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Information Outlook, March 2007

Special Libraries Association

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THE MAGAZINE OF THE SPECIAL LIBRARIES ASSOCIATION

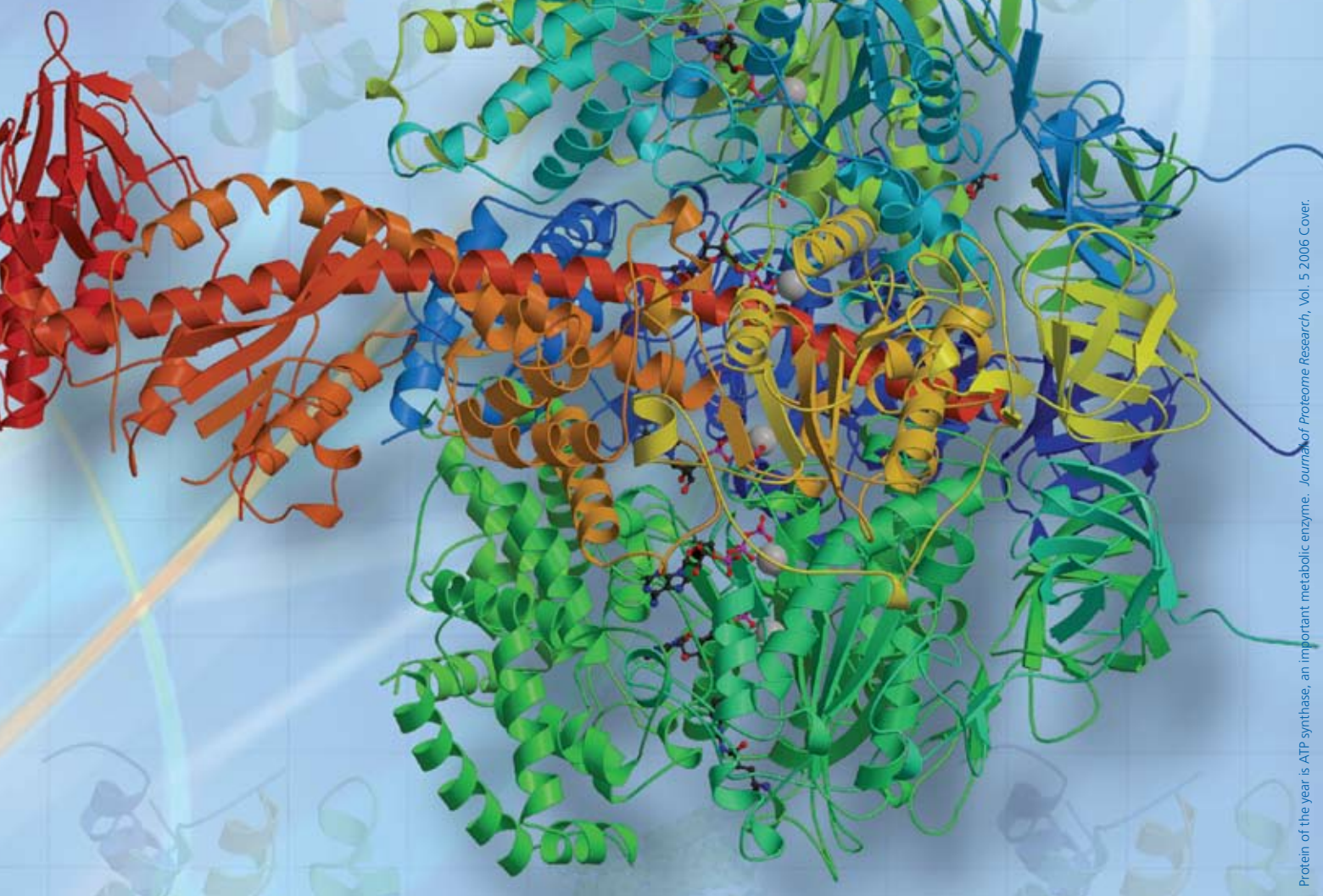


A ROUNDABOUT ROUTE TO MINNESOTA

HOW QIN TANG CAME TO LOVE LIBRARIES

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Protein of the year is ATP synthase, an important metabolic enzyme. *Journal of Proteome Research*, Vol. 5 2006 Cover.

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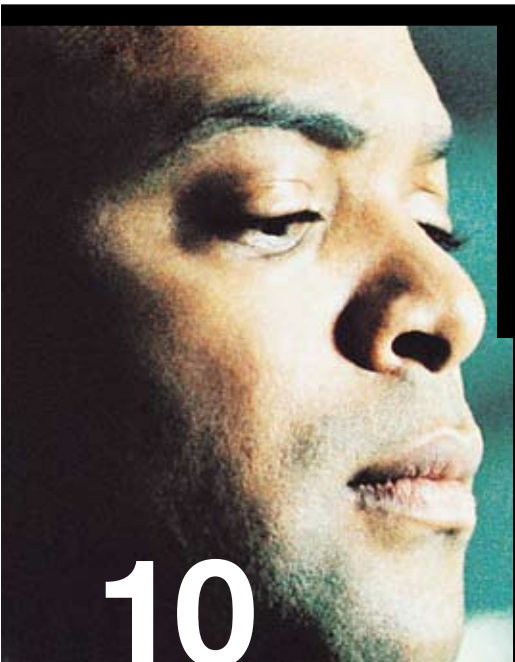
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Publisher, Editor in Chief: John T. Adams III
(jadams@sla.org)

Columnists:

Stephen Abram
Lesley Ellen Harris
Janice R. Lachance
John R. Latham
Debbie Schachter
Carolyn J. Sosnowski
Rebecca B. Vargha

Layout & Design: Nathan Yungkans

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What Makes Ideas Memorable, Sticky, Even Unforgettable?

Why have you stuck with SLA? We're looking for stories about what makes membership important to you.

BY REBECCA B. VARGHA, SLA PRESIDENT



While preparing for the SLA Leadership Summit several weeks ago, I was thinking about the lifecycle of ideas. Certainly, there are more than a few descriptions of what makes ideas unforgettable, but I was seeking creative direction as much as definition, especially in light of SLA's upcoming centennial year.

Fortunately, inspiration came from a new book, *Made to Stick: Why Some Ideas Survive and Others Die*, by two brothers, Chip and Dan Heath. Random House published their book in January and it has quickly risen to the top 20 rankings for business titles on Amazon.com

Chip is a faculty member at the Graduate School of Business at Stanford University. His research in the field of organizational behavior over the last 10 years investigates why some ideas consistently stay with us. Dan Heath is a consultant at Duke Corporate Education and a former researcher at the Harvard Business School. He is a teacher and textbook publisher. (For an interview with Chip Heath, see "How to Make Your Idea Stick," *Information Outlook*, November 2006.)

The fascinating examples used in the book range from successful advertising and product development to Aesop's fables—and to urban legends, such as the incorrect statements that the "Great Wall of China is the only man-made object visible from outer space" or "you only use 10 percent of your brain." Anyone who has ever worked a library reference desk knows first hand how these classic urban

legends resurface on occasion as reference questions. One of my favorite Web sites for accurate information on urban legends is www.snopes.com.

SLA was very fortunate to have Chip Heath as one of our thought-provoking keynote speakers for the Leadership Summit in Reno, Nevada, this year. The annual event is designed for and open to all members. We meet as current and future leaders to share experiences, learn new skills, and conduct the business of our respective units. The event was energizing, successful and insightful. My sincere thanks to Agnes Mattis, Robyn Frank, Libby Trudell, and Anne Caputo from the SLA Board of Directors. I also wish to acknowledge the entire excellent SLA staff, especially Linda Broussard, Kristin Foldvik, Nancy Sansalone, Natalie Gozzard, Jeff Leach, and Akisha Edogun.

More than Just Sticky

Admittedly, the Heath brothers were inspired by Malcolm Gladwell's best-selling work, *The Tipping Point*. They took the concept of "stickiness" beyond its pedestrian meaning with solid research. And it is this art of making ideas unforgettable that captured my imagination.

In a nutshell, sticky ideas are a mix of simplicity and the unexpected. They are concrete and credible. They convey emotions and are held together by good stories. One of the most interesting stories shared by Chip and Dan Heath is narrated by journalist and screenwriter Nora Ephron. Her scripts include *Silkwood*, *When Harry Met*

Sally, and *Sleepless in Seattle*.

Her high school journalism teacher asked the students to write a lead for a newspaper story. Their teacher said: "Kenneth L. Peters, the principal of Beverly Hills High School, announced that the entire high school faculty will travel to Sacramento next Thursday for a meeting on new teaching methods. The speakers will be anthropologist Margaret Mead..."

Ephron said the students wrote leads that simply changed the order of the facts. The teacher gathered the assignments and said, "The lead to the story is 'There will be no school next Thursday.'" As with every good idea, it takes individual effort and the "light-bulb moment" to move the idea into the unforgettable category.

I was captivated by this concept of unforgettable ideas and made the logical connection to SLA and our membership message. As a membership organization, how can we deliver the message about membership benefits? Are there membership renewal and recruitment stories that are compelling and contagious in the best sense of the words? Where are our "sticky stories that are simple, unexpected, concrete, and unforgettable?"

Certainly they exist. The SLA board, staff, and Centennial Commission are in search of these stories from our members and mentors globally. Start thinking about SLA membership in memorable, unforgettable ways and work with us to develop and deliver our "sticky message" about membership in this global association of ours.

Rebecca B. Vargha

Lynn K. Smith, Former SLA Interim Executive Director, Dies at 42

Updates on the information profession — and SLA.

Lynn K. Smith, SLA's former interim executive director and 14-year employee, died January 31 after a long battle with cancer. She was 42.

Ms. Smith rose rapidly on the SLA staff. She joined the association in 1990 as director, financial services. Two years later she was promoted to assistant executive director, financial services. In 1998, she became the deputy executive director. She served as interim executive director from March 2002 to July 2003.



Lynn K. Smith

Ms. Smith left SLA in June 2004 to spend more time with her husband and her two children. She also started a consultancy in non-profit management, LinKS Consultants, LLC.

SLA CEO Janice Lachance described Ms. Smith as “both the glue and the foundation of my first year as executive director. There is no doubt in my mind that any success I have achieved at SLA is due in very large part to Lynn’s comprehensive knowledge of the Association’s operations, culture, and history and her dedication to SLA members.”

Over the years, Ms. Smith was deeply involved in many changes at SLA, including its adoption of new technology—moving from paper to computerized files—its move from Washington, D.C., to new headquarters in Alexandria, Virginia, and a realignment of staff.

She also earned the Certified Association Executive designation from the American Society of Association Executives.

When they heard the news of Ms. Smith’s death, many of SLA’s leaders expressed their sadness.

“This news broke my heart,” SLA board member Agnes K. Mattis wrote in an e-mail to Lachance. “I got to know Lynn very well when I was on the Finance Committee. She was a great ‘Southern lady’, graceful, wise, and she had a quick sense of humor.”

Past SLA President Cynthia Hill also referred to Ms. Smith’s wit. “Lynn was a high achiever,” Hill wrote, “so very knowledgeable in everything that she did, and she did it with quiet

grace and style. I loved her sparkling sense of humor.”

“Lynn was a very talented and courageous lady. I can see Lynn struggling valiantly with a very positive attitude. I’m only sorry she was unable to prevail,” former SLA board member Hope N. Tillman wrote.

Past President Susan DiMattia wrote, “It was always comforting to know that she could be relied on to provide the financial side of things with a calm and ease that gave others confidence. Particularly immediately after my presidency in 1999-2000, when SLA went through several transitions, Lynn was a stable factor on staff—and an unquestionably valuable asset to the board.”

“I had the opportunity to work with her through all of those 14 years and see her development over that time,” wrote former board member Bill Fisher. “She was absolutely wonderful ... the entire time I worked with her.”

