

5-2003

## Information Outlook, May 2003

Special Libraries Association

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the monthly magazine of the  
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vol. 7, no. 5

May 2003

*speakers*



McCullough



Albright



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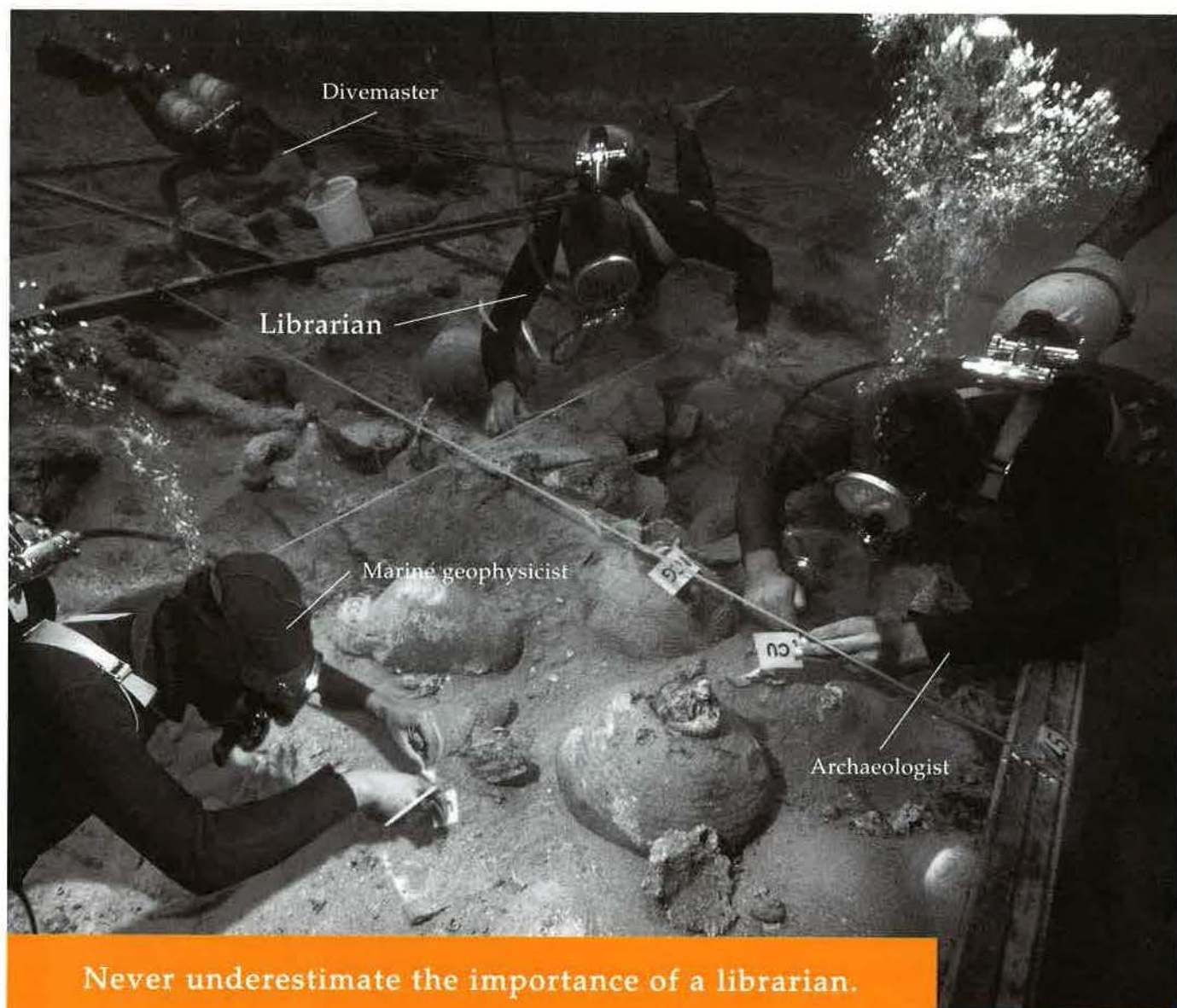


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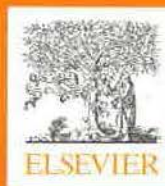
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## information outlook

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**Editor** Loretta Y. Britten  
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**Associate Editor** Stephanie A. Russell

**Contributing Editor** Stephen Abram

**Contributing Editor** Laura Gasaway

**Layout & Design** Melissa C. Shriver

**Advertising Sales** Vivian Cohen (301) 963-3622  
([Vivian@sla.org](mailto:Vivian@sla.org))

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# executive outlook



## Greetings Everyone

It's amazing how quickly a year can go by, and as I write my final column in *Information Outlook*®, I realize what a year it has been. It has been a great honor for me to serve as President of SLA. This experience has truly been an exciting time for SLA and my life. With all of the excitement, I am now looking forward to SLA's Conference in New York, and then finally, becoming a past president. I would like to take the opportunity to thank a few people who have given me advice and helped me along the way. Without the support and dedication of the Board, staff, past and present association leaders, chapters I've visited, and interactions with members this year would not have been a success.

As an association, we have experienced a number of changes the past few years, and we can anticipate more changes in the future. These changes reflect what is happening in society, in the information industry, and at many, if not all, of our employing organizations. SLA is a vibrant organization, one that thrives on change. And what a year of change it has been. In the fall of 2002, SLA revised Bylaws were accepted with an adoption rate of 93% of members. As a result of the bylaws revision, the chapters and divisions will be able to revise their operating documents, in effect going from unit bylaws to unit guidelines, which will be easier to modify as local conditions dictate. The bylaws revision was a large step forward for SLA as a whole, and the entire Association will benefit under these new bylaws.

At SLA's 94<sup>th</sup> Annual Conference in New York June 7-12, our next big step will be the branding of the Association. Branding has been a topic of discussion for several years now. The discussions are over and now it is time to prepare yourself for the branding vote. Please review the information that the Branding Task Force has created so that you can make an informed decision at the Annual Business Meeting in New York. It is located on Virtual SLA at <http://www.sla.org/content/SLA/assocbrand/index.cfm> and contains the entire history of the Branding initiative at SLA. The importance of branding was also featured in the April issue of *Information Outlook*®. I strongly encourage all members to attend the annual conference and to attend the Annual Business Meeting to cast a vote on this important issue. Even if you are not registered for the full conference, special provisions are made for all members in attendance to attend the Annual Business Meeting and receive a pass to Info Expo as well.

I look forward to seeing many of you in New York.

Cheers,

A handwritten signature in dark ink that reads "Bill Fisher". The signature is written in a cursive, flowing style.

Bill Fisher,  
SLA President, 2002-2003



## making news

### sla news

#### USA Patriot Act Information Portal

SLA now has an information portal on the Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism (USA PATRIOT) Act. The Act was designed to broaden the surveillance capabilities of law enforcement following the terrorist attacks of September 11, 2001, and some of its provisions governing criminal and foreign intelligence investigations affect state and local privacy laws. Since its passage on October 26, 2001, many libraries have seen an increase in law enforcement inquiries as authorities seek access to patron records, including e-mail and other electronic communications. On May 30, 2002, the attorney general issued guidelines that expand the FBI's investigative powers. On July 16, 2002, President Bush announced a "National Strategy for Homeland Security." All these measures have profound implications for libraries and their patrons' privacy. For information on this topic, go to [www.sla.org](http://www.sla.org) and click on the USA PATRIOT Act box.

The portal provides links to articles and sites under the following categories: Impact of the USA PATRIOT Act, Analysis of the USA PATRIOT Act, Legal Actions, PATRIOT II, and Homeland Security Resources.

#### AFFECT Appoints Robert E. Hirshon as National Counsel Americans for Fair Electronic Com-

merce Transactions (AFFECT) has announced the appointment of Robert E. Hirshon, immediate past president of the American Bar Association (ABA), as national counsel. AFFECT is a broad-based national coalition of consumers, retail and manufacturing businesses, financial institutions, technology professionals, and librarians opposed to passage of the Uniform Computer Information Transactions Act (UCITA), the controversial law that would set forth the rules for licensing computer information products.

Hirshon was president of the ABA in 2001 and 2002, leading the association in its efforts to respond to September 11th. He practices law in Portland Maine, where he specializes in commercial litigation and legislative and

regulatory advocacy at Drummond, Woodsum, and MacMahon.

In the past winter, the ABA was poised to consider a resolution approving UCITA as ready for consideration in state legislatures. (ABA consideration of certain proposed uniform laws occurs in accordance with an agreement between the ABA and the National Conference of Commissioners on Uniform State Laws [NCCUSL], the body responsible for developing uniform acts across states.) Despite heavy lobbying by UCITA supporters, none of the key ABA sections and committees that considered UCITA voted to approve the resolution. In the face of the almost certain failure of the full ABA House of Delegates to support UCITA, NCCUSL withdrew its resolution.

## industry news

#### Factiva, Dialog, and Chemical Abstracts Services Announce Major Conference Partnership with SLA

Factiva, Dialog, and Chemical Abstracts Services are Major Conference Partners for SLA's 94th Annual Conference in New York, June 7-12, 2003. Factiva has committed support for specific conference activities and events such as conference registration and the Closing General Session and Annual Business Meeting with keynote speaker Madeleine Albright. Dialog has pledged support for Tuesday's General Session with keynote speaker Stewart Brand and for the SLA Tech Zone Hands-on Computer Lab Session, which will offer technology skills training. Chemical Abstract Service will support conference activities and events including conference tote bags, conference lounge, the very popular Hot Topic Series, and the INFO-EXPO ribbon-cutting ceremony.

#### Lexis-Nexis Sponsors Keynote Speaker David McCullough

Lexis-Nexis will sponsor Pulitzer prize-winning author David McCullough's address at the Opening General Session on Monday, June 9, at 9:30 a.m. in the East/West Ballroom at the Hilton New York Hotel. McCullough has been called "a master of the art of narrative history" and "one of our most gifted living writers." His work has been praised for its exceptional narrative sweep, scholarship, insight into American life, and literary distinction.



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## LMD Announces Paper Competition Winners

Paiki Muswazi from Swaziland is the winner SLA's Library Management Division for the International Paper Competition for Developing Country Librarians. Muswazi was a Global 2000 Fellow and attended the SLA's worldwide conference on special librarianship in Brighton, England, in October 2000. He is the Head of Special Collections at the University of Swaziland Libraries. As the winner he will receive an all-expenses-paid trip to SLA's 94th Annual Conference in New York this June and a two-year SLA membership. His paper, which will be delivered at the Conference, is "Library and Information Services (LIS) Strategic Planning in Developing Countries: A Case Study." Judges who had previously met or had worked virtually with any of the 49 authors who competed in the competition were recused from judging their papers.

There were two Honorable Mention papers that tied for second place. They were written by Umar Farooq and his father, Muhammad Yaqub Chaudhary; and K.A. Raju.

Umar Farooq (Reference Specialist, U.S.I.A. Resource Center, Islamabad) and his father, Muhammad Yaqub Chaudhary, Librarian at the University of Aziz in Kashmir, Pakistan. Muhammad, a Global 2000 Fellow (he is the one who was hijacked on the way to the conference in Brighton, England, in October 2000), has been "twinned" by the Pacific Northwest Chapter, and received the Science and Technology Division Travel award in 2002. Their paper was entitled "The Application of Leadership and Management Principles in Libraries."

K.A. Raju, Director of the National Institute of Rural Development in Hyderabad, India. His paper was entitled "Traditional Values Still Relevant in Library Usage and Readership Enhancement: Challenges Before a Librarian."

Wei Wei, who serves on the editorial board of Science and Technology Libraries, has arranged for a special issue of the journal to be published that will feature as many as 20 of the best papers in the competition. The topic was "leadership and management principles applied in a special library in a developing country." Other members of the committee were Daan Bloom, Sue O'Neill Johnson, Donna Scheeder, Sylvia Piggott, and Larry Walton.

## member news

### Barbara R. Maxwell Named Indiana State Librarian

The Indiana State Library and Historical Board has named SLA member Barbara R. Maxwell the new state librarian at the Indiana State Library. She will be the 30th state librarian since 1841.

Maxwell previously was library director at USA TODAY, one of the nation's largest newspapers. She also served as the copyright permissions officer for USA TODAY, Gannett News Service, BASEBALL WEEKLY, USA WEEKEND, and USA Today.com for content and images. She was responsible for content delivery to online vendors such as Factiva.com and Lexis-Nexis, and worked on the development, design, and establishment of the newspaper's photo and text archives. She served as a member of the editorial technology committee as well.

