis situated on the north shores of Lake Ontario. However, when you scratch that surface just a little bit, you find a social and cultural mosaic like few others. Neighbor-

hoods of various ethnic backgrounds form a city that offers its citizens and visitors a taste of just about anywhere in the world.

Unfortunately, few visitors have the time to explore all the different aspects of multicultural Toronto, so members of the SLA Toronto Chapter have written several articles about different neighborhoods to give our visitors a “tour” of Toronto and an opportunity to decide what you may want to see and do while in Toronto. What follows are excerpts of articles that appear in full on the Toronto Chapter Web site for the 2005 SLA Annual Conference ([www.sla.org/toronto/2005/](http://www.sla.org/toronto/2005/)) in the City of Neighborhoods section along with restaurant reviews, things to do, how to get around, and everything else you need to know about making your stay in Toronto as memorable and exciting as possible.

**Toronto Islands and Harbourfront**

We’ll start our tour by looking south, over Lake Ontario, to the Toronto Islands and a trendy waterfront neighborhood, which Marilyn MacKellar describes for us.

One of the gems of Toronto is a small

group of islands in the lake. This archipelago has a diversity of attractions, and it can be reached by ferry from the waterfront at the foot of Bay Street. There are three ferries to the Islands in the summer, one to each end of the group of islands and one to the middle.

Apart from all the things you can do on the Islands, the ferry ride is worth taking even if you don't stay. Not only do you get a beautiful view of the Toronto waterfront from the boat, but, on a hot day, it's nice to cool down on the water for a half hour. Here's a guide to what's there, so you can choose where you want to go.

**Ward's Island and Algonquin.** Take the Ward's Island ferry to the eastern end of the group, and you will find two small communities which date back to the time when the Islands held the summer cottages (and even hotels) of many Toronto residents. There are no private cars allowed on the Islands, so these people bring all their groceries and the plants for their gardens (even trees) over by ferry and transport them in interesting carts and bicycle attachments. Many residents are artists. A wander along its small streets is very pleasant, with small houses and gardens and views of the lake. If you turn right from the ferry you will pass the yacht basin and come to an arched bridge on the right over the waterway—the route to Algonquin Island.

**Centre Island.** In the middle of the island group is Centre Island, which is a large park oriented toward pleasure. Centre Island offers a children's amusement park, with a small train, animals, and miniature golf, and along the beach there are snack bars and a pier out into the lake. You can rent bicycles here if you want a faster form of transport. There and a long pool with fountains, many picnic tables and pavilions, and an occasional exhibition. Where the Centre Island ferry lands you can see another yacht club (there are three of them in the Islands) and a marina where sailing lessons are available. As a result, you will see some sailing activity in the water of the harbor between Centre Island and the city.

**Hanlan's Point.** The third ferry goes to Hanlan's Point, which is the far west-

ern end of the island group,

Here is a small airport with views toward the western waterfront and Ontario Place. There is also a small nature reserve close by. A former school building has been converted into artists' studios.

#### **The Queen's Quay Terminal Building.**

West of the docks you can find an impressive old warehouse building which dates from 1926 and where goods shipped to Toronto were received. This building now houses a number of upscale shops, some nice restaurants, and a dance theatre and many tour boats—anything from a paddle boat to a three-master.

**Harbourfront.** Beyond the Terminal Building is an area of the waterfront called Harbourfront donated by the Government of Canada for community activities. There are a number of buildings here and explorations will reveal craft studios, a shop selling Canadian crafts, photographic exhibitions, an art gallery, cafes, and other activities.

Around the buildings are the artists' gardens, a variety of creative ideas for gardening, which will provide both amusement and appreciation of the skilled plantings. If you go along far enough you will find the Music Garden (planned by famed cellist Yo Yo Ma and designed by Julie Messervy on the scheme of the first of Bach's Suites for Unaccompanied Cello). There are concerts and dance performances here in the summer months.

#### **St. Lawrence Market**

Back on land, we'll continue with a walking tour, described by Kay Samuels, of the historical St. Lawrence Market area which is found on Front Street a few blocks east of Yonge St. (incidentally, the world's longest street) and offers architecturally interesting and historically significant buildings all within easy walking distance. So enjoy a little exercise and fresh air as you visit the following sites. Make sure you bring along your camera!

**St. Lawrence Market.** A view of Lake Ontario could be seen from the windows of the council chambers facing the lake and harbor. The height of the clock tower meant that the City Hall was a prominent feature for ships entering the

harbor. The lakeshore came up to the rear of houses along Front Street and hoists were used to move goods from the ships into the warehouses.

**St. James Cathedral.** This is the site of the first church in Toronto, and the present building is the fourth church on the site. The first wooden church was built from 1803-7. The orientation was changed from the traditional east-west entrance, facing Jerusalem, to face south onto King Street. The present cathedral shows its British Gothic roots and is modeled after Salisbury Cathedral. Furnishings recall the early events in Toronto's history, such as the flags that were buried in the 1812 war to prevent the Americans from destroying them. St. James Park was originally the church's cemetery where many of the town's first settlers were buried. When the cemetery was closed in the mid-nineteenth century, some of the original tombstones were incorporated into the main porch of the cathedral.

**Mechanics Institute.** The original Mechanics Institute building used neo-classical lines to show solidity and give a stately appearance. An important part of the building was its reference and lending library with a separate reading room. There was also a semi-circular theatre where lectures were given on science, astronomy, and literature. In 1883 the Mechanics Institute became part of the Toronto Public Library system. The music hall was equipped as a reading room with newspaper racks down the center. When the library moved to the new Carnegie Reference Library in 1906, the building was used as a branch.

**York County Magistrates Court.** This building, similar to the Seventh Post Office Building at 10 Toronto Street, shows part of the Greek Revival architecture. The building accommodated the Courts and the County Council in the same building. The Arts and Letters Club of Toronto met for several years in the old courtroom. At the rear of the Courthouse was the "hanging square" where public executions took place. It is now the Court House Restaurant.

**Bank of Montreal.** The interior has a 45-foot high banking hall with a



stained-glass dome depicting a dragon guarding gold from an eagle. This was the head Toronto office until 1949 although it remained open as a branch until 1982 when it became the Hockey Hall of Fame.

