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THE CONNECTED LIBRARIAN

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RISING STARS · 2018 CONFERENCE

SLA Names Four Rising Stars in Information Management Profession

Kathryn Callon, Sarah Cook, Katie Cuyler, and Raymond Pun have been named 2016 SLA Rising Stars for their service to the special librarian community and potential for continued contributions to the information industry.

The four will be honored on June 12 during the opening session of the SLA 2016 Annual Conference & INFO-EXPO in Philadelphia.

The Rising Star Awards, first given in 2009, are presented annually to acknowledge young professionals who are forging paths of excellence within SLA and the information profession. To be nominated, an individual must have one to five years of professional experience as an information professional and have been an SLA member for five years or less. Nominees must also have met at least one of the following criteria:

- Performed outstanding work and professional activities on behalf of SLA;

- Developed notable innovations on the job;

- Actively participated in SLA units and association programs; or

- Promoted the visibility of SLA or the value of information professionals.

Kathryn is the solo librarian for the Montana Department of Transportation (MDT), having previously worked for the U.S. Fish & Wildlife Service and the library at Joint Base Lewis-McChord, a military installation in Tacoma, Washington. Since joining SLA in February 2013, she has been an active member of the SLA Transportation Division and is currently the division's chair-elect.

Outside SLA, Kathryn has served for the past two years as chair of the Western Transportation Knowledge Network. She has also organized two Webinars for the special librarian community, one titled "Final Frontier? Library Life in a Post E-Book World" and the other titled "Library Valuation/Return-on-Investment."

Sarah, a research paralegal at Levin Simes LLP in San Francisco, joined SLA in 2011 while she was still an MLIS student at San Jose State University. She soon became a fixture on the leadership team for SLA's San Francisco Bay Region Chapter, first serving as hospitality chair, then as assistant director of programs, and most recently as director of programs.

Sarah's creative approach to solving problems, attention to detail, and ability to make others feel at ease have impressed her industry peers, who have encouraged her increased participation in the association. Last year, for example, Sarah attended the SLA 2015 Annual Conference as a voting representative of the San Francisco Bay Region Chapter.

Katie is an intelligence strategist at Bennett Jones SLP, a law firm in

Kathryn Callon

Katie Cuyler

Sarah Cook

Raymond Pun

DATA PRIVACY · CAMPUS SPEECH ·

IFLA issues Statement on Right to be Forgotten

The Governing Board of the International Federation of Library Associations and Institutions (IFLA) has approved a statement on the "Right to be Forgotten" highlighting crucial issues that libraries must consider when participating in discussions about data privacy and identifying areas of concern that could have negative effects on long-term access to information.

The Right to be Forgotten (RTBF) refers to an individual's ability to request that a search engine (or other data provider) remove links to information about himself or herself from search results. The right to be forgotten raises several issues for libraries, including the integrity of and access to the historical record, freedom of access to information, freedom of expression, and individual privacy.

IFLA's statement notes that freedom of access to information is infringed when information is removed from availability or is destroyed. Because information on the Internet may have value for the public or for professional researchers, it generally should not be intentionally hidden, removed, or destroyed.

The IFLA statement also accepts the necessity of protecting the privacy of living persons, the confidentiality of business, and the security of government information insofar as these goals do not conflict with a higher public good. IFLA urges library professionals to participate in policy discussions about the right to be forgotten, while both supporting the right to privacy for individual citizens and assisting individuals in their searches for information.

The statement calls on library professionals to—

- Raise awareness among policy makers to ensure that the right to be forgotten does not apply in situations where retaining links in search engine results is necessary for historical, statistical, and research purposes, for reasons of public interest, or for the exercise of the right of freedom of expression.

- Fully support access to information for researchers who require personally identifiable information for biographical, genealogical, and other research and publications, and advocate to policy makers when policy related to the right to be forgotten may result in the destruction or loss of access to information for these purposes.

- Oppose the removal of links from the results of name searches of public figures.

- Advocate for transparency in the criteria and processes used by search engines in RTBF decisions.

- Continue to promote the practice of name indexing to ensure the continued availability of content for historical and research purposes.

- Support individuals who request assistance in finding more information on the application of the right to be forgotten to their individual circumstances.

For more information, read the background paper (available at http://www.ifla.org/files/assets/clm/statements/rtbf_background.pdf) or the statement (http://www.ifla.org/publications/node/10320).

U.S. Students Say Some Speech Limits are OK

U.S. college students are more confident than their parents that their First Amendment rights are secure, but nearly half say it's acceptable to limit media access to protests in certain situations, and slightly more than half think the climate at their campus prevents some students from speaking their minds for fear of offending others.

A survey conducted on behalf of the Newseum Institute and the Knight Foundation found that race and gender affect students' views of free speech and press rights. For example, nearly half of students think restrictions are legitimate if people at the protest or public gathering believe reporters will be biased (49%), if they say they have a right to be left alone (48%), or if they want to tell their own story on the Internet and social media (44%). Black and female students, however, are much more likely than their peers to endorse restrictions on media access to protests, with solid majorities backing each of these reasons.

Other key findings include the following:

- When asked whether colleges should expose students to all types of viewpoints versus limiting biased or offensive speech, 78% chose the former option.

- Whites (76%), Hispanics (75%), and Asians (70%) are more positive than blacks (64%) about the racial climate on their campus.

- Nearly three in five college students have little or no faith in the ability of the media to report the news fairly and accurately.

