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Information Outlook, August 2001

Special Libraries Association

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special libraries association
vol. 5, no. 8
August 2001



The Post Conference Issue

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- Thirty Ways to Live Happier and Longer
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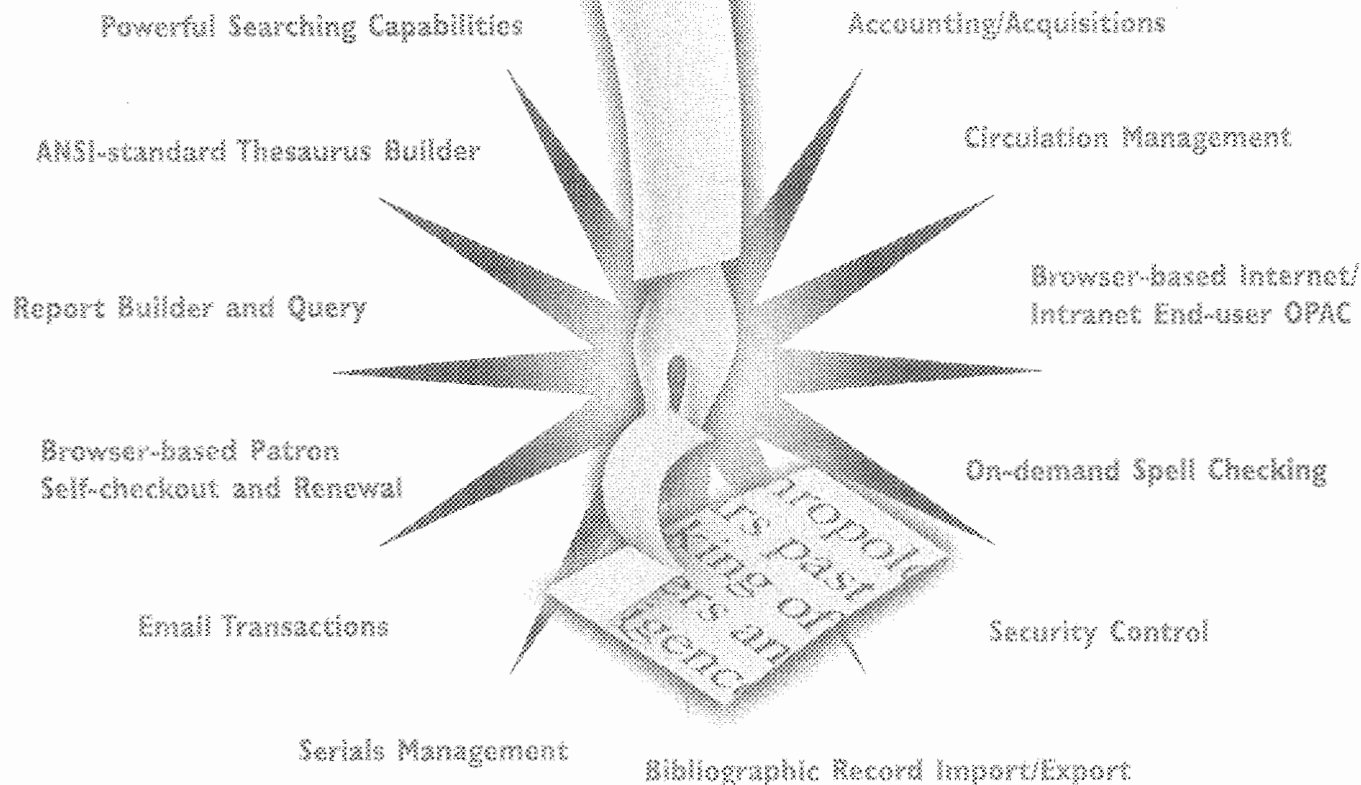
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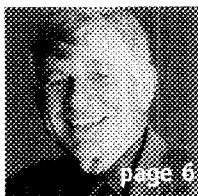


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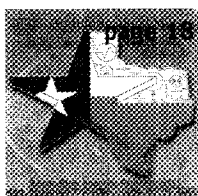
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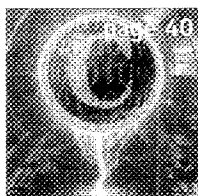
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- 6 David Bender Closes the SLA Chapter of His Life**
 SLA's Executive Director David R. Bender, retires after 22 years of excellence and service. Retirements are a dime a dozen, and usually capture our attention only when they occur within our own little corners of the world. This is no run-of-the-mill retirement. Dr. Bender didn't just work for SLA for 22 years, he *led* SLA for 22 years. In the corporate world, CEOs almost never last that long. Even in the academic universe, such tenures are extremely rare. In the association industry, such longevity of leadership is truly celebrated. Jeff De Cagna interviews Dr. Bender to reflect on his 22 years of service.



- 18 Party on the Riverwalk in San Antonio!**
 SLA's 2001 Conference is Marked by Celebrations of the Past, Present and Future. Information professionals from all over the world came to San Antonio, Texas, USA, to participate in the Special Libraries Association's 92nd Annual Conference—An Information Odyssey: Seizing the Competitive Advantage.



- 40 Collective Management of Copyright and Related Rights**
 Copyright is the legal protection extended to the owner of the rights in an original work that he has created. It comprises two main sets of rights: the economic rights and the moral rights. Before defining the concept of collective management and introducing its main features, let us look briefly at what copyright and related rights themselves amount to. What is copyright? John Crosby has compiled this piece to bring clarity to the question.

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SLA Technology Forum

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Hyatt Regency Monterey California USA

John Seely Brown on your job...

"I think as we move forward, the role of the librarian is going to have to be re-thought in a way that the librarian takes on a more central role as a "knowledge intermediary" working to create knowledge in the right form, at the right time and for the right purpose..."

Hal Varian on what's new in the world...

"What's new is the speed of technological progress today. And so what I like to do is study the historical and economic forces at work to better understand the present. Remember that history doesn't repeat itself, but it rhymes."

Kevin Kelly on keeping your head...

"One of the few things that no technology will enlarge is our limited attention span. Our capacity is bound by 24 hours, and this will never change. What this means is that the one finite resource we have in this world of abundance is human attention, and the relationships in which it exists."

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Publisher David R. Bender, Ph.D.
Senior Editor Douglas W. Newcomb, M.S.
(doug@sia.org)
Publications Associate Marlena Hawkins
(marlena@sia.org)
Layout & Design Melissa C. Lawton
Cover Design Freedom by Design
Advertising Vivian Cohen 301.963.3622
(vivian@sia.org)

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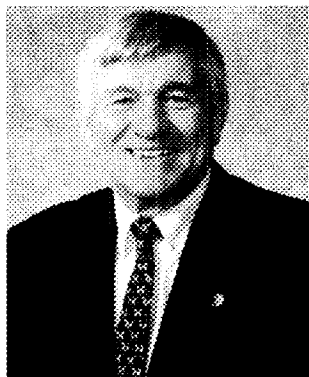


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Twenty-Two Years of Memories

Dear Friends: Suddenly, a short time ago, I realized that all those SLA tomorrows that I'd lived for over twenty-two years are about to become yesterdays. What a wonderful confection of memories that reality has created.

Perhaps one of the most amusing of these memories, was my first Annual SLA Conference. It was 1979. I had been informed that I was to be interviewed by the entire Association Board of Directors. I anticipated that several candidates received the same summons to Honolulu. Throughout the first days I kept anticipating that at least one other person was going through the same interview process. It did seem strange that I never ran into anyone who fit that description and all the same players were always on the scene. During this mating game, Past-President Vivian Hewitt, President Joseph Dagnese, Acting Executive Director Richard Griffin and I were sent off to have dinner in a restaurant at the Hilton Hawaiian Village, the Conference site. Was this a test of my social skills, since it appeared that my professional expertise was acceptable? I was with SLA's "holy trinity", but who was with the other candidates? To my astonishment, I discovered that I was the only candidate and that I was to become the eleventh staff executive of your Association.

The memories from then on are my own personal magic show and I am deeply grateful and thankful for all that these years have given me. I can only acknowledge such a small number with my gratitude, but in doing this, I hope to, honor all the rest.

First, I give my thanks to the Membership. I treasure the friendships I have nurtured and value the opportunities I have been given by this unique group of individuals. I had the good fortune to serve with the best and brightest the profession has to offer. Your idealism has illuminated the best and softened the worst. Where else but at SLA could the old truths and the new ways be tested and agreement reached in harmony and accord? I have been given this pleasure over and over again by you, the members.

Next, I thank the Leadership. Leadership with a capital "L" includes, in my definition, the Association's Boards of Directors, chapter and division officers, committee chairs, representatives, caucus conveners and each of you who have been my partners. I have been given so much, but there are three lessons learned which I will always value most. The first was learning that the hard choices are not between right and wrong, but between two rights. The second was to perceive and then to treasure the importance of open-mindedness. And the third was becoming wary of adopting options before being certain you wanted to own or defend them. One cannot count how many meetings, conversations, events, appointments and even battles it took for me to learn these lessons, but I will be forever grateful that you allowed me to learn from each of you.

In conclusion, I thank our Staff. I am certain that anyone who accepts a leadership position expects to be rewarded by the satisfactions that come from making a contribution. But I wonder how many are wise enough to know in advance that friendship would be the best reward of all. My friendships with staff I treasure most of all. We have worked together for something that we cared about deeply, and we have together created a lasting legacy. The work has been serious and sometimes difficult but always full of companionship, compassion and humor. As time has moved forward there have been moments of reminiscence-some proud, some sad, some hilarious, some have even become the stuff of legend. But always, we accomplished our mission which was handed to us by the wonderful membership.

My gratitude inhabits a dimension where words lose their meaning. I wish I could name each of you who has played a role in this long and exciting journey but just know that if you think that you would be included on the list, you are. Whatever I say is but a small expression of what is in my heart. And this expression of thanks carries with it a wish that your being a part of SLA will continue to be a wonderful adventure, just like the past years have been for me.

With much appreciation always,

David R Bender

David R. Bender, SLA Executive Director, 1979-2001

David Bender Closes the SLA Chapter of His Life



THE SUMMER OF 2001 WILL BE REMEMBERED FOR MANY THINGS.

A solar eclipse over Africa. Blackouts over California. A change in control of the United States Senate due to a party defection. Liverpool Football Club wins the UEFA Cup. The Middle East simmers. Ironman athlete Cal Ripken, Jr. announces his retirement from professional baseball. In Washington, DC, SLA's very own ironman, David R. Bender, retires after 22 years of excellence and service.

Retirements are a dime a dozen, and usually capture our attention only when they occur within our own little corners of the world. This is no run-of-the-mill retirement. Dr. Bender didn't just work for SLA for 22 years, he *led* SLA for 22 years. In the corporate world, CEOs almost never last that long. Even in the academic universe, such tenures are extremely rare. In the association industry, such longevity of leadership is truly celebrated. But David is valued not just for his successes at the helm of SLA. He is a true gentleman, one who has always believed that honor and loyalty are the real benchmarks of success.

Building an International, Virtual Association

David R. Bender, Ph.D. ascended to the leadership of the Special Libraries Association at a time when its membership was predominantly North American (United States and Canada) and slowly evolving into digital information management. His vision was to create an association of global information professionals who share common bonds despite geographical or other boundaries. SLA's membership levels began to grow, particularly in Europe, Asia, and the Arabian Gulf. Information professionals in North America also flocked to SLA as it began to expand its reach and develop its scope into the global, digital realm. By 1990, SLA's total membership reached 13,000, and its service began to expand to meet the needs of a burgeoning membership that was beginning to realize the limits of a traditional library science education.

