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Information Outlook, February 2005

Special Libraries Association

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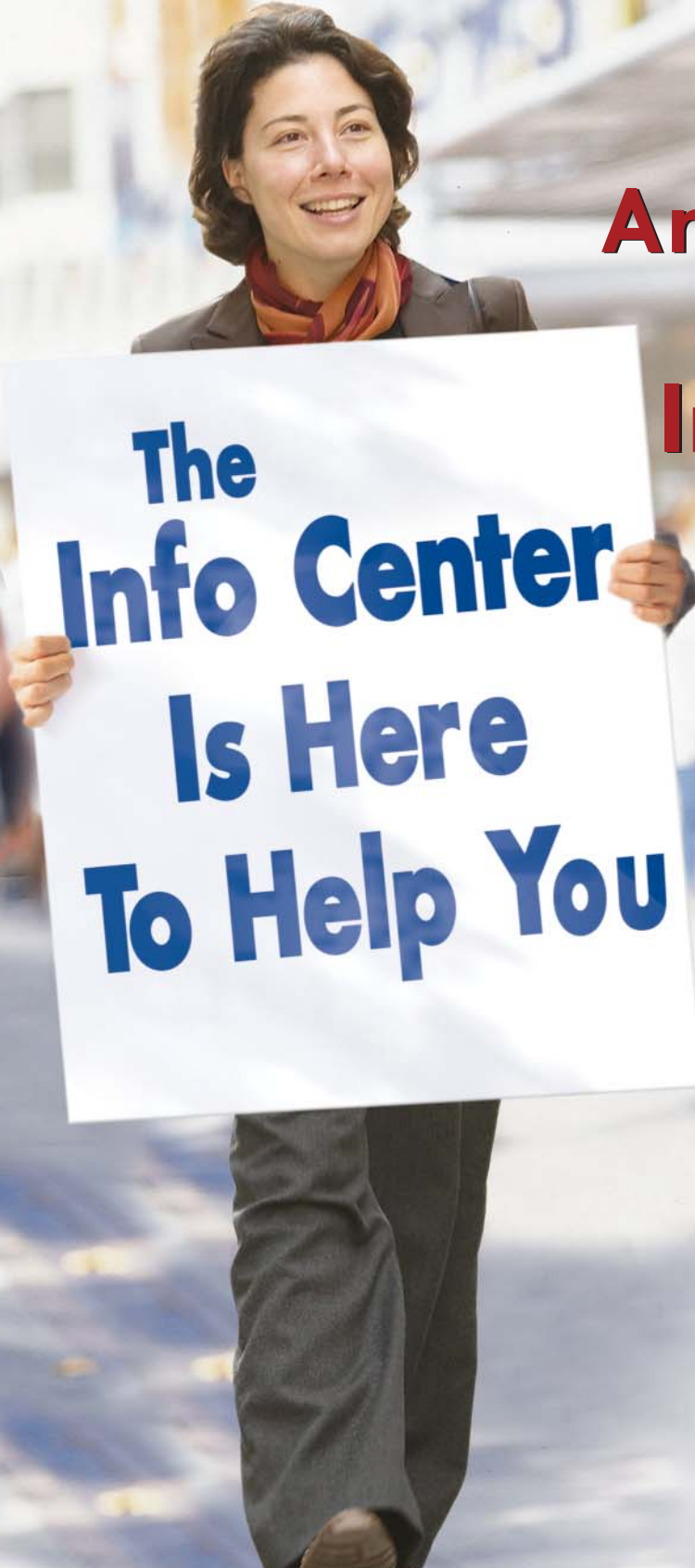
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An Ad Agency Changes Its Information Strategy



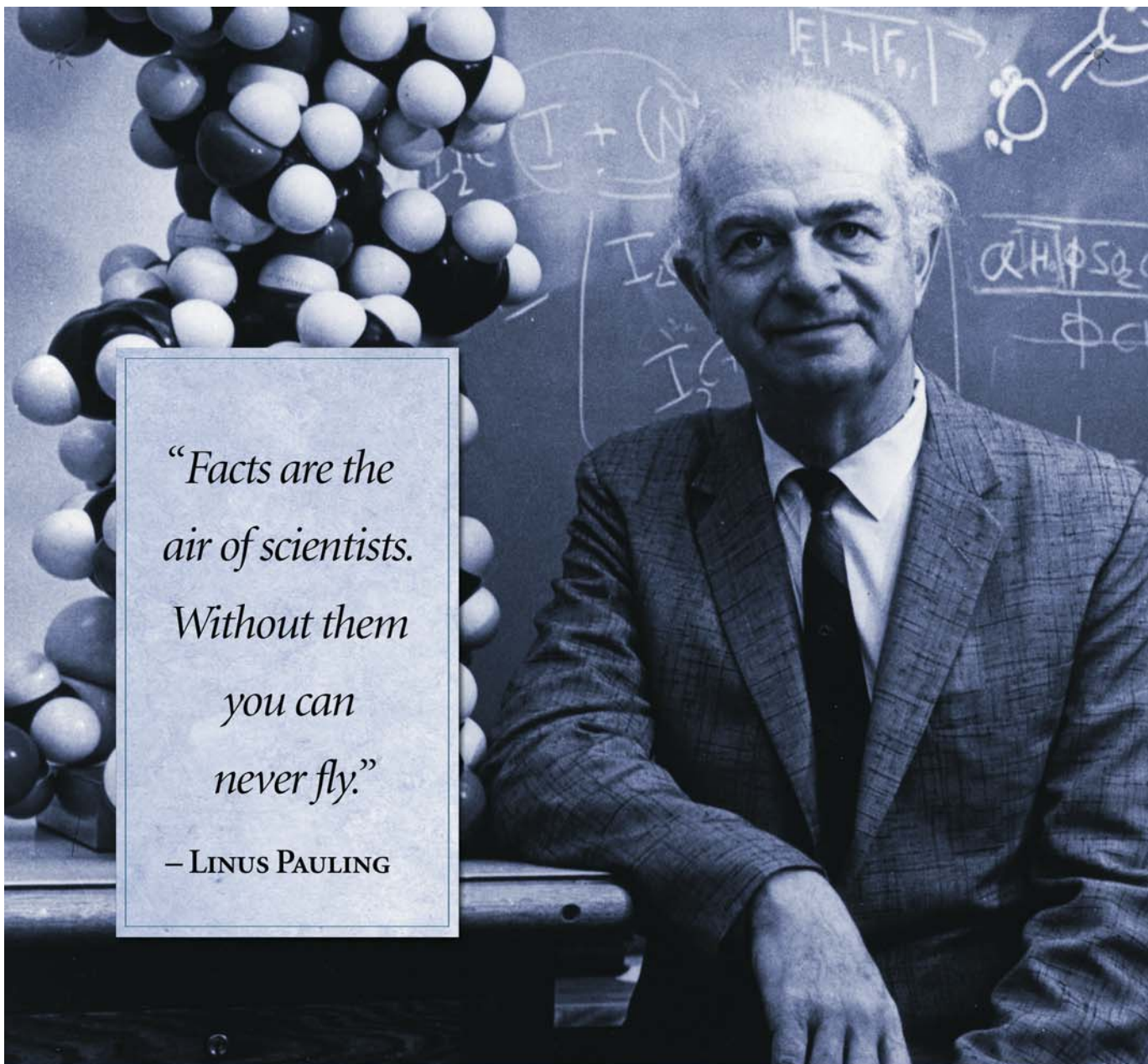
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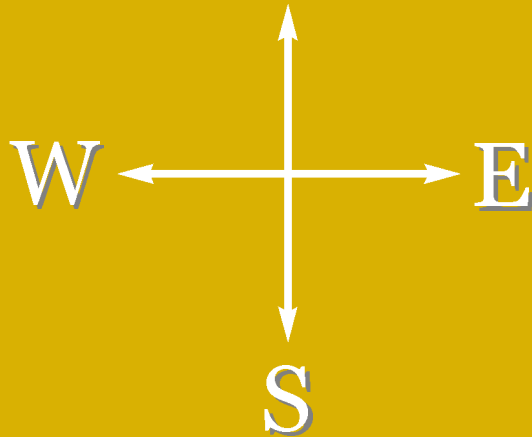


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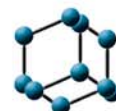
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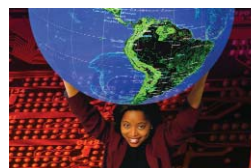
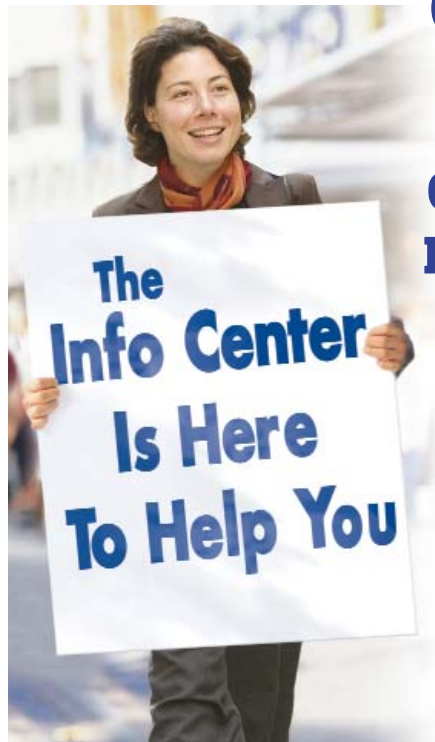
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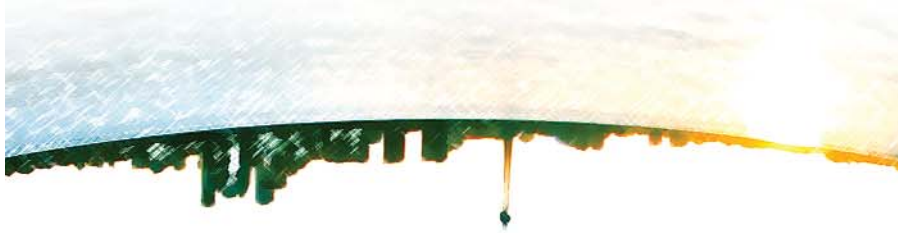
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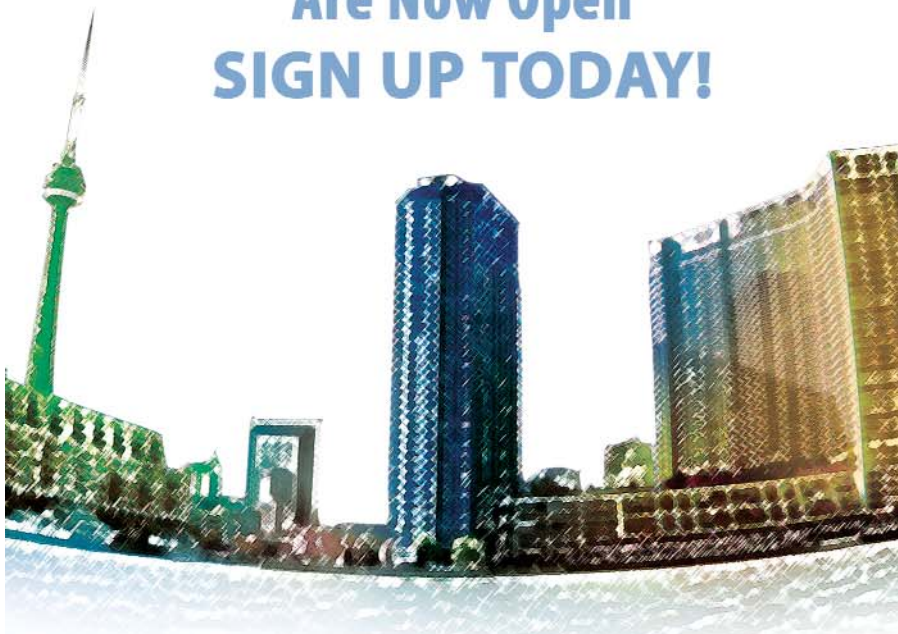
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A Tsunami of Compassion and Effort

All of us have seen the devastation from the tsunami that overwhelmed south Asia and east Africa on December 26, 2004. The shocking loss of life and property saddens and humbles us to the point of realizing how fleeting and fragile life on earth truly can be. To be sure, much more could have been done to warn residents and holiday visitors of the impending threat. Then again, do we really know what the effect of such warnings would have been?

Now that we are more than one month removed from the first news of rising death tolls and destruction, we can see more clearly in so many ways how things could always be done better or, at least, differently. Yet I believe that the most important factor is how we can learn from life's lessons and how we all respond moving forward.

Given that the affected areas in India, Indonesia, Sri Lanka, Thailand, and other nations are relatively poor and rural, the global response to provide aid and comfort has been uplifting and heartwarming. Within our own community, the need to find some small way to help has evolved into an effort to provide financial support to relief agencies and charities and material or expertise support to peers who must now rebuild libraries and information centers – or at least help restore collections lost in the disaster. The SLA Tsunami Relief Initiative gives our members and others in our community an opportunity to take action and show support where appropriate. You can review the basics of the initiative online at www.sla.org/tsunami.

