

7-2006

Information Outlook, July 2006

Special Libraries Association

Follow this and additional works at: https://scholarworks.sjsu.edu/sla_io_2006



Part of the [Cataloging and Metadata Commons](#), [Collection Development and Management Commons](#), [Information Literacy Commons](#), and the [Scholarly Communication Commons](#)

Recommended Citation

Special Libraries Association, "Information Outlook, July 2006" (2006). *Information Outlook, 2006*. 7.
https://scholarworks.sjsu.edu/sla_io_2006/7

This Magazine is brought to you for free and open access by the Information Outlook, 2000s at SJSU ScholarWorks. It has been accepted for inclusion in Information Outlook, 2006 by an authorized administrator of SJSU ScholarWorks. For more information, please contact scholarworks@sjsu.edu.

information outlook®

vol. 10, no.7

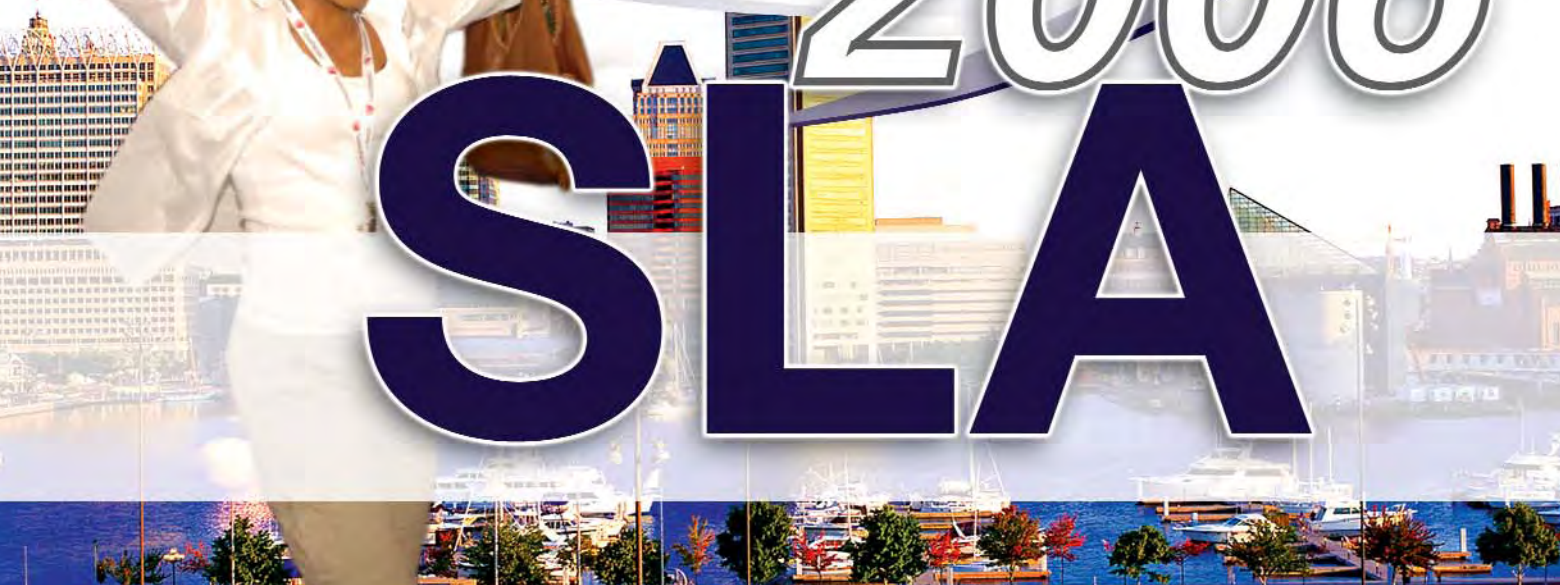
July 2006

www.sla.org



2006

SLA





Are you capitalizing on today's emerging business trends?

Breakthrough innovations are revolutionizing the way you offer your products and services and can affect your business overnight. To capitalize on these opportunities and steer clear of potential dangers, you need accurate business intelligence to best understand your markets, develop savvy marketing plans, investigate new products and technologies, and track your competitors in order to take full advantage of these latest trends.

Thomson Business Intelligence provides you with comprehensive and relevant opinions and analysis from the finest business minds and industry experts. What's more, it offers the largest, most current collection of critical insights from respected market research firms, investment banks, brokerage houses, business journals and newspapers globally. It's the kind of business information that empowers you to make your next business decisions with confidence.

Learn more today!

North America: +1 800 255-3343

Europe and Australia: +44 (0) 800 007 5233

info.thomsonbusinessintelligence.com

THOMSON BUSINESS INTELLIGENCE

THOMSON
★

Who's who?


The Scopus Author Identifier takes the guesswork out of author searching.



A. Lee
Medical Statistician
University of Aberdeen
United Kingdom



A. Lee
Chemist
University of York
United Kingdom



Would you choose a different path?

The old adage about “crossing that bridge when you come to it” is not good enough in today’s business world. Winning results are driven by informed decisions. That’s why you need the new **Nexis**® service. By combining the most complete source of comprehensive, reliable information in the industry with new and improved search capabilities—the **Nexis** service lets you see the big picture quickly and easily.

Easy searching. Unmatched content. Fast results. Let **Nexis** point you in the right direction.

See the Big Picture
with the **new Nexis**®

For more information,
visit www.lexisnexis.com/informationoutlook
or call 1-800-227-4908.



FEATURES

SLA MEMBER PROFILE

10

As Easy as Jumping Off a Cliff

By Forrest Glenn Spencer

COVER STORY : SLA 2006

14

SLA 2006

COMPETITIVE INTELLIGENCE

23

Libraries and Competition Intelligence for Management and Strategy

By Cynthia Cheng Correia

VIRTUAL WORKPLACE

29

Making Virtual Library Staffing a Reality

By Carolyn Minor and Beth Dunning



Columns and Departments

5

Executive Outlook

The First Step Is To Start Together

By Rebecca B. Vargha

6

News

6

Web Sites Worth a Click

By Carolyn J. Sosnowski

8

Business Management

Succession Planning

By Debbie Schachter

35

Coming Events/Ad Index

36

Copyright Corner

Non-Copyright Policies

By Lesley Ellen Harris

38

Information Tech

Islands in the Stream

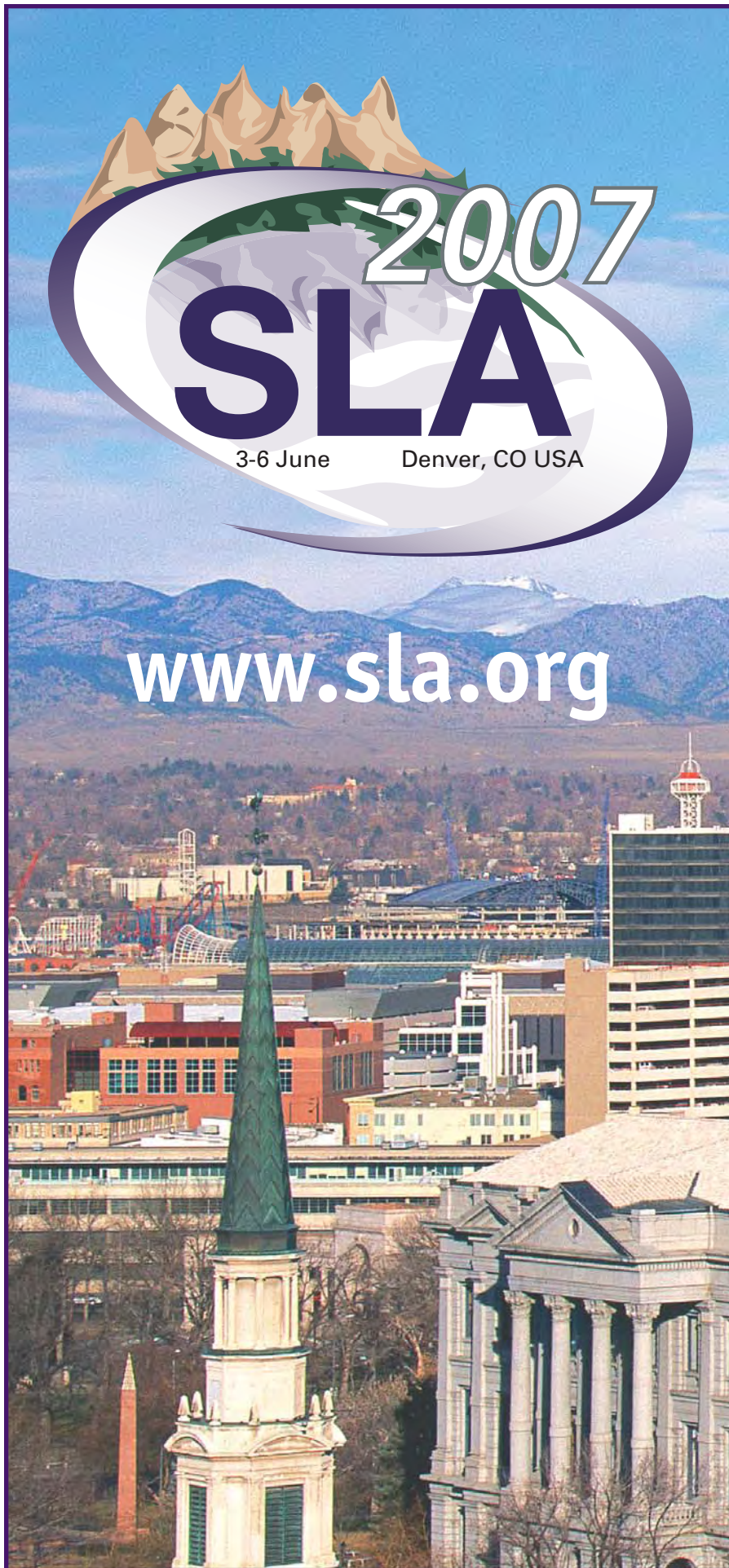
By Stephen Abram

40

Information Management

BB, X and Y

By John R. Latham



information www.sla.org outlook

The Monthly Magazine of the
Special Libraries Association
Vol. 10, No. 7
July 2006

Publisher, Editor in Chief: John T. Adams III
(jadams@sla.org)

Columnists:

Stephen Abram
Lesley Ellen Harris
Janice R. Lachance
John R. Latham
Debbie Schachter
Carolyn J. Sosnowski
Rebecca B. Vargha

Layout & Design: Nathan Yungkans

Information Outlook®

(ISSN 1091-0808) is the monthly, award-winning publication of the Special Libraries Association, 331 South Patrick Street, Alexandria, Virginia 22314, magazine@sla.org. (703) 647-4900

2006 Subscription Rates:

Annual subscription, \$125 (U.S. and International). Single issue, \$15. Please report missing copies promptly to publications@sla.org. To ensure continuous delivery of *Information Outlook*, please notify SLA promptly of address changes by writing membership@sla.org. When submitting address changes, please include all the information on the mailing label. Changes may not go into effect for four to six weeks.

Postmaster:

Send address changes to Subscriptions, *Information Outlook*, Special Libraries Association, International Headquarters, 331 South Patrick Street, Alexandria, VA 22314-3501, USA. Periodicals postage paid at Alexandria, VA, and at additional mailing offices. Canadian Publications Mail Agreement #40031619. Return Undeliverable Canadian Addresses to: P.O. Box 1051, Fort Erie, ON L2A 6C7.

Advertising:

Acceptance of an advertisement does not mean endorsement of the product by the Special Libraries Association. To advertise, contact:

Eastern United States and Europe

Nancy Wood

55 Old Highway 22
Clinton, NJ 08809
Phone: (908) 730-7220
Fax: (908) 730-7225
nancyw@wgholdsworth.com

Western United States and Pacific Rim

Bill Albrant

250 El Camino Real
Suite 106
Tustin, CA 92780
Phone: (714) 544-2555
Fax: (714) 832-6840
billa@wgholdsworth.com

Information Outlook® is a registered trademark of the Special Libraries Association.



© 2006 by Special Libraries Association

Material protected by this copyright may be photocopied for the non-commercial purpose of scholarship or research.

magazine@sla.org

Information Outlook Online

Sponsored by
Standard & Poor's

The First Step Is To Start Together



Rebecca B. Vargle

Becoming president of SLA is the beginning of a journey for me, one that began early in my career. Much of who I am and what I have learned comes from where I was raised in North Carolina, and who taught me. I did not arrive here alone.

North Carolina has been on a journey of sorts over the past century. It has traveled from an economy focused on timber, tobacco, and textiles to one embracing an astonishing range of information-based technologies and services supporting business, finance, biotechnology, government, academia, the military, social sciences, museums, and the arts. In fact, North Carolina reflects the composition of nearly all the subject areas in SLA. In this way, I see that over time change is natural and leads to new opportunities for everyone.

Coach Dean Smith is a North Carolina legend. He was the head coach of the men's basketball team at the University of North Carolina in Chapel Hill from 1961 to 1997. I carry the keystones of his coaching philosophy with me wherever I go: *Play hard. Play smart. Play together.* This is very good leadership and team building advice for any organization.

For me, the other vital source of strength is my family: my husband, Steve; our sons, Josh and Ben; and my mother, Myrna Brogden. I'm grateful for the connection they provide to the events that have shaped my life.

These powerful and energizing sources helped me to get this far in my journey, but I have much further to go. My success—our success—requires even more support from a greater number of sources.

First, let me share with you my personal SLA core values:

- We are committed to the success of SLA and each other.
- We are responsible for own well being and career path.
- We speak positively of our colleagues and treat them with dignity.
- Our communications are clear, direct, and honest.
- We recognize diversity as a strength that is appreciated.
- We build trust as leaders.

Based on those values, I have a vision for this association. It is to focus our talent and energies on creating a strong, vibrant force for learning, teaching, and innovation throughout the world.

The specific priorities for my term as SLA president are:

1. Membership growth and retention.
2. Planning our centennial celebration in 2009.
3. Reaching a net growth of 1,000 members by our 100th anniversary year.

You will hear more about plans for our centennial celebration over the next six months. For now, let's focus on membership.

We have created a Membership Working Group during the recent SLA Board of Directors Meeting. The working group will focus on logical target groups as potential members. We will exhibit at strategic conferences. We will build on the successful Member-Get-a-Member Campaign. We will focus our energies on increasing membership to make SLA stronger, more vital, and an even greater source of professional support and networking than it is today.