Before joining SLA, Ms. Smith was an accountant with the National Air Transportation Association and accountant/secretary of the corporation at Potomac Video Communications.

Survivors include her husband, Drew Smith; two children, Jonathan Woodbury and Alexandra Woodbury; her parents, George and Carol Kost; her sister, Karen Stokes, and her grandmother, Anna Kost.

The family has asked that those who wish to do so make memorial contributions to the Alexandria Hospital Cancer Center, 4320 Seminary Road., Alexandria, VA 22304.

Cards, photos, or other expressions of condolence may be sent to SLA for forwarding to Ms. Smith’s family. Send them to: Drew Smith, c/o SLA, 331 S. Patrick St., Alexandria, VA 22314. **SLA**



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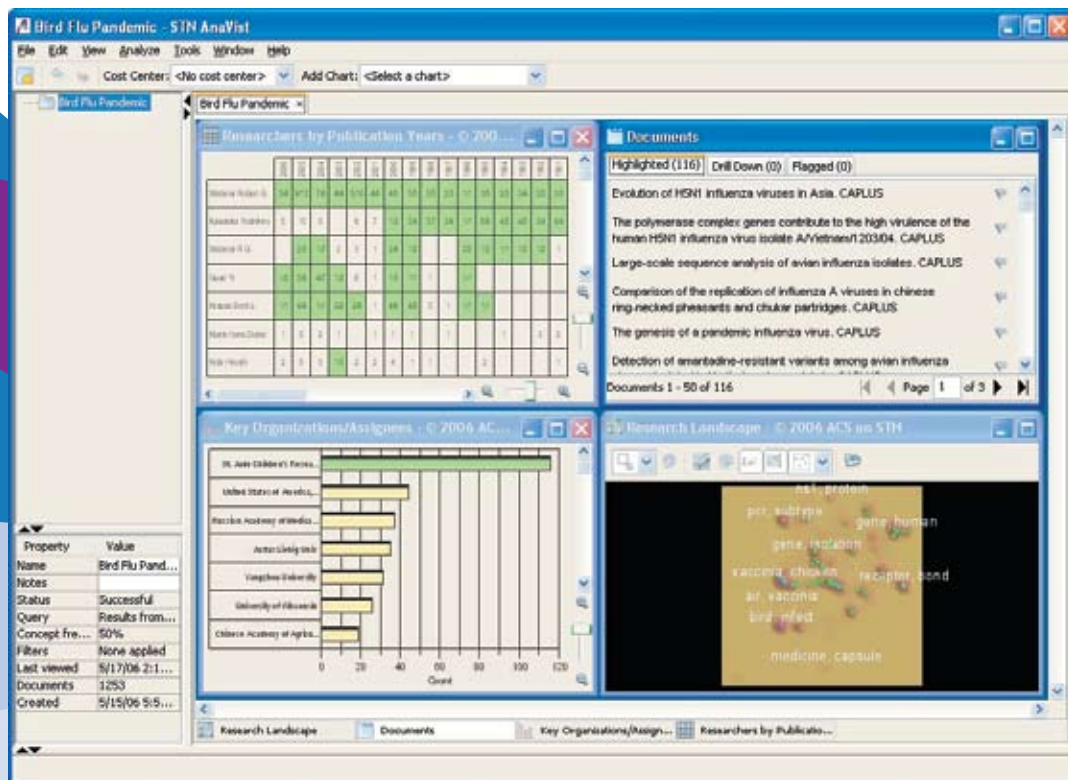
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If You're Evaluating Wiki Software, Here's a Spot That Helps You Compare

Or learn more about knowledge management, play some tunes on your PC, do a little shopping—and see what Art Garfunkel is reading.

BY CAROLYN J. SOSNOWSKI, MLIS

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Are you shopping for a wiki? Many of you will wind up using one of the more popular applications. But if you aren't sure where to begin your search, or if you want to do an extensive comparison of what's available, visit WikiMatrix. Currently, the site lists more than 70 wikis with well over 100 points of comparison (all explained on the site) in categories like data storage, security, special features, and statistics. Need more help than that? Use the wizard that matches your needs with software features. WikiMatrix offers guidelines for creating a wiki (have a reason, develop content, find contributors) to get you started. Once you are more comfortable with the whole project, you may want to ask for advice or discuss software in the online forums.

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A frequent request in my inbox and on discussion lists is for information about application software. Here's a multi-layered site for resources on knowledge management. Go straight to the buyer's guide if you want to find products, but the articles will help you tap into what knowledge management is and how to implement practices throughout your organization. The scope of the magazine goes beyond just KM to touch on a variety of related areas (intellectual property, digital assets, and enterprise search, to name a few). Each month, a new topical collection of whitepapers is posted. If you prefer a hardcopy, sign up for a free print subscription.

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Worthy of Brief Mention, in the Curiosities Category:

Art Garfunkel's Library, www.artgarfunkel.com/library/list11.html, is a chronological list of all the books (nearly 1,000) the musician has read since June 1968. It includes lots of books we would consider classics. I wonder how many he borrowed from the public library, and if he's kept the ones he's purchased or shared them with others? What would your list look like? **SLA**



CAROLYN J. SOSNOWSKI, MLIS, is SLA's information specialist. She has 10 years of experience in libraries, including more than three years in SLA's Information Center. She can be reached at csosnowski@sla.org.



The Heretical Library Manager for the Future

OFFICIALS IN AUSTRALIA SELECTED A NON-LIBRARIAN TO HEAD A MAJOR LIBRARY. HERE'S WHAT LIBRARIANS MUST DO TO KEEP THEIR LEADERSHIP ROLE.

BY STEVE O'CONNOR

What does it mean to be a library leader into the future? This is the issue explored in this paper. The literature of management is an expansive one. It is also a growing literature. In some ways, this reflects that we do not know much about the kind of manager who is required in this modern world. It is also the case that there are many views of the characteristics of the effective or desirable leader.

The literature talks about the Next Generation of managers dealing with an increasingly fragmented environment and challenges, which are unique with no previous practice to base decisions on. Uncertainty is a strong and constant element of our future.

The appointment in June this year of the new State Librarian and chief executive officer of the State Library of New South Wales is worthy of mention. With the retirement of the previous incumbent, the Council of the Library

has chosen to appoint a candidate without library experience. The appointee's credentials are established in the press release:

"(The appointee) brings to the position of State Librarian and Chief Executive outstanding experience and skills in the areas of leadership and management in large international organizations.

"(The appointee) joins us from IBM, where she most recently led some of the organization's key corporate sectors. Prior to this, she held senior executive roles at Kodak and Telstra, including postings in both the U.S. and Asia.

The failure to appoint a professional librarian in a prominent cultural organization, which had always appointed a librarian since professional qualifications had been put in place, is very significant. Knowledge of the profession and its culture, traditions, tasks and ambitions have not been considered important in this case. There are enough other examples of the failure to appoint librarians to the most senior position to indicate that this is not an isolated example.

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It is also clear that senior professionals in Australia were not even considered for the position. The press release gives only scant clues as to the reasons for the appointment. They seem to be "leadership," "management," "international organizations," and that the private sector seems important. Clearly, knowledge of the actual work of a librarian is not considered important, but the management and leadership of the organization and its staff and other resources are seen to be very important. Whether

knowledge of the profession, its skills, directions, and debates is important is to some extent the difference between reality and perception. The reality would say that it is or it is not important. This situation at least can be argued and debated.

If, however it is a perception that

The world in which libraries are moving is not only changing but also changing very significantly. The changes are going to be stronger into the near future.

libraries have a problem at the most senior levels in managing the modern large organization, then there is a significant problem and issue to be dealt with. Perceptions are always more important than reality. The perceptions of librarians as managers will always drive actions and policy quicker than whatever the realities are. In this way, it is a difficult issue to address and develop the profile for the future library leader.

My story comes in three parts:

1. The intelligences we need to pursue our work and our lives.
2. The understanding of those intelligences and their relative value.
3. Finally, I will attempt to bring the threads together.

An Approach

One of the characteristics of any organization is the range of people who work in it and are associated with it. Apart from the organization's unique culture, their abilities are diverse; their outlooks and perspective on issues are remarkable; their temperaments so varied. In this respect, the diversity gives our organizations great richness if only they are able to exploit this wealth smartly. In most cases, this exploitation is not achieved because not all the talents are recognized or fully appreciated. Our views on the varied talents in our organizations are affected by our upbringing. The education system, for the most

part, defines our talents into what is most socially acceptable. The brightest are seen to be those who have numeric or literate intelligence.

The work of Howard Gardner in distinguishing intelligence capabilities changes our perception of "brightness." Gardner wrote and researched extensively on

issues surrounding our understanding of intelligence, creativity, and leadership. He trained in social and educational psychology. His studies pursued the individual breakthroughs that led to genuine change and creativity. "The Theory of Multiple Intelligences" was first published in 1983. In this work, he defines the seven types of intelligence capabilities as:

1. **Linguistic.** The sort shown, in the extreme, by poets. It is also the capability to write and express ideas, the ability to work in a multi-lingual environment.
2. **Logical/mathematical.** Not only displayed in logic and mathematics but in science generally. Society values those who can balance budgets and, indeed, make money.
3. **Spatial.** The ability to hold in your head a model of the organization of the world around you. It is also the ability to work in a space in three dimensions. When we talk of the "library without walls," perhaps we need a different spatial sense.
4. **Musical.** An intelligence of balance and rhythm.
5. **Bodily/kinesthetic.** The sort shown by, say, dancers; the use of the whole or parts of the body to fashion some product or performance.
6. **Interpersonal.** The awareness of how to get along with others. This is also

the capability to encourage others to work together and to work to an agenda. It is a key leader attribute. In a world where change is a constant, this is a vital leadership intelligence.

7. **Intrapersonal.** Self-knowledge. This enables us to move beyond self-doubt. It reflects knowledge or confidence to trust one's own judgment or set of work or life experiences, rather than continuing to consult or to avoid making a decision.

As the Australian Alistair Mant indicates in his book *Intelligent Leadership*: "The effect of (existing educational systems are) to over-educate and over-promote narrow people—those who are especially practiced in (for example) the logical/mathematical and linguistic capabilities while neglecting the complimentary capabilities of other potentially valuable people."

Mant draws heavily on the work of Gardner to find a way of explaining how breakthroughs can occur in different fields of endeavor which can fundamentally change the way in which the activity or the field are perceived or how they operate. He, like Gardner, draws from the lives of people he has researched, the approaches to their life's work that illustrate the strengths of different types of intelligence. It is reassuring that the most successful people in terms of leadership or changing perceptions of industries do not have a standard set of qualifications.

They often think differently; they see things that others can only imagine. Albert Einstein once said: "I am enough of an artist to draw freely on my imagination. Imagination is more important than knowledge. Knowledge is limited. Imagination encircles the world."

Do we have the confidence to pursue these heretical thoughts, which we push down because we are not confident that they could succeed?

This paper seeks to draw parallels across the library profession and how narrow views and approaches can actually straightjacket the whole profession. At times of extreme change and challenge, entirely different perspectives and

skills are required. Intelligence is not an Intelligence Quotient or IQ!

Other leadership works, such as Daniel Goleman's *Emotional Intelligence*, draw heavily on Gardner's work and especially on the interpersonal and intrapersonal intelligences. These intelligences are not reached by the conventional education programs, but good leaders learn to trust their instincts in coming to decisions and on how to implement them. Mant, on the other hand, argues for a broad-band approach to the intelligences or the emergence of multiple intelligences. We need leadership programs that work across sectors and are outside the constraints of the workshop environment.

A limited application or range of the "intelligences" can create leaders who can produce complicated mathematical analyses of why the organization should work in one way or another but never really appreciate why it will not work from a people/staff perspective or even a client perspective.