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## Information in the 21st Century; Women Leaders; and Tracking Terrorists—

### An Interview with Madeleine Korbelt Albright

Madeleine Korbelt Albright served as the 64th Secretary of State of the United States from 1997 to 2001. She was the first woman Secretary of State and is the highest-ranking woman in the history of the U.S. government. As Secretary, Dr. Albright reinforced America's alliances; advocated democracy and human rights; and promoted American trade and business, labor, and environmental standards abroad. Donna Scheeder, Deputy Assistant Director for the U.S. Library of Congress, had the opportunity to speak with Secretary Albright. Secretary Albright will speak to the SLA's convention in New York City on Wednesday, June 11, 2003, at 9:30 am.

**Donna Scheeder:** Good morning, Secretary Albright.

**Madeleine Albright:** Hi. How are you?

**DS:** I'm fine, thank you. We're very grateful that you're taking your valuable time to talk with us this morning. I took the liberty of doing a little research, and I've familiarized

myself with a couple of your speeches, particularly the one from March 8, 2002, to the 21st Century Literacy Summit.

**MA:** Yes.

**DS:** You said in that speech that it was just as interesting to be the first American secretary of state of the 21st century as it was to be the first woman secretary, particularly because of how both the classroom and the workplace have gone global. Could you talk about that?

**MA:** Well, I think that clearly one of the great marks of the 21st century is the availability of information about ourselves and about each other. It's the major link in the way the international system can and should function. If you go back and look at our history....I've been reading *John Adams*, which is fabulous, but it shows how everything was different in terms of lack of communication between ambassadors and Washington, and how people operated completely on their own and without information. And some

of my own studies when I was an academic concerned the role of information, or the lack of it, within closed communist systems.

So, the idea that all of a sudden we're living in a completely information-filled world is fascinating to me. In terms of studying other systems, for example, I was known as a kremenologist—which meant that you sat there and analyzed five words and tried to figure out if they were in a different order. Then, all of a sudden, everything opened up and there was just this flood of information, which meant that you had to look at things completely differently. You had to sort out from among a lot of information rather than trying to suck out from a little bit.

**DS:** You mentioned access to information. How worrisome is the potential for increased terrorist action now that so much government information is disseminated electronically?

**MA:** Well, I think that's one of the risks in terms of how much is available, but the question is how you



limit it without limiting people's ability to operate in an information world. For example, we were very interested in dealing with the drug problem in Colombia. When I went down there, I was shown how all the information we had would make it easier to track a lot of those little boats that the drug dealers have. But the drug dealers could also figure out how they were tracked!

So, we need information as a government to track terrorists and to understand where their financial networks lead and who their contacts are and how they communicate with each other; but, at the same time, they have the ability to tap into our system. It's a double-edged sword, but we could not have the advantages of information sharing in the 21st century if we closed it all down.

**DS:** That leads me to a question about the aftermath of 9-11. It was clear that there were several breakdowns across government agencies with respect to information sharing. Do you believe that the creation of the Homeland Security Department solves this problem?

**MA:** Well, I think it goes a long way to helping it. We don't know yet how Homeland Security will work. It's going to be the biggest of the agencies and involves an awful lot of people who were in other parts of the government. All these people are going to have to learn to work with each other. Part of what has to happen is the breaking down of the culture of proprietary interests by different agencies or groups within the government.

**DS:** What were some of the obstacles you faced as secretary of state regarding information, and were you ever in a situation where the information you received was incorrect and was critical to what you were trying to do?

**MA:** I can't cite a case, but I'm sure it happened because, as I said, there's a ton of information out there. And one of the things that happens when high-level people in the government get information—intelligence information—is that we have a number of intelligence agencies. The Defense Department has its own intelligence...

**DS:** DIA and CIA...

**MA:** ... and the State Department—right. And, part of what they have is conflicting. So you have to kind of triangulate. You have to compare a piece of information from one place with information from another place and come up with what you believe is the truth.

**DS:** I want to turn for a moment to your career. The information profession is made up in large part of women who work successfully in male-dominated environments, and, of course, you've broken tremendous ground in that area. Could you share with us any insights you have into your success in a male-dominated world?

**MA:** Well, you're going to have to read my book. [laughs] I think that what has to happen is that we—women—have to develop our own voice. It took me a while to work my way through the system, and I did a lot of very different kinds of jobs and volunteer work that nobody might have thought would add up to accumulating a lot of credentials in different areas.

But ultimately what made the difference was that I had a really good education and worked very hard and took opportunities and made opportunities. I always kid about this, but it's true; I learned to interrupt. Women often sit in meetings and wait to be called on and never get a chance to make our points. So I decided that I would begin to speak out more and more confidently in things that I believe in.

**DS:** You mentioned in that address to the 21st Century Literacy Summit that the Internet is awesome because it helps people accomplish what they choose, but that our civilization will be defined by what people choose to do. What can information professionals do to help people make the right choices, or is that a political question?

**MA:** Well, a lot of it is political, but I believe that we are blessed by the access to information. This goes back again to my study of dictatorships and communist systems. What happens in those systems is that information is controlled in every conceivable way, which means that people are propagandized and have no way of finding anything out.

Take Iraq or North Korea, where people operate within hermetically sealed walls and, therefore, having alternative sources of information is really important. Now we have tons of it and people can access it from anywhere and feel a part of a much larger picture rather than feeling isolated. Part of the way that the international system will ultimately work is if people can be a part of it rather than being on the outside.

It's the people who are on the outside who are suicide bombers or who take terrorist actions. So, being in it, I think, is very important. In terms of decisionmaking, there's so much information that you have to figure out what is relevant and what is not.

I've seen another aspect of this since I've returned to teaching: I'm trying to figure out how to make students really learn, given the fact that there is so much information. I used to be one of these people who spent large portions of my life in the library with index cards, looking things up and writing them down. I felt as though the information had to go through me, so to speak.





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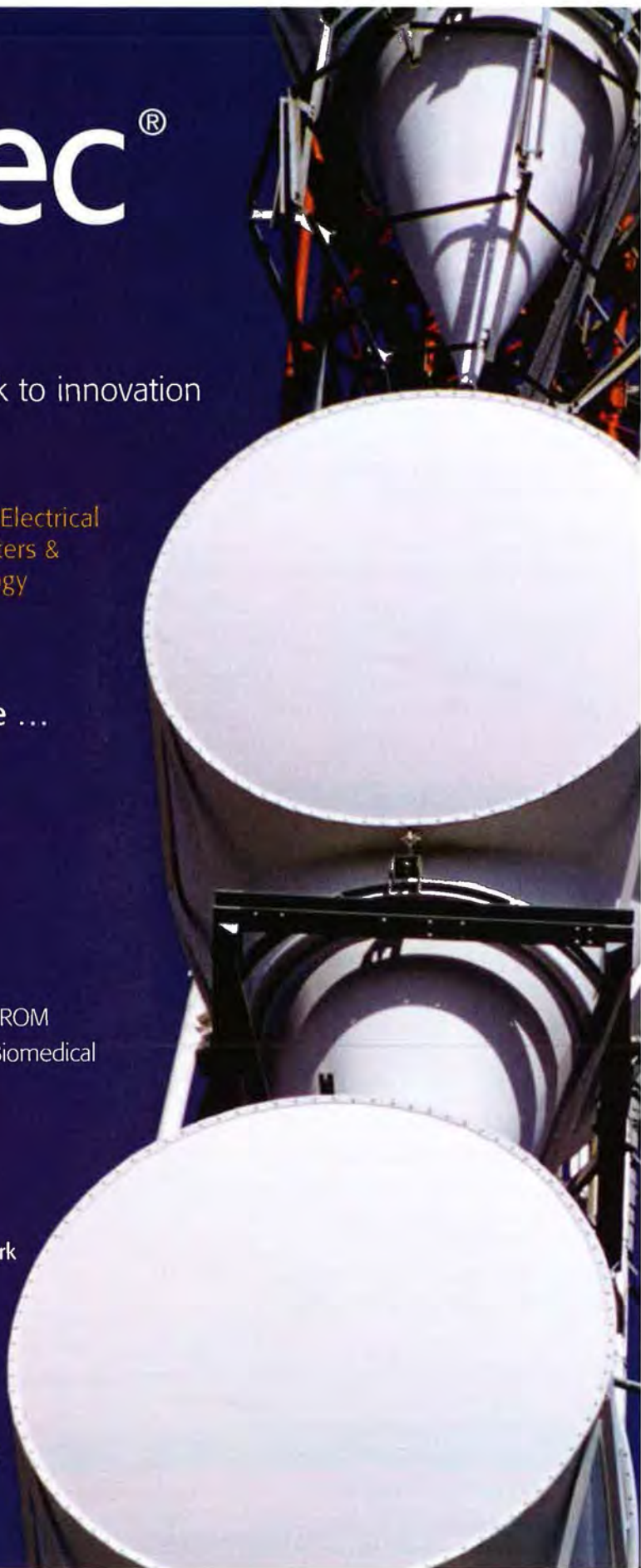
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And—this makes me sound antediluvian—trying to figure out what information was relevant to what I was doing was also part of the process. Now, you can click onto Google and the information just comes up in whatever order some dataset muck-a-muck has decided. So what I'm doing with my students is trying to get them to *use* information—not in long papers, but to *change* it; to know the quality of the information being used, and to in some way go through the process. But I have to tell you it's a challenge, because it's an entirely new way of turning information into knowledge.

DS: We're really looking forward to having you talk to us in New York.

MA: I'm so excited about that.

DS: I think this discussion has proved that we have a lot in com-

mon, and we'll be looking forward to your insights on how information is changing the world.

MA: I'm delighted. You don't know this, but I did my dissertation on the role of the Czechoslovakian press in 1968, the role of information in change in communist countries. Then I did the same kind of study about the role of information in Poland. I've always been fascinated by how information affects societies in terms of people feeling empowered or feeling isolated, so this is right down my alley.

DS: Do you feel that the U.S. government is moving in the right direction in the balance it's trying to strike between access to information and national security?

MA: No, I don't. I'm worried about that. I don't know the answer, but

certain aspects are making me nervous. I do know that in the long run the U.S. has always worked this out. You know, we've had periods like this before, and I'm hoping that various good principles will take over.

We are in a completely—there's no way to overstate this—*completely* different atmosphere. I think we all have to learn, and I know that mistakes will be made, but I believe that with the good common sense Americans have, it will come out right in the end.

DS: Well, thank you very much. I'm looking forward to meeting you in June.

MA: Me, too. Thanks very much. Good-bye.

DS: Thank you, Secretary Albright.

## Upcoming Virtual Seminars

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

Sponsored by LexisNexis

### Virtual Association Series

**June 9, 2003**

Speaker: Roy Tennant  
Topic: "XML in a Nutshell"

**June 10, 2003**

Speakers: Amy Affelt,  
Nancy Carlson, Jill Konieczko  
Topic: "The Value of the  
Information Professional"

**May 21, 2003**

Speaker: Barbara Quint  
Topic: "Information Research  
Strategists"

**July 23, 2003**

Speaker: Jay Ven Eman  
Topic: "Taxonomies for Indexing -  
Advanced Seminar"

**September 24, 2003**

Speaker: Chris Olson  
Topic: "Library Branding"

**October 29, 2003**

Speaker: Michael Kull  
Topic: "Knowledge Management"

**November 19, 2003**

Speaker: Judy Siess  
Topic: "The Visible Librarian"

**December 3, 2003**

Speakers: Jane Dysart  
& Rebecca Jones  
Topic: "Business Planning"



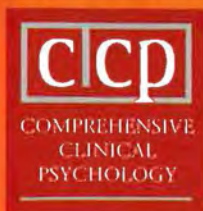


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**Join SLA in NYC June 7–12!**





## SLA's 94th Annual Conference

### EXPLORE THE PAST, DISCOVER THE FUTURE...THERE'S SOMETHING FOR EVERYONE

in New York! There is still time to register and attend.

The following materials are an overview. For complete information on more than 600 conference events, visit [www.sla.org/nyc2003](http://www.sla.org/nyc2003)!

New York will be the stage for SLA's 94th Annual Conference, June 7–12, 2003. The conference theme "Putting Knowledge to Work" focuses on the critical role of information professionals in exploring and employing knowledge for strategic decision making in the global information arena. The conference creates an environment for networking, communication, learning, and other developmental opportunities. Sessions will focus on the state of the art (Monday), future directions (Tuesday), and globalization (Wednesday), in a wide variety of Continuing Education sessions, Hot Topic sessions, the Strategic Alliance Series, and the Virtual Association Series.

On Monday, June 9, Pulitzer Prize-winning author David McCullough will address conference participants at the Opening General Session. Futurist Stewart Brand is the featured general session speaker on Tuesday, June 10. On Wednesday, June 11, former U.S. Secretary of State Madeleine Albright will offer her insight and point of view on issues and trends that have global impact on the industry at the Closing General Session.

