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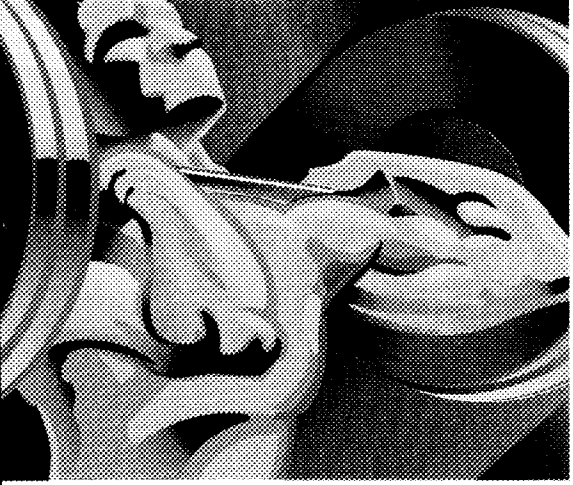
information outlook®

the monthly magazine of the
special libraries association
vol. 5, no. 5
May 2001

E POWER OF KNOWLEDGE SHARING IN ORGANIZATIONS

inside this issue:

22 Years of Putting Knowledge to Work®
The Long and Happy Life of a Political Columnist: An Interview with Molly Ivins
Creating a Collaborative Environment: The Human Element
What is True?: Looking at the Validity of Shared Knowledge
Keeping Good Company: A Conversation with Larry Prusak



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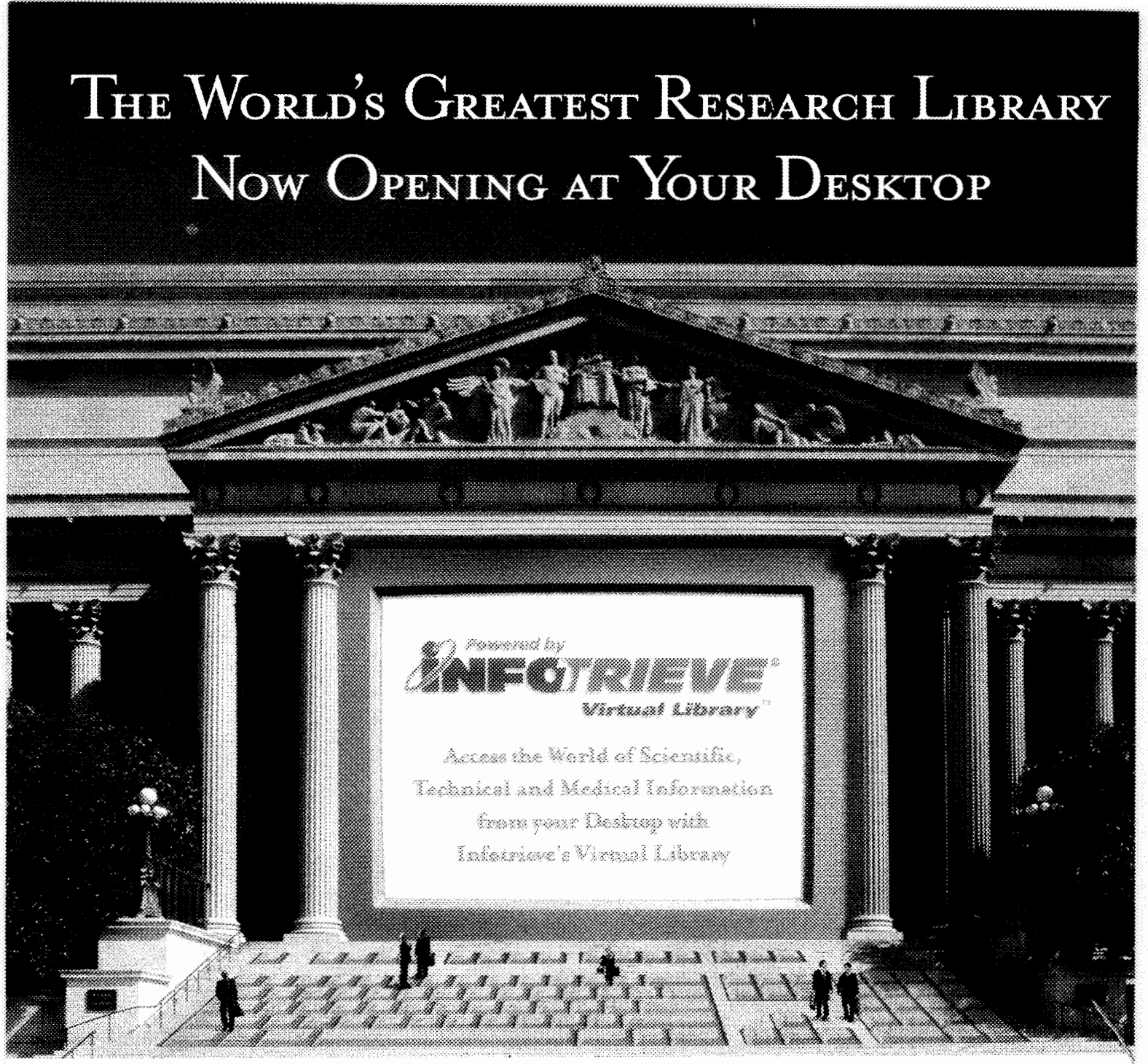

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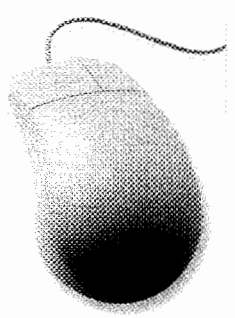

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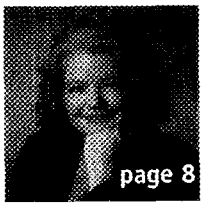

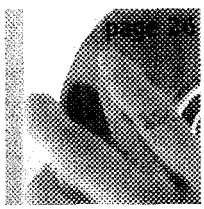

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Syndicated columnist Molly Ivins is a busy woman, and she has good reason to be! Her newest book, "Shrub–the Short but Happy Political Life of George W. Bush" is currently a Best Seller. Molly Ivins will be SLA's General Session Speaker on Monday, June 11th in San Antonio. Douglas Newcomb recently caught up with her to capture some of her thoughts.

21 **The Power of Knowledge Sharing in Organizations**
In a 1998 *California Management Review* article, Liam Fahey and Larry Prusak argue, "If knowledge is not something that is different from data or information, then there is nothing new or interesting in knowledge management." Unfortunately, three years later, many still steadfastly refuse to draw the distinction between "information" and "knowledge." Jeff De Cagna writes about these issues, and introduces the special content on this issue of *Information Outlook*.

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36 **Keeping Good Company: A Conversation with Larry Prusak**
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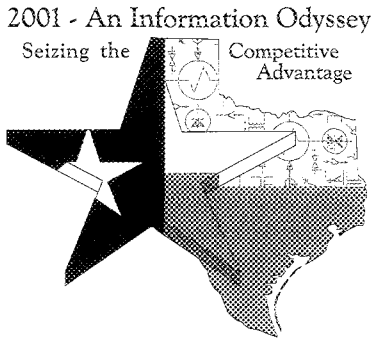
Don't Miss It!!

SLA In San Antonio June 9-14, 2001



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If you're ready to embrace your future, then you'll want to consider attending SLA's Management Development Institute (MDI). This executive learning experience will run concurrently with SLA's 2001 Annual Conference from June 9-14, 2001, at the Plaza San Antonio Hotel. http://www.sla-learning.org/mdi2001

Virtual Exhibit Hall

Attendees should also be reminded that SLA has a "Virtual Exhibit Hall." Again, accessible via the SLA Web site, attendees may browse the list of exhibitors, view the floor plan, and even mark their route through the hall! http://sanantonio.sla.org.

Conference Stars

"Molly Ivins can't say that, can she?" typifies the reader response to the strong and down-to-earth columns of Molly Ivins. A political columnist for the *Fort Worth Star Telegram*, Ivins has been syndicated in over 200 newspapers from Alaska to Florida. The Clinton Administration and President George W. Bush have been topics of her latest novels, *You got to Dance with Them What Brung You: Politics in the Clinton Years* and *Shrub: The Short but Happy Political Life of George W. Bush.* Molly Ivins is interviewed in this issue of *Information Outlook* beginning on page 8.

Dave Barry, the well-known American writer and Pulitzer Prize-winning columnist for the *Miami Herald.* Barry is an accomplished author, whose books were the basis for the CBS Television show, Dave's World. His unique with and ability to capture the humor in just about everything are sure to make this a must see event.

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Update: The Article "Would You Buy SLA?" in the March issue of IO was written by Barbara Spiegelman.

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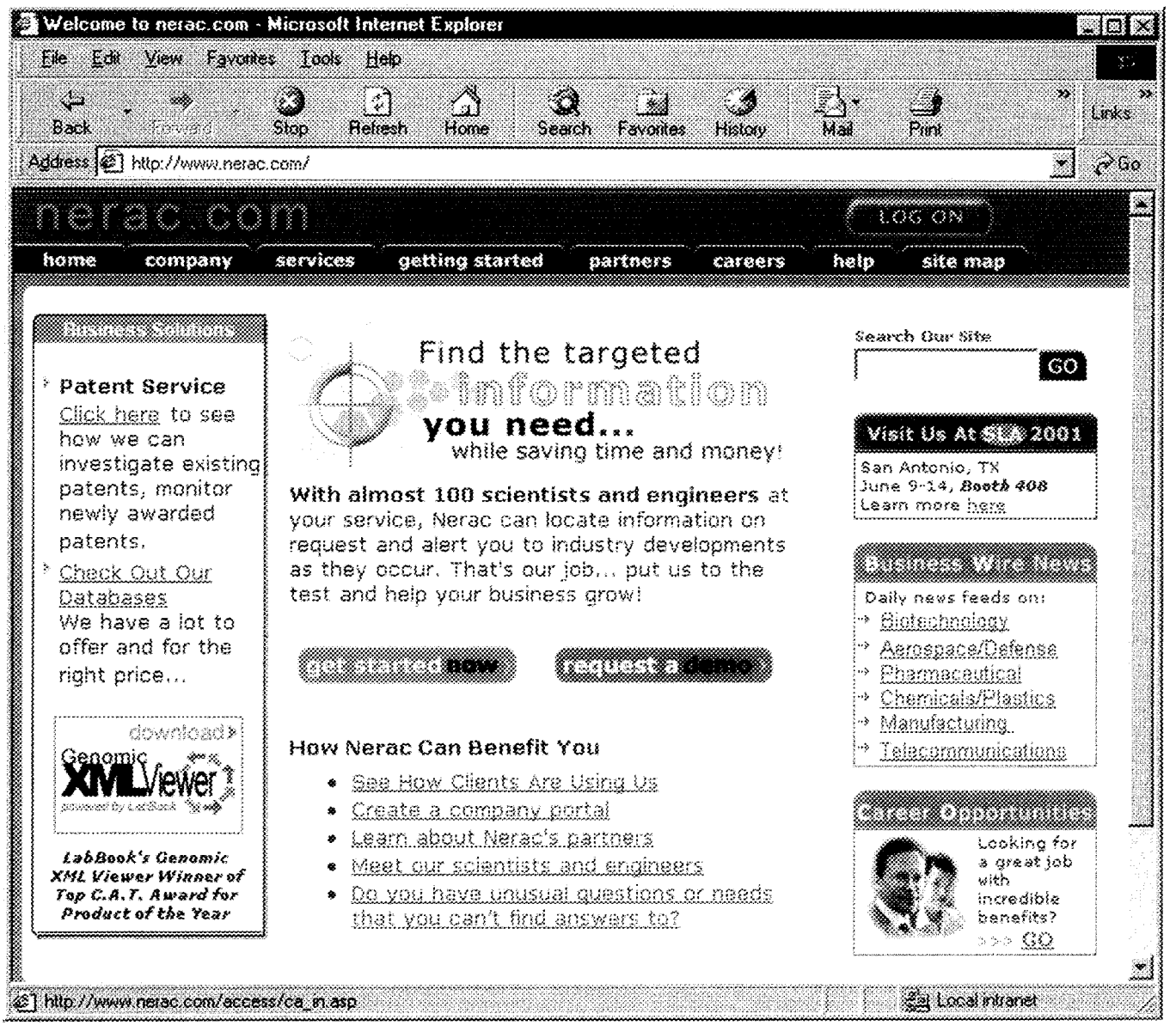

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executive outlook

22 Years of Putting Knowledge to Work ®

SLA is an institution that has been blessed with a long line of remarkable leaders who have had clarity of vision, courage of conviction, and the skill to devise the critical strategies that will make that vision a reality. This June, SLA says farewell to one of those leaders, Dr. David Bender, the unifying presence that has moved SLA forward over the last 22 years. During this period he has been an invaluable partner who provided the continuity and a growing institutional memory that has enabled SLA's elected leadership to chart a steady course in a rapidly changing environment.

David Bender will be remembered as a constant in a period of remarkable change. When he joined SLA in 1979, our membership worked in a far different world. Databases were a relatively new phenomena. There was no Internet, no CD-ROMs, no networked environments, portals, or knowledge management workshops. Members usually worked in physical spaces called libraries or information centers, and conferences warned that the information revolution was coming some day.

Our association had approximately 10,900 members, and its nine staff were crowded into a tiny rented space in New York City. SLA operated on a $726,000 budget with no reserve funds and minimal fund-raising activities.

Today our association owns its building in Washington, D.C., and has a budget of $8,100,000 that includes several endowment funds. It has reserves to help guarantee our future should we face a rough financial road. It has developed critical partnerships with vendors and coalitions of interest groups. It has a government relations program to educate policymakers on issues of critical importance to the profession and a Website that provides 24/7 access to members needing to conduct business with their association. The membership has grown to 13,200 and has grown from 49 to 57 chapters. Chapters outside North America grew and new ones formed, and the first conference outside the United states and Canada was successfully held this year. We now can claim members in 72 countries. Student groups have increased from 30 to 40. The Board of Directors and association staff work in partnership to move the association forward through the strategic planning and budgeting process.

Our progress cannot be assessed in terms of mere numbers. We as members have grown both professionally and personally over that time, and SLA has been a critical factor in that growth. The salary survey and other research on the value of the information professional assist us in proving our worth and our contribution to the bottom line. The virtual association provides a wide array of products and services through the SLA website and has expanded the reach of the association to the global community. SLA discussion lists that unite us with fellow professionals around the globe give us access to the expertise of our colleagues, and innovative professional learning programs allow us to be lifelong students of our profession. Our public relations program is now aggressive, and we see more positive articles on the value of the information professional in a wide variety of publications.

Change in SLA continues this year as we explore our branding, seek new members, and explore ways to effect positive change more rapidly through simplification of process and structure. David has been with us every step of the way. As we undergo this process, we acknowledge gratefully his leadership, which has guided us successfully through a time of great change and leaves SLA positioned perfectly to guarantee its future. Thank you, David, for putting your knowledge to work for the benefit of us all.

Donna Scheeder, SLA President

The Long and Happy Life of a Political Columnist: An Interview with Molly Ivins

by Douglas Newcomb

Douglas Newcomb is Managing Director, Communications for the Special Libraries Association. He may be reached at: doug@sla.org

MOLLY IVINS IS NOT EASY TO CATCH UP WITH. SHE'S A BUSY WOMAN.

And she has good reason to be busier than normal with her newest book, *Shrub–the Short but Happy Political Life of George W. Bush,* currently a national best seller. Molly is a columnist for the Fort Worth Star-Telegram, where she writes about Texas, national politics, and just about anything else that might take her fancy.

At her roots, Molly is a political junkie. She makes her living by the written word, but her sense of humor, rich voice, and complete candor reveal a woman who full of life and wonderful experiences and insights. I was honored to be able to catch up with her for a conversation on a Sunday afternoon, after the political talk shows were finished, naturally.

Douglas Newcomb: *You have received a number of awards and honors over the years. I read with interest, however, that there are two wonderful and equally great honors in your lifetime of which you are particularly proud. One of these was having the Minneapolis Tribune police force's mascot pig named after you, and the other being banned from the Texas A&M campus.*

Molly Ivins: Oh, and you want to know why I was banned from the Texas A&M campus?

DN: *Well, actually, no. I would have to say, Molly, that most people, I would imagine, with a little creativity, could be banned from a campus. I would like to hear both stories. But how in the world did you get a pig named after you?*

MI: Oh, I was a police reporter. I was a police reporter in Minneapolis, and the police force had this mascot pig. They marched it for years in the St. Patrick's Day Parade and named it Molly Pig in my honor. I am not sure it was intended as a compliment, but that's all right. I was still kind of pleased about it.

DN: *Do you believe there is a mascot that perhaps would be more deserving of having been named after you? If so, what and why?*

MI: I'm not too sure about another mascot, but I have had a cow and a poodle named after me, and arguably some children by friends.

DN: *And the Texas A&M campus... Why were you banned?*

MI: Well, the punch line is much better than the story. I was trying to help out some kids at A&M who were testing a campus rule that you couldn't have political speakers on the campus. That is how that came about. I wound up speaking across the street at the student center. I did my dead-level best to create a riot, but had no luck.

DN: *And you were banned for that?*

MI: Actually, I was banned just because they didn't want me on campus.

DN: *Well, isn't that interesting. I didn't know universities actually banned people who were unsuccessful in starting a riot. I was under the impression one would be banned post-riot—after all of the damage had been done.*

MI: No political speakers on campus. Poor old A&M always fighting the battles of the '50s.

