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CHANGE IN THE LIBRARY

Change in the Library

Technological advances, user demands, market competition, shifting paradigms—libraries and librarians face an ever-changing landscape of challenges and opportunities.

BY STUART HALES

God, grant me serenity to accept the things I cannot change, courage to change the things I can, and wisdom to know the difference.

The so-called Serenity Prayer, written by U.S. theologian Reinhold Niebuhr, is a common sight on wall signs, in picture frames, and in stained glass displays. But judging from the many seminars, books, online courses, TED talks, and other resources devoted to change management, serenity is in short supply. No one, it seems, is willing merely to *accept* that some things cannot be changed.

So if accepting change is out of the question, what are librarians and information professionals to do about it? This issue of *Information Outlook* contains three articles that offer perspectives on change: (1) using new technologies as an impetus for rethinking the role of the library, (2) transforming the very nature of a corporate library to align with changes in the broader mission and goals of the parent organization, and (3) changing the culture of libraries to make better use of the skills and energy of new information professionals.

The first perspective is provided by Thomas Frey, a futurist at the DaVinci Institute in Colorado. He sees libraries as places that have more freedom than the average organization to experiment with new activities and services, so he proposes 112 "future activities" for information professionals to consider testing with their user communities.

"My intent in sharing this list is to help those working with libraries to think about the multidimensional nature of our unfolding digital world," he writes. "Certainly these changes will affect far more aspects of life than just libraries, but as a society we expect libraries to be ahead of the curve, helping us understand what we should be paying attention to."

In the second perspective, Angela McKane describes the transformation of the BP library as the global energy company attempts to create a service that utilizes digital technology to provide on-demand content to its scientists and engineers around the world.

"A lot of thought went into developing my group's function because we differentiate technology intelligence from conventional competitive intelligence," she writes. "Business and competitive intelligence also exist within BP, but my hope is to build something that's synergistic across all disciplines.

The final perspective is that of a librarian-to-be, Thérèse Mainville-Celso, who says too many libraries today are being reactive, trying to maintain their relevance by adapting to changes around them. She argues for a proactive approach that envisions what library users will need from libraries in the future, then tries to begin meeting those needs—with help from new librarians who are tech-savvy and change-friendly.

"New librarians coming out of school today possess new technological skills (and an appetite to learn more of them) and are filled with innovative ideas," she writes. "They're anxious to make changes to benefit their user community and are willing to tackle challenges. They are hard-wired to prepare libraries to meet the needs of future generations of users, as they have come of age in an era of accelerating technological innovations (and equally accelerating user expectations for such innovations) and are attuned to upcoming trends and developments in the information field."

In addition to these perspectives, this issue contains two personal reflections on change. Nathan Rosen, a legal librarian, shares his thoughts on making changes to overcome "plateaus" that occur in our lives when something—our career, say, or our relationship with someone close to us—begins to stagnate. He draws on his own experience changing job environments to show how he overcame his own personal plateau.

Ethel Salonen, an experienced corporate librarian, describes how changes in information professionals' roles have led to paradigm shifts among our customers and employers—they see us differently and have different expectations of us, which we, in turn, then must satisfy by changing our roles yet again. She offers 10 pieces of advice for adapting to this constant cycle of change.

There's more to this issue of *Information Outlook* than just thoughts on change—there's also an interview with SLA member David Stern, plus a look at the Copyright Term Extension Act at age 20 and a review of several do-it-yourself infographic and animation tools that can substitute for PowerPoint. Turn the page to get started! **SLA**

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BOARD ELECTION · SLA 2018 KEYNOTES

Collison, Murray Top List of Board Candidates

Special librarians from the legal, academic, corporate, and government sectors will vie for four positions on the SLA Board of Directors, in an election to be conducted online in September.

Headlining the election are the candidates for president: **Nick Collison**, director of content and library support for cSubs, and **Tara Murray**, librarian for Germanic and Slavic languages and literatures at Penn State University. The winner will serve as president-elect in 2019, president in 2020, and past president in 2021.

Nick is currently the treasurer of

SLA, a board position he has held since January 2016. An SLA member since 2003, Nick has served as president of the SLA New York Chapter and chair of the Finance Committee and has been active as well in the Business & Finance Division. He has been with cSubs, a subscription management firm headquartered in Montvale, New Jersey, since 2009; previously, he worked for Swets Information Service in London.

Tara joined SLA in 1998 and has been active on all levels of the association. She has served as president of the SLA Central Pennsylvania Chapter and chair of the SLA Social Science Division and was a member of the SLA Board of Directors from 2013–2015. Prior to joining Penn State, she worked at the American Philatelic Research Library in Bellefonte, Pennsylvania. In addition to her job at Penn State, she serves on the editorial board of the *Journal of Library Administration*. In 2017, she was named a Fellow of SLA.

In addition to the race for president, three other board positions are being contested: treasurer, chapter cabinet chair, and division cabinet chair. The candidates for these positions are as follows:

Treasurer
Heather Kotula, *Access Innovations, Albuquerque, New Mexico*
Bill Noorlander, *BST America, New York*

Chapter Cabinet Chair
Robin Dodge, *Fashion Institute of Design & Merchandising, Los Angeles*
Siobhan McGuinness, *Waterford City, Ireland*

Division Cabinet Chair
Jill Konieczko, *Zimmerman Associates, Fairfax, Virginia*
Tiffany Lopez, *Smith Anderson LLP, Raleigh, North Carolina*

The election voting period will run Wednesday, Sept. 5, through Wednesday, Sept. 19.

SLA 2018 Keynotes See Opportunities for Librarians

Information and data are the raw materials librarians use to help their customers make sound decisions, find solutions to problems, and gain new insights. Increasingly, however, information and date are being used—manipulated, some would say—by people and organizations in ways that are presenting challenges to librarians, but creating opportunities for them as well.

That was one of the key takeaways from the three keynote speakers at the SLA 2018 Annual Conference. The conference, SLA's premier professional development offering, drew roughly 1,800 attendees to Baltimore to take advantage of more than 120 education sessions, an exhibit hall featuring 132 vendors, a variety of networking and social opportunities (both scheduled and impromptu), business meetings, awards presentations, and paper and poster presentations.

The conference kicked off Monday, June 11, with an address by the opening keynote speaker, Librarian of Congress **Carla Hayden**. She challenged attendees to put their leadership skills

IN MEMORIAM: ANN STRICKLAND

to work, saying that skepticism about the veracity of information is rising and that librarians can and should put such doubts to rest.

"What is happening is that the appetite for the real thing—How do we know that this is authoritative? How do we know this is the actual factual information?—has been growing," she said. "And this is a unique time for us, as information professionals, to claim that space."

Tuesday's keynote speaker, **Sayeed Choudhury** of Johns Hopkins' University's Digital Research and Curation Center, talked about how advances in machine learning that have led to new discoveries in fields such as cancer research are being applied by technology and communications firms in ways that amplify some voices and diminish others.

"If you Google terms like 'black girls' or 'Latina girls' or 'Asian girls,' you'll be horrified by what you see," he said. "Google has many different motives, and when you throw these motives together, you get this result."

Choudhury encouraged conference attendees and SLA as a whole to engage with individuals and organizations (such as Whose Knowledge?) that are working

to "decolonialize" the Internet and give voice to marginalized communities. He also said the library community must start using linked data to make information and data more accessible.

The closing keynote speaker, author and social entrepreneur **Wes Moore**, said that librarians and information professionals are the keepers of people's stories and help individuals know that their stories matter (and that there are others like them). He challenged the attendees to help people tell and share their stories, especially those that otherwise might not be told.

Moore devoted part of his presentation to social advocacy and particularly how to work effectively with decision makers when trying to effect change (e.g., making higher education more affordable and accessible to those without means or lacking a family history of college attendance). He offered two specific approaches:

- Present specifics about what the decision maker can do, such as promote or sponsor legislation that has already been introduced; and

- When asked what else can be done, have two or three answers ready so you can give the person something to work with. Afterward, hold the person accountable and make sure there is follow-through.

In Memoriam: Ann Strickland
Ann Strickland, who received SLA's highest honor, the John Cotton Dana Award, in 1986 and was instrumental in forming the SLA Arizona Chapter, died March 14 at the age of 94.

Ann spent 20 years in the library field, the last 11 in Tucson, Arizona, where she retired as librarian of the Governmental Reference Library. In SLA, she chaired the Social Sciences Division and served in leadership positions in both the Rio Grande Chapter and the Arizona Chapter. She also played a key role in helping create the SLA student group at the University of Arizona.