The INFO-EXPO opens on Monday at 8:00 am in the Exhibit Hall of the Hilton New York Hotel, showcasing innovative products and services from more than 300 exhibitors. The 2003 Awards Reception will be held on Sunday at the University Club in Manhattan.

#### Look for SLA's Conference Information Ambassadors in New York!

SLA staff and Fellows have formed a partnership to make your conference experience even more rewarding and pleasant. These Conference Information Ambassadors will be visible at all key events at the Hilton New York and Towers, New York Marriott Marquis, and Sheraton New York Hotel and Towers. They will be wearing special identification badges and will be ready and willing to assist you. Most of the ambassadors have attended several conferences and can provide valuable guidance to attendees.

#### Conference Information Ambassadors

Liz Bibby • Monica Ertel • Judy Field • Carol Ginsburg • Doris Helfer • Richard Hulser • Susan Klopper • Sharyn Ladner • Eleanor MacLean • Lynne McCay • Dorothy McGarry • Anne Mintz • Peter Moon • Sylvia Piggott • Ethel Salonen • Ruth Seidman • Barbara Semonche • Sandy Spurlock • Gloria Zamora

#### Registration Hours

Registration is at the Hilton New York Hotel at 1335 Avenue of the Americas (6th Avenue between 53rd and 54th).

Friday, June 6	1:00 pm – 6:00 pm
Saturday, June 7	7:00 am – 6:00 pm
Sunday, June 8	7:00 am – 6:00 pm
Monday, June 9	7:00 am – 4:00 pm
Tuesday, June 10	7:30 am – 6:30 pm
Wednesday, June 11	7:30 am – 1:00 pm

#### Exhibit Hall Hours and Special Events

The Exhibit Hall will be at the Hilton New York Hotel at 1335 Avenue of the Americas (6th Avenue between 53rd and 54th).

#### New Exhibit Hall Hours

Monday, June 9

8:00 am–4:00 pm

Ribbon Cutting and Breakfast: 8:00 am–9:30 am

The ribbon cutting, sponsored by Chemical Abstracts Service, will take place at 8:00 am. Get there by 8:00 for breakfast and a chance to win \$5,000!

Tuesday, June 10

11:00 am–6:30 pm

Networking Reception: 5:00 pm–6:30 pm

Wednesday, June 11

8:00 am–1:00 pm

Special Events in the Exhibit Hall

- Monday, June 9, 8:00 am: Exhibit Hall Breakfast
- Tuesday, June 10, 5:00 pm–6:30 pm, Exhibit Hall Cocktail Reception
- Wednesday, June 11, 8:00 am: Exhibit Hall Breakfast



- Coffee breaks after each general session and afternoon times
- Cyber Connection
- SLA Marketplace

## 2003 Conference

The following are each day's designated track and highlighted activities.

### Sunday, June 8

#### **Leadership Development Institute**

Join SLA's Leadership award winners and supporters in celebrating a conference full of learning experiences. The Institute is geared toward all SLA elected and appointed leaders as well as those who may be interested in serving in a leadership capacity. Sponsored by Multex.com.

#### **SLA Awards Reception, 7:00 pm**

Join SLA's Leadership in honoring the professions' best and brightest during this evening's reception, which promises to celebrate the unique drive and spirit of the information professional. A wonderful evening awaits at the University Club. Sponsored by Standard & Poor's.

### Monday, June 9

#### **State of the Art**

Pulitzer prize-winning author David McCullough will address the opening general session in the East/West Ballroom at the Hilton New York. The activities on this day are aimed at examining current issues and trends that affect how we manage and deliver information/knowledge. Sponsored by LexisNexis. Come early and enjoy the INFO-EXPO Ribbon Cutting at 8:00 am. Sponsored by Chemical Abstracts Service.

### Tuesday, June 10

#### **Future Directions**

Tuesday's sessions are designed to stretch participants' thinking in certain areas by attempting to predict what the future will bring for our profession and looking at how we can shape our own future. Join us at 9:30 am, as futurist Stewart Brand opens the morning session. Sponsored by Dialog, The Information Professional Partner. Look to the future by visiting the INFO-EXPO Networking Reception at 5:00 pm.

### Wednesday, June 11

#### **Globalization**

The Honorable Madeleine Albright will be on hand at 9:30 am to close the conference. Albright, the former secretary of state, will focus on issues and trends that have a global impact on the profession. Sponsored by Factiva, a Dow Jones & Reuters Company.

## Conference Programs

### **Continuing Education Sessions (CEs)**

SLA's Professional Development Team invites you to take part in rich, meaningful, and high-impact learning experiences by attending one of the half-day workshops, full-day learning forums, or division-sponsored courses.

### **SLA Tech Zone**

This very popular series of hands-on sessions/workshops is specifically designed by and for information professionals. Throughout the conference week, SLA will offer learning opportunities that deal with creating websites, Web databases, multimedia presentations, and much more. Seating is limited. Sponsored by Dialog, The Information Professional Partner.

### **Strategic Technology Alliance Series**

This is a joint effort between SLA and the INFO-EXPO participants, in which our Information Partners help us better understand technology and its beneficial impact on our careers and our organization's success.

### **Hot Topic Sessions**

These sessions are a great way to keep up with the latest issues in the dynamic information industry. Sponsored by Chemical Abstracts Service.

### **Virtual Association Series**

This popular series, which highlights programs of association-wide interest, has gone virtual. Join colleagues around the globe as you log into this new series of programs that will take place in real time on the Web.

### **INFO-EXPO: SLA Information Partners**

Don't forget to visit the Exhibit Hall and see all the innovative products and services our exhibitors have to offer.

### **Virtual INFO-EXPO Center**

Visit the ever-popular online searchable database and conference planner. The planner is designed to save you time and help you plan your itinerary in advance. Log on to [www.slavirtualexhibits.com](http://www.slavirtualexhibits.com) to determine which products and services you want to investigate and possibly purchase while you are in New York.

### **Taping of Program Sessions**

We regret that SLA will not be able to provide this service in New York.

### **SLA Unit Business Meetings and Receptions**

There are so many opportunities at the annual conference to find out about the diversity of SLA! Business meetings and receptions give attendees an opportunity to get involved in their areas of interest and discover new ones. Check the SLA conference planner at [www.sla.org/nyc2003](http://www.sla.org/nyc2003), division websites, or the Unit Index to find out about the wide variety of networking opportunities.



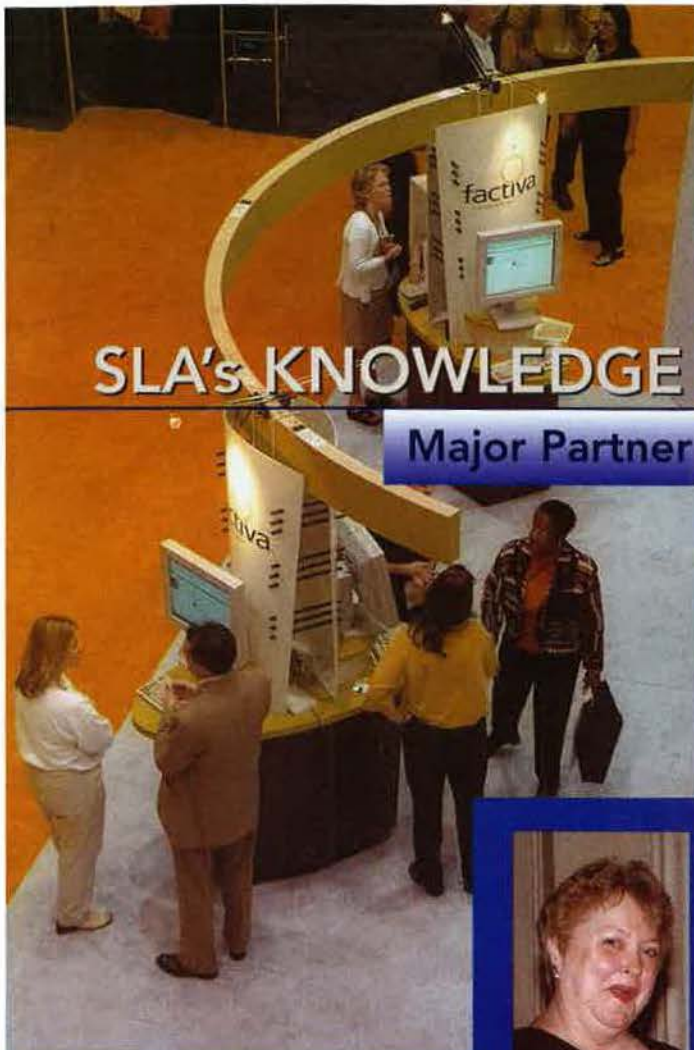


# SLA's KNOWLEDGE AGE PARTNER

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**Barbara Burton**  
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**Clare Hart**, President and CEO





Dialog's Catherine Weeks clarifies a point during a Tech Zone session.



# Dialog

The Information  
Professional Partner

## MAJOR PARTNER FOR SLA's 94<sup>th</sup> Annual Conference

*Proud Sponsor Of*

SLA Tech Zone Courses

Quantum CE Course at conference

and in chapters

Tuesday, June 11th General Session

with Keynote Speaker Stewart Brand



Libby Trudell, Senior Vice President, Information Professional Market Development and Roy Martin, Jr., President and CEO





## Conference Planner

To get up-to-date information on the 2003 Annual Conference, go online and use the new searchable database. You can search by event, track, time, keyword, or type to create a personal itinerary. The preliminary program only highlights major conference activities and programs, so you'll need to log on to [www.sla.org/nyc2003](http://www.sla.org/nyc2003) to get details on all the events, including unit business meetings, committee meetings, and other nonprogram activities.

## General Session Speakers

### David McCullough

#### Monday, State of the Art — General Session Speaker

David McCullough has been called "a master of the art of narrative history" and "one of our most gifted living writers." His work has been praised for its exceptional narrative sweep and literary distinction, its scholarship, and its insight into American life. His latest book, the monumental *John Adams*, is one of the popular and critical triumphs of our time. A number one New York Times bestseller, now in its 34th printing, *John Adams* has sold more than 1,500,000 copies in hard cover and won the 2002 Pulitzer prize for biography. McCullough also received the Pulitzer prize for his previous biography, *Truman*, published in 1992.

McCullough has won the National Book Award twice and the prestigious Francis Parkman prize twice. He has been honored with the National Humanities Medal, the St. Louis Literary Award, and the New York Public Library's Literary Lion Award.

### Stewart Brand

#### Tuesday, Future Directions — General Session Speaker

Futurist Stewart Brand first came to prominence in the early 1970s with two magazine articles. The first, "Futuristic Life and Symbolic Death Among the Computer Bums," appeared in *Rolling Stone* in 1972 and the other, "Unbinding—Conversations with Meta-naturalist Gregory Bateson," appeared in *Harper's* in 1973.

Brand expanded on these in a 1974 book from Random House called *Two Cybernetic Frontiers*. The book, which looked at Gregory Bateson and cutting-edge computer science, included the first use of the term "personal computer" in print and was the first book to report on computer hackers.

In 1984, he joined Larry Brilliant, Matthew McClure, and Kevin Kelly in founding The WELL (Whole Earth 'Electronic Link), a computer teleconference system for the San Francisco Bay Area. It now has 9,000 active users worldwide and is considered a bellwether of the genre. The system has received a number of accolades, including the 1988 Community Journalism Award from Media Alliance, 1990 Best Online Publication Award from Com-

puter Press Association, and 1994 Electronic Frontier Foundation Pioneer Award.

In 1986, Brand became the visiting scientist at the MIT Media Laboratory. A year later, his book *The Media Lab: Inventing the Future at MIT* was published by Viking Penguin.

In 1988, Brand was co-founder of GBN (Global Business Network). He also founded and ran the GBN Book Club from 1988 to 2000. GBN explores global futures and business strategy for 90 multinational giants such as Ford, Bechtel, Shell, Morgan Stanley, Hewlett Packard, Swedbank, Dupont, and Federal Express, along with government clients such as DARPA (Defense Advanced Research Projects Agency). Brand still spends a quarter of his time working for GBN.

In 1995, Brand joined Danny Hillis of the Long Now Foundation. The core projects are building a 10,000-year clock (designed by Hillis) and tools and services (such as the Rosetta Disk) toward a 10,000-year library.