- Fewer than 20 percent of students think Americans do a good job of seeking out and listening to views that differ from their own.

"The findings of the study suggest that, while the core principles of the First Amendment are well-rooted in society, what those rights mean is up for debate in an era of changing media habits, new forms of technology-mediated conversation, and important national debates on race and diversity," the survey report concludes.

To read the report, visit http://www.knightfoundation.org/media/uploads/publication_pdfs/FreeSpeech_campus.pdf.

CUSTOMER SERVICE

Consumers Prefer Human Interaction When Resolving Service Issues

Although many people are comfortable using technology to make transactions, most prefer to deal with humans to solve service issues, according to new research from Accenture.

More than four in five U.S. consumers prefer dealing with human beings rather than digital channels to solve customer services issues, and nearly as many (77 percent) prefer to ask humans for advice. Almost half (45 percent) of consumers say they are even willing to pay a higher price for goods and services if it ensures a better level of service, and a similar share say they are more willing to be sold new or upgraded products when receiving face-to-face service compared to online.

"U.S. companies have reached a tipping point in their customers' digital intensity and need to rebalance their digital and traditional customer services investments if they want to improve loyalty, differentiate themselves and drive growth," said Kevin Quiring, managing director of advanced customer strategy at Accenture. "Companies abandon the human connection at their own risk and are facing the need to rebuild it to deliver the varied and tailored outcomes that customers demand."

Accenture recommends that organizations seeking to rebalance their mix of digital and traditional customer service offerings should do the following:

- Put the human and physical elements back into customer services. The focus should be on delivering satisfying customer experiences, not methods of interaction.

- Make it easy for customers to switch "channels" to get the experiences they want. Build customer service channels that enable consumers to move fluidly from digital to human interaction to get the outcomes they desire.

- Root out toxicity. Define and address the most toxic customer experiences across all channels. Identify the experiences that have the greatest potential downside and leverage those insights to guide a service strategy.

- Guarantee personal data security. By not selling or sharing customer data with other companies, and guaranteeing that safeguards are in place to protect it, consumers will be more willing to hand over personal information that can be leveraged to deliver better experiences.

To read the survey report, visit www.accenture.com/GlobalConsumer PulseResearch. **SLA**

10 Questions: Abby Thorne

NAMED TO THE FIRST CLASS OF SLA RISING STARS, ABBY THORNE SOON FOUND THAT PATIENCE, PERSISTENCE, AND SKILLS TRUMPED ACCOLADES WHEN IT CAME TO LANDING A JOB.

BY STUART HALES

I t's said that good things come to those who wait. A very good thing—a challenging, permanent, full-time job—finally came to Abby Thorne nearly a decade after she received her library degree, but it's not as though she was sitting back and waiting for it. In fact, she had hit the ground running even before she entered the job market.

While a student at the University of Kentucky, Abby started working in the Agricultural Information Center on campus. Two of her bosses—both SLA members at the time—started talking to her about becoming a librarian. Although she was lukewarm about the idea, she later changed her mind and enrolled in library school after graduation. While in graduate school, she was reunited with one of her former bosses, Valerie Perry, who pushed her to join SLA and become active.

"[Valerie] was really excellent at stressing the importance of professional associations and prodding me when she saw opportunities for involvement," Abby says. "She's always been very, very accessible when I've had questions or asked for help."

Abby's early involvement in SLA paid off in 2009, when she was named to the association's first class of Rising Stars. She has continued to remain active and is now treasurer of the SLA Kentucky Chapter, which is known for being active and close-knit.

"We see each other four, five, six or even more times each year," she says of her chapter colleagues. "Generally speaking, we all like each other personally; we're all good friends. We get together for happy hours; we've done baby showers, we've done wedding showers; we've done a little bit of everything. Those connections are definitely one of the things that keep me involved."

Information Outlook interviewed Abby as she was preparing for the Joint Spring Conference of the SLA Kentucky Chapter and the Kentucky Library Association.

You majored in agricultural communications as an undergraduate, then went directly into library school. Did you know you wanted to be a librarian when you entered college, or did something happen during your undergrad years that pushed you in that direction?

I originally enrolled at the University of Kentucky to major in agricultural biotechnology. I loved science and English in high school, which is kind of an odd combination. But after about a year of the ag biotech program and working in a plant science lab, I decided it really wasn't the lifestyle I wanted to live as an adult. My boss and his graduate students lived in the lab—that wasn't

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Abby relaxes with her son, Parker, and her husband, Danny.

what I really wanted to do for the rest of my life.

So I started looking into other options. I loved the paper research involved in the biotech program and the science writing—not so much the actual lab research—so I switched to agricultural communications, because that would allow me to take the science classes I liked and also focus more on writing. I'm not sure I knew what I was going to do with my degree when I graduated, but the summer after my sophomore year, I got a job working in the Agricultural Information Center at UK. While I was there, my two bosses—one who is still an SLA member, one who's a former SLA member—started talking to me about being a librarian and considering it as a career path. I didn't really take their advice very seriously at the time, but after working in several campus libraries and thinking about what I was going to do after graduating, I decided to go to library school.

I think it was definitely the right choice; it just wasn't something that came to me immediately. I guess it should have—I helped in my school libraries when I was younger. In middle school, the librarian selected a certain number of students every year to help her in the library, and I was one of those students. I helped out in my high

school library somewhat, because the librarian was one of our academic team coaches. I liked doing it, but it just didn't occur to me at the time that it was a valid career option.