Donations in Ann's memory may be made to the School of Information Resources and Library Science at the University of Arizona. **SLA**

Future Libraries: Activities for Staying Relevant

FUTURIST THOMAS FREY PRESENTS 112 'FUTURE ACTIVITIES' TO HELP LIBRARIANS AND INFORMATION PROFESSIONALS RETHINK THEIR ABILITY TO STAY RELEVANT.

BY THOMAS FREY

As a futurist, my role continues to morph as the mood and temperament of business change. In many respects, a company's desire to hear interesting things about the future has been replaced by a sense of fear and anxiety over how to deal with the coming tidal wave of change. It's no different with libraries, as they wrestle with the fundamental question, "What exactly is the role of a library today, and what will it be 20-50 years from now?"

Over the past two decades, information has morphed and shifted into myriad different forms, going digital, verbal, and ever so fluid. With digital comes an exponential increase in the number of ways we can access, manipulate, search, parse, combine, manage, and store each of the growing number of elements in the knowledge universe.

Because there are very few "library haters" in the world, I view the word *library* as a malleable term, able to work through a variety of transformations and still maintain a solid user base. As a result, libraries will have far more freedom to rethink activities and capabilities that happen inside their organization.

As we consider this list of possible activities, we should begin with the understanding that very few libraries, if any, will cater to all of them. My intent in creating this list is to help those working with libraries to think about the multidimensional nature of our unfolding digital world. Certainly these changes will affect far more aspects of life than just libraries, but as a society we expect libraries to be ahead of the curve, helping us understand what we should be paying attention to.

As we add technologies like chatbots, virtual reality, and artificial intelligence to our libraries, activities will begin to coalesce around the strengths of par-ticular communities and their regional differences. And that's OK. In fact, every library will need to operate as a working laboratory, testing new equipment, activities, and approaches to our ever-expanding "infoverse" to see where users gravitate.

Search Command Centers

At the heart of every library experience is an initial search—most people entering a library are searching for something. Over the coming years, search technology will become increasingly complicated, but at the same time, we will have far more capabilities to use in our search.

Video search. When it comes to video search, we still struggle with attributes like context, style, circumstances, and a variety of situational details. Examples of future video searches may include the following:

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1. Bring up every public video of Jane Doe (average person) between 1980 and 2005, when she was in Manchester, England.

2. What are the 20 most-watched videos of an audience laughing at someone who is dying from a fatal accident?

3. Show me the top 10 Twitch tournament videos of Korean players playing Destiny version 4.3.

4. What are the 12 common features of low-grossing movies produced by Paramount Pictures in 1978?

Drone search. It may seem unlikely today that libraries will have their own fleets of drones to deploy for physical search inquiries, but they will be able to tap into many other drone databases over the coming decades.

5. Using thermo scans, what houses in my city have the least amount of insulation in their attic?

6. Where is the hole in the fence that is allowing livestock to enter the Eagle Ridge Neighborhood and cause damage?

7. Which areas in my city are least likely to get flooded when the river overflows its banks?

8. Show me 360-degree views of the three major sculptures erected in my city last year.

Demographic search. The demographics of the world are changing, and we need better tools for monitoring those changes.

9. Show me a heatmap of the world, broken down by 1-square-mile regions, revealing highest to lowest birth rates.

10. What regions of the world are most like Winnipeg, Canada (pick any city) based on climate, age demographics, political views, education levels, scientific interests, personal health, etc.?

11. Who is the most knowledgeable person in the world on acidic soil types?

12. Show me a decade-by-decade breakdown of increasing average incomes in Africa since 1900.

Complex searches. Over time, search engines will deploy a combination of techniques for finding the answer to complex questions.

13. Show me an interactive map of the world, highlighting those regions currently at 10 degrees Celsius.

14. Which world leaders are currently in New York City?

15. Is there an interactive map that displays butterfly migrations in Panama?

16. What movie shows Harrison Ford wearing a blue sweater while chewing gum?

17. Why is this object (hold up an object) important?

18. How famous am I compared to other people in my community?

19. How have recipes for bread changed over the past 300 years?

20. Who else in the world has a disease like mine?

Search Engines for the Physical World

Along with the proliferation of drones, sensors, and AI will come search engines capable of searching the physical world. And as we enter the age of quantum computing, far more search attributes will become quantifiable. This opens the door to our ability to search for objects based on these and other qualities:

21. Smells

22. Tastes

23. Harmonic vibrations

24. Reflectivity

25. Specific gravity

26. Chemical composition

27. Textures

28. Viscosity

Fussy search features. How do we search for things with similar qualities? Future searches may include options

to specify the following characteristics:

29. Looks like

30. Smells like

31. Feels like

32. Tastes like

33. Sounds like

34. Absorbs like

35. Echoes like

36. Coats like

Spherical displays. Spherical displays in the future will have the ability to provide an accurate perspective of planet Earth, as in the following examples:

37. Tracking pollution flows across the ocean in real time.

38. Monitoring major hurricanes from satellites and tracking new developments in their strength and direction on a minute-by-minute basis.

39. Booking a complex travel itinerary from a spherical perspective.

40. Showing how warm water currents have changed over the past two decades.

Collaborative Makerspaces

Libraries are rapidly transitioning from places for passive visitors who consume information to spaces for active participants who would much rather produce it. This shift is changing our sources of information from "whats" to "whos." Collaborative work areas may include the following:

41. A potter's wheel and workshop for mixing mud and making pottery

42. A garden for growing vegetables using aquaponics

43. A video studio for both shooting and editing videos

44. A production area for both recording and editing a virtual reality experience

45. IoT workbenches (complete with an Internet of Things help desk)

46. Access to 3D scanners and printers capable of printing items from several hundred different materials
47. Laser cutters for etching/cutting wood, glass, metal, and ceramic
48. Jewelry making stations

Creative spaces. These types of spaces will come complete with all the tools, technologies, and supplies for creative people to get creative and do the following:

49. Produce art
50. Produce music
51. Produce games
52. Produce podcasts
53. Produce webcasts
54. Produce virtual reality (VR) experiences
55. Host IoT workshops
56. Create and print with 3D printers

Live webcast studios. While we no longer need a studio for conducting live webcasts, the age of the studio is far from over. They can be used for a multitude of purposes, including the following:

57. Book reviews
58. Game reviews
59. App reviews
60. Course reviews
61. Chatbot reviews
62. Tech reviews
63. "50 years ago today" reflections
64. Demonstrations of "how to" accomplish something

3D printing. As the process of additive manufacturing improves, it will begin to enter all of our lives in unusual ways:

65. 3D printer lending
66. 3D scanner lending
67. 3D printer workshops
68. 3D scanner workshops
69. 3D design competitions
70. 3D printer-scanner help desks

Interests and Hobbies

Libraries are not just about books and information, they're also about ideas and interests.

Flying drones. In much the way that kids in the early 20th century wanted to learn how to fly, young people today are enamored of flying and driving drones. Libraries may tap into this passion by making the following opportunities available:

71. Drone lending
72. Flying drone flight simulators
73. DIY drone workshops
74. Drone competitions

Video and non-video games. Games are quickly becoming the cultural norm for most young people today. Libraries can cater to this age demographic by offering the following:

75. Game tournaments
76. Game lending
77. Game builder workshops
78. Game expert events

Mixed reality (VR and AR). Both virtual reality and augmented reality will become far more pervasive in the future. For libraries, this development suggests several opportunities:

79. VR and AR hardware lending
80. VR and AR software lending
81. VR and AR production studios
82. VR and AR search engines

Tech, Tech, and More Tech

Technological advances will continue to reshape our world—everything from transportation to fashion to agriculture—in the years ahead. Libraries can become laboratories for some of these technologies.

Robotics. Robots with human-like features are set to explode, as are their overall capabilities and usefulness. Libraries will want to explore the following:

83. Robot lending
84. Robot rodeos

85. Robot workshops
86. Robot competitions

Internet of Things. As more of our devices join the connected world, we will see an increase in demand for the following:

87. IoT device lending
88. IoT prototyping workshops
89. IoT competitions
90. IoT expert speaker sessions

Artificial intelligence. Artificial intelligence already exists and already knows far more about you than any person alive today. Will future libraries offer these services?

91. Access to AI tools
92. AI workshops
93. AI competitions
94. Monitor and anticipate visitor usage

Community Services

If you walked into your library or information center, what services would you like to find available to you?

Equipment archiving. Most people have information on disks, cartridges, stick drives, tapes, and other old storage formats, and many are looking for a place to convert it to a new medium that people today can access. Libraries can offer their services to do the following:

95. Read and print microfiche
96. Both read and convert 8", 5.25", and 3.5" disks to the cloud
97. Convert photos to video
98. Convert from VHS to DVD
99. Digitize and repair old photos and documents
100. Adapt old gaming consoles to play programs and games on cartridges, apps, stick drives, and CDs

Mini-theaters. It's important for groups to have a place to gather for activities such as the following:

101. Watching movies

102. Playing video games

103. Watching live events, such as concerts, sporting events, NASA landings, and so on

104. Watching YouTube, Facebook, Twitch, and more

New facilities. Most major libraries will be testing a host of new options to make their facilities relevant for next-generation users.