The early 1990's signaled a sea of change in the practices of information professionals worldwide, as digital management of content and resources began to evolve. Dr. Bender knew that SLA's products and services needed to change in order to meet the memberships needs and standards. By 1995, SLA was answering that call, with the creation of the Virtual Association. This wasn't merely borne of the desire to develop a strong Internet presence; it meant creation of a networked community through technology of all kinds, with SLA facilitating interaction, communication and knowledge sharing. That vision has been

realized, with the Virtual SLA website as the keystone of the Association's efforts. Were it not for Dr. Bender's leadership and conviction in driving SLA toward this goal, SLA would not have served as the benchmark in technological development for other associations worldwide.

A Career Committed to a Profession

Dr. Bender established his career as a librarian from 1964 to 1971, working in public, secondary educational, and university environments. He continued that work while studying to receive a doctoral degree in curriculum and foundations at The Ohio State University. During and after his doctoral studies, Dr. Bender worked at the Maryland State Department of Education as Branch Chief of the School Library Media Services Branch. He served in that capacity until July of 1979, when he became Executive Director of SLA. While working for the State of Maryland, Dr. Bender also lectured on library and information science at Towson State University in Baltimore, Maryland; and at Rutgers University in New Brunswick, New Jersey. He has been published extensively and has served as a consultant on library services and association management throughout the world.

Dr. Bender also possesses a Master's degree in Library Science from Case Western Reserve University in Cleveland, Ohio, which he earned in 1969. He received a Bachelor of Science degree in Education with a Minor in Library Science in 1964 from Kent State University in Kent, Ohio.

In 1979, he began his service as Executive Director of an association of approximately 11,000 information professionals in 49 chapters and 29 subject-specific divisions, most of whom worked in the United States. During Dr. Bender's stewardship, SLA has grown substantially, from a largely North American organization with an operating budget of less than US\$1 million to a global and virtual association with a US\$9 million operating budget. He oversaw the relocation of the Association's headquarters from New York City to Washington, D.C. in 1985. Through

his leadership, SLA has taken bold steps to lead the profession through many changes that resulted in a membership prepared to meet challenges and adapt to change quickly in the workplace. He leaves SLA with nearly 14,000 members in 76 countries around the world, working together in 57 chapters, 25 divisions, 12 interest-related caucuses, and 39 student groups. Through Dr. Bender's vision, SLA evolved into a globally oriented professional association, expanding its services and providing access to its worldwide membership through a variety of methods, regardless of time or location.

"The Time for Significant Changes in Leadership...is During Good Times."

With SLA reaching an apex in its growth and development, Dr. Bender realized that the beginning of a new century was an appropriate time to initiate a new chapter in his life. By announcing his retirement, Dr. Bender ended the longest tenure for an executive director of the Special Libraries Association, and one of the longest tenures at the helm of any international organization. With his impending departure, SLA loses more than a leader and servant to the information profession. It also loses a major knowledge resource that has benefitted the Association and the profession for more than two decades.

Upon announcing his retirement, Dr. Bender proclaimed that "being Executive Director of the Special Libraries Association is the best job in the world! For twenty-one exciting and productive years, I have worked with members and staff to make SLA a vibrant, ever-changing and ever-growing professional association. I am sincerely thankful for the opportunity to have enjoyed this extraordinary and enriching period in my professional and personal life. It's been a thrill and a joy."

Donna Scheeder, SLA's President for the 2000-2001 Association Year



(ending in June), gave glowing praise to Dr. Bender's dedication to the information profession. "SLA has been very fortunate to benefit from David's leadership, vision, and knowledge over such a long period of time. During a remarkable twenty-one years, he achieved an enviable list of accomplishments, including the growth of SLA into a global organization, the move of its headquarters, and the development of the Virtual Association that has benefitted us all. Most associations lack the kind of quality and length of service in their chief staff officers that our profession has experienced in David. We are going to miss him terribly."

Ten Questions for David Bender

Prior to SLA's Annual Conference in San Antonio, Information Outlook's Jeff De Cagna, Ed.M., sat down with David Bender and asked him to reflect on his 22 years of service to the worldwide community of information professionals.

IO: Retirement. It sounds like a bittersweet word for you. What parts of this job do you think you're going to miss the most?

DR. BENDER: That's really the easiest question you'll probably ask, because it certainly will be the people. I think that any CEO's job is unique in that it gives you a chance to work with a wide variety of people. But I think my role here at SLA is particularly unique because I have had the great fortune to work with so many different communities; from the information industry to the membership to the many members of staff with whom I have served. And then there are my many wonderful peers in the association industry who guided me early on and whom I have guided in the latter years of my tenure.

The leadership of the association is another unique community I have valued, and they have always kept me either trying to get where they



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are or race along with them. Sometimes it's like a marathon race without any finish line, but I think that most of the time we at least have some line in our imagination, if not in our foresight.

IO: What is the most important lesson you've learned as the CEO of the Special Libraries Association?

DR. BENDER: Choosing just one is difficult, but probably one of the most critical lessons I've learned is that, as our Association has become much larger, we've had to focus more on intimacy and "smallness." I think that we often look at the big picture and forget about what we did that got us where we are. And that things just simply need to be broken apart frequently, especially when you're serving a diverse membership, and think about what their needs are and how we're going to fulfill those needs, rather than lumping everything together and making things universal.

IO: You have invested a considerable amount of your time as SLA's executive director in the effort to build a global presence for the association, a global reputation for its members. What questions would you encourage other associations — your peers — ask themselves as they tackle the challenge of creating global organizations?

DR. BENDER: That's a challenging question, because one of the things we've found within SLA is that there's a core group of members who will go along with you in that direction, and there are some that are very strongly insular and do not see the value in it. If you look at the environment around a given membership, and if your association is truly involved in your membership's interests, then globalization should either be a natural phenomenon or clearly something to avoid. So by just a natural osmosis or process some have to expand their boundaries to a larger sphere.



In our profession, global information has become an extremely valuable commodity. If we assume that one of the greatest things that associations offer to their membership as a benefit is the network that they establish, globalization is a natural course of action. In the information profession, we would be remiss not to globalize that network, because businesses and corporations are either global themselves or they are learning from their global partners how to conduct various business practices that make them global by default.

IO: This question is probably a broader one related to that. We live in what many people refer to as "the knowledge age." And I'm wondering if you would be willing to look into your crystal ball and tell us where you think we are going to be going in the knowledge age over the next decade or so?

DR. BENDER: If you look at how the phrase "knowledge age" has evolved over the past several years, it might give us some perspective. A few years ago, I would have said that it just simply was a buzz word that some management guru was coming out with — a term that was going to make them a hot commodity. Now, I'm not sure that is totally correct. When we made the leap from the industrial age to what has been called "the information age", we should have known that, eventually, knowledge rather than information would be of paramount importance. Information is the raw product, in essence, and the knowledge has some refinement to it. Somebody's done something with information, and it becomes knowledge. Well, if you take the next step on knowledge then, what's going to follow is the learned age, or the wisdom age. But it all comes down to who knows what and how they are putting it to use.

However you want to define knowledge or what comes after, it remains

quite simply the use of data in some way towards accomplishing your goal. So I think that it just becomes a semantical kind of thing. Perhaps, though, the way knowledge is handled today is a very important subset of the information age, of how we go about of information accessible, how we use information, the vast amount of information that's available at our fingertips, and how, at least people in our profession, the information profession, have to repackage, retool, reinvent, reuse some of that information, is really I think part of knowledge creation itself. And our survival as professionals depends very much on what we do with knowledge.

IO: I'd like to probe that thought just a bit. Larry Prusak has said that we've always thought — and certainly this has been true for SLA members, people that you and I work for — that the algorithm for organizational success was getting the right information to the right people at the right time. And he believes that's incorrect because information is unlikely to really change anything that goes on in the organization; whereas, knowledge and everything that goes along with knowledge is more likely to actually effect the kind of changes that organizations need going forward. What's your reaction to that comment?

DR. BENDER: Larry is one of the more widely respected knowledge management gurus. I must agree with him to a certain extent. I still believe that delivery of the right information to the right person at the right time, for the right reason — still is paramount, and that our roles as information professionals should be evolved to the point where we can inspire the recipients of information to gain knowledge and insight from information in the right way. The problem comes when knowledge that is captured by an organization then becomes stale or loses its value because no one can interpret it. Knowledge then becomes nothing more

than value-added information.

IO: Earlier this year, the president of the Association of American Publishers, Patricia Schroeder, made some less than flattering comments to *The Washington Post* about libraries regarding the free sharing of copyrighted and electronic materials, something that AAP would like to stop. What was it about her comments that most concerned you?

DR. BENDER: I think that, as with all association leaders speaking for their constituencies, her comments may have been blown somewhat out of proportion by many in our community. At least that's what I thought in the days following the publication of that article. I actually tried to give her a way out by offering to establish some form of dialogue with our community so that such misunderstandings might be resolved quickly. She never responded in a way that suggested she might be looking to us as partners to strengthening our collective community. Now, I think that perhaps she really meant what she said.

AAP has historically taken a position against access to information in the widest possible format. It's not that they don't want people to use their products; it's mostly due to fear. I've said all along that technology has generated a fair amount of fear—for content owners AND users—and technology will ultimately alleviate many of those fears.

I think the tone of Pat's remarks just simply stirs the pot a little bit more. It almost seems like we in the SLA community have a much better relationship with our individual vendors than we do with the association that represents them. So, I think that's where our strength is going to be.

If you look back to the early 1980s, SLA had a great relationship with AAP. We created a joint committee

to investigate matters of mutual concern, and we offered a number of joint programs, too. At every one of our annual conferences, AAP sponsored programming for the participants. And because of the conflict that has occurred over issues related to digital copyright and the future flow of information, our relationship seems to have just eroded. Instead of strengthening our ties, which we are doing with many other associations at this point, the one association with which we've not been able to maintain our relationship in a positive way has been AAP.

IO: I know that you responded to Ms. Schroeder, and in that letter you chose to invite Patricia Schroeder to attend SLA's Annual Conference and work toward improved communications. I'm wondering why you chose that as a response.

DR. BENDER: Every year, we put together a list of notables and people who we feel are important to our community, who need to know more about SLA and why we need to have stronger relationships with them. We invite these people to our Annual Conference, which is our showcase event for the information profession. And for perhaps the last 15 years, a letter has gone to AAP inviting their CEO to the conference.

So this year was no different; the letter went. And I would say, if we've invited that individual for 15 years, we've probably received 13 regrets that they will not attend the conference. It would seem to me that, if the AAP considered our community to be of any value to their member companies, their CEO and many other staff might be very interested in attending the SLA Annual Conference. But then, I think associations can often lose touch with their members' interests.

IO: In a subsequent statement that Pat Schroeder issued, I think electronically, one of the things that she

said was, "We understand the many problems that libraries face with respect to this area. New solutions and business models are being developed that can provide answers." What's your reaction to that?

DR. BENDER: Well, I would love to sit down at the table and discuss with her and some of her colleagues some of those new models and what they see as some of the new solutions. Their position, the general tone we've sensed from AAP over the past six years, and Pat's statement in *The Washington Post* don't suggest any new solutions, unless their solution is that the information professional roll over and play dead.

And nowhere has SLA ever supported the notion that the writer, or the producer, the photographer, the creator, whatever, should not get their fair share of income. There needs to be balanced policy. And I think that if there's a solution to be reached through dialogue, then yes, we're very much for that. But I think that they're not looking at a balanced program. So it would be very interesting to know what Pat sees as a solution in an imbalanced environment.

IO: Just looking ahead, what's your take on how you think this conflict between publishers and libraries will play itself out?

DR. BENDER: Well, if it were a new conflict, it might cause some true anxiety. Since it's an ongoing conflict, I'm not sure that it causes nearly as much anxiety as it would otherwise.