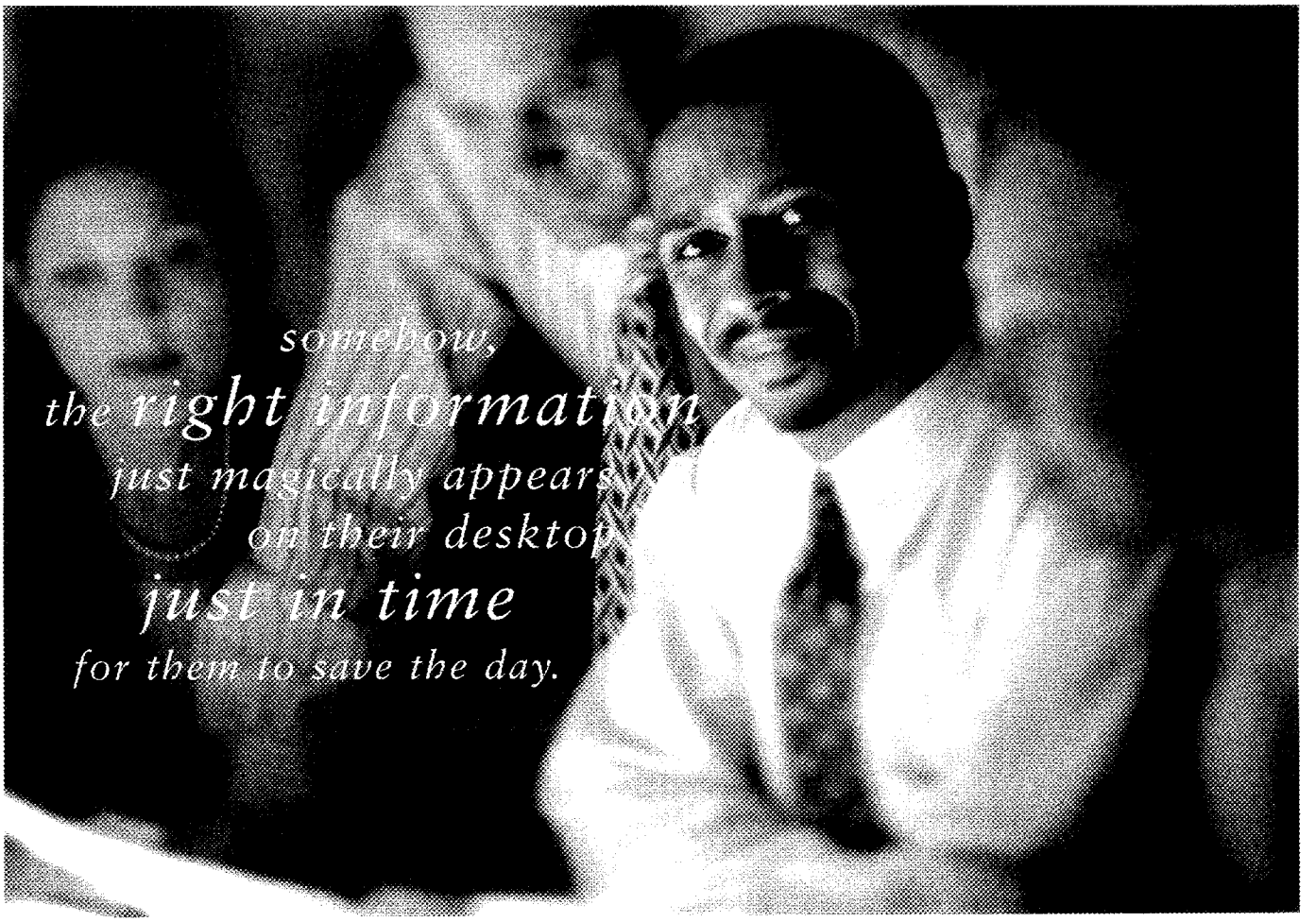
DN: *Well, let's move on to your newest book,* Shrub—The Short But Happy Political Life of George W. Bush *that you wrote with Lou Dubose.*

MI: Oh, I have to tell you something that I'm sure librarians and information professionals will appreciate.

A friend of mine recently told me, 'Gee, Molly, I knew I was going to see you this week, so I went out to get your book "Shrub," at the Barnes & Noble in Boston. I looked in all the likely places and couldn't find it. I thought, well, that's strange; I know it's on the Best Seller List. Then, when I asked for help, the clerk led me to the gardening section!' Isn't that wonderful?

DN: *That is so funny! Well, at least they had it—I went to my local bookstore and it was sold out, but obtained a copy with a bit of persistence.*

"Shrub," is a national Best Seller covering your perspectives



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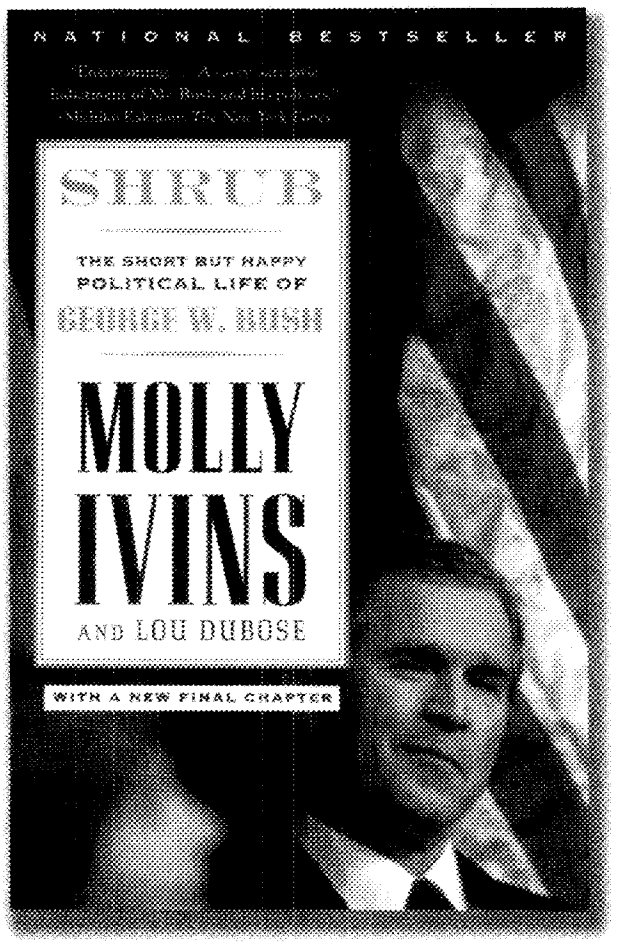
and thoughts on George W. Bush, or "Dubya," as you called him. But what I would like to know is your thoughts and impressions the first time you met Dubya in person?

MI: Well, actually, I have known him since we were in high school although not well. He spent a couple of years in a private prep school in Houston while I went to the better private prep school in Houston. But when he came back from prep school, he hung out with the kids in the St. Johns' crowd. And he dated girls I knew and hung out with people I knew. So I always sort of knew who he was, although I don't recall ever having had a conversation with him.



I have always said he's very affable and hard to dislike. You don't have to work at it to dislike his policies, but you have to work at it to dislike George W. the person. I don't find him either stupid or mean. I think he is pretty limited, but that is about the worst I can say about him.

DN: *When was the first time you actually ever had a conversation with him, or have your conversations been limited to an interview-type situation?*

MI: I just covered him. I have never interviewed him, and I was not even granted an interview for the book. We had a fairly friendly relationship, at least until this book came out. You know, we used to "gosh" one another; I would go to the press party every year and was in the Governor's Mansion for a couple of events. We would rib each other because, I think, the column was never friendly.

DN: *Do you think it would be safe to assume that you won't be invited to any more parties?*

MI: I seriously doubt it.

DN: *Well, "Shrub" contains a lot of insider knowledge and insights. What are your tricks of the trade in mining these nuggets out of your interviews and research? What I am asking is, do you believe that serendipity plays a huge role, or is it based more on slogging through the records? If you have any interview tricks to share, I would be happy to listen to them right now!*

MI: Bless your heart. That book was actually a combination of two things. First is we really did want to write about George Dubya's record so we spent a lot of time with the paper, as it were. Second, Lou Dubose and I have about 50 years worth of Texas political reporting between us. So it was not hard for either of us to cover Bush because we have been around Texas politics a lot longer than Bush has, and we knew everybody better than he did. So it was really pretty easy.

DN: *Based on your knowledge of George W. Bush, do you think he will enhance our progress to an information- and knowledge-based society? Do you see him being surrounded by the next generation of advisors?*

MI: Well, I think he knows what's going on. Bush works in a very corporate way. It is the corporate interests, I think, that move him, and he does have close ties to many in the high-tech sector. So I think he will be listening to them and he is certainly open in that sense. But if you want my opinion of whether or not he has ever thought about, you know, the range of communication in the future, I would guess not. Policy really doesn't interest him very much.

DN: *What do you think are his greatest interests?*

MI: Baseball and politics.

DN: *Well, the Special Libraries Association happens to have a baseball caucus. Perhaps we can get Laura Bush to join, and bring her husband with her.*

You have written for newspapers, magazines, and now you have just completed your fourth book. Are there distinct differences in the research paths and your experiences in these different genres?

MI: Hmmm, let me think. Several of the books have been collections of journalism and others like "Shrub" are written from scratch, as it were. The way we got through the "Shrub" book was by saying to ourselves each chapter was just like a magazine article. We have done magazine. Articles of 5,000, and 10,000 words. We can do this. And that is sort of the way Lou and I got through it.

Stepping away from George W. Bush, what can you tell me about Laura Bush? How do you think her librarian credentials will aid her as First Lady?

MI: Well, I am a big Laura Bush fan. I think she is a genuine and real person. There is a curious story that Bush tells over and over again. Every time I heard it, it stops me.

But people who say things that are just dead wrong are a little scary because, when you put misinformation into the public arena, it is like poisoning the well of public debate, and as you know, there are a lot of people in this country who believe things that aren't true.

But yes, because the whole project is so much more massive. Anyhow, George Dubya's political career is relatively short for being elected President of the United States. I mean only 6 years. It wasn't that we had to look at 30 years of Lyndon Johnson's public life before the White House or something like that. In fact, it was simply absorbing the volume of information and keeping it organized—which are, of course, precisely the skills that information professionals deal with all the time.

DN: *Molly, you just touched on something. You said that George W. had a very short political career before he was elected President. What are your thoughts about the news that George W. Bush was not elected but rather appointed by the U.S. Supreme Court?*

MI: Well, I spent the last part of the 36-day war in Tallahassee and I am convinced that Al Gore carried Florida—I have been from the beginning.

I actually watched it happen. It was just astonishing, and I have covered a lot of very close elections before that involved recounts, and I know that they give rise to political elections that are legends. You know, like landslide Lyndon and 36 people who voted in alphabetical order and that kind of thing, but I am absolutely persuaded that Gore got more votes than Bush in Florida.

In fact, probably by a considerable number, and I am not just talking about people who set out for the polls intending to vote for him and then didn't quite manage to. I mean, I am really talking about countable votes.

DN: *Well, thank you for your honest and forthright comments on that.*

He will tell an audience how he was wooing Laura and when he proposed to her, she said, "Well, I will marry you on one condition. You have to promise me I will never make a political speech," and that for him is the punch line of the joke. And then the crowd all laughs because this poor woman has made hundreds of speeches. Then he says, "I sure am glad that she broke that promise."

DN: *What is it that stops you about this story?*

MI: Well, Laura Bush has learned how to make political speeches. From the beginning you could see how painfully uncomfortable she was. But now she is really quite good at it—especially if it has anything to do with libraries and books. She deserves real credit for the Texas Book Festival, where she is much more than like an honorary chairwoman. I mean she has really worked at that.

DN: *Have you had much interaction with special librarians and information professionals in general?*

MI: Oh, yes. I know about special librarians. You know, my very, very first job was in a newspaper library. I worked with Marian Orgain of the Houston Chronicle. I believe that she was very active with the Special Libraries Association, because I remember writing some letters for her about it. I have a long history with special libraries, newspaper libraries especially, in the days when they were called "morgues."

DN: *And do you have many fond memories of the morgue?*

MI: Oh, absolutely. I am a morgue fan. The greatest stuff I have ever done has been with the help of the newspaper librarians.

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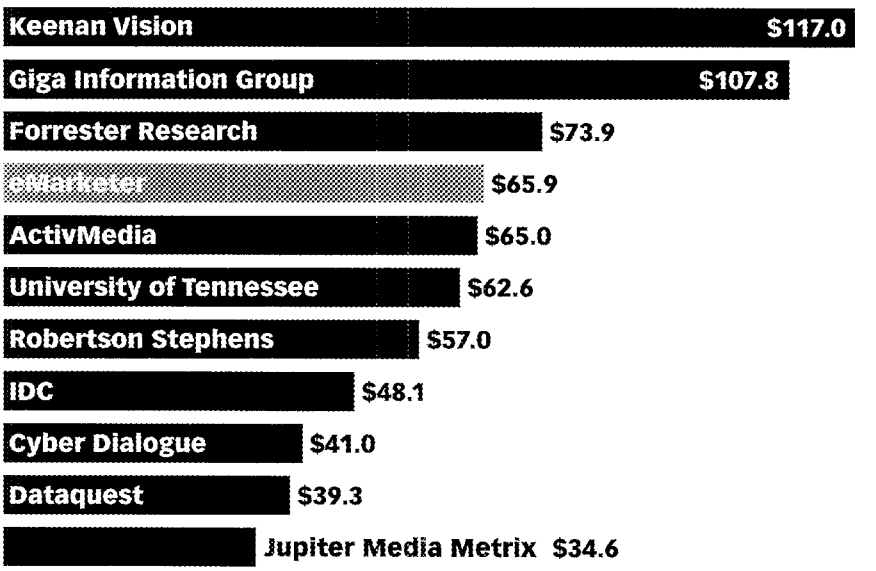

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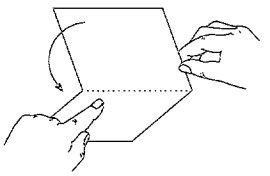

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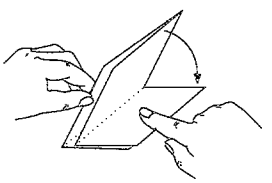

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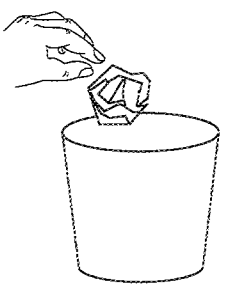

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DN: *Your two main interests are identified as "writing" and "politics." Can you tell me something more about how the two combine in what is sometimes referred to as "the information-gathering arena"?*

For example, have there been any situations in which you have started to research an individual or topic, and then when you got into the writing, you discover the information you have is shaping your message?

MI: That is an interesting question, really an interesting question. Has the information shaped the way you write? To some extent, it does—particularly in the newspaper industry. I think the largest single factor in newspaper writing is deadlines, and the only thing on newspapers is you got to go with what you got. And if you have a hole in your story, you write around it. You know, you make as many calls as you can. You learn as much as you can, but if you haven't got it by deadline, you go with what you have.

Of course, running a column is really different. Well, I still write on deadline. I mean, there is no question about that. I always have. With a magazine article I think having more time does, in fact, affect the way you tell a story. This friend of mine was saying to me the other day, it is also affected by the medium. I mean, a story told on television has a different narrative arc than a story told in the newspaper.

And I assume this must be true for books, although, again, because my first few books were merely collections of journalism — although we have managed to sort of organize them thematically, yeah, I think that is probably true, and based on my limited experience with books, but, yes, I think that is true.

The forum you use does affect how you tell a story.

DN: *Have there been any major bloopers? For example, someone speaking on an issue with absolute certainty, but then you find out later the fact was totally incorrect or backward, et cetera?*

MI: Oh, I have done so many of those that I can't even name them. Time without numbers, and without number! We have argued with editors that what we really needed to do when we put "bullshit" in the newspaper in between quotation marks was to also put in brackets afterwards stating: "so-and-so is a well-known fool." Like let's tell the readers what is happening here.

The Internet is a remarkable way to relay misinformation because there are no editors and no standards. On the other hand, I can't tell you that print is perfect either.

DN: *Do you have any particularly fantastic stories about this or any that caught you really off guard that maybe now they are funny, but at the time, they weren't, or vice versa?*

MI: Well, every now and again, people in public life open their mouths and something comes out that is so amazing, you just sort of slap your forehead and bring your head down. I am sort of fine on George with his bloopers. I liked his daddy's bloopers, too. It is always funny when they get tangled up in their tongue.

But people who say things that are just dead wrong are a little scary because, when you put misinformation into the public arena, it is like poisoning the well of public debate, and as you know, there are a lot of people in this country who believe things that aren't true. The other half kind of have a spiritual outlook on life. I don't know. They believe in astrology or UFOs or something quite improbable.

DN: *Are you telling me that you don't believe in UFOs!?*

MI: I am telling you I don't believe in UFOs. And it is really kind of disturbing with political information because we all tend to latch on to the information that supports our point of view, and we have this wonderful ability to sort of reject or not hear information that doesn't support our point of view.

So, when you are trying to make political arguments, I think it is important to read what the other side has to say, and to almost sort of train yourself to look for information that you may not want to find.

DN: *Molly, you've actually touched there on misinformation.*

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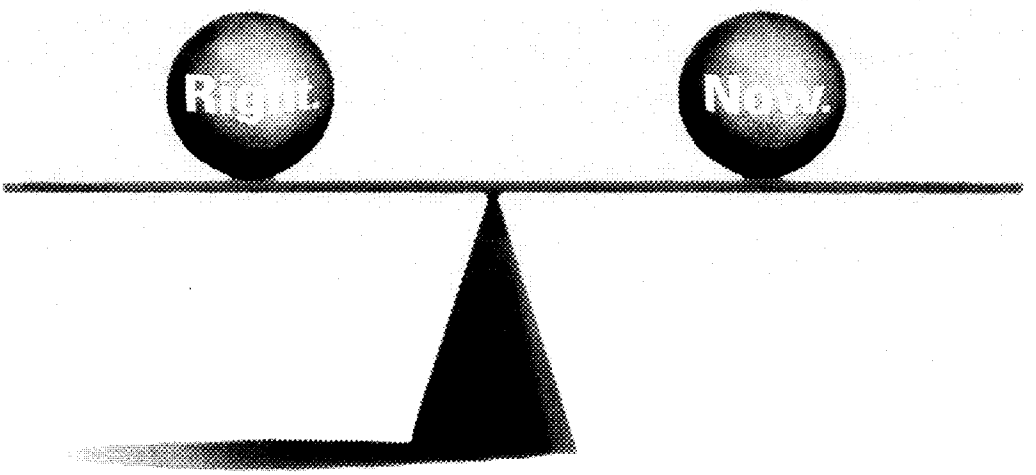

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What have you done with information you have received that perhaps you didn't know was incorrect until you got into writing about the subject?

MI: Well, I would never, knowingly, put anything untrue in the newspaper. But, I have to admit, every year in my 4th of July column, I make up some ridiculous poll. Something like 98.2 percent of us believe that Alexis never should have divorced Blake Carrington in the old T.V. series Dynasty. I think it is pretty obvious that those are jokes.

Nonetheless, I would never knowingly put anything untrue in the newspaper, but I must tell you that I do make errors. I don't make them often, but enough to concern me and my editors. I just think it is being human. What can you do if you screw up except run a correction — I have a regular section at the bottom of my column saying Crow Eaten Here. So I always want to let people know.

DN: *Who or what are your information-gathering methodologies of choice? What I am asking here is how do you dig up what you need?*

MI: I actually have two avenues. My favorite source, personally, is the telephone. I also have a research guy, Mike Smith, who can find anything on the Internet. So I pull off the Internet. Then we work together on the column.

DN: *So how does Mike validate the sources he uses on the Internet?*

MI: That is a very good question because, as you know, I think that is the great danger of the Internet—there is no way to tell whether what you are finding is true or not. I got to teach for the first time a couple of years ago out at Berkeley, and I think most of my students thought they would be practicing journalism on the Internet, which took me back for about two seconds. I mean, you know, California, is so advanced.

But I don't think it makes any difference. You still have the same problems. First, you have to establish what the facts are, and what the truth of the situation is—as close as you can do it under the rules of journalism. And then you have to put it in a package that is useful to people.

The Internet is a remarkable way to relay misinformation because there are no editors and no standards. On the other hand, I can't tell you that print is perfect either. The National Enquirer is not necessarily — well, actually, the National Enquirer may be somewhat reliable. Let's just say the Star...

DN: *You said your researcher, Mike Smith, uses the Internet to do research. Do you rely a lot on the what-you-know-and who-you-know-type information? What non-traditional methods do you use?*

MI: Well, I think in some ways, a good journalist is like a good research librarian. And I think of reporters as people who may not know anything, but they know how to find out about everything. Knowing how to find out is really all the skill there is to being a reporter.

Where do you look for information when you need it? It covers everything, everything from learning land records in the courthouse to knowing how to look up a police report to knowing how to talk to a politician about what really happened in the back room.

DN: *What about the adage "I don't believe in gossip, but if you are going to gossip, sit next to me," that sort of thing, do you rely on that?*

MI: No. First of all, I think there is no excuse in getting your facts wrong, although, as I say, human beings make mistakes, and I, myself, have been known to err. But, generally speaking, what journalists aim for is accuracy above everything else and then fairness. The trouble is, journalists tend to assume that if you get a pro point-of-view and a con point-of-view, you then have the full story. You probably notice journalists tend to turn almost every issue into a two-sided conflict.