## Queen Street West

A few blocks north of Front Street is Queen Street, which runs east and west. Gayle Kiss tells us about Queen Street West, recently re-named the “Art and Design District.”

Queen Street West is well worth visiting during your stay in the city. The area is an eclectic mix of trendy clothing boutiques, unique restaurants, and art galleries. The neighborhood is rapidly changing and every week different stores or restaurants appear in this neighborhood that is quickly gentrifying. Factories are giving way to loft and condominium developments. Many yoga studios can be found along this strip.

One feature along the strip is Trinity-Bellwoods Park with the original gates from the 1880’s when Trinity College, now part of the University of Toronto, called this land its home. See the now-paved horse carriage trail that wound around the main building, torn down in 1925. The park is also home to a bandstand and outdoor theater, in addition to the baseball diamonds, hockey rink, and tennis courts.

The shopping is another neighborhood draw. Trendy clothing in boutiques will certainly provide plenty of choices for those who like to dress hip. Most selections are originals by local designers that can’t be found elsewhere. You won’t find shoes like the ones at Heel Boy, and at those prices you will have to stop in. There is a fabulous jewelry shop just a few doors down. Restaurants reflect the eclectic mix of nationalities along the strip. Authentic Tibetan food, Malaysian, and Korean fare. Vegetarians will have several restaurants to choose from. And if you collect art, this strip is not to be missed.



Women dance at a street party in the Beaches. Andrew Stawicki, PhotoSensitive

## The Beach

Heading east along Queen St. this time, we arrive in the neighborhood known as The Beach. Patricia Petruca, a long-time resident of The Beach, tells us a little about this lively neighborhood.

Get yourself on the Neville Park street car. Enjoy the 20-minute ride along Queen Street East and have the driver let you off at Woodbine.

Welcome to The Beach! Don’t forget your sunscreen and shades.

Walk due south and stroll east along the three kilometer long wooden boardwalk. Take your shoes off, walk on the sand and make sure to have your photo taken at the Leuty Lifeguard Station, a Beach historical site. Walk to the very end if you like and come up to Queen Street, where we have coffee shops galore. Believe it or not, but we have almost, but not quite, one for every block!

We are also known for our wonderful restaurants, our galleries, and intriguing arts and crafts and you won’t be able to resist some of the reasonably priced handmade jewelry at Arts on Queen.

When it’s time to grab yourself a coffee, go sit and relax in Kew Park. Kew Park is one of the most beautiful parks in Toronto, with trees over 100 years old, lots of benches, and a view of the lake of course. As library folks, you won’t want to miss the Beaches Library.



Bellair Cafe at night, in the trendy Yorkville neighborhood. Tourism Toronto

It’s just been renovated in the Arts and Crafts style, and we’re very proud of our Carnegie library.

## Yorkville

Back to Yonge Street and heading a little further north, we reach Yorkville. Rani Pooran describes some of the highlights of this must-be-seen-in neighborhood.

Yorkville is an urban oasis fusing old world and modern styles. Within several small streets, Victorian mews, modern buildings, statues, art galleries, boutiques, restaurants, bars, and hotels are all concentrated. The area was founded by Joseph Bloor in 1830 and as it stands today betrays its early beginnings as a hangout spot for musicians such as Joni Mitchell and Neil Young.

Yorkville is best known for its people watching potential. Celebrity sightings are frequent as many Hollywood stars stay, exercise, or dine out in the neighborhood.

For a night out, there are several restaurants where the food and drink is ultra trendy. Strolling down the streets of Yorkville will put you face-to-face with many restaurants and you will most certainly find something to your liking.

But Yorkville is not all about shopping, dining out, and people watching. Small art galleries such as the Hollander York Gallery and the Arctic Bear are worth a drop in. As you amble through the side streets of Yorkville you will come across auctioneers and antique dealers like Sotheby’s. All in all, even if the prices seem out of your budget, Yorkville is definitely still an attraction.



## Queen's Park/ University of Toronto

As you head west, you can wander through Queen's Park and continue north back to Bloor Street while you stroll through the beautiful campus of the University of Toronto. Marilyn MacKellar takes you through a mini-tour below.

If you take the subway to the Queen's Park station, you will emerge in front of a large reddish sandstone building. This is the Legislative Building, the heart of the Ontario government. This historic building dates to 1886 and was built in a "Richardsonian Romanesque" style, which is particular to Toronto. (Old City Hall is another example in the downtown area, and 149 College Street is also in this style.) Tours are available. To the north of the Legislature is a large and pleasant park, and if you walk north through it you will arrive at the Royal Ontario Museum and the Gardiner Museum of Ceramic Art, both worth a visit.

To the west of the subway station, you can walk along College Street where the University of Toronto buildings line the north side of the street. The University of Toronto is extensive and, if you turn north at St. George Street, you will walk through the center of it. You will pass the Robarts Library whose architecture is typical of the 70s and whose satellite buildings contain an impressive rare book library and the Faculty of Information Science (ex-Library School). St. George Street has recently been modified to make it more pleasant for pedestrians and calmer for traffic. To the right as you walk north is the older part of the campus, with King's College Circle forming the focus for many of the original buildings. University College, on the north side of the Circle, is the oldest of these, and a wander through it will show you an impressive staircase, nice interior details, a chapter house, and a cloistered walk at the back.



The view along Dundas Street West in the heart of Chinatown. Tourism Toronto

If you are hungry while you are exploring this area, there are a number of places worth investigating: a choice of ethnic delights including Chinese, Malaysian, Mexican, Italian, and French cuisine. To the west, on Spadina Avenue south of College Street, you will find Chinatown (which includes Vietnamese cuisine as well) and on the way you can pay a visit to the Toronto Public Library's Lillian H. Smith Branch (239 College St). This is an interesting building architecturally, but it also houses one of the best historic children's book collections in the world and an equally impressive science fiction collection.

## Chinatown and Kensington Market

Okay, so now let's head over to Chinatown and the Kensington Market which are west of Yonge Street along Bloor Street. Lana Miljkovic takes us through this not-to-be missed neighborhood.

**Chinatown.** There are several Chinese neighborhoods across Toronto from the downtown core to the distant suburbs, but the best known Toronto Chinatown can be found downtown. This is the neighborhood where Chinese Canadians first brought their unique mix of markets, shops, restaurants, and theaters to Toronto during the 1960s and 1970s.