I think the fear factor is enhanced because of the lack of clarity in the law and judicial precedence. Congress punted on many critical matters, which gave the legal community *carte blanche* to convert the new frontier of the Internet into a legal bonanza. And there are a number of court cases evolving right now, which perhaps will clarify some of this. But I don't think a case here or



there is going to clarify anything. Sure courts will settle matters between two parties, but the Internet is creating so many unique legal entanglements—which forces me to think that Congress should have resolved more during the Digital Millennium Copyright Act debates.

IO: This seems to be an important issue to which information professionals should give serious attention, because they are in many cases both publishers and consumers of copyrighted works. So the way this is kind of perceived over the next several years seems to be a very important issue for them to think about.

DR. BENDER: Very true. I think that it's probably going to be one of the critical issues facing all information professionals, regardless of the organization's mission. These issues are involving all of us, and some people have the feeling that copyright and infringement does not exist in their organization. I think anyone who wishes to think strategically should reexamine the situation and look at what's happening in the environment around them because there are so many opportunities from trouble to arise from digital management and use of content.

Take some of the big companies—National Geographic Society, *The New York Times*—that are finding themselves in a court now. As all of their documentation indicates, they believe they're owners of the material, that they have not changed the format, they have not created new publications. These companies have used intellectual property in a manner that the creators consider a violation of their contractual arrangement.

So the courts are forced to decide this, but whatever the decision, it's going to face all information professionals in some way. We're going to be restricted in making some information available, or some archival material is going to disappear that is going to

affect our research capabilities, or we're not going to be able to afford access because everyone who touches information has to get paid for it. So I think that it is a real issue that's going to face all information professionals at some point if it hasn't already.

IO: I have just two questions left that I want to ask you. The first one is, in recognition of your distinguished service to SLA, you have received the John Cotton Dana Award, one of the association's highest individual honors. And the question that I want to ask you is, what does that kind of recognition from people who really are your peers mean to you as you reflect on your years in this job?

DR. BENDER: Well, it's very humbling from one standpoint to receive an honor from your peers and to be recognized by your peers. Perhaps, it helps to reflect a little bit on what I have accomplished over the years, and ask whether they were accomplishments deserving of recognition or just the results of doing what needed to be done?

For 22 years I've done what is needed to be done. And in the end, to be recognized for that perhaps is where the honor has the greatest meaning. To be appreciated for service to the membership and to the profession is a true privilege.

I think one of the heart-warming things of working in the information field has always been that the field can have its differences and disagreements over various issues, but when it comes time for fun and enjoyment, the field does a very good job of that.

I truly am flattered and honored that my peers believed that what I was doing was noble and that I accomplished something. Hopefully, they know that I accomplished for them, and that what I've been able to do made the profession better. I know the association has grown and changed. It was my privilege to work

with hundreds of staff members over the years. And they're the ones who really grew the association. I just happened to be in the fortunate position of guiding them, staying out of their way and letting them do what they knew best, and help shepherd some of that activity and energy. And it's great to be recognized for that.

IO: Here's the inevitable closing question for interviews such as this one.

What are your words and wisdom for future generations of information professionals, and in particular, leaders of SLA yet to come?

DR. BENDER: Current and future members of this profession need a blast of heat every so often, you know, to stir the juices and keep them nimble and ready for change. We've been faced with change probably as much as any other profession. But I think that the impact of change on the information profession has greater ramifications down the road because we simply are springboards constantly working with more people. We have such a trickle-down effect from the leadership of the community to individual members of the profession, and then the various other communities that our members serve. And so, it just keeps building.

What is paramount to information professionals is to maintain substance and continue to review your efforts and your activities, always trying to put forth what is seen as the best and the most important. But again, without knowing your customer and being involved in their activities, that's an impossibility. If you're open, and you're absorbing, and you're sharing, you're bound to do the right thing.

IO: Something you said in your response to that prompted a question in my mind that I'd like to pose to you that we can work into this in the appropriate way.

You have served for going on 22 years, absolutely 22 years of service as executive director, in an association and in a profession which on the one hand is very steeped in tradition. It has lots of tradition that revolves around the whole notion of the role of the library. On the other hand, you've been successful in pushing change. And I know that many of your colleagues in the information profession are probably facing this same challenge of how do you, on the one hand, respect tradition, but on the other hand, make the case for change. And I'm wondering if you can kind of comment on how you've struck a balance between those things in your time here.

DR. BENDER: Well, again, I think that information professionals need to be change agents, but we cannot work in isolation and be change managers completely without the our customers, without the information industry. But I think the important element is that the information professional can catalyze change by example.

I think one of the things that have kept us at least on the success track in SLA is that the membership is very open. The membership will voice their opinion. There are not many issues that we don't know what the other side of the coin is thinking about. Now, sometimes that message is biased; sometimes that message is only coming from a small number of people, so therefore, it's not a representative sampling. But even if it's coming from one member, and they're willing to share it with you, it still is worth consideration to be heard. Sometimes, in the minority opinion or view, there is a kernel of truth that we really need to consider. And maybe it doesn't apply to the current activity but one down the road.

Longevity has given me a chance to harvest more of those kernels than someone with an ephemeral tenure.

I have our membership to thank for that.

Parting Shots

On maintaining leadership momentum over 22 years:

"I think the power of relationships is undervalued in today's working world, with technology and money seemingly getting more attention. I wouldn't have moved off of square number one without effective relationship management."

On pondering an earlier retirement:

"The trick, over time, has been to always maintain focus on lofty goals, audacious objectives that you sometimes think will never be achieved. That has made all the difference."

On the lack of similar CEO tenures:

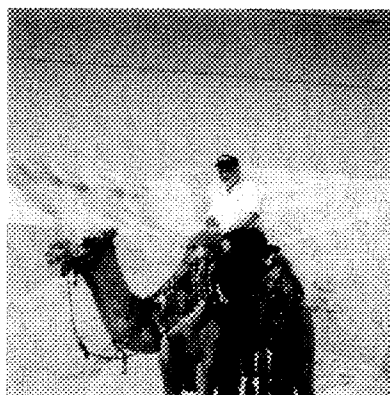
Lack of vision and lack of supportive organizational cultures. Actually, I would hate to think that any chief executive could meet all expectations in four or five years!"

On the changes in information and knowledge management over 22 years:

"Two words: The Computer. Technology is driving our organizational goals and objectives. But fear of technology and what it might do is limiting the possibilities."

On the future impact of librarians and information professionals:

The profession must be re-shaped, remolded, re-energized so that the smart information professional will not dwell on a past existence, but will move into uncharted territory. If librarians do this, the sky is the limit! The skillset we bring to the table is an excellent base for the prototype employee of the New Economy. But it has to get with other skills that make today's employee valuable.



The three most important qualities an information professional needs to thrive in the New Economy:

- Seek out challenges and see new opportunities both inside and outside your sphere of influence.
- Possess business skills and create new opportunities.
- Be flexible and positive in a time of continuing change.

The unique qualities that make SLA so special:

Our structure has historically been very different from our sister library

organizations, where decision-making can be very time-consuming. Our structure gives authority to our Board of Directors to make strategic decisions in the best interests of the Association, but allows flexibility for staff and the leadership to go from there and mold the Association for the future.

We run the Association like a business. Although not driven by shareholders, profit, or market share, we understand the need to plan and operate in a responsible fashion, both fiscally and strategically. SLA has developed a planning model that balances short term and long term objectives within the Association's visionary framework.

On the impact of technology on the global culture:

But being "connected" in a virtual world has radically altered our expectations. Speed of delivery is a high priority, and quality of delivery has increasingly gained as an important factor. Just as Gutenberg's printing press revolutionized the sharing of information centuries ago, digital technologies are doing the same now. And in the long run, that can only be a good thing.

The next steps for using technology to enhance access:

Wireless access will broaden the range and scope of information and knowledge available to users, and improved sound and visual effects will allow us to capture the essence of knowledge assets in what will feel like face-to-face encounters. But we should not assume these advancements will only bring on improvements in knowledge sharing. What will be the ramifications for our culture, our society? And then we have to think about the growing use of artificial agents—computer-based intelligence that can do work for us. That's the next step, but are we prepared for it? ●



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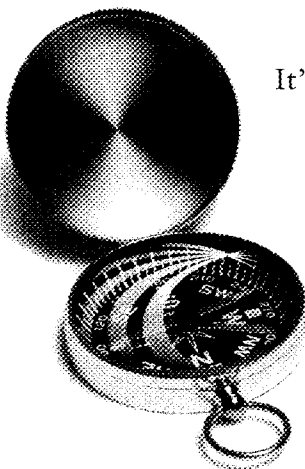
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Thirty Ways to Live Happier and Longer

Harry Olson, Ph.D., a noted author and speaker on personal and professional excellence, recommends the following list of suggestions for making the most of your life:



1. Get and give several hugs a day.
2. Laugh heartily 15 times a day.
3. Look for the humorous side of little annoyances. (If you can say, "In 5 years this will be funny," it's funny now.)
4. Wake up in the morning to classical or soothing music, not the news and radio reports of traffic congestion.
5. Start your day with positive meditation or prayer.
6. Carve out time for yourself every day for doing fun, interesting things, or just chilling out.
7. Develop and pursue an interest or hobby just for fun, not for professional development, social or financial gain.
8. Look for opportunities within every difficulty.
9. Focus on solutions, not problems.
10. Build positive relationships with those close to you. Remove barriers to communication.
11. Learn something new every day.
12. Set a reasonable, short term goal and start working to achieve it.
13. Use your job as an opportunity to make an important contribution.
14. Make a game out of frustrating, boring, dull or routine tasks.
15. Put your ego on the back burner. Do your best without worrying how you'll look to others or worrying whether you'll succeed or fail.
16. Develop your sense of meaning and purpose for your life.
17. Take a genuine, abiding interest in at least one other person.
18. Own and care for a pet.
19. Get past your nagging issues.
20. Manage your stress.
21. Welcome change.
22. Let go.
23. Help someone else succeed.
24. Focus your mind and energy on that which you are for, not on that which you're against.
25. Refuse to let fear, jealousy, anger or comparison drive your actions.
26. Look for the good in everyone you meet.
27. Give something to everyone you meet, if just a friendly smile or an encouraging word.
28. Get in touch with your own strengths, assets, talents - give yourself permission to recognize and enjoy your true greatness.
29. Stand up for what you believe and for what is right.
30. Take action, follow through.
31. Remember, success and happiness are not goals. They are the byproducts of the way you think, act, and live your life day by day. Success and happiness are as you perceive them to be. Define them in your own terms.

Read more about Harry Olson at www.harryolson.com

Party on the Riverwalk! SLA 2001 Marked by Celebrations of the Past, Present and Future



BY SLA STANDARDS, THE THRONG OF 5,217 PARTICIPANTS WAS MODEST IN NUMBER. But the crowd gathered in San Antonio, Texas USA for SLA's 92nd Annual Conference was vocal, active and ready to celebrate the greatness of the information profession.