At what point did you hear about SLA? Was it from the two librarians at the Agricultural Information Center?

I think I heard about it when I was a student worker in the Agricultural Information Center. Valerie Perry, who was my boss and an SLA member, was attending an SLA conference that summer, so I started learning about professional conferences because she talked about what she did after she came back.

When I went to grad school and went back to working for Valerie, she definitely pushed professional association involvement in general and SLA in particular. We have a very tight-knit group of librarians in Kentucky who regularly provide professional development, and it's a really good way to get involved when you're a student and still trying to figure things out.

Speaking of SLA, in 2009 you were part of the first class of SLA Rising Stars. What did that award mean to you, and what impact has it had on you and

your career? Do you feel pressure to continue being a "star" in the library profession?

It was definitely very flattering, and certainly very surprising, to be given that award because I had no idea that I was being nominated, much less that I would be selected. I was very involved in SLA, so it felt really great to have something to reflect that, and it was really awesome to know that my colleagues thought enough of me to nominate me for that award.

As far as the impact on my career, I'm not really sure there's been one. Kentucky is a very small state for library jobs, and it's taken me a number of years to find a permanent position, so I'm not sure that the award has helped in that regard. But it certainly didn't hurt for it to be on my vita when I was applying for permanent positions. As for pressure, I don't think I feel pressure to live up to any expectations, but the award certainly gives me motivation to continue my involvement in SLA.

You mentioned Kentucky, so let's go in that direction for a moment. You're the treasurer of the SLA Kentucky Chapter, which is well known for its camaraderie and enthusiasm. How has your chapter involvement benefited you?

I think it's one of the essential reasons I've stayed involved with SLA. Being in Kentucky, where we have a fairly active chapter, we get together several times a year for meetings and programming. That's been very important for me. I don't see it from other associations I'm involved with—like, at the state level with the Kentucky Library Association, we have one conference a year, and I see those people at board meetings because I'm on the board of that association, but I don't see them as regularly as my SLA colleagues and I don't know them as well.

Having an active group with the Kentucky Chapter is great because we see each other four, five, six or even more times each year. Generally speaking, we all like each other personally; we're all good friends. We get

together for happy hours; we've done baby showers, we've done wedding showers; we've done a little bit of everything. *(laughs)* Those connections are definitely one of the things that keep me involved.

I wish more people would get involved at the chapter level, because those are the people you can see most often, and they're the easiest personal contacts

Abby joins team members (from left) Judi Dunn, Jason Curriden, and Clemma Snider at the entrance to her workplace, the Don and Cathy Jacobs Health Education Center at University of Kentucky HealthCare.

to make. If I have a question in my job right now, I definitely wouldn't hesitate to pick up the phone or send an e-mail to one of the other chapter members and ask them how they would deal with it. Those personal connections are really, really helpful. I've seen the impact since I took this position—I'm starting to become involved with MLA [the Medical Library Association], and it's a lot harder to meet people because their chapters are multi-state groups whose meetings are held once a year and the locations rotate from state to state.

Let's step back from SLA for a moment and talk about your career. The words *agriculture* and *librarianship* rarely appear together in the same sentence. What kinds of looks did you get when you told people you were a librarian at

the University of Kentucky Agricultural Research Office and, later, at the Equine Research Foundation?

It was probably about the same as when I went to library school. You're sitting in class on the first day of school, and people are asking, who are you, what was your undergrad major, and what do you think you want to do? And I would say, "My name is Abby, and I majored in agricultural education, communications, and leadership with a concentration in communications and a minor in biology," and people would look at me like I had three heads. The standard in library school seems to be an English degree or a history degree, or maybe something in the social sciences.

So, going into a place like the Research Office or the Equine Research Foundation with a master's in library science is not something people really understand. I think they were surprised that there's even such a thing as a master's degree in library science. You hear that a lot from people—"You need a master's degree to be a librarian?"

Practically speaking, for those jobs, the skill sets I have as a librarian were needed, especially in the Research Office, because I was processing archival materials to go to the university archives. Somebody with a knowledge of the history of the College of Agriculture and agriculture in general and a librarian's skill set would be ideal. For the Research Foundation, that was more general work—mostly serving as the assistant editor of an equine journal, with my boss as the editor. Having a knowledge of publications and editorial work was really helpful there.

So, yes, the combination of agriculture and library science is fairly unusual, I guess. But what I've learned is that the transferable skills that librarians have are very often useful in non-traditional locales.

You're currently a health education coordinator. What are your primary job duties, and what does a typical day look like?

What I do now is very unusual, I think, especially in Kentucky. My position title is health education coordinator, but my role is librarian for the Don and Cathy Jacobs Health Education Center at University of Kentucky HealthCare. We provide patient education and consumer health resources to patients and their families while they're here at UK's Chandler Hospital. We also serve Good Samaritan Hospital, which is down the street on the other end of campus, and the clinics spread throughout the community and the state.

The public face of our department is the Health Education Center, but we're also the patient education department for UK HealthCare, so we do a lot of work on the back end helping prepare patient education materials that clinicians will give to their patients. I do a fair amount of looking at evidence-based practice for patient education, so I do a lot of hard-core research into medical literature. We also do other things like content administration for UK HealthCare's patient education database and managing implementation of our new interactive patient care system, GetWellNetwork.