The sidewalks are crammed with open-air food stalls, vendors, and

thousands of people from all imaginable backgrounds eager to shop, eat, and socialize. The neighborhood is home to a variety of authentic Chinese cuisines from Dim Sum to Szechwan, Hunan, Mandarin, and Cantonese. In addition, you will also find an abundance of other Asian restaurants specializing in authentic Korean, Taiwanese, and Vietnamese cuisine. As you explore the neighborhood expect to pass dozens of shop windows lined with barbecued pork, duck, steamed buns, and other more exotic fare.

Next to eating, shopping is the thing to do in Chinatown. Dundas Street and Spadina Avenue are lined with countless shops brimming with merchandise such as bargain priced clothing, shoes, eclectic jewelry and accessories, Eastern herbs, teas and medicines, and unique Asian inspired home decor items.

However, be forewarned that Chinatown is a notoriously busy neighborhood every day of the week but especially on weekends. Don't let the intensity of the crowds overwhelm you. Instead, allow yourself to revel in the scene as you take in the sights, the sounds, and the smells of a truly authentic slice of Asia in the center of Toronto.

**Kensington Market.** Kensington continues to attract new immigrants from regions such as the Iberian Peninsula, Asia, Latin America, and the Middle East. However, Kensington is increasingly becoming a trendy neighborhood known for its unique atmosphere and eclectic coexistence of diverse cultures.

Kensington is Toronto's only year-round outdoor market. The area is a maze of narrow streets and alleys, some



Casual dining on a patio in the eclectic Kensington Market. Tourism Toronto

of which are lined with Victorian houses painted in bright, eye-catching colors. It is a place of organized confusion, where merchants sell their goods on the sidewalks and in Victorian houses converted into shops. On busy days, the market is alive with a cacophony of sounds and a diverse, sometimes counter-cultural, customer base. People are attracted not only to the great prices but also to the market's unusual variety of shops.

The neighborhood boasts a wide assortment of shops selling everything from fresh baked goods, organic fruits and vegetables, and exotic spices from around the world to army surplus products, and funky accessories and jewelry.

To take a load off after scouring through seemingly endless racks of vintage clothing, there are a number of restaurants and cafes to choose from. To experience the sights and sounds of an old world market in a modern eclectic setting, Kensington Market is certainly worth a visit.

## Hillcrest Village

While out in the west end of Toronto, you may want to wander around Hillcrest Village, described by Tom McGreevy.

If you are coming to Toronto for the first time and you feel a bit adventurous... willing to venture off subway lines and see Torontonians where they live... then consider that it is worth getting outside the downtown core to actually see and understand the city.

I'm going to tell you about Hillcrest Village, a small area roughly encompassing 10 blocks at St. Clair between Christie and Oakwood.

Why the name "Hillcrest Village"? In the Toronto area there was an old glacial lake now called Lake Iroquois that drained roughly 12,000 years ago. The steep ridge rising north of Davenport and south of St. Clair is the old beach ridge for that lake. You can see the ridge clearly on many major streets, best on Avenue Road, Bathurst, or Christie. So the "hill" of "Hillcrest" is actually a beach ridge, while the "crest" is the beach proper. As for the area of Toronto currently known as The Beach, it was deep under very cold water.

Well, enough prehistory... let's zoom to the present.

Although Toronto is a multicultural city, Hillcrest Village is alive with restaurants and shops representing diverse cultures. No single culture dominates here.

Restaurants in the neighborhood include those serving Italian, Mexican, North African/Mediterranean, Malaysian/Thai, Chinese, Greek, Caribbean, South American, and Japanese cuisines (not to mention McDonald's, KFC, and Starbucks). Many have small patios in the summer. Since this is a residential community many other types of shops share the streetscape with restaurants. There are bakeries, vegetable shops, a butcher, ethnic grocery stores, a local supermarket, ethnic cafes, fast food joints, lots of other kinds of retail stores (clothes, drugs, hardware, rugs, antiques, computers, flower shops, corner stores, photo studios, funeral homes, hair/beauty salons, dollar stores), community halls (Hungarian), churches, and low rise apartment buildings. It is a wonderful neighborhood (despite being a bit architecturally challenged...)

## Bloor Street West and High Park

Further west along Bloor Street, we find ourselves in the Bloor West and High Park neighborhood, as seen

through the eyes of Gwen Harris.

Artists come to Bloor West Village to sketch the scene. Visitors drop by for a European pastry and a coffee and chat with friends in the outdoor cafes. Every day the streets are bustling with residents going about their errands. This is Bloor West, about 20 minutes west of downtown Toronto by subway. Here the villages of Bloor West and Swansea meet. Just down the street, a short 10-minute walk, are the woods and gardens of the 399-acre High Park. In all, it is human-scale living with an ethnically diverse sensibility.

The ideal combination for the visitor to these neighborhoods is to spend some morning time strolling about in the village, pick up some picnic fare, and head to High Park. Alternatively, begin in the park and then walk up Bloor to lunch in one of Bloor West's cafes.

**Bloor West Village.** Bloor West Village, technically speaking, is the section on the north side of Bloor Street between Runnymede Road on the east and Jane and the nearby Humber River on the west. This is the shopping district, a colorful stretch of fruit and vegetable stores, flower shops, delicatessens, bakeries, and small restaurants catering to all palates.

The heritage and tastes are East European, imported by Ukrainian, Polish, and Czech immigrants. The delicatessens and bakeries carry a wide choice of bagels, breads, pastries, cheeses and meats. Or you can pick from the counters for hot food, cheeses, desserts, and specialty imports.

At the corner of Runnymede and Bloor, close to the subway stop, is the Art Deco Runnymede Theater opened in 1927 and now a Chapters bookstore. It was originally an atmospheric-style movie theater where a courtyard effect was evoked through lights and murals, and the ceiling became a twinkling sky of stars. Chapters restored the ornate interior to reveal the splendid concave blue ceiling, the proscenium-arch stage, and the balcony. It is very much worth a visit. The book selection is good, too, and there is a Starbucks coffee shop upstairs.