105. Mini-planetariums

106. Robotic storytelling centers

107. VR dating stations

108. Time capsule rooms

109. Drone lending programs

110. Pet lending programs

111. Expert events (meet the experts)

112. Community archives (let the community decide)

As a kid growing up, libraries were always magical places full of ideas and possibilities. Future libraries will have all that and more. They will be continually evolving over the coming decades, and the key to our understanding them lies in our ability to expand our perspective and reframe our thinking about their role and purpose.

The list above merely scratches the surface. Libraries can start with a formula, mission statement, policy plan, or lengthy surveys, but in the end, they will evolve, morph, and transform on their own, with or without any real planning. It'll be an exciting thing to watch, and even more exciting to be part of. **SLA**
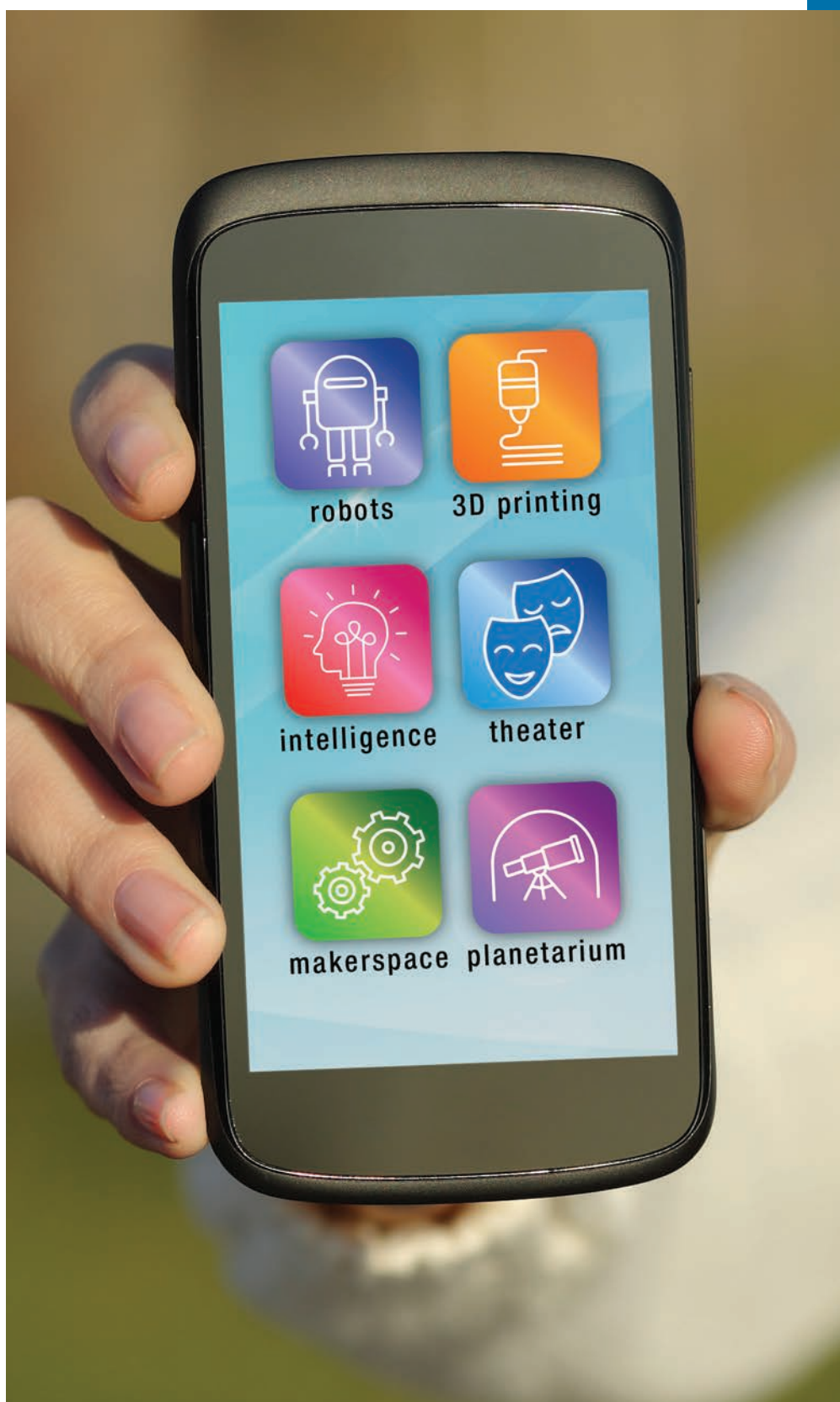
Putting Intelligence in Employees' Pockets

THE HEAD OF TECHNOLOGY INTELLIGENCE AT BP SAYS THAT CHANGING THE MISSION OF THE CORPORATE LIBRARY ENABLED IT TO BEGIN MONITORING THE LANDSCAPE FOR DISRUPTIVE TECHNOLOGY TRENDS.

BY ANGELA MCKANE, MIS

In 2002, oil and gas company BP assigned the running of its Naperville, Illinois, physical library and print subscriptions to a U.S.-based information management firm. Ten years later, following my appointment as information capability manager, BP worked with its information management partner to develop an entirely new concept for the corporate library. That concept called for the library to transform from being a storehouse for information to providing on-demand digital content, delivering subscribed publications and tailored research to BP engineers and scientists worldwide.

My prior BP experience included roles in knowledge management, records management, and digital security. Before joining BP, I had led data privacy and data management compliance for a number of organizations, including

Transport for London, a local government body responsible for London's road, rail, bus, and river transit services, and the London Underground.

The evolution of BP's information service accelerated further in 2017, and management appointed me to a new role leading technology intelligence. My team became part of the Business Development group, under the umbrella of Group Technology.

Recasting the Library Model

This evolution of our team followed a fair degree of introspection within the broader organization. Starting around 2010, BP realized that it needed to change in many respects, and the company began a program of modernization and transformation. My role was created in 2012 with a view to addressing what was perceived as an underperforming service in some respects.

Digital technologies were offering new possibilities for curating and disseminating information to teams across the company. At the same time, digital technology was drastically changing the expectations of current and prospective users of my team's services. The physical library in Naperville really wasn't cutting it anymore, unless you were based there. Employees in the U.K. or Europe, especially the R&D staff, never connected with the library, and it was patchy to even get access to journals.

The changing technology landscape led the Group Technology Leadership team to ask how BP could build a staff that excelled at search and discovery of information and possessed the skill to build the right network of internal and external contacts—a network that included my colleagues in information technology and services, competitive intelligence analysts, executives, team leads, data analysts, curators, and AI specialists. We had to transform the service from a library function to a high-value intelligence offer.

In 2012, we took the first step in this process by recasting the existing library model. My team and I achieved some quick wins, such as consolidating subscriptions and reworking contracts that were in place but not being

ANGELA MCKANE leads Technology Intelligence at BP, part of the oil and gas company's Group Technology practice. Prior to BP, her work included roles in knowledge management, digital security, and data privacy and management.

used. We also made certain that the contracts reduced compliance risks while enabling digital sharing of content and collaboration between globally dispersed teams. Our quick successes won buy-in from executives, who entrusted us with more funding to further transform the service.

Next, we developed a plan to take the BP Library fully digital and, in fact, go mobile. Making a pitch for a library app, my team and I told company executives that, although the days of the corporate library space were numbered, we were on the cusp of enabling BP employees to carry around 1,000 articles in their pockets. (We consciously evoked Steve Jobs' unveiling of the original iPod, when he said, "This amazing little device holds 1,000 songs, and it goes right in my pocket.")

The executives decided to let us build and launch an app on BP's app store in January 2016. The app, which is hosted and maintained by library software maker Demco, Inc., attracted 1,000 active users within 12 months. Adoption then doubled to 2,000 users, and it's still growing. These numbers, coupled with the thousands of BP employees who visit the digital library platform on their desktop PCs each day, testify to the value of digitally transforming what had been seen as a dying service.

Leading the Team

Although the app launch was a success, closing the library spaces and digitally transforming the service offer was a significant change for some team members. As with any change, the transition was not without some pain—especially in the early days.