Football games and wars are actually the easiest of all stories to cover. Somebody once said that, but I can't remember whom. It is because there are two opposing sides, yards won and lost, and points scored. In a lot of ways, we try to do that with politics and with everything else. The classic political story, you know, is of Smith and Jones on the City Council and who gets the new road-paving contract. So if you go and you interview Smith, he is for the Acme Company, and then you interview Jones who is for the Zenith Company. And you quote them each for three paragraphs and you spell their names right, you have done an adequate piece of journalism and you can run it in the newspaper. The trouble is what you haven't done is find out that Jones is on the take from the Zenith Company and has been for years, and it is a rotten contract.

I mean, there is more to it than getting the two sides, not to mention, of course, that reality is usually a 17-sided affair to begin with.

DN: *I think, that in human nature, people always want to have a very clear right or wrong, and in reality, so much of it is gray matter.*

MI: Exactly, exactly. You know, tough political decisions

wouldn't be tough if they were like even 60/40. It is 51/49. That is the problem, or in that range.

DN: *So, who was the most interesting or intriguing person you have interviewed and why?*

MI: Wow. You are always afraid you are going to forget, but I would say Barbara Jordan may have been the most memorable interview I ever had, in part, because I made her angry and she scared me to death. I asked her a really dumb question. You should never ask Barbara Jordan dumb questions. It turned out to be a bad mistake.

I had covered her in the Texas legislature when she was a Senator, and I was a great admirer of hers. I was doing a profile of her for The Washington Post right after she was first elected to Congress. And so, with great enthusiasm, before the end of the interview, I said, "God, Congresswoman, have you ever thought about running for statewide office ?" That's when she sounded exactly like God. She said (Molly Ivins' voice becomes deep and animated), "Barbara Jordan run for statewide office? A black woman run for statewide office in Texas?" As I started to pick myself up off the floor, I said, "Well, you know, Sissy Farenthold ran for governor, and she almost won and she is a woman." She turned around and said, "Sissy is a white"—it was the last time I ever asked her a dumb question. I had a lot of fun with her in later years.

DN: *So despite an awkward initial interaction with Barbara Jordan, the relationship later became closer. But is there one individual you would say was the most interesting person you've ever interviewed in one particular instance?*

MI: Gosh, when I think of the other people I have interviewed, it almost sounds fascinating. Thor Heyerdahl, the man who wrote "Kon Tiki," was really interesting.

DN: *And what did you find so interesting about him?*

MI: Well, he started talking about — or I somehow managed to get him started on — his background. He was at least 70 when I interviewed him, which would have been, gosh, 30 years ago, I bet, maybe more. He had grown up before World War I in that civilized era when there were no borders and it was just a completely different world.

Talking to him about it was just fascinating. I mean, you didn't have to have a passport to travel. Of course, there were borders, but you didn't have to have a passport. It was before the militarization of society, and educated people felt themselves privileged and responsible, in part, I think an international family. I mean it was just extraordinary to hear him talk about it.

DN: *So, in many ways, the privilege, education and money served as the passport.*

MI: Yes, it did.

DN: *That's very interesting. Moving on, I understand that you recently were awarded the William A. White Award. Can you tell me a little bit about that?*

MI: Oh, William White was a wonderful old Prairie popular newspaper editor from back around the turn of the century. Maybe later than that. I think in the 1920s, too. I did a lot of research on him before I went to the University of Kansas. He was the editor of a newspaper in a small town in Kansas. But he was actually famous because he had such an easy tone about things, and it was just like talking to a sensible person in a small town, and everybody recognized that voice. His editorials and articles were reprinted everywhere.

DN: *Wonderful. I congratulate you on this most recent award.*

Well, Molly, I have just one more question for you, and it is, as a writer and researcher, what keeps you awake at night?

MI: I don't know of any reporters who don't the experience of waking up in the middle of the night going, "Oh, goddamn it. I didn't check that thing. Oh, I didn't check it. I can't believe I didn't check it!" and then you sit there and worry and worry and worry until the dawn breaks. I mean everybody you know has had that experience.

DN: *And is there anything in particular that you worry about at night?*

MI: No. I do think that — I am a little bit concerned about the whole sort of tenor of the political discussion these days. I find it much too angry and having not enough humor.

DN: *Do you think that is just in the political arena? I find that across almost everything.*

MI: Well, everybody says, you know, politics got really markedly nasty, but I think you could find certain people to blame it on.

DN: *Molly, thank you so much for your time. It's been a pleasure speaking with you.*

MI: Thank you so much. I look forward to seeing everyone in San Antonio in June.

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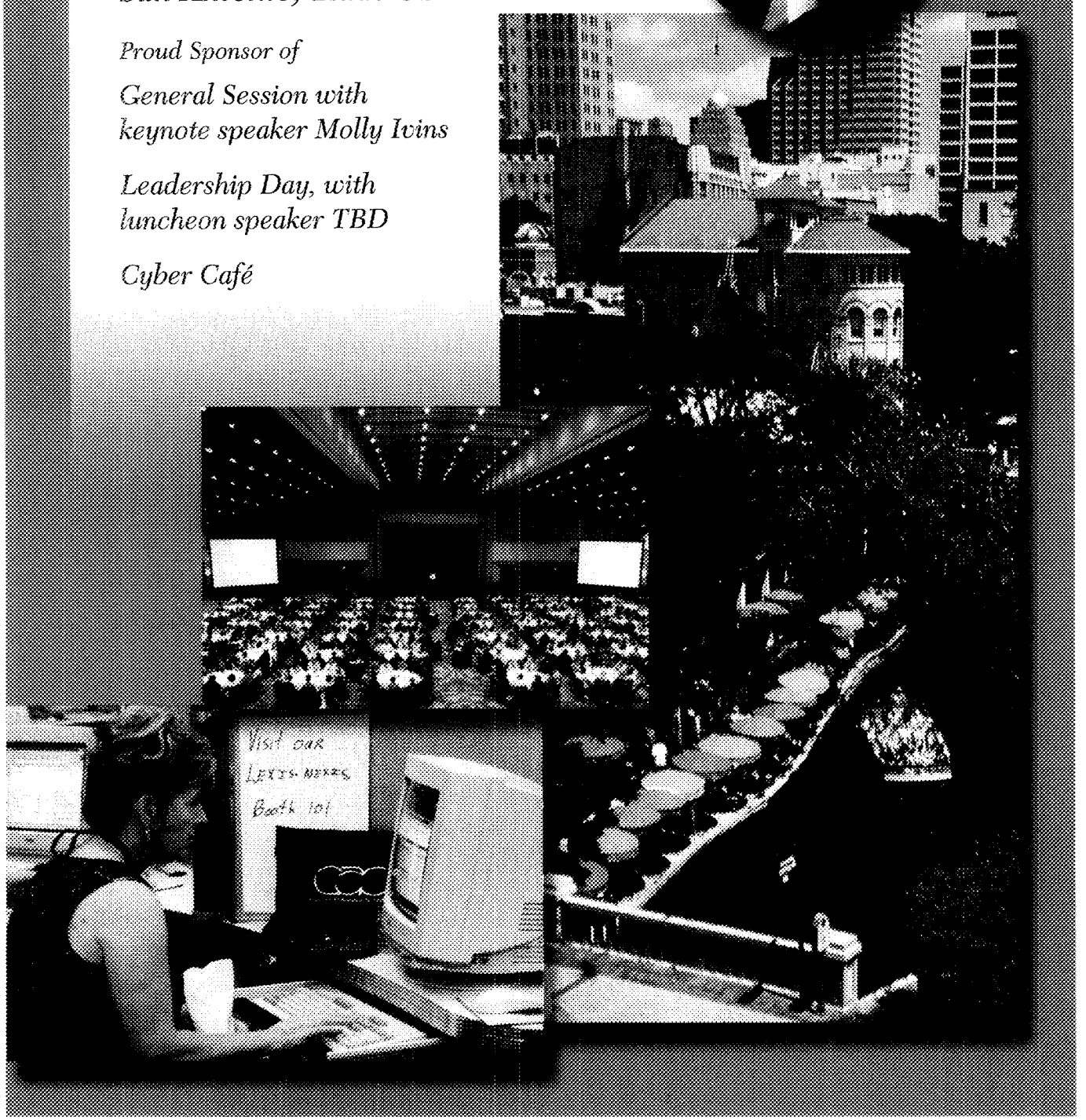

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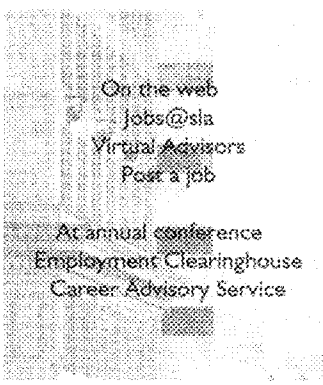
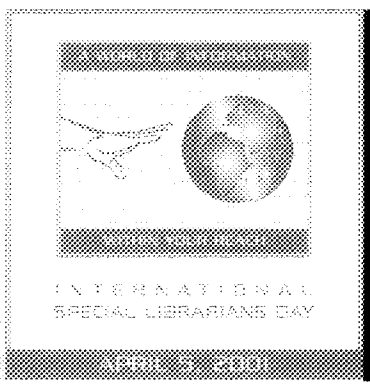
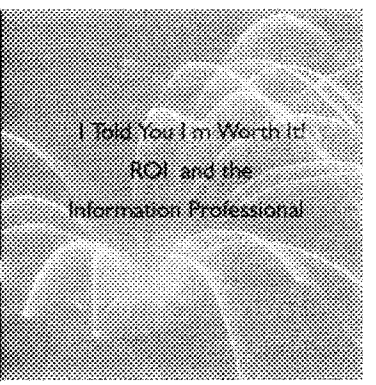
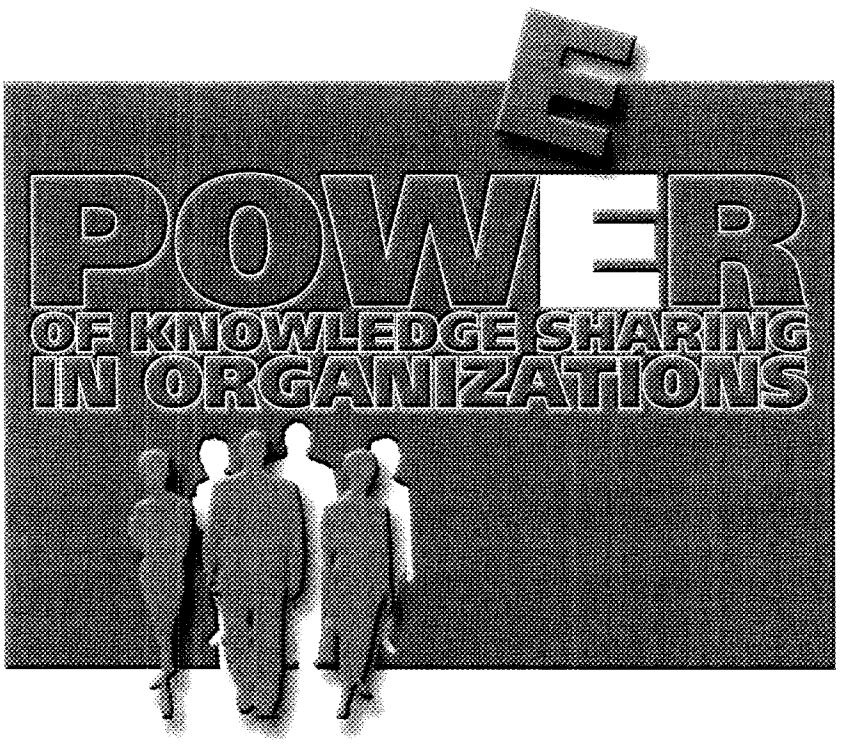






The Power of Knowledge Sharing in Organizations

by Jeff De Cagna, Guest Editor



In a 1998 *California Management Review* article, Liam Fahey and Larry Prusak argue, "If knowledge is not something that is different from data or information, then there is nothing new or interesting in knowledge management." Unfortunately, three years later, many still steadfastly refuse to draw the distinction between "information" and "knowledge." Well, I believe the time has come.

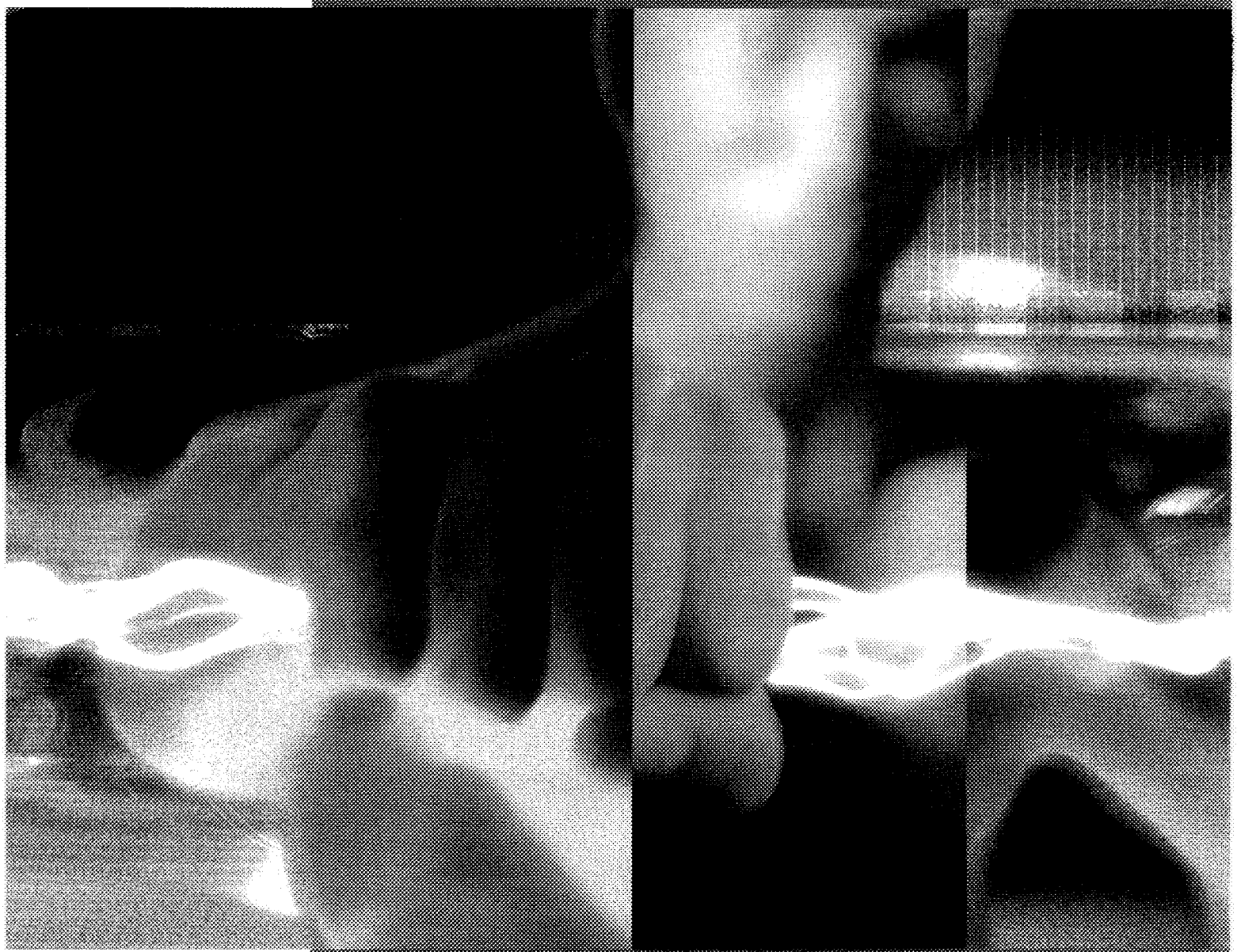
The major difference between information and knowledge is people. Information is plentiful on the Web, in books, manuals, documents, and, yes, even in people. But whereas information can exist separately from people, knowledge does not. As John Seely Brown and Paul Duguid write in *The Social Life of Information*, "knowledge entails a knower," whether a person, team, network or community. Knowledge is an extraordinary blend of judgment, insight, intuition, and inspiration created through on-going learning and reflection on practice. While information tells us "what," knowledge tells us "how" and "why."

Living by this distinction demands a fundamentally different approach to working with knowledge in today's organizations. Although many firms continue to spend millions of unrecoverable dollars on the latest technologies in a doomed-from-the-start effort to capture and warehouse "knowledge," the tide is beginning to turn as the intellectual bankruptcy of the technocentric management approach is revealed.

In this month's *Information Outlook* we offer four articles to help shed some light on the critical role that people play in knowledge creation and sharing. SLA member Cheryl Lamb of Buckman Labs describes how information professionals can help to create a more collaborative environment in which knowledge sharing can flourish. Seth Kahan from The World Bank offers us a glimpse of the power of storytelling in building community and knowledge transfer. Nancy Dixon, author of *Common Knowledge* and faculty director of SLA's Knowledge Champions Institute, examines the challenge of determining what is true, i.e., which knowledge created inside an organization is valid and can be applied in other situations. And, in a special interview with *IO*, leading knowledge management thinker Larry Prusak shares his perspectives on "social capital" and the state of knowledge activities in business today.

SLA's Strategic Learning and Development Center, in partnership with *Information Outlook*, wants to help you create your organization's knowledge future. We hope that this issue will challenge your thinking on the direction of knowledge activities in your organization and the role you can play in them. We urge you to share your feedback with us. Let us know what you think about what you read in these pages by e-mail at **learning@sla.org.** We look forward to engaging you in an on-going conversation on the future of knowledge sharing in the months ahead. Knowledge can help us unlock the potential of our organizations, but only if all of us are prepared to change the way we think and the way we act.

Creating A Collaborative Environment: The Human Element



by Cheryl M. Lamb

Cheryl Lamb, a twenty-year SLA member, is manager, Knowledge Resource Center (KRC) for Buckman Laboratories International. She may be reached at cmlamb@buckman.com

Knowledge Management Extends Beyond the Explicit World

MANY ORGANIZATIONS SEEK KNOWLEDGE MANAGEMENT SOLUTIONS FROM technology when, in truth, technology should play only a supporting role. As organizations head down the knowledge management road-embracing the world of the Internet, intranets, and extranets-they are also discovering that it is the people and processes supported by appropriate technologies that deliver real results.

Information professionals are re-defining their roles as information technology creates new challenges and opportunities. Librarians, information specialists/scientists/professionals, and so-called "cybrarians," are the knowledge workers with the capability and expertise to connect people with the information they require. This ability to connect people and knowledge places them in an invaluable position that is crucial in building a balanced and sustainable knowledge management program.

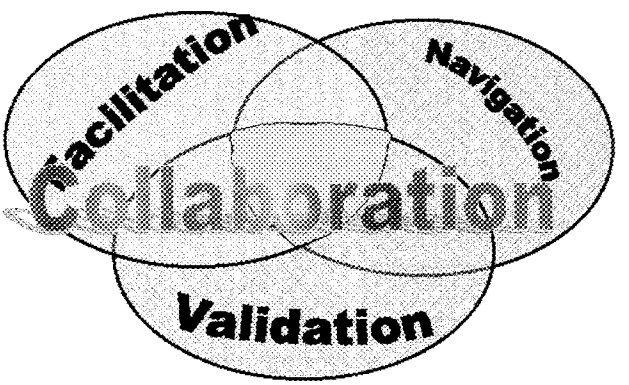
Knowledge management extends beyond the explicit world. Librarians are instrumental in capturing, organizing, codifying, and disseminating information produced in written form or other media. Knowledge management programs now strive to employ the same processes in the tacit realm. Unfortunately, one cannot manage the tacit knowledge that resides in another person's mind. It is possible, however, to manage the environment so that the sharing of that knowledge can flourish. This is a new role for the librarian-the role of an infomediary.