A typical day is that I'll come in, and there may be a patient education request from a nurse or therapist on the phone that I have to deal with immediately. I might spend several hours at our service desk answering questions for patients, or working on our collections, since we have about 600 titles of pre-printed patient education information and a collection of about 150 medical models and 175 posters, and those things are checked out by nursing students to take out in the community for clinical rotations. Then we have about 300 books that people can check out, and a few other resources that I'm responsible for. So my job involves doing reference stuff, collections management, assisting with patient ed projects, and stocking patient ed materials on the floors for things that are held at point of care.

It's very, very different from any other job that I've had, but it's really fun. My co-workers are three nurses and a

health literacy writer, so we all serve different but important functions in keeping patient education at UK current, credible, and presented in health-literate formats. You're helping people who need information that can make a big difference in their health outcomes, and it's very rewarding. And I'm very glad that they're coming to us, instead of taking to the World Wide Web themselves for medical information.

Health care is a field that is often described as one that could benefit from better use of information—better care for patients, better health outcomes, etc. Do you see health care as a promising field for librarians, and are there any types of jobs that hold particular promise for them?

I would certainly hope so. As the only librarian here, I certainly have plenty on my plate at any given time. And the research shows that patients with higher health literacies have better outcomes and don't come back to the hospital as frequently, so we can decrease readmissions. This saves money on the hospital end and trouble on the patient end. These sorts of things are so important.

Especially these days, when it's so easy to find bad information on the Internet, I think people don't realize how essential it is to get information from a valid, credible resource. I would hope to see more library positions in health care as more and more facilities realize that the skills librarians possess can help them—skills like researching evidence-based practice. Librarians are the experts in researching, and they have a little more time to do that than nurses on the floor, who are taking care of patients. Also, librarians can do things like verifying that the patient education materials that hospitals provide reflect current best practice. These are roles for which librarians are uniquely suited, so they can save organizations time and money and save patients from potentially bad outcomes or bad experiences in the hospital.

If more librarians were to enter the health care field, this could present you with opportunities to mentor some of the younger information professionals. Did you have any mentors in your early years as a librarian, and do you feel you're at a stage in your career where you could take on that role?

I don't currently do any formal mentoring, but I have been in contact recently with some students at the UK library school to talk about what I do here and especially to answer questions from a set of them who were taking a class in consumer health information resources.

I did definitely have a mentor when I went through library school and was a new librarian. My former boss, Valerie Perry, was really excellent at stressing the importance of professional associations and prodding me when she saw opportunities for involvement. She's always been very, very accessible when I've had questions or asked for help with job applications—just asking her about various things related to my career.

I'm hoping that, now that I'm more settled into a permanent position and have several years of experience, I can do the same thing for someone else.

So, as you look ahead at the next 5 to 10 years, how do you see your career progressing, and what are the main challenges you expect to face?

That's a tough question to answer. I'm happy where I am, so I pretty much hope to stay here. I expect that my responsibilities will change and evolve as time goes on, and that's always sort of challenging, especially since my position is sort of non-traditional compared to what I've done in the past. So I think my main challenge is to be very open and willing to learn new skill sets and take on new responsibilities.

That leads in to my final question: Knowing what you know now, if you could go back in time and give one piece of advice to Abby Thorne on the day she received her MLIS degree, what would it be?

Good question. I think, at this point, my advice would be to be patient with the job market in Kentucky. I ended up taking a lot of temporary or adjunct or project-based positions because the job market here in the state is pretty tight and challenging. But as it turns out, in most of those jobs, I picked up skills that I needed for the position I'm in now. So, looking back, the almost 10 years that it took me to find a full-time, permanent position turned out to be a really good thing, although at the time it didn't necessarily feel like that.

Abby is flanked by Terry Buckner (left) and Liz Polly at a wedding shower hosted by the SLA Kentucky Chapter.

I definitely remember feeling stressed about finding a job when I graduated. I wish I had known then that I needed to take all of those jobs to pick up the skills to get where I am now. **SLA**

Reaching Beyond the Stacks, Both Physical and Virtual

TODAY'S CONNECTED LIBRARIAN BUILDS AND STRENGTHENS RELATIONSHIPS, NAVIGATES BETWEEN THE PAST AND THE FUTURE, AND LINKS PEOPLE TO INFORMATION.

BY DEBORAH SCHWARZ, MLIS

Professions with centuries of tradition, like medicine and law, are undergoing profound change. Librarianship, with its varying names (such as information science), is also a profession in flux.

Perhaps the biggest change to affect librarians is one that few of us who have been around for a while would have predicted. After all, there was a time when our connections to library patrons were always live and in person, taking place within the walls of the library. We are no longer confined by those walls or even by ZIP codes, and we may often refer to the people we help as *clients*, *customers*, or *colleagues* rather than *patrons*.

In the 30 years since I left my role as a law library director to found Library Associates, a boutique legal librarian staffing agency in Los Angeles, I have experienced and been witness to this change. Today, as chief executive officer of the LAC Group, the company that created Library as a Service®, we are contributing to it.

Thanks to the Internet and other digital technologies, libraries are shifting from a space dedicated to holding books to more of a "place" for sharing knowledge, whether that sharing happens online or in person. Of course, a great deal of content exists and continues to be produced, on paper and in other ways, that requires physical categorization and storage. Increasingly, however, the space that libraries "occupy" is on servers, freeing up library rooms and buildings to be repurposed and the librarian's duties to be refocused. We are shifting from people who manage collections to people who make connections.

So, what does it mean to be a "connected" librarian? Is it all about social media and sharing, and does that matter as much as millennials would have us believe? After all, even with the capacity for almost limitless virtual connections, don't librarians continue to spend most of their time serving the needs of constituencies and clients who remain nearby and in person?