**Swansea.** The south side of Bloor stretching to Lake Ontario and nestled between High Park on the east and Humber River on the west is the Village



Shopping in Little India. Tannis Toohey, PhotoSensitive



of Swansea. It may have been the rolling countryside that prompted the early residents from Wales in the early 1900s to name it Swansea. Oak and maple trees shade the modest brick houses. Larger houses with a somewhat English cast take positions closer to the water. Fans of Anne of Green Gables may be interested in a pilgrimage to 210 Riverside Drive where Lucy Maud Montgomery lived her last years, regrettably not all that happily, 1935 to 1942. A plaque marks the home she called “Journey’s End.”

**High Park.** East of Bloor West is High Park, one of Toronto’s largest and most popular parks. Bounded by Bloor Street West on the north, Parkside Drive on the east, and Ellis Park Road on the west, the park extends nearly to Lake Ontario. The park supports a mix of recreational activities of playgrounds, picnic areas, a swimming pool, and tennis courts while maintaining a natural environment of wooded areas, wetlands, and grasslands. There is even a small petting zoo on the east side.

During the past few years much work has been done to restore the black oak savannah and native plants. The aim is to have vegetation restored to pre-settlement conditions in one-third of the park. Nature lovers turn out in large numbers for the weekend nature walks run by volunteers.

My favorite access is from Ellis Park Road, on the west side of the park. A small path cuts across into the wetlands of Duck Pond. Turning to the left with the bulrushes of the marsh on your left, you’ll be sharing the path with other walkers, possibly their dogs, and the occasional cyclist. The upper part of the pond has been restored to natural vegetation. It’s an excellent spot for sighting water birds, egrets, falcons, and with a good eye, turtles. As you get further into the park, the water widens into Grenadier Pond. A little further along the path, a rock garden cascades down the hill on both sides of a small stream.

## The Danforth

*(With nods to Riverdale and the Don Valley)*

Now for a complete change of direction. At the corner of Yonge and Bloor, turn east and keep going. You’ll find that Bloor Street turns into Danforth,

and as you travel along Danforth you find yourself on “The Danforth,” a delightful street and neighborhood Erica Steffer writes about.

**The Danforth.** Danforth between Broadview and Pape streets is known as “Greektown” for its abundant Greek restaurants, clubs, and shops. Patio culture reigns supreme throughout hot summer days and long into sultry evenings. Prime time dining kicks in around 8:30 or 9 p.m., followed by families and friends taking digestives after-dinner promenades. And, while known for its Greek community, the Danforth includes a smattering of other cuisines mixed in for good measure. For those needing a caffeine boost, all major coffee chains have locations in the hood.

Lest you think I am such a foodie that I think only of restaurants, I will also mention the strong eco-yuppie, family, pooch, and gay-positive presence along this stretch, as evidenced by a longstanding natural and organic foods supermarket, fair trade shops such as Ten Thousand Villages, environmentally friendly clothing and household shops, and numerous fitness centers, an independent bookstore and independent record store round out the area.

**Nature in the city.** Due to our abundant ravine systems and the adaptability of numerous species to proximity to urban life, nature frequently comes to us. The largest park in the vicinity, complete with free tennis courts, outdoor swimming pool, and lots of ultimate Frisbee matches is Riverdale Park. Most importantly, from Broadview it has a spectacular view of the Toronto downtown skyline. While you get a taste of the Don Valley seen from Riverdale Park, you get an even better north-south view of it from the Bloor Street Viaduct—either at street level, or as the subway train passes over the bridge. (I am in awe of the visionary architect. His 1919 design planned for a subway more than 30 years before the system was in place.)

However, to really experience nature in this area of the city, you have to get down into the Don Valley. The best way to enjoy the Don is by running, blading, or biking its paved and unpaved trails, which follow the river from the north end of the city down to the lake. If you

feel like company on your ride, join in the 15,000-person strong Ride for Heart and Stroke. It takes place on the Don Valley Parkway, a.k.a. the DVP, (the eastern side of the city’s main north-south highway) on Sunday, June 5.

Are you a wine lover and/or loved the movie “Sideways”? You will certainly enjoy Bob Burwell’s article “A Niagara Wine Route Tour” available on our Web site under Things to Do. It is an easy hour and a half drive through beautiful countryside, and Niagara Falls from the Canadian side is magnificent. However, once you have seen the Falls you might like to enjoy something other than the glitz of souvenir shops and wax museums. Bob suggests that you explore the Niagara Wine Route, an area that some say rivals Napa.

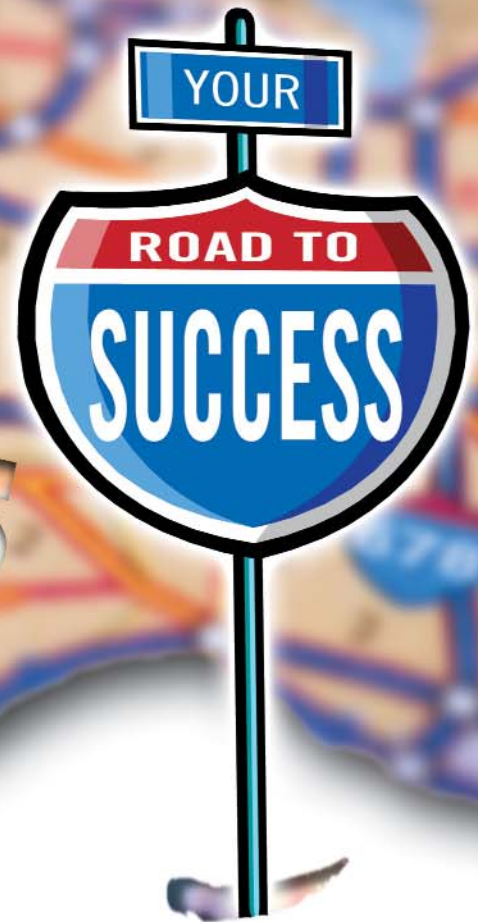
You will also enjoy Heather Wilson’s article about Stratford. If you’re a theater lover or would like to extend your trip to Toronto by experiencing a different part of Ontario, consider a visit to Stratford. This charming city, featuring world-class theater, is easily accessible from Toronto by car or by train.

Most importantly, don’t forget to visit our Web site ([www.sla.org/toronto/2005](http://www.sla.org/toronto/2005)) for more information about everything you need or want to know about your visit to Toronto. Read the complete articles about each neighborhood and you will also find other articles of interest, including “Theatre in Toronto,” by Barbara Fingerote. Toronto has frequently been called the third largest theater producing city after London and New York. If you are a sports enthusiast, you’ll want to read the article on “Toronto Sports Highlights,” by Cynthea Penman. Toronto offers a wide variety of both indoor and outdoor sports activities, and June has ideal weather for spending time in the sunshine.