There are four key components to the organizational knowledge backbone:

- Organization of knowledge using a normalized taxonomy that enhances the goals of an organization.
- Availability of information/knowledge when and where it is needed through high-end intelligent access.
- Ability to connect knowledge with the people who created it (pairing knowledge with experts).
- Publication of knowledge so it can be re-used and further shared.

For any knowledge management program to succeed, a collaborative environment must exist. The importance of a knowledge-sharing culture in organizations is well established. Still, corporate cultures are as different as the organizations from which they come. Regardless of the existing corporate culture, however, infomediaries must play a key role in promoting and nurturing a collaborative environment.

Creating a Collaborative Environment



Navigation

The ability to locate key information/knowledge quickly is imperative in today's economy. Navigation includes identifying and providing books, journals, videos, specific data or other materials required to the customer. Locating exactly what is needed requires a sophisticated knowledge of various information products, as well as an understanding of how to obtain information or tacit knowledge from recognized internal and (perhaps) external experts. It requires the understanding and use of Boolean logic to evaluate search engines from the user perspective, as well as knowing what to implement for effective content retrieval.

Networking is a key component of navigation. Knowing or identifying experts in a particular area and pairing the user with the expert for one-on-one exchange can sometimes mean the difference between project success and project failure. Building lasting relationships with experts through knowledge networks can be invaluable. The key or solution to a problem may be found in the mind of another person (within or without the organization) in the form of knowledge gained through personal experience.

Until recently, MIS departments created and designed databases independently, seeking little or no help from information professionals. With the growing demand for content management, however, MIS professionals are beginning to understand the need for "metadata." The cataloging and indexing courses that many information professionals take in library school make us natural contributors to this work. Through effective use of the information professional's capabilities, we create a more solid foundation for resource-organizing activities on the Internet, as well as on intranets and extranets. Codification and indexing of resources are the backbone of the library community; they are some of the things that librarians do best. Collaborative interaction between MIS and information professionals in both the design and deployment of electronic databases allows the user to navigate a wide variety of valuable resources more quickly, more easily and with greater success.

Validation

Once information or knowledge is located, it needs to be validated. (This is true regardless of the source.) We are living in a time in which information overload is rampant, making it necessary for us to filter and aggregate information sources as never before. Infomediaries must ensure that information is correct and concise, is appropriate to the needs of the requester, and, most importantly, that it is from a reputable source. Failure to validate knowledge resources can result in redundancy of effort, slow or incorrect decision-making, and possibly a reduction in customer base or market share. Failure to validate knowledge resources can also result in an irrevocable loss of credibility on the part of the information professional, something that definitely must be avoided.

Facilitation

Both navigation and validation are familiar elements of the information professional's practice. Today, however, information professionals may also need to assume new and perhaps unfamiliar roles. For example, given the increased demand for knowledge or information that does not reside in the printed word, infomediaries can serve as invaluable facilitators. In a truly collaborative environment, knowledge sharing is the norm not the exception. Infomediaries can help break down cultural, technical and psychological barriers in the quest to nurture knowledge sharing. Mentoring, encouraging and training others for knowledge sharing are essential for any knowledge management program to succeed.

Infomediaries are in a unique position within most organizations in that their personal networks transverse their organizations both vertically and horizontally. These personal networks provide a direct people-to-people link. Beyond the myriad explicit knowledge bases available today are the tacit knowledge bases unique to each person, resources that are constantly evolving. The challenge is to convince individuals to share their knowledge and then help them become capable of doing so. None of us can acquire wisdom without the time and effort investment that knowledge sharing demands.

Regardless of the existing corporate culture, however, infomediaries must play a key role in promoting and nurturing a collaborative environment.

There are many barriers to communication in any organization. Since people put all of them up, we must take responsibility for removing them. Some of these barriers are cultural in nature: language, ethnic, or geographic for instance. Cultural sensitivity will help to overcome many of these obstacles. Technical barriers, such a lack of skills in using specific hardware or software, can be lessened or eliminated by offering appropriate training. Encouragement and support can diminish the technology-based fears that some people may experience.

The primary barrier to knowledge sharing is a lack of trust. A person who receives information must be able to trust that the information shared is the best available, and the provider must trust that the receiver will use the information in an appropriate way. It is when an organization can achieve that level of trust that true knowledge sharing occurs.

Technology can be used to facilitate knowledge sharing when appropriate. It may take the form of online discussion forums or publishing on a corporate intranet. Irrelevant and stale content in either arena does not attract conversation or interest. A search for knowledge that returns outdated or inaccurate information will not generate the conversations that can lead to innovative products or processes.

There are three components to creating a collaborative environment as discussed above: navigation, validation, and facilitation. Each of these components is important and can stand on its own merit, but it is only when all three components are interactively engaged that a collaborative environment can flourish.

Leverage Existing Skills

For an organization to move from the old paradigm of "knowledge is power" to one in which collective knowledge sharing is power requires the leadership and skills of highly motivated information professionals. Knowledge infomediaries bring capabilities that even the most sophisticated KM technological systems cannot offer. It is the human element that often decides if a KM initiative will succeed or fail. The skills that the infomediary brings to knowledge management are:

- Information selection and integration skills
- Information organization (micro and macro) skills
- Interface selection and design combined with training skills
- Searching, finding and usage (analysis, packaging, reporting skills)
- High-level information literacy skills
- "Sherlock Holmes" instincts
- People person (networking, nurturing, mentoring skills)
- Credibility

Although for some it is a challenge, it is still a key responsibility of infomediaries to nurture, facilitate, and maintain the quality and relevance of content available within any knowledge management endeavor by leveraging their expertise and experience gained in library and information management.

Final Thoughts

The purpose of any knowledge management effort is to make knowledge visible and accessible throughout the entire organization. To achieve that goal requires the creation of an infrastructure that includes people, technology, tools, and practice. Of course, the most of important of these elements is people. Infomediaries are unique individuals who understand how to capitalize on information technology, maintain a synergy between traditional and new information practices, and facilitate knowledge sharing. As Tom Davenport argues, "Successful knowledge transfer involves neither computers nor documents, but rather interactions between people."

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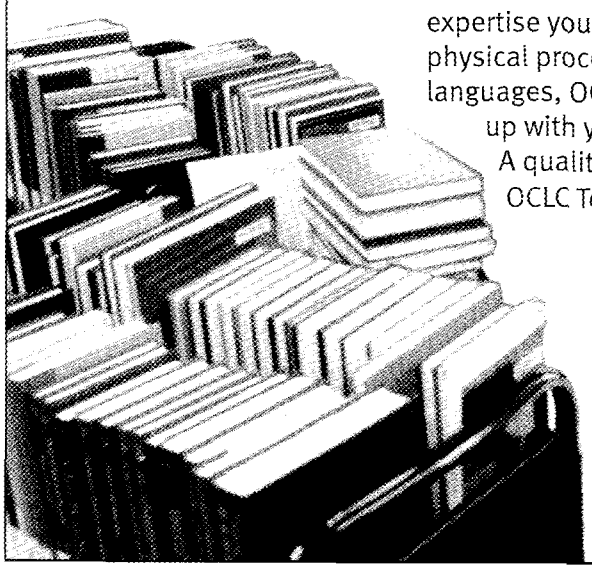

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Bringing Us Back to Life: Storytelling and the Modern Organization

by Seth Weaver Kahan

Seth Weaver Kahan, a performance artist and professional storyteller, is also a senior information officer at The World Bank. He can be reached at skahan@worldbank.org.

What Does Storytelling Have To Do With Business?

WHEN I TELL PEOPLE THAT I USE STORYTELLING IN MY JOB, I USUALLY receive confused looks in return. 'It sounds novel and interesting,' they wonder aloud, 'but what does storytelling have to do with business?' Well, a great deal more than you might imagine.

Storytelling is one of the oldest and most powerful devices for building community.

For thousands of years, human beings have gathered in community to share their stories, to listen and learn about themselves, to what their lives are about, and how their common values are acted out in the world.

Storytelling is a powerful tool to launch change.

"Time after time, when faced with the task of persuading a group of managers or front-line staff in a large organization to get enthusiastic about a major change . . . storytelling was the only thing that worked," argues Stephen Denning, former program director, knowledge management at The World Bank and author of *The Springboard: How Storytelling Ignites Action in Knowledge-Era Organizations.*

Storytelling is an effective way to share knowledge.

According to Larry Prusak and Don Cohen, co-authors of *In Good Company, How Social Capital Makes Organizations Work*, "Storytelling is increasingly seen as an important tool for communicating explicit and especially tacit knowledge - not just information but know-how." [See *Information Outlook's* interview with Larry Prusak in this issue for more on storytelling.]

Experimental Theater and Rites of Passage

I have been a performance artist since 1978, producing and performing experimental theater. Over the years I have produced many events in which audiences and performers worked and played together in creative and unusual ways. I see collaborative art as a form of social engagement.

Through this type of performance work I have developed an interest in rites of passage that empower individuals to make social contributions. These ceremonies can be a social infrastructure which transforms the participant from a child, who is dependent on community, to an adult who can make unique and valued contributions. Some of these ceremonies can serve as valuable models for the world of business, and specifically for the field of knowledge management.

In my work as a senior information officer at The World Bank, I coordinate the professional and community development of the 900+ technology and information services staff. This community includes people in offices around the world who put satellites in the sky, PCs on the desktop, develop enterprise software, run and deliver our library systems, intranet, extranet, and so forth. Helping them interact with each other to promote effective collaboration is part of my job.

A Story about Storytelling . . . in Business

Not so long ago, an inter-governmental group of chief information officers (CIOs) gathered to explore how organizations were building successful knowledge management (KM) initiatives in cultures in which information hoarding, competitiveness, and secrecy were the norm. This group invited me to share how my background and experience could help to build community in a business setting. But I wanted to do more than talk about it. I wanted the CIOs to *experience* this type of community building in the context of KM.

So, I drew on my experience in ritual to lift the context from daily work to the larger contribution that people and organizations are making. I then set the stage by telling my own story and inviting others to share their stories. This approach led to a blossoming of openness and collaboration that was remarkable. Let me give you a deeper sense of what it was like.

Elevating the Context with Poetry

I begin by sharing my own story: how I made the journey from performance artist to senior information officer. I start with my story for two reasons. First, I have learned that *how* we share is equally important as *what* we share,

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so I like to start with something I can do in a relaxed and comfortable way. Second, I model the same vulnerability that I later ask of the participants by sharing a personal perspective, yet without going overboard into "touchy-feely group therapy."

I connect my interest in rites of passage with the social transformation of organizations. Our companies are bumbling along, trying to help staff move from a dependent, childlike relationship with the organization, to an adult connection through which shared leadership and more meaningful contributions are possible. The murmurs and nodding of heads in my audience tells me the CIOs can relate to this.

I then ask my audience to indulge me by listening to a poem that I often use in my performances. This poem is called the "Prayer of the Three Times." [NOTE: One source of the prayer is *World as Lover, World as Self* by Joanna Macy.] I tell them that when I am finished reciting the poem, I will ask them to share something about what they experienced as listeners. They shift in their seats, noticeably uncomfortable. I have seen this before, of course, and I reassure them that participation is entirely voluntary. I let them know that any response is acceptable, including, 'The poem did nothing for me,' or 'I didn't like the poem.' All I ask is that they listen to the poem and be prepared to share their experience.

With this introduction, I pick up a Tibetan prayer gong, a small bowl that makes a wonderful sound when struck, and I ask them to listen quietly. The poem is an improvisation, but here is a brief version of what I say:

Gonggg . . .

If time was not an obstacle and we could invite all of our ancestors to be here, present with us, what would they tell us? If our grandparents . . . and their parents . . . could be here, what would they have to say about our work in the world?
And if the ancestors of other species could be here: eagles, elephants, snakes, and fish . . . the mountains that are now dust, the clouds that have become part of the sea, the rivers that are now dry . . . what messages would they have for us and how we live our lives?
Hear me, ancestors, you are not trapped by the narrow views we hold, by the constraints we place upon ourselves, and the politics of our workplace . . . What do you have to tell us here, today about what we have to offer the world?

Gonggg . . .

If time was not an obstacle and we could invite all of the children-yet-to-be-born here with us now, what would they tell us?
If we invited the children-yet-to-be-born of all species: the caribou and antelope, the coral snake, the currents not yet formed deep in oceans, the clouds not yet assembled, and the winds not yet blown . . . and our own children . . . and their children . . . and their children . . .
Hear me, children-yet-to-be-born, help us remember that the world we are building is the world you will inherit. Help us to create a world worthy of your spirit.

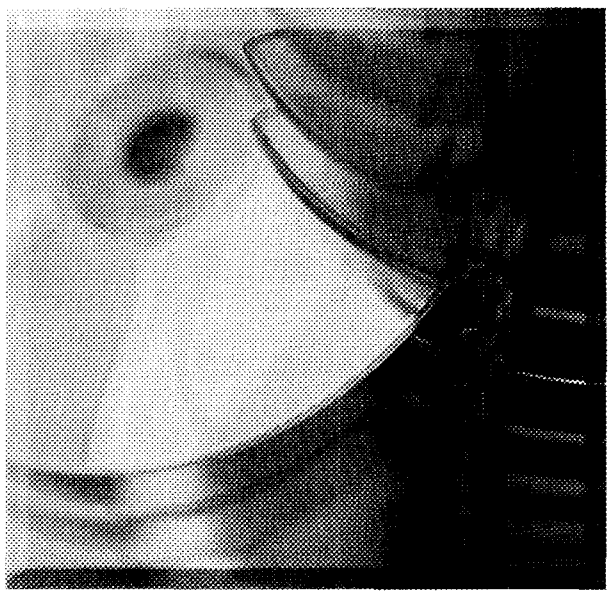
Gonggg . . .

If space was not an obstacle and we could invite all beings in the world to be here, present with us now, what could we do together?
If the bushes that line our streets, the clouds that fill our skies, the mountains on the horizon, the great seas and rivers, the ravens, the elephants, the mountain lions, and the salamanders, the strangers on the other side of the world, and our own children, partners, lovers, friends, and colleagues could all gather together . . . could we lean on each other, learn from each other, and move forward together? What could we . . . would we . . . do?

Gonggg . . .

I am silent. The room is silent, too. It is one of those moments when an entire gathering becomes completely still, almost suspended in time. Everyone is together, all consciousness drawn into the moment . . . hovering . . . listening . . . being. It's awe-inspiring.

I then reveal another unusual object: a Cherokee "talking stick." It's a ceremonial stick made for me by a Cherokee medicine woman. It's visually stimulating, adorned with traditional symbols: fur and antlers, feathers and paint. Every nuance is rich with meaning. I explain a few of the



symbols as they have been explained to me. I tell the group that I am not going to be indoctrinating them into an alternative spirituality group, but that we are going to use the stick as a symbol. The stick will be our symbol of sharing truth; truth with a little "t," not a big "T." I am looking for individual truth, the kind that comes simply from speaking honestly. I explain that we pass the stick around and everyone has the opportunity to share. It's also okay to pass, not saying anything. And, it's okay to speak on an unrelated topic if that's what you have to say. Finally, it's okay to just hold the stick in silence.

Storytelling in a community context holds the potential to revitalize the way we do business.

I offer the stick. There's a pause. I have learned that silence is often necessary for thoughtful sharing. After a bit, someone takes the stick. It's my turn to listen. What I hear blows me away.

Personal Storytelling Builds Community

One CIO shares how the poem reminded her that she misses her parents. They died just three years before. She recalls how they each guided her in subtle and small ways, how she depended on them, and now that they're gone, she's on her own. She thought of them when I mentioned "ancestors" and she wondered what they would think of her work in KM and what they would tell her if they were still alive.

A gentleman from a large organization known for its secrecy and close relationship to the U.S. Department of Defense wonders aloud, 'How will my organization's goals contribute to the world in which my grandchildren will grow up?' He tells of the culture of invulnerability and competitiveness within his group, and reflects on what these norms imply about core values. He ends by speculating on what contributions he can make as CIO to see his organization reach its *human* potential.

A consultant in the group shares some of her experiences conducting corporate interventions. She says this is one of the quickest techniques she has ever seen for engaging people in the deeper implications of their work lives. She connects the experience to ancient ceremonies in cultures the world over, and wonders what treasures we have lost in our rush to be civilized.

The storytelling unfolds in a quiet and relaxed pace as people take the time to let deep thoughts surface, and to listen to each other without interruption.

Soon it is time to close. There seems to be a consensus that we have only just begun to discover who is in the room, beyond the job titles, and what deeper issues concern us. It has become apparent that by calling the whole person forward to discuss business issues we get a far more thorough perspective. Our increased rapport helped us to draw on personal experiences that are not normally available as resources in the business world. After we break, people linger for a long time, discussing what happened and how they can apply it when they return to their organizations. People call me aside to tell me over and again, "Important qualities of our community emerged with each sharing. We got to know each other in essential and relevant ways."

The Meaning of the Session

It's important to let you know that this kind of experience doesn't appeal to everyone. I've shared this poem literally hundreds of times in corporate settings. On one occasion, a person walked right out of the room when they heard what I was going to do. Some don't respond positively. However, the value of this type of work is found in the participants' authentic responses, whether or not they endorse the method. So even the statement made by walking out can reveal value, if it is followed up sensibly.

What happened here? Is it a contribution to the world of business? I think so. First of all, this type of community storytelling invites the whole person into the workplace conversation-tacit knowledge and all. Storytelling in a community context holds the potential to revitalize the way we do business.

Second, the end product of this type of interaction is people working better together. Communities are nurtured, and social capital-the trust, reputation and the shared values that contribute to a healthy culture- is increased and fortified. Work teams gain a deeper appreciation of members' strengths and weaknesses. The authentic participation of staff creates a platform for a higher quality of work. Indeed, the ancient art form of storytelling can contribute to the world of business. It brings our human community back to its deeper purposes. Storytelling brings us back to life.

Storytelling Builds Community

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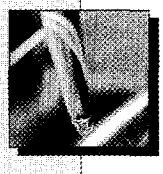

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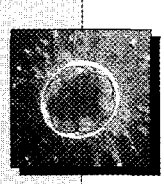

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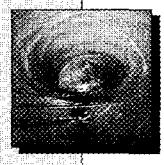

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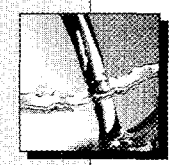

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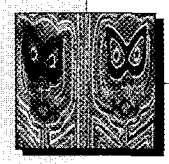

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ELSEVIER SCIENCE

What is True?: Looking at the Validity of Shared Knowledge

By Nancy M. Dixon

Nancy M. Dixon is professor, Administrative Sciences at The George Washington University and author of Common Knowledge: How Organizations Thrive By Sharing What They Know. She can be reached at nancydixon@commonknowledge.org.

How Do Employers Manage Local Knowledge for Organizational Advantage?