Since the launch of this effort, we have heard from scores of generous SLA members who are contributing their

financial support, materials, and expertise to the relief effort. This kind of outreach is a wonderful example of the warmth and generosity that exists among librarians and information professionals. In the day-to-day effort of working, advancing our careers, caring for family and friends, and even participating in our professional societies and associations, we forget what kind people our peers and colleagues can be. I count myself as a very fortunate association executive to be connected to people who stop to realize that we all have a role to play in the global community.

I also believe we have extremely proactive members who care about expanding the reach of our community as far and wide as possible. This was highly evident in the last three months of 2004, when SLA conducted its second annual "Member...Click!" Campaign. SLA members were asked to recruit colleagues and peers as new members, and it really paid off. More than 80 members participated, and we welcomed more than 500 new members during the recruitment period. Prizes and recognition will be provided to the most active recruiters, and all will be inducted into the new SLA President's Club. You can see a list of this year's recruiters in the advertisement on page 34.

Information professionals are the best recruiters of new members for SLA. You know of colleagues who should join but never have; of peers who may have been a member but haven't seen all the wonderful things occurring in our community. Most important is that you know the value of the services SLA offers and how participation can help you grow and advance your career.

Congratulations to everyone who took part in this year's campaign!

These are great success stories for SLA as a whole. On a more personal level, I want to congratulate Susan Nutter for being selected as *Library Journal's* Librarian of the Year. Susan is director of the North Carolina State University libraries. She's been a member of SLA since 1988, and I know she has always supported her staff members to play an active role in our community. In fact, our North Carolina Chapter presented its Information Management Award to the NCSU Libraries in 1992 largely because of Susan's efforts and her organization's support of science, technology, and business in North Carolina. Friends there tell me Susan has always applied the special libraries user- and mission-oriented philosophy to her academic setting.

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



Janice R. Lachance

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

SLA Executive Director

By Carolyn J. Sosnowski, MLIS

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Craigslist

www.craigslist.org

Neighborhood word of mouth is alive and well. Although this site was started in 1995 by Craig Newmark as a way to share information about events in the San Francisco area, craigslist has grown to encompass job postings, items for sale, apartments for rent, personals, and service offerings in cities across the world. Most "for sale" posters are selling things they no longer (or never) needed, but many offer to barter items and/or services, or even swap living quarters. And, true to its origins, craigslist has a section for community announcements. All postings are free except for job announcements in some cities; those fees vary by location. As an added bonus, there are no banner ads or annoying pop-ups.

ConsumerSearch

www.consumersearch.com/www/index.html

ConsumerSearch compiles product reviews and, well, reviews them. This site offers one-stop shopping for opinions from sources such as Consumer Reports, epinions.com, consumer magazines, and industry publications and organizations. Each dated product report lists the best review sources and the best products in that category as rated by the sources, and then summarizes each review's findings and gives a detailed comparison of the review information, including a chart. Editors use

SLA Launches New Advocacy Service

SLA has launched a new Legislative Action Center (www.sla.org/act), a grassroots advocacy service for SLA members to use in learning about and acting on public policy matters affecting the information profession.

Members who visit the online center can review legislation, learn how to communicate effectively with legislators, identify the appropriate elected officials and media with whom to communicate, and share views with lawmakers via targeted e-mail, fax, phone, and wire service.

The SLA Legislative Action Center is also equipped with a comprehensive full-service election component, including detailed candidate bios, voter registration forms, and absentee ballot explanations. The expected result: a more informed and engaged SLA membership that participates in the legislative and electoral processes.

The service is currently configured to support communication between members in the United States and their elected representatives. As content and technology allow, SLA will explore the integration of other nations' legislative contact systems into the Legislative Action Center.

SLA Executive Director Janice R. Lachance, a former Cabinet official during the presidency of Bill Clinton, said the time has come for SLA members to use their clout and influence the outcome of critical public policy debates. "With over 12,000 members and countless others in our global community, we have to find ways to shape the development of policies that affect our work and our organizations. Our new Legislative Action Center puts the power to communicate in the hands of the people who matter most and know best: our members."

For more information on the SLA Legislative Action Center, contact Doug Newcomb, SLA Public Policy Director, at (703) 647-4923 or dnewcomb@sla.org.

Publisher Seeks Info on Old-time Radio

Book Hunter Press is researching sources of print and audio special collections dealing with the Golden Age of Radio, 1920s to early 1960s, for inclusion in a "Resource Guide to the Golden Age of Radio," scheduled for publication this summer.

The collections should include at least some material dealing with performers, programs, station histories, or broadcast history in general.

In addition to archival material in libraries, museums, and other locations, the Guide will include bibliographic sources and Internet sites of interest to researchers. A key part of the publication will be a single subject index incorporating data from all three sections.

Book Hunter Press asks that librarians with relevant collections e-mail the company at bookhunterpress@verizon.net with the name of the collection. A submission form is on the company's Web site at www.bookhunterpress.com/index.cgi/radio.html.

SLA Initiative Seeks Donations, Material Support for Tsunami Relief

SLA has started an initiative to energize global membership in response to the tsunami that hit southern Asia in December. Staff members are working to develop an information clearinghouse for the global community of more than 12,000 members in 83 countries represented by SLA.

The effort will focus on two critical areas of need:

- Providing direction to members and SLA chapter/division leaders who seek options for immediate financial support to the disaster relief effort. A collection of contacts for government-approved relief agencies and charities that are committed to the relief effort is now available online. SLA information services staff selected lists from the governments of the top five nations most populated by SLA members, plus the nations

affected by the disaster.

- Serving as a conduit for educating members of the information community on the needs of libraries in the affected region and directing information, resources, and expertise to persons in the affected region who will guide library rebuilding or restoration. This will be developed over the first several months of 2005, so that an effective collection of resources can be made available. SLA Executive Director Janice R. Lachance said SLA membership has a role to play as members of the world community and as information professionals: "This initiative serves as a way for our community to contribute to a global effort; to help those left behind in this horrible experience; and to aid an entire region of the world in moving forward from absolute devastation. The staff and leadership of SLA continue to keep the victims and their families in our thoughts, and we are ready to do our part to help."

More information is available online at www.sla.org/tsunami.

Chaplain School Honors Librarian

The U.S. Army Chaplain Center and School has honored Teri F. Newsome, school librarian, who died of cancer in August 2004, by dedicating the library to her memory. She served the library for 19 years. A plaque at the library now pays tribute to her dedicated service as it graces the entrance to the library. She began her government service in 1982 as a library intern at Fort Monroe, Virginia. She transferred to the Fort Jackson, South Carolina, library in 1984. In December of 1985, she accepted the job as librarian at the Chaplain School, then located at Fort Monmouth, New Jersey. When the school moved to Fort Jackson late in 1995, she moved with it, returning to Fort Jackson after more than 10 years.



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Pamela Lanier's Bed & Breakfast Guide

www.lanierbb.com

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Innkeepers pay for inclusion in the database, and are encouraged to use professional resources that are posted on the site. Lanier also offers several travel books for sale, including a guide for family travel and one for golf resorts.

Snopes

www.snopes.com

We have all been inundated with gossip and e-mails from well-meaning friends and colleagues describing how Mr. Rogers was a Navy Seal (false), that the ghost of a child appeared in a scene from *Three Men and a Baby* (also false), and that Van Halen did not want brown M&Ms in the backstage candy bowl (true). Each rumor is categorized and labeled as to its veracity (or lack thereof). Even if you haven't heard that chewing gum that is swallowed remains in the body for seven years (fortunately, not true), there are many interesting and goofy stories to read about and share (the true ones, that is).

Carolyn Sosnowski, MLIS, is an information specialist at SLA.

You may send descriptions of your favorite Web sites to magazine@sla.org. Include the URL, your name, and a sentence about what you do.

Testimony

To the Editor:

I'd like to share with you a wonderful experience I had recently to talk to New York State legislators about what special librarians do.

Dottie Heibing, the executive director of the Metropolitan New York Library Council, my local library consortium, invited me to testify before the New York State Assembly Standing Committee on Libraries and Education Technology at a hearing held in New York City on October 18, 2004. This hearing was one of five held around the state offering librarians the opportunity to discuss the impact of a 5% cut in funding to libraries and library systems across the state.

Dottie asked that I talk about how cuts to funding at

library systems like METRO would affect me and other special librarians, so I was prepared to do a little stumping for METRO as well as a little educating, knowing these legislators would not have much exposure to special librarians.

I picked up on a statement made by the committee chairwoman, Sandra Galek, about learning from the witnesses at the hearing and began my statement by acknowledging that as the only special librarian I would be educating them about what we do.

I talked about how most special librarians report to non-librarians and as a result must justify their requests for outside training at places like METRO with extra care for the bottom line. I also talked about the importance of networking and challenged com-

mittee members to imagine that they were the only assemblyperson for New York State, much like solo librarians are the only librarian in many organizations. And with the weight of Assembly work on their shoulders alone, could they understand the need to network with colleagues to discuss specific issues shared by them and their colleagues in other states.

I felt very honored to have this opportunity to be a part of the democratic process in this way and to talk to Chairperson Galek after the hearing. I asked her how she felt about the chance that the 5 percent cut would be eliminated and although she was non-committal, I was elated to learn several days later from Dottie that Ms. Galek had mentioned me at a subse-

quent hearing, saying she had learned a lot about what special librarians do.

I can't tell you how encouraging and exciting that is because I know that SLA is not the most visible group of librarians out there, but I see that there are many places where we can increase our visibility and I had a wonderful opportunity to do that.

Tom Nielsen

Questionable Source

To the Editor:

As librarians, we have been taught to consider our sources. Daily, we are obligated to pass this knowledge on to those whom we serve. Knowing this, I was very surprised to see George Soros' Web site cited not once but

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twice in *Information Outlook's* October [2004] article, "The Open Archives Movement."

Mr. Soros, one of the most polarizing figures in America today, can hardly be thought of as an open-minded source of information. There must be other, more thoughtful and well-respected, sources for the author to use. The open archives subject is a serious one, but the use of that source greatly diminished the validity of the piece.

This is not a political comment; it is simply a comment on the use of reliable sources.

Mary Ettl, Librarian
Saint Paul, Minnesota

Geocentric

To the Editor:

I very much appreciated your article ("The Millennial Invasion", John J. DiGilio and Gayle Lynn-Nelson, November 2004) but it also made me feel slightly uneasy. On reflection I think it was due to the following:

1. Very USA biased. While many of this US generation may have forgotten Nixon, Qaddafi, Cold War, etc., many, if not most, around the world have not.

2. It is clearly describing a certain section of this generation, those likely to use corporate libraries as opposed to the wider numbers. I know IO is a 'Special Libraries' publication, but these distinctions should be made.

3. I am from Generation W(?) and first used the Internet in 1982. I too respect ability and skill, which are not the same as authority. I think many thinking people in each generation come to the same conclusion - it's

just that they are now able to express this more. However, looking at voting behavior provides another, troubling, yardstick.

Anyway, thanks for a thought provoking article.

Mark Perkins
Noumea
New Caledonia

More Debate, Please

To the Editor:

While catching up on my reading over the holidays, I reviewed with interest Paul Jackson's reaction ("It's not about us!" *Information Outlook*, June 2004) to my article, "The New Information Professional" (*Information Outlook*, April 2004).

Let me begin by saying that placing blame or finding fault is not the point - I have never found either to be very useful since the past cannot be changed. A far more important issue than who is to blame for library cutbacks and closings is whether we can do something about it in the future. It was the latter question that I was attempting to address in my research.

Mr. Jackson makes a very important point in saying that "it's not about us." It is, and always has been, about our clients and about providing services that meet and maybe even anticipate their needs. We certainly cannot do this if those services are terminated. My observation, from prior experience in the private sector, is that the library is relatively low in the organizational hierarchy, far from the decisionmakers and planners. We say we have a lot to offer, and I believe we do, but I think we need a seat at that table in order to be truly

effective. I am foolish enough to believe that we can get there, but it may require that we think radically about what we do and how we do it. The last thing that we should do is to "put the idea to rest" that better vision and practice can make a difference. We need more debate on these issues, not less.