As I considered these questions, I turned to librarians who are employed by LAC Group and working for our clients in law, government, media/entertainment, and other industries. I asked them for their ideas on how our role is evolving and our purposes and responsibilities are changing. I asked what it means to them to be a connected librarian. As any librarian would, I categorized their input into three areas that I believe will guide the future of our profession.

1. The connected librarian is about building and strengthening relation-

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The connected librarian must do more than provide responsive service, and outreach today must be at a different level than merely getting in front of a group to promote the library's resources.

ships, both within and outside the profession as well as personal and virtual.

I see a connected librarian as an inclusive librarian, one who focuses on outreach beyond the walls of the library (be it physical or virtual) to understand the needs of his or her constituents and partner with them in a collaborative effort, rather than merely to provide a service.

As I mentioned earlier, the word *connected* these days implies online networking through social media, but we see something much greater taking place. After all, we don't want to be bound by a new set of walls, merely swapping physical boundaries for virtual ones!

Jocelyn McNamara, who is currently our client services director at USAID, believes the connected librarian reaches out to users to figure out the best course of action together. I feel this is especially relevant in most special library settings, where librarians have the advantage of ongoing relationships with a regular group of people.

Mary Muenkel and her team at one of LAC Group's major media clients believe that the concept of the connected librarian is nothing new. "Librarians have always been about making connections—connecting the dots to answer questions or construct taxonomies, for example," she says. "Connectivity is in our DNA; social networking is just another way we express it."

We also look at the importance of connecting outside the profession, whether that's done virtually or in person. Everyone likes to engage with their peers, and librarians are no exception.

We find it satisfying and validating to be among other librarians. Connecting outside is more daunting, yet it's essential for the growth and survival of our profession.

Jocelyn McNamara believes that librarians, like people in most professions, can become insular without consciously realizing it. Connecting with those outside librarianship gives us fresh perspectives and insights. I think James Hurley, our deputy director of virtual reference, speaks for most of us when he says, "When librarians truly connect with clients, they come to not only understand their specific information needs, but also appreciate those needs at a level where it becomes a personal, as well as professional, relationship."

Librarians are fantastic at providing customer service and are very responsive as a whole, but the connected librarian must do more than provide responsive service, and outreach today must be at a different level than merely getting in front of a group to promote the library's resources. Outreach has to be a concerted, strategic effort in which we look for opportunities to be of value to our customers by listening and engaging with them in new, proactive ways.

2. The connected librarian creates and maintains a linkage to time— past, present, and future.

An interesting perspective on what it means to be a connected librarian comes from Robyn Rebollo, who has 15-plus years of experience in legal, business, and academic libraries in the United States and Australia. She suggests that a connected librarian stays

connected with the past, present, and future and that it's important for us to stay connected to the past by remembering the pioneers in library science. "Our pioneers' ideas and contributions are still alive and instrumental in information management today," she says.

Jocelyn McNamara also referred to the concept of time by suggesting that the connected librarian is willing to move away from preconceived ideas about the "right" way to do things and open to discovering new and better ways. I couldn't agree more. Doing something the way it has always been done may work in many situations, but to be successful today, librarians may have to rethink their position and the library's mission as it has been and adapt to changing needs and circumstances. Or, as Robyn Rebollo said, we need to start being the drivers of change rather than the passengers.

"Like chess, you always have to be thinking two moves ahead," James Hurley says. "This is true whether it's anticipating and addressing potential issues with a client, or positioning yourself to be well-prepared for structural changes in the field."

Time marches to the drumbeat of change, which includes both obsolescence and innovation. For librarianship, that may mean decentralizing services in some areas, like research, or centralizing it in others, like subscription management. I'm not recommending change for change's sake—It must be done without sacrificing excellence, and it must sit well with the librarian in terms of being on board with it and wanting to make it happen.

Librarians are fortunate to have a long, important history. We must remember that and keep our sense of tradition and contribution alive, while also staying current in the present and keeping an eye toward the future. This balance will guide the sustainability, reputation, and growth of our profession.

3. The connected librarian links people to increasingly diverse types and voluminous amounts of information.

This last view of the connected librar-

ian is about librarianship at its core, which is based on connecting people to information—to a body of knowledge in which they have academic, professional, and/or personal interests. I don't need to recite statistics of how many gigabytes or terabytes of content are being produced every day, because you know what it looks and feels like. You are seeing and dealing with this content every day, whether it's new data sources or books being published or videos uploaded to YouTube.

In the early days of Google, predictions started arising about the demise of the librarian. While there's no doubt that digital technology has drastically changed our profession (in both positive and negative ways), the death of the librarian due to the digitization of content and data has been greatly exaggerated. I believe the role of the librarian is experiencing something of a renewal, as we are becoming appreciated once again for our training and experience in gleaning those elusive facts and resources from large, messy, and even suspect floods of information.

Technology can search through data quickly and deliver a good first cut, but it takes a human touch to distinguish what's truly relevant, reliable, and worthwhile. And it requires human judgment to make sound decisions about curation and choose the best reporting options.

Librarians have a high EQ, or emotional quotient, which allows us to look at things from the client's perspective. The connected librarian strives to understand his or her clients to better tailor information and services to their needs. As Mary Muenkel and her team agree, "Connected librarians have not only the information skills, but also judgment and acumen."