### Madeleine Korbelt Albright

#### Wednesday, Globalization — General Session Speaker

Madeleine Korbelt Albright was the first female secretary of state and the highest-ranking woman in the history of the U.S. government. As secretary of state, she reinforced America's alliances, advocated democracy and human rights, and promoted U.S. trade and business, labor, and environmental standards abroad. Her accomplishments include the expansion and modernization of NATO and NATO's successful campaign to reverse ethnic cleansing in Kosovo; the promotion of peace in the Middle East and the Balkans; the reduction of nuclear dangers from Russia and North Korea; the expansion of democracy in Europe, Africa, Asia, and Latin America; the expansion of our multifaceted relationship with China, including trade as well as human rights; and the growth of trade in the Americas, in Africa (through the African Growth Opportunity Act), and through the conclusion of hundreds of other agreements that facilitated U.S. business overseas.

From 1993 to 1997, Albright was U.S. permanent representative to the United Nations and a member of the president's cabinet and of the National Security Council. In 1995, she led the U.S. delegation to the UN's Fourth World Conference on Women in Beijing, China.

Albright is the first Michael and Virginia Mortara Endowed Distinguished Professor in the Practice of Diplomacy at the Georgetown School of Foreign Service and the first distinguished scholar of the William Davidson Institute at the University of Michigan Business School. She is also chair of the National Democratic Institute for International Affairs, chair of the PEW Global Attitudes Project, and president of the Truman Scholarship Foundation.





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INFO-EXPO Ribbon-Cutting Ceremony



# Conference Registration Instructions

SLA presents the 2003 Annual Conference with the generous support of Factiva a Dow Jones & Reuters Company, Dialog, and CAS, our 2003 Major Partners. (For housing information and registration go to [www.sla.org](http://www.sla.org).)

Before completing the registration form, please read the following information. Please print clearly or type all information when filling out the attached registration form. Fill in all requested information completely. **Failure to provide full and accurate information will cause a delay in processing your registration.**

## 1) Please Print My Dodge to Read:

This information is for printing your badge only. Please list your preferred first name. This may be a nickname or your complete first name. Also, provide your organization's full name and the city, state/province, and country where you work.

## 2) Contact Information:

Please provide us with an e-mail address, fax number, phone number, and a preferred mailing address so we may confirm your conference registration.

Note: If your address has changed, we encourage you to visit the SLA Web site at <http://www.sla.org/content/memberonly/index.cfm> to update your record.

If this is your first SLA annual conference, or you are a speaker, moderator, panelist, or facilitator, please check the appropriate box. There will be a special "introductory reception" for first-time attendees on Sunday, June 8, at 5:30 pm. Check the program for more details.

## 3) Ticketed Event Orders:

List the ticketed event numbers in the columns on the registration form.

## Continuing Education (CE) Courses:

Please fill out this section carefully. You are responsible for any scheduling conflicts. Provide the ticket event number, course duration, and cost in the space provided. It is important to note your first choice and an alternate choice in the space provided. In the event that your first choice is full, we will make every effort to place you in your alternate choice. In order to avoid possible delays, please supply all of the requested information.

## Ticketed Conference Events

Please fill out this section carefully. You are responsible for resolving any scheduling conflicts. Insert the event number and number of tickets for each event with the subtotals in the far right column.

Please note: SLA will not maintain a waiting list for those events that sell out. Please check the ticket exchange board at conference.

## 4) Registration Fee:

Fill in the appropriate registration fee amount in the far right column. *Fees are payable in U.S. dollars only.* Registration materials will be mailed to you once your registration has been processed. Please keep for your records. *No receipts are issued.*

One-day registrants are asked to circle the day in the space provided.

* Member "Early Bird" (by May 1)	\$275.00
* Member (after May 1)	\$325.00
* Member One-Day (circle app. day)	\$225.00
* Student/Retired	\$100.00
* Nonmember	\$455.00
* Nonmember One-Day	\$300.00

\* SLA member rates apply to members of SLA and other participating library associations. See form for listing.

## Great News for Nonmembers!

SLA is pleased to announce that any individual nonmember registering as full-conference attendee will automatically be granted a one-year membership in SLA, a bonus offer worth \$125. *To accept our offer, please check the "accept" box on the registration form.* Declining this membership offer does not reduce the stated nonmember registration fee of \$455. Offer does not apply to one-day nonmember registrations.

## 5) Total Amount Enclosed:

Please enter the total calculated amount from all of the above entries. *Payment should reflect conference fees only. Payment should be made in U.S. dollars only.* Payment must be received in order for your registration to be processed.

Payment for any other SLA products and services should be sent to SLA under separate cover. Make all checks payable to: Special Libraries Association. Please book and pay your hotel and travel fees separately.

To better serve our members, ExpoExchange will process all conference registrations. Please note the mailing address, phone, and fax numbers.

Mail payment and conference registration form to:

**Special Libraries Association  
c/o ExpoExchange  
PO Box 3379  
Frederick, MD 21705-3379, USA**

Envelopes must be postmarked by May 1, 2003, to qualify for the "Early Bird" registration fee. **All registrations postmarked after May 1, 2003, are considered and handled as regular registrations.** Credit card registrations may be faxed to ExpoExchange at 301/694-5124. **To avoid double billing, fax registrations should not be followed up by mail.** Registration forms or payments received after May 23, 2003, may be returned unprocessed. You must register and pay onsite after May 23, 2003.

## Refunds/Cancellations

Full refunds for conference registration fees, continuous education courses, and ticketed events will be made *only if cancellation is received in writing and postmarked on or before May 15, 2003.* Cancellations received and postmarked between May 16, 2003, and May 31, 2003, will receive a refund of 50 percent of their registration fees. **No refunds will be issued for cancellations received after May 31, 2003.** This includes refunds due to illness, late arrival, weather conditions, and/or other travel difficulties. Credit balances and/or uncashed refund checks may not be used to purchase additional items on site.

## Americans with Disabilities Act

Please write the director, SLA Conferences and Meetings, a month in advance detailing special requests regarding special accommodations that you may require to attend the annual conference. Individuals requiring special meals due to medical, religious, or dietary restrictions are requested to write the director, SLA Conferences and Meetings, indicating which events the attendee plans to attend and detailing restrictions.

Reminder: Please also let the hotel know your special needs, especially pertaining to physical barriers and mobility logistics, since they are most familiar with the facility, terrain, and transportation issues, and can better advise you.



## SLA Annual Conference, June 7-12, 2003 • New York, New York, USA

## 1) Please Print My Badge To Read:

(Preferred First Name/Nickname)

(Full Name)

(Organization: no acronyms, please)

(City, State/Province)

(Country)

## 2) Registration Mailing Address:

(Member ID from mailing label)

(Organization: no acronyms, please)

(Department)

(Street Address)

(City, State/Province &amp; 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:

Continuing Education (CE) Courses:

You are responsible for scheduling conflicts. Please fill out this section carefully.

Ticketed Event Number      CE Course Duration      Cost  
 F = Full Day; H = Half Day

Saturday, June 7, 2003

CE Course # _____	F	H	\$ _____
Alternate _____	F	H	\$ _____
CE Course # _____	F	H	\$ _____
Alternate _____	F	H	\$ _____

Sunday, June 8, 2003

CE Course # _____	F	H	\$ _____
Alternate _____	F	H	\$ _____
CE Course # _____	F	H	\$ _____
Alternate _____	F	H	\$ _____

## • Other Ticketed Events:

Event # _____	X	= \$ _____
Event # _____	X	= \$ _____
Event # _____	X	= \$ _____
Event # _____	X	= \$ _____
Event # _____	X	= \$ _____

## 4) Registration Fee:

Member "Early Bird" (by May 1)	\$275.00	\$ _____
Member (after May 1)	325.00	\$ _____
Member One Day: <u>  S  M  T  W  </u>	225.00	\$ _____
Retired/Student (Circle Day)	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 below.

☐ Accept      ☐ Decline

Nonmember	\$455.00	\$ _____
Nonmember One Day: <u>  S  M  T  W  </u>	300.00	\$ _____
	(Circle Day)	

Member rates apply to members of the following associations. Please circle the appropriate one & include your membership number.

Am. Society for Info. Sci. and Tech. (ASIST); Art Libraries Society of North Am. (ARLIS/NA); Assoc. of Independent Info. Professionals (AIIP); Canadian Assoc. of Law Librarians (CALL); Medical Library Assoc. (MLA).

Membership Number \_\_\_\_\_

## 5) Total Amount Enclosed:

Please enter the total calculated amount from all of the above entries. Fees are payable in U.S. dollars only. Please make checks payable to: Special Libraries Association.

Total Amount Enclosed \$ \_\_\_\_\_

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

(Card number)

(Name as it appears on card)

(Expiration date)

(Signature)

Registrations and payments received after May 23 will be processed onsite.



Special Libraries Association  
 www.sla.org

**Special Libraries Association**  
**c/o ExpoExchange**  
**PO Box 3379**  
**Frederick, MD 21705-3379**  
**Tel: 1-301-694-5243**  
**Fax: 1-301-694-5124**

**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?**  
**Call ExpoExchange at 1-301-694-5243**

Please refer to the Refund/Cancellation Policy for cancellation procedures and deadlines.



## The Savvy Conference-Goer Does SLA

A game plan for SLA 2003

by Dan Trefethen

**THE ANNUAL CONFERENCE IS THE ONLY PLACE WHERE WE REALLY SEE THE FULL** power of SLA: the amazing array of programs sponsored by the divisions; the networking opportunities; the lengths to which vendors will go to outshine each other. There is always too much to do and six different places you should be at one time. No doubt about it—you've got to have a game plan.

The conference follows a fairly strict daily format. Each day has its individual focus. You can get the flavor by studying the preliminary program, but it's hard to know how to get the most out of an SLA conference until you've been to a few. The following are some tips I've picked up from attending many conferences.

1. *Use the online conference scheduler to create a personal schedule for yourself.* The scheduler will notify you of any changes in the sessions and even tell you if you have overlapping classes. You can do custom searches by topic, speaker, sponsor, or unit. You can also add personal events to your schedule, such as dinner with a friend. An alternative method is a daily planner with plenty of space. I highlight "must attend" items but always list interesting options, too. (Add the room numbers from the final program you receive when you check in at the SLA registration counter.) It's worth the time to create a well-organized planner. Programs overlap, and you don't want to spend a valuable 15 minutes huddled in a corridor searching the program booklet. If you're in a program that's not right for you, check your planner for an alternative and go. It's not rude to walk out of these sessions; people with overlapping commitments do it all the time.

2. *Don't try to take in the exhibits in one marathon session.* It will probably take half a day to do the exhibits justice; more if you're actually shopping for a software system or some other large expenditure. This is your chance to try all the library computer products and to grill the vendors mercilessly. To be fair to yourself, you should break up exhibit-going into short sessions that can be squeezed into blank spaces in your planner. You can stop off at the Networking Reception to be held on Tuesday from 5:00 pm to 6:30 pm in the exhibit hall, to get a bite to eat while you look over their wares. And if a vendor you really need to talk to is swamped, come back another time (a good bet is right after the exhibits open or just before they close each day). You can browse through the online virtual exhibit hall and make your game plan for which vendors you want to visit.

3. *Attend the divisions' open houses.* I know they're late and you've been up since 6:30. Resign yourself to being sleepy some of the mornings, and go to a few. Some of the hottest networking is available here. Sunday and Monday nights are liveliest, when everybody goes out to see everybody from last year and all the Well-Known SLA Personalities party-hop from suite to suite (sometimes in a group). If an open house seems cliquish or you feel like an outsider at a party where you don't know anybody, keep this in mind: these are all special librarians or friends of special libraries, and they have more in common with you than any other roomful of strangers on the face of the planet. So step right up and introduce yourself. Be sure to hit the "big division" open houses: Business & Finance and Library Management. It doesn't matter if you're not a member. Just go. Trust me. (One helpful strategy is to use the buddy system in hopping around; that way you always have someone to talk to, and you can introduce each other throughout the evening.) Also, look for chapter open house announcements on the message boards.

Here's a preview of each day's pattern of events.

**Saturday:** Continuing education course day. In addition to the course material, there is great networking here with others who share your concerns. This also gives you a weekend night in the Big City, if you want to take in some local entertainment.

**Sunday:** More continuing education options. The First-time attendees' reception is today, and is a good bet for you first-timers. The SLA Awards reception is held at night. It is a great way to see the movers and shakers of SLA get recognized. Make sure you pack accordingly: coat and tie for men; appropriate dress for women is required.

**Monday:** Getting into full swing, starting with divisional breakfast meetings. I'm not much of a morning person (especially after the open houses), but these meetings and the business lunches give you a captive audience.



Make sure you talk to the people across the table from you, not just those next to you. And ask for business cards. (Speaking of business cards, bring plenty. Better to take a lot home than to run out.)

The breakfasts are scheduled to end in time for the general session. It's an impressive sight to see almost half the members of SLA in one room, but you won't have time to talk to anyone. Go if the speakers sound appealing to you.