Deborah Barreau
Assistant Professor
University of North Carolina

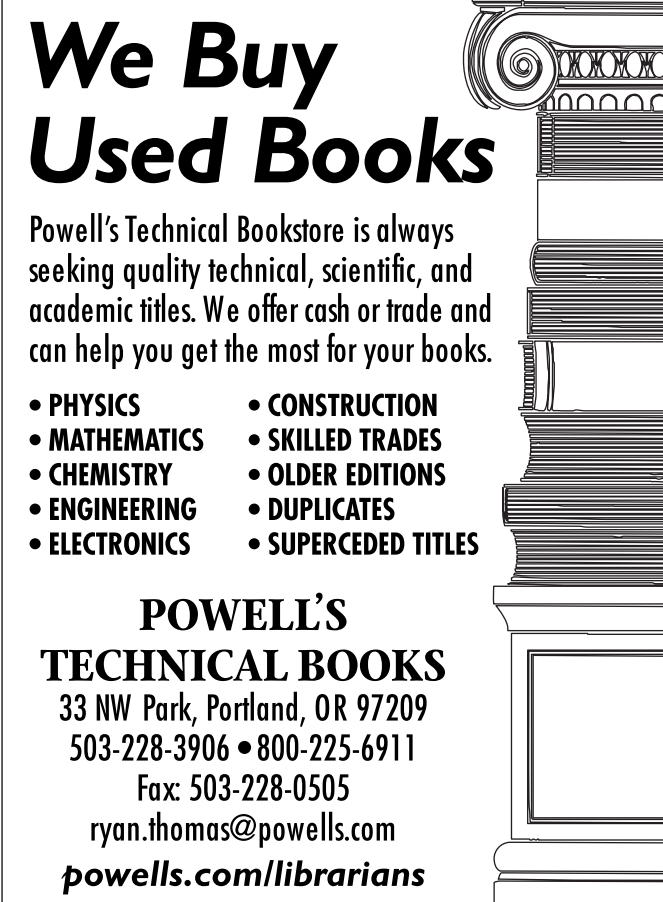
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TSUNAMI RELIEF EFFORT

Everyone has seen the devastation caused by the tsunami/sea wave in southern Asia. The world is responding with aid and support, and SLA hopes to energize the global community of information professionals to get involved.

Visit www.sla.org/tsunami



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Dealing with Difficult Employees

By **Debbie Schachter**

One of the most difficult aspects of supervision and management is managing staffing problems. Such problems may include poor work habits, lack of motivation or interest in the work, conflicts between staff members, bullying, and other interpersonal problems. As a supervisor of one or more employees, your job is to identify problems and attempt to resolve them as swiftly and appropriately as possible. It is often easy to ignore problems or avoid addressing them, in the hope that they'll just disappear; it takes effort and motivation to recognize a problem and try to solve it. Especially when a problem employee is involved, it is tempting to avoid confronting the person directly.

When a library manager chooses not to address ongoing problems, the impact of that decision on the work environment is significant. Failure to address problems leads other employees to lose motivation and feel undervalued, especially if they have sought assistance from their manager. "One of the most common workplace complaints is that bosses don't deal with poor performers" (Nicholson 2003, p. 65). This is not surprising news to most working people. Employees don't necessarily want a co-worker to be dismissed, but they want that person's work and behavior to improve, making their own workplace experience more positive.

Here is a typical workplace scenario: In a large special library, a library technician, Frank, used to be a stellar employee; recently, however, he has often been tardy for his shift and has been getting into conflicts with his co-workers. Sheila, his supervisor, has privately told Frank that he will have to pull his socks up or face disciplinary measures, and Frank has promised to improve. For the third time in two months, however, several of Frank's co-

workers have complained to Sheila that his work has become sloppy, negatively affecting their work and the high level of customer service that the library provides. Frank becomes defensive and abrupt when his co-workers bring this problem to his attention. Sheila is uncomfortable with conflict and has delayed meeting with Frank to discuss the problem again. She would rather wait and see whether Frank will return to his old self.

Identify the Problem

As the manager or supervisor, it is your responsibility to be aware of problems in your workplace. Is workplace bullying occurring? Are conflicts between staff members a concern? Is an employee unable to work at the expected level? By continuous coaching and communication with each staff member, you should be able to identify problems. If you ignore them, they will only get worse.

In the example above, the supervisor, Sheila, needs to meet with Frank in a neutral location to discuss ongoing concerns about his work performance and his behavior toward other staff members. Sheila must listen to Frank's version of the situation and find out whether he is aware of the problem, whether he cares about the problem, and whether external personal problems are affecting his performance. Sheila and Frank must work together to form a common understanding of work expecta-

tations and the impact of his behavior on the work environment and on his colleagues. If there is a problem with the way the work is organized, perhaps Frank has suggestions for improving the organization, which will motivate him to be more interested in quality and process. If he has personal problems, perhaps the firm has an employee assistance program that can help him. Sheila and Frank need to agree to a time frame for resolving the problem, and Sheila must monitor the situation closely to be sure Frank adheres to that time frame.

As library managers, we also must recognize that conflicts between individuals are natural. Different working styles and different personalities may cause some conflicts over time. "[M]anagement needs to adopt a philosophy that employee conflict is a relatively normal, healthy aspect of productive workplace development..." (Cottringer 2003, p. 3). This isn't to say that conflict should be encouraged but that it should be expected and anticipated. Some conflicts can be resolved by the individuals involved; others may require the assistance or intervention of a supervisor or manager. Ensure that employees feel empowered to try to solve problems between themselves, and be open to the fact that you may be called upon to facilitate communication or a problem resolution meeting: "[S]uccessful conflict resolution is good for building confidence to help in more difficult situations that may surface later on" (Cottringer 2003, p. 3). Realize

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that the parties in a conflict may not always be aware that there is a conflict. When the manager or supervisor discusses the perceived conflict, all parties become aware of the situation or of the behavior that is causing problems with other staff members.

Are You the Difficult One?

When you, the library manager, feel that you're in conflict with others or that they are being difficult, chances are they aren't feeling so happy with you either. This is hard to accept, as we naturally see ourselves as being in the right. Take a moment to reflect on what areas cause conflict and where you may have initiated some of the problems in the relationship. Make changes to your own attitude or communication style if that will improve the relationship. In

addition, give your co-workers feedback on their behavior, how it affects you or others, and what specifically needs to be changed.

The supervisor or manager has several options for working with difficult staff members. By identifying and discussing problem behavior, you are helping them recognize that there is a problem. Employees should have the opportunity to modify their behavior or ask for assistance with a problem. They may be able to change the way they behave. You may also find that communication increases your understanding of their behavior, making it possible for you to live with the differences. If the problem is too intrusive in the workplace, problem employees must make changes or else face disciplinary action leading to transfer or dismissal. Human

resources departments will help you handle disciplinary and dismissal matters, which rest on clearly defining expectations and the consequences if employees are unable or unwilling to change inappropriate behaviors.

Not Dealing with Problems

When you recognize a problem or a staff member comes to you with a concern, do not ignore it. The first thing to do is to discuss your concerns with the problem employee, to ensure that there hasn't been a misunderstanding or a miscommunication between staff members. If there is a problem, recognize that it will probably take some work on your part to resolve it, but that doing so will be worth it in the long run. Morale, quality of work, and customer service will all deteriorate if staff feel that a

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negative situation is allowed to continue. Harassing or bullying behavior should be expressly outlined as inappropriate in your organization's human resources policies (it is illegal in most jurisdictions). The economic impact of not addressing ongoing problems in the workplace is real: Stress from workplace conflicts may cause employees to go on leave, while low morale and poor customer service may drive away your customers.

Employee Assistance Programs

Many organizations provide an employee assistance program (EAP) for their staff. Such a program is an important resource for employees who may be going through significant personal crises, which may or may not affect their work. Rather than ignoring the fact that employees have lives outside of work that may cause conflicts in the workplace, recognize that a change in employee behavior or significant problems with work habits may have a personal cause. EAPs help employees deal with problems related to substance abuse, stress due to personal problems, depression or other mental health concerns, family support, grief, and marital problems. These programs provide safe and unbiased support for staff who are having problems at work or at home. If an employee is reluctant to talk to you about personal problems that are leading to poor work habits or conflicts at work, the EAP may be able to help resolve these issues.

Dismissal

After following all the best practices in supervision and feedback, including recognizing and addressing problems and ensuring that the employee understands that there is a problem, you may still find that the employee is unable or unwilling to correct the problem behavior or improve work habits. You may be forced to consider a dismissal if staff are being harassed or bullied or if an

employee is no longer a productive member of the team. As with earlier stages in conflict resolution, enlist the assistance of your human resources department to help you through the process. Transferring an employee to another position or into another department may be a solution; however, an employee who is abusive to his or her colleagues will carry that negative behavior to the new situation.

When you must dismiss an employee, your human resources department or legal counsel should be involved from the earliest decision, to ensure that you complete the process properly. Try to provide support services for employees who will require assistance or retraining when they are back in the job market. Dismissal should be a rare occurrence, as it generally has a negative impact on the workplace. Following proper hiring procedures – including thorough reference checking of job candidates, assisting new employees through training and orientations, and providing ongoing coaching and feedback to all employees – will ensure that you have a more effective staff and minimize the need for dismissals.

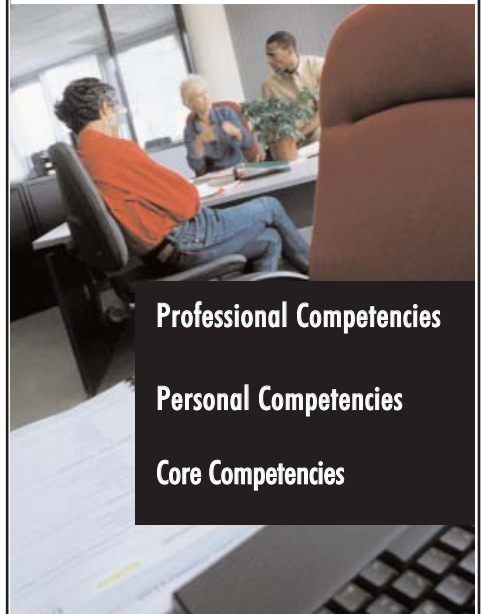
Conclusions

The most important thing to remember about supervision and employee management is that you can't ignore problems in the workplace. Address concerns as they are raised by maintaining good communication with your staff, creating clear expectations of work and behaviors, and helping employees resolve problems. By dealing with problems proactively, you will create a smoother functioning workplace. Try to develop and empower your staff through good communication and feedback, and make every effort to improve individuals who are tagged "problem employees," for the sake of all employees. "Turning around a problem person boosts everyone's morale" (Nicholson 2003, p. 57).

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

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

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

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

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

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

May

Career/professional development. Here's a chance for more senior librarians to write about the paths they took in their careers and advise others on how to get to the top of the profession.

June

E-publishing.

July

Searching.

August

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

E-publishing.

September

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

October

Marketing library services.

November

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

E-publishing.

December

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

Deadlines

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

However, we prefer that authors inquire before submitting a manuscript. If you are writing for a particular issue, your query should be early enough to allow for writing the article. For more information on writing for *Information Outlook*, see www.sla.org/content/Shop/Information/writingforio.cfm, or write jadams@sla.org.



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How They Put Their MIND to Work

An Advertising Agency Changes Its Information Strategy

By Kristine Spanier and Deb Rash

Working in the advertising industry can be brutal because of tight budgets and tighter deadlines, but it has its perks, too. If Carmichael Lynch, where we both worked, reaches its financial goals for the year, it closes up shop for the week between Christmas and the new year. At the end of 2001 employees were once again rewarded with a free week off. Kristine Spanier, who is on sabbatical from the firm, had been a solo librarian at the agency for the previous two years. She took that time to spend a leisurely holiday in Florida with her husband. Upon her return, however, she discovered that life at the agency would never be the same.

Beginning with the Name

While she was sunning on the beach, the president of the agency had been with his own family conceptualizing new plans for the agency. His biggest idea was to put a renewed emphasis on knowledge and information. He began by creating a whole new department, loosely titled "Marketing Intelligence." Kristine's supervisor, Doug Hagge, would be the director of Marketing Intelligence, and he would oversee the Knowledge Center, as well as a group of planning consultants who would focus on primary research.

Our department's mission: to become a more proactive resource to help employees become better informed and smarter on the job. We had a lot of ideas for how we wanted to get more information in front of employees, but there was a catch. In order to continue fulfilling research requests, as well as develop new information products and services, we needed a second librarian.

However, we couldn't hire a second librarian until we increased usage and awareness of the Knowledge Center. To do that, we were determined to be "top of mind" with employees so they would remember to turn to the Knowledge Center first whenever they needed information. We decided to jump in and start creating the products and services we could handle, and we hoped that the outcome would be what we envisioned.

The first task was taking the "Marketing Intelligence" name and making it something bigger and more marketable within the agency. We renamed it Marketing Intelligence and New Discoveries so we could have an acronym, MIND, at our disposal. We hoped that MIND would also make us look like the brains of the agency as well as be attention-getting enough to help people remember the name of our brand-new department.

Creating New Services

We used the acronym immediately with our first new service, a quarterly series called openMIND which features speakers who bring creativity to their life's work with provocative ways of thinking. These speakers do not have to have anything to do with advertising and marketing. Our goal is to get our employees to think a little differently and to open up their minds to something new.

So far our speakers have included an FBI profiler, an action figure artist (in this case we rented a school bus and toured his studio), an archaeologist from the University of Minnesota, a color specialist from the Pantone Institute, and a style expert. With each speaker we create a name for the session such as "Human Behavior: Lessons from an FBI Profiler" or "Dirt, Bones and Dark Places: The History of Tel Anafa" (the archaeologist's visit coincided with Halloween). Working in an ad agency has its advantages. We have had a designer help to create posters for openMIND that we hang through the agency. They have a tear-off section which reveals who will be speaking. The tear-off was created as a teaser in hopes of encouraging curiosity.