Today, my global team consists of 10 people who think of (and describe) themselves as technology intelligence providers. Although a third-party contractor supplies most of the team members, we are all aligned with, and continuously adapt our services to meet, BP's information and intelligence needs. Digital technologies provide us with flexibility in determining where team members are based and how they support BP's engineers and scientists
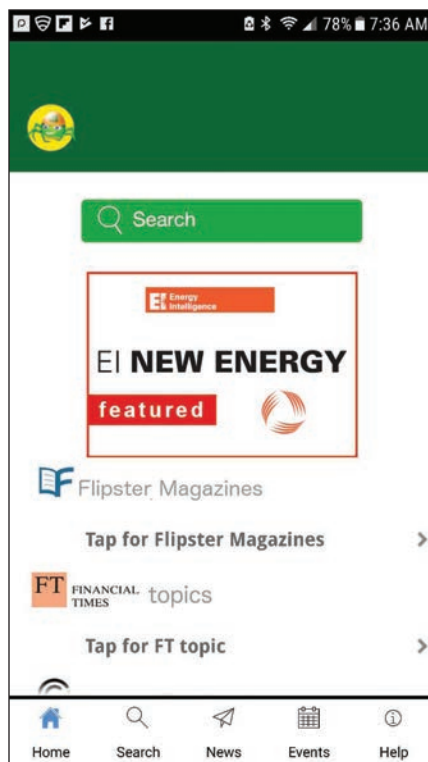
The BP library mobile app enables employees to access thousands of articles.

across time zones.

For example, Steve Boyle is a Colorado-based technology specialist on my team. He's been part of the oil and gas industry since the 1970s, having worked earlier in his career at Marathon Oil in a research center. He was also employed at a synthetic fuels company and, after that, was in charge of a few labs that are now part of ConocoPhillips.

Like our other team members, Steve sees himself as a consumer and curator of information. In a typical week, he might come across an item in the news about a start-up making fuel out of garbage, or a report that someone has discovered algae that turns sunlight into fuel.

"Our team is part of BP's ventures arm, which considers this sort of thing," he says. "BP is expanding beyond oil and petrochemicals, and we help that process with research."

A typical request might ask Steve to look into a potential competitor or partner in high-tech coatings. Steve

would handle this request by surveying coatings companies, identifying the leaders and the keys to success. For an exercise like this, he would tap patent databases, investment and deal-flow monitoring resources, journal articles, conference proceedings, and news sources worldwide. Ultimately, Steve would distil this information into actionable insights.

That, in a nutshell, is my team's value proposition. In today's big-data world, where a search can reap terabytes of results (much of it of uncertain provenance), the ability to gather high-quality information and distil it into decision-ready insights is a skill not to be underestimated. So I continually ask my colleagues in business development and beyond why they waste time searching for information. The technology intelligence team can conduct a broad and deep search of high-quality resources, assess the key data, and provide actionable insights that support a decision to go for it (or not) in any situation.

Transforming Perceptions

One colleague who understands this value proposition is Rana Ali, a research and innovation advisor at BP Formulated Products Technology (FPT) in Pangbourne, England. Rana has worked at BP for 13 years, and FPT is BP's biggest research and development arm.

When Rana arrived at BP, the Pangbourne R&D Center included a library in a stately room of a historic house that formerly was part of a British nobleman's estate. "The wood-paneled library was stocked with books and research proceedings and a full-time librarian," Rana recalls. "It was a great place to lose yourself in research."

Ten years ago, Angela Strank (now BP's chief scientist) spearheaded the digital vision for BP's library service by making the tough call to close the physical library at Pangbourne. She recognized that scientific journals were being published and made available digitally, a development that was reflected in the dwindling numbers of BP staff visiting the physical library.

At the time, Rana and his researchers had a lot of projects under way. They were looking at legislative and regulatory changes taking place in BP's markets and their potential impact on engineering lubricants and fuels for future vehicles.

"Losing the library wasn't brilliant, but we retained the services of an external library 70 miles away for anyone who still wanted access to physical library space," he says.

petitive intelligence keeps an eye on the competition and the competitive environment in which the company operates; my technology intelligence component complements this function because we help BP monitor disruptive technology trends that could change the way the industry works or influence oil demand in markets worldwide.

BP operates in a global market. Transitioning to new energy sources necessitates gathering and analyzing

"Today's and tomorrow's librarians need to see themselves as flexible information centers," says Rob Corrao, CEO of LAC Group, which manages real-time and archived information for Fortune 500 companies and government agencies. "That's what broadens the library's mission and helps the corporation."

Corporate librarians also must develop a vision statement if they don't already have one. Creating a plan and embracing a mission seem obvious, but it's surprising how often these tasks are overlooked.

> We don't want BP to miss something, be it an opportunity, an insight, or an emerging threat. You need only look at Blockbuster's disruption by Netflix to be reminded of technology's role in enabling swift changes in consumer behavior.

Looking to the Future

In the corporate world, if you operate globally, you have to operate digitally to provide value with content. In my case, I think it helped that I was going in as someone who had a grounding in information systems, but was not a librarian. I was able to look at things in a different way and transform processes (such as the physical library) that were in place simply because things had always been done a certain way. That said, I do see a role for libraries of all kinds as interactive learning centers and knowledge-sharing spaces where patrons can try out the latest technology, such as 3D printing, virtual reality, augmented reality, and even reading rooms with hardback books.

Rana says that when my team was created, it had a transformational effect. We met and talked to his group and asked them what they needed in terms of research and intelligence. We not only arranged for digital subscriptions to the papers and journals Rana's team needed, we also secured funding for them (thus making the offsite library unnecessary).

"Most of what we need in research, we find through the sources [the technology intelligence] team makes available," says Rana. "In our business, we need answers at our fingertips."

What's in a Name?

A lot of thought went into developing my group's function because we differentiate technology intelligence from conventional competitive intelligence. Business and competitive intelligence also exist within BP, but my hope is to build something that's synergistic across all disciplines. At BP, com-

new and less-traditional intelligence than would have been the case in previous years. Our competitors now include players such as Google, Amazon, Apple, Tencent, and Alibaba. We don't want BP to miss something, be it an opportunity, an insight, or an emerging threat. You need only look at Blockbuster's disruption by Netflix to be reminded of technology's role in enabling swift changes in consumer behavior.

A New Mission and Identity

Many corporate libraries would benefit from transforming their offer to provide competitive intelligence servcies. For information professionals to make the greatest contribution to strategic management, they must have an in-depth understanding of the needs of the organization and its decision makers. Meeting those needs with a sense of urgency and delivering high-value actionable insights in a cogent, concise format through different channels are the goals.

It's a great time to work in data and information, and there is a real opportunity for libraries, corporate librarians, and other information professionals to transform to better serve their organizations. If your library or information or knowledge center is considering a similar change in its service offering, make sure you manage expectations, build trust, and prepare to face resistance from some quarters. Create an environment where people feel comfortable asking tough questions, without fear of retribution. When decisions are made, clearly state that a course has been set. People come on board when they begin seeing goals met and successes racked up. **SLA**

Changing the Culture of Librarianship

A FUTURE LIBRARIAN SAYS LIBRARIES NEED TO INVEST IN THEIR EMPLOYEES AND CREATE A CULTURE THAT ENCOURAGES MENTORING, COLLABORATION, AND PROFESSIONAL DEVELOPMENT.

BY THÉRÈSE MAINVILLE-CELSO

Libraries are wonderful places that can mean different things to different people. They can be places for children to discover the world around them, serve as quiet havens for students, or act as resource centers for members of a community or business. But there is an open question about the roles *future* libraries will play and how their current functions will change and adapt to shifting user needs.

Librarians' Roles

While working toward my master of information studies degree, I have had conversations with people who have asked me about the skills I am learning. As I've explained to them my intentions for the future—to help organizations become more efficient and innovative by helping them initiate new projects aimed at encouraging employee development—it has dawned on me that many people still have a limited view of what a library or librarian can offer.

Unfortunately, the stereotype of a helpful clerk who sits behind a desk and re-shelves books is still popular in many people's minds. Occasionally, I'll talk to students who see librarians as the people who help them find information for their research project. On the other hand, when I ask an information professional to imagine a librarian, I'll get responses ranging from traditional roles (such as academic and public librarians) to more modern roles, such as taxonomists, information architects, and knowledge managers.

Librarians' roles have evolved to reflect changing users' and organizations' needs, and while this is a natural transition, exploring these changes may shed light on the reason why the "helpful clerk" stereotype still exists. Librarians are no longer just information managers; they are competitive intelligence professionals, knowledge workers, "deep search" experts, and more. They work not only in traditional libraries but in various government, nonprofit, and for-profit organizations across a wide range of industries and sectors. They can work offsite or be embedded in a project team, and they can (and often do) go by titles other than *librarian*, such as media specialist, data scientist, and document analyst.