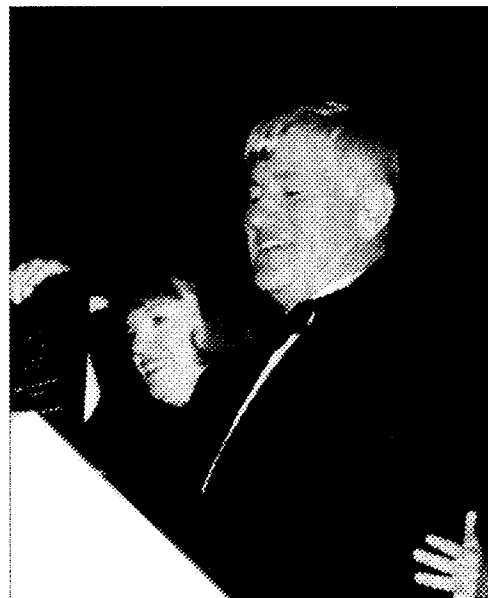


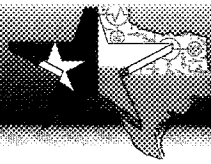
Many themes were woven into the plot for SLA 2001, including the traditional meetings by the SLA Board of Directors and the Association's leadership; the installation of newly elected officers, the presentation of awards and honors; and the unveiling of new and innovative products and services in the Info-Expo, SLA's exhibit hall. The buzz, however, centered around the pending retirement of David R. Bender, Ph.D., executive director of SLA. Dr. Bender has served in that role for 22 years, and his impact on the Association will be felt for years to come. And many in attendance were curious about the coming tenure of Roberta Shaffer, who will assume her new duties in early September. With the Association's future on many people's minds, change in many areas of concern was generally the topic of choice.

A large number of conference participants arrived early to attend learning experiences, but the Association's leadership and the bulk of the conference participants made their presence known on Sunday, June 10 with a host of high profile activities. The day started with roughly 300 volunteer leaders from around the world attending the Leadership Development Institute, a full-day program designed to promote creativity and innovation in the leadership of SLA. That group also enjoyed a lunchtime presentation by noted business consultant and author, Nancy Austin. She challenged the audience to embrace the concept of change in the workplace and the marketplace, allowing each to complement the other.

The opening of the SLA Info-Expo took place in the afternoon with a splash. Factiva and the Texas Chapter of SLA hosted "Carnavale de San Antonio", a big party featuring drummers, dancers, fire eaters, clowns, and lots of food and drink. Conference participants flooded the exhibit hall to soak in the atmosphere and check out the latest applications and services from the information industry.

As the day came to a close, hundreds of contributors to SLA's endowments and funds—and many others who just wanted to have a good time—crowded La Villita, a tiny historic village with native American, Spanish, and European influences. That's where the 6th annual SLA President's Reception took place, and the gathering was treated to great food, a country music band, and a traditional Mexican violin troupe. SLA President Donna Scheeder (Congressional Research Service, Washington, DC USA) spoke of the virtues of leadership and making bold statements through financial support of SLA and the information profession. She honored retiring SLA Executive Director David Bender with a toast to his legacy after 22 years of solid, effective leadership. Scheeder also presented the SLA Presidents Award to Susan O'Neill Johnson (The





World Bank, Washington, DC USA) for her efforts to establish and implement SLA's Global 2000 Fellowship Program.

On Monday, June 11, the main event got underway in the morning, when the Opening General Session featured Molly Ivins, noted columnist, author and native Texan. Her rambling, comedic style entertained 4,000 of the conference participants in attendance, as she spoke on such topics as U.S. President George Bush, free speech, and the varied cultures of Texas. The event included the recognition of many SLA award winners, including Eric Brewer, co-founder and Chief Scientist of Inktomi Corporation, who received the SLA Professional Award. Brewer was the driving force behind the creation of FirstGov.gov, a unique web search engine devoted to the organization of United States Government information.

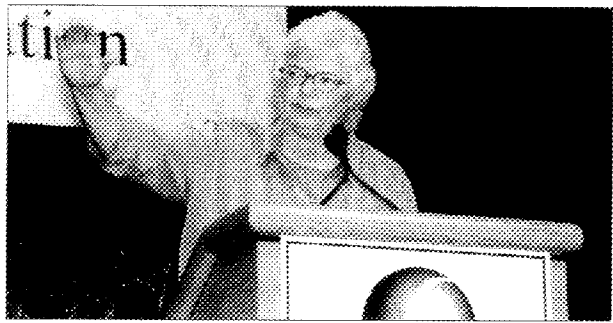
SLA also inducted three long-time members into its Hall of Fame. Judith Bernstein (University of New Mexico), Roger Haley (U.S. Senate Library), and Fred Roper (University of South Carolina) joined an elite group of people who have devoted their careers to special librarianship and SLA.

The event was sponsored by LexisNexis, which was recognized as the inaugural member of the John Cotton Dana Circle. This honor is reserved for companies or individuals demonstrating the highest level of support for SLA. Bill Pardue, President and CEO of LexisNexis, accepted the award and introduced Ivins, a longtime friend and colleague. Additionally, LexisNexis joined Dialog and Factiva in being honored for service as the Major Partners with SLA.

Along with many other sessions held by SLA chapters, divisions, and standing committees, SLA unveiled its TechZone, a series of online and digital laboratory learning sessions. The TechZone featured such courses on such subjects as creating a first website, adding style to Internet services, and using databases to add dynamic content.

Learning and collaboration continued on Tuesday, June 12,

as participants were exposed to a wealth of unique ses-



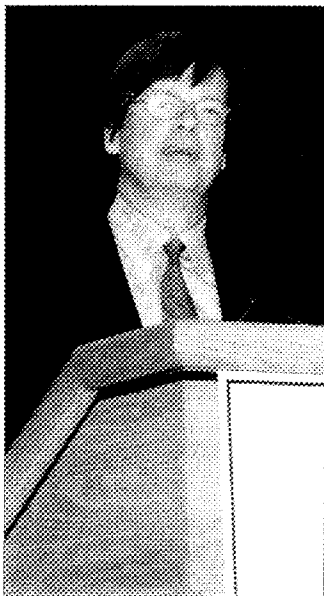
sions focusing on everything from discussions on geographic information systems to conversations about the image of the profession.

The day started early for many, but was officially kicked off mid-morning, when Conference Planning Chair Denise Chockrek and SLA President Donna Scheeder opened the second day of the Info-Expo with style. Conference participants were treated to a coffee and pastry break in the exhibit hall, sponsored by SilverPlatter. They also experienced the sounds of the Arbuckle Boys, a western guitar group. Leslie Lees, Vice President for Content Development for SilverPlatter, also welcomed the crowd and thanked them for their professional commitment to using technology to meet the demands of today's knowledge worker.

Scheeder also announced the winners of SLA Palm Pilot Giveaway: Laura McBride Felter, Merck Research Labs, West Point, Pennsylvania USA; Joseph A. Geissler, Walt Disney Imagineering, Glendale, California USA; Jim Oberman, People Magazine, New York, New York USA; Laura Reimer, Novartis, East Hanover, New Jersey USA

In the afternoon, a pair of back-to-back sessions focused explicitly on the image of the profession and the branding of SLA—subjects that are inextricably linked. Linda Morgan Davis, the Chair of the SLA Public Relations Committee, held an "Oprah-style" image interview/chat session with Bethann Ashfield (a Wall Street financial industry information professional), Kathy Kelly (Appleton Papers, Inc.), and Jill Konieczko (LexisNexis). The audience ended taking over the discussion, focusing on the skills needed to enhance image and the perpetuation of stereotypes.

Following that discussion, SLA President Scheeder held a President's Series discussion on branding SLA. Over the past year, the Association has conducted a review of its branding strategy via the SLA Task Force on Branding. Earlier this year, the Association and the Task Force hired Source, Inc. to serve as the lead consulting group



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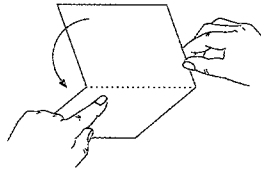
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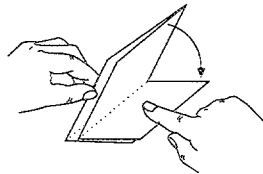
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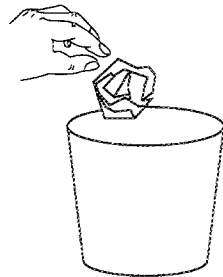
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on the project. The Task Force has filed an interim report, which is available in the Board of Directors Section of Virtual SLA. The session itself produced a clearer perspective on the role of branding in organizations, particularly non-profits.

The celebration continued on Wednesday at the SLA 2001 with the Annual Business Meeting and Closing General Session, featuring a farewell address by David Bender, SLA's executive director for 22 years. Dr. Bender will retire at the end of August. He was presented with a trip to Tuscany by outgoing SLA President Donna Scheeder. SLA staff presented a farewell video, followed by a cake which was served to those in attendance. The SLA presidency transferred to Hope Tillman of Babson College, who delivered an exciting inaugural address complete with her vision of the SLA of the future. The event was topped off with the hilarious wit of nationally syndicated columnist Dave Barry, who talked for almost a full hour on his observations of living in Florida, the Internet, his family, and life experiences.

The day also included more learning experiences and the wrap-up of the SLA Info-Expo. The final full day of the conference was capped with a delightful Gala Dinner, featuring the presentation of the John Cotton Dana Award to Dr. Bender for his longtime service to SLA. Judith J. Field of Wayne State University received the Rose L. Vormelker Award for her commitment to mentoring students and young information professionals. Guests were treated to a country and western band and an excellent meal. It was a perfect way to end a conference replete with celebrations.

During the SLA 2001 Annual Board of Directors meeting June 8-9, in San Antonio, several key issues were addressed by the board ranging from the appointment of the 2003 New York Conference Program Committee to the creation of an SLA Sub-Saharan Africa Chapter.

The slate of candidates for the 2002 spring elections were approved by the board. The candidates are as follows:

for President-Elect, G. Lynn Berard and Cynthia Hill; for Chapter Cabinet Chair-Elect, Davenport Robertson and Lois Weinstein; for Division Cabinet Chair-Elect, Pamela Rollo and Wei Wei; Directors, Betty Edwards, Jesus Lau, Dee Magnoni and Barbara M. Spiegelman. Information is now available on the 2001/02 Candidates for SLA Office. Complete details will also be available in the January 2002 issue of *Information Outlook*®.

The Research Committee's recommendation was accepted by the board to award Dr. Mark Rorvig, University of North Texas, for his project, "Exploiting Image Content Features for Image Index Term Assignment" as the 2001 Steven I. Goldspiel Memorial Research Fund Recipient.

Several routine financial issues submitted by the Finance Committee were approved as presented to the board ranging from the Annual Audit Report and Management Letter to requesting funds in the fiscal year 2002 Building Reserve Fund for capital improvements.

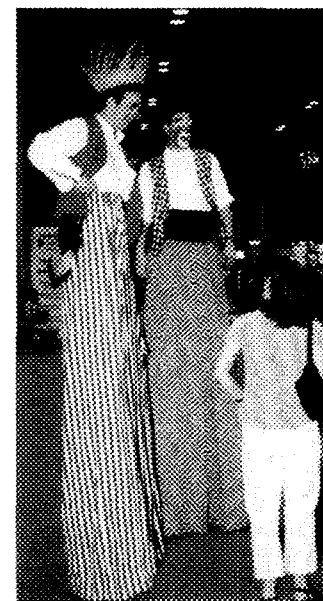
The Board confirmed Salt Lake City, Utah as the site of the 101st Annual Conference of the Special Libraries Association to be held June 5-10, 2010.

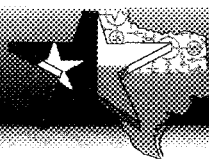
Committee on Committees submitted six documents requesting the board's approval for revising committee charges. The Board also approved the merger of the Government Affairs/Intellectual Property Committee into the Public Policy Committee.

Hope Tillman held the first meeting of the 2001/02 Board of Directors Thursday, June 14. The agenda included items regarding the Research Committee, funding request for the PAM Division and reports from the Board of their participation in Division. Members of the Board remarked on the meeting being the last in David Bender's career as executive director. He was offered many thanks and best wishes for a happy retirement.

The 2001/02 Board of Directors will hold their fall meeting October 19-20, 2001, at the association office in Washington, DC. For complete details on all

the actions taken during the board meetings, please point





your browser to <http://www.sia.org/content/SLA/Structure/index.cfm>.