MORE AND MORE TODAY, I FIND EMPLOYEES SEEKING THE KNOWLEDGE they need to do their jobs from their peers. They may locate a "best practice" in the company database, or ask a question of an on-line network. New knowledge may result from a conversation with a colleague who is just down the hall, or from a phone call made to a contact who is halfway around the world. Organizations are encouraging this kind of knowledge sharing, even insisting upon it. Knowledge exchanges like these reveal a new appreciation for the knowledge that employees gain simply by doing their work, or what I call "local knowledge." Today's employers increasingly regard this local knowledge as a valuable asset, and are trying to figure out ways to manage it for organizational advantage.

I have studied how employees share the local knowledge they develop, and documented the many ways this happens in my book, *Common Knowledge*. What also interests me, however, is how employees determine if this borrowed local knowledge is valid, i.e., how they make the decision to apply what someone else learned from experience to their own situations. It is an important issue, in my view, because we are now in the middle of a change in how we think about the validity of knowledge within our organizations.

When knowledge comes to us through the organizational hierarchy, the question of validity is somewhat less worrisome than when it comes directly from a peer. For example, when a manager gets a memo from the head office saying that managers need to function more like coaches, accompanied with a list of actions to be taken in order to accomplish that directive, there is some tacit assurance that the knowledge contained in that memo is valid. Or an engineer gets a note from the corporate technology group that says, "Here are the standards and tolerances to be used on the FCC unit - implement them immediately so you can improve your yield." While we, as employees, may not agree with the knowledge—or find it particularly helpful—we are nevertheless freed from having to make a decision about its validity. The organization's "stamp of approval" handles that for us.

It can be a very different story, however, with the knowledge that employees obtain from their organizational peers. For example, an economist might receive an email from a colleague describing a better way to model the factors that influence costs and benefits in business development decisions. Although this colleague encourages the economist to employ the new model, the latter already uses a different model. Who is to say that this new approach is better? Or consider an engineer who, when visiting a sister plant, notices that the plant is using a very different process to repair converters than the one used at her plant. How is our engineer to know if this alternative process is more effective?

With technology and products changing rapidly in nearly every industry today, it is unlikely that either the engineer or the economist will be able to run every idea up the organizational ladder to see what the top-level experts think about them. And even if there was time, the people at top don't know about the all kinks in the machines that the engineer faces or which cost/benefit arguments will be most persuasive to the economist's management team. It is the engineer and the economist who have that knowledge, so it is they who will have to judge the worth of the knowledge they are receiving.

Of course, this phenomenon is not dissimilar from what happens when I search the Internet for information. If, for example, I look for information on "how to handle a lingering cough," I will receive a host of answers, through which I will need to sort for what is useful. Yet I have little concern that most of the responses are pure drivel! On the Web, there is no official source for determining validity. Anyone can write up and post their "knowledge." Still, I feel reasonably capable of determining what is and is not useful to me. But how am I making those decisions? More importantly, how do the borrowers of organizational knowledge make decisions about the validity of what they learn from their peers? As I look at what is taking place in organizations today, I see borrowers relying on three primary criteria: fit, experience, and relationship. Let's take a closer look at each of them.

Fit

Fit is probably the most frequent criterion that knowledge borrowers apply. They ask themselves, "Is what the other person is offering a match for my situation?" As observers we sometimes disparage this criterion by labeling it "not invented here," and view it as just an excuse for the borrower not to try the new idea. But more often that not, the question of fit is a legitimate one. After all, the knowledge that we borrow from another part of the organization is not generalized knowledge. Instead, it is developed locally, out of someone's experience, making it specific to that situation by definition. What worked in one situation may not, in fact, work in another. The person who is best positioned to make that decision is the person who functions day in and day out in the new situation.

How do the borrowers of organizational knowledge make decisions about the validity of what they learn from their peers?

If, as I suggested earlier, local knowledge is growing in importance to organizations, then this trend will require firms to also value their employees' abilities to make their own choices about the usefulness and applicability of knowledge to their situations. In a sense, the usefulness of local knowledge and the ability to judge the usefulness of that knowledge for the local situation are two sides of the same coin. And this ability to determine usefulness is a critical part of the exercise of judgment for which engineers, economists, and a wide variety of other "knowledge workers" are compensated by today's organizations.

Experience

A second criterion that organizational knowledge borrowers use is the level and extent of experience attributed to the knowledge source. I came to understand the importance of this factor firsthand during a company list serve discussion about a technical issue in which both engineers and operators were asking and answering each other's questions. Typically, the name and affiliation of each contributor appeared as part of the message. But due to a technical challenge, a few messages were sent out in which the person responding was identified only by a series of numbers. Several participants voiced the concern that they could not determine the sender's level of experience, leaving them without the necessary data to apply the "level of experience" test to help determine the answers' validity.

Returning for a moment to my Internet analogy, we can observe the many chat rooms where people who have shared an experience, such as drug addiction, cancer, or the loss of a child, can learn with and from each other. It is their personal experience that makes their knowledge useful and acceptable to others in the community. The real value to others is not "expert" knowledge from doctors, but the practical knowledge created from the experience of living through very difficult times.

Using the level of experience of the source as a way to determine the validity or his or her knowledge makes sense when the knowledge being shared was developed experience.

Relationship

Finally, knowledge borrowers judge validity on the basis of their relationship to the source of local knowledge. It is quite natural that we tend to trust what we learn from people we have met more than the knowledge of those who are unknown to us. We are more likely to call someone we know (or even someone who knows someone we know) over a random name located in the company yellow pages. Once we make the call, we are more likely to see their knowledge as valid if we have a previous relationship with that person. The motto, "Never accept knowledge from a stranger" is lived out each day in the world of organizational knowledge sharing.

When organizations support and encourage communities of practice (CoP) for knowledge sharing, it is this relationship criterion on which they are focused. There is a growing understanding that if people are to trust each other's knowledge, they must first know each other.

Expanding the criteria for validity

The three factors of fit, experience, and relationship may not be the criteria we would expect employees to use in making decisions about whether to adopt local knowledge. Instead, we might predict that such decisions would be based on data, expert opinion, or scientific evidence. But these are the criteria of the impersonal world of science, the realm of empirical data. The knowledge considered in this article is gained from practical, local experience. When we share knowledge learned in this way we are, in effect, sharing a part of ourselves. Such knowledge is anything but impersonal. I don't want to go so far as to say these three criteria of fit, experience and relationship replace the harder criteria of data, expert opinion and scientific evidence, but in this new knowledge economy, perhaps they are given greater weight, and have, quite appropriately, moved up in prominence.

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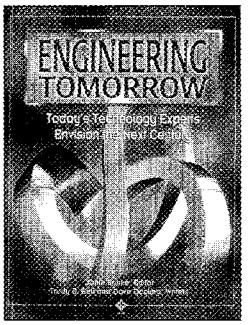

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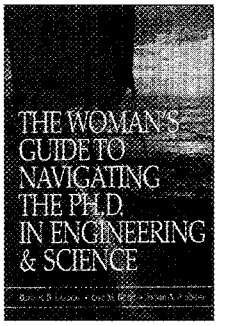

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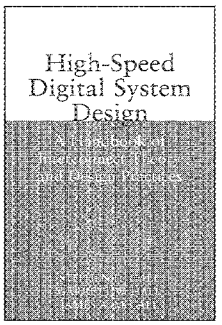

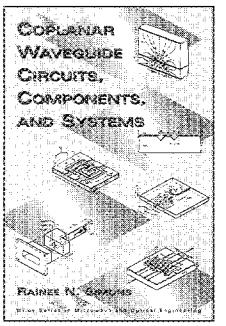

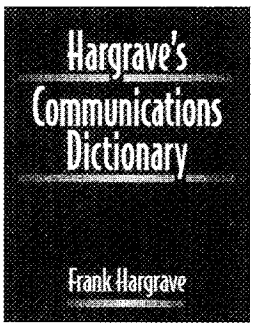

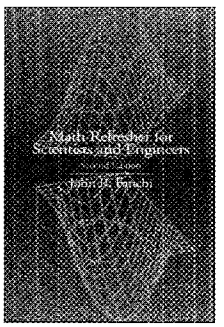

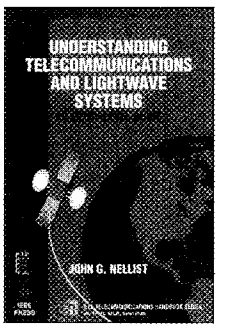

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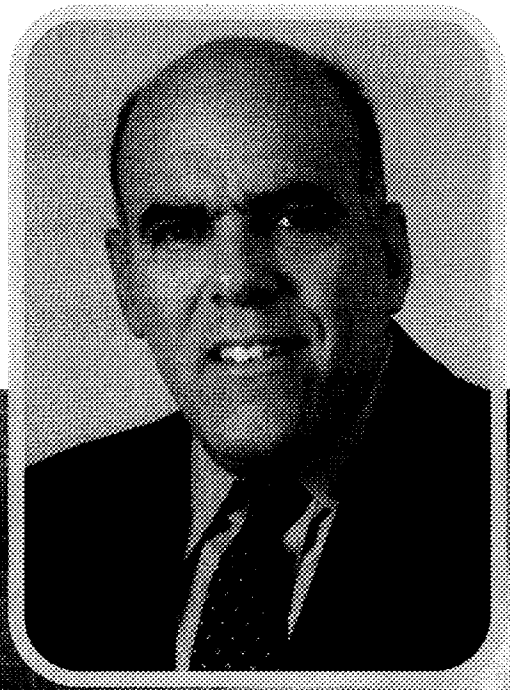


Keeping Good Company: A Conversation with Larry Prusak

by Jeff De Cagna

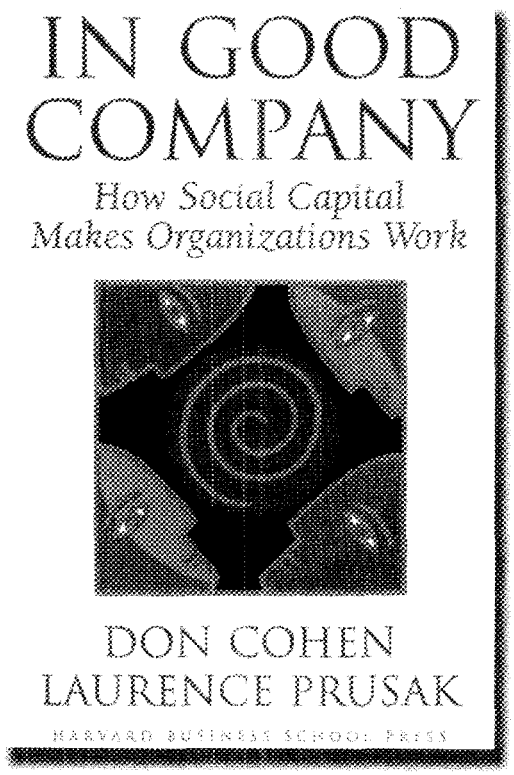
Jeff De Cagna is managing director, Strategic Learning and Development for the Special Libraries Association. He can be reached at jeff@sla.org.

A Word to the Wise: Don't Dismiss Social Capital

IT'S AMAZING HOW MUCH OF WHAT WE DO NOT SEE GOING ON INSIDE

our organizations actually influences our effectiveness. One of the most powerful, yet invisible phenomena of the modern workplace is "social capital," the shared commitment to others that makes collective action possible. We wanted to learn about the critical role that social capital plays in the modern organization, so we asked Larry Prusak, executive director of IBM's Institute for Knowledge Management and co-author (with Don Cohen) of the recent book, *In Good Company: How Social Capital Makes Organizations Work* (Harvard Business School Press 2001) to explain it to us. If you attended SLA's 1999 Annual Conference in Minneapolis, you probably heard Larry's provocative keynote address. The good news: our conversation with him was just as provocative!

A word to wise: don't dismiss the concept of social capital as yet another fad designed to sell books. Whether you're aware of it or not, social capital impacts your work as an information professional, and your awareness of it can transform you into an impact player within your organization. But you'll need to change the way you work and, quite possibly, the "company you keep!"



Jeff De Cagna: *What was it that inspired you and Don to explore the concept of social capital in a book?*

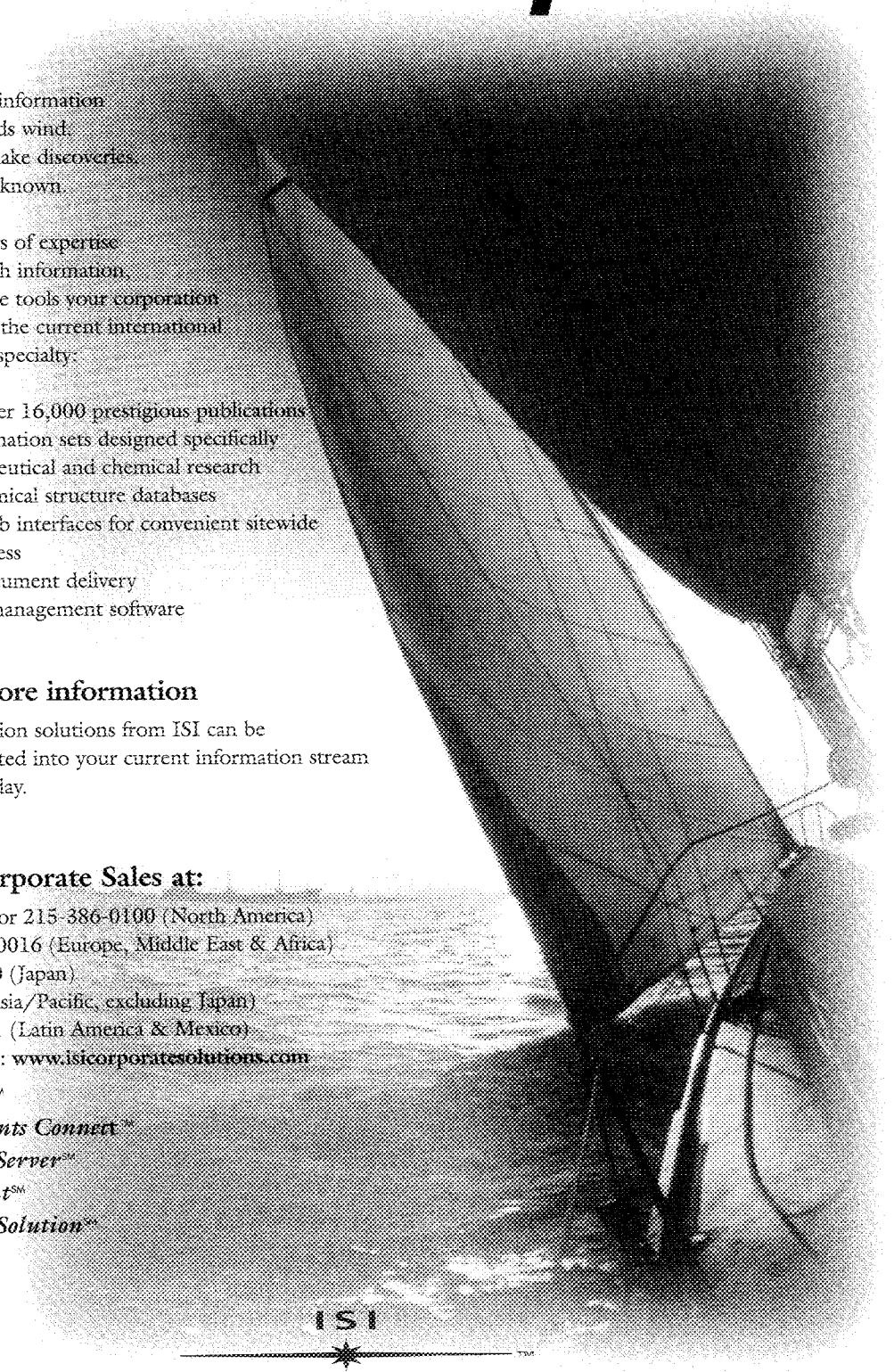
Larry Prusak: Well, I have done a great deal of work with The World Bank. Since World War II, the World Bank has put infrastructure-dams, roads and the like-in place to help countries pull themselves out of poverty, but to very little avail. In fact, you could make the argument that large parts of the world are poorer after 25-50 years of this activity. It occurred to me, and to the World Bank, that in the absence of social capital to effect institutional and cultural change in these nations, pure infrastructure will never change behavior.

The same insight can apply to consulting activities. Many consulting firms say that "people, process, and technology" is the vital formula for how a firm works. The World Bank believed this as well, but it is not true. All firms have people, and big firms have a great bell curve of people so that they are not all geniuses, and they are not all idiots. All firms have processes or they couldn't do what they do, and all firms have technology in some form. So, we came to the conclusion, just like the World Bank, that it is the space between people, process, and technology that makes all the difference: the "whitespace," the culture, the norms, the attitudes, the networks-the social capital-that really makes the difference.

JD: *What do you think has changed in organizations over the last decade that makes it more important for us to be paying attention to social capital than we have in the past?*

LP: The two V's, volatility and virtuality. Anyone who owns one share of stock knows about increased volatility today. The stock market goes up 200-300 points one day, and it drops the same amount or more the next day. This type of volatility is a big part of the dot-com craze. The dot-coms are constantly on the edge, laying off people here, hiring people there. They don't know quite how to

Harness the power



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react to a volatile world they helped to create. Unfortunately, when companies react by laying people off, it disrupts long-term networks. This disruption, in turn, damages knowledge formation, and it really injures the psychological contracts between organizations and their employees. This is one phenomenon we're trying to counter.

The other force is the whole notion of virtuality. Now, I am far from being a Luddite. I use technology in my work. The idea, however, that work is solitary, that a "free agent" or "road warrior" with a laptop alone, not plugged into networks, and not seen in person by his or her colleagues is somehow more efficient and effective than those working face-to-face with others is simply wrong. Work is deeply social.

I understand, of course, that there are times when you need to be at a distance, but the optimal situation is when there are arguments, passion, face-to-face discussion, with people being there. The closer you can get to that, the better. We try to offset both of these ideas, virtuality and volatility, with the idea of social capital, and that is new stuff.

JD: *Which of the organizations you researched for your book impressed you the most by how they are thinking about and investing in social capital?*

LP: Without question, it was SAS and UPS. UPS is really just a great American firm. They really care about certain values and they stick to them, come what may. SAS was recently voted one of the best firms to work for in the United States by *Fortune* magazine. They have less than three-percent turnover, and it is a software firm. I think the next largest software firm has something like 46-percent turnover. These firms are aware of the importance of social capital. Although they may not use the actual term, they are deeply aware of norms, values, treating people a certain way, retaining people, letting networks form, all the ideas we discuss in *In Good Company*.

Other firms do this work well, too. I mean, Hewlett-Packard is a good example, but H-P's recent difficulties show that it is not the silver bullet. There are firms that have high social capital and fail, and there are firms that have low social capital that have been successful. We are not talking about a holistic thing. There is nothing on Earth like that.

JD: *Something you point out in the book that I think is of particular importance to our readers is how we use the terms "network" and "community" in an interchangeable way.*

LP: Yes, and I'd throw the word "practice" into the mix as well.

JD: *Absolutely, and the question I want to ask you is what are the key differences among these ideas and why must we keep them in mind as we think about the idea of social capital?*

LP: It's a very important question. Networks are people who are connected in some way, so they recognize each other. If I said all the graduates of New York University at IBM are a potential network for fund-raising, that would be very legitimate, and they are. I get notes, "I am a graduate of NYU," and I occasionally get notes, "Well, we are collecting money," on this or that. I am part of this network, and a network clearly has no limit in size. A network just means people who are connected in some way who acknowledge the connection.