Mant describes "systems thinking" as a way of seeing the whole picture. This is the ability to see the connections and to understand the relationship between cause and effect, between inputs and outputs and the systems and sub-systems that operate and support each other. In one sense, it is the ability to understand complexity, to analyze it and understand how the connections work, how they can be taken apart and put back together again. It is also to understand the difference between the frog and the bicycle. The bicycle can be taken apart and cleaned and put back together again as good as new. It can also be taken apart and put back together with additional parts to create a modified functionality. The same however cannot be said for the poor frog. The dissection of some of the components of the frog will leave the whole rendered useless and incapable of reassembly. The poor frog will come off second best by far!

In this process of systems thinking, there is the point of judgment. Having examined the various issues how does a good manager come to apply judgment clearly and effectively in times

of uncertainty and change. As Mant (1999, p. 48) says: "Judgment is what you do when you don't (and can't) know what to do."

The true essence of leadership is to change and shift systems. Leadership in this sense is to see the world differently and to be able to influence others to work with the leader to adopt the change into normal operations. To do this is to recognize how the future library model should be shaped to meet the information need of its community. There is a need to fundamentally understand the business models that libraries currently operate in. The business model defines the range of services the library intends to present to a clientele whose needs they understand. It also defines the way in which libraries operate with each other and the publishing or, more broadly, the information industry. An apposite example of this is the traditional publishers' subscription model. Here the financial costs of publishing have

achieve communication with the reader. With the pay-per-view model, publishers can bypass the library and still achieve the necessary revenue, and of course profit. There are other business models in publishing, including open access and "libraries as publishers." A recent consultancy in which CAVAL was involved found users very impressed with the sources they had available to them, but they had no idea that they came through the library, rather than osmosis. Business-model thinking is foreign to librarians who act instinctively to provide free services rather than thinking through what they should or could be providing. They also rarely withdraw established services. This requires a different kind of intelligence, as Gardner or Mant would hypothesize.

The thinking amongst many library groups, however, is still dealing with the ordinary and the mundane. The Society of College, National, and University Libraries executive board recently report-

The Baby Boomer generation will work longer than previous generations, but in doing so, Boomers will find themselves in work environments with at least three generations struggling to understand each other. This will be a difficult management exercise; motivation of staff will be varied and outlooks will be different.

been borne by subscriptions through libraries. The more subscriptions, the greater the revenue, the greater the profit. Essentially the business model is to enable the communication of information from the author to the reader. The publisher provides the means while the library provides the funds.

Publishers have not been content of late to stay with the one business model, but have created at least one new model where they still enable the author to

ed on the top concerns exercising the minds of the university librarians in the United Kingdom. They were:

- Planning and strategy, including implementation.
- Space issues.
- Implementing self-issue and return service.
- Digital deposit and repository development.

It may be that they also have deeper issues under consideration. It could be seen that these issues are evidence of the changing role of the library with the need for different types of space, an emphasis on empowerment of the user to lessen pressure on reduced staff levels, and the need to move more strongly into the digital environment—all tied together under the rubric of planning issues.

What are the issues from other groups or sectors? What kind of skill sets are evidenced in the issues set down above? There is little evidence of new thinking but a reinforcement of linear thinking. Western thought is linear, left to right thinking, while African thought is right to left. Chinese thinking is different again. It could be characterized as thinking dominated by the logical and the linguistic intelligences. This thinking clearly has a place in the future of the profession and that of its managers. However, it cannot provide an exclusive or exhaustive approach. New thinking is required. With new thinking, a new set of skills is required. With this, an ability to let go of old models, at least partially, is required. The world in which libraries are moving is not only changing but also changing very significantly. The changes are going to be stronger into the near future.

Special librarians are especially well placed to be close to their clients. In considering the changing nature of the workforce, the Boston Consulting Group brings together a broader view of the manager of the future. They see a movement from the early 2000s through to 2020 in the substance of the manager. The early part of this century saw the need for general management skills rather than deep expertise. They postulate that we are moving to a need for a higher order of communication and collegiate management skills with deep industry or subject expertise. Interestingly, they believe that managers will hold their senior roles for substantial periods. They characterize the move from the 1950s position of a “job for life” to a “leader/expert” in the 2020s. Importantly, they see a movement from a traditional industrial mode of thinking

to a “people-business form of thinking.” This includes a work environment that will be “less rule-driven and where problem solving and creativity skills attract a premium.” People will be the core asset and will need effective and imaginative management.

Understanding how to achieve this will be that much more difficult for those working across generational groups. The motivation of a Baby Boomer will be quite different from that of a member of the Generation X or Y. Each generation is motivated by the circumstances in which its members have grown up. The Baby Boomers are much more motivated by financial success and security than the Generation X or Y members, who grew up in relative abundance and comfort. These younger people are motivated by the need to find satisfaction in their work and private pursuits. Understanding motivations will again be critical. This will require more intrapersonal and Interpersonal intelligence. Listening, hearing, and being there for people are crucial aspects of these intelligences.

The Baby Boomer generation will work longer than previous generations, but in doing so, Boomers will find themselves in work environments with at least three generations struggling to understand each other. This will be a difficult management exercise; motivation of staff will be varied and outlooks will be different. The Generation Xers are quite likely to move into volunteer work because it interests them and are “materialistic and transactionally motivated ... (with) ... steadily rising numbers of long term departures ... as people move abroad to advance their careers” (Boston Consulting Group, 2006). However, the actual work environment will concentrate on maximizing the value of the staff abilities and productivity. Other general characteristics, as identified by Boston Consulting, will be that the workplace is global, with a re-emergence of the Asian economies as full forces; the cult of the CEO will be replaced with that of the expert team; experts will be valued more than they are now. The best work teams will have people with dif-

ferent intelligences complementing and supplementing each other rather than competing with each other.

Affecting these workplaces will be the growth of various economies across the globe. The growth of countries such as China and India with consistently high annual growth rates will continue to contrast strongly with the more established economies with growth rates only a quarter to a third of their competitors. The falling cost of telecommunications and the impact of genuine broadband technologies will bring the low cost economies into serious competition for work.

“The organization and structure of business globally ... will create more complex supply chains, more diverse workforces, and new challenges for service delivery to both external and internal customers. The world in which executives will operate in future will be more complex and less familiar,” the Boston Consulting Group wrote.

As the aging Baby Boomers retire—and retire soon—the knowledge base will walk out the door. Boomers will not be matched with corresponding numbers at the graduate entry point. There will be a significant imbalance with a tilt toward people at the end of their careers. In the next five years or so, many of the chief librarians will be able to retire. At the same time, their deputies will also be in the same position.

The Canadian 8Rs study indicates: “Issues of leadership training and development at all stages of librarians’ careers have been relegated to the margins of human resource management in Canadian libraries. Budget cutbacks have resulted in the elimination or merging of middle and senior positions as they become vacant, therefore limiting the numbers of positions to provide leadership grooming for mid-career librarians as well as limiting the number of leaders who could act as their mentors.” (University of Alberta, 2003.)

Equally, an understanding and insight into the uses of the Internet is a fast moving issue. Whether it be blogs, chat groups or new business uses of broadband, the potential impact on the library and its leaders is probably the most

important environmental issue facing libraries now. It is not necessarily a negative issue; but it is an issue that cannot go off the radar. The “digital divide”—that is, the ability of people to access and, more importantly, to understand the Internet in their lives—is a strong social inclusion policy issue. It is crucial that library leadership is inclusive of generations who were reared on the Internet and understand its fast changing uses. Services will need to adjust and adjust quickly.

Change of Thinking

It is an interesting juxtaposition that there will be a significant movement of senior staff out of the profession at the same time when libraries need a real re-examination of their roles and futures. Eric von Hippel said in *Democratizing Innovation*: “When I say that innovation is being democratized, I mean that users of products and services—both firms and individuals—are increasingly able to innovate for themselves ... Users that innovate can develop exactly what they want, rather than relying on manufacturers to act as their (often very imperfect) agents. Moreover, individual users do not have to develop everything they need on their own: they can benefit from innovations developed and freely shared by others.”

Von Hippel goes on to suggest that information communities will work in very similar ways to innovation communities, but at a less expensive level. These information communities will have sharing characteristics enabling the easy transmission of ideas and service developments. They will also form the backbone, using open source capability, of knowledge management policies and practices. He argues how individuals and organizations can freely reveal innovations. Cheap and freely available communication structures will be necessary to the achievement of what he calls the “democratization of innovation.”

This new information landscape where innovation can freely take place will need special insights and skills if the library service is to flourish. Adopting a future orientation will require different

“intelligences.” Techniques such as scenario planning allow the library service to remove itself from the tyranny of the present and to engage in a future that is disconnected from the present.

This will require a different commitment on the part of the library manager. It emphasizes risk, even if it is an educated or considered risk. The greater risk is to do nothing or simply to reaffirm the present mode of operation. The critical difference between strategic thinking and scenario planning is that strategic planning is, in many ways, incremental thinking moving from year to year without a significant adjusting or remodeling of the existing operation. This is extremely dangerous when the introduction of new forces into the operating mix can and does change the fortunes of organizations so very significantly.

It is better to control one’s future than

less today. The new library manager must understand not what business the library is in but what business it can and should be in. If the world is, as is widely acknowledged, moving from a product emphasis to a service emphasis, the impact on the economy is huge. Paul Saffo, the noted futurist, asserts that the service economy is being focused through the Internet into that of a subscription. Subscriptions to information are channeled through electronic media, especially personal devices. These devices, including the ubiquitous mobile phone/personal organizers, demand a two-way approach—unlike mass media, such as television, which is one-way communication. What effect do the ideas of service subscription to information and interactive media and the Internet have on the future shape of libraries? The business model for the library needs to be changed by its man-

As the aging Baby Boomers retire—and retire soon—the knowledge base will walk out the door.

to be controlled by it. The huge influence of the Internet has profoundly changed the library as a place to that of a library “without a sense of place.” It has also changed the way in which the library regards its collections from a physical collection to a significantly electronic collection; from the owned to the accessed. The library manager who is in a position to predict or foresee such changes can easily position the organization and staff to take advantage and benefit from such changes. The important thing is to be able to have the skills to think analytically and in a way that is disconnected from the present. How do we imagine or have an intelligence on “collections” or information without a sense of place. This is, after all, where our users are.

The business model of the traditional library is based around a physical place: a place to store the artifacts that have been collected, a place where users or readers can come to enquire and seek information—a place that exists less and

agers and leaders or it will be changed for us. The particular circumstances will require differing responses because there are many challenges there are so many circumstances across the globe with so many different sectors of libraries.

To achieve different views of the world in which we operate, the new wave of leaders will require quite different tools to assist them. One technique called “scenario planning” or “future planning” is excellent for applying different “intelligences” to the process of situating the library into the future. It draws out the logical and the visual, the kinetic and the numerical. Each holds equal sway. The technique enables one to escape the rigidity of previous experiences that shape the way one thinks. The process enables the positing of different, even un-thought-of pictures of what could be. The visual intelligence is paramount in imaging what could be.

A desired future is not necessarily a realizable future; it may not even be a

relevant future. The future is often not continuous with or in a linear relationship to the present or the past. We do not have only one future; we have many and we are, in our personal lives, constantly choosing between them. Organizations are the same; they are not what they were; they will not be the same in the future. It is, in some senses, ironic that the planners of the future library are those who will not be using it. The planners are those who are due to retire leaving a legacy of their thinking for those of a different generation who will be use the library. Choices are constantly being made, and often we do not allow ourselves to break out of previous patterns that chain us to the present and to the past.

Drawing It Together

There are many excellent library leaders and managers in and rising in the profession. They are mostly aware of the difficulties their library service will confront in the short future. The issues of workforce planning will affect the ability to attract and retain good staff. In many ways, we are facing a chasm. On one side of the chasm are the early adopters and on the other side there will be those using the mature operating environment, which will be the product of the future changes. Geoffrey Moore, in *Crossing the Chasm*, wrote about the adoption of new technologies and IT services: "... transition involves sloughing off familiar entrepreneurial marketing habits and taking up new ones that at first feel strongly counter intuitive."