Next we created MINDreader, a monthly summary of the seven most interesting trend articles we have come across in our personal reading. We create a PDF document complete with the summaries and copyright-free visuals and send it out via e-mail.

Soon after that we rolled out abstractMIND which is a monthly repackaging of a book summary service. Each employee is able to read eight-page summaries of the top two or three business books a month – always helpful at cocktail parties or client meetings. It gives our co-workers a heads up on what is being talked about in our industry and the greater business world, and gives it to them in a format that fits into their busy schedules.

Our most recent product is alertMIND, "a daily dose of Marketing Intelligence and New Discoveries" delivered via e-mail that contains all of our client and agency news of the day and links to national advertising/marketing columns and other articles of interest. Keeping in touch with what is going on at Carmichael Lynch and the industry allows us to select articles that will be of the greatest interest to the agency. We are able to send this out every day by 10 am. We have received the strongest and most positive feedback on this product, including:

- "alertMIND rocks!" – president and managing partner
- "This is a GREAT service!" – chairman and chief creative officer
- "This thing is great...I really think it will help us be better stewards of our clients' businesses." – director of account management

Surpassing Our Goal

During the rollout of all of the MIND products we not only reached but surpassed our goal of increasing billable hours. In fact, they had increased by 26 percent by the end of 2002 and we were easily able to hire a second librarian, Deb Rash. The introduction and marketing of all of the MIND products, as well as having two librarians, has helped us to proactively meet the agency's information needs and has certainly kept us "top of mind" with all employees.

We will continue to come up with new MIND services. The goal right now is to have a strong weekly contender since we are already hitting everyone with daily, monthly, and quarterly products. We also need to continually address the issue of encouraging and fostering creativity at the agency and are working at playing an even bigger role in this key area.

Other Accolades

In 2004 we nominated the MIND efforts for the Quality in Action award given yearly by the Minnesota Chapter of SLA. We were pleased and honored to have won because there were numerous competitive entries. We received the award the evening that SLA Executive Director Janice R. Lachance came for a visit to the chapter in November 2004. It was exciting to be able to receive it on such an important night for the chapter.

Grace Villamora included our efforts in her presentation at the Nashville SLA conference on Value-Added Services which she presented with Mary Ellen Bates. And aside from winning the Quality in Action award and being featured at the national conference, we have had some other happy extensions of our efforts. Based on the first openMIND session, Kristine co-authored an article ("The Brand X Files") with Doug Hagge which was published in *Brandweek*, one of the major advertising industry trade publications. We have also received a lot of recognition at agency-wide meetings which always helps to increase usage of our services. We have even heard a rumor that our parent company, the chairman of Interpublic Group, is interested in speaking at openMIND. He is a speaker we would welcome in the series when he has time.

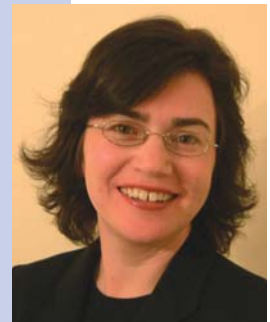
The Future of MIND

Change is, of course, a constant in our business, and we continue to undergo more. Kristine had to make the difficult decision to leave MIND behind in order to shape and mold a new young mind at home. Deb was left to carry the torch; and based on the MIND efforts and usage of the Knowledge Center, we were able to get approval for a new full-time information professional. Together they hope to continue to bring exciting innovations to the department and the agency, as well as to the information industry as a whole. 🌐



Deb Rash is the knowledge specialist at Carmichael Lynch, an ad agency in Minneapolis. Her prior advertising career included working as a media planner at several agencies in Minneapolis. She earned her MLIS from Dominican University/College of St. Catherine where she returned last fall to team-teach the class "Issues in Special Libraries." She is currently the membership chair for the Advertising and Marketing Division and continuing education co-chair for the Minnesota Chapter of SLA. She can be reached at drash@clynch.com.

Kristine Spanier is the former knowledge manager at Carmichael Lynch. Kristine received her MLIS from Dominican University/College of St. Catherine and returned last fall to team-teach "Issues in Special Libraries." She was the founding president of the College of St. Catherine SLA Student Group and is a past chair of the Advertising and Marketing Division of SLA. She currently serves as secretary of the division. She is a two-time winner of the Quality in Action award from the Minnesota SLA Chapter and was featured in "Super Searchers on Madison Avenue." Kristine is currently taking a sabbatical while she raises The Next Great Information Professional. She can be reached at kdspanion@yahoo.com.



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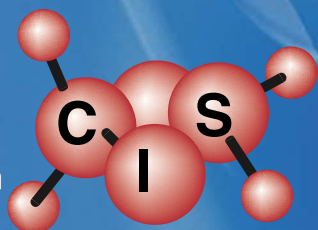


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Part II
Building Blocks: Analysis
February 24, 2005
2:00 pm - 3:30 pm ET

Speaker:
Cynthia Cheng Correia
Principal, Knowledge inForm

March Topic: Identifying Client Needs

Part I
The Process
March 9, 2005
12:00 pm - 1:30 pm ET

Part II
**Using the Findings
to Shape Information Provision**
March 23, 2005
12:00 pm - 1:30 pm ET

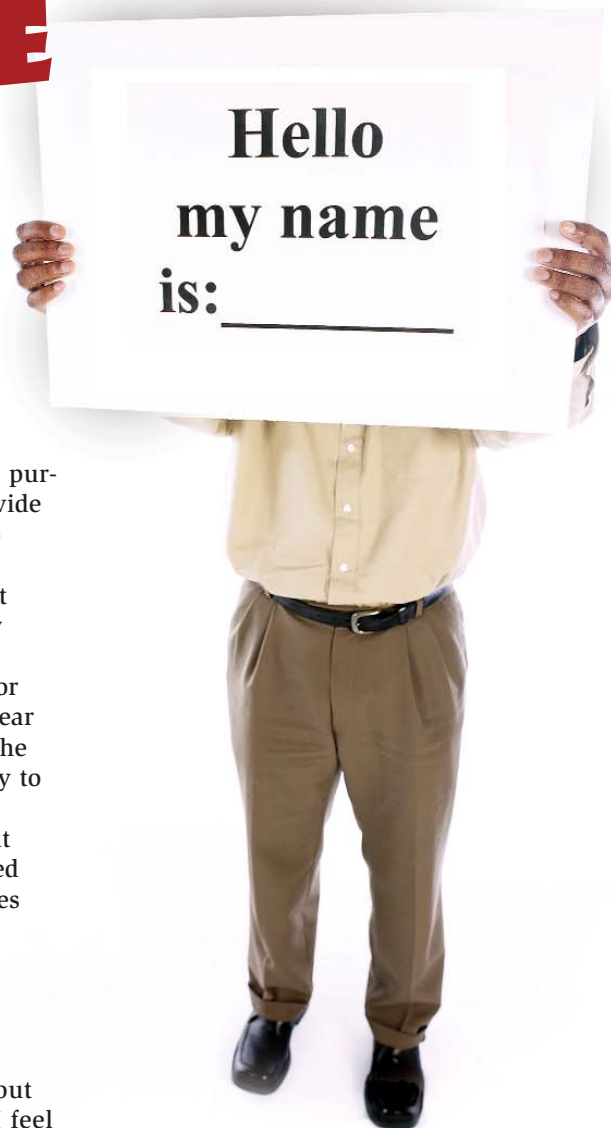
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Get Out of Your Office And Practice

IN-YOUR-FACE MARKETING



By Jim Harrington

I'm a bad librarian. I must be. I read the articles discussing how other libraries market their services, and say to myself, "I don't do any of those things." I don't have a brochure. I don't hold open houses, or send out surveys. I don't publish a library newsletter. I stopped participating in new hire orientation when hiring slowed to a trickle.

Yet, I still have a job – so far – in an industry that has been ravaged by this last economic downturn. Most of my peers are either retired or working in other types of libraries. So why is my library still open? Good marketing helps. What might be referred to as in-your-face marketing.

At one time, I used many of the same marketing techniques I read about. I had a brochure that I gave out at new hire orientation. I placed copies in the cafeteria and elsewhere on campus. I mailed copies to branch offices. I sent out surveys, but the response was often too small to compile any reliable data on library services.

I held a Christmas raffle

two years in a row. The main purpose of this event was to provide an incentive for employees to return overdue materials. Bring something back and get one entry in a raffle for every item returned. The prizes ranged from books to mugs, or gift certificates. The second year I added a quiz on searching the library catalog as another way to enter the drawing. Then one day I sat down, thought about what I was doing, and realized that the ROI for these activities was minimal. That's when I decided to try a different approach.

Get Out of the Library

This has been written about before. I include it because I feel strongly about this approach. You are your library's best marketing tool. Take advantage of it every chance you get.

A brochure can be stuffed in a drawer for reading later. Even if it's read, how long is the material remembered; and how many people read it more than once? A newsletter gets lost under a mountain of paperwork that needs immediate attention. Your clients need

constant reminding. It may be easy to set aside a brochure or newsletter, but someone standing in your cubicle requires at least a polite notice. Deliver that book, article, or research report. Ask your question in person.

And remember you are influencing more than just the person receiving the special delivery. You meet others in the hall on your way. A head pops up from a neighboring workspace with a request. It's not uncommon for me to return to the library with a new task. If I have the time, I'll poke my head in a few cubicles just to say hi. The effort is appreciated and provides an excellent



Jim Harrington is the corporate librarian for Fujitsu Network Communications in Richardson, Texas. He can be contacted at jharrin2000@yahoo.com.

reminder that I'm available to help them with their research needs.

You're a solo librarian? So am I. You still need to get out and market yourself.

Attend In-House Events

Department meetings, brown bag lunches, birthday parties and other events provide outstanding networking opportunities. Brown bag lunches, in particular, offer a means to learn more about what's happening in your company. In my case, these events offer opportunities to learn about other departments or new technologies. I admit that I don't always understand the more detailed presentations, but I do learn new terminology that I can use in other marketing efforts. I'll explain later.

Group E-Mails

I'm fortunate in that I inherited the task of preparing and distributing a weekly newsletter containing industry news. Every Monday morning, 200 employees worldwide, including my company's entire senior staff, receive an e-mail from me. The only mention of the library appears in my signature, but it's still a weekly reminder that the library provides such a service. Often I receive replies with requests for additional information.

I prepare and send a bi-monthly marketing department newsletter that provides updates to our sales force. Again, my e-mail signature appears at the bottom. Finally, I manage a website that provides links to a variety of information.

Perhaps the most important is market research. This is another opportunity to market what the library has to offer. Every Friday afternoon, I send an e-mail containing a list of new research added during the current week. The original purpose of the e-mail was an attempt to increase the usage of this material. Statistics show this did happen. An additional benefit is the weekly contact with a small, influential group of employees, including my company's CEO and COO.

Set Up Group Meetings

I don't have a library committee, but I do involve others when making certain decisions. People like to have a say in what's going on. Give them the opportunity, and it gives you a chance to show your awareness of their needs.

Participate in Outside Events

My company participates in a number of community activities. I've made many new acquaintances while participating in a Special Olympics charity event. Some of them have come into the library for the first time afterwards. After a special accomplishment during this year's event, an article about me appeared in the company newsletter. Free marketing for the library! I'm sure you can find similar opportunities to take advantage of at your place of employment.

Read and Share

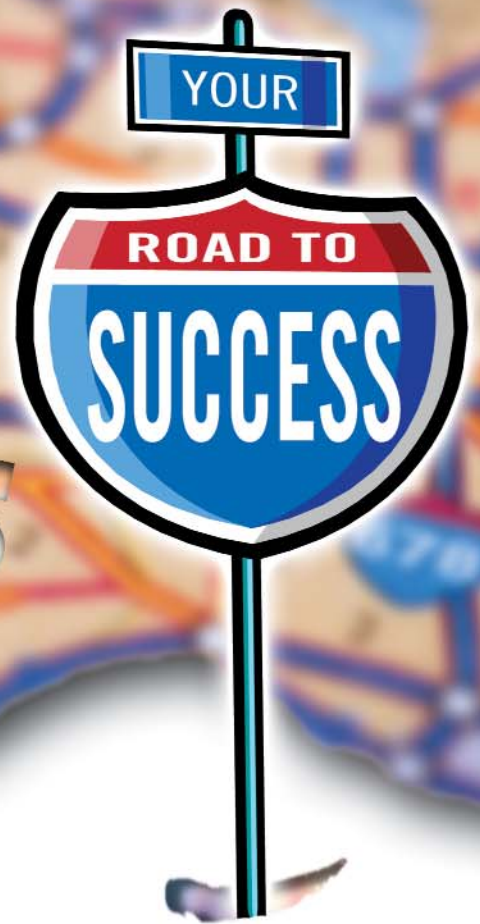
I spend time each day reading news items about my industry and scanning various print publications as they arrive. If I find something that I

know will be of particular interest (remember those brown bag lunches I mentioned earlier?), I send it to the appropriate individuals. This may be a sales manager for a particular customer, our competitive intelligence group if the item is about a competitor, or a product manager who's working on a particular technology. I find being proactive in this manner is another way to market library services. Often, these items appear in one of my weekly newsletters; but the early notice is appreciated.