The President's Report

by Donna Scheeder

June 13, 2001

Last year, I stood before you full of hope and expectation, looking forward to the year to come. Today I stand before you to look back on that year while keeping in mind these famous words of Oliver Wendell Holmes, "I find the great thing in this world is not so much where we stand, as in what direction we are moving: to reach the port we must sail sometimes with the wind and sometimes against it—but we must sail and not drift or lie at anchor." I am happy to report that the association has sailed forward this year. As you may recall last year I stated that "in SLA, change is our tradition" and I promised you that we would have a very traditional year. Your Board of Directors has made good on that promise. The association has advanced the strategic priorities set in the SLA strategic plan and I would like to highlight our major accomplishments in this area. It is by no means an exhaustive list and I apologize to those who worked very hard on a number of initiatives that won't be mentioned here. However, I am yielding time to Dave Barry this year, an innovative addition to this session that I am sure you will enjoy.

The strategic priorities for SLA are:

Guarantee the Future, Promoting our Value through marketing and public relations Strategic learning and development.

As OUR VISIONARY FRAMEWORK FOR THE FUTURE STATES, "These priorities are interrelated each one influencing and enabling the success of the others. Many of the actions taken by the Board this year address more than one of these objectives.

First and foremost, SLA has taken some bold initiatives to guarantee our future. The 5 Task Forces created by then president Susan Di Mattia have been hard at work this year and have presented the Board with bold and innovative choices.



The Branding Task Force identified and SLA hired Source



Inc. to guide SLA through the complex process of examining its brand identity and developing a strategy to guarantee that the association brand clearly says to the world that SLA is the leading organization in the information and knowledge industries, which is the vision of SLA. We want to convey to the world, that you, SLA's members are savvy information professionals who are critical to the success of any organization. We want our brand to declare loudly that this is an organization for the information professional, regardless of the environment they work in. Source Inc. is in the process of helping us do that. Hopefully, many of you have already attended a presentation on the progress of this effort and if you have not, I urge you to visit the marketplace and speak to some of your colleagues from the Branding Task Force who will be more than happy to discuss the Branding initiative with you.

In the area of Membership, the Board of Directors voted at this meeting to create a virtual chapter. This action will assist SLA to grow globally by providing access to the SLA network and resources at an affordable rate to those outside the United States and Canada.

The Simplification Task Force looked at SLA's governance structure and came up with a number of recommendations to streamline the association. The Board will explore those possibilities in the coming year. Finally, the conference continues to evolve and I hope that you are pleased with the efforts displayed this week.

SLA's global presence was increased dramatically this year. The Global 2000 conference held in Brighton last fall saw information professionals gather together from around the globe to discuss the professional issues of today and tomorrow. Excellent keynote speakers as well as insightful programming by SLA divisions and partner associations resulted in a stimulating event that had the feeling of a convocation where diverse viewpoints were shared and wisdom was gained. The fellows program was a resounding success and all of SLA can take pride in this achievement since so many of our divisions and chapters



contributed in some way to make this happen. 23 individuals from Africa, Asia, Latin America and Europe were funded to attend the meeting and were given a one year SLA membership. The Board voted in January to continue global conferencing initiatives.

SLA also took a bold initiative this year to guarantee the future of our global initiative program with the creation of the David R. Bender Fund for International Development. Last Sunday evening over 300 of us attended the President's Reception raising over \$100,000 in start up money for this endowment.

SLA has created a discussion list for library association Presidents which it hopes to expand, and last but not least, we accepted the petition and granted provisional chapter status to the Sub-Saharan Africa Chapter.

On the education and learning front, there are 2 particularly noteworthy developments in the last year. The Board approved SLA participation in a new independent accreditation office for graduate programs in library and information studies. This office would be a joint venture of a number of library and information associations, including ALA, Medical Library Association, Association of Research Libraries, and ASIST. While there will be a cost involved for all participants, the proposal is seen as an important means to influencing graduate curricula more directly in order to insure that competencies identified in the SLA document will be taught in more library and information science programs. It speaks directly to our strategic goals.

In addition, I have appointed a committee to review and update our competencies document. JoAnne Marshall will be chairing the group which will undertake the review.

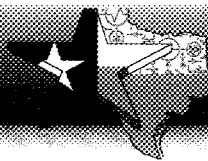
However, in some ways, the greatest change is yet to come. After 22 years of leadership, David Bender has decided to retire. I will save my thoughts on this for later in the program. However, when I stood as your new president last year and said in SLA we are ready for anything be-

cause change is our tradition, I did not expect to be personally tested so soon. You can imagine my surprise when at breakfast the next morning, I received an envelope from David with a letter expressing his intention to retire. Finding a leader to fill his shoes was a significant challenge for this Board of Directors. The process combined the expertise of the professional search firm, Russell Reynolds Associates with the knowledge of a fabulous search committee chaired by Mimi Drake and the wisdom of the Board who interviewed the finalists. I am happy to say, and we hope you will agree that our executive Director-designate, Roberta Shaffer represents the best the information profession has to offer. I know we are all looking forward to working together on new and exciting initiatives that will help SLA realize its vision of the future.

Yes, it has been a very busy and rewarding year and I owe so many people a deep debt of gratitude for their encouragement, support, advice and friendship. It has been a joy to work with this Board, especially Hope Tillman who has been a wise and valued partner. It will be easy to turn over the gavel to Hope, because based on this past year, I know she will be among the greatest presidents of SLA. To Susan DiMattia, I say on behalf of the entire association many thanks for a job well done. It was under your leadership that the Board began this strategic journey. To Wilda Newman, Sandy Moltz, Juanita Richardson and Doris Helfer, I say thanks for your leadership, commitment and dedication. Thank you to all the committee chairs. Special thanks go to the Chairs of the 5 task forces, Carol Ginsburg, Suzi Hayes, Tom Rink, Judy Field and Ethel Salonen All of you provided excellent leadership this year and I wish I had more time to talk specifically about many of the things you have done.

I can't say enough good things about David Bender, Lynn Smith and the entire staff at SLA who are truly our partners in putting knowledge to work. I am constantly amazed at the speed with which they can take our thoughts and ideas and convert them into concrete actions that further our goals. They are the embodiment of Welsh's principles of stretch, boundaryless behavior, speed of change, simplification and competitiveness and there





is no doubt in my mind they will reach their goal for the 2002 program year which is to hear the words amazing, wow, and fantastic from their community of stakeholders.

Finally, there is the home team and by that I mean Lynne McCay and the staff of the INF, who made it possible for me to give SLA the time and attention it so richly deserves. The Library of Congress was extremely generous with my time and I fully realized that when my colleagues started looking at me with smiles on their faces and saying, and saying, "Oh! You're here today." Their support was unwavering and I will be eternally grateful to them for it.

It has truly been one of the most wonderful years of my life and I owe it all to all of you, Board, members, staff and friends for giving me so much support. Thank you from the bottom of my heart.

President's Inaugural Address

Hope Tillman

June 13, 2001

I feel humbled at the opportunity to serve as SLA's president, and I want to express my gratitude to all of you for giving me this opportunity. SLA has been a very supportive family for me and given me many opportunities to learn and grow.

My President-Elect year has been rewarding and a lot of fun. I have enjoyed working with everyone on the Board and the SLA staff and to have the opportunity to work with David at least in his outgoing year. And I want to thank Donna Scheeder for her mentoring and leadership this year. I want to thank many, many SLA members, who have been helpful to me this year and in my road to today. Thank you.

The Chapter visits are a major perk—thank the officers and members of the South Carolina, Princeton-Trenton, New Jersey, Rhode Island, Kentucky, Florida, Hudson Valley, Connecticut Valley, Eastern Canada, Boston, and Southern

California Chapters for their warm hospitality. I really



enjoyed my chapter visits and learned a lot more about SLA and the diversity and vitality of its members. I particularly enjoyed meeting with the student groups and faculty at Rutgers, Queens, and UCLA, and at least having the opportunity to visit and meet faculty at McGill and University of Montreal.

My personal thank you's: to Babson College for allowing me to do this. I would like to acknowledge two of my staff at Babson College who are in the audience. They are part of the group taking care of business at home when I am out traveling for SLA: Chris Kelly and Frances Nilsson. And, of course, my love and thanks to my husband Walt Howe for standing by me and providing lots and lots of support.

When our Annual Conference was last in San Antonio, I was chair of the Networking Committee. It was before the web, in the very early days of the Internet. I remember the intense interest in a program I planned on what is the Internet? In which I had Tracy LaQuey Parker, the author of the early Internet classic *Internet Companion*, come to speak from U Texas Austin. The room was so crowded that we moved to an auditorium, thanks to Jim Mears' quick help.

This interest led Sharyn Ladner, one of this year's award winners as SLA Fellow, who had preceded me as chair of the networking Committee, to plan with me a survey of early information professional/librarian adopters of the Internet, as we made our case that librarians should be involved. It is great to be back in San Antonio and Texas.

Technology has been part of librarians' bag of tricks for a very long time. You can go back to the era of card catalogs and see how librarians first made use of typewriters and were early adopters of automation.

Technology is designed to make us more responsive and to enhance face-to-face activities. It is an enabler of two-way communication, increasing the ability to interact regularly not bounded by time and place. Technology can



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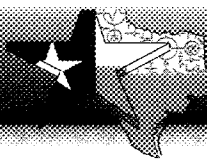
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be used to provide customized and interactive content, bypassing the face to face if desired.

One of my favorite books this past year has been classicist James O'Donnell's *Avatars of the Word*. O'Donnell wrote that, when printed books were introduced, they were looked on askance by those who were accustomed to hand-copied books. In fact, these patrons would take printed books and have them recopied by hand because they preferred reading that way. Technology is a tool and what people use is dictated by their comfort and what the tools do for them.

As they have in the past, information professionals will continue to have a wide range of technology skills. Futurist Paul Saffo said, "Technology does not drive change at all. Technology merely enables change. It's our collective cultural response to the options and opportunities presented by technology that drives change. Just as it was ten years ago and has always been, it is impossible to predict how technology will be used going forward." I agree with futurist Paul Saffo on the difficulty of seeing ahead.

One of the current quotes on Paul Saffo's web site about the turbulence in our times is, "[Today] nothing makes sense and won't for two to three decades." That makes it even more important for us to be flexible.

In the past several years under the leadership of Susan DiMattia and Donna Scheeder we have taken steps to transform the association to prepare it to meet our coming challenges. The five task forces charged with working on our primary strategic initiatives have worked hard. Four have completed their charge, and one — Branding — will continue its important work this coming year. However, nothing is complete. We must take the work of the task forces and make it part of us. We have to turn the vision into reality.

Donna spoke about growth and change last year, and that change is our tradition. I believe that everything moves in a continuum and that we build from the best of what has come before us. I see this com-



ing Board as standing on the shoulders of all those before us. Change will continue to be the watchword for the coming year.

At the same time we need to create understanding and buy-in to new ideas before they can become real, and to do this communication is key. Benjamin Franklin said, "Would you persuade, speak of interest, not of reason." We need to share information fully and openly so that what is happening is widely known and so the actions we want to take won't take anyone by surprise. You can expect to continue to hear much about our strategic initiatives. Eliciting feedback is a technique to get past the obstacles to understanding.

I see communications as two-way. When communication takes place, there is a shared responsibility on both the communicator and receiver. Both have the responsibility of seeing that both have the same understanding. The receiver can test understanding by questioning, the communicator can test understanding by eliciting feedback.

The foundation for communication is listening. Listening can help create connected relationships and partnerships which can be translated into effective action. It is important that everyone has an opportunity to be heard. Our course of action is the result of everyone's input. In any diverse organization there will always be some with other points of view. It is important to embrace other points of view as coming from loyal, caring members rather than the THEM in US versus THEM. We are a volunteer organization, and we are fortunate to have so many talented folks contributing their energy and passion for the association and our profession. We need to be inclusive not exclusive.