The general public is largely unaware of the range of environments in which librarians work and the roles they perform and thus is not cognizant of the changes that librarians have made to meet their customers' and employers' needs. They don't realize that their

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colleague over in the competitive intelligence department who provided them with a research report on value creation opportunities, or the information architecture consultant they hired to revamp their website, is a librarian. They have no idea that the roles of librarians have changed and expanded to fill the increasing need for information and knowledge management skills in all areas of the economy.

Library programs have reacted to these changes by offering courses in fields related to library studies, such as archive management, information and communications technology, and knowledge management. This has enabled information professionals to

From Reactive to Proactive

The ability to self-search for information and, thus, bypass libraries as conduits of information is one of many challenges that are leading librarians to ask, "How can we make libraries seem relevant again?" At the moment, many libraries are attempting to maintain their relevance by being reactive, which is reflected in the initiatives they are implementing to keep pace with current trends. I say *reactive* because these libraries are not building themselves from the ground up for their newer purposes; rather, they are continually assessing the current environment and adapting based on their observations.

For example, with the introduction of

of school today possess new technological skills (and an appetite to learn more of them) and are filled with innovative ideas. They're anxious to make changes to benefit their user community and are willing to tackle challenges. They are hard-wired to prepare libraries to meet the needs of future generations of users, as they have come of age in an era of accelerating technological innovations (and equally accelerating user expectations for such innovations) and are attuned to new trends and developments in the information field.

Making an investment in this new generation of information professionals will take a lot of work. It may seem impossible at first due to fixed budgets and the "we've always done it that way" mentality, but that's the natural course of change. We must see this as not just another project to implement, but as a culture—*our* culture—to change.

Collaboration. To properly invest in their employees, libraries will need to implement knowledge management practices geared toward building on existing knowledge and creating a culture that encourages an open exchange of ideas, competencies, and skills. Most of the eagerness that new graduates feel when they start a new job evaporates once they settle into the everyday routine of their position. Making time for regular brainstorming sessions and encouraging collaboration with other teams or departments or outside organizations will help new information professionals maintain their eagerness and allow them to test project ideas.

Nurturing communities of practice (CoP) within libraries and library associations will stimulate innovative thinking. Many CoPs are already discussing ideas amongst themselves, and they should be given the chance to find out whether their ideas will bear fruit. All of this teamwork and collaboration will help foster a sense of community that will enhance creativity in library projects and marketing strategies.

The main reasons to encourage collaboration are to promote knowledge sharing and build trust that will encour-

> Young information professionals have new skills that can greatly benefit libraries and information centers, and they are more than willing to take on projects that will enable them to display their knowledge.

learn a new set of skills that will help prepare them to tackle problems organizations are facing in the 21st century, such as creating and organizing databases, developing taxonomies, and archiving company histories.

Technological advances, however, have allowed many people to think they don't need libraries, as they can simply search the web for answers to their questions. Unlike trained information professionals, however, most people weren't necessarily taught how to find the *right* information. In a world that suffers from information overload and an epidemic of "fake news," being able to find and identify the right information is more critical than ever.

new technologies such as 3D printers, some libraries have introduced interactive learning tools such as makerspaces. With the increased preference for fast and efficient communication, some libraries and information centers have added chat boxes to their website to provide quicker service to their patrons.

But I think it's time that libraries stopped being reactive and started being *proactive*. In addition to asking about the current needs of our user community, we should ask ourselves what we envision our community needing in the near future and what we can do now to begin meeting those needs.

I think one of the best ways for libraries to be proactive is to invest in their employees. New librarians coming out

age individuals to voice their ideas to their peers. Many of these ideas can lead to new services and initiatives.

Opportunities for growth. Employee knowledge is a major asset in any organization. Why not foster it in libraries? After all, information professionals are taught to facilitate learning by their users and to value knowledge, so they are always ready and prepared to take on new learning challenges.

Employers should highly encourage their librarians to take continuing education classes. These classes must not be one-offs; instead, continuing education should be seen as an ongoing priority. Library studies courses change over time to keep pace with changing community and organizational needs. It is unreasonable to expect librarians to stay current if they are not offered any opportunities for growth.

An example of ongoing continuing education is sending librarians to various library meetings, such as the SLA Annual Conference. Conference attendees should then be encouraged to share what they've learned with their team so they and their co-workers can derive maximum benefit from the conference experience. This practice is meant to promote best practices and lessons learned, but it also helps librarians develop public speaking skills and nurture relationships with their peers.

Mentorships. Another great practice that will pay dividends for new information professionals is to create mentorship opportunities, both formal and informal. Mentorships are great for building relationships and growing one's network, and they can bring out emerging leaders in an organization.

Mentorships can also benefit experienced information professionals by giving them opportunities to share their knowledge while exposing them to new concepts and techniques that their younger colleagues acquired while earning their MLIS degrees. Senior mentors can identify "hidden" potential in new professionals and may be able to guide them in directions they wouldn't necessarily have considered. They will

become change agents, promoting collaboration and teamwork because they have observed the benefits firsthand.

For a Better Tomorrow

Encouraging collaboration, creating opportunities for growth, and developing mentorship programs are a few of the ways to invest in employees. I consider them proactive actions because they will lead to innovative and creative thinking. Libraries and information centers can't just react to current trends—they need to anticipate them and create

> Once library culture changes to reflect information professionals' growth, our users and employers—not to mention the public—may start understanding the many roles librarians play.

new programs and marketing strategies to prepare for them.

Libraries won't be the only ones benefiting from being proactive and investing in employees; their patrons and employers will as well. Teamwork and collaboration can lead to better programs and services, such as interactive learning environments that can teach patrons about new trends like artificial intelligence and machine learning. Once library culture changes to reflect information professionals' growth, our users and employers—not to mention the public—may start understanding the many roles librarians play. The "helpful clerk" stereotype may persist, but only as a tribute to what librarians once were.

This is the culture change that I, as a future librarian and knowledge management specialist, would like to contribute to creating. I want to help libraries,

information centers, and organizations as a whole become more efficient by helping them realize that their employees are their most important asset. I want to help promote internal projects that will give employees a voice and an opportunity to be challenged. I want to see individuals use their creativity when collaborating and brainstorming ideas with their colleagues.

I believe all organizations, and especially libraries, need to realize that their potential rests with their employees. Young information professionals have new skills that can greatly benefit libraries and information centers, and they are more than willing to take on projects that will enable them to display their knowledge. In the end, employees will feel appreciated and will want to contribute to their community. Not only that, a well-functioning team will provide better service to its patrons.

To serve and assist our user and employer communities, we must first help and assist our information professionals. It is only then that libraries will be able to reach their full potential. **SLA**

Making Changes to Overcome a Plateau

BY NATHAN ROSEN, MLIS, JD

Nathan Rosen is LAC Group onsite manager of research and knowledge services at Herrick, Feinstein LLP in New York. He can be reached at nrosen@herrick.com.

Change happens every day, on personal and organizational levels, with or without our participation. Most humans dislike change, yet our brains are wired to appreciate novelty and new things. Likewise, stability is a requirement of successful organizations, but so, too, are innovation and disruption.

It is incumbent on each of us to reflect regularly on change and manage the changes we confront or strive to create. One of the best ancient sources on change management that remains extraordinarily relevant today, regardless of religious views, is the Biblical book of Ecclesiastes—a word traditionally translated as teacher or preacher.

A more recent resource that addresses change and the real-life situations we all face in our professional life is Judith Bardwick's *The Plateauing Trap: How to avoid it in your career and your life.* In a little over 200 pages, Bardwick suggests some constructive and creative ways to deal with the inevitable stage in our professional life when we reach a plateau—for example, our career has stalled, the work is no longer exciting, and the future promises more of the same.

Bardwick starts by asking a fundamental question: Are you actively unhappy, or just not happy? The difference is that when you are truly unhappy, change comes more easily than when you are simply discontented. Most of us do not make changes in our lives until the pain in the present eclipses our fear of the future. When the negatives are powerful, the need for change is obvious.

Bardwick notes that constructive change is evolutionary. It requires giving up patterns of attitudes and actions that have served us well in the past, but no longer do so in the present and/or will not in the foreseeable future. It involves a process of growth, expanding our capabilities and broadening our involvements.

Career Plateauing Problems

According to Bardwick, we all face three different kinds of plateauing problems: structural, content, and life.

Structural plateauing can best be described in terms of a pyramid structure. As we work our way up the pyramid, at some point we reach the end of promotions. Many of us who are part of the Baby Boom generation are facing that situation now—there are a lot of us and only so many top jobs, especially as organizations have flattened their management hierarchies over the past couple of decades.

Content plateauing occurs when we become expert in our jobs. Without enough new things to learn or opportunities to grow or progress, we get bored.

Life plateauing often occurs in middle age, when we begin to feel trapped. We did what we expected to do, and now it seems that little other than retirement or new and different pursuits await us.