A community really is a different matter. In a community, the difference is altruism. A community implies that its members will act in a certain way, perhaps even against their own self-interest, to help another person. This is not true necessarily with a network. A community, whether physical or virtual, implies an extra level of care, of effort, of passion that will make you go out of your way to help another person, either proactively or in response to some need. Clearly, this is not same thing as a network.

A "practice," which is a very good word and is very important in thinking about work, implies people who know how to do a certain thing and the whole habitat of knowledge about that activity. Let's take cardiologists. There is a practice called cardiology, which includes codified knowledge, such as books on the physiology of the heart. It includes tacit knowledge. After all, not all surgeons are the same. They have legends, stories, and lore. Then they have the artifacts. A practice includes the technology. There are all sorts of heart monitoring devices that are coming out every week.

So, now let's take IBM, where I work. Clearly, there are all sorts of networks-people who are members of the IEEE, people who are members of SLA. There are also communities, such as a community of people who are deeply interested in knowledge management at IBM, and we all know each other and we help each other out. Finally, there is a practice of people who do information consulting, and that practice includes codified knowledge of products and services, non-codified tacit stories, and technologies. So all three things are there as they are in any organization. Although they mean different things, they get lumped together by sloppy thinking.

JD: *And to continue along this thread, would you say that there is an appreciable difference to be considered when thinking about how each of these forms of connection contribute to social capital?*

LP: I think networks, the way I am defining them, are useful to social capital. But community really is the basis of social capital. It's the single most important factor. In communities, people help each other without asking about a *quid pro quo*. There is generalized reciprocity, i.e., people work with each other without wondering what they are getting in return. This is the basis of retention in organizations. Very few people are extremely loyal to their organizations, but they do feel loyalty to the informal networks or communities that are the basis of their learning.

JD: *In In Good Company, you wrote about the idea of "ground truth" inside the organization. From my understanding of this concept, ground truth can be quite a harsh reality, and this would be particularly true for the organizational newcomer. I am wondering what networks and communities need to do to address this concern and at the same time work to build social capital around the fact that ground truth is actually discussed?*

LP: When people join organizations, they quickly connect to certain networks and communities. It doesn't take long for them to do it. And when they do, especially with communities, people start telling them what it is really like to work in the organization, both the pluses and the minuses. In my experience, most people welcome that even though it may be harsh. They welcome hearing the truth over what the HR Department tells them or what they read in their orientation materials. It actually helps them bond with their co-workers rather than with the firm. They bond to these communities. They bond to networks. They do not bond to the firm, at least not the big firms.

JD: *Most SLA members know you for your extensive work in the area of knowledge and organizations. From your place at the IBM Institute for Knowledge Management, what is your assessment of the current state of knowledge activities in organizations, and where do you think we are going over the next few years?*

LP: Well, I think we are at a crossroads, frankly, in the whole knowledge movement. It is my impression that about 70 percent of government agencies, large firms, even small firms are doing something around knowledge, which is a big success with respect to activity. The crossroads on KM can lead us in one of two directions. It can go in the direction of the quality movement, which was a big success and really helped American companies in world business. We have embedded quality principles in our perspectives and in the routines of work to such an extent that you don't hear them explicitly discussed much anymore. You no longer have as many vice presidents of quality or magazines and books about quality because we do it, especially in a number of manufacturing firms. So, that is one road that knowledge management can travel.

Knowledge management can also go the road of reengineering, which was a failure and which hurt American business. Reengineering was flawed from the very beginning by bad thinking, and it has just completely gone off the landscape. I am a little worried about which way KM will head. I do my best at IKM, and people in other organizations do as well, to keep KM as a real subject, as something that is true and honest. Still, companies are always asking the same question: what is the immediate payoff? Once you ask a question like that, you get into reengineering land rather than a substantive look at how knowledge is used in organizations.

So, I'm a little concerned, even though we may have to close membership in the Institute soon because we have so many companies wanting to join. Clearly, things are going on, but I don't know what the future holds. Five years from now, it will be interesting to see what happens.

JD: *I have heard you say that you and Tom Davenport wish you could take this term "knowledge management" back.*

LP: Yes. It is really working with knowledge. You can't manage knowledge, per se. It is not a thing that is manageable. You can't manage love or honor or patriotism or piety. It is clearly working with knowledge, but the words got out there and there it is.

JD: *And it is clear that you are not someone who favors the techno-centric knowledge management approach.*

LP: I think it is a disaster.

JD: *So the question is do you think that organizations are beginning to get the message here?*

LP: You know, it is much easier to buy technology than to think. I mean, if you get some senior executives in a room and you are a persuasive person, you can get them to buy technology. Sure, maybe they need the technology, but what is really hard is to get them to sit still and think through the issues of where the knowledge resides in the organization, what should be done with it, what the organization knows, doesn't know, and needs to know. Even if you offer frameworks and methods, it is tough. We sell a great deal more technology than we facilitate one-day strategy sessions, which is something we offer that would be infinitely more valuable to most organizations.

Don't get me wrong. I think technology is a fine thing. I am not against it at all, but it should be thought about more and then pursued after you understand where you want to go with it. Unfortunately, organizations and their leaders think they are stuck with technology in many

ways. They are so accustomed to buying what they need, and there is a huge industry pushing it to them. Well, very few people are pushing "reflectiveness" and thoughtfulness. Maybe some people are, but it is a small group saying, "Let's think this through. What do we need to do? Why are we trying to do it? What return would we get, and how might we measure this return?" These are very legitimate and important questions.

So, yes, I think the technology push in knowledge management is very strong and very hard to resist. If it wins, it will sink the subject.

JD: *You obviously are concerned about the growing virtualization, not just of our organizations, but also of our society in general. What is your take on how we strike the appropriate balance between "high tech and high touch?"*

LP: You need a good mix. You know, a number of studies have actually tried to quantify how often a global team or a virtual team needs to meet to prevent entropy from occurring. The consensus seems to be at least quarterly. So I think you must have a mix. Of course, you can't tell people to eschew the virtual tools that are available to them. On the other hand, if they don't meet regularly, you will have entropy. You will lose passion, and the spark of innovation. You will lose more than you gain.

JD: *I loved the story in the book about the informal survey taken at Logan Airport. Was that you?*

LP: Yes. It's a true story. All of my life, I have taken that flight from Boston to New York City. And what I've found is that these flights are always crowded. From 6 am to midnight, they are always full, in both good times and in bad. I wondered, "Where are all these people going?"

So when my wife called to say that I didn't have to fly that day, I decided to ask them. You know what? They are all going to meetings, and about 50 percent go to internal meetings. When you ask people why, they say, "I have to be there." I asked them why they didn't do a videoconference? It costs them a $500 plane ticket and a long cab ride from the airport to be there in person. It is an unpleasant day. Why not do it via video? They say, "No, I have to be there. I pick up the cues, the non-verbal text of the conversation. If you are not there, you are nowhere." This is a constant, just ask people.

I have been in trouble at IBM for saying this, but I am not aware of anyone who telecommuted ever having been promoted to a solid executive position, and I think librarians, to be candid, who buy into the technological response to work will never be anything but librarians. If they have any ambition, they had better show up. If you want to get somewhere, you have to be there. It is as simple as that.

JD: *What do you think that information professionals can be doing, should be doing to nurture social capital within their organizations?*

LP: I think they need to learn new algorithms. As far as I'm concerned, most information professionals have the right stuff to be very valuable in their organizations. They are altruistic, smart, usually sociable, and have good insights. Unfortunately, information professionals are very focused on information, thinking that it is the key unit of analysis, the most important thing in an organization. Well, it isn't. It never has been, and it never will be. "The right information to the right person at the right time" is not a good algorithm for success of an organization. I would be happy to defend that statement. It is not the right formula. Instead, I would say that "access to the right knowledge at the right time" is much more valuable.

Knowledge makes a difference, and networks and communities make a difference. So, I would encourage information professionals to move away from managing information to working with knowledge. They should participate in building networks and nurturing communities, and work to create situations where people can meet each other. They should get to know who knows what and share that knowledge with other people. This is my advice.

JD: *In the book, you and Don talk about the power of space in building social capital. Do you think we should be concerned about the loss of the physical spaces that we call "libraries" within many of today's organizations?*

LP: Yes, I do, big time. I would fight against it. It may be possible to change the name from "library" to "knowledge node," but if I were a stakeholder in an organization and cared about its success, I would be looking at the library. There is a big study currently being conducted by Stanford University, [consulting firm] Accenture and others on optimal environments for knowledge workers. For me, a piece of the answer must be a comfortable physical space in which to interact with other people. Perhaps the library, instead of housing of documents (something that can be done with technology), can be the place that people can go to meet other people, more of a social space. This would be a really a valuable thing.

But I think we should all watch this very carefully, because this is sure to be a big issue for organizations going forward. Organizations that don't understand physical space will never really have innovative thinking, and they won't attract the best knowledge people.

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JD: *When you spoke to SLA members in Minneapolis two years ago, you asked a pretty controversial question: where is the "science" in library science? Are you still asking yourself the same question today?*

LP: Yes, because I still don't think there is any science there. I think there is a subject called information science, which is a branch of computer science. It has nothing to do with humans or context. It has a great deal to do with the engineering of signals. It is a real subject. Library science, in contrast, is a craft, a practice. It is not a science. Of course, the same thing could be said about management.

I think with information, though, the schools that teach it should really bring in people who understand organizational theory, sociological theory, how people learn, and the like. Now that would be infinitely more valuable than what is taught today. I would throw out 90 percent of the current curriculum and talk about psychology, economics, how organizations work, how people learn, and the role of information and knowledge in organizations. These ideas could fill up easily a one-year or two-year curriculum.

JD: *So what is your take on the role a professional organization like SLA should play in trying to change what and how information professionals learn?*

LP: Perhaps there needs to be a conversation about what is being taught in library schools today. I mean, you know, I have seen thousands of librarians jump on the Web. All you hear about is the Web, the Web, the Web. Let me assure you that people know how to use the Web. They don't need librarians there. As a matter of fact, if anything, I think it probably helps eliminate some of the functions librarians traditionally perform. People can find their own stuff online. But information professionals have really bought into the technological view of their own work, and I think it serves them poorly, because they give up the very thing that often differentiates them: an understanding of the social dynamics of knowledge and information. So if library schools really want to teach something that is very useful and revolutionary, they should cross disciplinary boundaries and invite in faculty with a variety of perspectives to help bolster this understanding.

JD: *One of the things we are looking at pretty closely and that you discuss in In Good Company is storytelling. What advice would you offer to information professionals who want to operate as organizational storytellers or as "gatherers" of the organization's stories?*

LP: Well, I have seen a number of information professionals achieve real success by having speakers come in and tell stories both from within the firm and outside the firm. As [former World Bank knowledge management leader] Stephen Denning will tell you, stories are an important way that people learn. If you have worked on a successful project or, even more valuable, on a less successful project, people really want to know about the experience and they don't want it in a document. A document is two-dimensional, so you don't get the passion and the non-verbal cues when you read something instead of talking to someone in person. People are hardwired to learn from stories and learn from each other face-to-face.

So I think that inviting in, for example, the person who just came back from helping to build a big factory in from China to talk about her experiences is a great idea for an information professional. People would much rather hear the story of the project-its ups and downs-than read a report, that's for sure.

JD: *We like to help our readers get to know the person we are interviewing a little bit better. I know you are a voracious reader. What is the most interesting thing that you have read recently besides, of course, your own book?*

LP: Well, thanks for the last part of your question, because you gave me a good laugh. Seriously though, I recently re-read a new translation from the University of Chicago of Alexis de Tocqueville's *Democracy in America*, all 800 pages, and I loved it. I am struck by his prophetic vision. I mean this guy really understood the persistence of culture and institutions in countries. Even though de Tocqueville wrote in the 1830's, the things he says are still absolutely true today. Of course, he is the founding father of social capital and civic society thinking. He really was the first person to really write about it in an analytical way. This book influenced my thinking a great deal.

JD: *As we close, let me ask you this: what do you love about libraries?*

LP: Libraries are physical places that people can enter without any agenda. I mean, people go to libraries. Do you ever watch them? They walk around. They sniff out things. They look for other people to talk to. They are happy to be there. Unlike most places or organizations, they are happy to be there. I like that welcome feeling.

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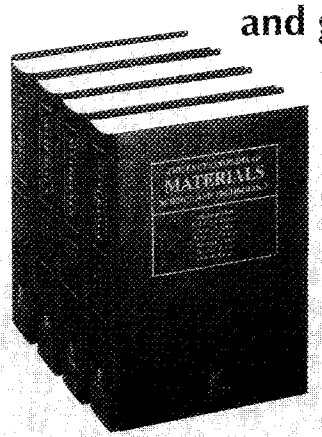

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Will the First Sale Doctrine Disappear?

by Anne Klinefelter

The first sale doctrine is one of the most important copyright law principles for libraries. This doctrine, now codified at 17 U.S.C. section 109, allows a lawful owner of a copy of copyrighted material to lend, sell or give away that material. The exact language is "...the owner of a particular copy or phonorecord lawfully made under this title, or any person authorized by such owner, is entitled, without the authority of the copyright owner, to sell or otherwise dispose of the possession of that copy or phonorecord." This makes it possible for libraries to lend a copyrighted book it has purchased or received as a gift. In fact, it protects the right of the gift-giver to make that donation and allows the library to sell, rent to users or pass along the material to another library as part of a weeding process.

For years, libraries have relied on this principle that describes the rights of the owner of a publication. Cases from the late nineteenth and twentieth centuries established the first sale doctrine as a limitation on the copyright owner's distribution rights after the initial transfer of a copy. When the copyright law was updated with the 1976 Copyright Act, the first sale doctrine was endorsed by Congress with the inclusion of section 109 of the new code. While other countries around the world passed additional laws that required new payments to the copyright owner each time a library lent a book, the United States never passed such "public lending right" legislation and held fast to the full meaning of the first sale doctrine.

When software entered the picture and was recognized as a proper subject for copyright, copyright owners focused new energies on avoiding the first sale doctrine's limitations on their control over each copy sold. In 1990 Congress passed the Software Rental Amendments Act in response to software publishers' concerns that sales of their products were diminished by the development of a secondary market that would rent the software to other users. This amendment narrowed first sale rights significantly by forbidding the renting or lending of computer programs, providing an exception only for nonprofit libraries serving a nonprofit need.[1]

Most special libraries probably do not meet the definition for the amendment's exception because of the nonprofit restriction. It may be a small loss, though, because software publishers are seeking to side step the first sale doctrine entirely. Since the doctrine requires the existence of an "owner of a particular copy or phonorecord lawfully made," the publishers avoid the law by avoiding owners. The publishers now say that they do not sell copies; they sell certain uses of the copy. These transactions are achieved by the inclusion of contracts or licenses that outline the terms of the purchase, take it or leave it. Thus the first sale doctrine cannot apply.
As a greater percentage of libraries' collections are electronic, the idea of the owner is lost. Libraries may not miss the first sale doctrine if they can negotiate equivalent rights at a reasonable price. The difference, however, is that the federal copyright law protected libraries and other users of copyrighted information from an unequal balance of power in the print world. In the electronic world, each library may be on its own.

U.C.I.T.A., the Uniform Computer Information Transactions Act, a model law proposed by the National Conference of Commissioners on Uniform Laws, would further validate these take-it-or-leave licenses. If other states join Maryland and Virginia in enacting this law, or if publishers designate Maryland or Virginia as the choice-of-law state in their license, the first sale doctrine further loses its relevance.

This past year, the first sale doctrine was the subject of hearings conducted by the Register of Copyrights and the Assistant Secretary for Communications and Information. These hearings are required by a provision of the Digital Millennium Copyright Act in order to provide to Congress a joint evaluation of the impact of the copyright law and amendments on electronic commerce and technological development. Specifically, the report must evaluate the effects of the DMCA and the development of electronic commerce and associated technology on the operation of sections 109 and 117 of the copyright. Additionally, the report must include any legislative recommendations that the Register and the Assistant Secretary may have.

At the hearing in late November, Jim Neal (Johns Hopkins) and Rodney Peterson (University of Maryland) spoke on behalf of the Special Libraries Association and several other major library associations. Mr. Neal emphasized that several library activities are threatened by the loss of a meaningful first sale doctrine in the digital environment. Mr. Neal said lending and interlibrary loan should not be different for different formats, nor should access to materials exclude users who are located

Continued on page 55

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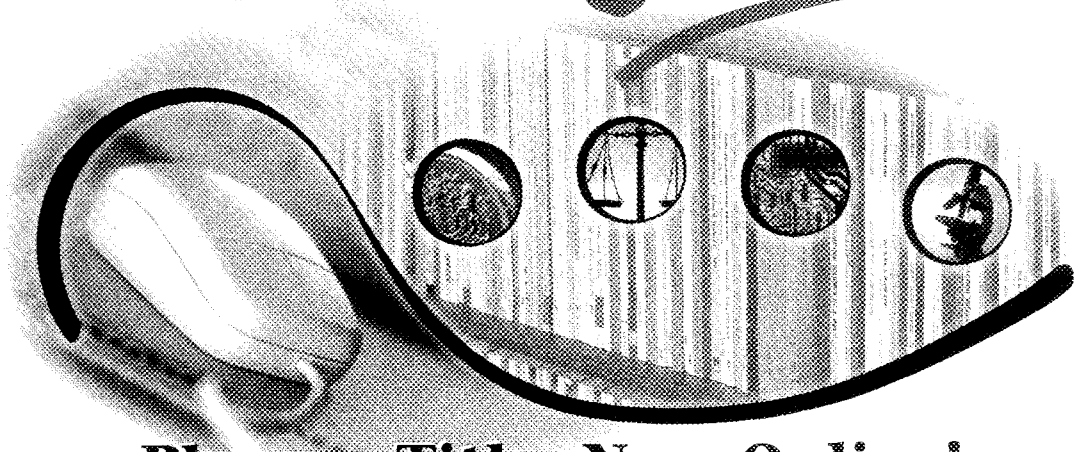

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strategic learning outlook

Find Limitless Possibilities Through Creativity

by Armig Adourian

When I think of an SLA conference on partnerships, the one thing that does not immediately spring to mind is creativity. Yet, creativity was a key element in this year's Strategic Learning Symposium—Powerful Client Service: Creating Indispensable Partnerships—held in Savannah, GA this past January. The conference reinforced the idea that creativity is an evolving process. I learned that creativity is partnership, and partnership is creativity.

This year's Symposium had many components to it, but the one that goes hand in hand with creativity is storytelling. The focus on storytelling as a way to bring out creativity in partnerships had me convinced that this was something collaborative that I could try when I returned to work. So I stood on my chair (instead of sitting in it –a special thanks Jeff De Cagna!) and gained a new perspective on the value that I could provide.

In my role as business researcher within the Centre for Business Knowledge (CBK) at Ernst & Young LLP, I have had the opportunity to tell many job-related/CBK-related stories, mostly *at* people, not with people. I have also been able to forge partnerships of various kinds at various levels within the organization. But at the Symposium I was encouraged to bring out the "creative" (it is now a noun; that's creative!), to tell stories or to develop ones, *with* my partners. Because, as I also learned, the other element to creativity is giving. "Offer solutions, don't wait for them" was something one of our speakers said. Believe that you can contribute something to your environment that no one else can. And you know best what that is. So, why wait? At the end of the conference, I was challenged by this question: "What is possible?"