Building the bridge across the chasm from one form of library service to another will be no easy task. It will require many intelligences, perspectives, and skills if it is to happen. The innovators are often to be found in the special library sector. The trick is to identify those innovators and to move them into a wider group, which Moore would call the early adopters. Even at this stage, the chasm has not been crossed, but it has been approached and momentum has been gained.

We must not be caught out by the future! Plans for the future can be no longer than three years. To understand

how close such a time period is, we only need to look back three years and remember how we did not feel certain about the future then. Ironically, the key to understanding the future is the past. By looking to the near past and remembering how we saw the future then, we realize that changes we thought would take years to happen have in fact occurred virtually overnight.

So the future is with us now. We need to engage all our intelligences, however uncomfortable it may be. The better and more successful managers will draw these intelligences out from their staffs as well. Having a library system designed by Baby Boomers will be essentially designed Baby Boomers. It may not work well for Generation X or Y people. The needs of the Millennium Generation will require different approaches to be included again. Appreciating the different perspectives and insights is critical for success. If we can listen to their drives and needs, we can shape our services much more appropriately. We need not only the intellectual views of the world through the linguistic and mathematical skills traditional schooling has emphasized, we also need the intrapersonal and the interpersonal aspects of our intelligences—even the spatial facet. This will enable us to hear of issues and directions that are not overtly apparent.

The library managers of the future will be global in outlook and will be more flexible than the manager of the past. They will work and partner with international colleagues. This is an important characteristic.

They will need to be more receptive to that which they do not know or understand. They will have to be open to other views of the future and prepared to plan for a new future which they may not

understand or fully own. They will need to be openly prepared to acknowledge that they do not know all the trends but they will be highly effective in gathering the evidence and making judgments. Informed judgments. Inclusive judgments.

They will have to work confidently with uncertainty. They will have their various "future receptors" open and be fully using their different intelligences. They will have to be hearing from a wide range of sources, including their staffs, that which will be important to their future. They also may not have the chance to implement the changes due to generational change. All this will require a robust approach to the future. The managers will have to re-examine their own values; their ability to listen; their ability to keep an open mind; their ability to think heretical thoughts; to think the unthinkable. These people will succeed in creating the exciting library for the future.

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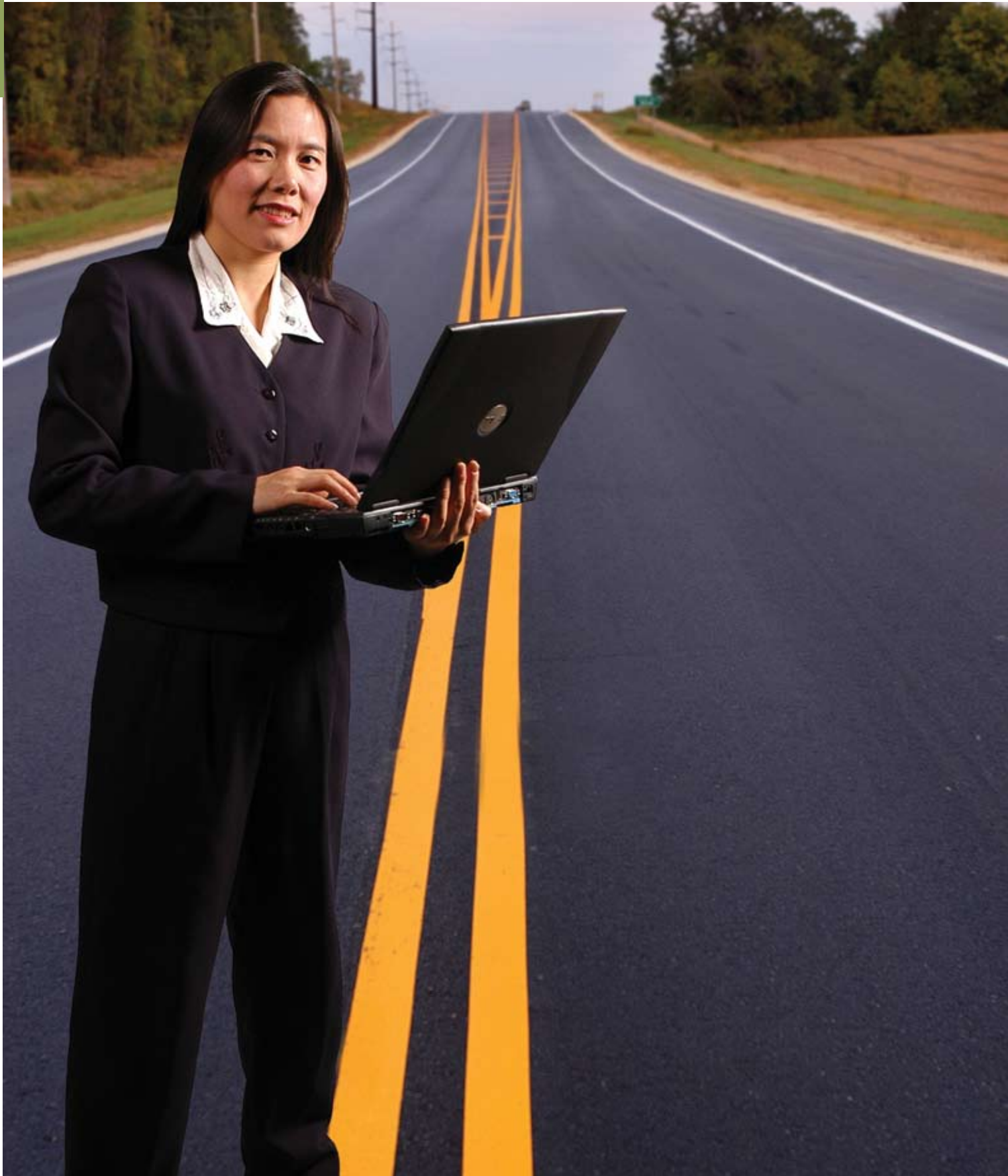
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A Roundabout Route to Minnesota

HER FIRST STUDIES WERE IN GERMAN LITERATURE, BUT THEN SHE FELL IN LOVE WITH LIBRARIES.

BY FORREST GLENN SPENCER

Not many experienced library catalogers in St. Paul, Minnesota, started their lives in the flat, low-lying plains of Jiangsu, a province in

eastern China. Qin Tang is one.

Her life is the stuff movies are sometimes made of: the young woman whose thirst for knowledge takes her on a personal and professional journey across the globe; first to Germany to

study, to fall in love and marry; and then, finally, to the U.S. to build a family and a career.

Tang's story is one that could only happen at a special time in history when the world shifted its political and economic boundaries, and when an opportunity came to go beyond the limitations she knew; it's a personal tale about two cultures and how one woman took an extraordinary journey to secure an ordinary life.

Qin Tang is technical services librarian at the Minnesota Department of Transportation (Mn/DOT). It's a demanding job but one at which she is proficient and experienced. Tang has worked very hard to reach this point in life.

When she came to the U.S. in 1991 at the age of 27, her knowledge and comprehension of the English language was nominal, but the one institution that changed her life was the public library. Her desire for knowledge and to master English to access the available information in our own education helped her fuel her choice

Qin Tang

Joined SLA: 2000

Job: Technical Services Librarian, Minnesota Dept. of Transportation

Experience: 13 years

Education: MLS, University of Wisconsin, Madison, 1994; MA, German Literature and Linguistics, University of Heidelberg, Germany, 1991; BA, German Literature and Linguistics, Beijing Foreign Studies University, China, 1985

First job: Library Page at Madison Public Library, Madison, Wisconsin

Biggest challenge: "Personally, it's juggling work and family life with two children and finding time to do the things I enjoy doing the most, reading and writing. Professionally, it's working with the rest of the library staff in constantly justifying to management the need for quality cataloging and communicating the value of the library in the organization."

To View Her Columns: www.spiritoflifebiblechurch.org/On_My_Mind_by_Qin_Tang_f93553912.html



“I had never been a library user before in China. Like the idea of working with books and being surrounded by books. I started enjoying reading and going to the library regularly before I went to work at the library. So I thought going to library school, getting a degree is the way to go.”

to enter the information profession. Libraries were not a natural part of her life in China. Tang recalls the Cultural Revolution more than 30 years ago when use of a public library was limited to a few adults with special permission. But China started to change from an enclosed society to one that was to be integrated with the world through commerce and language, a crucial element for the Chinese to do business globally.

“I went to the Beijing Foreign Studies University,” Tang said. “It was the best of its kind—mainly a university where people learn foreign languages like Romanian, Arabic, all sorts. The biggest departments were the English and European languages. I graduated with a BA in German literature and linguistics in July 1985.

“At the time, China had started opening more to the world and people started wanting to study foreign languages. The Chinese Central Television (CCTV) network started offering English, French, and Japanese language programs. They wanted to offer a German language course. I then got a permanent job at CCTV, but one year later I was offered a government scholarship to study in Germany.”

The scholarship was part of a German academic exchange that allowed her to live and study in Germany. She left China for Heidelberg in 1986. Tang was supposed to return to CCTV after a year of studies, but her scholarship was renewed and she stayed longer to finish the master’s degree, which she did in 1991, a master’s in

German literature and linguistics from the University of Heidelberg.

It was there she met the man who later became her husband, a Chinese native who was also at the same school. In 1991, he had an opportunity for work at the University of Wisconsin-Madison, so they moved to the U.S. It was in Madison that she began going to the public library to refresh her English, a language she had learned in high school but had all but forgotten after years studying German. After a year of hard effort, Tang was able to

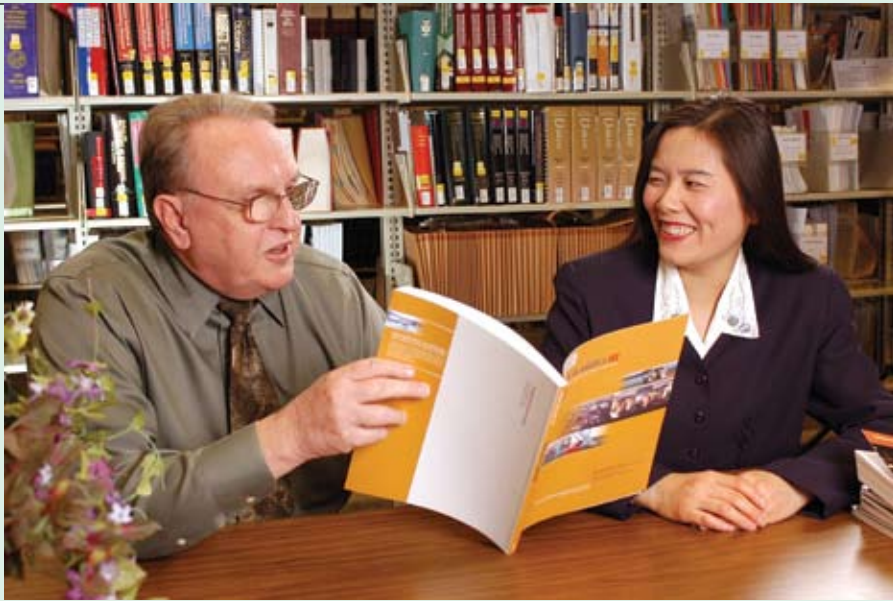
communicate more effectively. Before long, she found a job at the Madison Public Library, checking in books.

“I had never been a library user before in China,” Tang said. “I like the idea of working with books and being surrounded by books. I started enjoying reading and going to the library regularly before I went to work at the library. So I thought going to library school, getting a degree is the way to go.” Tang pursued her MLS in the summer of 1993.