I am asking for your help in making this roadmap for growth. I need your support in building consensus and delivering results. I need your creativity to turn ideas into reality. I want your energy in doing what we believe is right for our Association and our profession.

Our opportunities are endless, our journey is long, but, working together, we can accomplish good, even great things. The important first step is to begin together.

Mark Twain offers a wise observation: "Twenty years from now you will be more disappointed by the things that you didn't do than by the ones that you did do. So, throw off the bowlines. Sail away from the safe harbor. Catch the trade winds in your sails."

So I offer the challenge of journeying with me to travel ahead, connecting people and information.

Yours in SLA,
Rebecca

By Carolyn J. Sosnowski, MLIS

In a previous column, I wrote about LISTA, a free bibliographic database from EBSCO that is devoted to LIS literature. This month, I'm featuring open access LIS-related journals. Too often, we go to the same places to get information. Try a new journal, and get a new perspective, today.

Issues in Science & Technology Librarianship

www.istl.org

This quarterly journal dates back to the early 1990s, when the topics of the day were patents on CD-ROM and access to European databases. Now, read about open access publishing, citation analysis for collection development, and the repurposing of library space in an era of virtual services. Most issues are published around a theme (such as non-traditional reference or digital archiving), and include board-approved articles, refereed articles, product and book reviews, and editorial content. The author index complements the advanced search tool, which enables you to search by keyword, field, and date. The journal, fully indexed in CINAHL, INSPEC, LISA, and Library Literature, is the work of the Science & Technology Section of the Association of College & Research Libraries of ALA.

Biomedical Digital Libraries

www.bio-diglib.com/home

You'll find research, commentary, reviews, and debate articles in this peer-reviewed journal that focuses on "digital library content and usage in biomedical settings." The journal is brought to you by BioMed Central and is indexed in PubMed (articles are linked to the database). Although only one or two articles are posted each month, users may sign up for RSS or e-mail notification. The journal recently acquired new editors-in-chief, who plan to offer multimedia content such as podcasts and movies. Other items of note: articles include links to related PubMed content, and the handy FAQ explains the open peer-review process, article accessibility, and content redistribution guidelines. Recent topics: a review of Scopus, training for educational technology, and the use of geographic information systems for library marketing.

Griffiths Named to Science Board

Policy expert, researcher, and university administrator, Dr. José-Marie Griffiths has been nominated by President George W. Bush to serve on the United States National Science Board.

The President's nomination has been presented to the U.S. Senate for confirmation.

Griffiths is the dean of the School of Information and Library Science at the University of North Carolina at Chapel Hill and founding chair of The Knowledge Trust, which is concerned with the role and preparation of 21st-century knowledge professionals.

Griffiths has held two previous presidential appointments, one to the President's Information Technology Advisory Committee from 2003 to 2005, and the other to the U.S. National Commission on Libraries and Information Science from 1996 to 2002.

Griffiths also has served on blue-ribbon panels and committees for agencies including the National Academy of Sciences, NASA, Department of Energy, U.S. Geological Survey and the U.S. Navy.

"José-Marie Griffiths has impressive credentials in science and technology and a broad range of experiences," said UNC Chancellor James Moesser. "She is a perfect candidate for this prestigious national appointment, and we are proud that her significant talents have been recognized."

The 24 member board advises the President and Congress on issues of national science and engineering policy, and is the governing board of the National Science Foundation (NSF). The term of membership to the board is six years.

Report: 30% of Web Searches Fail

Almost one-third of Internet searches don't satisfy user needs, a new survey shows.

The new research from Outsell Inc. shows several surprising shifts over the past year in the expectations, habits and needs of workers seeking online information.

Perhaps most surprising, the report uncovers a 30 percent failure rate of Internet searches, despite search engines' unchallenged status as the first stop in user research.

The study also finds that on-the-job users are spending more time than ever to find information, rather than analyzing data. Users now spend an average of 12 hours of their work weeks on search tasks, up from an earlier high of 10.9 hours.

The study, based on interviews with 7,000 professionals in corporate, government, healthcare, and academic settings compares information users' needs and behaviors "now" (using data gathered from November 2005-February 2006) with previous findings (based on data gathered

from September 2004-January 2005). The Outsell report, "2006 User Update-How Information Providers Can Keep Pace with User Demands for Time-Saving Solutions," also reveals:

Press releases are becoming a treasure trove of information. In fact, they have overtaken trade journals as the top information source for knowledge workers, followed by trade journals and publications, reference books, academic journals, and textbooks.

While users appear to be shifting towards intranets and away from the Internet as their resource of first choice, search failure rates are just as high inside the firewall, at a mean of 31 percent.

About 66 percent of respondents are using wireless handhelds, and among that population, 71 percent are accessing and using "real" content on them. For instance, 29 percent are accessing e-books, and 18 percent are accessing news.

Workers are gleaning information from blogs, as well as more traditional sources. The average respondent to Outsell surveys is reading nine blogs.

“Time” Is Most Common Noun

We like to be punctual, we expect our trains to run to schedule, and many of us spend our working day watching the clock. Now the new revised 11th edition of the *Concise Oxford English Dictionary* can officially confirm that we are indeed ruled by time. Drawing on evidence from the Oxford English Corpus, the word *time* tops the list of commonest nouns in the English language, with *year* (third place), *day* (fifth) and *week* (17th) not far behind.

And we seem to be spending an increasing amount of our time at *work*, which appears at number 16 in the list, while *play* and *rest* do not even make it into the top 100. Contrary to popular belief, though, *money* doesn't quite make the world go round as it come in at a lowly 65th, but this is perhaps explained by the fact that we have so many other words for money. We are still ruled by *problems* (24th), it appears, with no *solutions* in sight.

Although *person* is ranked second, it's still very much a man's world with *man* appearing seventh in the list. *Child* then appears 12th, with *woman* 14th. We talk far more about war (49th) than peace, which does not appear in the top 100 at all.

The list of commonest nouns in the English language is just one of the facts contained in the brand-new *English Uncovered* supplement of the *Concise Oxford English Dictionary* (www.askoxford.com).

New business and political terms feature strongly in the new revised edition of the dictionary, reflecting the ever-increasing time that we spend in the workplace.

It's a sign of the times that words describing illegal activities such as *keylogging*, *identity theft*, *shoulder-surfing* are now included in the dictionary. But on the lighter side, the list of leisure pursuits now covers *moblogging*, *leaf peeping*, going *radge* while listening to *crunk* and, of course, watching the *beautiful game*. And for those *celebutantes* among you who are looking to get in shape for that all-important *civil partnership* ceremony there's now the opportunity to keep your *bippy* (or *bahookie* – whichever you prefer) *aerobicized*!

And for Unofficial English

You might have noticed that some American companies are getting Bangalored. Perhaps you've watched the growing popularity of canine freestyle—or noted the obesity crisis is due in part to the plethora of yumtious foodstuffs.

Are you growing a pudding ring? Do you have a problem with gurgitators?

If you know any of these words – or if not knowing them makes you utzy, *The Official Dictionary Of Unofficial English* may help you with the crunkest verbiage out there. Neologian Grant Barrett has scoured all manner of materials, from popular movies and magazines to weblogs, from the trivial to the wiki, in search of the words or terms teetering on the tipping points of tongues everywhere.

Entries range from Iraq war lingo, including “sandbox” (n., the Middle East; a country in that region) and “Mortarville” (n., a military base subject to regular attack) to “Corrupticut” (n., a derisive or derogatory name for the State of Connecticut—the name stems from a series of corruption scandals, including one involving the state's governor).

web sites
worth a
click

Electronic Journal of Knowledge Management

www.ejkm.com/index.htm

A bit on the scholarly side, but nonetheless informative and valuable, EJKM includes case studies, research, opinion papers, and book and conference reviews covering both knowledge management theory and practice. Content is peer-reviewed and presented in two issues per year; one issue is comprised of articles on general topics, and the second is devoted to a selection of papers from the European Conference on Knowledge Management, which is held each fall. Some of what you'll find: KM and social software, business models in the KM economy, and KM in communities of practice.

Information Research

<http://informationr.net/ir>

International in scope, *Information Research* covers a wide array of subjects: environmental scanning, virtual reference services, and the enduring nature of traditional news sources...relevant topics for our information centers. IR is a quarterly publication that contains both peer-reviewed articles and working papers, as well as book and software reviews. The author, subject, and review indexes provide easy access to the content, which is also searchable. Users will find articles through LISA, Information Science Abstracts, and Social Science Index, among other indexes. Unique among the journals in this list: some contributions in Spanish accompanied by English abstracts.

Evidence Based Library and Information Practice

<http://ejournals.library.ualberta.ca/index.php/EBLIP>

We use the discussion lists to find out what works (and what doesn't) for our colleagues. EBLIP, published by the University of Alberta, communicates more formally research that can help us create, maintain, and improve information center products and services. In addition to the original research and commentary in this quarterly, peer-reviewed publication, “evidence summaries” present existing research that can be applied in our libraries. Because this journal is new, only two issues have been published, but it is certainly one to watch and learn from. So far, articles have touched on marketing, intranet usability, customer service, and copyright issues in digitization.

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

Succession Planning

By **Debbie Schachter**

Although there have been a number of articles written about the coming crisis of leadership in many large library systems, this column on succession planning looks at the issues related to special libraries. We may work alone or with a number of colleagues, but my experience shows that special library staffing tends to be very dynamic, in light of the fact that most have few staff members. Libraries close or expand, staff members shift to different positions in the larger organization, and special librarians move around in their local special library community. This dynamism of staffing requires succession planning of a particular kind.

True professionalism involves not just doing a good job today, but planning for the success of your library and its services over the long term. As the library manager, this means considering the effect of not only your departure but also that of other key staff. Your skilful planning will have an impact on the long-term success of your library, its role and success in the larger organization, and at

the broadest level, your long-term impact on the profession. If you are a “solo librarian,” the actions and preparations you make will have a direct effect on the successful continuity of your library services after your departure.

At the library or information center level, if you are the manager, you should consider your personal plan. Will you be leaving the position within the next five years, either retiring or moving on? Following best practices generally, you should ensure all library documentation is up to date. You should create, update, and distribute to all staff full documentation for policies, procedures, and strategic plans, as part of your regular work. Whether you are planning to stay for a long time or not, this type of documentation is essential to the proper functioning of your library, and it is even more critical to have it in place if you are planning to leave your position in the near future. In addition, having all processes, procedures, and job descriptions readily available means that in the event of a crisis, it is possible for temporary or new staff to be hired to keep your services available to your

customers. It also provides up-to-date information on what your staff members are doing, and allows you to realign their activities with changing long-term plans.

Clear succession planning also has the added benefit of increasing retention among your staff. If staff knows that they have the opportunity to develop new skills and to take on new responsibilities leading to leadership positions, they will generally have more long-term commitment to your library and organization. Make staff development a priority, and especially in larger libraries, help to develop the leadership skills of those who show interest and promise. Even if they are not able to take on a leadership role in the short term, having empowered, knowledgeable staff will make for better library services and a library that is prepared in the event of a leadership crisis. Continuing to be aware of trends and developments in the profession also help with succession planning. Knowing what skills are becoming more valued and required in the field and following trends in the education of new librarians, helps you identify areas for your own staff's development.

In a recent article in *Library Journal*, the work involved in succession planning was described as follows: “Succession planning is more than planning for contingencies if the proverbial Mack truck wipes out your management team (heaven forbid!). It means assessing...the number of key positions...that could become vacant in the near future. And, once the gaps are identified, providing training, coaching, special assignments, and other development opportunities so that staff members are ready to move into them when the time comes.”¹

If you are not already active with SLA or other library groups, becoming so will also assist you in your succession planning. Networking, attending local library events, meeting the newer members to the profession, and hearing what other special libraries are doing are only some of the benefits of involvement. Knowing who is in your community with which skill sets will also help when you are trying to recruit for new positions, and when filling unexpected departures at your library.

All of these activities ensure continuity and quality of services to your larger

Debbie Schachter has a master's degree in library science and a master's degree in business administration. She is the head of strategic planning and development at the British Columbia Courthouse Library Society, where she is involved in planning and managing organization-wide projects, marketing and communications, Web site management, and branch supervision. Schachter has more than 14 years of experience in management and supervision, technology planning and support, and reference service in special library settings. She is the treasurer of SLA's Western Canada chapter, and has previously held the positions of public relations chair (2003-2004) and fund development chair (2002-2003). She can be contacted at dschach@telus.net.



organization. The importance of succession planning is in ensuring it won't "all fall apart" with the departure of the manager or other key staff. Discuss with your supervisor how you are following best practices by your plans to develop leadership within the library. Make the professionalism of your library department understood. Creating a succession plan is not to make your boss think you are easily replaced, but to make it clear that you are a responsible manager, you are follow-

ing industry best practices, and your expectations for monetary support for staff development and professional support are high.

And finally, skillful succession planning in all library environments is important to the librarianship generally—viewed both inside and outside the profession. We all need to take this role seriously, through encouraging staff to take continuing education courses, developing broad and specific skills, and to help develop

leadership. We may or may not want to work in the same position for our entire career, but regardless of length of tenure, we want to leave a positive legacy within that organization. With so many opportunities for librarians in non-traditional roles and allied fields, the professionalism we individually exhibit has positive and far-reaching effect on the view of the profession in industry at large. By helping our staff develop their leadership skills, think of it as under-

taking the very succession planning for the future of our profession as a whole.

¹ Paula Singer, Jeanne Goodrich, & Linda Goldberg, Your Library's Future: When leaders leave, succession planning can smooth the transition. *Library Journal*, October 15, 2004, p. 38. ●

SLA
Connecting People
and Information

post resumes

search for jobs

career advice

useful resources

seminars

CAREER CENTER

Find the right job
in the information industry.

www.sla.org/careers

For Deborah Hunt, Getting Started as an Information Professional Was As Easy as Jumping Off a Cliff

By Forrest Glenn Spencer

Thirty years ago, Deborah Hunt stood on the edge of a precipice. Behind her was her formal education; before her was a grand canyon of uncertainties, yet not far away was a ledge that offered a foothold onto a mountain of opportunity. Hunt took a leap of faith, a jump she has never regretted, and since then she has been climbing many mountains, making many leaps, these last three decades.

In her career as an information specialist, Deborah Hunt has had no institutional net below her. She is a solo special librarian. Her success has been one of perspiration, inspiration, and determination. Her career as an information consultant was created and developed from necessity with an enthusiastic attitude for the work and the people who employed her.