Dialog can happen in face to face settings but now also on the discussion lists that are active throughout the divisions, chapters, and caucuses. David Bender has done an excellent job of promoting dialog with his regular chat sessions that have been going on for several years now. I



information outlook

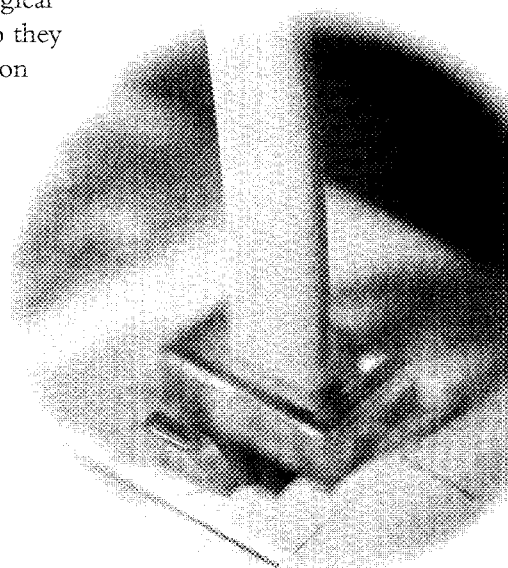
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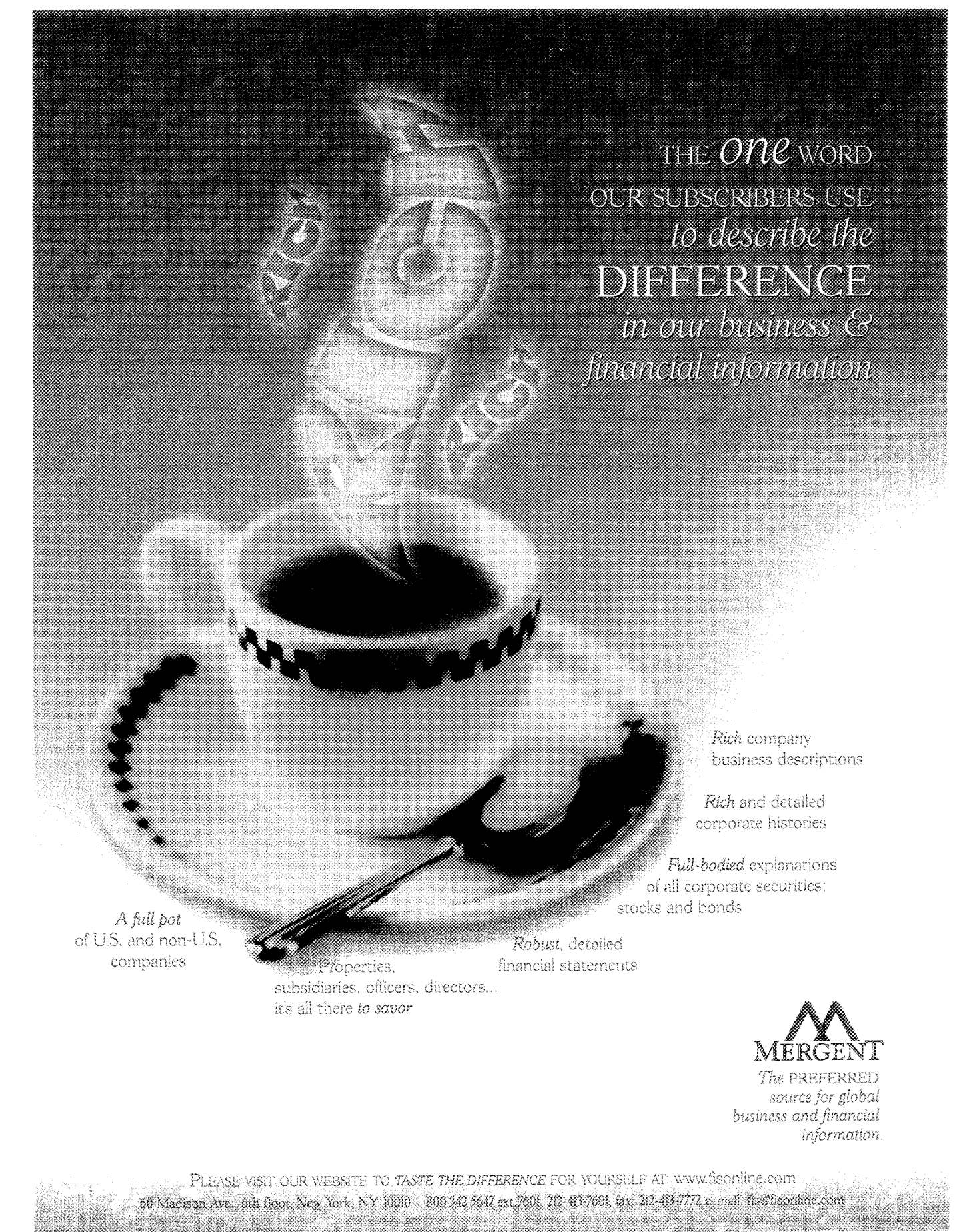
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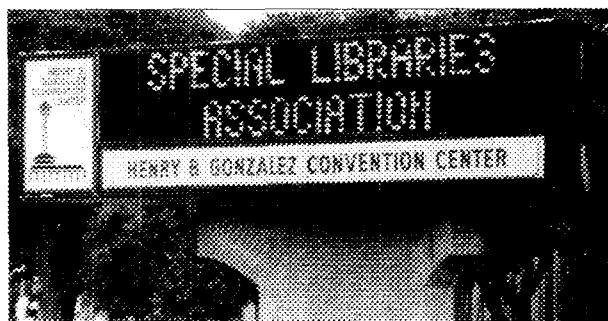
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have watched committee work happen via discussion list representing effective collaboration.

Collaboration also speaks to partnerships. Our conference in Brighton was all the more successful by our partnership with fellow information associations such as the Japan Special Library Association, etc. You see the partnerships here with member conference rates being extended to a number of our colleague professional associations with the same being extended to our members at their conferences. I feel strongly that we need to continue to build alliances with other library and information associations for the best positioning of our association and the benefit of all of us. We want to increase our share of the information professional association market, to be sure, and I believe the best way is to create services and products to attract members. Players in the information association marketplace we may see as competition or threats today may become allies as we both look at different roles vis-a-vis totally different competition tomorrow.

Mentoring is a form of personal communication, and one that has been embraced throughout SLA. There is the very visible mentoring that is acknowledged with the Diversity Leadership Development Program annual award winners and their mentors. The Library Management Division should be commended for the visible way in which they have approached mentoring as well. All the divisions and chapters are mentoring in some way, and I would hope that all of us in leadership positions see this as a role we play as well.

Let me tell you a little of my story of how I was mentored. I don't think mine is an unusual tale at all but it got me here today. Mentoring is a way we communicate our values and goals.

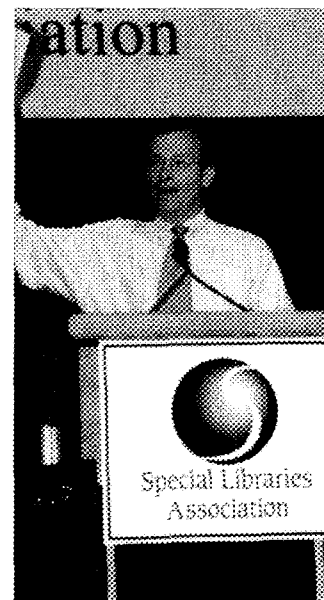
As a new librarian back in the dark ages I looked for learning opportunities. The best programs in my town were those of the Princeton-Trenton Chapter of SLA, and the members of the chapter were quick to make

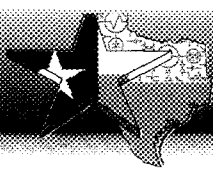
me feel a part of the group and that I had something to offer and receive.

In fact, Chapter President Janet Williams had me room with her at my first SLA Annual Conference and took me under her wing. From there I experienced the annual conference learning and networking and kept getting more involved. What kept me involved? It was the mentoring of many members and leaders who shared and listened. I was fortunate to be in the right place at the right time to be asked to serve as chair of the Networking Committee at the start of the Internet era which fit in such perfect sync for my passion of using technology for communication: I was already a techie, at that time a ham radio operator, and I did meet my husband Walt Howe on the Internet before it was fashionable to do so. I never expected to write a book and now have done three. How has it affected me? SLA has given me confidence and skills to keep going and made me believe more than ever in the importance in giving back—you see, I owe a lot to SLA.

Storytelling is a very valuable tool to use to communicate values. SLA has highlighted the importance of storytelling in a variety of media this year. There have been two articles in *Information Outlook*® this year, one by Stephen Denning and the other by Seth Weaver Kahan — both of the World Bank. Stephen Denning's book, *The Springboard: How Storytelling Ignites Action in Knowledge Era Organizations* is a book well worth reading giving a clear picture of how stories can be used to make the case for change where dry words can't. Denning will be featured in the June 27th virtual seminar, which will be held after you have gotten home from this conference and just about caught your breath.

We have a wide variety of communications tools to communicate with one another. Let's start with face-to-face meetings — president and president-elect chapter visits (and I don't mean to ignore those of the executive director, staff, and other members of the board of directors). Face-to-face situations allow sharing, listening, and eliciting feedback. At the annual conference and winter meeting we have the leadership development institute and town meeting as ways to pro-





mote dialog. As I mentioned mentoring happens at all levels of SLA and promotes the sharing of the values and mission that is SLA.

Internet technologies have enhanced ways we can talk with one another, but have not supplanted the need for face-to-face and voice. The Chat Sessions enable listening but have a directness in that they require each participant to make an effort to make his or her concerns known.

Other virtual techniques include the SLA.COMmunicate, the one way broadcast publication that sends great stuff to us periodically! The improvements of the SLA web site this year have been very noticeable. I hope you all have enjoyed these as I have.

There are so many SLA discussion lists today from those of the units—chapters, divisions, caucuses, committees, SLA-Leadership which is directed at all the officers of the various units, and others as needed. *Information Outlook* is our primary published vehicle and now has a virtual life as well. Communication is key. Email—use discussion lists or your own address book depending on the group you wish to reach. Everyone has a different threshold for SPAM—or messages they are not expecting, and it is important to respect that. Communicate in multiple modes to reach everyone. Each of us have a preferred mode of receiving information and may tune out to other methods.

Consider the old adage: you need to repeat something seven times in a presentation before 80% of an adult audience “hears” the information.

This year as we continue our path of change, I see my role as conduit and listener as well as spokesperson. This year will be a year of beginnings as well as continuations, and one FAREWELL. I am glad I have a few months to work with David Bender before he retires. I look forward to working with Roberta Schaffer our new Executive Director-Designate. I am in the enviable situation of having the opportunity to work with both of them and embracing both of their strengths.



I look forward to working with the new Board of Directors.

I look forward to working with the results of the four task forces which have completed their assignments and to work to enable the fifth of our task forces to complete its charge in the coming year.

As change remains a constant, we need to update our environmental scan which led to our current strategic initiatives. We need to continue to make sure we are on the right track. We will need to stay flexible.

The Annual Conference is a major event in my year. This year I am truly impressed with the results of the efforts by Denise Chockrek and her committee and the division planners, SLA staff, and everyone else who has played a part in this excellent conference.