Marketing isn't just for special occasions. Brochures, library newsletters, and open houses are tasks that take a lot of time to prepare. Unless you have some gimmick that elicits a response from your users, you may not have any idea if the brochure or newsletter is even read. You need to engage your users as often as you can by finding ways to be constantly in their faces. I know my efforts have had a positive effect when I walk down the hall and someone says, "Hi, Jim," and I reply with a friendly, "Hey, how's it going?" even though I have no idea who the person is. ●



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Deputy Chair,
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SLA's health as an association depends on its members and its leaders. YOU and ME! We must exercise our leadership and vote! An association that is built on information and an informed clientele knows all too well the value of voting and participating in the governance process, both within our own organization and SLA. I speak as a past Director, SLA Board, a current member of the SLA Nominating Committee, and from mentoring members. Associations are lucky to have 35 percent of the membership vote, let's make SLA the exception and make 2005 a record year for voter turnout. As a member since 1972, I have never missed voting in our annual election.



Sylvia Piggott
SLA Past President

Participating in SLA's Spring election of candidates to the Board is a professional responsibility. It is our chance to elect colleagues to office who we believe will play a role in moving the association and our profession forward. Being a passive observer is tantamount to disenfranchising ourselves. The Association is only as good as the officers we elect. So, participate, send in your ballots on time and let 2005 be a record breaking year for returns.



Pam Rollo
SLA President-Elect

I would encourage, if not ask outright, for our membership to make every effort to vote during this year's Board election. We in the Association and the profession have many opportunities and challenges before us. The first way for members to communicate what they want through the Association is to choose leadership who will speak to their ideas and ideals. Let me urge everyone to help break all our previous records and to come out in great numbers this year to vote. I congratulate all of our candidates and thank them for running.



Richard Wallace,
SLA Past Treasurer

I am responsible for the future of SLA. My vote helps insure that SLA will continue to excel and represent me. My vote means I have a voice in the Association - its policies, priorities, services and future direction. I am choosing those members I believe share my ideas and values and will lead the Association. When the ballot arrives I can toss it or spend a few minutes filling it out and sending it in. I am prepared to vote because I have met as many of the candidates as possible during the months before the election, especially at the annual conference. Those I do not meet, I read their statements in *Information Outlook*. Voting in the Association and unit elections means being responsible for and caring about what the Association leaders do.

Membership will receive ballots the first week of February and they must be returned by Monday, March 14, 2005.

For complete details and information on the candidates visit www.sla.org/2005election



OUTSOURCING FROM INSIDE OUT

By Christina Bennett McNew

For many librarians, outsourcing is a threat to the status quo and is often viewed as intimidating and scary. Librarians fear their jobs may be viewed as non-essential and given over to an outside company or replaced by a new technology. Regardless of how you may feel, at some point the organization in which you work may decide to outsource part or all of its functions.

With more and more industries turning to outsourcing, it seems natural that libraries are joining the

masses. I am not writing to defend or denigrate outsourcing. The bottom line is that regardless of why outsourcing happens, it is occurring. Within some libraries it is already commonplace.

Outsourcing is commonly defined as "purchasing ongoing services from an outside company that a company currently provides or that most organizations normally provide for themselves"

(Linder, Jane, "Transformational Outsourcing," *Supply Chain Management Review*, May/June 2004). Throughout this article, I use the terms outsourcing and contract within this framework. I am not discussing outsourcing in terms of sending jobs overseas.

By outsourcing selective portions of daily tasks, libraries create time to work on more critical projects

such as outreach, marketing, and bibliographic instruction. In her article on outsourcing, ("Selective Outsourcing," *Information Outlook*, June 2003), Cynthia Lesky claims library time management problems stem from "urgent activities crowd(ing) out those that

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are more important but not as urgent." When the job continues to grow and budget cuts effect hiring abilities – partnering with a vendor has the potential to improve your customer relationships. Specialized staff can take over the repetitive tasks freeing up time of the company's staff for high-end projects.

Who are these vendors' employing to complete tasks within your organization? In many cases, they are librarians just like you. Now, I know many of you reading this article may be more likely to manage a contractor than to become one. I think it is valuable for staff on both sides of the fence to get a bird's eye view of different situations where contract librarians are working. Though an adequate amount of literature exists on outsourcing, I wanted to investigate the topic on a personal level. I want to show what it is like working as a contractor and what issues contract librarians are facing.

Me! A Contractor?

Fresh out of library school, I never dreamed I'd be working for an outsourced library services vendor. I had high hopes of immediately joining an academic library and dedicating my life to higher education. With a depressed economy and an abundance of librarians seeking employment, I found myself eager to gain library experience – any library experience I could get. My mentor suggested a temporary position with a vendor and that was the beginning of my career as a contract librari-

an. Since taking my first position, I have worked as an outsourced librarian within 3 U.S. corporations. The people have been congenial, the work interesting, and the experience invaluable. In many ways, I feel lucky to have had exposure to so many libraries.

Typically on the first day of work, at each job, I have been privately informed of the challenges for contract employees. This is when I find out about all of the company perks I cannot enjoy. For instance, I cannot join the gym, go to the nurse, charge my lunch, or park in the closest lots. Depending on the location, I might also have had to wear a special badge marking me as a non-employee, use an e-mail address that specifically identifies me as a non-employee, and occasionally may be excluded from shopping at the company store (where employees get great deals on products made by their employer). No big deal right? I am just glad to have a job and my home company has activities and projects of their own.

Along with this talk is usually basic information about departmental politics and attitudes surrounding the contract staff. This is when I find out who is in favor of the decided outsourcing and who is uncomfortable. I find out who used to do the tasks I will now be doing and how they feel about the transfer of the work. Often there is at least one employee within the library who struggles to leave their previous job description and accept their new one. In some cases,

"I AM NEVER QUITE TRUSTED TO THE EXTENT OF A 'REAL' EMPLOYEE."

there becomes a tension between this staff member and the contract staff, an unnecessary competition for work. With a growing workload and a shrinking staff, outsourcing arrangements can help libraries and librarians become more important. By forming a partnership, repetitive tasks can be handled by outsourced staff while freeing time for the library to fulfill vital functions such as outreach and marketing.

Being a Contract Librarian

Keeping balanced within an outsourced partnership is not always easy. In the best situations, the library is grateful for the skills and services offered by their outsourced staff. Contract librarians are considered vital members of the team, helping the staff gain control over a demanding workload. Contract librarians are included in relevant staff meetings, decisionmaking regarding their work, and library social interactions.

However, some outsourced situations are vastly different. When I talk with any other contract employee one of the first things I hear is "working as a contractor is hard." Why would this be one of the first things said? It is not uncommon for a contract employee to be treated as a potential securi-

ty leak or an expendable/invisible assistant. At some libraries, contract librarians work in isolation, are restricted from information related to the library, are prevented from participating in onsite training, and are excluded from social events.

I have included interview segments from discussions I've had with several contract librarians to highlight the range of work environments and relationships. While in the midst of these conversations, I noticed a trend across the board. Though many contract librarians were willing to talk to me, everyone I spoke with was restricted from sharing their work location based on confidentiality clauses and preferred that their name be omitted. As a contract librarian myself, I understand these restrictions and preferences for anonymity. We (contract librarians) do not want to portray our industry negatively. After all, we like being employed and in the majority of cases enjoy our jobs. Librarians do not want their quotes to possibly affect future contract negotiations or renewals.

Case 1 - Part of the Team, Most of the Time

A contract librarian at a Fortune 500 company says: "I am asked my opinion and I share my ideas related to

the library, organization, and future projects. I meet with staff members and help with their projects.

"I am never quite trusted to the extent of a 'real' employee. There are e-mail lists that go out to everyone else but me; this means I find out things last or not at all. Sometimes, librarians at my location forget I am not on the list and I miss pertinent information I'm expected to know. At times, they think of me as one of their own and I am fully included. Then a meeting will take place related to confidential topics and all of a sudden I am eyed and reminded of how sensitive the material is. When this happens, I truly feel like an outsider. It seems strange that all employees, contractors and regular, sign confidentiality paperwork and because my paycheck comes from a different location, I am treated like a suspect."

Case 2- Making an Effort

A contract librarian working within a corporate library says: "Before starting at my location, I was told by an exiting staff member what to expect. Since starting the position, I have taken initiatives to meet the needs of my clients and have become active within the professional community. I am striving to show my commitment and interest in librarianship. By going above and beyond, I am taking responsibility for my own growth."

Case 3 - Working Together

A contract librarian working within a corporate

library says: "At my location, a major cultural change came with budget cuts. Full time employees were let go but there was still work to be done. Where I work, contractors play a significant role in meeting the company's goals and objectives. Though the company ultimately makes the important decisions, they look to their contract staff to share opinions and recommendations. My location tries hard to include contract staff. We socialize side by side. We truly are a team."

Case 4- Extreme Loyalty

A contract librarian working within a corporate library says: "I want to do the best job I can for the client if this means going above and beyond the required tasks, I do it. Because I am here every day, I often feel a stronger loyalty to the company where I work. I know what my location needs and I want to help them reach their goals. The culture seems to be improving. In the past we were excluded from socializing with the other library staff. This seems to be changing and we're glad."

Case 5- Overcoming Obstacles

A contract librarian working within a corporate library says: "I completed the same tasks every day. I was eager to expand my professional experiences and to work on other projects within the library. Though this had never been done before, the client was receptive to my request. With the number of employees within the library shrinking, there were

quite a few tasks and not enough hands. Fairly quickly, upper management and the client came up with an agreement to diversify my workload and satisfy my desire to learn. This small expansion of tasks was big step toward breaking down the barrier between the contractor and the corporation."

Managing Outsourced Staff

I interviewed a librarian who manages outsourced staff. This librarian at one time worked as a contractor. (Due to privacy restrictions in the workplace, I am unable to identify them.)

Can You Tell Me about Challenges You Faced as a Contractor?

Keeping everyone's interest in mind. I was not an employee of the company but I worked for the company. I had to weigh all decisions so that the choices I made were the best for both parties – the company I worked for and the place where I worked.

What Advice Would You Give to Contract Employees Related to Professional Satisfaction and Success?

Embrace the situation. Don't act as an outside person. Try to connect with you colleagues. Get involved, become integrated into the staff, become a team player. Be as positive as you can. Deal with personal challenges quietly. Make sure they can't survive without you. Bend over backwards to accommodate your client.

As a "Regular" Staff Member Now Managing Contract Staff, Do You Have Any Tips You'd Like to Share with Other Librarians in Positions Similar to Yours?

Respect your contract staff, treat them as colleagues. Remember they are providing a valuable function within your library. Try not to overstep your bounds. If there are multiple people at your location, leave the management to their staff. See them for the value they can add.

Wrap Up

Transcending the contractor/client divide benefits everyone involved. Get to know your client and their corporate culture. Do what you can to fit within their framework.

In an effort to avoid being outsourced, Carol Ebbinghouse, ("Library Outsourcing: A New Look," *Searcher*, April 2002), tells readers to make sure they are "perceived as a person who finds answers not a person who finds books." I advocate for all employees within the library whether "regular" or "contractor" to strive for this goal. Go above and beyond expectations for your position. Impress your colleagues by actively participate in professional organizations and staying abreast of developments within the field.

By working hard to be professional, responsive, respectful, and involved, contractors can feel increased job satisfaction and loyalty toward the place where they work. ●

Forget the E-newsletter, Here's the E-movie

**If a Picture Is Worth
1,000 Words, How
Much Can You Say
in a Video?**



By Gail L. Sorrough and Laura M. Olson

For many years the Fishbon Library of the UCSF Medical Center at Mount Zion produced a hard copy quarterly newsletter that was mailed to faculty, researchers, and other staff who used the library. The newsletter included general announcements, ephemeral information, and book lists and reviews. Recipients liked the newsletter and frequently showed up at the library, newsletter in hand, looking for some of the books highlighted in that issue. However, by the mid 1990s, the library was experiencing the effects of

an institutional merger, surviving budget cuts, dodging layoffs, expanding electronic access, and, in general, evolving and changing. The labor-intensive attention and time that the newsletter required no longer fit anyone's schedule and it was ceased. Shortly thereafter, the library experienced another institutional merger; this time it was ultimately lethal for most of the

hospital and nearly so for the library and its staff.

Fortunately, the faculty and researchers came to the rescue and the library survived. Feeling truly grateful, the library staff redoubled efforts to effectively communicate with users about the library's resources and servic-

Gail L. Sorrough (left) has an MLIS from the University of California Berkeley and has been the director of medical library services for the UCSF Medical Center at Mount Zion since 1989.