In the summer of 1976, Hunt was preparing to graduate from the University of California, Berkeley, with an MLS and she, like so many others, was hitting the streets looking for work, to put her newly taught skills into practice. And like many others, Hunt was finding challenges in securing a job. She recalled that there was a glut of librarians in the Bay Area at the time.

“I remember I applied for a job in an entry-level librarian position,” Hunt says, “and I didn’t get it so I called them to ask what I could’ve done differently. They said they got applications from librarians with 10 years of experience; so, of course, they hired them. The market wasn’t too great.”

A three-by-five index card on the library school’s job board began a chain of events that changed Hunt’s life.

“An engineering firm was looking for somebody to organize their library,” Hunt recalls. “They were alumni of Berkeley of the civil engineering program. I called them, wrote up a proposal with professional wages, and they accepted it. I went to go work for them, getting them organized.”



SLA Member Profile

Instead of securing a traditional librarian job, Hunt became a consultant right out of school. She's one of those rare individuals, a solo information specialist who works for multiple institutions on various projects. She soon founded Information Edge.

It's a business that provides services using Web-based and other digital tools, interpersonal skills, and instructional tutorials—and a profession that was built upon experience, perseverance, and the necessity of the opportunities presented to her.

"Information Edge—my company—provides business intelligence that helps clients stay ahead of the competition," Hunt says. "I do everything from online research using the invisible Web and the open Web as well as using proprietary databases, like Dialog, LexisNexis, and Factiva. I specialize in engineering technology, science, medicine, health sciences, and pharmaceuticals."

Her career was born in the very early days of computer-based tools, when the special librarian had to perform site-specific tasks and information was primarily hardbound.

"I organized this library for the engineering firm. It had grown too large for them," says Hunt. "They couldn't go to the shelf anymore and say, 'I'm looking for that red book.' They knew a lot of their material was out of date—city codes, plumbing codes—and no one was keeping track of what had to be updated.

"I went in and I had a secretary who worked with me to type the library cards. They had a mini-computer but no library tracking software at the time. So I organized the entire library, oriented the staff, and what was interesting was several of their clients saw the work I did. So over the course of a year, I went around to those engineering firms in the Bay Area and organized their collections. I just jumped in with both feet."

In 1977, Hunt moved to Reno, where her husband began working on his graduate degree. They lived there for five years. During that time, Hunt was employed as a government publications librarian at the University of Nevada, Reno, and as a collections librarian at the Nevada State Library in Carson City. The collections position was a new one where Hunt oversaw and coordinated the collections statewide, at a time when online searching was just getting started with Dialog and SBC Orbit. Hunt started the first statewide online users group in Nevada.

"I searched when I was at UNR," Hunt began. "We used the Silent 700 TI terminals, with the thermal paper. It was a dial-up coupler to Dialog's NSCC mainframe with a connection speed of 300 baud. You could see the words come out on the paper and see if you were on track or not for your search. It was so slow, and I remember when we went to 1,200 baud we were so excited. It was the stone-age of online searching."

As the technological tools of the information specialist grew, Hunt rode that wave through various jobs that ultimately led to her company, Information Edge.

"I'm always running after the technology, trying to see what's out there," Hunt says. "The hard part has been—especially the last 10 or 15 years—that there's only so much you can keep up with. When I started searching on Dialog in the late 1970s, they only had a dozen databases and there was the U.S. Department of Education's database, ERIC, and that's what most people searched on. Now, there are over 600 databases on Dialog alone, and many, many more on LexisNexis and Factiva. The technology has been very helpful, but you don't have to learn it all. You've got to spe-



SLA Member Profile Deborah Hunt

Joined SLA: 1986

Job: Principal

Employer: Information Edge

Experience: 30 years

Education: MLS,
University of California,
Berkeley; BA Spanish and

Literature, University of
California, Berkeley

First Job: Engineering
Library Consultant

Biggest Challenge:
"Juggling all the different
things I do and keeping
up with technology."

cialize more and more, because nobody can be good at everything. Pick your niche and go after it."

In 1981, Hunt, her husband, and their two children returned to the San Francisco Bay area. She reconnected with old clients from her consulting work and she then was employed part-time as a medical librarian at the Alameda Hospital Library for eight years where, among some of her tasks, she performed all reference and collection development, created, edited and published the quarterly library newsletter, and founded the Hospital Computer Users' Group.

"By the early '90s I felt I had done as much as I could at the hospital," Hunt said. "I did the engineering stuff off and on, but it was no longer fun because the principals I enjoyed working with had retired or were simply gone. I had to re-focus my business. Soon, my consulting really began to fly. I started doing online and technical researching for companies in Silicon Valley. There was just so much work."

What came next in Hunt's life began as a six-month project with the Exploratorium in San Francisco. Ten years later, she is still

SLA Member Profile



employed by them part-time, performing tasks such as creation, administration, maintenance and promotion of the museum's Internet resources and education portals; managing various projects, and more.

And the rest of her consulting business continued to grow. "When my kids were little it was wonderful because I could work my schedule around their activities, like their sporting events," Hunt says.

One of the consistent challenges as a solo information specialist is finding work. Hunt recommends two books: One is Sue Ruge's *The Information Broker's Handbook*—"this is the bible," she says. The other is Mary Ellen Bates's *Building and Running a Successful Research Business*.

Bates, she says, is "one of our foremost success stories of the independents and that is such a fabulous book. The challenge about marketing is when you're in the middle of various projects you don't think about it, but at some point, the project will be over. So you need to make time to reconnect with old clients or set aside time to make proposals to potential new clients. But your time ebbs and flows; when you're not working you're spending your time marketing, and when you're working, less time marketing."

Networking, says Hunt, is an essential part of the consulting special librarian. She recommends joining groups and attending conferences. Hunt is currently a member of SLA, the Association of Independent Information Professionals (AIIP) and BayNet (the Bay Area Library and Information Network).

Hunt has been a member of SLA for 20 years. Her involvement includes being the president, past president, and vice president of the San Francisco Bay Region Chapter. In 2002, she won

the chapter's Personal Achievement Award. She also served on the Board of AIIP and as president of BayNet.

"The San Francisco SLA chapter is a fabulous group," Hunt beams. "It's about 500 members, and the thing that amazes me is the amount of time people are willing to give as volunteers for the chapter on the committees and programs. It's a lot of work to do, like the professional development workshops or the monthly meetings, and everybody comes through wonderfully."

In addition, she has written articles and conducted presentations on a variety of topics, including mining intellectual capital, planning and implementing a Web site, and marketing. She also has taught online searching and electronic research through the University of California Extension, Berkeley, and since 1994 has taught librarianship skills through the Library and Information Technology Certificate Program at Diablo Valley College in Pleasant Hill.

"The teaching is very satisfying," Hunt says. "Most of the students are in their 40s and 50s. Many of them are women returning to work, and many of them had volunteered in their child's school library. They love it and now they want to get paid for it." The classes, Hunt adds, are small, usually up to 25 students. She's also actively engaged in mentoring those in the information field. "I encourage people to look into areas they like but also into areas they may not like – and they're often pleasantly surprised."

Hunt always looks for what she can bring to the profession. Her advice is for individuals to be willing to expand and try new things.

"My belief has always been if you're not willing to leap off the edge, then you're not going anywhere," Hunt says. "Don't leap recklessly, but be willing to take risks." ●

Forrest Glenn Spencer is a Virginia-based independent development researcher and freelance writer. He specializes in developing potential donor prospects for non-profit organizations, such as America's Promise – The Alliance for Youth, the National Coalition for Cancer Survivorship, and American Red Cross. Forrest was a 14-year broadcast news associate and has written for numerous print and Internet publications over the last several years. He can be reached fspencer@chemsoft.net.

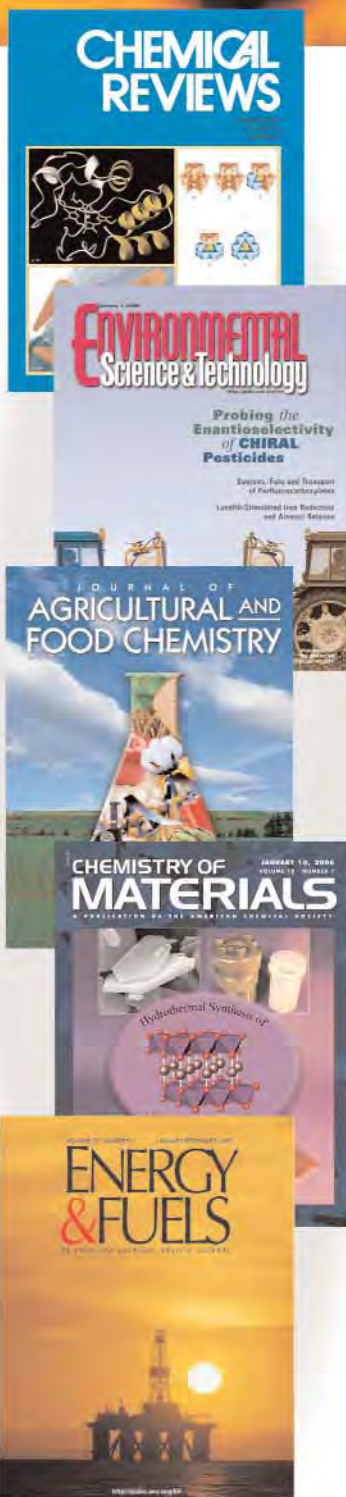


ACS Journals are Hot, Hot, Hot!!!!

ACS Journals are Highly Cited in Thomson's ISI® Essential Science Indicators in Chemistry

Continuing the tradition of leadership, ACS Journals rank #1 in citations or ISI Impact Factor in each of the 7 core chemistry categories indexed by the ISI® Journal Citation Reports, as well as being #1 or otherwise highly ranked in many additional categories.

In addition, ACS Journals are among the Most Cited Papers recognized by Thomson's ISI® Essential Science Indicators published in the fields of agricultural sciences, chemistry, engineering, environment/ecology, and material science. The Most Cited Papers are articles from the past two years that show an unusual rate of citation by Thomson's ISI® Essential Science Indicators in the current period.



Here are the hottest ACS journal articles published in their fields for the last two years*.

Chemistry

Dioxygen Activation at Mononuclear Nonheme Iron Active Sites: Enzymes, Models, and Intermediates

Costas, M.; Mehn, M. P.; Jensen, M. P.; Que, L., Jr.
Chem. Rev.; (Review); 2004; 104(2); 939-986.

135 citations

Environment/Ecology

Identification of Long-Chain Perfluorinated Acids in Biota from the Canadian Arctic

Martin, J. W.; Smithwick, M. M.; Braune, B. M.; Hoekstra, P. F.; Muir, D. C. G.; Mabury, S. A.

Environ. Sci. Technol.; (Article); 2004; 38(2); 373-380.

83 citations

Agricultural Science

Lipophilic and Hydrophilic Antioxidant Capacities of Common Foods in the United States

Wu, X.; Beecher, G. R.; Holden, J. M.; Haytowitz, D. B.; Gebhardt, S. E.; Prior, R. L.

J. Agric. Food Chem.; (Article); 2004, 52(12); 4026-4037.

56 citations

Material Science

Molecular Electronic Junctions

McCreery, R. L.

Chem. Mater.; (Review); 2004; 16(23); 4477-4496.

28 citations

Engineering

Selection of Oxygen Carriers for Chemical-Looping Combustion

Adanez, J.; de Diego, L. F.; Garcia-Labiano, F.; Gayan, P.; Abad, A.; Palacios, J. M.

Energy & Fuels; (Article); 2004; 18(2); 371-377.

15 citations

ACS Journal Articles are also the Most Accessed.... Interested in more hot articles from ACS Journals, go to <http://pubs.acs.org/mostaccessed>

*Articles are current as of May 8, 2006 as data is updated every two to four months by Thomson's ISI® Essential Science Indicators.



ACS PUBLICATIONS
HIGH QUALITY. HIGH IMPACT.



Increasing Membership Tops Priorities

New SLA President Rebecca B. Vargha sees an organization that focuses its “talent and energies on creating a strong and vibrant forum for learning, teaching and innovation throughout the world.” In a brief speech at the annual business meeting Tuesday, Vargha, pictured at right with outgoing President Pam Rollo, said her three priorities are: increasing membership growth and retention, planning SLA’s 100th anniversary celebration in 2009, and gaining 1,000 members by SLA’s centennial. She asked members for their support, creativity, and “wonderful energy” in reaching those goals. “The important first step,” she said, “is to begin together.” For more on Vargha’s plans, see “Executive Outlook” on page 5.



Members listen to presentations during the annual business meeting.

2006



Lachance Calls for Mobilization for the Future

Members heard a review of recent accomplishments and a look at the future of the association in SLA's annual business meeting Tuesday.

The meeting also included the installation of Rebecca B. Vargha as president for 2006-2007. SLA CEO Janice Lachance and 2005-2006 President Pam Rollo reviewed the past association year.

Lachance—who announced at the meeting that her executive contract with SLA has been renewed for three and a half more years—noted one of the more obvious successes: Attendance at SLA 2006 is “a few hundred more” than last year in Toronto.

For her, highlights of the last year included:

- Approval of new bylaws to permit electronic member voting.
- Approval of new bylaws to restructure member dues.
- Realignment of SLA's governance year (formerly June to June) to coincide with the January-December fiscal year. This change means SLA's newly installed board members will serve a little more than 18 months, from now until January 2008.
 - Creation of new staff positions to "enhance the value of the membership experience."
 - An energetic focus on international development.
 - New strategies for increasing the scope of Click University (<http://sla.learn.com/learncenter.asp?id=178409&CFID=91510&CFTOKEN=17012781>).
 - Continuing work to acquire new association management software that will improve service to members and to volunteer leaders.
 - A facelift of www.sla.org, replacing the 2004 design and adding new features for RSS feeds and personalization.
 - An agreement with Information Today Inc. to collaborate on events, publications, and information sharing.
 - A new advertising campaign in Information World Review (<http://www.iwr.co.uk>) aimed at information professionals outside North America.
 - Baltimore transit bus advertising in the downtown area during the run of SLA 2006.
 - An ad in the Baltimore Business Journal promoting the annual conference and the profession.

Lachance also described her vision for SLA. “To strive for

great things,” she said, “we must be motivated, energized, and mobilized for the future.” The vision includes:

- Strong chapters.
- Globalization.
- Becoming a center of learning for information professionals.
- Employing “advanced, but easy-to-use” communication technologies.
 - Becoming a teaching laboratory that will permit members to see, test and experience new things.
 - Identifying “rising stars” in the profession and showcasing “the best the profession has to offer us.”
 - Becoming a powerful advocate for the profession worldwide.
 - Being “organized, structured and branded so people would be speaking about how SLA delivers on its promise.”