I certainly hope you have enjoyed your mini-tour of our exciting city and I’m sure you will find it difficult to decide where to go as there are so many things to do, so many places to see and enjoy. Rest assured, whichever neighborhood you decide to visit, you’ll take back home with you some great memories, pictures, and souvenirs. And besides, you can always come back for another visit. 🌍



# Career Development Series 2005



## **Positioning Yourself as a Leader within Your Organization**

**April 27, 2005  
2:00 pm – 3:30 pm ET**

**Speaker:**

**Marshall A. Brown, CPCC,**  
Certified career and life coach

## **Your Career: A Straight Shot or a Shot in the Dark?**

**September 21, 2005  
2:00 pm – 3:30 pm ET**

**Speakers:**

**Heather Bradley, CPCC,**  
Specializes in human resource integration

**Miriam Bamberger, CPCC,**  
Over 15 years experience  
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[www.sla.org/careerdevelopment](http://www.sla.org/careerdevelopment)

## April 2005

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<http://www.sla.org/virtualseminar>

### SCIP 20th Annual International Conference and Exhibition

Society of Competitive Intelligence Professionals  
 April 6-9  
 Chicago, IL, USA  
<http://www.scip.org/05annual>

### ACRL 12th National Conference

April 7-10  
 Minneapolis, MN, USA  
<http://www.ala.org/ala/acrl/acrl-events/12thnatconf/12thnational.htm>

### Buying & Selling eContent 2005

Information Today  
 April 10-12  
 Scottsdale, AZ, USA  
<http://www.buy-sell-econtent.com>

### Part 2: The Art of Negotiating Anything

April 13  
<http://www.sla.org/virtualseminar>

### 19th Annual AIIP Conference

Association of Independent Information Professionals  
 April 13-17  
 Tucson, AZ, USA  
<http://www.aiip.org/Conference/2004/>

### Positioning Yourself as a Leader within your Organization

April 27  
<http://www.sla.org/virtualseminar>

## May 2005

### 14th International World Wide Web Conference (WWW2005) IW3C2

May 10-14  
 Chiba, Japan  
<http://www2005.org/>

### Part 1: Weblogs- Opportunities for Special Libraries

May 11  
<http://www.sla.org/virtualseminar>

### Globalization of Information: Agriculture at the Crossroads

IAALD and USAIN  
 May 13-22  
 Lexington, KY, USA  
[http://www.ca.uky.edu/AIC/conf\\_home\\_2.htm](http://www.ca.uky.edu/AIC/conf_home_2.htm)

### MLA '05

Medical Library Association  
 May 14-19  
 San Antonio, TX, USA  
<http://www.mlanet.org/am/am2005/>

### AIIM Expo

May 17-19  
 Philadelphia, PA, USA  
<http://www.aiim.org/>

### Part 2: How to Start a Weblog: Tools, Tips and Techniques

May 25  
<http://www.sla.org/virtualseminar>

## June 2005

### CoLIS 5: Fifth International Conference on Conceptions of Library and Information Science

University of Strathclyde  
 June 4-9, 2005  
 Glasgow, Scotland, UK  
<http://www.cis.strath.ac.uk/external/colis5/>

### SLA 2005 Annual Conference

June 5-8  
 Toronto  
<http://www.sla.org/toronto2005>

### Joint Conference on Digital Libraries 2005 (JCDL)

June 7-11, 2005  
 Denver, CO, USA  
<http://www.jcdl2005.org/>

### 2005 CLA Conference

Canadian Library Association  
 June 15-18, 2005  
 Calgary, Alberta, Canada  
<http://www.cla.ca/conference/2005/proposals.htm>

## July 2005

### 7th ISKO-Spain Conference: The Human Dimension of Knowledge Organization

University of Barcelona  
 July 6-8, 2005  
 Barcelona, Spain  
<http://bd.ub.es/isko2005/en>

### AALL 2005 Annual Meeting

American Association of Law Libraries  
 July 16-20, 2005  
 San Antonio, TX, USA  
<http://www.aallnet.org/events>

## August 2005

### Sixth World Conference on Continuing Professional Development--Preparing for New Roles in Libraries

IFLA  
 August 11-13  
 Oslo, Norway  
[http://www.ifla.org/IV/ifla71/call\\_s-e.htm#cpdwl](http://www.ifla.org/IV/ifla71/call_s-e.htm#cpdwl)

### World Library and Information Conference: 71st IFLA General Conference and Council

IFLA  
 August 14-18  
 Oslo, Norway  
<http://www.ifla.org/IV/ifla71>

## September 2005

### Hypertext 05

Association for Computing Machinery (ACM)  
 September 6-9, 2005  
 Salzburg, Germany  
<http://www.ht05.org>

### 9th European Conference on Research and Advanced Technology for Digital Libraries (ECDL 2005)

September 18-23, 2005  
 Vienna, Austria  
<http://www.ecdl2005.org>

### Your Career: A Straight Shot or a Shot in the Dark?

September 21  
<http://www.sla.org/virtualseminar>

### SARC III: Experience a Timeless Information Journey: Revolution and Evolution Continue

September 28  
 Williamsburg, Virginia, USA  
[http://www.sla.org/conf/conf\\_sar](http://www.sla.org/conf/conf_sar)

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## Linking Agreements

By Lesley Ellen Harris

The debate continues around the world as to whether it is necessary to obtain permission and ultimately have an agreement between a Web site that provides a link (i.e., a click on a URL that takes you to a different Web site), and the “destination” site. Out-of-court settlements suggest that if you are linking to the initial or “home” page of another Web site, then it may not be necessary to obtain permission from the destination site. However, if you are linking to an internal page in another site, then permission should be obtained in advance.

### Advantages of Linking Permissions

Without permission or an agreement, you may be open to various legal claims from trespass to copyright (including moral rights) and trademark infringement from the destination site. If you are linking to a site with illegal material, such as copyright infringing material, it is possible that an agreement with the destination site may lower your exposure to any contributory infringement claims.