**Tuesday:** All division-sponsored programs are open to all SLA members, unless otherwise indicated in the program book. When you examine your preliminary program, look for ticketed events that you need to preregister for. Attend the meals and business meetings of the divisions that most interest you. If you realize that you'd like to go to something you didn't preregister for, all is not lost. If the event is sold out, you can advertise for a ticket on the community bulletin board.

**Wednesday:** The last real conference day. The SLA annual business meeting is in the morning. Attend if you want to find out what the board has voted to do during all those meetings earlier in the week. It's especially interesting if there's a hot topic on the agenda (like changing the name of the association).

Finish your exhibit going, as exhibitors close for good in the early afternoon. Some vendors sell their display stock at a discount during the last few hours. Mail the literature you've gathered back home so you don't have to lug it on the plane. (They sometimes have a postal station on the premises for this.)

**Thursday:** If you haven't left, this is field trip day, a chance for the host city to show off. Leave plenty of time to catch your plane—field trips can easily run late.

### A Few Final Tips

An important source of information during the conference is the message center near the registration area. Leave messages for your colleagues, pick up a copy of the daily newsletter with late-breaking news, look for tickets to buy or sell, check the room numbers of

chapter and division open houses, and ask questions about restaurants and local attractions at the host chapter's booth.

### Let's Talk Money

There are all kinds of tricks to save money, but some of them can be a false economy. For instance, you can save on hotel bills by staying at a cheaper place farther away, as long as you don't need to keep returning to your hotel during the day. Time is quite valuable here. Another method that sounds good is to fly in on Sunday rather than Saturday, since most of the major programming doesn't start until Monday. The problem with this is that airlines often give price breaks for Saturday night stays, and you'll lose more on your airfare than you'll save on your hotel bill. Also, Sunday is a good day for continuing education courses and networking, and you'll lose all or part of this day.

To maximize your time and minimize expenses, consider this option: fly in on Saturday, but check out of the hotel Wednesday morning, stashing your luggage at the hotel desk or in a friend's room. Then have a full conference day and fly out in the evening. This "stash now, fly later" gambit can work for Thursday field trips, too, although remember what I said about field trips running late.

While we're on the topic of money, remember that whatever expenses aren't reimbursed are deductible (in the "must clear 2 percent of adjusted gross income" category), so save your receipts. Carry an envelope marked "Receipts" that you can use for meal stubs, cabfare, and so on. Remember to ask for receipts from cabs and airport vans—they don't give them automatically.

### Finally, Have Fun!

You may think this article should be called "How to Exhaust Yourself at a Conference," but I encourage you to be selective with my ideas. Pace yourself so you don't "over-conference." It helps to do things that get you away from the convention center: hook up with people for dinner (some of whom advertise on the message boards) and take time to see some local sights. And if somebody offers you an invitation she can't use for a private party sponsored by a well-known vendor, take it. Don't worry if you don't use their product; nobody will ask. Some vendors are famous for their parties.

Good luck making your SLA conference a fun and worthwhile experience!

*This article was adapted from one that originally appeared in the May 1990 issue of Interface, the bulletin of the Pacific Northwest Chapter of SLA. ☺*

*Dan Trefethen is an analyst for Boeing in Seattle, Washington. He can be reached at [daniel.b.trefethen@boeing.com](mailto:daniel.b.trefethen@boeing.com).*





A man with glasses and a goatee, wearing a dark shirt and tie, sits at a desk in a library. He is looking intently at a large computer monitor. His hand is on a mouse. The background is filled with bookshelves.

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# Building Successful Communities of Practice



By James Lee, Sr., PMP,  
and Kathy Valderrama, CKM  
Cap Gemini Ernst & Young  
US LLC, Cleveland, Ohio



## ... CoPs Are Networks of Activities

### IT'S MONDAY MORNING, AND A NEW HIRE WALKS INTO HIS NEW EMPLOYER.

Feeling the nervousness of starting a new job, he wonders how quickly he will learn the policies, procedures, and standards of his department. Much to his surprise, a co-worker shows him a Web portal that his department uses daily, containing documents, company news, contact names, a discussion forum, and links to websites—everything he needs to learn to get started in his new job. How is this possible? Communities of Practice.

#### Building the Community

Communities of Practice (CoPs) are not new to the knowledge management world; in fact, they have existed for quite some time. But companies have only recently begun to realize their value as a means to bring employees together, regardless of location, to produce positive results. CoPs are created to connect individuals with a common interest, so they can exchange knowledge objects, best practices, and lessons learned. The benefits to companies include faster response time to clients, lower costs, improved quality in work and deliverables, faster implementation time for projects, and content ready for re-use. Individual community members also benefit. New employees can become community members quickly, accessing the knowledge they need to become oriented. Current employees have a means to share tips and relevant documents created on their projects, thereby saving time on future engagements. Department heads can post announcements and the latest news to a wide audience, keeping all employees abreast of current events. CoPs are especially effective for community members who are dispersed over multiple locations: they provide a way for the members to keep in touch and access information they need to complete their work. CoPs assist an organization with gathering tacit knowledge; knowledge that is hard to transfer, difficult to quantify, and highly personal. This type of knowledge is essential to capture, as it is typically not documented for others to utilize.

CoPs exist in virtually every organization; however, most companies do not recognize their presence. And even the existence of the CoP is not enough to yield the benefits. The CoP needs a respected leader who supports the creation of the community, is an active participant, and encourages others to participate. Amy Eugene, director of knowledge management at Cuyahoga Community College, says, "Without sponsorship, a CoP may appear unsanctioned, and participants may feel that their work is for naught and therefore be reluctant to participate."

The sponsor also helps create a knowledge management plan, the most important part of the CoP creation process. The plan has three significant aspects. First, CoP goals are set that are directly related to the goals, both strategic and tactical, of the overall organization. Second, key players of the community are selected to help market the CoP and encourage others to participate. Third, the long-term vision of the group is documented, along with the value proposition, which provides reasons why others should become active community members and answer the question "what's in it for me?" Creating the community may seem a daunting task, but sustaining it is more challenging for the organization.

#### Sustaining the Community

Although many activities facilitate the evolution and growth of successful CoPs, those that center around the completion of a feedback loop are the most valuable. At every level of the CoP, timely and critical feedback is necessary if the community is to survive and thrive. From the executive level (sponsor, champions, influence leaders) to the community itself (knowledge managers, subject matter experts, other members), an open environment, in which all are willing to accept critical feedback, is essential.

#### The KM Plan

The knowledge management (KM) plan must be developed with the overall strategic vision of the organization in mind. However, although the knowledge needs and objectives of the organization for the planning horizon (usually one year) are important, the real value of the KM plan is realized when it is revisited several times throughout its life.

Quarterly reviews of the KM plan enable the community to adjust to changing needs or market conditions while providing some stability for the activities supporting knowledge submission, review, sharing, and collaboration. Less frequent reviews might cause the community to miss opportunities to adapt to specific knowledge needs



of the organization. More frequent reviews could lead to an ineffective community, for the following reasons. The most valuable knowledge is not so temporal or faddish that it will change dramatically over a short period. Rather, the kind of knowledge that should be solicited and shared is typically that which concerns the basic activities and aspirations of the organization. Furthermore, most successful knowledge gathering and sharing efforts are time-consuming, often lasting several weeks or even months. Frequent changes in direction result in unnecessary "churn" of knowledge content and a waste of knowledge workers' time.

During the quarterly review of the KM plan, the executive sponsor should be advised of the community's per-



formance regarding the short-term goals agreed upon at the last review. Many communities fail because they lack visible, tangible executive sponsorship. It is not enough for a sponsor to be a "cheerleader" for the community; he or she must also provide the resources (time, money, people) to execute the knowledge-sharing activities that sustain a CoP. Therefore, an honest assessment of the sponsor's support during the past quarter is critical.

Similarly, the executive sponsor must provide an objective evaluation of the community's performance to the stated goals and how well that performance fits the strategic needs of the organization. Too often, communities undertake well-intentioned but inappropriate (or at least ineffective) knowledge-collection efforts that do not provide the value desired. During the quarterly review of the KM plan, the sponsor should not only provide critical feedback but should also describe how conditions (organizational, business, environmental, regulatory, etc.) have changed since the last review and discuss whether the plan should be modified for the upcoming quarter.

With a well-defined process for the periodic review of the KM plan, a CoP can focus its efforts on the immediate knowledge-sharing and collaboration needs, with the assurance that those efforts fit within the larger, longer-range needs of the organization as a whole. Providing the open environment required for a critical review of the KM plan is the responsibility of the sponsor; providing honest feedback is the responsibility of the community.

### Recognition and Rewards for Sharing

A CoP exists to facilitate the fluid sharing of collected knowledge. Community members, with their similar

interests, shared vision, and desire to advance their mutual profession, provide the vitality that sustains the community. Sameer Bhide, manager of knowledge management at Datatel, Inc., says, "Our members are part of the CoP not because of their titles but because of their content and knowledge expertise." However, just as in any other organizational entity, participation rates and motivations for participating vary. For some people, the motivation for participating in a CoP may involve recognition.

By definition, a CoP will have members with similar interests, but the levels of knowledge and experience will vary within the group. How one is viewed as a member may depend on the expertise one exhibits and the recognition that comes along with that level of skill. A formalized rec-

ognition and reward program ensures that community members know that their contributions to the CoP are acknowledged and appreciated. Such a program may begin with a simple thank-you to any community member who contributes to the knowledge base. While this gesture might not result in more submissions of knowledge, its absence will have a dampening effect, as the contributor is left not knowing whether the submission was even received, much less whether it was considered useful.

Beyond the initial thank-you, other recognition and rewards are necessary to sustain a CoP. Members who add to the community's knowledge base should be recognized throughout the community and, ideally, throughout the entire organization. Most members who contribute will be motivated by a desire to add value to the CoP. The acknowledgement of their peers will usually be more than sufficient as a continuing incentive for knowledge sharing.

An additional incentive for knowledge sharing is its inclusion in performance planning and review programs. Putting knowledge sharing on an equal footing with other performance measures—such as service, sales, and employee development—sends a strong signal that collaboration is vital and links the member's own career success to knowledge sharing. This type of feedback—making it personal for the community member—ensures that regardless of the makeup of the CoP (which will certainly change over time), it will continue to provide the type of structure and environment conducive for knowledge creation, dissemination, and innovation.

### Closing the Loop

Soliciting feedback from the community of practice itself



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is the final and most important feedback loop. Although every CoP needs an executive sponsor, the activity within the CoP is not hierarchical, nor is it driven from a single direction. CoPs are networks of activity, constantly changing, with new members and old members, junior members and senior members, specialists and generalists. With each member come different expectations and needs. Junior members may be seeking knowledge from the CoP's subject matter experts; new members may be looking for orientation materials; senior members may be providing best practices. For these activities and a variety of others, specific metrics or scorecards can be developed to indicate levels of vitality, as well as the areas that need attention. These metrics may include the number of knowledge objects submitted to the knowledge base, the frequency of re-use, and quality measures such as ratings. In addition, surveys should be conducted periodically among all CoP constituent groups, such as executives, new members, and subject matter specialists. These metrics and surveys can reveal patterns of usage or need, as well as more finely detailed information about existing knowledge and knowledge gaps.

## Good CoP, Bad CoP

While a complete KM plan and good sponsorship are key aspects of the CoP, they will not ensure its success. People come and go, switch departments, and change roles, and these changes may directly affect the vitality of the CoP.

Symptoms of a low-performing community are a low level of communication and collaboration, low business results, content that is not consistently managed, and a low level of team activity. Without sharing and collaboration, the community will not provide the benefits originally envisioned by its members, and if the community is not meeting the business goals for which it was originally established, sponsorship will not continue. The community members not only need to meet their own goals, they also need to provide business results and show value. If only a few individuals are active, their efforts will not sustain the CoP—it must be a group effort to succeed. Fresh, current content is the heart of the CoP, as it provides a reason for people to participate. And as more participants come to the community to gain knowledge, they will share with others as well.