Laura M. Olson (right) has been the Web librarian at the Mount Zion Fishbon Library since July 2002; she has an MFA from Brooklyn College and an MLIS from the Pratt Institute.





es. We would do almost anything to ensure that our users had any reasonable knowledge-based information desire. There were also requests to reinstate the newsletter.

A Newsletter for Now

Attentive to every whim of our patrons, we considered resurrection of the newsletter with distribution via e-mail. But first we asked some practical questions:

- Would electronic distribution really save time and money?
- Would our patrons read an electronic newsletter from the library, or would it be just another item clogging their e-mail?
- Most important, what did we really want the newsletter to do?

In answer to the first question, sending the newsletter electronically may save distribution time and labor, but the time and labor commitment to create it is still substantial. Whether it saves money is debatable. The cost of paper, ink, staples, and wear and tear on the staplers may be saved within the library. However, these costs are probably just spread out through the institution because there is a good chance that many of our patrons may print out the e-mail newsletter (single sided) and staple those pages together.

In answer to the second question, everybody and his brother distribute newsletters, bulletins, updates, flyers, etc., via e-mail. One can easily imagine institutional mail servers everywhere throbbing with the excess. There is no easy way to assess whether an electronically delivered newsletter is actually being read or if it is influencing the reader.

And finally, with the third question, we get to the heart of the matter: what we really want the newsletter to do is to entice our patrons to become more involved with the library and use the library's web site. Virtually everything about the library is already available at the web site. A newsletter, in essence, would be redundant information.

A New Model

It was time to adopt a different paradigm to communicate with our regular library users. We focused on the word "news" and discarded the notion of it being in the form of a "letter." Instead,

we decided to produce a news video on a regular basis and e-mail our users a link to the video at the library website. The intent of the video would be to lure our users to go to our web site for more information about library services, resources, new books, events, library workshops, and general announcements. The video would also serve to profile the data retrieval expertise of our professional reference librarian. The idea was to have the video show tantalizing examples of expert search skill tactics and tempt many of our users into realizing they might actually learn something to their advantage about searching from their librarian.

The video also would provide the opportunity for our patrons to actually see who we are and what the library looks like. The faculty and researchers at the Mount Zion campus of the UCSF Medical Center are housed in a dozen different buildings and facilities management often seems to be playing a game of musical offices. The library is about the only place at the Mount Zion campus that has remained in the same place since it opened in 1950. The video would help reinforce the presence of the library within the campus community.

Background Research

We launched our foray into the world of video production with some Internet exploration, particularly at university sites. Academia has produced a variety of videos for the viewing: lectures, meetings, announcements, performances, special occasions, and more. Some are very professional and engaging to watch, others, especially the talking heads, are absolutely dreadful. We actually did not do any in-depth research about creating videos. We simply noted what we liked and what seemed to work and what we didn't like.

What we liked:

- Items with a beginning, middle, and end
- Presentations that were short and to the point

- Use of a variety of visuals to reinforce an idea

What we didn't like:

- Boring, talking heads
- Poorly lit videos of PowerPoint presentations

We did consider costs in terms of staff time and effort. We realized that there initially would be a rather steep learning curve because none of us had experience with making a video beyond taping family birthday parties. The first video would probably take longer to make than the second, the second longer than the third, and so on. This indeed turned out to be the case. Staff time is money. Even though we have no hard data to back this up, we are firmly convinced that it takes less time to create four to five minutes of video news than it does to write four to five pages of a newsletter. There is also a priceless aspect to this endeavor: it enlivens the library scenario for the library staff and our users. We have fun doing this and our users enjoy being a part of making a segment.

Production Needs

Making a video requires a camera, a computer, and software and these are not free. We were in luck, however, because the library recently had been given funding to purchase and manage the use of various pieces of digital equipment to meet the video

needs of several of the medical center's clinical and research departments. Among the purchases was a Canon Digital Video Camcorder DM-XL-1A. It had received excellent reviews and it would allow us to produce a professional looking product.

The same funding allowed for the purchase of a laptop for use in presenting library workshops. We selected a Dell Latitude C840 laptop equipped with a 4 GHz Pentium 4 processor, 30 GB of hard disk storage, 512 MB RAM and an integrated IEEE1394 port for capturing digital



Library patrons mingle in a scene from a video newsletter.



video. The operating system is Windows XP. This laptop is ideal for our video production needs. As a side note, we chose a Dell rather than a Macintosh because the entire medical center uses and provides support for Dells.

We did use library funds for the software. For video capture and editing, we chose Adobe Premier Pro, which cost us only \$250 thanks to our educational discount. Although the number of features in Premiere Pro may seem daunting to a novice, we wanted a tool that would give us professional level capabilities on the XP platform. Macintosh users will find Apple's Final Cut Pro (FCP) provides comparable features and in fact the Premiere and FCP interfaces and tool palettes are quite similar.

Content Development

Next, we began to envision what our video should look like, determine potential topics, and consider script development. We decided to produce the video quarterly, with each video lasting less than five minutes, and those five minutes of time would be broken into three, maybe four segments giving viewers the option to choose individual segments for viewing. Production in segments also prevents forcing people to sit through things they may not want to see and having to wait for the whole video to download. A list of potential topics was created, whittled down to the possible and divided into groups. The focus was on library services, resources, and expertise. Last, but of great importance, we decided to enliven the video segments with a little humor where appropriate.

Script development was tricky at first; there was a tendency to write parts that were too long and had too much "talking head" in them. Before producing our first video, all staff members taped their speaking parts with a handheld recorder. We all critiqued each other about how we sounded. We assessed voice clarity, pace, and inflection. We realized simple, uncluttered sentences were best. Next we tried trial shoots, and discovered that some staff members had better camera presence than others.

However all of our staff members have appeared in segments that inform viewers about various library services and

resources, e.g., library accounts and interlibrary borrowing. We've also highlighted Mount Zion faculty who recently published papers in medical or nursing journals, or who donated funds to the library. We also decided it would be useful to create one or more recurring features that would be included on a regular basis in the videos. For example, our reference librarian, Gloria Won, appears as the "Search Queen" in the "PubMed Pearls & Perils" segments and other clips on searching. Most recently, we decided to include a segment on Mount Zion memories in which we have a short interview with a retired physician who has had a long history of service at the hospital.

Production

How does one learn the mechanics of shooting and editing video? Some of our staff had experience with shooting and editing home video so this gave us a running start on how to operate the camera as well as how to capture, edit, and manage video clips in Premiere. Additionally, some staff members attended a digital video workshop offered regularly by the Center for Instructional Technology (CIT) at the University of California San Francisco's Center for Knowledge Management. The CIT supports the effective integration of computer and multimedia resources into the curriculum. In this workshop, we learned how to prepare a script, how to frame and compose a shot, effective lighting techniques, and the basics of editing.

We shot all of our videos with existing lighting conditions and relied on the stereo microphone attached to the top of the camera for sound. For the most part this has worked out fine. Image and sound quality can also be tweaked within Premiere. One objective for the future is to purchase a wireless microphone that can be clipped to the collar of anyone



Reference librarian Gloria Won appears as the "Search Queen" in a recent video.

speaking to the camera. This should further filter out extraneous room noise and ambient sounds. As a busy hospital, we can't always yell "quiet on the set."

In optimizing the videos for the web, we chose to provide two formats:

- Windows Media 9, optimized for use over a 256kps/LAN connection

- QuickTime, the standard digital media player from Apple.

In considering the trade-off between image quality and file size/download speed, we chose to optimize our videos with higher image quality. Although this means our files are rather large, they are easily viewed over the university's high-speed network, which is used by nearly all of our target audience.

Assessment

Is the video newsletter effective? Currently, we have an e-mail list of more than 500 healthcare professionals and researchers who work at the Mount Zion campus and to whom we send an announcement about the latest video. Our goal is to have about 25 percent of this group actually view the video. So far, from what our web counter reveals, this seems to be the case. The faculty response to participate in the video has also been entirely positive. Most importantly, there has been a steady rise in the use of the library's web site, which is exactly what we want our users to do. Initially, the video was not conceived as marketing or promotional tool; it was simply an experiment to more effectively communicate with our users. It has, however, turned out to be a successful means of promoting the library. The experiment is working and video news is proving to be a very effective way to promote the library and create a more highly defined library presence at the Mount Zion campus. For the foreseeable future, we will continue to produce the video and enjoy creating it. 🌐

Next Stop: Global?

A Study in Globalization at Shell Exploration and Production



By Dennie Heye

In June 2003, Shell Exploration and Production (EP) adopted a paper regarding the aspired global organization for application and Information Management (IM). It was recommended to merge all IM activities that are concerned with the delivery of IT systems and services into the EP IT organization, in order to improve efficiency, and create single point accountability for global delivery and IT.

As a result, a project scoping and set-up study was kicked off that October, with the objective to investigate the consolidation of all IM services into the EP IT organization. The scope of IM Services consists of Knowledge Management, Document Management, Data Management and Library Services, as well as Information Management Applications.

The goal of the project was to develop a detailed design for the new global IM services. Particular focus was put on the high-priority opportunities as defined in the global IM study, resulting in:

- Cost reduction through leverage of global scale
- Business need driven quality and service levels
- Leverage external service offerings where this makes sense
- Best support to the new global IM processes
- Integration with the new global IM applications and infrastructure

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The Study

The globalization study was split into different subprojects, each focusing on one of the items in the scope. For the library services, a team was set up consisting of two Shell representatives and an outside consultant.

The team adopted a mission to "...design a set of new global Library services that will generate significant value add by increasing the electronic accessibility of information and drastically improving the end-user experience through globally consistent, industry-standard services."

Based on this mission, a step-by-step outline was defined to deliver a report to management on the feasibility and design of library globalization. Up until this study, all EP libraries reported to different parts of the EP organization, which up until now enabled quick local and regional service, but was not fitting the new global vision for Information Management.

The As-Is Situation

Shell EP Libraries all over the world (more than 20) were contacted for data gathering: budgets, FTEs, licenses, services, library applications, etc. During this phase, it was noticed that the definition of library differs. In some cases a library meant a department focusing solely on external information with books, journals, and reference services. In most cases however, a library was better defined as an archive or document center, focusing mostly on internal information like Shell reports and records management. This changed the scope of the study. It was decided that the library globalization would focus on external information: e-books, e-journals, reference databases, external document delivery, other external content databases, and literature search and analysis.

Records management, physical archives, and document centers would be studied under the document man-

agement globalization study. This made it clear to all that all internal information from creation to discarding would be studied under one part of the IM globalization study, and that all services related to external information would be handled in the library study.

Benchmarking

A benchmarking study was set up with third-party libraries that were seen as either leaders or industry peers. The benchmarking focused on:

- Degree of globalization and virtualization
- Services offered
- Budgets and budget recovery

Valuable information came from libraries that already had gone through a globalization effort in which they studied global customers' needs. Examples of value added services and measurements of the value of a global (virtual) library were brought into the study. The benchmark showed that Shell EP libraries were frontrunners in the e-journals arena, but had a learning curve in the globalization area. This was due to the fact that up until 2004, all Shell EP libraries were part of their own company or department and had no official ties with other libraries.

The To-Be Situation

Using brainstorming sessions, studying market reports, input from the benchmarking study, and existing customer feedback, a vision for the library of the future was created.

This was to be a virtual global library, providing access to information via a single global portal, supported by a global library services group. The following key areas were identified as opportunities, which were studied in more detail in the remainder of the study:

- Online books
- Online journals
- A global book purchase service

- A global literature search and analysis service
- A single governance structure for all EP libraries

Requirements

Via the customer panel, a selection of library customers was presented with the plans for the library globalization. They provided essential feedback on the general plan and later on the specific opportunities, illustrated with their own needs for and experiences with external information. Via regional IM managers, feedback from other customer representatives was received and described in the plans.

Opportunities

For each of the opportunities in the vision, a proposal was written describing:

- The current situation in Shell EP libraries
- The to-be situation for the virtual global library
- Business drivers for this change
- Value increase for the EP sector
- Potential cost savings
- Estimate of the investment needed

Study Conclusion

In June 2004, a workshop was held with the global and regional EP IM managers regarding all the different parts of the IM globalization study. The plans and proposals were discussed on merit of potential value creation, potential cost savings, potential risks, and estimated investments.

The library globalization study delivered the following global opportunities:

- Search and analysis – provision of a global literature search and analysis service
- Books and e-books – consolidate and rationalize physical collections, invest in electronic books and setup a global book ordering service
- E-journals – replace physical by electronic journals where possible, set up an online table of content service and a

global document delivery service

- Global set up of the EP library organization

As IM resources and budgets are not unlimited, the gathered committee prioritized all the opportunities based on the reasons mentioned. The proposals for the library of the future did not make the mark for immediate global implementation.

The search and analysis proposal was marked as a regional priority – most of the EP research is done in the U.S. (Houston) and Europe (Rijswijk), so the need for literature searching and analysis is expected there.