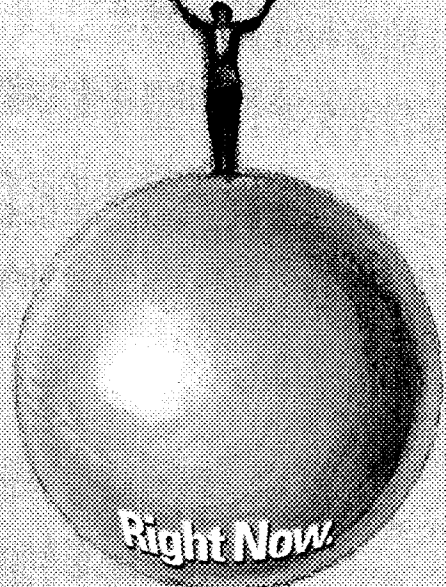
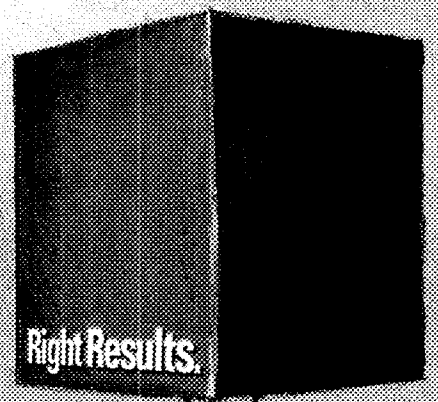
And I look forward to next June in Los Angeles. The Southern California Chapter is already hard at work on local arrangements and the Conference Committee under the able leadership of Bill Fisher has brought us along to this point working with Division planners and SLA staff. Ethel Salonen is taking the helm as Conference Chair, as Bill has other responsibilities now as President-Elect. The LA Conference will be an exciting event as we continue to look at ways to make our conference more effective.

Thank you.

**SLA at the Crossroads
Annual State of the Association Address
David R. Bender, Ph.D.
June 13, 2001**

Good morning. Before I share with you my thoughts on the state of our Association, I'd like to offer thanks to a few people who have been key to our successes over the last year. First, to Denise and all the 92nd Annual Conference Planning Committee: you've done excellent work making this week a reality. Thank you all for your diligence and vision. We are proud to report that our total





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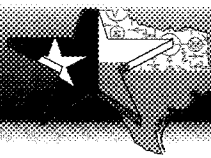
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conference attendance this year was 5,217. As reported earlier this week, our total number exhibitors was officially 345 companies in 480 booths. Another very successful SLA Annual Conference is now almost complete.

I would also like to thank you, Donna Scheeder, for your willingness to put up with me over the past year and for your efforts to manage what has become a very smooth transition to new staff leadership. But more importantly, I thank you for your patience, your kindness, and your friendship. Serving with you during my final year as executive director has truly been a pleasure. Thank you for all you've done for the profession and for the Association.

I will spare all of you the many other thanks that I could give at this point. Rather, I'd like to share a couple of thoughts on the state of our Association.

It seems not that long ago that I was standing before many of you and others like you, a brand-new association executive with a burning desire to lead an international organization. And the words I spoke in my first annual membership address back in 1980 still seem relevant today. For example:

"We are faced with a decade of crisis management, within the Association and within our libraries. We are continuing to learn that our resources are not limitless. Therefore, priorities must be set concerning the amount of and the consequences for distributing the resources to perform activities."



I also remember a time, some ten years ago, when we were in this very city for our eleventh meeting together. And my words then are even more germane today:

"Complexity is a powerful force driving the year's events. So what lessons can we learn? External challenges often lead us to some introspection about ourselves. It is an uncertain time... a time when we can choose to be assertive or passive, dynamic or hesitant. A time when, as my relatives back in Ohio would say, it is necessary to either fish or cut bait. I say, let's go fishing!"



Time truly is not a linear concept. It is more like a spiral, as the forces of the past continue to shape the present, and the future. The challenges and opportunities we currently face are not unfamiliar, if you take the time to acquaint yourselves with our history. You'll see that many before you have already faced these challenges and, for the most part, succeeded.

Today, SLA stands at a crossroads, not merely because of the pending changes in staff leadership and management. I am extremely confident that Roberta Shaffer, as your executive director, will make all of us proud in the coming years.

The crossroads is also not simply a point in time where we are faced with making some critical strategic decisions, although the decisions we face will have a lasting impact on the future of this Association. Making some of these choices will be very difficult, and their results are likely to make some of us uncomfortable. But the recommendations to be proposed by the five SLA Task Forces will bring SLA forward as a leaner, meaner, and more effective Association.

In truth, the crossroads at which we now stand is a convergence of various forces: generational shifts, technology, the global economy, the social climate within our profession, and the status quo—for better or worse. To permit "analysis paralysis" accomplishes nothing. Our gut instincts for survival and success are an important part of the continuing effort to lead the Association forward.

At a recent Information Futurists Institute meeting, I presented a paper on the future of information associations. Clearly, SLA was at the center of my thoughts, but I believe my points in that paper reflect the needs in all associations.

In that paper, I laid out four points for re-establishing the role of the information association:

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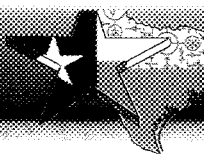
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1. Returning to the concept of community building. Networking is the single most important benefit of membership in SLA. While the Internet and related communications technologies can support our community building efforts, they cannot supplant the power of face-to-face interaction among colleagues facing truly common challenges.

The management principles and practices of the Industrial Age are giving way to the new philosophies of The Knowledge Age. This shift is re-arranging priorities in the workplace, as new skills and capabilities are re-defining the role of all employees in today's organizations. No longer are products, services, or tangible assets seen as the greatest sources of value. People are now the most important resource available. Every individual's ability to manage knowledge and to embrace change contributes to the organization's overall greatness.

In our changed circumstances, it is imperative for information professionals to connect with each other through the communities of practice found across the profession. And it is our commitment to investing in the extraordinary human capital found within our membership that makes SLA so special and able to meet the demands of change over time.

2. Making innovation a priority. Even though innovation is critical to our long-term success, it is not often seen in the work of information associations. Frequently, new services that are viewed as innovative are simply borrowed ideas. This is not true innovation. Rather, innovation comes from imagination, creativity, flexibility, a sense of urgency and a willingness to fail fast in order to succeed quickly.

3. Creating authentic learning opportunities. Learning is yet another area in which we have the opportunity to become indispensable to information professionals from around our community. The variety of education and training programs available from a number of providers should continue to serve the profession well. Learning, however, is distinctive because

it emphasizes the need to change the way information professionals think. More often than not, adults require "un-



learning" of long-held beliefs and practices, and the exploration of new ideas and ideals that can advance their roles in their organizations, communities and society. I believe this core value should be a part of SLA's mission.

4. Implementing financial models that allow for wise assessments of revenue streams. We must also review our financial modeling, to ensure that our existing revenue streams are sustainable for the right reasons. Although we are a non-profit organization, SLA offers a wide variety of products, services and experiences that generate revenue. In addition, SLA's Fund Development Program, the Finance Committee's Financial Long-Range Plan and the staff's Annual Program Plan are examples of our on-going push to bolster the Association's long-term fiscal health. But only through continued careful analysis, effective business planning and prudent management can we achieve the ambitious agenda that I have laid out this morning.

I consider these four points to be SLA's "horizon objectives." In the ebb and flow of organizational life, we may sometimes place greater emphasis on one or two rather than all of these objectives. Still, all of them should be integral aspects of the journey that SLA is yet to take in order to better serve our global community. Take note: we cannot be good at everything, but we must be great at whatever it is we aim to do. And we must change, in order to pass through our crossroads. As management thought leader Tom Peters says, we must be distinct, or we will become extinct!

In closing my first address to the membership, I asked that the all those present to please rise for there are a number of individuals I would like to thank for their guidance and help. The audience had been broken into 9 categories, today I have 12. As your category is named, please be seated.

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- 2-Past Boards of Directors
- 3-President Donna Scheeder
- 4-Current Board of Directors





- 5-Volunteer Leaders
- 6-Lynn Smith and Stephanie Russell
- 7-Staff
- 8-Partners, exhibitors, vendors, sponsors
- 9-Information Community Press
- 10-Roberta Shaffer
- 11-Each of you the members who are SLA
- 12-My family: Lori and her husband Kevin; Scott and his wife Debbie; Robert and his wife Heather; my partner, Philip.

Thank you all for being here this week at our 92nd Annual Conference, and for your continued commitment to making SLA the best that it can be.

*Remarks for the Retirement
of David R. Bender, Ph.D.*

**by Robert Bender, on behalf of the Bender Family
June 13, 2001**

I want to begin by saying thank you for the opportunity to publicly congratulate our father for his tremendous accomplishments with SLA. I am speaking tonight on behalf of our family including my loving wife Heather and daughter Jane, my brother Scott and his wife Debbie, my sister Lori and her husband Kevin, and my father's partner Phil who are all here tonight, and my mother Harriet in Baltimore and my father's sister and father in Ohio, as well as my father's two grandsons - Jake and Evan.

When I was asked to make some short remarks tonight about our father and SLA, many thoughts ran through my mind. First, it is hard to believe that it has been 22 years since he started with SLA at the annual conference in Hawaii. I remember that same week, upon his immediate return home, he drove 2 hours to meet me at my first Boy Scout camping trip. Quite an eventful week: a new job, needing to move to a new city, and sleeping in a tent. Through it all he has never lost sight of the things that are really important in life: family, friends, and the commitment to leaving this world a better place.

Second, I know what SLA has meant to our father. It has

been more than a job. It has been his passion. With his guidance and leadership, and a supportive staff and board, he has taken SLA from a small association in New York City to an international association based in our nation's capital. Selfishly, that move allowed our family to be much closer together in many ways, having grown up in Baltimore.

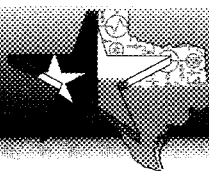
Third, I thought about how we were asked as children, "What does your father do for a living?" We would respond, "Something with libraries, but he's not actually a librarian." Not that there is anything wrong with being a librarian. I still don't think we fully understand the complexities of what he does, but I assume you do or you would not be here tonight.

Lastly, I thought about my father's high school guidance counselor in rural Ohio who said he would not make it through his first year of college. Well, he made it through his first year and his second year, and all the way to earning bachelor's, master's and doctoral degrees, as well as being recognized as an international executive. Our father has inspired us to accept and face challenges in our life and work, and to rise above them. His caring and nurturing side helped inspire my sister to pursue a career in nursing. His love for cooking motivated my brother to choose a career in the culinary arts. And his thirst for knowledge and excellence has helped guide me in my career in the resort industry.

To Roberta, our family wishes you all the success and happiness that SLA has brought to our father and family. To all the current and past board and staff members we say thank you. And most importantly, we say thank you to all of the members.