Fresh Eyes and New Ideas

The connected librarian reaches out to build and strengthen relationships, stays current and relevant while remembering the past, and (perhaps most notably) continues to help people interpret, create, and contribute to a body of knowledge. Being connected requires a fresh eye and putting new ideas into action.

Being outside of one's comfort zone is always a challenge, but it's a critical component of being connected. The wider the network the better, because librarianship is a profession in transition. New connections bring new perspectives, as well as opportunities to strategize, adapt, and redefine the role of the librarian. **SLA**

When Weak Connections are Valuable at Work

NEW NETWORKING TOOLS ENABLE US TO CULTIVATE WORKPLACE CONNECTIONS WITH PEOPLE WE RARELY (OR NEVER) SEE BUT WHO CAN HELP US IN IMPORTANT WAYS.

BY FRANK GULLO

If you're not sure who the weak ties are in your social network, look at the contacts on your phone. Chances are, there are some people in your contacts list you don't call (much less see) on a regular basis, but you find it useful to keep them listed for those occasions when you do need to contact them. Perhaps your doctor, babysitter, mechanic, or accountant fits this description.

If you use a social network like LinkedIn or Twitter professionally, you will have even more weak links. These weak links are professional acquaintances you may see only a few times a year—or, more likely, people you've never met in person, often from other cities and countries—and with whom you've connected virtually based on affinity, content conversation, or subject matter expertise.

Weak links aren't new to researchers. Stanford University sociologist Mark Granovetter identified strong ties as your friends and weak ties as your acquaintances in his influential 1973 paper, "Notes on the strength of weak ties." More recently, a 2011 Pew Research Center report indicated that most Americans' networks "contain a range of social ties that consist of friends, family, co-workers, and other acquaintances. This includes a handful of very close social ties and a much larger number of weaker ties."

Much has been written about the value of weak links in our social networks. Granovetter may have said it best when he wrote, "The weak tie between Ego and his acquaintance, therefore, becomes not merely a trivial acquaintance tie but rather a crucial bridge between the two densely knit clumps of close friends."

Thus, weak ties, in addition to representing the first stage in any relationship, bind our networks together (like bridges) and help us understand all our relationships—the close links, the weak and edge links, and the absent connections (or gaps). In addition, today's social networking tools have allowed us to exceed the 150 or so people British anthropologist Robin Dunbar posited as the maximum number of people with whom we can maintain social relationships. We are literally amassing hundreds and even thousands of weak links in our networks—so many, in fact, that we can subcategorize weak links:

The **classic weak link** is an acquaintance, someone you may interact with online or in person a handful of times a year. You may send this person occasional texts or blast e-mails.

The **median weak link** is someone you interact with online or in person at least once a year. On rare occasions,

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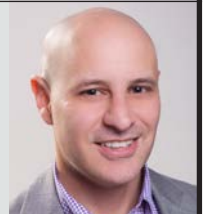
you may "like" or share each other's social posts.

The **diffuse weak link** is someone you've interacted with online or in person once but have had no contact with afterwards. However, you keep this contact in your network for future, strategic ends.

Given the prevalence of weak links, it makes sense to try to take full advantage of them. Research suggests that wide-ranging weak ties are beneficial in areas such as job hunting, recruiting, prospecting, marketing, and promoting causes. LinkedIn Coach Victoria Ipri contends that weak links are especially useful in some industries. "If you work in a broad industry—say, marketing—build the largest network you can, because your income depends on lots of exposure to all kinds of people and occupations," she says.

Until recently, most research and networking advice columns focused on weak links outside the workplace. This is partly because commercial networking tools have outpaced workplace technology and made it relatively easier to foster weak links on these external platforms. This situation is changing, however, as modern intranets and enterprise social networks (ESNs) are increasingly being deployed across large and small organizations and becoming embedded in other applications.

IDC, a global intelligence firm, noted in a 2014 report that ESN adoption has continued to accelerate and that the worldwide ESN market will grow through 2018. Jacob Morgan, author of *The Future of Work* and a proponent of cultivating weak ties at work, agrees, noting, "Now we have access to platforms which offer capabilities such as activity feeds, status updates, rich searchable employee profiles, and internal blogs."

Weak Links in the Workplace

As the workplace becomes increasingly digital, success in cultivating weak links will flow partly from becoming proficient in the many collaboration tools available and using them strategically. The more you learn about your options for making weak connections, the easier it will be for you to find the methods that work best for you and your colleagues.

Intranets and ESNs. If your organization has an intranet or ESN, familiarize yourself with the content that's available and the contributors. Many organizations are now establishing social intranets, which are part traditional content-based intranets and part internal social networks. These hybrid sites typically include Web content and file downloads as well as activity feeds, blogs, employee profile pages, communities, and forums.

You can form new weak links by commenting on a blog post, asking a colleague to become a part of your network, posting a congratulatory note about an achievement, adding a forum topic, or joining a shared interest community. Your mileage may vary, but what's important is learning how to form weak links and beginning to do so.

Instant messaging. Over the past decade, instant messaging has grown in adoption and is rapidly becoming a standard and expected method of communication in the workplace, on the same level with e-mail and phone calls. IM is also an ideal platform for establishing and cultivating weak links with colleagues from anywhere in the organization—even in other cities and countries.

Research indicates that many employees value instant messaging because it's quick and in real time, and it is perceived as a great way to form connections with new colleagues because it feels less intrusive than calling or e-mailing them. The one caveat is with group IMs or group chats, which entrepreneur and author Jason Fried likens to "an all-day meeting with random participants and no agenda." So, stick to one-on-one instant messaging for establishing weak links.