Rollo's Recap

SLA gained much from the task forces formed a year ago, outgoing President Pam Rollo said at Tuesday's annual business meeting. Moreover, she said, the board of directors didn't just receive the task force reports, it took action.

At SLA 2005, the newly installed president announced that she was forming several task forces to study aspects of SLA ranging from how it recognizes members to how it uses technology. The groups started work last October and submitted their final reports last month.

When the board met June 9 and 10, its actions included votes to:

- Institutionalize an annual plan to recruit new members.
- Work more with partners and develop programs to attract more.
 - Give support to SLA branding and marketing.
 - Create new awards, especially for members new to the profession.
 - Improve relationships with graduate schools.
 - Develop “aspirational” education programs.
 - Make improvements in communication technology.

In addition to these action steps, Rollo said the task forces provided SLA with:

- Rich, robust research.
- Hundreds of ideas and recommendations.
- “Great” analyses.

For more information on board actions at SLA 2006, see “Board Adopts Many Task Force Proposals” on page 16.

Board Adopts Many Task Force Proposals

SLA staff will be working on a number of new projects over the next few months as a result of a busy Board of Directors meeting at the Annual Conference.

Many of the initiatives came from the recommendations of various task forces that were established last year to analyze several aspects of SLA services and products. These included:

Alliances and Partners Task Force

- Create a work group to focus on increasing SLA membership; to create a definition of what a logical target member would be—to include information workers of all types for whom information is a primary job function.

- Build a model that incorporates current processes and expands them to reach out to information partners to increase membership and participation to the benefit of both parties.

- Create, with member involvement, an initiative for internal evaluation to determine what SLA wishes to accomplish through partnerships. This will include the identification of potential association partners shape the benefits of interest to all involved parties. A status report is due in October.

Chapter Modeling Task Force

- Investigate the costs of investing in technology that will allow collaboration globally, such as virtual meetings or Web conferencing, and make recommendations to the board by the January 2007 Leadership Summit.

- Review, along with the Chapter Cabinet Chair and Chair-Elect, constraints of chapter infrastructure, investigate alternatives, and report back to the Board by the January 2007 Leadership Summit.



The new SLA Board of Directors will serve an extended term, until January 2008, to align the association's governance and fiscal years. They are, from left, standing: Director 2005-2008 Roberto A. Sarmiento, Northwestern University Library, Chicago; Director 2006-2009 Tamika McCollough, Reference and Information Literacy, North Carolina A & T State University, Greensboro; Director 2004-2007 Susan Klopper, Emory University, Goizeuta Business Library, Atlanta; President-Elect Stephen Abram, SirsiDynix, Toronto; Director 2004-2007 Dan Trefethen, Boeing Company, Seattle; Division Cabinet Chair Agnes K. Mattis, Skadden, Arps, Slate, Meagher & Flom, New York; Director 2006-2009 Kate L. Arnold, NHS Direct Online, Hampshire, U.K.; Division Cabinet Chair-Elect Robyn C. Frank, Robyn Frank Strategic Partners, Fulton, Maryland; seated: SLA CEO Janice R. Lachance; Chapter Cabinet Chair-Elect Libby Trudell, Dialog, Sunnyvale, California; Director 2005-2008 Cindy Romaine, Nike, Beaverton, Oregon; President Rebecca B. Vargha, University of North Carolina, Chapel Hill; Treasurer Sylvia R. James, Sylvia James Consultancy, West Sussex, U.K.; Past President Pamela Rollo, New York Public Library; Chapter Cabinet Chair Anne Caputo, Factiva, Washington, D.C.

- Propose a strategic framework for developing membership growth internationally that considers the recommendations of the task force, including the financial impact to the association, making a recommendation to the board by the June 2007 Annual Conference.

Proposals from the task forces on Executive Growth, New Visions, and Professional Value were referred to staff for consideration. Proposals from the Recognition Task Force will be considered further by the board.

In other action, the board:

- Voted to create a new global event to replace International Special

Librarians Day and focus on the ethical management of information.

- To have staff, rather than a member task force, handle disaster-response activities, including the IPANDA blog.

- Created a new Conference Modeling Work Group, composed of members and staff, to study broad issues of annual conference planning and report back to the board by October.

- Eliminated the Research and Endowment committees and formed a new Research and Development Committee.

Attendance Up From 2005

Total attendance at SLA 2006 was up more than 10 percent over last year's event: for Baltimore, 5,848; for Toronto, 5,283.

The breakdown for this year's conference:

- Paid Full Conference Registrants—2428
- Exhibition Personnel—2021
- One-Day Conference Registrants—243
- Exhibits-Only Registrants—639
- Continuing Education Registrants—65
- Other—452 (This includes support staff, affiliated association registrations, division registrations, guests, press, retired members, students, and volunteer registrations.)

INFO-EXPO exhibitors also were up this year, from 235 last year to 305. The exhibiting companies bought 480 booth spaces this year, compared to 441 last year.



Conference attendees pack the registration area Sunday morning, just before the opening of the INFO-EXPO.



'I Wanted To Be a Librarian'

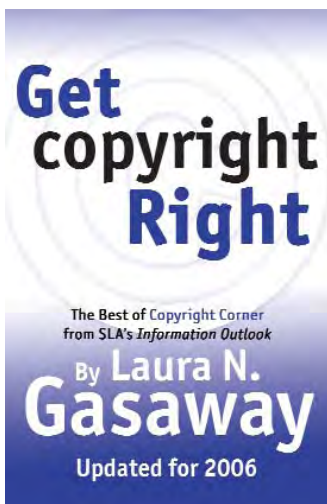
Television journalist Gwen Ifill opened the conference Sunday telling the crowd that when she was young, she wanted to be a librarian. Ifill, seen on the PBS programs *Washington Week* and *The NewsHour* with Jim Lehrer, also moderated the 2004 candidates' debate between Vice President Dick Cheney and Sen. John Edwards, the Democratic challenger. "If I looked good at all at the vice presidential debate," Ifill said, "it's because the research librarians told me the questions Dick Cheney didn't want to answer."



The Winner Is...

The last official business in the INFO-EXPO hall Tuesday was selecting the winner of the \$2,000 prize. And the winner, Vanessa Brogsdale, couldn't wait to collect. In the photo sequence, Brogsdale heard her name, then ran through the crowd celebrating to claim her prize.

SLA Releases Copyright Book



Laura N. Gasaway's book *Getting Copyright Right*, a compilation of "Copyright Corner" columns from *Information Outlook*, was released by SLA during the conference.

Gasaway wrote the monthly "Copyright Corner" column in *Information Outlook* for six years, winning the H. W. Wilson Award for her columns at the 2005 SLA Annual Conference. This collection, fully updated for 2006, includes the most topical of her writings. Gasaway selected 30 of the best columns from the 74 that she wrote during her tenure as a columnist for SLA's flagship magazine.

According to Gasaway, "It was good to review what I had written and to consider later cases and other developments that had affected the subject area of the column. Much of the pending legislation never passed, but some of it was enacted. The 30 columns that are included in the book have been updat-

ed to reflect newer information."

The book is available for purchase at http://www.sla.org/sla/stores/1/product1.asp?SID=1&Product_ID=114. Members are entitled to a discounted price.

About the Author

"Lolly" as her friends call her, is a professor of law and director of the Katherine R. Everett Law Library at the University of North Carolina. She teaches courses on copyright law, cyberspace law, intellectual property, and copyright law for librarians. In addition to her columns in *Information Outlook*, she has published three books and many book chapters and journal articles. She was named a Fellow of SLA in 1998 and received the prestigious John Cotton Dana Award from SLA in 1987. She holds B.A. and MLS degrees from Texas Woman's University and a JD from the University of Houston.

Click U Celebrates Birthday, Unveils New CI Program

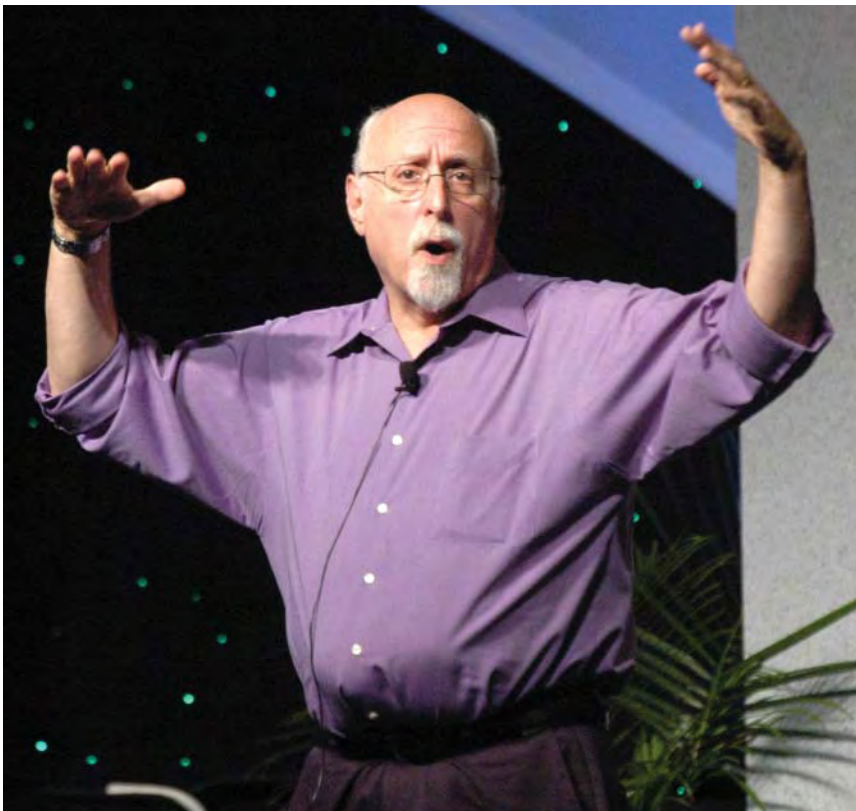
SLA will offer members three new competitive intelligence certificate programs through Click University, the online learning system for post-graduate, practicing librarians and information professionals. The announcement was made as Click U celebrated its first birthday at SLA 2006. The CI certificate program will consist of three different levels of curriculum so information professionals can choose their courses based on their function within their organizations.

SLA will work with Knowledge inForm, drawing on the intelligence, research, and training expertise of its principals Cynthia Cheng Correia and Samantha Chmelik to design and develop the program. A blended learning approach, combining online modules with instructor-led classroom training, will be incorporated into all three certificates. Courses will begin in late 2006 and will be open to those working towards a CI certificate as well as to those SLA members who wish to take occasional courses to enhance their professional development and expertise.

The programs will be appropriate for seasoned CI professionals as well as library and information science professionals who are not currently performing a CI function. A third certificate will combine the two.



SLA Professional Development Director John Lowery, left, Knowledge inForm Principal Cynthia Cheng Correia, SLA CEO Janice Lachance, Click U Online Campus Manager Doresa Ibrahim, and SLA Learning Coordinator Shelva Suggs with the Click U birthday cake.



Mossberg on the 'Information Grid'

Most people don't think about the electrical grid when they plug in an appliance, and soon they won't think about the Internet when they go online, Wall Street Journal technology columnist told a packed closing general session Wednesday morning. As more household items—toasters, refrigerators, and the like—become Internet ready, “the Internet itself will recede more and more into the background,” Mossberg said. “The Internet is a grid...into which a great number of devices will be plugged—and they will take from it whatever they need” to do what they were designed for. The phrase “I was online” will fade from our vocabulary, he said, because “the Internet is going to become a 24/7 thing for everyone.”

Thanks to the Sponsors

Once again, LexisNexis, Factiva, Thomson Scientific and Dialog, and Springer served as Major Conference Partners for what is widely considered the largest knowledge and information management event in North America.

“Committing to these partnerships with SLA reflects the dedication these companies have to advancing the information profession and the work of our members,” said SLA CEO Janice R. Lachance. “These companies have returned to our annual conference as major partners year after year and I want to thank them for the continued support. We are excited to have them back again with us this year in Baltimore for another successful conference!”

The Major Conference Partners pledged support for a variety of specific events, services, and activities for SLA members to enjoy as well as sponsored meetings and activities:

LexisNexis

LexisNexis’ continuing dedication and support to SLA will be on display through a range of activities in Baltimore. Of particular note is its sponsorship of the Opening General Session, featuring a keynote address by broadcast journalist Gwen Ifill of American public television’s Washington Week and The NewsHour with Jim Lehrer. LexisNexis is also the title sponsor of SLA’s Innovations in Technology Award, and will sponsor the SLA Board of Directors meetings, along with the meetings of various SLA chapter and division board meetings.

Factiva

Factiva’s strong involvement and commitment to SLA continues this year with its sponsorship of the Closing General Session, featuring Walter Mossberg, author of the “Personal Technology” column in The Wall Street Journal. Factiva also develops the content and provides speakers for the sellout seminars of the SLA TechZone and other continuing education classes. Its support of the Factiva Leadership Award since its inception has highlighted information professionals’ commitment to developing competencies for career growth.

Thomson Scientific and Dialog

Thomson Scientific and Dialog will continue their history of support to SLA by sponsoring the Info-Expo Networking Reception on its opening day. They also continue to support the SLA Leadership Development Institute, the SLA Hot Topic Series and a number of SLA division events. This year, the two organizations go a step further with sponsorship of the SLA President’s Award. This award is given to an individual in recognition of a specific major achievement in the field of librarianship or information science.

Springer

For the past two years, Springer has exhibited strong support of SLA and the information profession by sponsoring the SLA Professional Award. This award is presented to an individual in recognition of a major achievement in the field of librarianship or information science. In addition to the award, Springer will be sponsoring Info-Expo hall refreshment breaks and a number of Division events and activities.





CLICK U Live!