Three years after arriving in the U.S., Tang had an MLS from the University of Wisconsin-Madison. At the university, she was employed part-time as a library services assistant, working on a retrospective conversion project and cataloging life sciences materials in German and English.

After she earned her MLS, she got a job as an assistant catalog librarian at the Loyola University of Chicago Law School library. Later, she was hired by the law firm Ross & Hardies in Chicago as a technical services librarian, responsible for acquisitions,





Qin Tang and her Mn/DOT supervisor, SLA member Jerry Baldwin.

classification, and cataloging of the law library materials and serials and database maintenance.

In July 1999, Tang's family moved to Minnesota. After her second child was born at the end of that year, she started to look for an opportunity to go back to work as an information professional.

"MINITEX—a regional library information network—was looking for a contract cataloger. MINITEX provides services for libraries in Minnesota, South Dakota, and North Dakota, and at the time, they had a cataloging contract with Mn/DOT Library. So I was hired by MINITEX to work on the Mn/DOT Library project. I worked at MINITEX for a few months and I was hired full time later by Mn/DOT in May 2000."

Library Services

The Mn/DOT library provides services to transportation professionals in state and local government agencies, as well as the public. Questions handled by reference staff at the library run

from simple statistical requests—such as how many miles of roads are there in a specific county—to requests for comprehensive information the use of retrofitted dowel bars to rehabilitate concrete pavements, or the effect of freeze-thaw cycles on soils and aggregates.

The 5,500-square foot library has 18,000 cataloged books and reports, 30,000 microfiche reports, 400 periodical titles, 1,000 videotapes, and

350 CDs and DVDs. Through her job at Mn/DOT, she became a member of SLA and of the Transportation Division; she became connected with the transportation information professional community through her supervisor, SLA member Jerry Baldwin.

"I first met Qin when she was a contract cataloger for our local OCLC affiliate, MINITEX, doing some arrears-age cataloging of our materials under a grant," Baldwin said. "I was very impressed with her insightful questions while working on the materials. Her zeal to learn all she could about what was to her a completely new field convinced me she was the only person to fill the job when our previous technical services librarian resigned. We're very lucky to have someone with her intelligence and talent."

Tang's job at the library includes original and copy cataloging, processing, and updating serial holdings, maintaining databases, and reference service. She's part of a staff of seven; a centralized library in a department of nearly 5,000 employees with a state road network that includes more than 132,000 miles of public roads, 12,000 road bridges, and nearly 1,000 miles of Interstate highway. Tang joined SLA in 2000, at the encouragement of Baldwin, one of the leaders in the transportation community.

"He's encouraging and supportive," Tang said, referring to Baldwin. "Our transportation librarian community is a

"When I came to the U.S. in 1991, I had to learn English, which was my first foreign language in high school. But after studying German for almost 10 years, I forgot all my English. I had to read children's and preschool books in the beginning to refresh my English skills. Now 15 years later, English feels like a native language to me."

small community and the people know each other. He is always supportive. I have benefited from his knowledge and leadership.”

She has given a presentation to the SLA Transportation Division on cataloging electronic documents, attend-

“Libraries were once thought of as buildings with physical collections but now libraries have evolved into a decentralized network, providing services and resources not limited to what we have.”

ed local and regional conferences, and contributes to the TRANLIB discussion list. “It’s a multi-collaborative effort,” she added about the Transportation Division.

“Libraries change mainly due to the changes in technologies,” Tang said. “Libraries were once thought of as buildings with physical collections but now libraries have evolved into a decentralized network, providing services and resources not limited to what we have. We have access to a network of databases so we can provide services that are not limited by our own collection. It’s still full service but with some self service. People who are computer savvy may be able to do things on their own; but sometimes, there’s so much on the Internet that it’s overwhelming: how to do find the right information; retrieve the documents you want; how do you identify the resources you need that are increasingly electronic and how do you preserve that information?”

John Gallwey, a technical services and outreach librarian at the Harmer E. Davis Transportation Library, University of California, Berkeley, remembers his introduction to Tang in 2000. “She introduced herself by e-mail shortly after joining Minnesota DOT. She was then a novice cataloger and said that

she would like to base her cataloging style on the records we contribute to the OCLC database. She didn’t need my permission for this, but I was impressed by her professional courtesy and flattered that she so admired our work. Qin developed very fast into

one of the best transportation catalogers in the country—and there’s just a handful—and I have learned from her work. What more could a proxy-teacher want?”

Gallwey said that when he comes across a record created by her in OCLC he rejoices because he knows it’ll be just about perfect. “In fact my only complaint is that with all her other duties, she doesn’t get to do more cataloging.”

Tang continues to expand her professional pursuits in other venues. Last year she began writing a column in her community newspaper, the *Woodbury Bulletin*. She said that as a devoted public library user and an information professional, one of her main goals for the newspaper column is to promote library use in the community, to become an advocate for education and reading and learning, and to promote

China. In her first column, she wrote that she still has a deep connection to her native country but considers herself very much a resident of Woodbury, Minnesota, and a citizen of the world.

“When I came to the U.S. in 1991, I had to learn English,” she began, “which was my first foreign language in high school. But after studying German for almost 10 years, I forgot all my English. I had to read children’s and preschool books in the beginning to refresh my English skills. Now 15 years later, English feels like a native language to me.”

For Tang, the power of language and the value of information has become the core of her work ethic and a passion. She has come to love her adopted country with its relatively free and easy access to information and the knowledge contained within the books, maps, and gigabytes of documents available to those who seek it out.

And for those entering the profession she has one piece of advice: “Do what you love. If you pick a profession, you have to love it to stay at it. Sometimes people do things they don’t really like; you have to love what you do.” It’s a passion that can take you from the east coast of China to the upper Midwest of America, with a happy ending. **SLA**

FORREST GLENN SPENCER is a Virginia-based independent information professional, editor, and writer. He is a deep background researcher for political media companies and non-profit organizations. He is also editor of *The Google Government Report*. He can be reached at fgspencer@gmail.com.



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SLA Seeks Study on EPA Library Cutbacks

LETTER TO SENATE COMMITTEE REINFORCES CONCERN ABOUT CLOSED LIBRARIES AND LOST ACCESS TO ENVIRONMENTAL INFORMATION, ARCHIVED SINCE 1971.

BY JOHN T. ADAMS III

Plans to slash services at the Environmental Protection Agency's 27 libraries could threaten public health and safety by hindering environmental research.

With that warning, SLA has urged the Senate Environment and Public Works Committee to review the EPA's intentions carefully and to encourage the agency to develop a realistic plan and budget to provide continued public access to EPA data.

The EPA aims to trim \$2 million—or 80 percent—from its library network budget. In 2006, it closed libraries in Chicago, Dallas, and Kansas City and cut access to other collections, including the chemical pollution and toxic substances library in Washington, D.C. The EPA headquarters library also closed to the public. It “transitioned to a repository,” the agency reported on its Web site. (<http://epa.gov/natlibra/hqirc/index.html>)

In a February 5 letter to committee

chair Barbara Boxer (D-California), SLA CEO Janice R. Lachance said, “We are particularly concerned about the effects the proposed closures will have, and are having, on the ability to access data and information necessary to scientists, policy makers and corporate entities to operate in the public good.”

She added, “We have heard from

hearing on EPA cutbacks, Lachance encouraged Boxer to press agency officials on whether they have conducted formal research on the effect the reduction of services might have on public health and safety.

She also suggested the panel ask environmental officials if they have sought the opinion of the U.S. Justice

“We are particularly concerned about the effects the proposed closures will have, and are having, on the ability to access data and information necessary to scientists, policy makers, and corporate entities to operate in the public good.”

many SLA members in the scientific and medical community who have told us the closure of the EPA libraries will impact their work directly.”

Writing on the eve of the committee

Department about possible legal ramifications surrounding the digitizing and future use of official EPA documents in legal proceedings.

“While the loss of some libraries may

be inevitable, our primary concern is the loss of access to the crucial information contained in these libraries, which could have devastating long-term impacts on public health and safety," Lachance wrote. (www.sla.org/content/SLA/pressroom/pressrelease/07pr/pr2704.cfm)

First to Protest

SLA was the first library association to dispute the library closings in February 2006. It has urged its members to contact their congressional representatives to protest. (<http://www.sla.org/content/SLA/pressroom/pressrelease/2006prelease/pr2605.cfm>)

In opening remarks prepared for the Senate hearing, Boxer said, "Closure of the libraries hurts Americans' right to know about important information regarding the health and environmental hazards of pollution in their communities."

Further, she said, "Despite letters from 18 members of the Senate and a public outcry, the fate of EPA's libraries remains uncertain."

During the hearing, Boxer mentioned several organizations that oppose the library closures, including SLA.

Supporters of the cutbacks cite cost savings, increased digital access, and low public use of the EPA libraries.

EPA Administrator Stephen L.

Johnson told the Senate committee hearing that the agency plans to retain "a strong network of physical libraries."

"Our vision," he said, "is to be the premier model for the next generation of federal libraries by enhancing the electronic tools and resources that people use to look for information, while continuing to provide traditional library services. Let me also assure you that unique EPA material has been retained, catalogued, and is available to EPA and the public."

Johnson said he has asked his staff "to conduct an assessment of where we are and to evaluate our overall library modernization effort."

(Details of the February 6 Senate committee hearing, including an archived webcast and transcripts of prepared statements, are at http://epw.senate.gov/public/index.cfm?FuseAction=Hearings.Hearing&Hearing_ID=78a52250-802a-23ad-4274-59a54b06a447.)

Established in 1971, the EPA libraries house 504,000 books and reports, 3,500 journal titles, 25,000 maps, and 3.6 million information objects on microfilm, according to a consultant's report prepared for the EPA in 2004.

The report by Stratus Consulting—"Business Case for Information Services: EPA's Regional Libraries and Centers"—said that "between answer-

ing reference questions and conducting database searches, EPA librarians are estimated to have saved over 214,566 hours of EPA staff time, resulting in a cost-savings to the agency of slightly over \$7.5 million."

The study estimated that the total value of the EPA library service exceeds \$22 million.

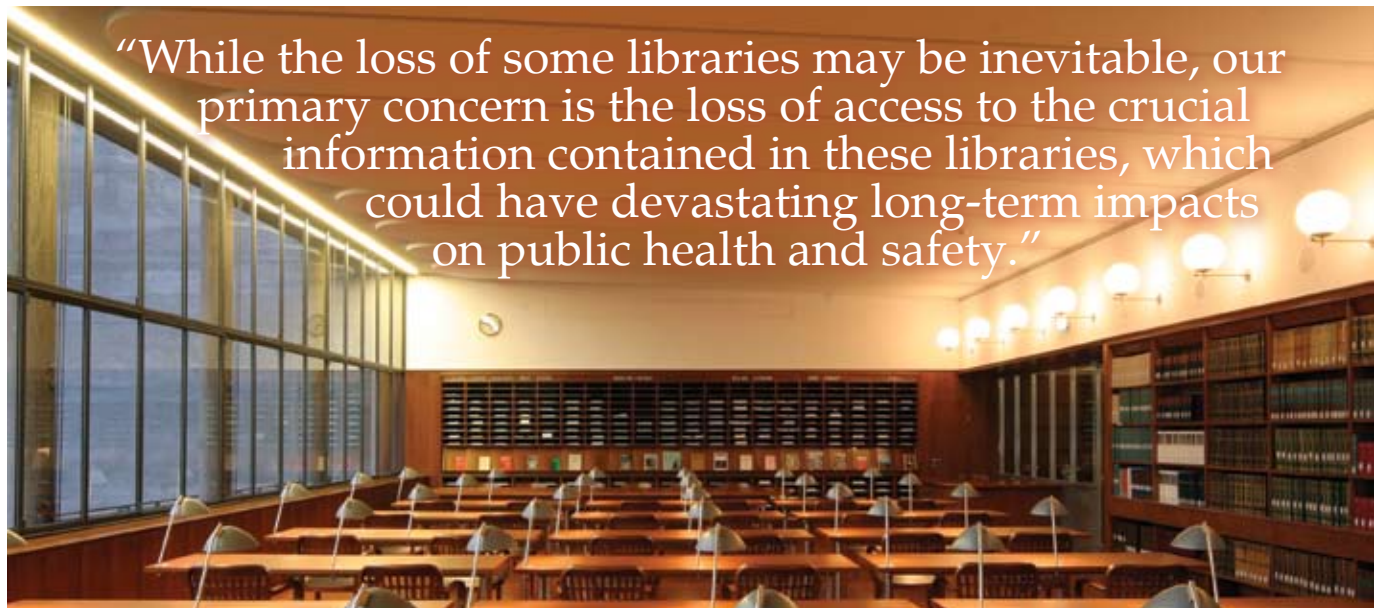
The report also cited the value librarians add to the library.