Employee profiles. You probably establish many weak links at work organically, in the daily routine of doing your job. For example, you may be assigned to a project team and form connections with different co-workers with whom you don't usually interact, or you might reach out to someone from another department because you need some information from that person for an important proposal. These interactions are the traditional ways that people have established weak links over the years at work.

But the connections you never become aware of will never become weak links. In other words, rather than waiting for connections to form organically, you can be deliberate and proactive by browsing employee directories and profiles for desirable weak links. You can identify subject matter experts, product power users, and thought leaders and cultivate those relationships. (In this same vein, you should ensure that your own employee profile is informative and up to date, because you are someone else's next weak link.)

External social networks. Regardless of whether your organization has an ESN, external social networks are a great way to cultivate weak links with co-workers. This is especially true of social networks that cater to professionals, like LinkedIn, Twitter, and YouTube. For example, beyond facilitating connections with others, LinkedIn allows connections (and co-workers) to share and like each other's status updates, endorse one another for skills, post about projects they've worked on together, and provide testimonials. Be judicious, however, when exploring weak links on social networks such as Facebook and Instagram, where people share personal information and weak links are often not welcome.

Old standbys and outside the box. The digital workplace offers many opportunities to form weak links. But as you avail yourself of new collaboration tools, keep in mind the traditional methods that continue to work, such as e-mail, in-person coffee and lunch meetings, and (actual) water cooler chats. Also, consider getting involved with different programs your organization may have that will put you into contact with people you would not usually meet. These might include "lunch and learns," mentoring and reverse mentoring programs, workplace volunteering

and give-back programs, and after-work business networking and happy hours.

The Value of Weak Links at Work

Establishing weak links is important, but many people stop there and forget about these links unless they want something. To get the most out of your weak links, nurture the connections and cultivate the relationships *before* you have a need. While the effort shouldn't rise to what you put forth for your friends—these are, after all, weak links—you can still do many things that require only modest effort, including engaging your weak links on the intranet or on external social sites, checking in with them occasionally, introducing them to employees or suppliers who might provide value to them in their job, or sending them helpful links or leads.

I mentioned earlier how weak links are beneficial for job hunting, recruiting, prospecting, marketing, and promoting causes. At work, weak links are even more valuable given the many other ways a weak connection can assist you in that setting.

Since many employees today are being asked to do more with less and work effectively with staff in other departments and countries, relationships that can be called upon when needed are key resources. Weak links at work can provide valuable information when needed, lend support to a project, be called upon for testing or review, give impartial feedback about a person or situation, make an introduction, and much more.

When connecting with co-workers in other countries, it is important to keep cultural differences in mind. For example, in India, it's common for employees to connect with one another on Facebook; the Japanese, meanwhile, don't use LinkedIn because, as marketing consultant Gary Inwood notes, "Most Japanese companies do not allow their employees to engage in second jobs, so there is little motivation to build up a network outside of their company."

The Limits of Weak Links

I'm a proponent of weak links. They have been enormously valuable for me professionally, and in my experience, today's networking and collaboration tools make them easier than ever to form and maintain. However, weak links, by their nature, are shallow and less useful than connections with people on a deeper level, and some people feel these connections are more artificial and inauthentic because of this.

I recognize these concerns, but I myself am comfortable with the limits of weak links. In large part, this is because I don't view weak links in a vacuum. Weak links are important, but their importance doesn't mean that strong links aren't just as important. Both are critical and important in any social or professional network.

The presence of strong links on a continuum with weak links gives context to the shallowness of weak links. These links are supposed to be weak because we have stronger, deeper links with others. They are not mutually exclusive, but rather mutually dependent.

Weak links aren't new, and they certainly aren't new in the workplace. What is new are the many tools we have at our disposal in the workplace to cultivate and take advantage of weak links. **SLA**

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How Copyright Law Treats Libraries and Archives around the World

Who owns the content on your Website? Do you have permission to post all of it? If not, remove the questionable content or get permission now.

BY LESLEY ELLEN HARRIS

The World Intellectual Property Organization, the organization that administers the leading copyright treaty (the Berne Convention) as well as several other important copyright treaties, hosts discussions on special provisions for the use of copyright-protected materials by libraries and archives. These provisions are called *limitations* or *exceptions* because they limit the exclusive rights of copyright owners while exempting libraries and archives from the general requirement to obtain permission from copyright holders and pay them royalties for their use.

Generally, these provisions are specific to a particular copyright act (i.e., the copyright act in each country), and conditions set out in that copyright act exist for a library or archive to benefit from the provisions. For example, the special provisions in the U.S. Copyright Act are set out in section 108, which is titled "Limitations on exclusive rights: Reproduction by libraries and archives." These provisions apply if—

- the reproduction or distribution is made without any purpose of direct or indirect commercial advantage;

- the collections of the library or archives are (i) open to the pub-

lic and (ii) available not only to researchers affiliated with the library or archives or with the institution of which it is a part, but also to other persons doing research in a specialized field; and

- the reproduction or distribution of the work includes a notice of copyright that appears on the copy or phono record that is reproduced under the provisions of this section, or includes a legend stating that the work may be protected by copyright if no such notice can be found on the copy or phono record that is reproduced under the provisions of this section.