In thinking about this question, I became energized. The possibilities for creativity in partnerships – both within and outside of work – were limitless. At work, I began to approach a project that I had been putting off with greater enthusiasm. It was something that had to be done eventually, but in the face of daily "must haves," this "nice to have" was put on the backburner. However, I made the conscious decision to make this happen sooner. Why? Because I could now see that in being able to creatively partner with senior people in the organization, I would be able to communicate my value and that of the CBK at a higher level.

In a nutshell, this on-going project (which began at the end of February) consists of customizing an industry-focused knowledge base for a team of industry-based practitioners throughout Canada, and then rolling that database out to the firm globally. (For those that are wondering: No, this is not what a business researcher normally does at Ernst & Young. Then again, what's normal?) My partner and I have already made a couple of presentations to introduce the database, and have, in the process become more aware of what each of us has to offer. In essence, the database is our object of creativity. While it has a standard look and feel, we are afforded carte blanche with how it should be organized. And, for me, the challenge is to listen and fully understand what my partners need, and how best to implement that need in order for them to effectively use what we are building both now and in the future. The stories are in progress.

This is really a simple example of what can happen when you take a step back and choose option B, or what I call "next month's file." To my employers' credit however, we are afforded some level of flexibility to go out and to pursue these creative partnerships in hopes that it will serve to communicate our value. I am confident that there are other opportunities waiting to be discovered. I just need a taller chair.

What, then, is possible, for *you*?

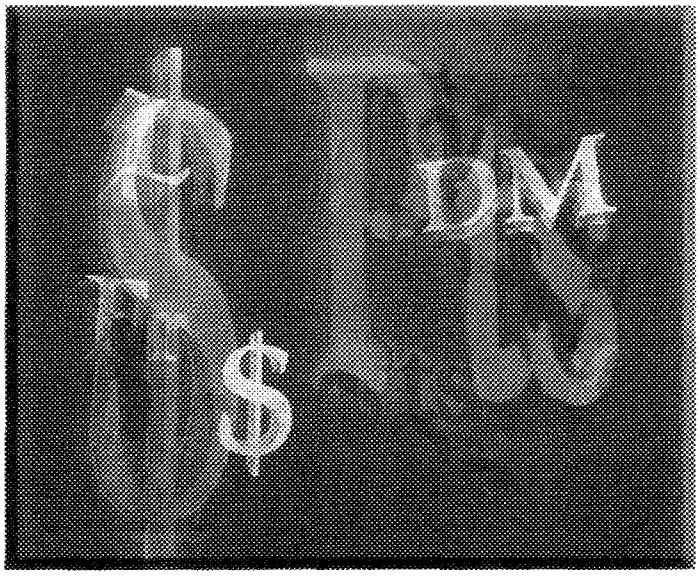
Consider exploring these creative ways to learn:
Announcing SLA Career Connection– This service (formerly the Employment Clearinghouse) connects employers with great jobs to talented professionals interested in conducting in-person interviews during the 2001 Annual Conference. To learn more, visit us at www.sla.org/content/jobs/connection.cfm.

Advisors Wanted!–Are you willing to help an information professional who is just starting out, or a colleague who is thinking about a career change? Visit Career Services Online (CSO) today at http://sla.jobcontrolcenter.com to sign up as an SLA Virtual Advisor!

Please contact the Strategic Learning Hotline at 202/939-3679 or at learning@sla.org for more information.

money matters

SLA has been very fortunate in the last several years to receive some very special contributions to its various funds. These gifts have been special, not only because of their size, but also because of the types of programs that they will enable and support. I would like to take the opportunity to tell you about the projects and the donations.



The SLA Endowment Fund was established to provide support for programs developed by SLA's Chapters, Divisions, and Committees that further the scientific, literary, and educational purpose of the Association. During 1999, a very generous contribution was made to this fund by the estate of the late Isabelle Weeks. Thanks to Ms. Weeks generous bequest, the funds corpus was increased by over $390,000. This gift will dramatically increase the earnings on this fund and, therefore, the grants that can be made to further the purposes of the Association.

In 2000, SLA received notice of another large bequest from the estate of Ruth Fine. It was anticipated that the bequest would total somewhere between $125,000 and $130,000. In early 2001, the Association received a check from the estate for $132,000. Much to SLA's surprise, accompanying that check was a letter indicating that the check represented only 50% of the total bequest and the remainder would be paid out later in 2001. All $264,000 is to be added to the Scholarship Fund, as per Ms. Fine's request. The Scholarship Fund grants scholarships for graduate study in librarianship leading to a master's degree at a recognized school of library or information science. Thanks to Ms. Fine's gracious bequest, the scholarship fund will be on strong financial footing and will be able to offer additional scholarships in years to come.

This year, SLA will be establishing another special purpose fund. The David R. Bender Endowment Fund for International Development. The fund will not only honor David Bender on the occasion of his retirement as Executive Director of SLA, it will also create an endowment fund that will grow over the years and support our expanding international agenda, including fellowships, conferences, and membership benefits such as foreign language pages on the web site. Following is the motion approved by the SLA Board of Directors in January:

In consideration of the dedication with which David R. Bender has led the Special Libraries Association to reach out to an international membership, and the effort he has put into making SLA better known in the international community of librarians, we would like to propose the creation of the David R. Bender Fund for International Development. Through this endowment we hope to support activities and fellowships that will expand the reach of SLA as the Knowledge Age begins to encompass all the regions of the globe, and transforms the context in which all major institutions operate. We think it is fitting that David R. Bender's name should be on a cutting edge fund through which his legacy can live on.

I am pleased to tell you that we already have received two lead gifts for this fund, $25,000 from Factiva, and $5,000 from Vivian Hewitt, past president, Hall of Fame winner, and lifetime member of SLA. Fund raising for the new endowment will be taking place in the near future and information on how to contribute to the fund will be provided at that time.

Thanks to the generosity of members and friends of the Association, SLA has been able to establish and grow these special funds. These funds, benefit the entire membership by providing a means for funding initiatives which both promote and improve the profession today and into the future.

For more information, contact Richard Geiger, SLA Treasurer (geigerr@sfgate.com).

President Donna Scheeder, the past presidents of SLA and the SLA Board of Directors cordially invite you to the

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All proceeds will be contributed to the new David R. Bender Fund for International Development.

Tickets can be purchased by checking the appropriate box on the San Antonio conference registration form.

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irc notes

Around Virtual SLA

Although it only seems like yesterday, SLA's revised website, Virtual SLA, was launched over six months ago. As we always knew that it would have to be constantly revised and improved, we have set up a small Phase II web development team to keep the inspirational juices flowing. Although we are regularly adding resources to the home page it is still too static. Our new Information Resources Associate will be reviewing revisions and additions to the whole website daily to ensure home page currency. Virtual SLA should be the site to which all informed information professionals go first thing in the morning to check "what's new in the info world." There will not be a separate What's New page as in my opinion the home page itself should be set up so that you can see the new resources added to the website.

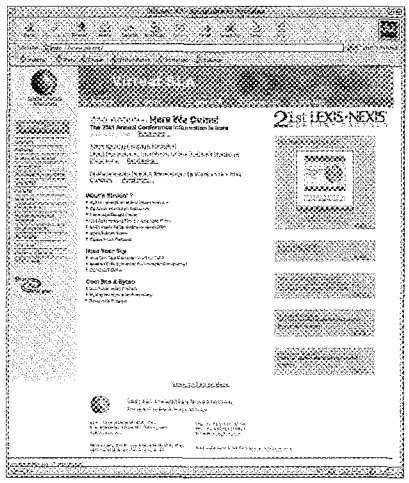
SLA Events Calendar

I am really excited about our new Events Calendar, which will automatically integrate SLA unit calendars. This great new feature enables each unit to add their seminars, meetings, or conferences to the events calendar on their own website and automatically to the SLA Events Calendar as well. Users can design their searches to include SLA events and/or all or specifically chosen chapters/divisions by month or months. Take a look at this new resource at http://www.sla.org/content/Events/index.cfm and let us have your comments.

To make this resource truly successful all units must include their calendar of events. If your unit's information does not appear to have been included, or you have any questions, please contact Kevin Vrieze at kevin@sla.org or 202-939-3684.

Information Outlook Online

Access to Information Outlook Online appears to have created problems, mainly because there are both member and non-member access. Members can log into the current issue from the Members Only page, whereas non-members gain access to a limited version from the home



page. The full text of the articles and columns in each issue is available to members, as are full text versions of back issues for 2000 and 2001. Earlier back issues are a mixture of full text and abstracts.

Search Engines

I have found that one of the most useful additions to Virtual SLA has been the revised Search engine. There are now three options; Quick Search, Full Text Search or Unit Search. Ideally the user will find what he or she wants from a logical progression from the home page and navigation bars. In practice we all know that it just does not happen like that, and therefore to save time and frustration I often use the search engine to find specific resources. Not only can you search full text within Virtual SLA, but you can now search all the unit websites; chapters, divisions, caucuses, committees and student groups.

Top Menu Bar

When one has been so intimately involved in the preparation of a website it is often difficult to appreciate the problems encountered by other users. I cannot look at the home page without focusing on the top menu bar, but this does not appear to be the situation with others. It is found immediately under the Virtual SLA graphic, and can be a useful access feature. It has five buttons, Search, Home, Join SLA, Contact Us and Site Map. The new search feature is referred to above, Home takes you back to the home page, and Join SLA takes you to the page showing "Six Very Practical Reasons to Belong to SLA", and the Membership Application form. Contact Us takes you to the page summarizing the various staff lists available. There is a staff directory of functions performed and departments in alphabetical order (Where to Turn Guide), a staff directory in alphabetical order with title, phone and e-mail numbers, and a list of SLA staff by department. It also includes the link to SLA's Mailing List. The breakdown of SLA staff by department includes a summary of the resources available from each department and is often a quick way to access the information you want. The Site Map is a new feature in Virtual SLA, and always a useful resource. We are working on making it more easily readable.

We are proud of the improvements in Virtual SLA, but are always pleased to hear your comments and recommendations. Please let us know at irc@sla.org.

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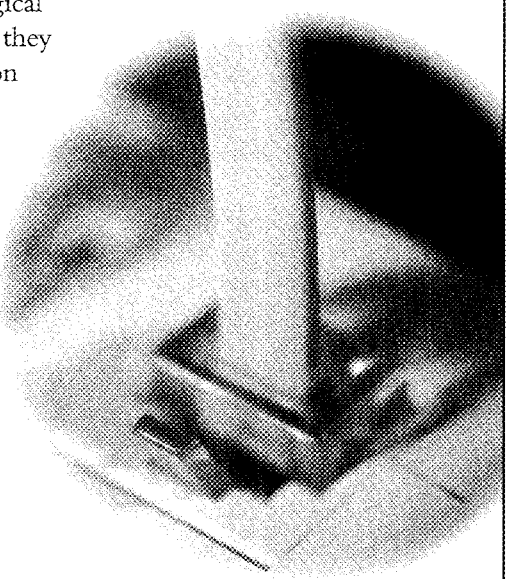

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conference countdown

Don't Miss the Texas Folklife Festival

by Carolyn Ernst

Despite what you may think, Texas is not all cowboys and oilmen. Our W-I-D-E O-P-E-N spaces were settled by pioneers of many nationalities. To celebrate the diversity of our population, each year the Institute of Texan Cultures, one of the three campuses of The University of Texas at San Antonio, hosts the Texas Folklife Festival. The dates for this year's Festival are June 7-10. It is well worth coming to San Antonio a day or two before the annual conference to attend this world-renowned event.

Thousands of participants from around the state take pride in preserving the folkways of their ancestors. The Texas Folklife Festival is celebrating 30 years of the most enlivening and adventurous international experiences in Texas. Ethnic groups from every corner of the state come together to share mouth-watering cuisine, traditional dances, homespun tales, finely crafted keepsakes and lively music during four unforgettable days! At last year's Festival, 43 ethnic groups were represented. The groups ranged from African, Alsatian, and Andean to Czech, Greek, Lao-Thai, Swedish, Ukranian, and Wendish. (In case you didn't know, the Wends are a people living along the Spree River in eastern Germany.) Would you believe that even the Canary Islanders had a contingent at the Festival?

Just what can you expect if you do decide to attend? Well, in Texas in June you have to make sure that there is always something to drink. You will have your choice of several cool thirst quenchers. Last year some of the more exotic offerings were Lao/Thai Jasmine Tea, Lebanese Mint Tea, Mexican Aguas Frescas (Mexican soft drinks) or Hawaiian Tropical punch—not the canned stuff, but an authentic punch concocted by the ethnic Hawaiians. For the adult taste there was Spanish Sangria or Margarita de vino.

All the walking around will undoubtedly create a hearty appetite, especially as the enticing aroma of food wafts through the air. There are many delicious and mouth-watering foods to be had: Alsatian parisa, Belgian Waffles, Cajun boudin, Chinese rangoon puffs, Czech klobasniks, Danish aebleskiver, Filipino lumpia, German sausage, Greek souvlaki, Jewish bagel with lox, Lebanese tabouli, Norwegian lapskaus, Polish pierogi, Scottish haggis (Don't ask what's in it.), and of course our own Texas pecan desserts.

You can listen to music played by bagpipes, zithers, an oompah band—or by guitars or harmonicas. You will also hear the percussive emphasis of drums and castanets. All these can be considered authentic Texas music.
You will not be surprised to see exhibitions of Mexican folklorico, Spanish flamenco, or even German schottish dancing. On the other hand, the fact that you can also watch Indian raas, Portuguese jogo, Puerto Rican seis, Filipino tinikling, Italian tarantella or Dutch scaapmuts may be more startling. Whichever you choose, from the elegant waltz to the lively folklorico, it will be very entertaining.

If you get tired of music and dancing, take time to enjoy the wide range of ethnic crafts. The skill of the craftspeople is truly outstanding. You'll surely find a fine souvenir to take home.

But this Festival is for people who like to do more than just watch or listen. You can actually participate in and gain further appreciation for some of the crafts. See what is involved in making a holiday piñata. Create a bookmark out of horsehair. Design a Swedish straw ornament. Feeling domestic? Make soap, sew stitches on a quilt, weave a basket, or grind corn into meal. If you are really feeling adventurous, have your palm read. You can even become an honorary Texan.

Your admission to the Texas Folklife Festival, only $8.00 for an adult, includes admission to the Institute of Texan Cultures. The Festival is held on its 15-acre grounds on HemisFair Park in downtown San Antonio, an easy walk from the convention center. Located at the corner of Bowie Street and Durango Boulevard, the Institute serves as an educational center for the interpretation of the history and diverse cultures of Texas. It has the usual museum exhibits, but in addition there are wonderful life size dioramas, live exhibits of crafts, and even some hands on stuff. By itself, the Institute is also a wonderful experience. ITC will be closed Tuesday and Wednesday prior to the Festival, and hours during the rest of the week will correspond to the Festival hours of operation. And I almost forgot the best part about the Institute—it's air conditioned!

For more information, write Texas Folklife Festival, Institute of Texan Cultures, 801 S. Bowie St., San Antonio, TX 78205-3296; phone (210) 458-2300; or visit the Web site, www.texancultures.utsa.edu.

Carolyn may be reached at carolyn.ernst@ f1servicesinc.com.

making news

member news

Poping Lin Wins Best Paper Award

Poping Lin, SLA member and Science Library's former Assistant Librarian for Core Information Competencies, has won the 2000 American Society for Engineering Education, Engineering Libraries Division, Best Paper Award. The title of her award winning article was "Core Information Competencies Redefined: A Study of the Information Education of Engineers." In 1997/1998 she was selected as one of 21 minority librarians nationwide to participate in the Leadership and Career Development Program sponsored by the Association of Research Libraries and the Department of Education. Her project for that program also focused on information competencies for engineers. She is currently an instructor Librarian at Harvard Business School's Baker Library.

sla news

Online Registration and Planning now Available for SLA in San Antonio

SLA announces online planning, registration, and exhibit hall review for use in making plans to attend its 92nd Annual Conference in San Antonio, Texas, USA. This new service is designed to give conference participants twenty-four hour access to all conference information, registration and the SLA Virtual Exhibit Hall via the desktop. You can access these new services at http://sanantonio.sla.org.

The new electronic conference planner gives would-be conference participants the unique option of full text searching of conference programs. Members can browse all conference events by track, day, title, presenter/moderator, SLA unit, sponsor, ticketed and non-ticketed events. The planner also:

- allows users to print their own personal schedule.
- automatically notifies users if an event has been cancelled.
- features and online conference registration form.

The online registration service contains a registration profile and a listing of ticketed events, continuous education courses and summary information, which includes address information, a registration profile, fees, ticketed events and online confirmation.

SLA Executive Director David R. Bender, Ph.D., commented that "SLA's new online conference planner is a giant leap forward into enhancing the annual conference experience for our members." Dr. Bender added, "The 24 hour access to conference registration, the Virtual Exhibit Hall and conference information via the desktop is a valuable member benefit."

For more information on SLA's online conference planning services, please visit the SLA Conference website at http://sanantonio.sla.org or call Brian Weisman at 1-202-939-3675.

Factiva Partners with SLA Annual Conference, Pledges $25,000 to Bender Endowment Fund

SLA announces that Factiva, a Dow Jones & Reuters Company, will serve as a Major Conference Partner for SLA's 92nd Annual Conference, in San Antonio, Texas, USA, June 9-14, 2001. Factiva is one of three Major Conference Partners with SLA this year.

As a 2001 Major Conference Partner, Factiva has committed support for specific conference activities and events such as the Closing General Session Keynote Address by columnist Dave Barry; the conference's message center, which will offer conference participants an opportunity to post and retrieve electronic messages; and Carnavale de San Antonio, a conference-wide party held in conjunction with the sneak preview of the InfoExpo, SLA's exhibit hall.

Factiva has also pledged $25,000 to the new David R. Bender Endowment Fund for International Development. Through this new fund, SLA will support international conferences, offer fellowships, and create new member benefits that are critical to the expansion of SLA's global reach.

SLA Deputy Executive Director, Lynn Smith, CAE, gave Factiva glowing praise for their support. "There are few corporations that have demonstrated the level of generosity and support to which Factiva has committed itself. Their contribution to the Bender Endowment Fund is an exemplary effort, which will support SLA's international membership development activities and fellowships that expand the influence of the Association. We look forward to

Factiva's presence at the 92nd Annual Conference as a Major Conference Partner."

Anne Caputo, director of InfoPro and Academic Programs for Factiva remarked that "Factiva's InfoPro Alliance works with the Special Libraries Association to help information professionals continue to develop professionally in the fast-moving and knowledge-intensive environments in which they work. We are proud to be a major conference partner with SLA and help bring together the leaders of the information industry to discuss emerging trends and challenges."

LEXIS-NEXIS Partners with SLA, Inaugurates New John Cotton Dana Circle

SLA announces that LEXIS-NEXIS will serve as a Major Conference Partner for their 92nd Annual Conference in San Antonio, Texas, USA, June 9-14, 2001. LEXIS-NEXIS is one of three Major Conference Partners with SLA this year.

As a 2001 Major Conference Partner, LEXIS-NEXIS has pledged support for specific conference activities and events such as the Opening General Session Keynote Address, featuring speaker Molly Ivins; Leadership Day, featuring a keynote presentation on leadership by Nancy Austin contributing author for Inc. magazine and co-author of the best selling book, A Passion for Excellence; and the popular Cyber Café, which will offer conference participants a hands-on opportunity to view Internet sites and services mentioned in the conference sessions, as well as check their email accounts.