"Library patrons do not always come with well-formed questions or clearly articulated requests for specific information resources," the report said. "Rather, research is frequently a joint venture between the patron and the librarian. As the librarian helps the patron discover a variety of aspects about the research topic, the original question gradually sharpens into the right set of questions and their answers. Utilizing the 'reference interview' process, librarians interact with patrons to translate ambiguous and problematic requests (e.g. Do you have information on drinking water?) into viable research topics (e.g. Our well water has had a reddish color since the last bad storm)." (For the full report, see www.epa.gov/natlibra/epa260r04001.pdf.)

Potential cost savings aren't all that's in dispute. So are reports of low use.

An article in the *Seattle Post-*

"While the loss of some libraries may be inevitable, our primary concern is the loss of access to the crucial information contained in these libraries, which could have devastating long-term impacts on public health and safety."



Intelligencer cited government documents that said EPA librarians filled more than 20,000 requests for quick references and more than 20,000 additional requests for extended research in fiscal year 2005. More than 32,000 requests came to the three libraries that were closed last year, the newspaper said. (http://seattlepi.nwsource.com/local/300615_epalibraries22.html)

Comments on Closings

The cuts have drawn sharp comments from information professionals, scientists, and environmental activists.

Late last year—after the mid-term elections had given the Democratic Party control of the U.S. House and Senate—a group of House Democrats asked the EPA to stop its efforts to destroy or otherwise dispose of library documents.

The government watchdog organization OMB Watch reported January 9 that “EPA officials have assured the lawmakers that plans to close additional libraries have been placed on hold pending congressional review.”

OMB Watch also noted: “The agency has defended its plan with explanations that the closures are part of a modernization effort to digitize information and make it available online. Critics counter that digitization efforts are limited and much information will be lost. Scientists have vehemently opposed the library closures, saying much of the information being locked in storage or destroyed isn’t yet and may never be available online.” (www.ombwatch.org/article/articleview/3673)

Also late last year, a report by the Union of Concerned Scientists said, “Officials claim the closings are part of a modernization plan, and that all library materials will eventually be available online.”

However, the group asserted, “no comprehensive assessment of information needs has been undertaken—making it likely that some unique information will be lost—and no funding exists to carry out the time-consuming and expensive process of making documents available electronically.” (www.ucsusa.org/scientific_integrity/interference/epa-library-closings.html)

JOHN T. ADAMS III is director of publications at SLA and editor and publisher of *Information Outlook*. Carolyn J. Sosnowski, SLA’s information specialist, contributed research. The article includes some material that was distributed in an SLA press release February 6.



More harsh words came from Public Employees for Environmental Responsibility. In a press release, Executive Director Jeff Ruch said, called the cuts the “epitome of penny wise and pound foolish.”

“Access to information is one of the best tools we have for protecting the environment,” added Ruch. “By contrast, closing the Environmental Protection Agency libraries actually threatens to subtract from the sum total of human knowledge.”

The Minneapolis *Star Tribune* editorialized in September: “This seems to be just another exercise in arrogance by an agency in an executive branch that seems too often to relish it. Certainly EPA invites skepticism by choosing, in a period when its performance is under scrutiny and its credibility shakier than usual, to make public resources more cumbersome to use—and its own record more difficult to review.”

In a January 6 editorial, the Fort Wayne, Indiana, *Journal Gazette* joined the discussion. “Citizens are not only losing access to documents, they are losing access to the ... librarians who served as a valuable resource for untrained researchers by helping them navigate the innumerable documents to find relevant information. The closure of the libraries hampers residents’ ability to take steps to protect themselves against environmental dangers,” the newspaper said.

James R. Jacobs, reporting in the Free Government Information blog, summarized a January 20 briefing with an EPA official at the Washington, D.C., office of

the American Library Association.

“What I’m hearing,” Jacobs concluded, “is EPA wants to talk with stakeholders (libraries, scientists...) but they’re going ahead with their plans. This was classic doublespeak.... EPA has already committed to closing libraries, digitizing documents, consolidating collections in three repositories, cutting funding for journal subscriptions, etc. So what good will it do for them to go and talk with stakeholders? Librarians have been VERY vocal, both at this meeting and over the last year, that what the stakeholders NEED is libraries, services, and collections throughout the U.S.” (www.freegovinfo.info/taxonomy/term/31)

A January 3 report by the Library of Congress Congressional Research Service noted other questions.

“Among the primary concerns are which materials would be selected for retention by the agency, dispersal to other libraries, or disposal,” the CRS report said. “Whereas EPA’s library restructuring plan provides guidelines for these decisions, it does not include a mechanism to oversee how they are applied, or a means through which the public could comment on collections decisions.

“Questions have been raised as to whether some materials that may be of value to certain users could be permanently discarded and no longer available in any format. Of the collections that are retained, it is uncertain which materials will be converted to electronic format and made available through the Internet, or physically archived. EPA also has noted that it may not be able to digitize copyrighted materials.” (www.fas.org/sgp/crs/secretary/RS22533.pdf) **SLA**



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The New Normal: Association 1.5

Here are five things you should be working on this year. Only five.

BY STEPHEN ABRAM

I am writing this column having just attended the SLA Leadership Summit in Reno, Nevada. As always, one leaves impressed with our leadership and all the innovations being tried by members in chapters, divisions, caucuses, committees, conference planning, and SLA staff. It's pretty exciting but it always begs the question: "What's Next?"

The Old Normal

The ancient SLA normal was great—just like classical Greek and Roman civilizations were wonderful. SLA networked, talked, attended programs, educated key influencers, and more. Librarians hopped on the appropriate technologies quickly in the service of information and our users.

The New Normal at SLA is that virtually every division and chapter has the foundation of a Web site, a discussion list and an electronic bulletin. Many units have advanced versions of these, and some have even more pilots and exciting innovations to serve their members and audiences. When we first set the goals of the virtual association to supplement and enhance the value of membership for all members, who would have guessed it would take almost a decade to become "normal"? That's the nature of the adoption curve espoused by Geoffrey Moore. If we want to proceed to the next steps in our future evolution, we had better start now.

Many units, members, and international headquarters are leading the way. We can learn from each other!

The New Normal

I believe there are just five big things that every SLA unit should be trying this year. Not 10, not 100, just five this year. And I don't mean full-fledged blowouts where everything is launched everywhere 24/7. That's just too much. I just mean that these are five of the best candidates for changing and improving the ways our association works—for the better.

SLA is all about networking, learning, and influence. All of these next five technologies can be used in support of these key mandates to serve our members well. Also, they're the responsibility of members to learn on their own, not for the association to mandate or shove down our throats. However, SLA, the association, can provide the framework for success and offer the technologies and ecosystems for our members and units to experiment and incubate the new ideas. It took us a while to build the virtual association framework and offer the basics for all units to succeed. Maybe we can get out ahead of the curve this round.

The new normal would add to the strong foundation of the virtual association. My five top choices of technologies to add are blogs, wikis, podcasts, webcasts, and social networking. Let's brainstorm a little, shall we?

Blogs

I don't advocate the end of newsletters, bulletins, mailing lists, and electronic discussion lists in favor of blogs, as some blogophiles have. Too many folks have investments in the learning

here, and it's impossible for seamless switches to happen overnight, even if it were desirable. Then again, I doubt many units are still running popular Gopher or Archie sites.

I do see the advantages in blogs as a channel for member communication and some should appeal to our association culture in particular. First, blogs allow for storage of our conversations and postings in a way that makes them reusable and re-discoverable. The comments features, when turned on, allow for threaded discussions on a posting as well as for conversations among members beyond e-lists and meetings. The ability to aggregate these into our workflow through Bloglines and other services seamlessly integrates SLA into our daily lives. And, it gets SLA members' viewpoints out into the blogosphere better than the walled gardens of discussion lists and

I don't advocate the end of newsletters, bulletins, mailing lists, and electronic discussion lists in favor of blogs, as some blogophiles have.

internally oriented bulletins.

Of course, you can get blogging software free from many places, but SLA offers free blog hosting for any unit. Check out Janice Lachance's CEO blog, InfoX, as an example of one at: <http://slablogger.typepad.com/infex/>. There's a whole list of SLA hosted blogs here: www.sla.org/content/community/blogs/index.cfm. I truly love my blog. (If your unit wants to use SLA's blogging platform on TypePad, send an

These are truly the early days of how social networking tools will play out and affect our professional lives and institutions. It would be wise to experiment with them in our associations to learn more about them.

e-mail to jadams@sla.org. He'll send you details on how to get started.)

Wikis

Again, one of the insights I repeatedly get at SLA international meetings is the poor way we collect and retain our institutional memories. What are the hot program ideas? What are the good tools for special librarians? Where are the documents for our unit, and where can I find HQ's models and guides?

Yes, we have a search engine of sorts on the SLA Web site and we do have communities of practice software. Each of these serves its purposes, but each leaves a lot to be desired.

Have you considered a wiki? We've certainly had some experience with collaborative annual conference wikis and some units, like the Leadership and Management Division, have them set up (<http://lmdsla.pbwiki.com>).

Wikis are a way to get your insti-

tutional memory (policies, minutes, programs, ideas, and more) to archive and persist beyond each board or committee membership. Have you considered assigning your archivist to populate and train your team? A free podcast and webcast is Meredith Farkas' "Wiki: The Ultimate Tool for Online Collaboration" (www.sir-sidynixinstitute.com/seminar_page.php?sid=66). And, by the way, the Rocky Mountain Chapter has created a wiki for the SLA annual conference in Denver. It's at http://lib.colostate.edu/publicwiki/index.php?title=Special_Libraries_Association.

Have you built a tagging system of social bookmarks for your chapter or division? Check out Digg, del.icio.us, Unalog, Connotea, and the rest and see where your imagination takes you. Volunteer to start a social content site for your unit. Try a "12 Weeks to a Better Bookmark List" program on your discussion list. Make it a fun learning experience.

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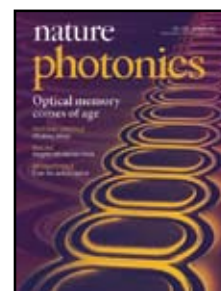
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Podcasts

At the Leadership Summit, I hit the Sony Factory Outlet and bought a recording microphone for my iPod Video. It was about \$49.95 U.S. Not so much—certainly affordable for most units. Now all you need to do is borrow an iPod from a member or their kid!

Now let's open our imaginations. What could it mean to record CD quality MP3 files of anything we produce—interviews, panel discussions, meetings, debates, programs? Post an MP3 to your blog and you have a podcast. Simple as that. Upload it to iTunes and you have our viewpoints out there in the world.

Yes, there will be issues. Then again, if we don't try we'll only be imagining them rather than making decisions from real experience. Let's see what we can do with this. SLA has quite a few podcasts at Click University, and I've made a few this year. It's a real learning experience and, again, we're only limited by our imaginations with how we might invent SLA 1.5 with tools like this.