In addition to legal concerns, there are other reasons why obtaining permission to link and entering into a written agreement may be beneficial to both parties in certain circum-

stances. First, there may be mutual links, from both sites to each other, thereby helping distribute content on each other’s Web sites. Second, such linking relationships may develop into further business arrangements. Third, it allows you to include additional content on your site which you did not have to develop or pay someone to develop on your behalf. Fourth, it may be an opportunity for the destination site to gain an audience for its content, and to promote its own organization.

### Your Particular Circumstances

Whether you obtain permission to link to another Web site must be examined in the context of your own goals and policies, and in each particular circumstance. This is something that you may wish to address in your overall Copyright or Internet Policy. If you decide to obtain permission to link to another site, it is best to put that permission in writing so it is clear and to provide documentation of that permission. A simple e-mail or a short “print” agreement may suffice. In some circum-

stances, you may wish for a lengthier agreement addressing a myriad of relevant issues. Below are some of the terms and conditions you may wish to include in your agreement.

### Linking Agreement Issues

You should begin any sort of agreement with a clear description of the two parties entering into the agreement. Include the Web site addresses of both organizations involved, as well as “snail” mail addresses. This will make it easier to contact the other party should one’s URL change.

You should consider whether you want your agreement to encompass any changes in URLs in the destination site, or whether you prefer to amend your agreement should any such changes occur. Cautious organizations would take the latter approach to cover such circumstances as a new URL having a connotation that is undesirable.

Your agreement should set out the nature of the link. Will the link go to the initial or home page of the destination site? Or will it go to specific internal pages? If linking to internal pages,

include their specific URLs in your agreement. Also consider whether you want your agreement to account for any changes to these URLs. Where will you place the link? How will it be displayed? Will you be using any logos, graphics or trademarks from the destination site? Will you be “framing” the linked content (so it appears like it is on your own site), or providing direct access to the destination site?

Will there be any payment association with the link(s)? If so, how will this be determined? When will it be paid? In what currency (and how will exchange rates be determined)? Note that with online business models rapidly changing, you should carefully consider the basis of any such payments, and changes to business models, etc.

Will there be benefits to the destination party other than monetary payments? What are these benefits? How can the destination party ensure on going compliance with the agreement so that it continues to benefit from it?

*Lesley Ellen Harris is a copyright lawyer/consultant who works on legal, business, and strategic issues in the publishing, content, entertainment, Internet, and information industries. She is the editor of the Copyright & New Media Law Newsletter: For Libraries, Archives & Museums and the author of several books, including Licensing Digital Content, A Practical Guide for Librarians. She often speaks at conferences and teaches online courses on copyright and licensing. For more information, see <http://copyrightlaws.com>.*





## General Provisions

You will need to consider the duration of your agreement and link(s). For instance, will the link be for a one month period or for a one year period? Will the duration be renewable? Under what terms and conditions?

How will the agreement terminate? It will naturally terminate at the end of its duration but what if one party breaches a term or condition in the agreement? Will the other party immediately terminate the agreement, or will there be time to cure the breach? How will you define what is considered a breach of the agreement? Upon termination, are there any monies owed? How quickly must the link(s) be removed?

What sort of mutual warranties and representations should be included in the agreement? Generally, both parties will want to warrant that all content on its site is legal and does not infringe any intellectual property or other laws, and that they may legally enter into this agreement. How will each party be indemnified if there is a breach of a warranty? This should be clearly addressed in your agreement in order to put some "meat" into the agreement.

Neither party will want to warrant that its Web site will have continuous, uninterrupted or error-free access. Each party may want to limit its liability to specific damages or specific dollar amounts.

Which countries' laws will govern the agreement? It is important to choose this jurisdiction since copyright and other laws vary from country to country. Without written confirmation of this, jurisdiction for any Internet-related legal claims is not always clear.

You may want to include a clause that ensures that the agreement does not mean that there is any further legal relationship between the two parties. Is the agreement assignable to other parties or organizations?

Another important clause is the "complete agreement" one. When negotiating your agreement, you may have several telephone calls, e-mails, etc. It is best for your agreement to state that the only agreement is your written linking agreement and all other discussions and the like do NOT form part of this agreement.

Date the agreement and have authorized people sign it.

Before entering into any linking agreement, consider whether this is appropriate for you in your particular circumstances. If appropriate, determine the nature of your "linking relationship" and how best to put this in a written agreement. 🌐

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## Blogging: Who Are You Reading?

By Stephen Abram

I just finished watching the Oscars telecast. While I prefer the red carpet pre-show for all of its tongue-in-cheek glam and awe, the main show is just such a silly contest that it never ceases to engage me in the world community love fest of jointly experienced pop culture. Who can ever forget “You like me, you really like me,” “Finally,” “I’d like to thank my parents and God,” and every other cliché? And you just have to love the late Ruth Gordon, who said, “I can’t tell you how encouraging a thing like this is,” when, at the age of 72, she received an award for “Rosemary’s Baby.”

My favorite modern question is the grammatically suspect, “Who are you wearing?” This somewhat shallow question permeates our culture and you hear it at every award show and on nearly every talk and entertainment show. And it seems so totally irrelevant—unless you’re in the market for expensive clothes and Harry Winston jewelry...

So this is the context in which I hear the question, “What do you read and how do you read so much?” In previous columns I have listed various e-mail newsletters that I read. I print these out (yes, I kill trees) to fill those boring moments on the Toronto subway and in airport lounges, since I find

those to be learning moments in my day. It works for me. I can read densely without using up valuable blocks of time. And since my job involves tracking trends and interpreting their impact on users, libraries, and librarians, I read mostly articles and news snippets—and the occasional dissertation—and not academic tomes.

For years I maintained a long list of bookmarks that I checked when I had online or wireless access at the airport or in a hotel or even, sometimes, when I had some quiet time in the evening at home. It wasn’t very efficient. I often found myself checking a page several times only to find no changes. I felt like I was panning for gold and finding only sand. Then I discovered Bloglines, [www.bloglines.com](http://www.bloglines.com), which allowed me to aggregate all my blogs at one simple service point. Bloglines highlights only those blogs that have added new content—saving me many click-throughs. What I find most exciting is that it offers a really simple (actually scarily easy) way to install “bookmarklets.” A bookmarklet looks just like a regular browser bookmark except that it contains a small program that carries over needed information and saves you time.