15 August 2006

Part I:

**Libraries and Competition: Intelligence
for Management and Strategy**

Presenter:

**Cynthia Cheng Correia,
Knowledge inForm**

29 August 2006

Part II:

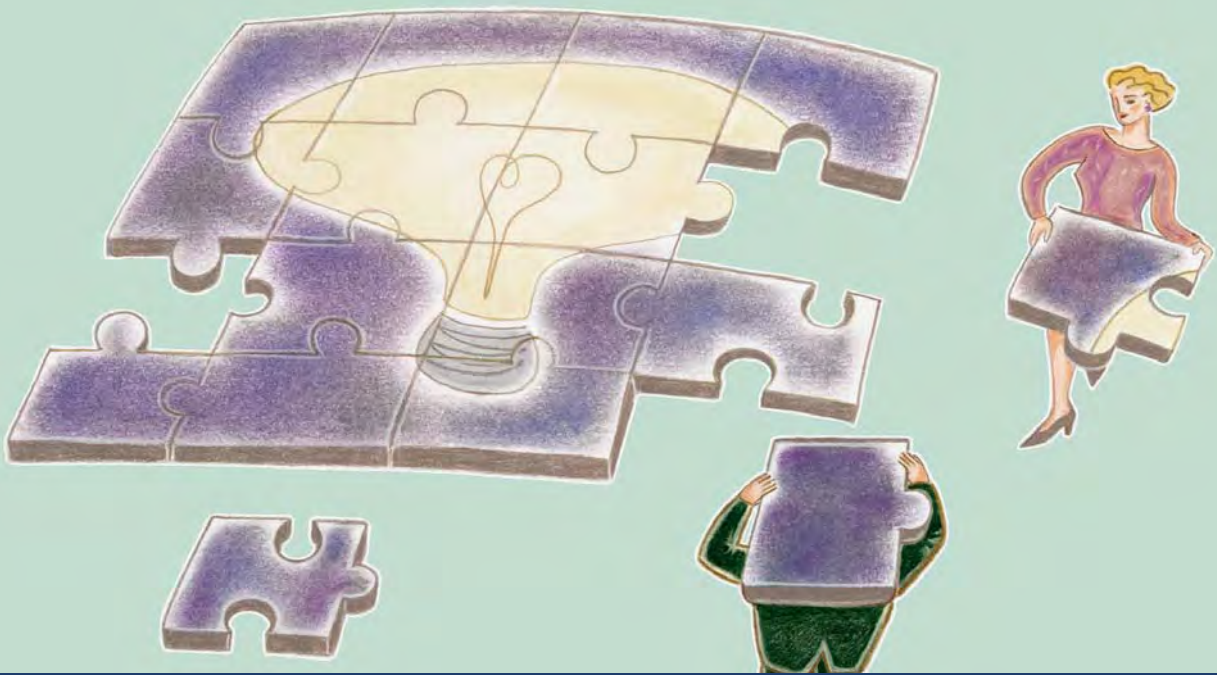
**Libraries and Competition: Intelligence
for Management and Strategy**

Presenter:

**Cynthia Cheng Correia,
Knowledge inForm**



www.sla.org/clickulive



Fill in the missing pieces in your medical collection!

Make your research faster, easier, and more efficient. A site license from *JAMA & Archives Journals* provides your institution with full-text content and graphics from some of the most important publications in clinical medicine today.

Home to many of the world's leading journals, the HighWire platform is the official gateway to *JAMA & Archives* content. This online platform offers researchers, students, and health care professionals a variety of features to help them find and organize the clinical information they need:

- Early-release articles provide access to time-sensitive, critical content
- Online-only supplements offered for many articles
- Free access to cited articles from other HighWire hosted journals
- Direct links to full text via CrossRef or to abstracts in ISI or Pub Med
- Downloadable citations to several citation managers
- PowerPoint slides that are easily formatted from articles, tables, charts and images
- Collection searches available in more than a hundred disease and journal section categories
- HighWire's range of COUNTER-compliant usage reports that help administrators verify return on investment

Please contact us to receive your customized *JAMA & Archives* Site License quote: journalsales@ama-assn.org

JAMA
&
ARCHIVES
JOURNALS
American Medical Association

Libraries and Competition

Intelligence for Management and Strategy

By Cynthia Cheng Correia

Among library and information science professionals, competitive intelligence (CI) and market intelligence (MI) are primarily considered processes and activities applicable to operating businesses. Moreover, there is the common belief that intelligence is only significant to LIS professionals who are practicing in corporate information or intelligence settings, or who work in the information and content industry.

Intelligence, however, is a vital tool that may be applied beyond standard commercial environments and applications. In fact, *all* organizations—as well as departments and units—encounter competition, whether it is traditional or untraditional, direct or indirect. In the public and academic environments, libraries and not-for-profit organizations

face competition (however friendly) for funding and support. Libraries and information centers within commercial organizations aren't exempt, as they regularly defend their value, budgets, and resources among other departments and information or knowledge-related tools that compete for the attention—and the budget—of users and decision-makers.

LIS: Competition Heats Up

Competitive pressures for libraries and information centers have increased significantly over the past two decades. We have witnessed considerable shifts in our profession, both in our practices and in perceptions regarding our services. These shifts, which drive subsequent changes in the practices, products, and services offered by LIS professionals, are also evident in the information and content industry.

Libraries and Competition: Intelligence for Management and Strategy



PART I:
2 p.m. ET
Tuesday,
August 15

PART II:
2 p.m. ET Tuesday, August 29

Instructor:

Cynthia Cheng Correia

Details and registration information are at

www.sla.org/clickulive

Competitive Intelligence

The expansion of the Web; the resulting redefinition of information and content presentation, access, and delivery; the increasing pace of communication and information exchange, innovation, globalization; and other factors have increased pressure on information services. For some services, this impact has meant increased user expectations, faster delivery times, funding and budgetary pressures, and the need to reconsider services and service models. For some, the situation has been more severe, commoditizing information services and signifying considerable cutbacks in internal services, even the closure of information centers. Many of us can look back over the past decades and see that the signs of change—and that cause and effect—are evident.

Even given the experiences of libraries and information centers over the past decade, some LIS professionals continue to be surprised by negative events and developments that could have been identified or anticipated. Intelligence provides us the process, frameworks, tools, and perspectives that can help us recognize likely developments; observe signals for specific changes; better understand our users, suppliers, opportunities, threats, and more. For example, LIS managers in commercial sectors have observed tremendous shifts in management needs; user behavior, perceptions, and expectations; vendor focus on designing products for end users; and increased emphasis on demonstrating value within their organizations or to shareholders.

Well-prepared and savvy LIS managers recognized these shifts earlier, better understood their significance towards risks and opportunities, and applied the resulting intelligence toward adjusting their strategies. They developed higher-value products and services and established ways to more deeply support their organizations' management and decision needs. Some of these solutions went well beyond traditional and familiar services. While many of their LIS peers had been focused on enhancing their internal marketing efforts, these managers understood that their issues went



Cynthia Cheng Correia is principal of Knowledge inForm Inc., a consulting and training firm specializing in competitive and market intelligence. She is a frequent speaker on intelli-

gence topics and issues, and she has been featured in a number of publications, including "Super Searchers on Competitive Intelligence" (Information Today). She is editor of Intelligence Insights, as well as the author of books and articles on intelligence. She is a member of the SLA and its Competitive Intelligence Division, the Society for Competitive Intelligence Professionals, and the American Society of Training & Development. She may be reached at ccorreia@knowledgeinform.com

beyond marketing and involved fundamental issues of function and identity.

Intelligence: Beyond the Competition

Today, competition in our profession and related industries tends to be more clearly defined and threats tend to be greater. We have witnessed the ensuing fallout on too many libraries and information centers as we face non-traditional competition. Google is perceived by many users to be the engine for all global information and knowledge. Users are developing direct relationships with information and content services.

Organizational resources are redirected to other departments. Moreover, the information and content industry—suppliers to library and information centers—are experiencing greater competitive pressures that ultimately affect library and information services. These and other factors affect various types of libraries and information centers differently, but they are undeniably real and the stakes can be high.

An unforgettable example is the RoweCom case, in which the established and well-regarded subscription

services company was acquired by dot-com supernova divine in 2002. The financial collapse of divine soon after acquiring RoweCom caught many by surprise, and the impact was devastating to libraries and information centers, many of which lost entire subscription budgets, some exceeding a million dollars. The overall impact to libraries was estimated to be tens of millions of dollars (perhaps exceeding \$80 million).

Only after this news broke did many in our profession see that the signals for collapse had been there: Parent company divine was confronting management issues, had overextended itself through expansion, and was facing questions regarding its financial health. Top management and other employees were leaving divine Library Services. And librarians and industry professionals were beginning to hear that divine Library Services had stopped placing orders with publishers months earlier. Most of us in our profession had missed these signals, failed to connect the dots, or lacked the frameworks to derive sufficient meaning from these signals. The lack of intelligence awareness and application regarding this vendor exposed libraries to unnecessary risk.

The Intelligence Stigma

Despite the value of intelligence as a management tool, some LIS professionals find the idea of competition uncomfortable or distasteful, particularly when presented in the context of competitive intelligence. We are often drawn to this profession by its noble culture and tradition of service, learning, sharing, and cooperation—all of which seem antithetical to competition. Libraries and information centers, however, have always confronted competition. Competition may have been present in the form of departments and services that compete for funding, external information services (i.e. information brokerages), or any alternative information sources (even in the form of users calling their contacts vs. using a library). Furthermore, competition is not necessarily a malicious or offensive concept. In countless positive

Competitive Intelligence

instances, competition presents opportunities to challenge us to excel and to improve our products, services, and performance. This is ultimately good for us, and for our users.

Competitive intelligence is also viewed by some as inherently unethical or illegal. Since its establishment as a profession, competitive intelligence has been guided by established ethical codes. The Society of Competitive Intelligence (SCIP) has outlined a set of codes for ethical practitioners, many of whom also further define their own.

Intelligence Expansion

Too often LIS professionals have only a partial understanding of our environment and developments—and or their impact to our circumstances. This may be due to a number of factors, including our comfort with information collection and management functions, lack of intelligence awareness, and the demand of our workload and performance pressures. Adopting intelligence to help us manage, however, does not necessarily mean applying more precious time or resources from our already limited store.

The process, practices, and frameworks for intelligence can often help us *more efficiently* monitor developments to better understand our environment. Even if we have sufficient time to track our profession and related industries, however, gathering news alone is inadequate for developing the level of insight we need to manage well. We must apply the appropriate analytical tools when necessary, and

establish a mindset and commitment to intelligence. Once our intelligence awareness and understanding is developed, it is almost impossible to continue business-as-usual practices and to exclude intelligence from one's practices and outlook.

In the face of our current competitive environment, intelligence should be regarded as an indispensable tool. Increasingly, LIS professionals understand the power of intelligence for managing their organizations, their services, and their careers. For example, in only its second year, SLA's Competitive Intelligence Division has been the fastest growing division and is serving more than 650 members to date. Many LIS pros are also spearheading or supporting intelligence initiatives within their own organizations, improving intelligence practices, and even using intelligence to manage their own careers.

Intelligence for LIS

Intelligence practices may vary between formal, highly structured, and/or complex systems to on the fly, simple systems that require minimal resources. Encompassing all degrees of the spectrum, there are specific intelligence functions that comprise the Intelligence Process or Intelligence Cycle¹(Figure 1).

From planning to research to analysis to dissemination, each function formally defines components for generating intelligence. Practicing or generating intelligence doesn't necessarily require following each function step by step. More important are the

knowledge and understanding of:

1. The practices and frameworks within each function.
2. Applying them appropriately to the situation at hand.
3. Harnessing the resulting intelligence for effective management and decision-support.

It is important to underscore that intelligence is more than reviewing professional and industry news and events. The information we collect must be understood in key question or decision contexts. This requires either formal or improvised analysis from which intelligence is created. The focus of your intelligence efforts may be applied toward long-term, mid-term, or near-term questions and issues. They can help define factors, trends, and conditions that can inform strategic developments, planning, and decision-making. At its most effective, intelligence generation is systematic and continuous.

In LIS, intelligence can address the specific needs of various types of libraries and information centers. In academic and public libraries, the focus tends to be placed on indirect competitors; competitors who may compete for funding, users, and mind-share; and the broader information/content industry. In these environments, intelligence may specifically be used to:

- Improve your understanding of how your library or institution is positioned with your organization, market, and so on, in order to make better management decisions.
- Understand competition in grant funding and departmental funding to develop sound strategies for securing funds.
- Identify trends and developments in the information and content industry to anticipate innovation, changes in products and services, user expectations, positioning of key players, and bargaining power within the industry.
- Apply more comprehensive frameworks for benchmarking and identifying best practices.
- Anticipate a range of threats from direct and indirect competition, as well as opportunities from competition, markets (user groups), and innovation.
- Identify opportunities to partner with other organizations to strength-

Figure 1



en positioning and offer novel products and service

- Identify and enhance opportunities for sponsorships and donor support.
- Assist your community (e.g. college/university, town/city, business users) to improve its competitive awareness and capabilities.

For libraries and information centers that reside within corporations or similar entities, intelligence may be applied similarly. The idea is to better understand your unit, your organization, the needs of key players, and how external and internal factors will affect your unit's services and operations. From this, you can develop the environmental awareness and enhanced foresight that will help you act appropriately—and in time.

For all libraries and information centers, competitive intelligence may be combined with market or user studies to generate more comprehensive market and competitive intelligence, and solutions. Applied this way, CI provides an understanding of the *competitive forces and issues*, while MI offers a deeper understanding of *users and potential users*.

Take this scenario, for example: An academic library concerned about vastly declining library use among its Millennial/Generation Y student population has gathered from its collective CI efforts that certain vendors are seeking opportunities to pilot a suite of information products via mobile phones. MI tells the library that this group of users and potential users within its community:

- Relies on mobile resources (92 percent consistently rely on mobile phones, 73 percent have mobile Web access).
- Is seeking enhanced mobile services.
- Will find this service valuable
- Will likely use (and view) this service as an extension of the library.

The library, identifying this development as an opportunity to address declining usage, works with the vendor to introduce the service to its users and, in the process, includes the

design of custom services and tools that support the library's efforts in information literacy, bibliographic instruction, and library wayfinding via mobile technology.

Getting Started: Resources

So if you want to develop your intelligence awareness and understanding, what's a perceptive LIS pro to do? Many resources can help professionals learn more about intelligence and its applications. As you review material about intelligence that primarily targets commercial applications, consider how the techniques, tools, and practices may be adapted for application in your own environment. To begin, consider these resources:

- **SLA Competitive Intelligence Division.** The CI Division is specifically geared to support LIS professionals in their intelligence understanding and professional development. Check out its *Intelligence Insights* bulletin, discussion list, Community of Practice, programs, and other resources.

- **Take advantage of SLA's learning opportunities² and other training programs.** SLA offers online seminars in intelligence practices and issues. Click University has also announced its Competitive Intelligence Certificates Program in partnership with Knowledge Inform.