Both companies and community members reap the benefits of creating and sustaining CoPs. The need will always exist to capture the knowledge of employees and prevent the loss of this intellectual capital. Through the process of creating a CoP, continuously improving it, using rewards and recognition for participation, and soliciting feedback, an organization can foster an environment that allows its employees to leverage the knowledge they need to perform their duties more efficiently. This increase in efficiency gives the organization a significant advantage over its competitors. ☺



# copyright corner

## Making Copyrighted Works Available to Persons with Visual Impairments

By Laura Gasaway

In October 2002, the Register of Copyrights issued a notice of inquiry for the second anti-circumvention rulemaking procedure for exemption to the prohibition on circumvention of copyright protection systems for access control technologies. The notice called for comment from interested parties, including copyright owners, educational institutions, scholars, researchers, and members of the public. The five major library associations, including SLA, jointly filed a comment suggesting a new exemption and criticized the earlier rulemaking results.<sup>1</sup>

Based on the very narrow parameters that the Copyright Office decided to follow in the last rulemaking, the library associations reiterated their support for the two classes of works that were exempted as a result of the 2000 rulemaking. The comment states that there is no evidence that the marketplace has corrected either of the original exemptions: (1) for "literary works, including computer programs and databases, protected by access control mechanisms that fail to permit access because of malfunction, damage, or obsolescence" and (2) for "compilations consisting of lists of websites blocked by filtering software applications."<sup>2</sup> Therefore, the associations support extending the period of exemption over the next three-year period through October 23, 2006.

Additionally, the associations suggest a third exemption for literary works including e-books that are protected by technological measures that block or inhibit perception via a "screen reader" or similar text-to-speech or text-to-braille device. This proposed exemption would be limited to persons with a visual or print disability. The same recommenda-

*Digital publishing offers the promise of "off-the-shelf access" for readers with visual or print disabilities.*

tion was made by the American Foundation for the Blind, an organization whose mission is "to enable people who are blind or visually impaired to achieve equality of access and opportunity that will ensure freedom of choice in their lives." Clearly, technological controls applied to literary works in digital form prevent access to and fair use of these works by persons with visual impairments.

Persons with limited eyesight use a variety of methods to make a work perceptible; some need voice output, others require large print, and some require text that is formatted on a large screen with appropriately sized letters. It is unlikely that e-book companies will be able to meet all these needs.

The legislative history of the 1976 Copyright Act includes a statement

that making copies of a protected work in a form for use by blind persons is fair use. A 1997 amendment to the Act added a new section 121, which provided an exemption to the reproduction right for an authorized entity that reproduces or distributes "copies or phonorecords of a previously published, nondramatic literary work if such copies or phonorecords are reproduced in specialized formats exclusively for use by blind or other persons with disabilities." This exemption excludes standardized or secure tests, related teaching materials, and computer programs, except for the portions thereof that are in conventional human language, including description of pictorial works that are displayed in the ordinary course of using a computer program. Digital text, audio, and braille qualify as specialized formats under the amendment.

This amendment was an important expansion for blind and visually disabled persons. The only previous mention of making copyrighted materials available to the blind was in section 710, in which copyright owners could voluntarily license the Library of Congress to reproduce and distribute certain categories of literary works in "braille or similar tactile symbols or by fixing a reading of the work in a phonorecord, or both."<sup>3</sup>

Since the 1997 amendment, technological measures designed to control access and use have been applied to e-books and other literary works in electronic format. These controls prevent persons who use screen readers or other text-to-speech or text-to-braille devices as aids to perception from accessing these works and threaten the way visually disabled individuals study, learn, and read for recreation. This is especially unfortunate, as less than 10 percent of the literary works published in the United States are ever made available in braille or as talking books. Further, when they are made available, it is often months after the work



is first published. For readers with visual or print disabilities, digital publishing offered the promise of "off-the-shelf access," but this promise will not be fulfilled if technological controls prevent access by persons with these disabilities. The library associations believe that correcting this inequity is not likely to harm the market for or value of these works.<sup>4</sup> These individuals have already purchased the work or paid for access; all they seek is the ability to read it.

The conflict of this technology with e-books Digital Rights Management (DRM) technology is clear, and the impact on those with visual disabilities is not borne by other populations of readers. Although book publishers license the right to produce audio books separately from e-book rights, persons with visual disabilities are denied access to electronic publications because of their disability. Although the library community disagrees, some copyright holders and publishers consider the vocalization of electronic text by a screen reader to be an infringement of the right of public performance, so they often expressly require e-book publishers to block perception of electronic text by screen readers.

Even if a court should later determine that the right of public performance is implicated by the use of vocalization technology, it surely would be fair use when the purpose of such performance is to facilitate perception of a lawfully made copy by an individual user. Moreover, educational institutions must comply with the provisions of the Americans with Disabilities Act (ADA), and technological access controls threaten the ability of these institutions to comply with the provisions of ADA for blind and print-impaired individuals.

The Association of American Publishers (AAP), in its reply comment, rejected this proposal, stating that it would be inconsistent with the way the Congress had previously accom-

modated the use of copyrighted works by blind and other visually disabled persons. The AAP further defended the access controls on e-books that prevent text-to-speech, because the very availability of e-books has already increased the availability of these works to everyone, including persons with print disabilities. Although the AAP has previously supported efforts to make works available to blind persons and others with disabilities, it opposes this proposed exemption. It believes that the word "accessibility" has a different meaning in the context of federal disability law than does "access" in the context of preventing the circumvention of access controls. Further, the AAP believes that the 1997 amendment was an attempt by Congress to balance the rights of copyright owners with the needs of blind and visually impaired persons. Its reply comments conclude with the statement that e-books are in their infancy, and it is too soon for the government to impose technology mandates. The library associations disagree.

<sup>1</sup> The Copyright Office has posted all the comments on its website, at <http://www.copyright.gov/1201/2003/comments/index.html>.

<sup>2</sup> See "Copyright Corner" in *Information Outlook*, January 2001, for a discussion of the first rulemaking results.

<sup>3</sup> Under this provision, the National Library Service for the Blind and

Physically Handicapped at the Library of Congress, if it has a license from the copyright holder, selects and produces full-length books and magazines in braille and recorded formats which it distributes to a cooperating network of regional and local libraries for eligible borrowers. Braille books and magazines are also available on the Internet through Web-Braille.

<sup>4</sup> For further information, see George Kerscher and Jim Fruchterman, *The Soundproof Book: Exploration of Rights Conflict and Access to Commercial EBooks for People with Disabilities*, at [http://www.openebook.org/doc\\_library/informationaldocs/soundproof/soundproof.htm](http://www.openebook.org/doc_library/informationaldocs/soundproof/soundproof.htm).

<sup>5</sup> [http://www.rfbd.org/media\\_4.htm](http://www.rfbd.org/media_4.htm)

<sup>6</sup> <http://www.loc.gov/nls/reference/factsheets/annual.html>

<sup>7</sup> Carol Evans, *Audio-Assisted Reading Access for Students with Print Disabilities*, <http://www.rit.edu/~easi/itd/itdv05n1-2/article5.html>.

<sup>8</sup> <http://www.acb.org/resources/bookmag030121.html>

<sup>9</sup> [http://www.daisy.org/about\\_us/mem\\_detail.asp?id=89](http://www.daisy.org/about_us/mem_detail.asp?id=89)


<sup>10</sup> <http://comnet.org/local/orgs/rftb/>

<sup>11</sup> <http://www.bookshare.org/web/Welcome.html>

**For additional information on the availability of copyrighted works for blind and visually impaired individuals, consult the following:**

1. Recordings for the Blind and Dyslexic<sup>5</sup>
2. National Library Service Books for Blind and Physically Handicapped Individuals<sup>6</sup>
3. Audio-Assisted Reading Access for Students with Print Disabilities<sup>7</sup>
4. American Council of the Blind<sup>8</sup>
5. American Foundation for the Blind<sup>9</sup>
6. Readings for the Blind<sup>10</sup>
7. Bookshare.org<sup>11</sup>





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# The Customer Speaks: Assessing the User's View

0110

**By Barbara P. Silcox  
and Paula Deutsch**

*Barbara P. Silcox (barbara.silcox@nist.gov) is group leader of the Research Library and Information Group at NIST.*

*Paula Deutsch (paula.deutsch@nist.gov) is a technical information specialist at the NIST Research Library.*



## ... NIST Survey—Process and Results

**THIS ARTICLE DESCRIBES ASSESSMENT ACTIVITIES AT THE NATIONAL INSTITUTE of Standards and Technology (NIST) Research Library and their role in decisionmaking and strategic planning. Future articles will address the library's benchmarking activities and how the results of the customer survey and benchmark study were incorporated into the library's operational and strategic planning.**

### A Need for Assessment

The challenges facing libraries over the past decade have been great: decreasing or static budgets, costs increasing at a faster pace than inflation, exponential growth in information content and technologies, and rising customer expectations. Today more than ever, libraries in all sectors are being asked to be accountable, responsive, and innovative, and to demonstrate their value in the face of competing priorities. Like other types of organizations, libraries are expected to document that assessment data are gathered, analyzed, and used to inform planning that results in improvements to products and services as well as better stewardship of resources.

There is growing recognition within the field of the need for librarians to make systematic data collection and analysis an integral part of their tactical and strategic planning. Since 1999, the Association of Research Libraries (ARL), through its New Measures Initiative, has been addressing its membership's interest in identifying best practices and developing new tools for assessing library performance. At a February 2001 Forum on Performance Measures and Statistics for Libraries sponsored by the National Information Standards Organization (NISO), discussions confirmed that libraries need concrete ways to demonstrate their value to the communities they serve. The SLA, in its June 2001 research statement "Putting Our Knowledge to Work," recommended that special librarians adopt "evidence-based practice" to make professional decisions and advance the knowledge base in information and library science. Evidence-based practice refers to the systematic use of data, measures, and research results to support planning and decisionmaking.

Managerial decisions made by librarians are often arrived at by "knowing what's best for the customer," based on professional judgment and personal experience. Furthermore, they are frequently constrained by the need for making them quickly, the availability of sufficient resources, and stakeholders' views and

misperceptions about library services. To remain viable, special libraries must routinely and systematically use methods for listening to their customers, measuring performance, and demonstrating impacts to both customers and stakeholders. Furthermore, they need to undertake and use the results from assessment activities on an ongoing basis to make short- and long-term organizational improvements and respond to the ever-changing landscape of new technologies and customer needs.

The idea of evidence-based practice, or data-driven decisionmaking, raises many questions. How do I collect meaningful data? How can I make sense of it? What do I do with it? This article describes how the Research Library at the National Institute of Standards and Technology (NIST) attempted to answer these questions.

In fall 2001, the NIST Research Library embarked on a multipart assessment project to learn more about customer needs and satisfaction and how the library compared with peer institutions. The results of these activities were used to guide strategic planning, decisionmaking, and operational improvements. The assessment activities themselves enabled the library staff to develop new competencies and laid the groundwork for embedding a new paradigm of thinking, attitudes, and support for assessment and evaluation as an integral part of the library's everyday work. All members of the library staff understand the importance of being customer-focused, and they all contribute in some way to data collection and analysis.

This article discusses the first of the two major assessment activities—a customer survey to determine researcher use and satisfaction with the NIST Research Library's collection and the impact of journal cancellations on the NIST research environment. It addresses the challenges the library faced in developing a survey instrument to collect meaningful data, the strategies it used to develop and conduct the survey, and the actions it took based on what the survey revealed.



## NIST and the NIST Research Library

NIST is a nonregulatory federal agency within the U.S. Department of Commerce. Its mission is "to develop and promote measurement, standards, and technology to enhance productivity, facilitate trade, and improve the quality of life." Its work is focused on advancing the nation's technology infrastructure and supporting industry. NIST operates in two locations: Gaithersburg, Maryland, and Boulder, Colorado. It employs about 3,000 scientists, engineers, technicians, and support and administrative personnel. About 1,600 guest researchers complement the staff.

The NIST Research Library's primary customers are the researchers in the NIST laboratory programs at the Gaithersburg location. The laboratories conduct research in a variety of physical and engineering sciences, including biotechnology, building and fire research, chemistry, electronics, information technology, manufacturing, materials science, mathematics, metrology, and physics. The Advanced Technology Program, which co-funds research and development partnerships with the private sector, is also a significant customer group.

The NIST Research Library is one of three work units within the Information Services Division. The library has a staff of 17 and maintains a collection of about 300,000 volumes and 1,150 journal subscriptions. Over most of the past five years, its collections budget has remained static. As a result, the annual purchase of monographs has decreased by 52 percent. In 1999, the Research Library cut its journal subscriptions by 31 percent to stay within its budget. An additional 13 percent in cuts in journal subscriptions were made in 2000.

## Voicing Concerns

In April 2001, the Research Advisory Committee (RAC), an internal advisory group that makes recommendations to management on scientific issues and research activities at NIST, voiced concerns about the declining state of the NIST Research Library's collections in its annual report to the NIST director: "RAC considers the NIST Research Library to be one of the most important components of the critical infrastructure that supports diverse and often very specialized research needs of NIST scientists.... Regardless of near unanimity about the importance of maintaining the NIST Library at the highest possible standard, RAC believes that their function and service are being adversely affected by inadequate and stagnant funding.... At this current rate of decline, RAC is convinced that the NIST Research Library will not be able to meet the needs of the scientific and technical staff in the very near future."