Regarding books and e-books: as there are not many relevant EP e-books, and a global book ordering service would be hindered by different EP financial systems, this proposal

was marked with a lower priority.

The move to e-journals has been ongoing for several years, mainly in Europe and the U.S. This opportunity was also defined as a regional opportunity for those regions.

Last, but not least, a new library governance structure was set up with a global librarian and regional librarians. This new library governance structure will focus on the library opportunities.

Key Learning Points

- It is difficult to define a model were libraries can be compared regarding services, products, and budgets. One has to be clear on units of measure (e.g., dollars vs. euros, FTEs vs. head-count) and double-check with the source on details.

- Although it is a daunting effort, a lot can be learned from an in-depth study regarding library services, budgets, spending, and plans. This provides valuable input for cooperation and alignment.

- Globalization offers libraries an opportunity to improve their services and meet their global customers' demands.

- Revisiting reasons for delivering services and products, and the processes behind them, is highly relevant.

- These studies require constant communication with all of the parties involved. Especially when a core team delivers most of the work and others are required to deliver input, trust needs to be established.

- Be very clear on the scope of the study, what is included and what is not, to keep the project on target. 🌐



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To Be Truly Accountable to Your Clients, Identify Their Needs

By Sue Henczel

Effective information services are those that accurately meet the needs of their client bases. Identifying and satisfying your clients' needs are critical to the viability of your service. Any library or information unit manager who is unable to demonstrate how the products and services they provide (and the organization pays for) support not only the work of their clients but the overall achievements of the organization is risking the future of their job – and the library services within their organization.

For information services to be seen as anything other than overhead, we must understand that we can only say we are fully satisfying our clients needs when our clients say that we are – it must be from their perspective and not from ours. The delivery of information products and services must also be reflected in an improvement in, or in the visible support of, the achievement of organizational objectives.

As information professionals we continue to make assumptions about what people need. We cite many reasons, including, but not limited to:

- Our LIS education that has taught us that if we are to be "good" librarians we must provide particular products and services – and we often continue to provide them without questioning their relevance to our clients
- Pressure from vendors who insist that our clients need their products
- Assuming that we know more about the information needs of our clients than they do
- Continuing to provide particular products and services because those products and services have always been provided.

In order to establish what products and services are required, we must know not only what information products and services our clients need to do their jobs, but also what they do with the information we provide to them and how that contributes to organizational success.



Identifying Client Needs: The Process, 2 p.m. - 3:30 p.m. ET, March 9

Identifying Client Needs: Using the Findings to Shape Information Provision, 2-3:30 p.m. ET, March 23

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By understanding why the information is needed we can accurately define and prioritize our products and services (and consequently our resources and budgets) and define how the information must be packaged to be most useful. We can also identify those tasks or business processes that are supported by information we provide and rate the criticality of the information to the successful completion of the task or process. This is invaluable when promoting the service as a core corporate function rather than overhead.

Needs analyses and information audits are both processes that identify the needs of information users. Both are research processes – and that is where the commonality ends. They differ markedly in what they aim to do, how they are conducted, and how their findings can be applied. As research processes they both comprise data gathering, analysis, and evaluation components.

They rely on surveys to gather data with questionnaires, interviews (personal and group), and focus groups being the most common methods used. The gathered data is analyzed and then the analyzed data is evaluated (to determine what it means) and interpreted (to determine what it means within the context of the organization). The evaluated data is used to develop recommendations that are then validated and reported. The recommendations feed into immediate changes and short- and long-term planning processes.

The needs analysis process asks information users what information products and services they need to do their jobs. It results in a list of "desired" products and services (from the perspective of the information user). It may also

ask how important each item is (also from the perspective of the information user) which enables the items to be prioritized.

An information audit asks information users what information products and services they need to do their jobs, what the information is used for, and how it is used. It covers what they currently have and do not have, where they get what they use and where it goes after use, what information resources they create and where those information resources go after creation. It links the tasks and activities of each business unit, division, department, or section with the information required to support it.

To compare the two processes: A needs analysis gathers data that enables an information service to provide those items that the information users say they need. It is often a "wish list" and its success relies heavily on the information user knowing which resources are available. The information users are only able to request those resources that they know about, which does not guarantee that they are using the most relevant resources. Further work on the findings of a needs analysis, however, enables an evaluation of whether the resources they ask for are the "best" or most "relevant" for their needs. It is conducted over a relatively short timeframe, is relatively inexpensive.

An information audit gathers data that enables an information service to provide the most relevant information for a specified function in a way that best suits how the resource is used. It enables the resources to be rated according to their importance to the process they support as well as to the achievement of organizational objectives. An

information audit is a major project that can take months to complete and consequently requires the commitment of significant resources.

Regardless of the process you choose it is essential to plan the project carefully to ensure that:

Clear and concise objectives are defined (you know why you are doing it and what you hope to achieve) The project is scoped (who will be included and excluded from the survey, and why)

Sufficient resources are allocated (human, technical, financial, physical) and The methodology suits both the project objectives and the culture of the organization.

The findings of both a needs analysis and information audit are used to shape information provision. When the data about the needs of a client group have been collected, analyzed and interpreted and when recommendations have been developed and reported the work has only just begun!

Once you know what the real information needs of your clients are you can:

1. Plan the range of products and services that must be provided, that should be provided and that could be provided. Juggle current products and services for immediate 'wins' and develop short-, medium, and longer-term plans for acquisition/development of new products and services.
2. Advise on the development and management of useful intranets and effective technical infrastructure.
3. Demonstrate the extent to which information is supporting the achievement of sectional, divisional, and/or organizational objectives and become a corporate asset rather than an overhead.
4. Better understand the organization you are part of which enables you to be more

proactive based on real knowledge rather than assumptions.

Conducting a needs analysis or an information audit can also raise the profile of information – and that of the information center or library – in an organization. It encourages individuals to think about information (maybe for the first time) and to put a "value" on the information they use. It makes the information environment of an organization more explicit by making information requirements (wants and needs) and information flows/transfers visible (also maybe for the first time).

Think also of your competencies – both personal and professional. Designing, managing, administering, and participating in a project such as a needs analysis or an information audit provides a library manager with skills in survey design and delivery; data analysis, evaluation, and interpretation; project planning, administration, and management; reporting and presenting to management... what a great professional opportunity!

And don't forget the personal competencies (yes – these are straight from the SLA competencies document) – accept the challenge; see the organization as a whole (possibly for the first time); communicate (get out and talk to everyone); present ideas, negotiate, and persuade; create partnerships and alliances (with management and information users); build mutual trust and respect; collaborate, lead, and follow; take calculated risks, show courage and tenacity; plan, prioritize, and focus on what is critical; think creatively and innovatively – make your own opportunities; and once you are done – celebrate the achievements. 🌟

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February 2005

**Information Online 2005
Australian Library & Information
Association (ALIA)**
February 1-3
Sydney, Australia
<http://conferences.alia.org.au/online2005/index.html>

**Convention on Automation of
Libraries in Education and
Research Institutions (CALIBER)
2005**
INFLIBNET
February 2-4
Kochi, India
<http://web.inflibnet.ac.in/caliber2005/inflibnet.jsp>

**Part 1: Competitive Intelligence
Building Blocks: Research**
February 10
<http://www.sla.org/virtualseminar>

**The Ins and Outs of Managing
(Managing Across Differences)**
February 15
<http://www.sla.org/virtualseminar>

**Mastering the Art of Information
Sleuthing**
February 18
Louisville, KY
<http://www.sla.org/chapter/cky/calendar.htm#sleuth>

**International Conference on
Information Management in a
Knowledge Society**
Indian Association of Special
Libraries and Information Centres
(IASLIC)
February 21-25
Mumbai, India
<http://www.icim2005.org/>

**Part 2: Competitive Intelligence
Building Blocks: Analysis**
February 24
<http://www.sla.org/virtualseminar>

March 2005

**Part 1: Identifying Client Needs-
The Process**
March 9
<http://www.sla.org/virtualseminar>

**15th European Business
Information Conference (EBIC)
TFPL, Ltd.**
March 2-4
Seville, Spain
http://www.tfpl.com/about_us/press_centre/press_releases.cfm?pressreleases=69

Computers in Libraries 2005
Information Today
March 16-18, 2005
Washington, DC, USA
<http://www.infotoday.com/cil2005>

**1st International Conference on
Information Management and
Business (IMB 2005)**
Shih Chien University
March 16-27
Taipei, Taiwan
<http://www.im.usc.edu.tw/imb2005>

**Part 2: Identifying Client Needs-
Using the Findings to Shape
Information Provision**
March 23
<http://www.sla.org/virtualseminar>

**Arabian Gulf Chapter 11th
Annual Conference & Vendor
Exhibition**
March 29 - 31
Al Ain, United Arab Emirates
<http://www.sla.org/chapter/cag>

April 2005

**Part 1: The Art of Negotiating
Anything**
April 6
<http://www.sla.org/virtualseminar>

**SCIP 20th Annual International
Conference and Exhibition**
Society of Competitive Intelligence
Professionals
April 6-9
Chicago, IL, USA
<http://www.scip.org/05annual>

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

Buying & Selling eContent 2005
Information Today
April 10-12
Scottsdale, AZ, USA
<http://www.buy-sell-econtent.com>

**Part 2: The Art of Negotiating
Anything**
April 13
<http://www.sla.org/virtualseminar>

19th Annual AIIP Conference
Association of Independent
Information Professionals
April 13-17
Tucson, AZ, USA
<http://www.aiip.org/Conference/2004/>

**Positioning Yourself as a Leader
within your Organization**
April 27
<http://www.sla.org/virtualseminar>

May 2005

**14th International World Wide
Web Conference (WWW2005)
IW3C2**
May 10-14
Chiba, Japan
<http://www2005.org/>

**Part 1: Weblogs- Opportunities
for Special Libraries**
May 11
<http://www.sla.org/virtualseminar>

**Globalization of Information:
Agriculture at the Crossroads**
IAALD and USAID
May 13-22
Lexington, KY, USA
http://www.ca.uky.edu/AIC/conf_home_2.htm

MLA '05
Medical Library Association
May 14-19
San Antonio, TX, USA
<http://www.mlanet.org/am/am2005/>

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

**Part 2: How to Start a Weblog:
Tools, Tips and Techniques**
May 25
<http://www.sla.org/virtualseminar>

August 2005

**Sixth World Conference on
Continuing Professional
Development--Preparing for New
Roles in Libraries**
IFLA
August 11-13
Oslo, Norway
<http://www.ifla.org/IV/ifla71/call-s-e.htm#cpdwl>

**World Library and Information
Conference: 71st IFLA General
Conference and Council**
IFLA
August 14-18
Oslo, Norway
<http://www.ifla.org/IV/ifla71/>

September 2005

**Your Career: A Straight Shot or a
Shot in the Dark?**
September 21
<http://www.sla.org/virtualseminar>

**SARC III: Experience a Timeless
Information Journey: Revolution
and Evolution Continue**
September 28
Williamsburg, Virginia, USA
http://www.sla.org/conf/conf_sar

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Organizing Your Library's Copyright Issues

By Lesley Ellen Harris

Not long ago, the main focus of a library's copyright concerns was at the photocopying machine. Now, your library may be responsible for maintaining your Web site, negotiating license agreements, and digitizing print documents for archival or other purposes. Thus, it is important to continually monitor your copyright management procedures.

Do you, in fact, have copyright management procedures, or is copyright managed on an ad hoc basis? Who is responsible for managing copyright issues? How are staff in your library educated about your copyright management procedures? Now is the time to begin or to review your copyright management procedures and organize copyright matters in a consistent and efficient manner.

Create a Copyright Officer Position

Is a single person in your library responsible for coordinating copyright issues, or does the reference librarian deal with interlibrary loan and print and electronic reserves issues? Who deals with the use of images in your organization's publications and the use of audio or audiovisual material in its presentations and seminars? Do you have a librarian who is responsible for your Web site and who also deals with copyright issues relating to digitizing works and hyperlinking?

It is important that these various librarians and other staff members regularly communicate about their copyright efforts, employ consistent procedures, and not duplicate efforts. This will save your library money in terms of employee time and paying for copyright permissions. As a first step in organizing your copyright management, consider creating a position for a copyright officer. Or, if you are in a larger organization, you may consider creating a department of copyright.

Keep in mind that the copyright officer is not a legal advisor and does not provide legal opinions on copyright protection or uses of copyright-protected materials. The role of this officer is to streamline the copyright efforts within the organization so that all copyright-related matters are centrally organized and administered. The position may be part-time or full-time.

Do You Need a Copyright Team?

Depending on the size of your library, you may want to create a copyright team, including people from various sections of the library. If your

library is part of an organization, you may want to include people from outside the library as well, such as those who deal with copyright issues, create copyright-protected materials, and distribute or use such materials. If you have an in-house counsel, include that person on the team. If you do not have an in-house counsel, establish a relationship with a copyright lawyer whom you can consult as necessary. Since copyright issues often involve practical solutions to recurring situations, consult with a lawyer periodically and keep the answers available for when a situation recurs.