- **Consult competitive and market intelligence publications.** A number of books, journals, and articles can help you learn about the intelligence process, as well as its practices, tools, techniques, and issues. Intelligence practitioners can recommend their favorites.

- **Network with intelligence professionals and practitioners.** Intelligence requires different practices and mindsets from information-related services.³ Exposing yourself to the "intelligence way of thinking" will help you more quickly, efficiently, and effectively practice and apply intelligence.

- **Seek advice from intelligence consultants.** Intelligence consultants tend to work with a variety of organizations to help them solve intelligence issues. Working with an experience intelligence professional who is knowledge-

able about your sector will help you learn how to practice intelligence appropriately to your organization and circumstances, as well as to avoid pitfalls.

Even if your organization or unit doesn't face commercial competition, intelligence can affect how you manage existing and emerging threats and opportunities to your services. Taking full advantage of intelligence requires an understanding of its practices, tools, and impact, as well as a commitment to its application. Given the risks that we continue to experience in our profession and in the information industry, aren't the benefits to our survival and success worth it?

¹ For more details, listen to a replay of Correia's SLA Virtual Learning seminar, "Competitive Intelligence Building Blocks: Research, Part I" at <http://www.sla.org/content/learn/learnmore/distance/2005virtsem/021005vls/index.cfm>

² To help you learn more about competitive and market intelligence, how it can support libraries and other not-for-profit organizations, and how you can get started, join Correia for her a two-part series of the same title at SLA's Click U Live! in August. Visit <http://www.sla.org/content/learn/learnmore/distance/2006cul/index.cfm> for seminar descriptions and registration details.

³ See Correia's article, "From LIS to CI: Practices, Issues, and Recommendations," in the January 2005 issue of *Information Outlook*.



CLICK UNIVERSITY
an SLA experience

It's Time to Take Your
Career to **NEW HEIGHTS.**

CLICK UNIVERSITY

an online learning community for the benefit of SLA members.

As a member of Click,
you will be able to earn
an **advanced degree,**

enroll in a specific
career-enhancing program,

take advantage of courses that help you
achieve your professional and personal **goals,**
sign up for **seminars,** and **much more!**



www.ClickUniversity.com



SLA
Connecting People
and Information



Connecting People and Information

Every day, new connections grow among the members of the SLA community.

"SLA helps me to learn and grow as an information professional. But the relationships I've built through SLA have opened my eyes to new opportunities, and opened doors for me."

Neil Infield Senior Business Industry Specialist
The British Library SLA Member Since 1994

Isn't it time you got
connected?



SLA
Connecting People
and Information

www.sla.org/membership

Making Virtual Library Staffing a Reality

By Carolyn Minor and Beth Dunning

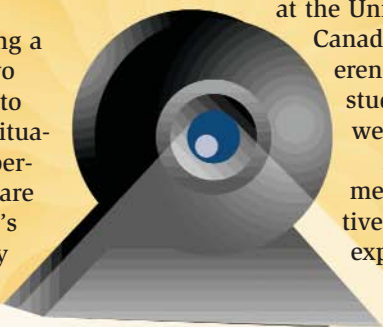
Imagine hiring employees you have never met and are never likely to meet. You will conduct your working relationships via email, chat, and phone. Is this pushing the telecommuting solution too far?

Most case studies to date involve having a current full-time librarian work one or two days from home or being granted a leave to telecommute for a few months. In these situations, managers have already worked in person with their telecommuting staff. They are familiar with the telecommuting librarian's work habits, performance, and personality

and they have regular in-person opportunities to discuss projects and give feedback. Would telecommuting work without this personal contact?

In October 2004 such a telecommuting solution was implemented in order to staff weekend chat reference service at the University of Winnipeg Library (UWL), Winnipeg, Canada. Instead of hiring a librarian to provide chat reference from a distance, they hired two library school students as "virtual graduate assistants" to cover their weekend chat reference hours.

As a current virtual graduate assistant and a former UWL librarian, we decided to share this innovative staffing model with other librarians. Overall, the experience has been positive for UWL, the graduate



Virtual Workplace

Tips from the trenches...

- Interact often with your staff in the common virtual environment, both to be aware of the challenges they are facing and to model good chat technique.
- Provide many examples of good chat technique by selecting transcripts to serve as exemplars of behavior you wish to encourage.
- Provide feedback by reviewing their chat transcripts and making comments and suggestions, as well as by forwarding user feedback to them.
- Build adequate time into your schedule to provide direct virtual supervision while your staff are working. This needs to be recognized at an administrative level.

students hired and library patrons who use the chat reference service. We've pushed the boundaries of the telecommuting solution and we're pleased to report that the water is fine.

Some Context

The UWL serves 10,000 students on a vibrant and diverse downtown campus in Winnipeg, Manitoba. The closest library schools are in Edmonton, Alberta, 800 miles to the west, and in London, Ontario, 1,300 miles to the east.

In spite of the UWL's distance from a library school, they have a history of positive staffing solutions involving new professionals. Since 2001, the library has hired four recent MLIS graduates as information literacy (IL) interns. The interns have been responsible, among other things, for the library's Live Help chat reference service, which is not much older than the internship program itself.

The Live Help chat reference service, introduced in 2001, has proven to be hugely popular with both students and faculty. Live Help bases much of its success on the choice an open source product called RAKIM (developed at Miami University of Ohio) over commercial chat reference software.

Beth Dunning is an MLIS student at McGill University's Graduate School of Library and Information Studies in Montreal, Canada. She has been working as a virtual graduate assistant for the University of Winnipeg library since October 2004 and works as a reference assistant at McGill's Howard Ross Library of Management. You can find out more at www.bethdunning.com.



The Problem

This do-it-yourself philosophy carries over into the library's attitude towards chat reference staffing. Because of the importance placed on providing chat reference service during the evenings and weekends, the library had previously relied on filling temporary positions with support staff. When budget cuts in the fall of 2004 made it impossible to rehire for these positions, librarians were asked to fill four evenings a week by working at home, which still left the problem of the weekend hours. After receiving no response to a librarian job posting that offered only weekend hours, the Information Literacy Librarian Karen Hunt began to look for creative solutions.

Karen explains, "I was thinking that wouldn't it be great if Winnipeg had a library school, then we could hire library school students. Then I thought, if they're working from home anyway, what does it matter if they're in Winnipeg or Montreal, Alberta or Vancouver! I knew from our experience of reviewing the applications for the Information Literacy Internship, that Library School students often get part-time jobs working reference in academic libraries, so why not virtual reference?"

The next logical connection was made to the IL Intern Carolyn Minor's former library school at McGill University (Montreal, Quebec). Within a week, two library school students from McGill were hired as "virtual graduate assistants" to cover the weekend Live Help hours.

Part of Carolyn's responsibility as the IL Intern was to oversee the Live Help chat service and thus, the new virtual graduate assistants. With little time to consider the challenges we were facing or to contemplate whether or not this would work introductions were made via email, appropriate passwords were communicated, and the virtual graduate assistants were let loose! These are some of the lessons we learned along the way.

Tips from the trenches...

Provide both written and verbal (including chat) instructions for new tasks. Arrange to spend some time together either online or on the phone to troubleshoot any process to be followed.

Carolyn Minor now works at the Winnipeg Public Library's newly opened Millennium Library. After finishing her internship in information literacy at the University of Winnipeg, she is exploring the world of public computer training and library tours. She enjoyed working virtually so much that she decided to write this article with Beth.



Virtual Workplace

Training and Supervision

The biggest lesson we learned about training was the importance of hiring people who can take initiative for their own learning. There is only so much direction that can be done from a distance. Even after instructions have been given, in writing or over the phone, there is little chance to observe and provide direct feedback during the work itself.

Having said that, being immediately available to answer questions played an important role in reassuring both sides that all was well. Carolyn would often log into the Live Help chat service while the virtual assistants were working and provide feedback should they need clarification or direction. Unfortunately, this often meant working outside of regularly scheduled workdays.

Another way to monitor virtual work and provide feedback is to take the time to read the electronic record of the virtual assistants' work and provide lots of praise and suggestions as soon as possible. In our case, Carolyn would read the weekend's transcripts and respond with feedback. However, as C.J. deJong (the current IL intern) points out, "Staff sometimes encounter situations where they would like to have feedback, but this would only be recognized if I reviewed every transcript. Therefore, we have decided that the virtual staff will notify me of any situations where they require more clarification or assistance." Virtual staff must take the initiative to be aware of problems and questions they are having and seek guidance.

C.J. also mentioned the importance of passing along user feedback (most of it positive), especially when it mentions the virtual assistant by name.

Other Duties as Assigned

The UWL's virtual graduate assistants' job description included "other duties as assigned" in order to maximize their time when the chat line was slow. It was challenging to think of work that can be done at a distance. It was also challenging to think of tasks that can be easily explained without being able to "show someone how".

Even after crafting what seems like a perfectly clear written explanation of the steps involved in carrying out a particular task, you will never know what you have left out until someone has tried to follow the directions. Then the work grinds to a halt until you're available to fill in the gaps.

If there is a procedure to be followed, it is best to both provide written instructions and to walk the person through it once (either on the phone or through chat) and be available to fill in the gaps in the instructions. While it may seem tiresome to provide both written and verbal instructions, it is important for the virtual staff to have something to jog their memory when you are not around to talk to. This also reinforces the importance of having some overlap between the work schedules of your virtual staff and their supervisor.

Tips from the trenches...

- Introduce new virtual staff to other library staff via an email that everyone receives and make names, positions (including areas of responsibility) and contact information available to the virtual staff.
- At the beginning of your working relationship, it is important to have all problems reported directly to you, but make sure you include the virtual staff in all the follow-up correspondence, modeling the problem-solving approach you wish them to take.

Working with Other Staff

Not only were our virtual graduate assistants called upon to develop working relationships with people they had never met, but certain situations also required them to interact with other library staff with whom they had no connection. Without direct introductions from the supervisor, there is little way for virtual staff to discover the identity and roles of others in the organization and for those staff to be aware of the virtual employees.

This can cause trouble, especially in access and password issues. In trying to obtain passwords for a staff-only portion of the UWL web site for the virtual graduate assistants, Carolyn got the unfortunate response, "Who is Beth? (And why should I give her access to my site.)"

After one or two such interactions and the religious copying of emails back and forth, Carolyn felt more confident asking the virtual assistants to embark on their own troubleshooting. Once again, we see the importance of modeling certain kinds of behavior, when instructional time (both on the phone and in the time it takes to explain something in an e-mail) is at a premium. This is matched in importance by the necessity of the virtual staff being receptive learners to the modeling process.

Tips from the trenches...

- Each person will prefer a different mix of email, chat, and phone communication. Try to tailor your approach to the individual.
- Use some kind of common virtual environment (blogs, wikis, intranet) to share problems and solutions for future reference.

Communication

E-mail is not enough. This medium works when you already have a pre-established working relationship with the other correspondent. However, the need to establish context sensitivity without additional face-to-face-communication reveals the limitations of email.

We discovered one of the best ways to combine communication and training was to use the RAKIM chat reference software interface as a means of communication. This was especially important, as already noted, for training purposes. We also relied on other commercial chat software, such as MSN Messenger, when a more responsive chat environment was required, but that only happened after we had all become conversant in our own chat environment.

Another challenge was to create a permanent and shared record of as much of our work as possible, especially for the “other duties as assigned” tasks. This was important because we could not immediately call upon

one another for advice if we were having a problem with something. Working in physical isolation from colleagues requires some sort of virtual compensation for the loss in collegiality.

Our solution was to use a wiki to create a virtual workspace in which everyone was free to report problems and solutions. A wiki is a type of Web site that can be edited by a number of people, with no knowledge of HTML required. We also used the wiki as a substitute for passing collaborative documents back and forth over email. In this way, the work was always centrally located instead of in someone’s email inbox and there was never any conflict over version control.

We also experimented with providing written instructions for various tasks in the wiki. These centrally located instructions then became evolving pieces as the workflow changed and adapted to problems we encountered. As with the verbal instructions that needed to accompany the written, this evolving written record demonstrates the need to provide diverse means of communication. 🌐

For More Information

Hiring and Training Graduate Assistants

Borin, J. “Training, Supervising, and Evaluating Student Information Assistants.” *Reference Librarian* no. 72 (2001): 195-206.

Womack, Kay, and Karen J. Rupp-Serrano. “The Librarian’s Apprentice: Reference Graduate Assistants. Survey Results.” *Reference Services Review* 28, no. 2 (2000): 119-129.

Wu Qi. “Win-Win Strategy for the Employment of Reference Graduate Assistants in Academic Libraries.” *Reference Services Review* 31, no. 2 (2003): 141-153.

Making Telework Work

Baker, Katherine. “Flexible Work Styles in the Corporate Research Center.” *Information Outlook* 4, no. 1 (Jan, 2000): 28.

Blue, Anthony. “The Telecommuting Trend: Is it for You?” *Information Outlook* 6, no. 7 (Jul, 2002): 44.

Calzonetti, Jo Ann, and Aimee deChambeau.

“Virtual Reference: A Telecommuting Opportunity?” *Information Outlook* 7, no. 10 (Oct, 2003): 34.

Haines, V. Y., S. St-Onge, and M. Archambault. “Environmental and Person Antecedents of Telecommuting Outcomes.” *Journal of End User Computing* 14, no. 3 (Jul-Sep, 2002): 32-50.

Jaskowski, Selma K., Linda M. Sobey, and Linda J. Sutton. “Cataloging Coast to Coast. Staff Member at the University of Central Florida Telecommutes Temporarily.” *Technical Services Quarterly* 19, no. 2 (2001): 43-52.

Manley, Will. “Telework, Or Watching Television?. Telecommuting for Librarians.” *American Libraries* 33, no. 4 (Apr, 2002): 124.

Putnam, L. “Distance Teamwork: The Realities of Collaborating with Virtual Colleagues.” *Online* 25, no. 2 (Mar/Apr 2001, p.54-6, 2001).

Venkatesh, V., and C. Speier. “Creating an Effective Training Environment for Enhancing Telework.” *International Journal of Human-Computer Studies* 52, no. 6 (Jun, 2000): 991-1005.

How to Write for Information Outlook

SLA's monthly magazine is written primarily by and for information professionals. *INFORMATION OUTLOOK* interprets the news and covers trends and issues that affect information professionals in a global environment.

If you know of an interesting improvement in a special library or information center... If you've solved a difficult problem—or prevented one... If you or a colleague have done something extraordinary... If you want to give something back to the profession by sharing your experiences with others... We want to hear from you.