In response to RAC recommendations, the acting director of NIST requested that the Research Library undertake several assessment activities to determine whether addi-

tional funding for the collections was warranted. These activities included (1) developing mechanisms for gauging the overall impact of recent journal cancellations on the NIST research environment; (2) conducting a survey of NIST scientists and management to assess research needs; and (3) benchmarking itself against scientific and technical libraries in other government agencies and the private sector. While management agreed with RAC that the Research Library is indeed a vital NIST resource, determining spending priorities to fund all vital NIST overhead activities involved making difficult choices, given the limited overhead dollars.

It was clear that the Research Library had a critical need to demonstrate concretely the value it brings to the NIST community. Furthermore, it had to demonstrate that it was being responsive to customer needs and was making wise, well-informed purchasing decisions.

## Collecting Meaningful Data

In summer 2001, the NIST Research Library contracted with two consultants from the University of Maryland College of Information Studies to develop a survey instrument, conduct focus group sessions, and analyze the survey results. The consultants had experience conducting library user studies and customer surveys as well as experience with the NIST research community. They worked closely with the library staff during each step of the process.

Library staff met with the consultants to discuss the survey's purpose and focus, data collection methods, the survey time period, and reporting requirements. While the broad mandate to the Research Library was "to conduct an electronic survey of NIST scientists and management every few years to better assess and coordinate library and research needs," the group decided to limit the scope of the survey to assessing customer needs and satisfaction with respect to the library's collection. This decision was based on the specific concern expressed by RAC and other members of the NIST research community that the library's collection lacked many information resources deemed critical to supporting their research.

The consultants and library staff looked at a number of options for assessing the impact of journal cancellations on the NIST research environment. They considered conducting individual and small group interviews, adding exploratory questions (one closed question and one open-ended question) to the customer survey, conducting a separate survey focusing solely on impacts, analyzing interlibrary loan records before and after journal cancellations, and conducting a citation analysis study of NIST researchers' citing behaviors before and after cancellations. Because of time and budgetary constraints, the group decided to defer the analysis of interlibrary loan



records and citation behaviors. The impact of declining collections would be addressed by the inclusion of additional questions on a single survey.

The group reviewed the 1998 customer survey to determine whether any questions from that survey could be used in the 2001 survey. Using the same questions across survey years would enable the library to track trends. The 1998 survey sought information from library customers on a broad spectrum of library services and resources. Questions on that survey relating to the library's collection were modified slightly and incorporated into the new survey.

The consultants conducted a focus group session with eight members of RAC to discuss ways in which NIST researchers have been or could be affected by journal cancellations. Focus group participants were asked for input on how to measure these impacts. Discussions with the focus group yielded 12 possible impact factors, such as damage to personal or institution's reputation, decrease in the quality of work, loss of time trying to find information from another source, failure to meet a deadline, and costs incurred by the researchers' operating units to purchase journal subscriptions on their own.

There was much discussion of the best way to phrase the impact questions and how the library could gauge the level of intensity of the impacts from the results, if at all. In the end, the results of the survey provided baseline data for further study, and intensity was measured by the percentage of respondents who said they had experienced an impact factor. For each impact factor, respondents were asked to indicate the degree of impact they had experienced: no impact, minor impact, moderate impact, or major impact. On eight impact factors, respondents were asked to quantify the impact; for example, number of deadlines missed in the past 12 months or dollars spent on subscriptions purchased by the operating unit.

A paper version of the survey instrument was pretested with nine members of RAC, and questions were refined based on their feedback. A key challenge in developing the survey instrument was determining the right number of questions to get sufficient information to address the concerns of RAC and the NIST acting director while not overburdening participants with a time-consuming survey. The Web-based survey consisted of 11 questions and took 15 to 20 minutes to complete. Two questions sought demographic information: length of service at NIST and the division (department) in which the respondent worked. The remaining nine questions focused on use of and satisfaction with information resources from the NIST Research Library (by type of resource, subject area, and age of journal); use of and familiarity with scientific and technical databases (those to which the library subscribes

as well as those that NIST researchers may have used elsewhere); the value (importance) of information resources to researchers; and the impacts of journal cancellations on their work. On the questions relating to satisfaction, respondents were asked to choose from three levels of satisfaction: very satisfied, somewhat satisfied, and not satisfied. Respondents were asked to indicate a reason for nonuse of resources: not knowing enough about them, not needing them, library doesn't have what's needed, or other. Each question on the survey was followed by an open-ended question seeking additional comments. These comments made the survey results particularly robust and helped to illuminate and interpret the responses to the more quantitative questions.

The survey was administered over a two-week period in October 2001. To increase the likelihood of participation, the library staff selected (with the help of RAC) only those NIST divisions known to be the library's primary customers. An e-mail inviting NIST researchers to participate in the survey was sent to 55 of the 80 NIST divisions. The message explained the purpose of the survey and gave the URL link to the Web-based questionnaire. Two reminder messages encouraging staff to take the time to complete the survey were sent midway through the survey period, one from the library and one from RAC chair.

### Making Sense of Results

With 528 respondents from 48 divisions, the survey results represent the perspectives of a wide variety of NIST researchers. Approximately 20 percent of the target audience responded to the survey. There were 584 comments submitted by 254 respondents on the open-ended questions. The high response rate and large number of comments clearly indicate a high level of interest in the NIST Research Library.

The scale for use of information resources was based on the percentage of respondents who reported that they used the resource: very high use information resources are those used by 75 percent or more of the respondents; high use information resources are those used by 50 percent to 74 percent of the respondents; and moderate to low use information resources are those used by 49 percent or less of respondents. Survey responses indicated that electronic and print journals, technical books, textbooks, and conference proceedings were all highly used items. This was particularly useful information, because the library had been shifting its limited resources away from technical books and textbooks to continue its support of the journal collection.

The satisfaction level of respondents was used to establish three groupings of information resources: those with a higher level of satisfaction (70 percent or more of the respondents were very satisfied); those with a moderate



level of satisfaction (50 percent to 70 percent of respondents were very satisfied); and those with a lower level of satisfaction (less than 50 percent of respondents were very satisfied).

Respondents' satisfaction was compared with their use of the library's information resources. This analysis revealed that among the very high use resources there were moderate to higher levels of satisfaction with electronic and print journals and lower levels of satisfaction with technical books, textbooks, and conference proceedings. In general, the satisfaction rates were not as high as desirable (80 percent). On high and very high use information resources, the percentages of respondents indicating that they were very satisfied with these resources ranged from 33 percent for conference proceedings to 63 percent for print journals.

Important themes that emerged from the survey results included the following:

- A need for more electronic journals and a preference for electronic resources over print;
- Subject areas in need of improvement to support new and ongoing areas of NIST research;
- Dissatisfaction with certain types of information resources (technical books, textbooks, and conference proceedings);
- Lack of awareness of many of the library's information resources, particularly databases, specific journal titles, older journals, and materials in the NIST Archives collection;
- Misperceptions about how the library selects information resources for the collections and how past journal cancellations had been handled.

A comparison of the results of this survey with the results of the 1998 customer survey revealed some important similarities and differences. Usage patterns across survey years remained essentially the same: the journal collection, technical books, and conference proceedings continued to be highly used resources. Satisfaction rates increased for electronic journals but decreased for print journals. The rise in satisfaction with electronic journals may be a result of the increasing availability of electronic journals since the first survey had been conducted. The decrease in satisfaction levels for print journals from 1998 to 2001 may be a consequence of the journal cancellations, but there is no way to be certain.

Regarding the impacts of the journal cancellations on NIST researchers, loss of time and loss of productivity while trying to obtain information from another source were the major impacts cited. More than half of the survey respondents said that these two factors had some effect on their work; however, about one-third of the respondents said that this impact was minor.

Over 40 percent of the respondents said that journal cancellations had resulted in damage to the institution's reputation due to lack of the best or most current information, decrease in the quality of work, and loss of scientific competitiveness by not being on the cutting edge. However, about 25 percent of the respondents said that the impact was only minor.

Less than 10 percent of the respondents reported a major impact on any of the impact factors, with percentages ranging from 1.3 percent on failure to meet a deadline to 6.6 percent on loss of time trying to find information from another source. NIST researchers seem to be experiencing some impact of the journal cancellations, but for many this impact is minor.

Respondents had difficulty quantifying the impact of journal cancellations. The number of respondents to the quantification question was relatively small; comments submitted to the open-ended question about impacts support this conclusion. Approximately 20 percent of the respondents provided an estimate of the total number of hours spent finding information when the information was not in the NIST Research Library. There were lower response rates for quantification of costs, number of missed deadlines, and number of decisions made with incomplete information. There were also huge ranges in the responses. The low response rate and the large variance in the quantification numbers make it difficult to draw any conclusions with regard to quantification of impacts.

Survey comments revealed the difficulty in assessing the level of impact of journal cancellations and isolating the role of the library's journal collection. They also provided useful feedback with regard to the library's interlibrary loan and document delivery services and communication between the library and the NIST research community.

### Transforming Results into Action

The results of the customer survey provided the framework for the library's activities for the remaining part of fiscal year 2002 and beyond. Despite the deliberately narrow scope of the survey, the library received useful feedback on a variety of broader issues. In deciding where to devote time and energy, the library opted to focus on making improvements that would have the "biggest bang for the buck."

It was clear from the survey results that the library needed to address marketing and communications issues. Two months after the survey was conducted, the library began a communications campaign about what had been learned from the survey and what actions it planned to take. The primary vehicles for this campaign were the Information Services Division newsletter and the NIST Virtual Library (NVL).



Communications with RAC have been ongoing since the committee's initial involvement in the development of the survey. RAC members have been briefed on the results of the survey and the library's proposed actions and on the library's continuing funding issues.


Library staff created and implemented a marketing plan to increase awareness of the library's many information resources, particularly the databases that are available through the NVL. Successful marketing will help manage customer expectations and increase awareness and use of the library's resources and services.

While there were apparent misperceptions about how journal cancellations were handled, survey comments indicated that NIST researchers preferred being consulted about what journals the library should have rather than what titles should be cut. In response, the library launched a core journal project to identify core titles for each NIST laboratory. This project laid the foundation for establishing closer working relationships with NIST divisions that evolved into the library's Laboratory Liaison Program in fiscal year 2003.

The library has not waited for additional funding to address some of the identified deficiencies in its collection. Resources were reallocated to purchase additional technical books in subject areas where survey respondents had identified critical needs. The library also reinstated a small number of cancelled journal titles and one highly needed database through consortial (discounted) purchase arrangements.

Despite the strong service orientation of the library's interlibrary loan (ILL) staff, the survey results indicated that a number of improvements to the ILL/document delivery service were warranted. Concerns expressed about this service included a lack of a mechanism for

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checking on the status of requests and the length of turnaround time for filling requests. ILL/document delivery processes were analyzed during the summer 2002. New processes and systems, including an automated interlibrary loan management system, were implemented in fall 2002. Customer satisfaction will be assessed in fall 2003.

In undertaking this assessment, the library forged new and stronger relationships with its customers and stakeholders. The knowledge gained about customer needs and satisfaction enabled the library to implement changes to improve the way it does business. The customer spoke...and we responded. ☺



# strategic learning outlook

## More Than One Way to Learn

By Shelva Suggs

In our rapidly changing world, it is crucial to master new skills and concepts to keep up-to-date. In this charged and competitive environment, each of us is responsible for improving and expanding our knowledge, to perform our jobs more effectively and to become more valuable employees. And while we might prefer to work in a learning organization, the fact is that many of us do not. Time spent mastering new skills—especially if it takes us away from the office—isn't always assigned a premium value. And the work many of us perform to support our professional organization is often viewed even more skeptically. While we can justify our time in seminars and continuing education courses, it's often much more difficult to justify the time we spend working for SLA. And yet, if we think about it, this effort contributes significantly to our continuing education.

What is expected of us in today's workplace? The answer varies depending on our situation, but usually it includes providing leadership, working effectively as team players, planning well for the future, and, of course, being competent in our work. We've spent years in school mastering skills, and many of us refresh ourselves by attending classes of all kinds. How does our participation in SLA fit into this scheme?

Participating in SLA provides us with a wide variety of learning experiences and gives us an opportunity to develop skills and competencies that are directly related to success in our jobs. Participation in SLA is a form of continuous learning. Let's look at it a bit more closely.

*Participation as a spectator.* Many of us attend programs sponsored by SLA, our division, or our chapter. We may learn new information about management techniques or deepen our knowledge about our subject specialty or the industry we work in. Whatever the focus, participation in SLA at this level contributes to our knowledge base. We, and the organizations we work for, benefit from this involvement.