Learn about podcasting through Greg Schwartz's free beginner's guide to podcasting (http://www.sirsidynixinstitute.com/seminar_page.php?sid=62 and http://www.sirsidynixinstitute.com/seminar_page.php?sid=63). We can really find our "voice" as advocates with this technology.

Webcasts

These seem to be getting easier by the minute. Learning to how to screencast is easier than it looks. (Check out Paul Pival's SirsiDynix podcast and webcast about screencasting at www.sirsidynixinstitute.com/seminar_page.php?sid=71.)

YouTube has changed the way we will view broadcasting (does anyone still use that word) forever. I've got quite a few streaming media events of my speeches on the Web, courtesy of camera phones, student chapters, library schools, and professional events. Cool.

It makes what we say persist. It widens our voice and increases the voices

STEPHEN ABRAM, MLS, is vice president, innovation, for SirsiDynix, chief strategist for the SirsiDynix Institute, and the president-elect of SLA. He is an SLA Fellow, the past president of the Ontario Library Association, and the past 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 SirsiDynix. His blog is Stephen's Lighthouse, <http://stephenslighthouse.sirsidynix.com>. You may contact him at stephen.abram@sirsidynix.com.



out there in the debates as we create the future. It's also a great learning experience. The experience of learning is arguably best in person. However, it just isn't practical or even possible for every member to be at every event. In the past, we couldn't change that fact. Now we can.

Social Networking

Networking is the numero uno benefit I get from SLA. I know it's in the top three benefits for most of us. I know many members have Facebook and MySpace sites set up for work, and some chapters and divisions are experimenting already. (Check out SLA Kentucky and our SLA IT Division folks in Facebook).

These are truly the early days of how these social networking tools will play out and affect our professional lives and institutions. It would be wise to experiment with them in our associations to learn more about them. I am not recommending that Facebook is the best one, although it shows great potential for SLA groups since it opened up beyond the education domain. MySpace isn't just for teens anymore. Bebo is more popular in the U.K., Europe, and Australia and New Zealand.

Given the number of invites I get, corporate users seem to be having a great time in Plaxo and LinkedIn. Academics are trying Academici and Google's Orkut is dominating in Brazil. It appears that there is lots of potential for learning in these spaces, too. We

might even meet a few new potential new SLA members in the next generation!

It's a great renaissance out there. We can't be left behind in the e-mail Dark Ages! We can't rest on our laurels now that we have such great infrastructure available at a cost effective rate. We can sustain our knowledge and archives; we can put our intra-member communication on steroids; we can influence the whole Web ecology. Let's do it. **SLA**

When the Negotiations Begin, Listen Carefully, Stay on Point

Last month we discussed how to prepare for the bargaining session. Here are some tips for closing the deal.

BY LESLEY ELLEN HARRIS

Part I dealt with ways you could prepare yourself prior to entering into negotiations for a digital license (*Information Outlook*, February 2007). This article provides tips on the actual negotiations and a checklist of points to help fine tune your negotiation skills.

During the Negotiations

Listen carefully and actively. The other party could provide you with information you can use to your advantage. If you are unsure about something, ask

for clarification so there are no misunderstandings. Also, you should be sure that you understand exactly what it is you are hearing. Do not read something into what you are hearing and do not fill in gaps. Likewise, be careful not to miss anything that could turn out to be crucial.

Ask questions that require more than “yes” or “no” answers. Information professionals are well acquainted with this technique. Ask open-ended questions to get the other person to

talk. Some individuals may be uncomfortable negotiating at all. If you are unable to get answers from the other party, perhaps changing the subject might be a good idea. For instance, if the other party is an artist, talking about the latest art exhibit might be a good way to get her or him to open up, and then negotiations can proceed.

Never assume anything at any point. If you are unsure about what you just heard, ask the other person to repeat it. If something appears to be missing, ask why. It bears repeating—do not fill in gaps or read items into a statement that are not there. For example, if the other party says he wants to monitor how his copyright-protected materials are used, ask for clarification on how this is to be done and what sort of time and costs are involved.



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Presenters:
Todd Berkowitz,
Director of Marketing for NewsGator

Brian Stern,
President, Enterprise sales for NewsGator Technologies



TIPS FOR NEGOTIATING

1. Understand your patrons' needs.
2. Negotiation is not an "I-win-you-lose" affair.
3. Be prepared by having all the information you need.
4. Write down your goals.
5. Know what you can give up.
6. Plan your negotiations.
7. Know the other party.
8. Listen carefully and actively.
9. Ask proactive questions.
10. Never assume anything.
11. Be assertive—not aggressive.
12. Communicate clearly and neutrally.
13. Take notes.
14. Be on track with your needs.
15. Watch body language.
16. Clear up any misunderstandings promptly.
17. Know when to take a break.
18. Know when to walk away.

Be assertive—not aggressive. You have a right to expect cooperation in negotiations. You have a right to ask for items on your "want" and "need" list. But you do not have a right to bully. Do not be too dogmatic about your position—you are there to negotiate.

Communicate clearly and neutrally. You are there as a representative of your library and do not have a personal stake in this negotiation. Neither does the party on the other side (usually). Do not compromise your own values and beliefs during the process. You are negotiating over a product, not a personality. Do not use doubletalk or veiled allusions in an attempt to stymie the other party.

Keep on Track

Take notes. This is very important, particularly when the written agreement is presented for your approval. If something is missing or misrepresented, then it is far easier to refer to your notes and bring it to the attention of the other party.

Also, frequently check the notes you made while preparing for the negotiations. Make sure you are on track with your goals, and needs.

If the negotiation takes place in person, watch the other person's, and your own, body language. If on the phone, "listen" for intonations, and if by fax or e-mail, look for any helpful signs in the language used to communicate.

Clear up any misunderstandings promptly. Negotiations commence and

continue under an aura of trust. It is possible that innocent misunderstandings can destroy that aura of trust and finish your negotiations before they even get off the ground. Do not let misunderstandings get in the way of negotiations. Admitting that there was a misunderstanding is not a sign of weakness. Be honest. Do not bluff unless you definitely mean it. If your negotiations include discussions of licensing terms and conditions with which you are unfamiliar, take time to consult a lawyer or colleagues.

Know when to take a break. Take some time during negotiations if things appear to be getting too heated. Take time if you have just been given a great deal of information to absorb. Take time if you need to consult with someone else. Ideas can come to you in the middle of negotiations that you need to have approval for before you act on them. The other party may toss out something on an unrelated matter that gives you some additional insight. Most

importantly, take some time to think over the deal before closing it.

Final Suggestion

Lastly, know when to walk away—and do it. Do not be afraid to walk away from the negotiations if the negotiations are going nowhere. If you are not reaching your goals, then further negotiations are a waste of your time and theirs. Sometimes minds just cannot meet in the middle. Your time would be far better spent looking for another supplier that may meet your needs. **SLA**

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 print newsletter, *The Copyright and New Media Law Newsletter*, now in its 11th year. If you would like a sample copy of this newsletter, e-mail contact@copyrightlaws.com. She is a professor at SLA's Click University, where she teaches a number of online courses on copyright, licensing, and managing copyright and digital content for SLA members. You may now register for the winter/spring 2007 courses at: www.clickuniversity.com, search for Harris Online Schedule.



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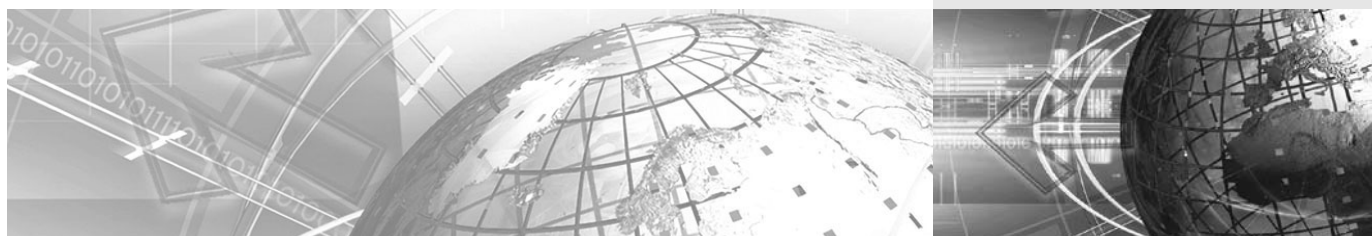
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Innovation and Design and Design for Innovation

Innovation may lead to new designs, but good design also can lead to positive change.

BY DEBBIE SCHACHTER

I first started thinking about the idea of design in library products or services when I happened upon an article about the hugely successful design region of Lombardy, in Italy. (“Innovating Through Design,” Roberto Verganti, *Harvard Business Review*, December 2006).

Lombardy is the region in which the famous Alessi creations are developed, by new methods of thinking about product design. This new way of designing consumer and household products is accomplished through looking at everyday objects with new eyes, examining their purpose and then using design to create a product that is more than just utilitarian in form.

For me, design has always been an artistic endeavor that is interesting, but not something I considered particularly applicable to special library work, much less to the management of such libraries. The interesting thing about design, though—which makes the design process applicable to all environments—is it is the people factor that determines the success of the design, whether the design be of a tea cup or of a telephone.

Successful design looks at how people use products, what consumers are asking for, in addition to understanding and anticipating changing cultural norms or expectations. At the same time, innovation is something with which both management and libraries seek to connect themselves. Here too, people are an important factor in understanding needs and trends and in helping to foster innovation. Innovation and design have now become firmly linked

as a new trend in fostering, developing and reaping the benefits of innovative change.

People talk about “innovation” as if it’s a fad; but it seems to be inherent in human nature to constantly want to innovate or continue to evolve the processes and functions that affect our daily lives. This doesn’t mean just developing a new, or better, or advanced product or service. In the library world, even if your products or services don’t themselves change, chances are you’re changing how the work is done behind the scenes. Processes change over time, new tools make the work take less time, new methods of delivery provide the information sooner or in the format that the user prefers—these are all innovations even if many of them are hidden from the customer’s view.

It is innovation for innovation’s sake that is the danger. But at the same time, it seems to be obvious from experience that there must be many failures for every successful innovation. Even if the innovation itself is successful, it may not be successful with consumers because it is ahead of its time or the product itself is unappealing. Is the pairing of design and innovation just a new meaningless coupling to disguise the old trend of trial and error?

Michael Bierut in “Innovation is the New Black” is very cynical about linking the terms ‘design’ with ‘innovation’: “I was surprised to learn, however, that although innovation is always good, it isn’t always effective. ‘We all know that reliable methods of innovation are becoming important to business as they realize that 96 percent of all innova-

tion attempts fail to meet their financial goals,’ read the invitation to the Institute of Design symposium...Now, I suppose you could do worse than failing 24 out of every 25 tries, but this sounds suspiciously like Albert Einstein’s famous definition of insanity: doing the same thing over and over again but expecting a different result.” (www.designobserver.com/archives/008049.html)

Whether the pairing of design methods to innovation generally can achieve greater success rates than in the past is why trends become trends, after all. Only the passage of time will determine whether this will be effective.

So if design as innovation is just a trend, what can we determine from where we are in this curve? The frequency of linking design and innovation in the business and management press shows the trend is in full steam. But is

It is innovation for innovation’s sake that is the danger. But at the same time, it seems to be obvious from experience that there must be many failures for every successful innovation.

it so negative to use design concepts to assist with innovation? Perhaps this will give info pros some thoughts for changing how do their daily work and update the products and services they provide to users?

The reality today is that our organizations expect each department to identify how it contributes to organizational innovation. This is why it is important for info pros to be aware of these trends and be ready to play our part, or at

least, to be able to communicate with the trendsetters in our organizations. The status quo is not an option in most organizations, regardless of how we feel about the value of the new trend.