We welcome proposals for articles of interest to information professionals.

Topics

The editorial calendar is a guide for the editorial direction of the magazine. Each issue covers many more topics than those included in the calendar. "Cover article" topics for one issue will be suitable as features in another.

When you propose an article, make sure you can relate the topic to the specific needs of our readers. *INFORMATION OUTLOOK* readers represent companies of all sizes. They work in large libraries with large staffs and as solo librarians in small companies. Their experience ranges from senior professionals to beginners just out of school.

INFORMATION OUTLOOK readers want to read articles about new techniques, new ideas, new trends. They're interested in articles about search engines, knowledge management, international issues, copyright law, technology, innovation, the Internet. They're interested in articles on administration, organization, marketing, and operations.

INFORMATION OUTLOOK readers like case studies. They're interested in growing their organizations and in planning their careers. They want to know what works, and what doesn't work. They want success stories. They want to know how to confront problems and how to avoid them.

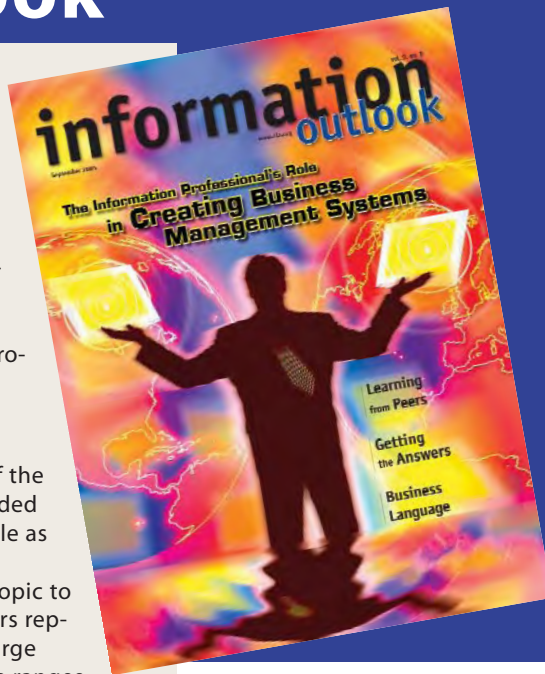
Articles should include something new, something different, something important. When the reader is finished, he or she should feel smarter than before.

A note to vendors and service providers

In many cases you may have the best and most current information on a topic. We invite you to share that expertise with our readers, to advance the body of knowledge of the profession. But—we'll insist that your articles do not promote your business or claim that your product or service is the only solution to a given problem. Expanded writers guidelines are at www.sla.org/content/Shop/Information/writingforio/index.cfm.

To submit a proposal...

If you have an idea for an article, please send a proposal to jadams@sla.org outlining the article and your qualifications for writing it. A paragraph or two and a few bullet points will suffice. We usually respond in a couple of weeks or less.



Editorial Calendar

Each issue of *INFORMATION OUTLOOK* includes articles on many more topics than the ones listed here. The calendar is only a general guide for editorial direction. "Cover article" topics for one issue will be suitable as features in another.

Please e-mail article queries and proposals to jadams@sla.org. If you are writing for a particular issue, your query should be early enough to allow for writing the article.

Issue	Cover Article	Deadline
September 2006	Internal Marketing Possible topics: Using intranets and e-mail, training internal clients, special events, tips for increasing usage, showing return on investment.	July 7, 2006
October 2006	Web searching Possible topics: Meta directories, using online search engines, the best sites for various content areas.	Aug. 11, 2006
November 2006	Copyright Possible topics: Global considerations, permissions, new laws and regulations	Sept. 8, 2006
December 2006	Managing Possible topics: Planning, budgeting, supervising a staff, purchasing.	Oct. 6, 2006

How are companies like yours selling more AND developing stronger leaders?



BY PROVIDING ACCESS TO THE RELEVANT INFORMATION EMPLOYEES NEED TO MAKE IMPORTANT BUSINESS DECISIONS.

ebrary offers highly interactive eBook databases in Leadership and Management, and Sales and Marketing.

- Current titles from leading publishers such as AMACOM Books, John Wiley & Sons, Jossey-Bass Publishers, Kaplan Publishing, McGraw-Hill Book Companies, and many others.
- User friendly interface makes searching, navigating, and storing information easy.
- Features InfoTools™, which turns every word into a contextual link to the online resources of your choice including existing research resources and information on the web.
- Simultaneous, multi-user access.
- Content growth at no extra cost throughout the subscription term.
- Affordable pricing.

Special limited-time pricing for SLA members!

For more information or to sign up for a web demo or free trial, e-mail sla-info@ebrary.com.

coming events

August 2006

Third International Conference on Knowledge Management (ICKM)
University of Greenwich et al.
1-2 August 2006
Greenwich, UK

29th Annual International ACM SIGIR Conference
6-11 August 2006
Seattle, WA, USA

CLICK U Live!

Libraries and Competition: Intelligence for Management and Strategy - Part I
15 August 2006
<http://www.sla.org/clickulive>

72nd Annual World Library and Information Congress
International Federation of Library Associations and Institutions (IFLA)
20-24 August 2006

CLICK U Live!

Libraries and Competition: Intelligence for Management and Strategy - Part II
29 August 2006
<http://www.sla.org/clickulive>

Hypertext 2006
ACM
23-25 August 2006
Odense, Denmark
<http://www.ht06.org/>

September 2006

Digital Resources in the Humanities and Arts
3-6 September 2006
Totnes, Devon, UK
<http://www.ahds.ac.uk/drha2006/index.php?cf=5>

I-KNOW: 6th International Conference on Knowledge Management
6-8 September 2006
Graz, Austria
<http://i-know.know-center.tugraz.at/>

10th European Conference of Medical and Health Libraries
European Association of Health Information and Libraries (EAHIL)
11-16 September 2006
Cluj-Napoca, Romania
<http://www.eahilconfcluj.ro/>

CLICK U Live!

Project Management for Solo Librarians - Part I
13 September 2006
www.sla.org/clickulive

Bringing Text Alive: The Future of Scholarship, Pedagogy, and Electronic Publication

Text Creation Partnership
14-17 September 2006
Ann Arbor, MI, USA
<http://www.lib.umich.edu/tcp/conference>

ALIA 2006 Biennial Conference Australian Library and Information Association
19-22 September 2006
Perth, Australia
<http://conferences.alia.org.au/alia2006/>

CLICK U Live!

Project Management for Solo Librarians - Part II
27 September 2006
www.sla.org/clickulive

October 2006

LIANZA Conference 2006
Library & Information Association of New Zealand Aotearoa
8-11 October 2006
Wellington, New Zealand
<http://www.lianza.org.nz/events/conference2006/>

Internet Librarian International
Information Today
16-17 October 2006
London, UK
<http://www.internet-librarian.com/index.shtml/>

Internet Librarian 2006
Information Today
23-25 October 2006
Monterey, CA, USA
<http://www.infotoday.com/il2006>

2006 actKM Conference
actKM Forum
25-26 October 2006
Canberra, Australia
http://www.actkm.org/actkm_2006_conference.php

Library Assessment Conference
ARL, UVA, University of Washington
25-27 October 2006
Charlottesville, VA, USA
<http://www.arl.org/stats/laconf.html>

International Conference on Multidisciplinary Information Sciences & Technologies
University of Extremadura and the Open Institute of Knowledge
25-28 October 2006
Mérida, Spain
<http://www.instac.es/inscit2006>

2006 LITA National Forum
Library & Information Technology Association
26-29 October 2006
Nashville, TN, USA
http://www.ala.org/ala/lita/litaevents/litanationalforum2006na/shvilletn/06_Call.pdf

KMWorld & Intranets 2006
Information Today
31 October-2 November 2006
San Jose, CA, USA
<http://www.kmworld.com/kmw06>

November 2006

ASIS&T 2006 Annual Meeting
American Society of Information Science and Technology
3-9 November 2006
Austin, TX, USA
<http://www.asis.org/Conferences/AM06/am06call.html>

ECM West Conference & Expo AIIM
6-8 November 2006
San Jose, CA, USA
http://ecmwest.com/ecmwest/v42/index.cvn?id=10000&p_navID=9

CLICK U Live!

Writing for Publication
7 November 2006
www.sla.org/clickulive

Sofia 2006
Various Universities
8-10 November 2006
Sofia, Bulgaria
<http://slim.emporia.edu/globenet/Sofia2006>

CLICK U Live!

The Value of Corporate Libraries
22 November 2006
www.sla.org/clickulive

Online Information 2006
28-30 November 2006
London, UK
<http://www.online-information.co.uk>

December 2006

New Librarians' Symposium 2006
Australian Library and Information Association (ALIA)
1-2 December 2006
Sydney, Australia
<http://conferences.alia.org.au/newlibrarian2006/>

50th Anniversary - Golden Relection & Directions
Military Librarians Workshop
Dec 4-8, 2006
<http://www.sla.org/division/dmil/index.html>

CLICK U Live!

Copyright for the Corporate Librarian: The Importance & Consequences of Copyright Issues in the Digital Environment
6 December 2006
www.sla.org/clickulive

index of advertisers

American Chemical Society www.acs.org	12
American Medical Association jama.ama-assn.org	22
Dialog www.dialog.com	Back Cover
ebrary, Inc. www.ebrary.com	34
Elsevier www.scopus.com	1
Global Industry Analysts, Inc. www.strategyr.com	Insert
LexisNexis www.lexisnexis.com	2
Thomson Business Intelligence info.thomsonbusinessintelligence.com	Inside Front Cover
Wall Street Journal www.wsj.com	Inside Back Cover

Reprography Collectives

By Lesley Ellen Harris

Although the focus of this column is copyright issues, this month we will examine a number of other areas related to copyright that often arise when discussing copyright issues. We will look at these issues in terms of creating enterprise-wide policies on them. Not every area may be relevant to your enterprise.

Trademark Policy

A trademark is defined in U.S. law as a “word, design, number, 2 or 3 dimensional form, sound or color, or a combination, which a person uses to distinguish his products or services.” Examples of trademarks are the golden arches of McDonald’s, and the name, logos, marks, or icons used in conjunction with software such as Adobe Reader.

Some countries provide protection for unregistered trademarks, and most countries have a registration system. Trademark, whether the mark is unregistered or registered, prevents others from legally using a similar, confusing mark to yours for the same or similar goods or services.

A trademark policy for your enterprise may cover issues like protecting your marks, licensing your marks to others, and proper uses of your and others’ marks.

Patent Policy

A patent provides the owner with the exclusive right to manufacture, sell, and use the patented invention. For example, the altered genes and

cells in many genetically altered crop seeds are patented by companies, and farmers who want to use those seeds must obtain permission from those companies.

You need to obtain a patent for your invention in each country you want protection for it. A patent gives your company exclusive rights to distribute, license or sell that particular invention. A patent gives the owner a right to file a claim for patent infringement if that invention is used without the consent of the patent holder.

Your patent policy may explain who owns patents created at work, how your organization protects its patents, rules about licensing your organization’s patents, and using the patents of others.

Ownership Policy

Ownership issues arise in many organizational settings, especially in academia.

Ownership of copyrights and patents may belong to either the individual or institution, depending on the policy of your enterprise and any written agreements created in furtherance of that policy. For example, the ownership policy could make it clear that a university professor who writes a book separately from teaching classes, and on his own time, owns the copyright in that book.

E-Mail and/or Internet Policy

Employers generally have an obligation to provide an environment free from discrimination and harassment. Harassment may occur if an employee

downloads pornographic images onto a computer at work. Therefore, a policy may be established to address this and similar behavior involving e-mail and Internet use.

You may want to establish a clear statement of your corporate policy on issues that arise with e-mail and Internet use, and all employees should be made aware of the policy. For example:

- The organization’s e-mail system and Internet access shall only be used for work purposes.
- Use of the Internet may be monitored by appropriate personnel.
- The enterprise prohibits illegal use of e-mail and the Internet. If e-mail or the Internet is used for illegal purposes, then the individual may face discipline.

Issues related to the content and ownership of a blog by an employee may fall within this category as well.

Privacy Policy

Individuals using the Internet have the expectation that their e-mails will not be intercepted and their personal information will not be disclosed to a third party. Therefore, whether it is required by law in your jurisdiction, it is always prudent for an enterprise to post a privacy policy on its Web site.

In particular, a privacy policy should include the following:

- Why personal information is collected. Is it collected for a survey?
- For what purpose the personal information is used. Will it be used to provide better service for the visitor?
- A statement that sensitive infor-

Lesley Ellen Harris is a copyright lawyer/consultant who works on legal, business, and strategic issues in the publishing, content, entertainment, Internet, and information industries. She is the editor of the print newsletter, The Copyright and New Media Law Newsletter, in its 10th year of publication in 2006. If you would like a sample copy of this newsletter, e-mail: contact@copyrightlaws.com.

She also is a professor at SLA’s Click University where she teaches a number of online courses on copyright, licensing, and managing copyright and digital content for SLA members. SLA members may register for the fall 2006 courses at: <http://www.sla.org/content/learn/learnmore/distance/2006cul/index.cfm>.



mation is used through a secure server. For example, credit card information will be secure.

- A notice that information collected will not be disclosed to a third party.

- A statement that visitors will be notified of any changes to the policy.

- An explanation that “cookies” automatically save information.

Terms and Conditions of Web Site Use

Management may also consider setting out the terms and conditions of use of its Web site. For example, the

Web site may state that its content may change at any time without notification to visitors and that it is for personal information use only. The Web site also may state that links provided on it are given as a convenience to the visitors and that the enterprise does not monitor nor endorse the links. Further, the enterprise may disclaim responsibility for risks to the visitor in using information on its Web site.

Legislation-Specific Policies

Legislation may require your enterprise to have particular policies in place.

For example, in the U.S., the Digital Millennium Copyright Act (DMCA) requires Internet service providers to implement certain policies to limit their liability for content on their networks. Also, in the U.S., the TEACH Act requires an academic institution to have particular policies to enable certain content to be used in online education without prior permission. Check with your corporate counsel to see whether you are subject to any specific policies and procedures mandated from any specific legislation. ●

**Make Sure You Know
How Much You're Worth!**

**Now
Available!**

***Includes online Salary Calculator**

**SLA ANNUAL
SALARY SURVEY
& Workplace Study
2005**

www.sla.org/salariesurvey2005

SLA
Connecting People
and Information

Islands in the Stream

By Stephen Abram

Islands in the stream

That is what we are.