The Bloglines bookmarklet is called “Sub with Bloglines.” When you are reading a blog that you would like to subscribe to,

you just click on this link in your Favorites/Bookmarks menu and you are magically taken to the Bloglines pages where you can check the version you would like to subscribe to (as long as the blog is modern enough to offer subscriptions). Once you’ve bookmarked your “My Blogs” page at Bloglines you have simple and easy access to updates to your favorite blogs. Advanced features allow you to create a blog, maintain clippings, and incorporate your blogrolls subscriptions into your blog or share your blog subscriptions publicly. Cool.

So here’s a current list of bloggers that I scan—even read. Occasionally I find new ones or referrals to great posts through this network of bloggers. You probably are familiar with the theory of six degrees of separation (no one is more than six persons away from any other earthling). This theory evolved into the game “Six Degrees of Kevin Bacon,”

which you can play online at [www.cs.virginia.edu/oracle/star\\_links.html](http://www.cs.virginia.edu/oracle/star_links.html), [www.wired.com/news/culture/0,1284,49343,00.html](http://www.wired.com/news/culture/0,1284,49343,00.html), and [www.geocities.com/theeac/bacon.html](http://www.geocities.com/theeac/bacon.html). I find that people know like-minded people and this is nowhere more evident than in the community of librarians who love libraries and technology and users. Many eyes and many minds make for great learning bites. I have been lucky enough to meet most of my favorite bloggers—but that’s certainly not necessary to enjoy and learn from their postings. Here’s what I’m reading—the bloggers that I think are the D2, Dior, Yves St. Laurent, and Prada of the library world:

1. The Blog Driver’s Waltz (BDW), by Geoff Harder: [www.blogdriverswaltz.com](http://www.blogdriverswaltz.com)
2. [blogwithoutalibrary.net](http://blogwithoutalibrary.net), by Amanda: [www.blogwithoutalibrary.net](http://www.blogwithoutalibrary.net)

*Stephen Abram, MLS, is vice president, innovation, for Sirsi Corp. He is the past president of the Ontario Library Association and the current president of the Canadian Library Association. In June 2003 he was awarded SLA’s John Cotton Dana Award. This column contains his personal perspectives and does not necessarily represent the opinions or positions of Sirsi Corp. Products are not endorsed or recommended for your personal situation and are shown here as useful ideas or places to investigate or explore. He would love to hear from you at [stephen.abram@sirsi.com](mailto:stephen.abram@sirsi.com).*



3. Catalogablog, by David Bigwood: <http://catalogablog.blogspot.com>
4. Cites and Insights: Crawford at Large, by Walt Crawford: <http://cites.boisestate.edu>
5. Confessions of a Mad Librarian: <http://edwards.orcas.net/~misseli/blog>
6. Dave's blog, by David King: <http://daweed.blogspot.com>
7. The Days & Nights of the Lipstick Librarian, by Linda Absher: [www.lipsticklibrarian.com/blog](http://www.lipsticklibrarian.com/blog)
8. The Digital Librarian, by Jeremy F.: <http://digitallibrarian.org>
9. Digital Reference, by Stephen: [www.teachinglibrarian.org/weblog/blogger.html](http://www.teachinglibrarian.org/weblog/blogger.html)
10. Free Range Librarian, by Karen Schneider: <http://freerangelibrarian.com>
11. InfoBuzzz, by Jane Dysart: <http://dysartjones.com>
12. Information Literacy Weblog, by Stuart Boon and Sheila Webber: <http://ciquest.shef.ac.uk/infolit>
13. Information Today Inc. Blog, by Dick Kaser and Marydee Ojala: [www.infotodayblog.com](http://www.infotodayblog.com)
14. Internet News, by Gwen Harris: [www.websearchguide.ca/netblog](http://www.websearchguide.ca/netblog)

15. It's all good, from OCLC's George Needham, Alane Wilson, and Alice: <http://scanblog.blogspot.com>
16. Kentongood.com, by Kenton Good: [www.kentongood.com](http://www.kentongood.com)
17. The Kept-Up Academic Librarian, by Steven Bell: <http://findory.com/source?source=The%20Kept-Up%20Academic%20Librarian&ib=1>
18. Lessig Blog, by Lawrence Lessig: [www.lessig.org/blog](http://www.lessig.org/blog)
19. Librarian.net: A Library Weblog, by Jessamyn West: <http://librarian.net>
20. LibrarianInBlack, by Sarah Houghton: <http://librarianinblack.typepad.com>
21. Library Journal/Reed Business Information: [www.libraryjournal.com](http://www.libraryjournal.com)
22. Library Stuff, by Steven M. Cohen: [www.librarystuff.net](http://www.librarystuff.net)
23. LISNews.com, by Blake Carver: [www.lisnews.com](http://www.lisnews.com)
24. Lorcan Dempsey's Weblog (OCLC): <http://orweblog.oclc.org>
25. Neat New Stuff on the Net - Weekly Reviews of New Sites, by Marylaine Block: <http://marylaine.com/neatnew.html>
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Marydee Ojala:  
www.onlineinsider.net

**27.** Outsell Now:  
http://now.outsellinc.com/  
now

**28.** Peter Scott's Library  
Blog: http://blog.xrefer.com

**29.** The SciTech Library

Question, by Randy  
Reichardt: http://stlq.info

**30.** Pop Goes the Library,  
by Sophie Brookover:  
www.nexgenlibrarian.net/p  
opculture

**31.** Quædam Cuiusdam, by  
Peter Binkley: www.  
wallandbinkley.com/quaedam

**32.** ResearchBuzz, by Tara  
Calashain: www.  
researchbuzz.com

**33.** ResourceShelf, by Gary  
Price, Shirl Kennedy, Steven  
Cohen, and Dan  
Giancaterino:  
www.resourceshelf.com

**34.** The Sci-Tech Library  
Question, by Randy  
Reichardt: http://stlq.info

**35.** Search Engine Watch  
Blog, by Chris Sherman and  
Danny Sullivan:  
http://blog.searchenginewat  
ch.com/blog

**36.** The Shifted Librarian,  
by Jenny Levine:  
www.theshiftedlibrarian.com

**37.** Shore News  
Commentary, by John  
Blossom: http://shore.com/  
commentary/weblogs

**38.** Tame the Web:  
Libraries and Technology,  
by Michael Stephens:  
www.tametheweb.com/  
ttwblog

**39.** TechnoBiblio, by Chris  
Jowaisas, Kris Bell, Donna  
Feddern, and Stephanie  
Wright:  
www.technobiblio.com

**40.** Technogeekery for  
Librarians, by Carol Cooke,  
Mark Rabnett, and Allan  
Chan: http://technogeekery.  
blogspot.com