What can we do about plateauing? We can and must grow, both professionally and personally, to avoid the three plateaus and guarantee that we will have a more enjoyable present and positive future.

I experienced this myself. My first jobs included putting catalog cards into the catalog and faxing, one page at a time, on a round drum. Hard to believe how far technology has come in less than 50 years!

To enhance my knowledge and skills while at the same time continuing to work in libraries, I moved from a public library to an academic library to a law school library. I then made a switch to the world of special libraries, including a corporate business library, an AmLaw100 law firm, mid-sized law firms, and the legal department of a large international bank.

These constant changes allowed me to experience new challenges that required learning new skills, doing different things, and using different and ever-changing technologies. That is why I can continue to say that I love my profession and look forward to going to work nearly every day.

My career journey is only one example of the many ways we can overcome the structural plateauing that can face us professionally. Following are some other ways:

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- We can change pyramids, meaning we change employers or learn new skills to take on new roles and responsibilities.

- We can navigate within the pyramid by moving geographically, for example, or by serving a different kind of client.

- We can change our job by making a lateral move if a promotion is not available.

- We can add to our skills and knowledge and apply them in our current position.

Of course, not everyone reaches his or her "ultimate" library job, but if we keep changing the content of our job and continue adding new skills to our arsenal, we can avoid the feeling of structural plateauing.

Three Keys to Growth

By embracing change as a positive and inserting it into our professional and personal lives in regular, controlled amounts, we can go beyond overcoming the plateaus we sometimes face and continuously reinvent ourselves. There are three keys to embracing change:

- **Take on new challenges.** Seek them out; don't wait for them to come to you.

- **Add to your abilities.** Continuing education and training are essential in today's digital and knowledge-driven economy.

- **Learn new techniques.** Use your experience to improve existing techniques and processes—and complement them by learning new ones.

Continuous learning is necessary for continuous challenge. We can also consider using our knowledge or skills in different ways, such as by mentoring, coaching, or training a colleague. We might consider changing the percentage of time we spend on other commitments, such as giving more time to our children, our hobbies, our community, or ourselves.

If we make continued learning and mastery of new problems our path in life, we will avoid the monotony of facing plateaus, feel happier, and be our best selves—all at the same time. So get out there and accept and embrace change, using it to have a more fulfilling life! **SLA**

Preparing for Paradigm Shifts

BY ETHEL SALONEN, MLS

Ethel Salonen is the owner of Ollin Associates, a knowledge and information management services firm in Massachusetts. She has more than 40 years of experience in the information services industry, including stints at KPMG LLP, Millennium Pharmaceuticals, MITRE, and Dialog Information Services. She served as president of SLA from June 2004-June 2005. She can be reached at ethel.salonen@verizon.net

Paradigm shifts are always occurring in our lives. For example, the introduction of social media platforms and mobile apps have changed our perceptions of communication, both in terms of what it is and how it occurs.

Likewise, our changing roles have led to paradigm shifts among our employers and customers. Some of us are now embedded with our customers; others among us are acting in the role of an IT professional, working with our organizations' IT department to ensure information is identified properly for easy access. Some of us are project managers for specific organization-wide resources, such as MS SharePoint and similar collaboration tools. Many of us are developers of collaboration tools that are specific to the needs of our customers, and we work with multiple teams in deploying the tools to the entire community.

Some of us have been involved in a "war game" scenario where we are asked to go through an event and determine what the end results will be. We work with the game developers on tweaking the fundamental codes within the game to ensure that the user experience is seamless and effortless. (It is not surprising that the gaming industry needs the skill set of an information professional who knows how to access information and make it available.)

As we have taken on these and other roles not traditionally filled by librarians, we have changed how our employers and customers see us. Where once they came to us to just pull up citations or print out full-text articles, they now expect us to use our subject matter expertise and our access to multiple sources of information to produce a report that provides content and context to problems they need to solve. (In some cases, lives are saved because of the analysis we provide.)

What paradigm shifts can we expect in the future? Changes in our roles and in how our customers and employers see us (and in how we see ourselves) are a constant. The question is, how can we best prepare for and adapt to these changes? My advice is as follows:

- Always keep the human element foremost in your change strategy.
- Be empathetic.
- Make sure everyone has a voice and some involvement in the change process.
- Be truly invested in change.
- Determine ownership of the different levels of change.
- Communicate about change—the more, the better.
- Foster a culture of change.
- Promote and engage in continuous learning.
- Recognize and accept that "stuff happens."
- Trust in your team and its abilities.

Change is not easy, but with collaboration, communication, and an overall understanding that the main goal is the success of the customer or employer, it does work out. There may (and often will) be bumps in the road, but try to enjoy the thrills and spills! **SLA**

10 Questions: David Stern

THE LIBRARY DIRECTOR AT SAINT XAVIER UNIVERSITY IN CHICAGO DESCRIBES THE VIRTUES OF TALKING ABOUT YOUR PASSIONS, PREDICTS THE 'NEXT BIG THING' IN LIBRARY TECHNOLOGY, AND EXPLAINS HOW SLA HAS BROADENED HIS PERSPECTIVE.

BY STUART HALES

How do things happen? Why do things happen? These aren't the kinds of questions most librarians ask—they help *find* the answers for those who do ask them—but they've helped David Stern communicate more effectively with scholars and students across a variety of disciplines during his career.

A librarian for more than 30 years and currently the library director at Saint Xavier University in Chicago, David entered the library profession "by accident" while studying for a PhD in another field. He found that he liked searching for information more than studying it, and he discovered that librarianship allowed him to indulge his innate sense of wonder while also applying scientific logic and exploring new technologies.

"The things I love about librarianship are that you get to work with computers, you have intellectual interactions with scholars all day, and then you get to watch the 'aha' reaction from students when you help them," he says. "These are all fun and positive things that keep it dynamic and have made this career fascinating all along the way."

Information Outlook spoke to David a few weeks prior to the SLA 2018 Annual Conference in Baltimore.

For the past couple of years, you've been writing the "Info Tech" column in *Information Outlook*. You've also chaired SLA's Technology Advisory Council and served as editor of the journal *Science and Technology Libraries*. You clearly have a long-standing interest in technology, so I can't help but ask what you see as the "next big thing" in library technology and what you think librarians should do to prepare for it?

I think the next big change is going to be artificial intelligence, and it's going to allow people to filter the best information from amongst all of the information that's out there right now. Google lets you find enormous amounts of information, but the library should help you find the best-quality and most relevant information.

So there's going to be customized weighting of results, based upon your discipline and the depth and scope that you're looking for. There'll be navigation among the many types of information, so you'll have federated searches of both published and non-published material. You can imagine pointers that will point you to presentations and websites that are related to your topic, not just published material. And then I think citation analysis will allow you to identify the high-impact materials you should be looking at and the hottest materials and trends in research. So I see technology making your results more relevant and more varied than they have been until now.

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To prepare for this change, I would tell librarians to look at the best interfaces that are out there—a lot of them are from the business world—that use visualizations to make the information that comes out more visceral, that let you drag and drop, that let you use concept spaces. There are many ways you can intuitively navigate among material, and the business interfaces that deal with data (not just text) tend to have a lot of the kinds of manipulation capabilities that, I think, libraries will need to adopt or they'll become obsolete.

Speaking of librarians, when and why did you decide to become one?

As with many people I know, I became a librarian by accident. I was working toward my PhD and wanted to become a better researcher in my field, so I went to the library school—which was right next door to the history and philosophy department—and I asked, what classes do I need to take to become a better researcher? And they said, well, take these three classes. And what I found out was that I loved the hunt for information more than I loved being stuck in the endless details of any one topic.

So I went back to them and said, you know, I have a science background, and they said, well then, you're quite marketable. And when I realized that there were just four schools in the country with my program and probably 25 people ahead of me looking for faculty positions, I said, maybe this is a field I could be in.

The things I love about librarianship are that you get to work with computers, you have intellectual interactions with scholars all day, and then you get to watch the "aha" reaction from students when you help them. These are all fun and positive things that keep it dynamic and have made this career fascinating all along the way.

Since becoming a librarian, you've spent almost your entire career as an academic librarian. Have you ever attended presentations or webinars (or other educational events) pertaining to other types of libraries—say, law librar-

David Stern

ies or corporate libraries—and, if so, what have you learned that has helped you in a job or in your career?

I think SLA has been instrumental for me in exploring the other tracks. When I first started I was in the PAM Division, the Physics-Astronomy-Math group. They had a lot of solo librarians and small government libraries, so I was quickly made aware of the fact that SLA is not all big academic libraries. And the solutions are very different for some of those libraries than they are for the big academic libraries.