Some interesting observations from the management expert Rosabeth Moss Kanter's article "Innovation: The Classic Traps" (*Harvard Business Review*, November 2006) should be standard reading for all managers. She points out that with each wave of innovation trends (she said has experienced four and that they seem to occur every six years), there are valuable lessons to be learned. Of particular interest to library managers are the values of good communication and the interrelationships between employees, linking to the concepts of knowledge management: "Groups that are convened without attention to interpersonal skills find it difficult to embrace collective goals, take advantage of the

different strengths various members bring, or communicate well enough to share the tacit knowledge..."

Sources of Innovation

Not only does innovation occur outside of the mainstream of organizations, possibly from unexpected quarters, or through the overlapping of different industries; but the importance of place and situation for developing and sharing innovative thought within the organization also is important. "In addition to formal meetings, companies can facilitate information conversations—as Steelcase did by building a design center that would force people to bump into one another—or identify the people who lead informal cross-unit networks and encourage their efforts at making connections," Kanter wrote. Librarians have long been pushing executives to view the library as this type of center for sharing ideas and developing cross-department communication. In one of the projects for the special librar-



DEBBIE SCHACHTER

has a master's degree in library science and a master's degree in business administration. She is the associate executive

director of the Jewish Family Service Agency in Vancouver, British Columbia, where she is responsible for financial management, human resources, database and IT systems, and grant application management. Schachter has more than 15 years' experience in management and supervision, technology planning and support, in a variety of nonprofit and for-profit settings. She can be reached at dschachter@jfsa.ca.

ies course I co-taught this past year, students identified the importance of the model special library to be at the crossroads of employee movement and connection in the organization.

Not only is it important that libraries provide the information resources required by those who develop product and service innovations in organizations, special libraries are models for design as an innovation trend. It all comes down to people. It's communication skills, interpersonal behaviors, leadership skills, and development of staff members who work under your leadership. "Companies that cultivate leadership skills are more likely to net successful innovations," Kanter, said in her HBR article.

Although there are clear business trends at work, being on board for innovative change through the library services is an important role of the information professional. Re-examining library products and services on design principles—seeing from the user's perspective to explore your own innovative developments—should be part of your contribution towards organizational innovation. Modeling the behaviors of the learning organization through information sharing and knowledge capture is another way to foster innovation in your library and your organization. **SLA**

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OTHER EVENTS

MARCH

- 11-13
Association of Information and Dissemination Centers Spring Meeting
 Orlando, Florida
www.asidic.org/meetings/spring07.htm

- 11-13
European Association of Information Services (EUSIDIC)
 Roskilde, Denmark
www.eusidic.net

- 22-26
American Society for Information Science and Technology Information Architecture Summit
 Las Vegas, Nevada
www.iasummit.org/2007

- 23-25
Information Ethics Roundtable 2007
 Tucson, Arizona
<http://library.hunter.cuny.edu/t Doyle/ier2007.htm>

- 25-27
Buying and Selling eContent
 Information Today
 Scottsdale, Arizona
www.buy-sell-econtent.com

- 26-28
Association for Population/Family Planning Libraries & Information Centers International 40th Annual Conference
 New York City
www.apflic.org/conferences/2007/index.html

- March 29-April 1
Association of College and Research Libraries 13th National Conference
 Baltimore, Maryland
www.acrl.org/ala/acrl/acrlvents/baltimore/baltimore.htm

APRIL

- 11-12
The Academic Librarian: Dinosaur or Phoenix?
 The Chinese University of Hong Kong
 Hong Kong
www.lib.cuhk.edu.hk/conference/aldp2007/info/index.htm

- 11-14
Museums and the Web Archives & Museum Informatics
 San Francisco, California
www.archimuse.com/mw2007

- 16-18
Computers in Libraries 2007
 Information Today
 Arlington, Virginia
www.infotoday.com/cil2007/default.shtml

- 16-18
European Information Society Conference
 Hämeenlinna, Finland
www.hameenliitto.fi/eisco2007/index.php

- 16-19
Aiim Expo
 Philadelphia, Pennsylvania
www.aiimexpo.com/aiimexpo2007/v42/index.cvn

- 18-22
Association of Independent Information Professionals 21st Annual Conference
 Minneapolis, Minnesota
www.aiip.org/Conference/2007/index.html

- 26-30
Art Libraries Society of North America 35th Annual Conference
 Atlanta, Georgia
www.arlis-se.org/atlanta2007

- April 30-May 3
Society of Competitive Intelligence Professionals International Annual Conference
 New York City
www.scipstore.org/07annual/index.php

MAY

- 1-3
Perfect Information Conference
 Bath, U.K.
www.perfectinfo.com/learningevents.htm

- 6-11
4th International Evidence Based Library and Information Practice Conference
 Chapel Hill-Durham, North Carolina
www.eblip4.unc.edu

- 4-11
4th International Evidence Based Library and Information Practice Conference
 School of LIS at UNC-Chapel Hill and UNC Institute on Aging
 Chapel Hill-Durham, North Carolina
www.eblip4.unc.edu

- 5-10
Patent Information Users Group Annual Conference
 Costa Mesa, California
www.piug.org/2007/an07meet.php

- 8-12
16th International World Wide Web Conference
 Banff, Alberta, Canada
<http://www.2007.org/>

- 15-16
Enterprise Search Summit 2007
 Information Today
 New York City
www.enterprisesearchsummit.com

- 18-23
Medical Library Association Annual Meeting
 Philadelphia, Pennsylvania
www.mlanet.org/am/index.html

- 23-26
Canadian Library Association 61st Annual Conference and Trade Show
 St. John's, Newfoundland, Canada
www.cla.ca/conference/2007/index.html

JUNE 3-6

SLA Annual Conference
 Denver, Colorado
www.sla.org

May 28-June 1
Canadian Health Libraries Association Conference
 Ottawa, Ontario, Canada
www.chla-absc.ca/2007/index_e.htm

May 28-June 2
Libraries in the Digital Age
 Dubrovnik and Mljet, Croatia
www.ffos.hr/lida

JUNE

12-16
9th International Conference on Enterprise Information Systems (ICEIS)
 Institute for Systems and Technologies of Information, Control and Communication and Universidade da Madeira
 Funchal, Madeira, Portugal
www.iceis.org

14-15
North American Symposium on Knowledge Organization International Society for Knowledge Organization
 Toronto, Ontario, Canada
www.slais.ubc.ca/users/iskona/events.html

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2007 Information Outlook Editorial Calendar

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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 2006.

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.

Issue	Cover Article	Copy Due
May	<ul style="list-style-type: none">• SLA 2007 Denver Preview• Career Development — Possible topics: Professional development, gaining expertise in content areas, résumé writing, interview tactics	March 16, 2007
June	Legal Issues — Possible topics: Copyright, licensing, file sharing, contract negotiations.	April 20, 2007
July	Management — Possible topics: Planning, budgeting, supervising a staff, purchasing	May 18, 2007
August	Conference Papers Showcase	June 22, 2007
September	Copyright — Possible topics: Global considerations, permissions, new laws and regulations	July 20, 2007
October	Web 2.0 — Possible topics: Next generation Web sites, social networking, XML, RSS, podcasting	Aug. 24, 2007
November	Knowledge Management — Possible topics: KM systems, indexing information, low-budget KM	Sept. 21, 2007
December	Special Issue: Leadership	Oct. 19, 2007

Library 2.0 in the Corporate World: Marketing Becomes Collaboration

New technologies can expand your library's reach and usefulness—and get your clients involved.

BY JILL KONIECZKO

Several years ago, I gave a presentation on library marketing to a group of librarians in the Washington, D.C. area. I am passionate about this topic, so I was dismayed to watch one attendee in the front row, his eyes squinted, lips pursed, arms and legs crossed tightly. I assumed that he didn't share the love for library marketing. At the conclusion, when I took questions, my would-be heckler shot up his arm and said: "You can do all the marketing you want, but no one will use the library if you're not providing good library services."

Point taken.

Particularly in the "new media world," where information is seemingly just a point-and-click away, meaningful library marketing techniques are those that emphasize relevance, not just claim best services. I think a lot of us who gravitate towards special librarianship do so because we're service-oriented information junkies—but I would hazard a guess that many of us, especially those of us who fall in the "digital immigrant"¹ demographic, still, just maybe, begrudge technology.

In the Web 2.0 world², user-generated information grows as the network of its users grows. Web 2.0 includes services such as Flickr, Wikipedia, and blogs, which are user-centered: the users generate, organize, share, and grow the content, regardless of medium. Library 2.0 is an offshoot of those concepts, providing ready, flexible access to information, where library professionals work with their clients—using RSS feeds, wikis, and tagging—in such a way that they become partners with common goals. Library 2.0 challenges us to use these

new tools in exciting ways to better meet clients' needs by engaging them.

More than Academia

Much of the Library 2.0 literature I've come across offers calls to action that seem more applicable for academic, school, and public libraries. After reading these articles and blogs, I wondered where we could apply Library 2.0 concepts and applications in a special library environment, especially one in which there's a mix of digital immigrants and natives, and a bit of technophobia, as we have here in our organization. My conclusion is that there are many ways information professionals in news, legal, corporate, and government libraries can apply Library 2.0 tactics to provide better services—and this is the beginning of a whole new way to market our skills and services.

For example, we can use library blogs to push information to our clients. We can employ wikis to help organize information such as company policies and procedures. In one project, we worked with Nation and World section reporters to develop profiles of U.S. Congressional incumbents and challengers. We developed a wiki to share information. While developing the user interface for our digital assets management system, we

asked a handful of library clients (whose tech savvy ran the gamut from pro to, uh, none) to help us in the design phase. Because they were able to help us see things through their eyes, the collaborative effort led to a better result.

My husband, David, is a librarian at a law firm. When we debate the merits of Library 2.0 applications in a special library environment, he reminds me that technology doesn't replace good service; it should complement the need, not create a new need, for the client. For example, in our library, we offer monthly brown bags, based on topics suggested by our library clients via an online survey. After the brown bags, we make all handouts available via the library's intranet. We also submit a wrap-up to the company newsletter, and, often, we offer one-on-one or departmental reviews.

Often, we equate library marketing with logos and brochures, but I see Library 2.0 as an amazing way to market the library through meaningful conversation and collaboration with our clients.

¹ Prensky, Marc: "Digital natives, digital immigrants," from *On the Horizon* from NCB University Press Vol. 9, No. 5, October 2001 (available at www.marcprensky.com/writing/Prensky%20-%20Digital%20Natives,%20Digital%20Immigrants%20-%20Part1.pdf).

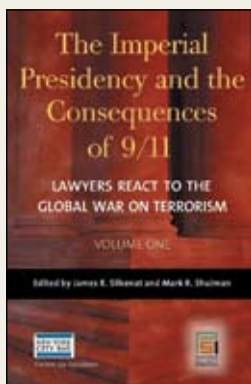
² For more on Web 2.0, read (or re-read) "What is Web 2.0," authored by Tim O'Reilly, and available on the Internet at <http://www.oreillynet.com/pub/a/oreilly/tim/news/2005/09/30/what-is-web-20.html>.

JILL KONIECZKO is director of the library at *U.S. News & World Report*. The regular columnist, John Latham, director of the SLA Information Center, will return in April. The Information Center is sponsored by Factiva, from Dow Jones.





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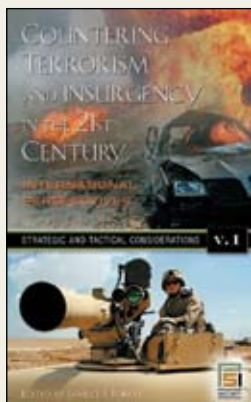
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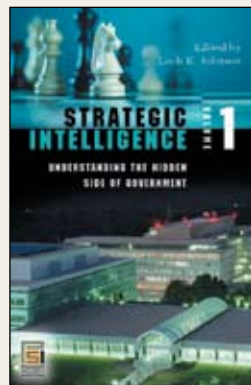
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