SLA will also honor LEXIS NEXIS as the inaugural member of the John Cotton Dana Circle during the conferences general session. Named in honor of SLA's founder, the John Cotton Dana Circle will recognize and thank outstanding corporate leaders who have demonstrated extraordinary generosity and support of SLA over the past five years.

"LEXIS-NEXIS has continuously acknowledged the pivotal roles our members play in the global information community by consistently raising their level of generosity in support of SLA programs and activities. We are very excited to have LEXIS-NEXIS as a Major Conference Partner and the inaugural member of the John Cotton Dana Circle Award," confirmed David R. Bender, SLA Executive Director.

Beverly Parker, General Manager for Sales and Corporate & Public Records Services for the Corporate and Federal Markets of the LEXIS-NEXIS Group stated, "LEXIS-NEXIS is very pleased to be a sponsor of the Special Libraries Association's 92nd Annual Conference and honored to be the inaugural member of the John Cotton Dana Circle. The 'New Economy' requires new skills for information professionals, and LEXIS-NEXIS is committed to providing outstanding professional development opportunities to today's information professionals."

The Information Odyssey Begins at SLA's 92nd Annual Conference

Thousands of information professionals from around the world will open new windows of opportunity at the Special Libraries Association's (SLA) 92nd Annual Conference, June 9-14, 2001 in San Antonio, Texas, USA. This year's theme is "2001-An Information Odyssey: Seizing the Competitive Advantage"

Molly Ivins, of the *Forth Worth, Texas, Star-Telegram* will address the Opening General Session on Monday, June 11th at 9:00 a.m. An expert on everything Texas, Ivins writes a column about the Lone Star State, national politics and other happenings.

The SLA InfoExpo, SLA's Exhibit Hall, will showcase more than 300 companies featuring the latest electronic and online resources in the information industry. The exhibit hall hours are as follows: Sunday, June 10th, 4:00 p.m. - 6:00 p.m.(Sneak Preview); Monday, June 11th, 10:00 a.m.— 6:00 p.m.; Tuesday, June 12th, 10:00 a.m. — 6:00 p.m.; Wednesday, June 13th, 11:00 a.m.— 2:00 p.m. On Wednesday, June 13th at 9:00 a.m., Pulitzer Prize winner, best-selling author, and *Miami Herald* columnist Dave Barry will offer his unique brand of humor and point of view to conference participants at the Closing General Session of the conference. SLA will also host the Closing Gala on Wednesday, June 13th at 7:00 p.m. For more information go to www.sanantonio.sla.org or call 202-939-3626.

In addition to a wide variety of continuing education courses, Hot Topic Sessions, and the Strategic Technology Alliance Series, SLA will present The 2001 Management Development Institute (MDI). This unique, multi-day learning experience, which will take place concurrently with the 2001 Annual Conference, will help information professionals adopt a vastly different point of view on their own contributions to organizational success, and build for greater success in a complex world.

chapter &division news

SLA's St. Louis Chapter Celebrates the 60th Anniversary of its Founding

The St. Louis Metropolitan Area Chapter of SLA celebrated the 60th anniversary of its founding on March 1, 2001, with a dinner and ceremony at the Missouri Botanical Garden Library. Donna Scheeder, President of the Special Libraries Association and Deputy Director of the Congressional Research Division of the Library of Congress will honor members of the chapter with a visit.

The association thanks the following St. Louis founders who met in 1941 and established plans for a formal organization out of which grew the St. Louis Metropolitan Area Chapter: Ida May Hammond, Ralston Purina Company; Allen G. Ring, Mallinckrodt Chemical Works; Lillian A. Case, Anheuser-Busch Brewery; Frederick C. Ault, St. Louis Municipal Reference Library; Mary Zelle, St. Louis Public Library, Applied Sciences; Dr. Arthur E. Bostwick, Librarian, St. Louis Public Library.

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Copyright Corner, continued from page 45

elsewhere as in distance education. Mr. Neal encouraged libraries' continuing ability to archive materials and receive donations of works to libraries, even when those works are in an electronic format.

Upon questioning by Mary Beth Peters, Register of Copyrights, Mr. Peterson pointed out that his library would not purchase an e-book with restrictive licensing if they could get a print or electronic copy with first sale doctrine protections. Peterson's point underscored the fact that new licensing and anti-circumvention models were already frustrating the distribution of electronic products.

Publishers appear to believe that, unlike transactions in the print environment, a library cannot divest itself of an electronic copy or restrict use to a single user at a time. Much of the testimony covered focused on the desirability of developing a technology that could reproduce the print environment for lending and interlibrary loan of digital materials by destroying or temporarily disabling access to the home copy. The testimony and the written comments supplied as part of the same process are currently available under "What's New" on the Copyright Office webpage.[2]

The report, due to Congress on May 1, 2001, will be on the web page as well.

Special libraries must continue to support efforts to protect the first sale doctrine. Even if licensing options allow libraries to serve the current information needs of users, the first sale doctrine is still essential for the digital environment. If the first sale doctrine is not available, libraries not only lose the copyright protections for transfer and acquisition of materials, but also lose a bargaining chip at the negotiation table. With consolidation in the publishing industry, market competition will be insufficient to provide a balance of power to replace the balance of rights developed in the copyright law.

Klinefelter is Associate Director and Clinical Assistant Professor of Law Kathrine R. Everett Law Library at The University of North Carolina at Chapel Hill. She may be contacted at: klinefel@email.unc.edu

[1] Now codified as a part of 17 U.S.C. § 109 (1994)

[2] < url > http://www.loc.gov/copyright/.

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coming events

May 2001

Medical Library Association
MLA 2001Annual Meeting
An Information Odyssey
May 25-31, 2001
Orlando, FL, USA
www.mlanet.org/am/index.html

NORD I&D
11th Nordic Conference on Information and Documentation
May 30-June 1, 2001
Reykjavik, Iceland
www.bokis.is/iod2001/index.html

June 2001

SLA 92nd Annual Conference:
Seizing the Competitive Advantage
June 9-14, 2001
San Antonio, Texas, USA
www.sla.org/conf

July

American Association of Law Librarians
2001Annual Meeting and Conference
New Realities, New Roles
July 14-19, 2001
Minneapolis, MN, USA
www.aallnet.org/events/

TICER
International Summer School on the Digital Library
July 30-August 3, 2001
Tilburg, The Netherlands
Florence, Italy
cwis.kub.nl/~ticer/summer01/index.htm

August

***IFLA**
Libraries and Librarians Making a Difference in the Library Age
August 16-25, 2001
Boston, MA, USA
www.ifla2001.org

Australian Library and Information Association
Rivers of Knowledge: 9th Special, Health and Law Libraries Conference
August 26-29, 2001
Melbourne, Australia
www.alia.org.au/conferences/shilc/2001/

October

Information Today, Inc.
KMWorld 2001
Knowledge Drivers of the e-Enterprise
October-29-November 1, 2001
Santa Clara, CA, USA
www.infotoday.com/kmw01/default.htm

September

WebSearch University
Power Searching with the Pros
September 9-11, 2001
Reston, VA, USA
www.websearchu.com/

2002 and Beyond

SLA Winter Meeting
January 24-26, 2001
Chicago, IL, USA
www.sla.org/content/Events/index.cfm

SLA 93rd Annual Conference
Putting Knowledge to Work
June 8-13, 2002
Los Angeles, CA, USA
www.sla.org/content/Events/conference/2002annual/index.cfm

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SLA-Hosted Conferences
** Conference at which SLA will be exhibiting*

TEN REASONS Why You Can't Miss SLA in San Antonio

1. **Molly Ivins**—She can't say that, can she? She sure can, and she will at the opening general session. A syndicated columnist and author, Ivins will share her witty and honest insight into the political and social topics of the day.

2. **Dave Barry**—Need a good laugh? Stress building up? This is the place to be for an uplifting, humourous presentation. Barry is arguably the most well-known syndicated columnist in America.

3. More than 50 events on Information Technology. If you need to learn it, we've got an event that will teach it.

4. More than 350 information service companies at the INFOEXPO exhibit hall. The biggest and the best of the information industry, all in one room!

5. The big party on the San Antonio Riverwalk with 7,000 of your closest friends! What a great atmosphere for dining, celebrating and general merriment with the rest of the profession.

6. The Big Palm Pilot Giveaway—Drop your business card when you enter the Opening and Closing General Sessions, Carnavale de San Antonio, and the "Boot Scootin' tour" of the INFOEXPO exhibit hall.

7. CE Courses—on everything from internet taxonomies to copyright law.

8. The SLA Career Connection. Get connected with employers and job seekers from around the world, all from desktops provided by SLA.

9. The Big Blowout at the Closing Gala. It's dinner. It's dancing. It's a party! Come salute old and new friends and bid David Bender, SLA's retiring executive director, a fond farewell.

10. Networking, Networking, Networking!!!! You can't beat the unique opportunities for interaction and community building at SLA! Don't miss it! Register today (see opposite side for details).

To register, complete form on opposite side, then fax or mail to SLA. See form for details.

Or register online at sanantonio.sla.org

☐ Yes, I will be attending Carnaval de San Antonio sponsored by the Texas Chapter and Factiva, A Dow Jones & Reuters Company

REGISTRATION FORM

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1) Please Print My Badge To Read:

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(Organization: no acronyms, please)

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2) Registration Mailing Address:

(Member ID from mailing label)

(Job Title)

(Organization: no acronyms, please)

(Department)

(Street Address)

(City, State/Province & Zip/Postal Code)

(Country)

(Daytime Phone) (Daytime Fax)

(E-mail address)

❑ This will be my first SLA annual conference.
❑ I am a Speaker/Moderator/Panelist/Facilitator.

3) Ticketed Event Orders:

Continuous Education (CE) Courses:

Please provide the ticket event number, course duration, and cost in the space provided. Please remember to fill in your alternate choice.

Ticketed Event Number	*CE Course Duration* (F=Full Day; H=Half Day)		*Cost*
Saturday, June 9, 2001			
CE Course # _____	F	H	$ _____
Alternate _____	F	H	$ _____
CE Course # _____	F	H	$ _____
Alternate _____	F	H	$ _____
Sunday, June 10, 2001			
CE Course # _____	F	H	$ _____
Alternate _____	F	H	$ _____
CE Course # _____	F	H	$ _____
Alternate _____	F	H	$ _____
Thursday, June 14, 2001			
CE Course # _____	F	H	$ _____
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CE Course # _____	F	H	$ _____
Alternate _____	F	H	$ _____

Special Note: To better serve conference attendees, SLA will provide exhibitors with a pre-registration list (upon request) thereby enabling you to be notified beforehand of special offers made by our exhibitors.

Questions on or changes to your registration?
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• **Other Ticketed Events:**

SLA Closing Gala	#640 - Cost: $89.00 x	= $ _____
Leadership Day Luncheon	#320 - Cost: $15.00 x	= $ _____
SLA Presidents Reception	#335 - Cost: $75.00 x	= $ _____
Event # _____	x	= $ _____
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Event # _____	x	= $ _____

4) Registration Fee:

Member "Early Bird" (by May 1)		$195.00	$ _____
Member (after May 1)		250.00	$ _____
Member One Day:	S M T W (Circle Day)	150.00	$ _____
Retired/Student		100.00	$ _____

Great News for Nonmembers! SLA is pleased to announce that any individual registering as Full-Conference Nonmembers will automatically be awarded a one-year membership in SLA, a bonus offer worth $125. To accept our offer, please check the "accept" box on the registration form. If you prefer not to take advantage of this offer, please check the "decline" box. Declining this membership offer does not reduce the stated nonmember registration fee of $395. Offer does not apply to One-Day Nonmember registrations.

❑ Accept ❑ Decline

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❑ Canadian Assoc. of Law Librarians (CALL) _____
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5) Total Amount Enclosed:

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Total Amount Enclosed $ _____

Or, charge my credit card: ❑ MasterCard ❑ Visa ❑ Amex ❑ Diners Club

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Expiration Date _____

Signature _____

Registrations and payments received after May 18th will be processed onsite.

Special Libraries Association
www.sla.org

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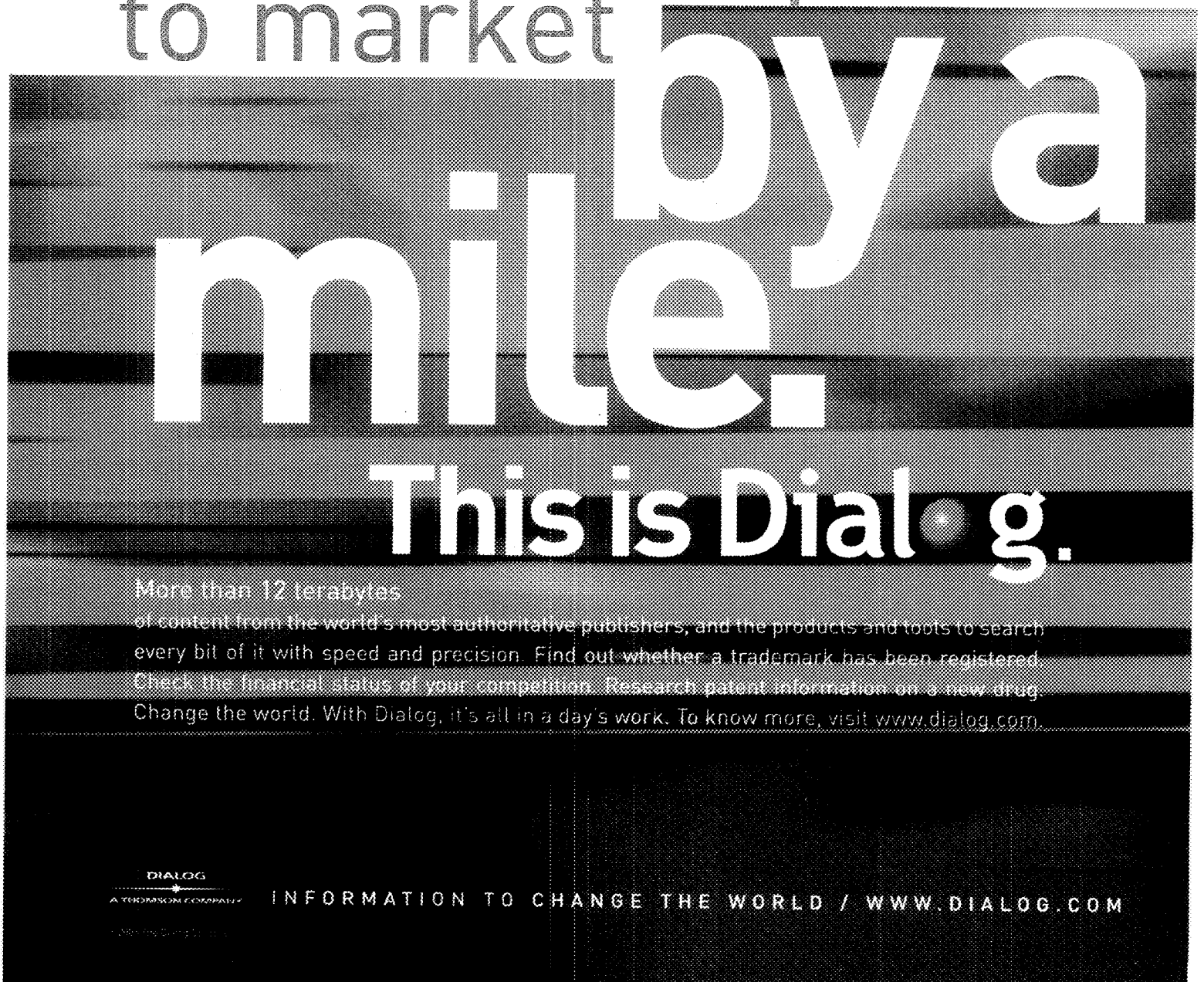

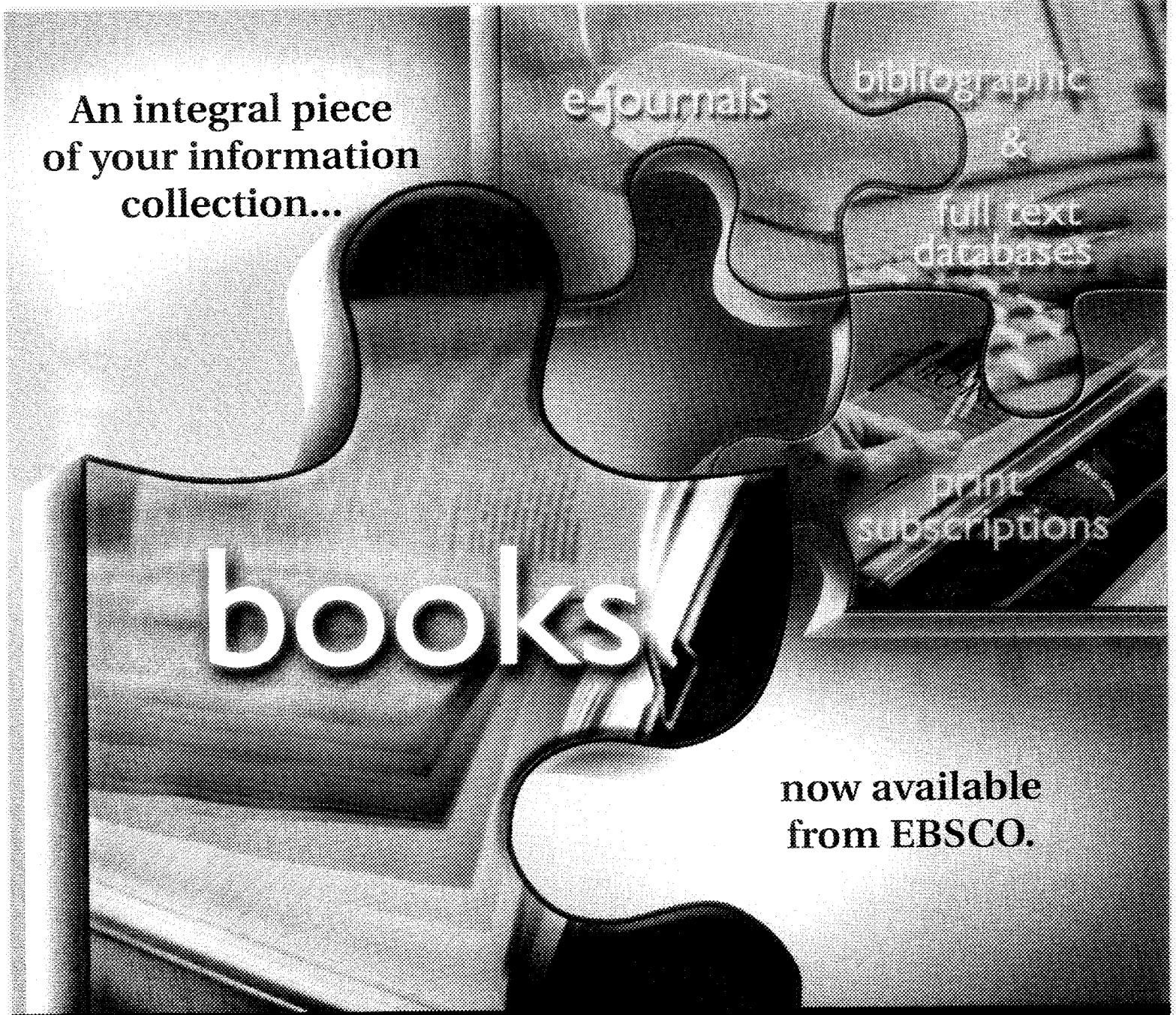

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