But I've also worked as a consultant with many vendors, so I've seen the other side of the industry, the selling aspect of it. I've taught in library schools, and that's been a very enlightening experience. But even with all of that, I still had to be reminded occasionally, when I was on the SLA Board of Directors, that I had to consider multiple solutions to any problem because there's never one solution. The economics, the priorities, the depth and scope—all of those are different and lend themselves to different types of solutions. And certainly SLA has given me that perspective of seeing the many, many different tracks along the way.

You mentioned your work as a consultant—at one point during your career, you launched a knowledge management consultancy and ran it for about 18 months. Why did you start a business, and what did you learn from being a consultant?

I basically went into KM because I wanted to become a consultant to use the administrative skills I'd developed. I'd been working at Yale and had done a lot of grievance work and service quality improvement initiatives, so I thought, maybe it's time to take that out into the larger world. And when I became a consultant, I actually did some interesting work—things I never would have expected. For example, I worked with a symphony orchestra on some administrative issues. They needed help handling information, handling newsletters, and managing mailing lists, and those were fun things to do.

But the economy crashed just as I was becoming a consultant. And just at the time when you'd think we needed transformational change, people became very conservative and were only looking for transitional change. They didn't really want to hire consultants who were going to tell them to shake up their world.

Ultimately, what really happened is that I found I missed the academic environment and the excitement of working with colleagues on a daily basis. I needed the stimulation of being in the academic world more than I needed the ability to be my own boss. Although I have managed to use most of the skills I developed, I get to use them in a more stimulating environment.

Prior to receiving your library degree, you earned a master's degree in the history and philosophy of science. What prompted you to pursue that degree, and are there any lessons or ideas you took away from it that have been useful to you in your library career?

I started with a scientific perspective as a kid—my mom was artistic and my father was an efficiency expert. So I looked at everything from the point of

view of, how do things happen? And then that morphed into, *why* do things happen? That was a big, big change, because then you start asking, what are the historical changes in society and organizations that drive Thomas Kuhn's

David relaxes with James King at an SLA Fellows event.

famous paradigm?

What I learned in all of that—and I think it's been helpful everywhere along the way—is that you need to have a blend of the logic and also the wonder. You can't be just mechanistic or just mystical; you need to use them both. You need to be strategic and have an empirical approach if you want to have progress.

Nowadays, I fear the debilitating organizational structures that stop change from happening. In the history of philosophy and science, you see that all the time—the "good old boys school" has been more responsible for stopping paradigm changes than for helping them, in many cases.

Ultimately, what I've learned is that my broad perspective and the languages I've learned in all of the different fields that I've studied have allowed me to speak across many different disciplines. This is really important in an academic environment, where you never know who or what you're going to

run into next—it could be the history of art, or it could be artificial intelligence. So I feel my broad background has enabled me to communicate across lines, not just with IT people but with scholars as well.

While we're on the topic of broadening perspectives, when and why did you join SLA, and what do you get out of it?

I had the classic reason: Herb White was the president of SLA and the dean of the library school at Indiana when I was there, and he recruited me. He introduced me to all of these fascinating people and made me think about the big industry questions, because that's what he was looking at. So he brought me in and introduced me to all of the leaders of SLA as a newbie, and I found it fascinating that they would talk to me, and it was a small enough group that I could get to know people personally who would have been intimidating on the ALA scale.

I joined the PAM Division first, and they took me from a green and excitable newbie to a far more thoughtful and cooperative colleague over time. And through SLA I've looked at all kinds of new areas—the KM Division, the Academic Division, the Taxonomy Division. These are all areas of inter-

est I had that developed into their own groups. And along the way, I was able to percolate on a lot of interesting ideas.

I also have made some of my best friends in the world through this group, and I stay in touch with them to this day. I can't imagine what my career would have been like if I didn't have these great friends—from a business librarian I roomed with to an engineering librarian I roomed with after a while, and all of the board people and the unit people. It's always been teasing and fun, but it's always been progressive at the same time.

Within SLA, you've done almost everything—served on the board of directors, chaired two divisions and an advisory council, been a webmaster, presented at conferences, written for the magazine, and so on. Are you one of those people who just has to stay busy? Do you feel compelled to give back to the profession? Does volunteering help you develop new skills? Or is it all (and maybe more) of the above?

I am, by nature, a curious individual. I ask too many questions—people tell me that all the time. And I've found that volunteering in SLA has been a great way to indulge my curiosity and develop my skills in a risk-free environment. I've been allowed to test ideas with very knowledgeable people; I've been allowed to collaborate across many divisions with people from all areas of the industry; and I've met other people who like to expand their own skills and networks. So it's been mutual—we fire off of each other.

Most of the people I've met in SLA who are still my friends are the same way. They love to explore new things.

I've had opportunities to engage in many areas—interface design, seamless networking, collection development, administration—and all of them have been fun. And I've learned a lot in each one of these areas, from someone else's experience. You don't want to learn on your own, absorbing all of the pain. And I find that all of these interactions recharge my batteries, especially after what can be long days of deaden-

ing administration.

So I am a dabbler by nature. And as Barbara Quint once said, I'm one of those grasshoppers, not an ant. That's my nature.

Your latest role within SLA is serving on the Students and New Professionals Advisory Council. Looking back on your career, what's the most valuable piece of advice you would share with someone just starting out in the profession?

I would say that the most important thing is to talk to people about your passions. This will open the door to great collaborations and lead to exciting new opportunities you would never have imagined.

So you should read the latest theories and attend meetings to hear about new approaches and technologies, and then you can test those ideas in the real world to see what works. Because there's nothing more fun than knowing that something you've introduced has meaning and value for your users, and then be able to come back and tell your colleagues about the testimonials from people who recognize that what you're doing is really valuable.

If it's your passion, and you do it and you test it and explore it with other people, that's where your career will develop.

Speaking of passions, you're a prolific writer and speaker. You've written two books and dozens of articles and columns, and you've delivered presentations at a number of library conferences. Do you expect to stop writing and speaking after you retire from active librarianship, or do you think you'll want to continue sharing your insights?

I work, especially in the SLA Fellows group, with people who've remained associated with SLA for decades after their careers have ended. I admire that and think it's wonderful that they find it to still be so stimulating.

For me, I think I'll always read widely in areas related to information sharing and management. But as I grow more distant from the cutting-edge services and move farther away from the actual work, I think I'll have a lot less to contribute to the conversation. And it will be natural to let others take the lead at that point.

So I won't write just to hear my own voice. When I stop having novel contributions, I will gracefully step away.

Between the writing, the speaking, the volunteering, and the "librarianing," you seem to have a pretty full life. When you aren't doing one (or more) of those things, what are you doing? What are your personal pursuits or passions?

Sailing is one of many passions in David's "hectic but wonderful work-life balance."

I'm certainly not a work-only person. My wife—who happens to be a passionate ALA librarian and officer—and I enjoy attending symphony and opera concerts, traveling to museums, and reading. We love our time on the water, and playing tennis. And mini-golf is becoming more and more of a passion over time!

We've found a really hectic but wonderful work-life balance. And I think both of us are as driven to have fun as we are to have professional excitement. **SLA**

Going Beyond PowerPoint

Several innovative tools are available to help you get your ideas across to audiences without using PowerPoint.

BY SOPHIA GUEVARA, MLIS, MPA

I recently researched some interesting tools that can help presenters go beyond PowerPoint. I was developing a session proposal for a conference and wanted to help subject matter experts in librarianship and other fields develop presentations that would keep an audience's attention while being informative at the same time.

The tools I researched included the use of do-it-yourself infographic design tools and animation tools. Some of the tools that I recommend are Piktochart, Infogram, Prezi, eMaze, and Powtoon.

PowToon. I registered for PowToon because the idea of developing your own animation without previous education on the subject seemed interesting. In short, PowToon allows users to develop animations that can be viewed as a short movie or shown as a presentation. You can include audio if you like, including music and voice-overs. For those looking to use professional voice actors for voice-overs, the site directs you to a for-fee service.

With the free account option, you can make use of PowToon's classic studio or the HTML5 version. You can choose to develop your PowToon with a blank canvas or a template (not all templates are available in the free version). In addition, PowToon has developed a feature called Collaborate BETA that allows you to send your creation to another user, but does not allow for real-time collaboration. You can read more about this feature at https://support.powtoon.com/en/article/sending-your-powtoon-to-another-user-collaborate.

For the most part, I found PowToon to be pretty easy to learn and was impressed with the animation videos I could develop. Once I got the basics down, I was able to develop several animated videos using the free templates provided. One such video, for SLA's Information Technology Division, highlighted the call for applicants for the division's awards.