**41.** Unshelved, by Bill  
Barnes (just for fun!):  
www.overduemedia.com

**42.** Walking Paper, by  
Aaron Schmidt: www.  
walkingpaper.org

**43.** Wigblog – Things  
Internet and Otherwise, by  
Richard Wiggins:  
http://wigblog.blogspot.com

Also, here's a bibliogra-  
phy of blogs and blogging  
that you might find useful:  
Blogbib, http://blog-bib.  
blogspot.com

And here's a simple  
primer on blogging lingo:  
Understanding and Reading  
a Blog (for newcomers), by  
John C. Dvorak, www.  
dvorak.org/blog/primer/  
blogprimer1.htm

Are you unaware of blogs  
in your subject area, field, or  
industry? Then use one of  
the blog discovery tools  
(remembering that six  
degrees of separation works,  
follow the bloggers' links)  
such as:

- www.blogstreet.com
- www.daypop.com
- www.blogines.com
- www.technorati.com
- www.feedster.com

See Peter Scott's excellent  
Weblogs Compendium  
(www.lights.com/weblogs)  
for links as well.

As usual, I hope this col-  
umn is fun and helps you  
out in your career. If you've  
got a favorite blog that I  
don't know about, please let  
me know.

I am excited to be wel-  
coming you all to my home-  
town of Toronto for the SLA  
Conference in June. See you  
next month in *Information  
Outlook*. 🌐



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# Virtual Learning Series

## April Topic: Negotiating

### Part I

The Art of Negotiating Anything  
April 6, 2005  
2:00 pm -3:30 pm ET

### Part II

The Art of Negotiating Anything  
April 13, 2005  
2:00 pm -3:30 pm ET

### Speaker:

Jennifer R. Pitarresi, Esq.  
Founder, JP Consulting

## May Topic: Weblogs

### Part I

Weblogs: Opportunities for  
Special Libraries  
May 11, 2005  
2:00 pm - 3:30 pm ET

### Part II

How to Start a Weblog: Tools,  
Tips and Techniques  
May 25, 2005  
2:00 pm - 3:30 pm ET

### Speaker:

Darlene Fichter  
Data Library Coordinator,  
Univ of Saskatchewan Library



[www.sla.org/virtualeseminar](http://www.sla.org/virtualeseminar)



## Competitive, Not Just Competent

By John R. Latham

Writing columns does not come naturally to me. Stand up and give a presentation, no problem; prepare an article or column, not my cup of tea. For those who don't know, the author is a Brit, and so "not being my cup of tea" is a serious statement. Tea drinking, or rather its preparation, is serious stuff.

So what do I do? I generally start by checking if there is a theme for the issue in hopes that will inspire me. If that does not work, I look at the SLA competencies document, which is full of examples of how information professionals use, or should be using, their management skills, and therefore is a goldmine for inspiration for a column on information management. This month's issue highlights competitive intelligence, so bearing in mind the Brit's second obsession after tea, alliteration, it was a small jump to "competent competitiveness" or "competitive competencies."

The competencies document (*Competencies for Information Professionals of the 21st Century*, June 2003, [www.sla.org/competencies](http://www.sla.org/competencies)) often refers to competitive intelligence and competitive advantage or edge, but not to being competitive. There is little doubt that the high quality competitive intelligence work we are capable of doing can give our organizations a competitive advantage or edge, but what about our being competitive? I may be wrong, but "competitive" is not one of the adjectives that jumps to mind when defining information professionals', or librarians', attributes.

In presentations I give, I constantly stress how we have to look and behave like business professionals if we want to be taken seriously within our organizations and earn the rewards that we so just-

ly deserve. Do you know many successful managers who are not competitive?

Being competitive can conjure up some ghastly pictures of badly behaved sports celebrities, but competitiveness does not have to be "in your face." There are times when you have to be up front and brutal, and others when quiet and deadly is more effective. In my experience being "up front" works when delivering your product or services, but quiet and deadly works for personal advancement.

The dictionary definition of "compete" is "to seek or strive for something in opposition to others: to contend for a prize." Although in an ideal world competency should ensure advancement within one's organization, in practice one is actually in opposition with others for the higher spots on the ladder of recognition.

On a personal note, do you think that I became managing partner of the largest firm of accountants in East Anglia by being a great accountant? I was a competent accountant, but it was a combination of management skills and competitiveness that took me to the top of the tree.

It is interesting to look back and see how my nascent information professional skills came into play. Competitiveness on its own is not the answer to success. It has to be combined with competence and observation. Keep your ears and eyes open and work out who are the movers and shakers in your organization, and take every opportunity to make them notice you. Give any of their requests a higher priority and make sure they know it was you that prepared the reports or found the information. Personal delivery

helps whenever possible, and can go a long way to gaining recognition.

I remember that when I gained my first promotion at Ernst & Young 18 months before the normal time for such a promotion, one of the partners expressed surprise at my meteoric rise after the rather indifferent audit I had just done for him. I just smiled and pointed out that I did a great job on Bowaters for Mr. B, who just happened to be the partner, who, although not the senior partner, was clearly the power behind the throne. It's a cut-throat world out there, and the meek do not inherit the earth without a little pushing. The art is to know when Carly Fiorina is no longer the one to whom to hitch your wagon before she falls.

Getting back to competitive intelligence I refer you to a couple of SLA resources on the subject, which you may find useful. SLA's Competitive Intelligence Division Web site ([www.sla.org/division/dci/cihome.htm](http://www.sla.org/division/dci/cihome.htm)) has some great resources, as does the information portal on competitive intelligence ([www.sla.org/infoportals.cfm](http://www.sla.org/infoportals.cfm)), a bibliography of CI resources, articles, Web sites, etc.



*The Information Center is sponsored by Factiva, a Dow Jones and Reuters company.*



*John R. Latham is the director of the SLA Information Center. He can be reached at [jlatham@sla.org](mailto:jlatham@sla.org).*





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