No one in-between

How can we be wrong?

Sail away with me to another world.

And we rely on each other, ah-ah.

From one lover to another, ah-ah.

Dolly Parton, Kenny Rogers, and the Bee Gees.

Streaming media is breaking out. Are we ready for it to really hit the big time? Or will libraries be an island in the stream? Are we immersed in a text-dominated ocean while hot media expands everywhere?

I've talked about podcasts in a previous column, and now it's time for everyone to play assertively with the new media formats that gather loosely under the "streaming" banner. iPods (and other MP3-oriented devices) can now play music, radio, and lectures. They also play TV shows and movies as downloads and some phones in Korea play free TV while phones in the U.S., within territories that have EVDO, can too. If my YouTube addiction continues, I can imagine a bunch of new portable devices in my future.

Librarians know all about player piano rolls, wax records, vinyl LPs, eight-tracks, cassettes, Beta and VHS tapes, etc.; and we've stored them all well in our cultural archives. We keep them safe for posterity and that's great. However, we do need to be up to date with the latest stuff, too. Our users and clients look to us to know a lot about how to use the new formats coming down the pipe.

Information skills are one thing, container skills are quite another. When information was just printed text and pictures on a page, reading was just about enough. Now we are also necessarily container experts—podcasts, MP3s, eBooks, audio books, DVDs, etc. Many of these formats found their initial footing in the consumer marketplace, and now they're finding cur-

rency in the academic, education, corporate, government, and institutional marketplaces. But they're moving along fast as the worlds of entertainment and sports are far stronger drivers of technology adoption!

Indeed, SLA uses many of these technologies in our Click University efforts. My employer also uses Web casting and collaboration technologies for both internal and external training—and for our SirsiDynix Institute for both synchronous and asynchronous events, as well as podcasts on our own and through iTunes. Customer uptake is growing very fast.

If it doesn't already, your employer will be creating, licensing, storing, and offering education, training, meeting, and communication events to its employees, partners and clients, and maybe even the general public. Whether these are called streaming media, Web casts, e-learning, webinars, podcasts, video on demand, VOD casts, or whatever—we, as information professionals, should be ready. How do you use them? How are they acquired and what rights are licensed? How are they indexed, archived, and made accessible? Can they be put into the OPAC or intranet? How are they preserved and stored? Can their contents be searched? Are there better formats? What are the trends? What recommendations should we be making for our companies' intranet, Blackberries, browser plug-ins, etc.? There are plenty of questions!

Anyway, I thought this month that I would point you to a couple of places to play this summer. Playing is the best way to learn anyway, and some of us are lucky to have a few extra minutes in the summertime that can be invested in learning

new skills. Unfortunately, if you don't have any extra time, you don't get a mulligan.

For Starters

We're librarians, so we like to read first. Okay, in the sidebar to this article there are a few simple readings. Start with the Wikipedia entries on video and streaming media. These are always simple enough and provide plenty of links to the arcane world of the new language of streaming media. Since they're in a wiki, they are often updated as improvements and new inventions occur.

Next up, dive a few times into the StreamingMedia.com and Streaming Media World Web sites. You'll find a wealth of articles and resources. Indeed, the StreamingMedia.com site offers two excellent white papers that address the basics of Web casting events and the issues involved in enterprise Web casting. Not a bad start.

Next, make sure you have downloaded the major video viewers. This will let you avoid all sorts of messy learning. The major viewers are Microsoft Windows Media Player, Real, Adobe Macromedia Flash and QuickTime. They're easy to learn and not difficult to download. You'll learn which ones you like, but don't fall in love with any one viewer. Love the one you're with, but things are changing too fast in this space to make a long-term commitment.

Getting the Streaming Video Bug

You just can't speak with authority about this stuff until you've played with it. Now I'm not advocating that you spend your summer downloading

Stephen Abram, MLS is vice president, innovation, for SirsiDynix and the President-elect of SLA. He is an SLA Fellow and the past president of the Ontario Library Association and the immediate past president of the Canadian Library Association. In June 2003, he was awarded SLA's John Cotton Dana Award. This column contains his perspectives and does not necessarily represent the opinions or positions of SirsiDynix. He would love to hear from you at stephen.abram@sirsidynix.com.



your favorite videos for your home collection on the boss's clock and dime. I am advocating that you spend a little time understanding a few key things. Learning should be fun, so pick your favorite topic, hobby, career goal, and start surfing!

1. Start with a few easy videos. I've provided a few interesting or funny ones in the sidebar.
2. Now head off to the major consumer sites like Google Video, Yahoo! Video, YouTube, MSN Video, CNN Video, etc. and just try viewing a few. Determine if the experience is comfortable and that you have the Internet speed, browser settings, viewers, and plug-ins you need.
3. Learn how to search for video: consumer, educational, professional, or business training. Try sites like the YouTube,

NICEM Film and Video Finder Online, Media Sleuth, International Tele-Film, Singingfish, Blinkx, Blinkx TV, or the popular Rocketboom. Search for fun stuff, library stuff, or things that matter to your organization's strategies.

4. Sign up for the sample sessions for major Web-based professional events and collaboration software. These include Microsoft Live Meeting, Saba Centra, and Webex. You may have already used these, in training sessions but they have many more features that need to be understood and explored.
5. Sign up for some SLA Click University events so you can use your newly acquired skills in your own cause.
6. If you really get into this, there are a number of specialized conferences, including Streaming Media East, Streaming

Media West, eStream, Streaming and Digital Media Conference, and more.

7. License a few appropriate videos and load them onto your intranet, catalogue them in your OPAC and market them, possibly in partnership with systems or HR. Trial them, pilot, evaluate, and adjust. Position yourself as the source for any kind of information, regardless of container.

Hey, now you're well on your way to being a video demon. Before you know it, you'll be producing your own YouTube library viral marketing events, training videos for Click University, and editing documentaries on the weekend. Be that island in the stream. See you at the Oscars! Have a playful summer. 🌐

Useful Streaming Media Links

General Resources

StreamingMedia.com—<http://www.streamingmedia.com/>
Streaming Media World—<http://www.streamingmediaworld.com/>
Wikipedia Entry on "Video"—<http://en.wikipedia.org/wiki/Video>
Wikipedia Entry on "Streaming Media"—
http://en.wikipedia.org/wiki/Streaming_media
EV-DO—<http://en.wikipedia.org/wiki/EVDO>

Free PDF White Papers

Web cast Essentials: Presenting Successful Events Online—
http://www.streamingmedia.com/whitepapers/SM_InnovationSeries_2005.pdf
Solutions for Enterprise Streaming & Digital Media—
<http://www.streamingmedia.com/downloads/Enterprise-White-Paper.pdf>

Sample Videos

YouTube—www.youtube.com
Yahoo! Video—<http://video.yahoo.com>
Google Video—<http://video.google.com/>
CNN Video—www.cnn.com/video/
MovieFlix—www.movieflix.com/
United Streaming—<http://www.unitedstreaming.com/>
MSN Video—<http://video.msn.com/v/us/v.htm>
NICEM Film and Video Finder Online—<http://www.nicem.com/>
Media Sleuth—<http://www.mediasleuth.com/>
International Tele-Film—<http://www.itf.ca/>
Singingfish—<http://search.singingfish.com/sfw/home.jsp>
Blinkx—<http://www.blinkx.com/>
Blinkx TV—<http://tv.blinkx.com/>
Rocketboom—<http://www.rocketboom.com/vlog/search.html>
Click University—<http://sla.learn.com/learncenter.asp?id=178409>

Webinar Technology

Microsoft Live Meeting—
<http://www.microsoft.com/office/uc/livemeeting/default.aspx>
Saba Centra—<http://www.saba.com/centra-saba/>
Webex—<http://www.webex.com>

Players

Microsoft Windows Media Player—
<http://www.microsoft.com/windows/windowsmedia/default.msp>
Real - RealPlayer, Rhapsody—<http://www.real.com/>
QuickTime—<http://www.apple.com/quicktime/download/win.html>
Adobe Macromedia Flash—
http://www.adobe.com/shockwave/download/index.cgi?P1_Prod_Version=ShockwaveFlash

Must-watch Streaming Video (just for fun)

(Okay, so it's my quirky sense of humor.)
Real Life Simpsons Intro—<http://www.youtube.com/watch?v=49IDp76kjPw>
How to get kicked out of the library—
http://www.youtube.com/results?search=library+dominoes&search_type=search_videos
Mothers' Day—<http://www.youtube.com/watch?v=GKXFqGUGdTk&search=mothers%20day>
The Daily Show with Jon Stewart—
http://www.comedycentral.com/shows/the_daily_show/index.jhtml
Late Night with Conan O'Brien—
http://www.nbc.com/Late_Night_with_Conan_O'Brien/index.shtml
The Late Show with David Letterman—<http://www.cbs.com/latenight/lateshow/>
EPIC 2014—<http://www.robinloan.com/epic/>
EPIC 2015—<http://www.albinoblacksheep.com/flash/epic>

BB, X and Y

By John Latham

Those of you who follow my column will know that I keep batting on about the importance of professionalism. After attending my 11th SLA Annual Conference, I am pleased to announce that there is hope for us yet.

One of my lasting impressions of the Baltimore conference was that the attendees dressed more professionally than at any earlier conference I have attended. I wondered why this might be and came up with a couple of explanations. Our members are moving into more senior management positions with the inherent upgrade in dress code, or it is a generational thing.

I am not an expert on the generation theories, but I found another possible explanation in the excellent white paper prepared by the Business Librarians Advisory Panel of the IMLS-funded study, "The Future of Librarians in the Workforce," of which SLA is a co-partner¹. The paper refers to the differences between Baby Boomers and Generations X and Y. It notes in particular that Generations X and Y are "more family or dual-centric than the work-centric Baby Boomers." This may affect attire in that Gen Xers and Ys do not differentiate so much between workplace and home, and so they do not need to dress down when not at the office. I think this would likely mean the opposite—that X and Y are more casual and don't focus so much on appearance but the work itself. Whatever. There are more important issues raised in this paper.

Although the paper addresses the future of business librarians, the points it raises can just as easily be adapted to academic or other contexts. Dear to my heart were the following sentences in the introduction: "We must integrate ourselves into the decision process and become an integral part of our company's strategy. In order to survive we must take a strong leadership role. Not only must we market ourselves but we must get involved in company-wide initiatives."²

This does not mean that everyone has to become a leader to exist. To have leaders, you have to have followers, and there is nothing wrong in not wanting to get to the top. But as a group, we have to put our profession into leadership positions or we will be sidelined. The post-Baby Boomers do not see themselves in one career for their working life, and this is a good thing. We are told that they value flexibility and like to pursue further educational opportunities. The former allows them to see themselves in other positions within an organization, which makes it a natural progression from library to senior management. The latter facilitates the former in that they are more than happy to extend their education, which is a prerequisite to advancement.

The apparent comfort that the younger generation has with change is encouraging because leaders have to be change agents. We have to look at our target audiences, and adapt our services accordingly to meet their needs—and not forget to include senior management as an important audience, which is ignored at our peril.

By all accounts, the recent SLA conference in Baltimore was a great success; although, as one gets older, the stamina required to stay the course increases exponentially. I will spare you my stories from Boston and Seattle, but I am amazed that I made it to the end of those conferences in one piece.

Looking at the program in Baltimore, I was encouraged and discouraged by the number of sessions that addressed leadership and management topics. I found some that dealt with these topics, but found more that had been cancelled, perhaps because of lack of interest. The IMLS white paper posits that advancement will depend on obtaining competencies in leadership and management of organizations, information technology or other disciplines central to a particular

enterprise.³ I see lots of conference offerings on the last two competencies, but not on the first. Do the attendees think that learning or brushing up on the last two skills is more important, or do the courses offered for leadership and management not meet the needs of the attendees?

It is probably a combination of both. If my experience with my course on financial management of information projects is anything to go by, it is difficult to generate interest from our profession in skills such as these that are required for us to grow and progress within our organizations or institutions. On the other side of the coin, SLA does not have vast experience in management training, and therefore may not be the natural source to which one looks for this area of expertise. However, this gives us a great opportunity to look to partnering with organizations that specialize in this field, and this just happens to be one of the CEO objectives set by the board of directors. The new partnership between Click U and Knowledge inForm is a prime example of how SLA is already meeting this objective.

There is no doubt that we gain from expanding our skills in the specific areas with which we are comfortable, but we also have to stretch ourselves into areas that require more effort. The rewards for us individually and as a profession will be even greater.

¹ "The Future of Librarians in the Workforce: Business Librarians IMLS White Paper." Jan Chindlund, Denise Chochrek, Jean Scanlon, David Shumaker and Julie Stich. December 15, 2005. <http://imslsworkforce.org/>.

² "The Future of Librarians in the Workforce: Business Librarians IMLS White Paper." Jan Chindlund, Denise Chochrek, Jean Scanlon, David Shumaker and Julie Stich. December 15, 2005: page 1. <http://imslsworkforce.org/>.

³ "The Future of Librarians in the Workforce: Business Librarians IMLS White Paper." Jan Chindlund, Denise Chochrek, Jean Scanlon, David Shumaker and Julie Stich. December 15, 2005: page 10. <http://imslsworkforce.org/>.

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



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

The Wall Street Journal Online.

Make it corporate policy.



Introducing The Wall Street Journal Online Site License.

Transform your intranet into a 24/7 gateway to The Online Journal and empower your entire organization with continually updated news on clients, competitors, markets and industries. With site license access to The Online Journal, your employees can take advantage of WSJ.com's personalization features and productivity tools without having to register or remember passwords—all at a fraction of the cost of individual subscriptions. Day in and day out, it's the easiest, most cost-effective way to keep your company smart.

For more information, please email group@wsj.com today.








Where will your research take you?

When you use *ISI Web of Knowledge*, your path is clear. This powerful, renowned research platform offers an intuitive search environment that helps users focus on the destination instead of the journey ... on the results instead of the process.

It's a fact ...

-  *ISI Web of Knowledge* provides a variety of search options from Quick Search to Cross Search — to suit users at every level.
-  *ISI Web of Knowledge* adds six million keywords each year to help users get the right search results the first time.
-  *ISI Web of Knowledge* offers a depth and breadth of cited reference searching capabilities unmatched elsewhere, with 25 million cited references added annually.

Still the best. ***ISI Web of Knowledge.***

<http://www.scientific.thomson.com/webofknowledge/>

Come see us at SLA ■ BOOTH #2405