Prezi. This site allows you to develop animated presentations. I started with Prezi Classic, but have recently tried Prezi Next. For those who are not familiar with Prezi, one of its more notable features is the ability to zoom in and out of parts of a presentation. (While this feature is innovative, the effect can be dizzying if used too often.) The site provides templates and also offers you the opportunity to use Prezi Live, a feature that allows you to present your Prezi live as long as you have a Prezi business account. I made a copy of one of the more interesting Prezis I found; you can review it at https://prezi.com/dogeboiuitn8/copy-of-playing-to-learn/.

eMaze. This tool made my list because, although it does not provide as much animation as Prezi or PowToon, some of the templates the site provides with animation shorts made it worthwhile. The tool is not too difficult to learn, and the site provides vivid graphics and animation shorts within some presentation templates that can help keep your audience interested. For those looking for a Prezi-like template, you can view an example at https://app.emaze.com/editor/@AOLFWFOCO.

If you want to spice up an existing PowerPoint presentation, eMaze has a feature that offers you the opportunity to upload an existing PowerPoint file and either keep the same background and styles or use eMaze's template background and font styles. With the free version, you can share your creation via e-mail, social media, a link, or an embed code. Privacy options are only available with the paid accounts.

Piktochart. This was one of my favorite DIY infographic tools. With both free and paid accounts, this tool provides templates you can edit to develop your own infographics. If you use the free accounts, there will be a Piktochart logo on your infographic and you will only be able to download it as a PNG file (PDF options are only available with paid accounts). You can print and share infographics with your audience or present them using the online version.

I was able to use this tool for the SLA Information Technology Division to educate potential sponsors about the value the division provides to our members. You can view the example at http://it.sla.org/about-us/sponsoring-us/.

Infogram. This is another infographic tool that offers both free and paid accounts. With Infogram, you can develop not only infographics but reports, dashboards, social media posts, and maps. A unique feature of this tool is the ability to insert interactive charts within the infographic by entering your

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The Copyright Term Extension Act: 20 Years Later

Having extended the duration of copyright protection in 1998, Congress is unlikely to do so again.

BY LESLEY ELLEN HARRIS

To say that determining the duration of copyright in the United States is a complex task is an understatement. This is due, in part, to amendments to the U.S. Copyright Act over several decades. These amendments have changed the duration of copyright, eliminated copyright renewals, and eliminated requirements relating to both the publication and registration of copyrighted works with the U.S. Copyright Office.

One of the best-known of these changes relates to the extension of the duration of copyright. This pivotal change came about with the passage of the Sonny Bono Copyright Term Extension Act of 1998 (CTEA). The CTEA extended the duration of copyright in the U.S. from 50 to 70 years after the death of an author, thus extending the length of time that must pass before a work enters the public domain. In addition, the CTEA extended copyright protection for works of corporate, anonymous, or pseudonymous authorship to the earlier of 120 years after creation or 95 years after publication.

There are also special provisions in the CTEA for copyrights in existence prior to 1 January 1978 (depending on whether they were still in their first term of copyright at that time or in their renewal term) and for works created but not published or registered prior to that date.

Under the CTEA, libraries can make copies of works with 20 or fewer years of copyright protection remaining for purposes of preservation, scholarship, or research, and they can distribute or perform published works in their last 20 years of copyright protection. However, the work must not be subject to commercial exploitation or obtainable at a fair price, the copies cannot be made for direct or indirect commercial advantage, a copyright notice must be included on the copies, and the library must be open to the public or to unaffiliated specialized researchers.

Should the work become subject to commercial exploitation or available at a fair price, this provision of the CTEA no longer applies. "Fair price" is not defined in the Copyright Act. (Note that this is an exception in Section 108 of the Copyright Act; if it does not apply to your situation, fair use in Section 107 may still apply to your library.)

Outside the United States

In 1993, five years prior to U.S. passage of the CTEA, the European Union (EU) countries increased their copyright duration to life plus 70 years. This means that works by American authors would enjoy copyright protection in EU countries for 70 years after the death of the author, but for only 50 years after death in the U.S.

(Note that Canadian authors currently benefit from copyright protection for life plus 50 years in Canada, but those same authors are protected for life plus 70 years when their works are used in the U.S. or the EU. This is in line with the international minimum standard for the duration of copyright law, which is life plus 50 years. This standard is set out in the leading copyright treaty, the Berne Convention for the Protection of Literary and Artistic Works, to which 176 countries (including the United States) currently belong.

On January 1 each year, various lists are published highlighting works that are entering the public domain that year. These lists are country-specific. For example, beginning this year, the works of Dorothy Parker are now in the public domain in Canada, but not in the U.S.

Impact of the CTEA

Many people refer to the CTEA as the Mickey Mouse Term Extension Act because the Walt Disney Company led the entertainment industry's lobbying efforts to pass the act. Disney had much to gain by its efforts—without the CTEA, its valuable intellectual property in the first Mickey Mouse cartoon, "Steamboat Willie," would have entered the public domain at the beginning of 2004. ("Steamboat Willie" will now enter the public domain in 2024. Mickey Mouse himself may, however, continue to be protected by trademark law.)

Beyond "Steamboat Willie," other works that would have entered the public domain close to 20 years ago if not for the CTEA include *Gone with the Wind* (the book, not the movie) and George Gershwin's "Rhapsody in

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Blue" (which is owned by the Gershwin estate). On 1 January 2019, every book, film, and other copyrighted work published in 1923 will enter the public domain.

The Meaning of 'Public Domain'

Although commonly used in copyright parlance, the term *public domain* does not appear in the U.S. Copyright Act. It is, however, commonly used to refer to content that is not protected by copyright law.

Works that are in the public domain may be used freely, without obtaining permission from or compensating the copyright owner. A work may enter the public domain for any of several reasons, including the following:

• The work's copyright term expired.

• The work was produced by the U.S. Government. In the United States, works produced by the federal government do not have copyright protection. However, a work produced by a consultant or freelancer to the government may have such protection, and that copyright may be transferred to the government.

• The work is not fixed in a tangible form. For example, a work such as a speech, lecture, or improvisational comedy routine that has not previously been written or recorded in any manner is not protected by copyright and therefore is in the public domain.

• The work did not include a proper copyright notice prior to 1 March 1989. In the U.S., this exception does not apply to works created after that date, since a copyright notice is no longer mandatory to protect a work created after that date. However, prior to that date, notice of copyright was necessary on all published works—without the notice, the work automatically entered the public domain. (Note that most countries do not have a copyright notice requirement.)

• The work does not have sufficient originality. Examples of works that may not have sufficient originality to be eligible for protection by copyright include lists or tables with content from public documents or other common sources.

Works in the public domain in the United States generally include the following:

• Federal legislative enactments and other official documents

• Titles of books or movies, short phrases and slogans, lettering, and coloring

• News, history, facts, or ideas (but a description of an idea in text or images may be protected by copyright)

• Plots, characters, and themes from works of fiction

• Procedures, methods, systems, processes, concepts, principles, discoveries, and devices

Note that the above types of works may be protected by other forms of intellectual property, such as patents or trademarks. For example, trademarks may protect images and logos and various adaptations of works (including the character Mickey Mouse).

An adaptation of a work that is in the public domain may have copyright protection on its own as a new version of a work. Adaptations include translations, amended versions, and annotated versions. For example, Shakespeare's "Romeo and Juliet" may be in the public domain, but a new version of the play with annotations or illustrations may have copyright protection in these new parts of the work.

A Further Extension?

Some people are wondering whether Disney and other copyright owners will try to obtain a further extension of copyright protection, since "Steamboat Willie" and other works will enter the public domain in 2024. At this time, there does not seem to be any inter-est in Congress to again extend the duration of copyright protection. Even if such legislation were proposed, the copyright lobbies on the "opposing" side would be much stronger than they were when the CTEA was proposed and would likely oppose it much more vigorously.

As I noted at the outset, there have been several amendments to the U.S. Copyright Act affecting the duration of copyright. For a detailed overview of these amendments, see the following U.S. Copyright Office Circulars: 15A, *Duration of Copyright* (at https://www.copyright.gov/circs/circ15a.pdf) and 15T, *Extension of Copyright Terms* at (https://www.copyright.gov/circs/circ15t.pdf).

The Cornell University Library has set out several tables to help you determine copyright term and the meaning of public domain in the United States. See https://copyright.cornell.edu/publicdomain. **SLA**

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data. Although not a free feature, you can work with a team to co-develop an infographic. If you want to keep your creations private, you will have to upgrade to a paid account. To share something through social media, you can e-mail it or embed it into your site or WordPress.

While some of the tools listed above (such as Piktochart and Prezi) provide an aesthetically pleasing presentation experience, they also require you to have a good idea of what your message should be from beginning to end so you make fewer edits. That said, I encourage you to take a look at these tools and figure out how you can make the most of them to keep your audience engaged. **SLA**