Qualifying libraries may make copies for preservation and security, for deposit for research use in another library or archives, for the purpose of replacing a copy or phono record that is damaged, deteriorating, lost, or stolen, if the existing format in which the work is stored has become obsolete, and for interlibrary loan, subject to numerous and various conditions. For a better understanding of section 108, read the section in the U.S. Copyright Act.

In addition, section 107, "Limitations on exclusive rights: Fair Use," may also

apply to libraries and archives (even for-profit entities) if the use meets the criteria of fair use according to the factors set out in the Copyright Act.

Around the World

Many copyright statutes have special provisions for libraries and archives (some, like Canada, "bundle" the provisions for libraries, archives, and museums), but each country has its own specific provisions and excepted uses that do not require obtaining permission from copyright holders. In some countries where such provisions exist, the provisions are outdated and may only apply to traditional media (such as print books) and not to digital media. Some countries in Africa and Latin America have no special provisions for libraries and archives in their copyright laws.

In 2008, Kenneth Crews researched and wrote a WIPO study on library exemptions from copyright law, "Study on Limitations and Exceptions for Libraries and Archives." The study was updated in 2015 based on the results of a survey of 188 WIPO member countries. The following highlights summarize the findings in the 2015 study:

- 32 countries do not have specific library or archive provisions;

- 31 countries have a general provision solely for libraries;

- 28 countries have provisions for research or study;

- 99 countries have provisions for preservation;

- 90 countries have provisions for replacing deteriorating originals that are no longer available for purchase;

- 21 countries have provisions for document supply;

- 9 countries have provisions for interlibrary loan; and

LESLEY ELLEN HARRIS has spent her entire career in copyright law, as a lawyer-consultant, author, and educator. She developed the SLA Certificate in Copyright Management Program in 2007 and teaches the nine courses in the program. She has written four books and regularly blogs at www.copyrightlaws.com in plain English. She tweets at @Copyrightlaws.

• 52 countries have provisions for libraries to circumvent technological protection measures.

The updated study sets out the specifics of each country's copyright provisions for libraries and archives, beginning with Afghanistan and ending with Zimbabwe (on page 451!). For those interested in this topic, it is a thorough and fascinating study. It's also worthwhile for you to compare your own country with one or two other countries to see how your country fits within the national arena. The full study is available at http://www.wipo.int/edocs/mdocs/copyright/en/sccr_30/sccr_30_3.pdf.

WIPO's Focus

Although WIPO is providing a forum for discussing provisions related to the use of copyright-protected materials by libraries and archives, this will not necessarily lead to a treaty on this topic, as some organizations are proposing. Until relatively recently, WIPO focused on the rights of copyright owners; now it is also examining and discussing the rights of those who use copyright-protected materials.

The first WIPO treaty targeting those who use content was the Marrakesh Treaty to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired or Otherwise Print Disabled. This treaty was adopted on 27 June 2013 and is now one of the many copyright treaties under the auspices of WIPO. The treaty sets out limitations and exceptions for countries to include in their domestic copyright laws to allow the reproduction, distribution, and availability of published works in accessible formats and to permit these works to be exchanged across borders.

The Marrakesh Treaty is not yet in force. It requires ratification by 20 countries to take effect; as of this writing, there are 16 signatory countries. The signatories are listed at http://www.wipo.int/treaties/en/ShowResults.jsp?lang=en&treaty_id=843. **SLA**

Inside Info
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Toronto, Ontario. Since joining SLA in March 2012, Katie has not shied away from leadership roles—she is currently secretary of the SLA Toronto Chapter and communications chair of the SLA Competitive Intelligence Division. Previously, she served as treasurer and conference planning committee chair of the SLA Competitive Intelligence Division, which honored her with its Outstanding Advisory Board Leadership Award in 2015.

Outside SLA, Katie has harnessed her enthusiasm and experience as an information professional to foster learning at various levels. She has created information literacy programming for elementary school students, community development seminars for local community members, and programming for fellow information professionals.

Raymond, the first-year-student-success librarian at California State University, Fresno, became active in SLA even before joining the association, organizing and moderating an event on news information for the SLA New York Chapter in May 2013 and co-authoring a bulletin article for the Business & Finance Division. After joining SLA in March 2015, he presented a poster session at the SLA Annual Conference titled "Case Studies of Embedded Librarianship: Librarians Supporting Non-Academic Groups in Conducting Business Research."

Raymond delivered a Webinar in 2015 on forming academic partnerships and continues to write frequently for the Business & Finance Division, which presented him with its Achievement in Academic Business Librarianship Award last year. This year, Raymond expects to publish an edited volume on library transitions with 2012 SLA Rising Star Davis Erin Anderson. The book will feature many prominent SLA members who have moved from one type of library to another.

SLA Reconsidering Site of 2018 Conference

SLA is reconsidering its decision to host its 2018 Annual Conference in Charlotte, North Carolina, after that state's legislature approved a bill restricting local governments from passing anti-discrimination laws affecting lesbian, gay, bisexual, and transgender (LGBT) people.

The bill, passed and signed into law during a single-day emergency legislative session, was timed to pre-empt an anti-discrimination measure set to take effect in Charlotte. The measure would have allowed transgender people to use restrooms that match their gender identity.

"SLA stands strongly in support of diversity and inclusion practices in both privately held libraries and companies as well as in the various municipalities and states in which special libraries operate," said SLA President Tom Rink. "We are deeply opposed to any laws that permit or even give the appearance of tolerating discrimination. These types of laws create an unwelcome environment for meeting and convention attendees, and SLA is reviewing its options." **SLA**