What Are Your Current Copyright Procedures?

Early on, the copyright officer should examine your library's current procedures, if any, for dealing with copyright issues. Again, if your library is part of a larger organization, you may need to organize copyright procedures throughout the organization, not merely in your library. Whatever the size of your library, your procedures should include protecting newly created materials, clearing copyright permis-

sions in works you want to use, negotiating permissions and licenses to use a work, and dealing with permission requests that come to your library or organization.

Protecting In-House New Materials

Many librarians and organizations create copyright-protected materials, from publications to presentations. You must examine your procedures for protecting newly created copyright-protected materials. Also, consider a standard copyright notice and statement to place on new materials. If the material is electronic, you may consider watermarking or encryption software to protect it. You must also think about how you will monitor the use of your copyright-protected works and about implementing an internal system for reporting unauthorized uses of your organization's works.

Clearing Copyright Permissions

Does your library or organization have a standard procedure for requesting

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permission to use copyright-protected materials? Consider a standard form to ensure that requests are as complete and consistent as possible. It's a good idea to have your permission procedure in writing, to ensure that everyone is following the same procedure. Do not forget to educate your fellow workers about your permissions procedure. Create a database of permissions received and the terms and conditions of use.

Negotiating Permissions and Licences

Negotiating licenses has become a greater part of many librarians' duties. Who in your library negotiates license agreements and requests permission to use copyright-protected materials? Ensure that an authorized person signs your licenses. Licenses should be uniformly filed and easily accessible to all in your library. Institute a procedure for informing others in your library, including end users,

about restrictions on the use of licensed materials.

Dealing with Permission Requests

It is best to have a "point person" in your library when someone contacts you requesting to use your materials. Also, consider having a written policy that covers how to deal with such requests.

Helpful Web Sites

The University of Michigan Web site has a number of documents, including its Copyright

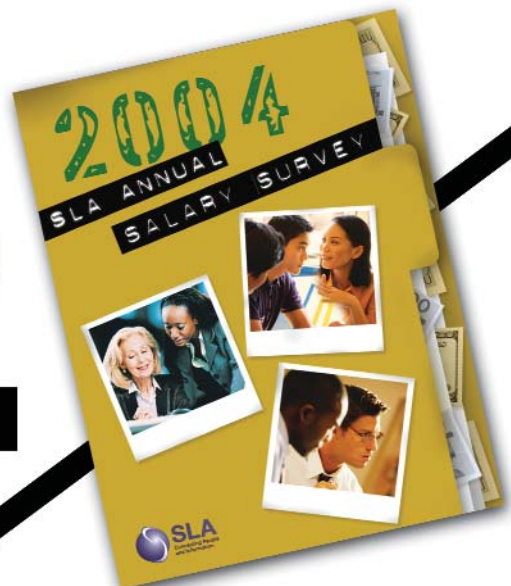
Policy and Media Rights Task Force Final Report, that provide an overall view of organizing and managing copyright issues. See www.copyright.umich.edu/um-policies.html.

The article "Copyright and Licensing Job Positions," reproduced from *The Copyright & New Media Law Newsletter: For Libraries, Archives & Museums*, is an in-depth interview-style article with copyright officers at various organizations. See it at www.copyrightlaws.com/articles/Copyright_jobs.html.

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Nexthead Technologies: New Ideas Worth Investigating

By Stephen Abram

I have been playing with my new toy all month. I bought the Dragon Naturally Speaking speech recognition software (www.scansoft.com/naturallyspeaking). It cost \$79 US and came with the software and a neat manual, a quick reference card, and a headset microphone. I spent about an hour training it, which involved reading specific documents into it so that it could learn to understand my speaking style and thick Canadian accent. The software also scanned my hard drive to review documents I had written to learn my writing style and a little vocabulary. Then we were off and running. I was amazed at how well it worked, and I play with it for both word processing and e-mail. You can even format your documents by voice command! It's still too distracting to others for me to use it in an airport lounge or in group situations. Some of my colleagues bought copies at last year's American Library Association conference – they tell me it is a good productivity tool. At this price point, it is certainly worth the experiment if you're in the mood for play and learning.

I also got the opportunity over the holidays to play with a few semi-new things. My kids have regularly been watching TV show clips on the Web (especially The Daily Show with Jon Stewart, of course). You can check this out by trying it at Comedy

Central (www.comedycentral.com). You can easily see more than 3,000 movies at MovieFlix (www.movieflix.com), which costs anywhere from nothing for some movies to \$6.95 US a month for unlimited viewing. It's a cheap way to try out streaming media technologies. They are ready for prime time. My company even offers streaming media feeds of author interviews as part of the Online Public Access Catalog content enhancements such as book covers, reviews, and Web sites. I find this type of content enhancement very exciting.

Anyway, my voice-activated keyboarding playtime combined with my play with streaming media got me thinking: If we can input by voice, maybe we're ready for spoken word searching. Spoken word searching is the ability to search words that are spoken on video or audio files (not just the closed captioning on the file). Those of you who are interested in tracking news stories about your company, its competitors, or other topics know that just having alerts set up on newswires, newspapers, or periodical article databases isn't sufficient or timely enough. Is it becoming possible to search the nightly news and current affairs programs? Can we see clips instead of just the text? For this month's column, I set off to find out a bit more. Here are six possibilities I found interesting and entertaining.

LTU Technologies (www.ltutech.com) is a company that I've been following for a few years – since I discovered it under its original name: "Look That Up." LTU Technologies' Web site says that it is "the global leader in image search and recognition solutions. Our product suite includes Image-Seeker, the world's most widely deployed visual search engine, and Image-Filter, the leading image recognition platform...."

LTU Technologies is the creator of the 'image DNA' descriptor that automatically indexes images by their visual content.... The core technology is integrated in a highly scalable and modular platform that can adapt to any organization's specific visual assets." In other words, it can search streaming media and audio content files using many more dimensions than just words. Try the demos on LTU's Web site to understand this one better. It has to be experienced to be understood. Streamsage ([\[sage.com\]\(http://www.streamsage.com\)\) offers search and retrieval options to "unlock the knowledge and value contained in your audio/video content." The company says that this will "improve employees' access to the knowledge presented in your audio/video information and lower production costs and increase the value of your audio/video content by automatically synchronizing transcripts." If you have stored media such as press conferences, webinars, and digital video, this may be for you. It can allow you to find and segment just that clip you need to review or reuse.](http://www.stream</p>
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The multimedia search engine blinkx (www.blinkx.com/overview.php) is pretty cool. It is the first search engine that allows you to search TV across news, sports, and entertainment programming. And it returns the actual TV clip in response to your query! Try it at www.blinks.tv, which states that "blinkx TV is unique in that unlike other systems that

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just scour the Web for videos and make them searchable by metadata (like filenames), blinkx actually watches TV clips and understands what they are about and can take you straight to the relevant point inside the video." Oh yeah, it also searches that old technology – radio!

Singingfish (audio/video only) (www.singingfish.com) "lets you locate audio or video files from across the Web, through its own crawling activity and partnership with sites that provide feeds through free and paid deals. Singingfish lets you locate MP3 music files, as well as QuickTime, RealMedia and Windows Media files. These formats are used to record content such as movie trailers, sporting events highlights, live music events, video news clips and more." While this is a metadata-based searching technology, it sure lets you find some interesting and useful stuff. For example, I searched "Enron" and pulled up some useful National Public Radio programs.

HP's SpeechBot (<http://speechbot.research.compaq.com>) is a search engine for audio and video content that is hosted and played from other Web sites. While transcripts of the content based on speech recognition are not exact, they are better than nothing! SpeechBot currently indexes 15,321 hours of content from such Web sites as Fresh Air, American RadioWorks, Here and Now,

On Point, PBS Online NewsHour, AFRTS Radio News, The White House, U.S. Department of Defense Briefings, Marketplace Radio Business News, Motley Fool Radio Show, Public Interest, and more. I searched "terror alert" and picked up extracts of audio files and video clips from the White House to PBS.

ShadowTV (www.shadowtv.com/index2.html) offers both monitoring and webcasting solutions. It states that "ShadowTV was developed from the ground up to manipulate video for efficient delivery via the Internet. ShadowTV can provide all-digital continuous-access to live and archived television content via the Web. It enables financial institutions, advertising agencies, PR agencies and other corporations to monitor televised news and commercials for financial reports, competitive intelligence, shareholder relations and media crisis management.

Broadcasters can instantly convert live and archived video material into searchable digital video content for their Web site. Broadcasters can exploit their own video content or syndicate it to other sites." You can use ShadowTV to set up advanced alerts: "[W]hether you are monitoring commercial advertising or news, all video segments containing your designated keywords are immediately and automatically e-mailed to you, allowing you to instantly view the video clip via

streaming video to your computer along with a transcript. By monitoring and distilling relevant information from televised media, and making it immediately accessible, ShadowTV enables you to sort and keep pace with breaking news – either expected or unexpected."

I hope you agree that these technologies are worth knowing about early in their life cycle. These are just the tip of the iceberg of the nexthead technologies that will evolve beyond the texthead stuff we've been dealing with for

the past decade. I've concluded that these new technologies are definitely worth investigating and keeping track of as they evolve. Some are ready today to add to our toolkits. Combining these technologies with the trend of libraries to archive large files of MP3s and streaming media that can support public relations or learning initiatives, we can see the next step in the diversification of our library collections and services beyond books and articles.

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The Key Is Response Time

By John R. Latham

In a customer service presentation I've given to information professionals over the years, I always stress the importance of putting yourself in your customer's shoes. I often use the example of ensuring that on receiving the great piece of research you have carried out, your customer does not say, "That's great, but what about such and such?" If you had put yourself in your customer's shoes, you would have anticipated the question and dealt with it. However, I think that in the future I shall use another example, namely, response time.

I was reminded of the importance of response time a couple times this week, when members thanked me for my quick response, even though on both occasions I had responded that I did not know the answer but would get back to them within a certain period. We often don't actually expect an immediate answer to our questions, but what is truly aggravating is to be left hanging, not knowing whether the request has gotten through or has gone to the right person. In these days of spam filters, when people have little control over whether their e-mail is accepted, it is doubly important to acknowledge receipt of a request.

There was an interesting discussion on this subject on SLA's Solo Librarian's list based on Mark C. Zweig's article "People Like People Who Are Responsive" (www.zweigwhite.com/perspectives/perspective.asp?pageid=316). He actually refers to "hyper-responsiveness" as being even better, but I think that I will just stick to being responsive. "Hyper" does not conjure up good images for me – hypertension, hyperactive, hyperbolic logarithms – I don't think so.

With simple advances in technology today, it has become easier to be responsive. For example, my MS Outlook system displays, on the bottom right corner of

the screen on whatever system I am using, a little box showing the sender and subject of the e-mail just received. This does not mean you have to respond instantly, but, unless you are doing something that requires your undivided attention, I don't see any reason why you cannot respond in 10 minutes – or an hour at maximum. Remember, we are not necessarily talking about giving the full answer, but just responding. Responding to telephone messages may be slightly different, as it is more difficult to give a quick response without sounding off-hand. "I'm just off to a meeting but wanted to let you know I've received your message" can work, but don't use it too often with the same person. You might lose credibility.

Zweig adds that it is more fun working in an environment where customers are amazed at the service they are getting. We all love to receive positive feedback, not to mention how useful it can be for our evaluations. (That assumes that you file all e-mails raving about your great service. If you don't, make it a habit for 2005.) I am also convinced that if your customers are bowled over by your above-and-beyond response time, they will tell others. Standard response rates are expected and are not news. If you are continually ahead of the curve, your customers will do a lot of your marketing for you.

Speak Softly and Carry a Big Stick

Although I may be moving off at a slight tangent, Theodore Roosevelt, that larger-than-life U.S. president, is famous for quoting the West African proverb "Speak softly and carry a big stick; you will go far." This proverb can be applied to the example of how personal value

gained from exceptional customer service can be totally negated by thoughtless outbursts in e-mails sent in haste, especially to those ubiquitous and sometimes impersonal discussion lists. Today, knowledge is power (the big stick), but it should not be brandished as a weapon. You may well know the right answer or be able to suggest a better approach to a problem, but all too often one encounters people using the most vitriolic invective to correct an incorrect statement or disagree with an unpopular decision. The "speak softly" approach is much more likely to be effective. In England we used to say, "Softly, softly, catchy monkey," which is in much the same vein.

Janice R. Lachance, in her Executive Director's Message in November's *Leadership Connections*, made a similar point when she said that effective leaders "don't directly confront people, argue with them, or attempt to make someone wrong. They avoid embarrassing people or putting them in compromising positions." My dear departed mother used to say that it does not cost anything to say something nice about someone. My business corollary to that is, "Don't talk trash or, even worse, write trash about anyone," as it sure as hell could cost you big-time. It is not only elephants that have long memories.



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

John R. Latham is the director of the SLA Information Center. He can be reached at jlatham@sla.org.



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