*Participation as an actor.* A smaller number of us choose to take a more active role in SLA, as a committee member or chair, as a newsletter editor, as an elected officer of SLA or one of its units, or in some other way. It is through active participation that we learn and sharpen many skills that we use in our daily work. For example, when you chair a committee, you are, in effect, leading a team. All the qualities that one needs to be a successful team leader are called into play. Flexibility, the ability to synthesize competing perspectives and forge compromises, and the capacity to ensure that all team members are engaged are but a few of the qualities we use when we chair a committee. As a division chair or chapter president, one gets to exercise a wide range of skills such as budgeting, motivating others to perform tasks, planning, making persuasive presentations, public

speaking, and more. A leadership role at this level provides many opportunities for learning; in fact we may be able to learn and grow in ways that are not possible in the context of our daily jobs.

SLA offers much more than formal classes. It is a great forum for continuous informal learning. Through our active participation in SLA, we can take advantage of many informal learning experiences. And while our participation directly benefits the association, we also reap many benefits, as do the organizations for which we work. So if you haven't thought of SLA as a learning organization, consider that idea. You and your organization will be pleasantly surprised at the additional value you will gain from your membership in SLA.

Looking for a way to share and support an information professional who's just starting out or a colleague who's thinking about a career change? Visit Career Services Online today to sign up as an SLA Virtual Advisor (<http://sla.jobcontrolcenter.com>).

If you're ready to embrace your future, consider attending SLA's 2003 Virtual Seminars. As in past years, SLA has an exciting lineup of learning experiences. The seminars, which use Web-based visuals and audioconferencing, are a great way to learn without leaving the workplace. And the cost is per site, not per person, so you can invite your colleagues to learn with you for one low fee. Visit <http://www.sla.org/content/Events/distance/virtsem2003/index.cfm>.





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# information trends

## Simple Collaboration Tools—Quick and Easy KM

By Stephen Abram

### Instant messaging—critical tool for the library world?

Special librarians and information professionals seem hooked on e-mail. We use it for everything. We post and lurk on electronic discussion lists. We deliver results of searches. We communicate, joke, and gossip. There is no doubt that the Internet has changed the way we communicate. For most of us, e-mail has replaced snail-mail and even much of our telephone communication. Most of us started our careers without this tool (and without faxes, the Web, personal digital assistants, and cell phones), and now it dominates our communication toolkit.

Consider this: Studies show that more than 85 percent of people ages 15–25 have at least one instant messaging (IM) account. (My daughter has five, with hundreds of “buddies.”) Our profession has nowhere near this level of IM penetration; indeed, based on hand counts at recent conferences, I doubt that more than 10 percent of us even use IM. According to one ARL (American Research Librarians) study, only 12 percent of librarians are in the 25–34 age range, compared with 25 percent in comparable professions. One could speculate that there is an emerging (and worrying) disconnect between our own preferences for communication and those of our future users. So what is IM, and is it worthwhile for us to learn yet another communication modality?

### What is instant messaging?

Despite lightning-like speed, e-mail isn't fast enough for some purposes. It feels as though you're sending stuff into a black hole—not knowing whether the recipient is online at that moment, sending multiple e-mails back and forth to converse in a kind of dysfunctional broken telephone conversation, and waiting, waiting, waiting. Some of us remember the old Prodigy and CompuServe bulletin boards that attempted to address this issue, and some of us have used chat rooms as well. Instant messaging has exploded in popularity because it allows for real-time conversations. IM allows you to maintain a list of people you wish to interact with in real time, often called a buddy list. Sending a message opens up a small window where you and your correspondent can type in messages that both of you can see. For a profession based on knowledge sharing, this tool holds great promise.

Most of the popular IM programs provide a variety of features:

- Instant messages. Send notes back and forth with online peers.
- Chat. Build custom chat rooms for neighbors, peers, and projects.
- Web links. Share links to favorite websites and resources.
- Images. View images stored on another computer.
- Sounds. Play sounds and recordings for groups.
- Files. Share files by sending them directly to a group.
- Talk. Use the Internet instead of a phone to talk with others.
- Streaming content. View real-time or near-real-time stock quotes and news.

### Who are the players?

Most of the history of instant messaging is tied up with kids and small communities of interest—IM was more a personal neighborhood than a business application. But things are changing quickly. Enterprises need tools that allow them to communicate quickly and effectively for task- and project-specific or team-oriented work. Hence, they are starting to experiment and adopt IM applications such as ICQ, AOL Instant Messenger, MSN Messenger, and Yahoo! Messenger.

ICQ was one of the first IM programs and can run on virtually all computers after you download and set up the program. It's easy and it's free. You can set your own privacy rules and even leave messages for contacts who aren't online when you are.

AOL's Instant Messenger (AIM) is the most popular IM client on the Net with more than 40 million computers. AIM has more features than we can list here, but many look businesslike: alerts, stock quotes, etc.

Yahoo! Messenger is similar to ICQ and AIM. It includes instant messaging, voice chat, file transfer, and conferencing capabilities, as well as news, weather, and stock reports.

Microsoft's MSN Messenger Service, is simpler and more streamlined. It focuses on excelling at IM only. It has some cool features for setting your whereabouts and options. It is tied closely to Hotmail services.

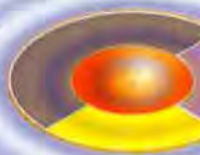
Trillian is a great instant messaging integrator. A major problem with IM is the lack of interoperability among the different versions. Trillian allows you to connect to ICQ, AOL Instant Messenger, MSN Messenger, Yahoo! Messenger, and IRC (Internet Relay Chat) through just one interface. If Trillian can connect to all the other programs, why not to one another? Trillian is in its infancy, and it's free.



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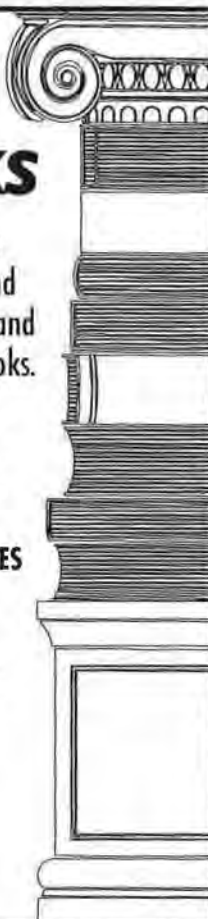
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### What's on the horizon?

In 2002, America Online quietly secured a patent that could shake up the competitive IM landscape. The patent grants AOL's wholly owned ICQ rights as the inventor of Internet instant messaging, covering any network that allows multiple users to see when other users are present and then to communicate with them.

Also in 2002, a coalition of major financial firms (all, interestingly, with SLA member librarians) began pushing for common messaging standards, asserting that IM was becoming an important business communication tool and that all IM providers should meet standard interoperability and security requirements. Business wants and needs these tools.

Recently, in 2003, it was reported that AOL was seeking to monetize its instant messaging products, either

by charging for its IM service or by burdening it with advertising. We've seen this before—from free to fee.

A related product is SMS, short messaging services, which is being marketed to us by the phone companies.

So what is the KM tie-in? KM is about stories, and stories are shared among friends, peers, neighbors, and colleagues. Stories move minds and enterprises. The tools of our narrative world are expanding to include new technologies for sharing stories and doing work. Instant messaging is one such tool that shows great promise, just as radio, movies, TV, e-mail, and the Web expanded our ability to share stories before it. Information professionals had better stay alert to IM's potential. Experiment today. As one wise wag put it, "The future is already here—it's just not evenly distributed yet!"

Stephen Abram is vice president of Micromedia ProQuest in Canada. E-mail him at [sabram@micromedia.ca](mailto:sabram@micromedia.ca).

Products and studies mentioned are not endorsed by Stephen Abram, Micromedia ProQuest, or SLA and are used here for illustrative purposes to highlight the types of opportunities that are coming to market.

### The Big Four... and One

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- AOL Internet Messenger (AIM) [http://www.aol.ca/aim/index\\_eng.adp](http://www.aol.ca/aim/index_eng.adp)
- ICQ <http://web.icq.com>
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- Trillian Pro from Cerulean Studios <http://www.ceruleanstudios.com/trillian/index.html>



# communications outlook

## Setting Yourself Apart Through Leadership

By Anthony Blue

There is something special and unique about each one of us, and some of us have the ability to bring out certain qualities in other people at critical times. In the world of pro sports, individuals who possess this skill are seen as modern-day heroes. You may not watch pro football, but you are probably familiar with the name Joe Montana. In the business world, employees at all levels can benefit from cultivating leadership skills. No matter what position you hold, these skills are valuable for moving you through your career and setting you apart from everyone else. Some researchers say that effective leaders are individuals who appeal to a higher sense of purpose. They do this by addressing basic rewards and higher emotional needs, like self-actualization, and by developing a sense of commitment in their followers.

If you start cultivating your leadership skills, moving up will be easier. If you think about how many times you provide guidance to others at work, you may realize that you are a leader no matter what your current position. Organizations require leaders at all levels. From top management to the mailroom, workers who can direct their organizations through significant changes are valuable assets. What does it take to lead people? Can you identify the intangible assets that transform the

individual with potential into a leader? Those questions do not have clear-cut answers.

The training you have received, along with professional development and the skills you use in your daily work, are enormously impor-

*SLA's role is to challenge our members to grow with the changes in their organizations, continuously evolving and becoming better, faster, and more intelligent.*

tant and valuable tools. But training and skills alone will not position us to take on primary leadership roles in our organizations. As individuals, we must seek out opportunities and anticipate changes. The qualities that transform a person into a leader—a visionary—are realized only when that person is willing to step outside existing roles and preset norms.

Our association should be encouraging its members, who have the skills and training inherent in the information profession, to take on new and exciting roles in their organizations. In many organizations, employees at all levels are collectively gaining, learning, growing, and systemically sharing their new capacities. A degree and 15 years of

experience, although an excellent start, won't get you to the top. In the information industry, you must strive to do more. SLA's role is to challenge our members to grow with the changes in their organizations, continuously evolving and becoming better, faster, and more intelligent. It's 2003, ladies and gentlemen. Every information professional needs to think and act like a leader.

SLA and its Chapters, Divisions, Caucuses, and Committees offer a variety of opportunities in a non-threatening environment to help information professionals build on existing skills and stretch abilities that will translate to the job. The opportunity is there for those who want to become involved in shaping the future of their profession and enhancing the network of leaders in the profession. Contact your chapter president or your division chair if you seek opportunities to serve your unit. If you would like to serve on an association-wide appointment, please send an e-mail to SLA's president-elect. Information on SLA's various appointed opportunities are listed in Committees section of Virtual SLA at [www.sla.org](http://www.sla.org).

If you are interested in an association-wide elected position, please review the "Why Seek a Leadership Position" link at [www.sla.org/content/leadership/how.cfm](http://www.sla.org/content/leadership/how.cfm). There you will discover vital information on the benefits derived from an increased involvement with SLA. For more information or questions, contact managing director, leadership/member services, Linda N. Broussard at [Linda@sla.org](mailto:Linda@sla.org) 1-202-939-3682.



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# coming events

## May 2003

### Libraries in the Digital Age (LIDA) 2003

May 26-30  
Dubrovnik, Croatia  
<http://knjiga.pedos.hr/lida/>

### Canadian Health Libraries Association Conference

May 31-June 4  
Edmonton, Canada  
<http://www.chla-absc.ca/2003/>

## June 2003

### SLA 2003 Annual Conference

June 7-12  
New York, NY  
[www.sla.org](http://www.sla.org)

### American Society of Indexers 34th Annual Conference

June 19-22  
Vancouver, BC, Canada  
[www.asindexing.org](http://www.asindexing.org)

### American Library Association (ALA)/Canadian Library Association (CLA)

June 21-24  
Toronto, Canada  
[www.ala.org](http://www.ala.org) or  
[www.cla.com.ca](http://www.cla.com.ca)

## August 2003

### 69th International Federation of Library Associations and Institutions (IFLA) General Conference and Council

August 1-9  
Berlin, Germany  
[www.ifla.org](http://www.ifla.org)

### Association for Computing Machinery

HyperText 03  
August 26-30  
Nottingham, UK  
<http://www.ht03.org>

Join Us June 7-12 for  
SLA's 94th Annual Conference  
in New York!

# market place

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**David Morse,**  
Associate Director  
University of Southern California  
Health Sciences Libraries

When you're serving 1,000 health sciences students, 1,500 faculty, and hundreds of clinical staff members at leading hospitals throughout the Los Angeles area, choosing an information management system that is reliable and easy to use is critical.

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To download the complete story on how Dynix helped this library, go to [www.dynixstories.com](http://www.dynixstories.com).



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