It is with great pride and love that we say congratulations, we love you, and we are so glad that we could be here for this special occasion. ●





SLA Chapter, Division and Caucus Reports

The following Chapter, Division and Caucus Reports have been submitted to Information Outlook, and are available on the Web. www.informationoutlook.com

CHAPTER

Sierra Nevada (CSRN)
by Ava Goldman

DIVISIONS

Biomedical & Life Science (DBIO)
by Virginia A. Lingle

Business & Finance (DBF)
by Brent Mai

Communications (DCOM)
by Fred McLean

Engineering (DENG)
by Marilyn Redmond

Environment & Resource Management (DERM)
by Mala Sistla

Information Technology (DITE)
by Dee Magnoni

Insurance & Employee Benefits (DIEB)
by Brenda Stenger

Library Management (DLMD)
by Katherine Bertolucci

Military Librarians (DMIL)
by Sharon Lenius

News (DNWS)
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CAUCUS

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by Susan Fournier

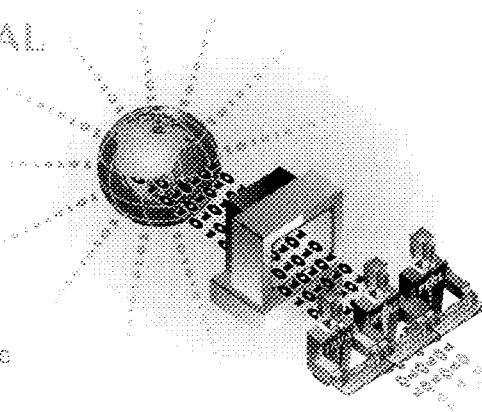
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Collective Management of Copyright and Related Rights



Compiled by John Crosby, Director Public Communications. For more information contact John-c@sla.org

••• Copyright comprises of two main sets of rights:
 • the economic rights and the moral rights.
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BEFORE DEFINING THE CONCEPT OF COLLECTIVE MANAGEMENT AND introducing its main features, let us look briefly at what copyright and related rights themselves amount to. What is copyright? When a person creates a literary, musical, scientific or artistic work, he or she is the owner of that work and is free to decide on its use. That person (called the “creator” or the “author” or “owner of rights”) can control the destiny of the work. Since, by law, the work is protected by copyright from the moment it comes into being, there is no formality to be complied with, such as registration or deposit, as a condition of that protection. Mere ideas in themselves are not protected, only the way in which they are expressed.

Copyright is the legal protection extended to the owner of the rights in an original work that he has created. It comprises two main sets of rights: the economic rights and the moral rights.

The economic rights are the rights of reproduction, broadcasting, public performance, adaptation, translation, public recitation, public display, distribution, and so on. The moral rights include the author’s right to object to any distortion, mutilation or other modification of his work that might be prejudicial to his honor or reputation.

Both sets of rights belong to the creator who can exercise them. The exercise of rights means that he can use the work himself, can give permission to someone else to use the work or can prohibit someone else from using the work. The general principle is that copyright protected works cannot be used without the authorization of the owner of rights. Limited exceptions to this rule, however, are contained in national copyright laws. In principle, the term of protection is the creator’s lifetime and a minimum of 50 years after his death.

These legal aspects are specified in international conventions to which most countries are now party. On their accession, member States should have national legislation that are in line with the international standards.

At the international level, the economic and moral rights are conferred by the Berne Convention for the Protection of Literary and Artistic Works, commonly known as the “Berne Convention”. This Convention, which was adopted in 1886, has been revised several times to take into account the impact of new technology on the level of protection that it provides. It is administered by the World Intellectual Property Organization (WIPO), one of the specialized international agencies of the United Nations system.

What is protection of related rights ?

Whereas the rights provided by copyright apply to authors, “related rights”, also known as “neighboring rights” concern other categories of owners of rights, namely, performers, the producers of phonograms and broadcasting organizations.

Related rights are the rights that belong to the performers, the producers of phonograms and broadcasting organizations in relation to their performances, phonograms and broadcasts respectively.

Related rights differ from copyright in that they belong to owners regarded as intermediaries in the production, recording or diffusion of works. The link with copyright is due to the fact that the three categories of related rights owners are auxiliaries in the intellectual creation process since they lend their assistance to authors in the communication of the latter’s works to the public. A musician performs a musical work written by a composer; an actor performs a role in a play written by a playwright; producers of phonograms — or more commonly “the record industry” — record and produce songs and music written by authors and composers, played by musicians or sung by performers; broadcasting organizations broadcast works and phonograms on their stations.

At the international level, related rights are conferred by the International Convention for the Protection of Performers, Producers of Phonograms and Broadcasting Organizations, better known as the “Rome Convention”. This Convention was adopted in 1961 and has not been revised since. It is jointly administered by the United Nations Educational, Scientific and Cultural Organization (UNESCO), the International Labour Organization (ILO) and WIPO.

The 1994 Agreement on Trade-Related Aspects of Intellectual Property Rights (or TRIPS Agreement), which is administered by the World Trade Organization (WTO), incorporates or refers to this international protection.

There are still other international treaties that concern copyright and related rights protection; further information may be obtained on them by applying to WIPO (www.wipo.org)

What is collective management of copyright and related rights?

It has been mentioned that the creator of a work has the right to allow or to prohibit the use of his works; a playwright can consent to his work being performed on stage under certain agreed conditions; a writer can negotiate a contract with a publisher for the publication and distribution of a book; and a composer or a musician can agree to have his music or performance recorded on compact disc. These examples illustrate how the owners of the rights can exercise their rights in person.

Other cases show that individual management of rights is virtually impossible with regard to certain types of use for practical reasons. An author is not materially capable of monitoring all uses of his works; he cannot for instance contact every single radio or television station to negotiate licenses and remuneration for the use of his works. Conversely, it is not practical for a broadcasting organization to seek specific permission from every author for the use of every copyrighted work. An average of 60,000 musical works are broadcast on television every year, so thousands of owners of rights would have to be approached for authorization. The very impracticability of managing these activities individually, both for the owner of rights and for the user, creates a need for collective management organizations, whose role is to bridge the gap between them in these key areas, among others.

Collective management is the exercise of copyright and related rights by organizations acting in the interest and on behalf of the owners of rights.

Why is collective management of copyright and related rights necessary?

Composers, writers, musicians, singers, performers and other talented individuals are among society's most valuable assets. The fabric of our cultural lives is enriched by their creative genius. In order to develop their talent and encourage them to create, we have to give those individuals incentives, namely remuneration in return for permission to make use of their works.

Collective management organizations are an important link between creators and users of copyrighted works

(such as radio stations) because they ensure that, as owners of rights, creators receive payment for the use of their works.

Who are members?

Membership of collective management organizations is open to all owners of copyright and related rights, whether authors, composers, publishers, writers, photographers, musicians, or performers. Broadcasting organizations are not included in the list, as they are considered users, even though they have certain rights in their broadcasts. On joining the collective management organization, members provide some personal particulars and declare the works that they have created. The information provided forms part of the documentation of the collective management organization that allows the link between the use of works and payment for the use of works to be made to the correct owner of the rights. The works declared by the organization's members constitute what is known as the "national" or "local" repertoire (as opposed to the international repertoire which is made up of the foreign works managed by collective management organizations in the world).

What are the most common types of right under collective management?

Collective management organizations most commonly take care of the following rights:

- The right of public performance (music played or performed in discotheques, restaurants, and other public places);
- The right of broadcasting (live and recorded performances on radio and television);
- The mechanical reproduction rights in musical works (the reproduction of works in CDs, tapes, vinyl records, cassettes, mini-discs, or other forms of recordings);
- The performing rights in dramatic works (theater plays);
- The right of reprographic reproduction of literary and musical works (photocopying);
- Related rights (the rights of performers and producers of phonograms to obtain remuneration for broadcasting or the communication to the public of phonograms).

How does collective management work?

There are various kinds of collective management organization or groups of such organizations, depending on the category of works involved (music, dramatic works, "multimedia" productions, etc.) that will collectively manage different kinds of right.

"Traditional" collective management organizations, acting on behalf of their members, negotiate rates and terms of use with users, issue licenses authorizing uses, collect and distribute royalties. The individual owner of rights does not become directly involved in any of these steps.

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Rights clearance centers grant licenses to users that reflect the conditions for the use of works and the remuneration terms set by each individual holder of rights who is a member of the center (in the field of reprography, for instance, authors of written works such as books, magazines and periodicals). Here the center acts as an agent for the owner of the rights who remains directly involved in setting the terms of use of his works.

“One-stop-shops” are a sort of coalition of separate collective management organizations which offer users a centralized source where authorizations can be easily and quickly obtained. There is a growing tendency to set up such organizations on account of growing popularity of “multimedia” productions (productions composed of, or created from, several types of work, including computer software) which require a wide variety of authorizations.

IN THE FIELD OF MUSICAL WORKS (encompassing all types of music, modern, jazz, classical, symphonic, blues and pop whether instrumental or vocal), documentation, licensing and distribution are the three pillars on which the collective management of the rights of public performance and broadcasting is based.

The collective management organization negotiates with users (such as radio stations, broadcasters, discotheques, cinemas, restaurants and the like), or groups of users and authorizes them to use copyrighted works from its repertoire against payment and on certain conditions. On the basis of its documentation (information on members and their works) and the programs submitted by users (for instance, logs of music played on the radio), the collective management organization distributes copyright royalties to its members according to established distribution rules. A fee to cover administrative costs, and in certain countries also socio-cultural promotion activities, is generally deducted from the copyright royalties. The fees actually paid to the copyright owners correspond to the use of the works and are accompanied by a breakdown of that use. These activities and operations are performed with the aid of computerized systems especially designed for the purpose.

IN THE FIELD OF DRAMATIC WORKS (which includes scripts, screenplays, mime shows, ballets, theater plays, operas and musicals), the practice of collective management is rather different in that the collective management organization acts as an agent representing authors. It negotiates a general contract with the organizations representing theaters in which the minimum terms are specified for the exploitation of particular works.

The performance of each play then requires further authorization from the author, which takes the form of an individual contract setting out the author's specific conditions. The collective management organization then

announces that permission has been given by the author concerned and collects the corresponding remuneration.

IN THE FIELD OF PRINTED WORKS (meaning books, magazines, and other periodicals, newspapers, reports and the lyrics of songs), collective management mainly involves the grant of the right of reprographic reproduction, in other words allowing protected material to be photocopied by institutions such as libraries, public organizations, universities, schools and consumer associations. Non-voluntary licensing arrangements, when allowed by international conventions, can be written into national legislation; in such cases, a right of use against remuneration is accorded that does not require the consent of the owner of rights. Collective management organizations administer the remuneration. In the special case of reproduction for private and personal use, some national legislation contains specific provision for equitable remuneration payable to the owners of rights and funded by a levy imposed on equipment or photocopies or both.

IN THE FIELD OF RELATED RIGHTS, the national legislation of some countries provide for a right of remuneration payable to performers or producers of phonograms or both when commercial sound recordings are communicated to the public or used for broadcasting. The fees for such uses are collected and distributed either by joint organizations set up by performers and producers of phonograms or separate ones, depending on the relation of those involved and the legal situation within the country.

Where do collective management organizations operate?

The application of national laws that establish rights in literary and artistic works and in related rights has an effect only within the boundaries of that country. According to the national treatment principle enshrined in both the Berne Convention and the Rome Convention, foreign owners of rights are treated in the same way as nationals in most respects. This principle is upheld by collective management organizations which, under reciprocal representation agreements, administer foreign repertoires on their national territory, exchange information and pay royalties to foreign owners of rights.

Links to non-governmental organizations

There is now a well-established global network of collective management organizations, and they are strongly represented by non-governmental organizations such as the International Confederation of Societies of Authors and Composers (CISAC), the International Federation of Reprographic Reproduction Organizations (IFRRO), and at the European level, the Association of European Performers Organizations (AEPO), to mention only those.

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activities, WIPO is working closely with the above organizations, and also with others, such as the International Federation of Actors (FIA), the International Federation of Musicians (FIM), the International Federation of the Phonographic Industry (IFPI). The aim is to assist developing countries, upon their request, in establishing collective management organizations, and to strengthen existing organizations to ensure that they can be fully efficient and effective, among other things in their response to the challenges of the digital environment. Such activities are carried on under the WIPO Cooperation for Development Program.

Socio-economic and cultural dimensions

Collective management does a valuable service to the world of music and other creative arts. By managing their rights, the system is rewarding creators for their work, and the creators in turn are more inclined to develop and apply their talents in an environment that provides adequate copyright and related rights protection and an efficient system for the management of rights. Such a situation encourages creators to contribute to the development of the cultural sector, attracts foreign investment and generally enables the public to make the most of a broad array of works. Together, these factors have an undeniably favorable impact on national economies; cultural industries contribute up to 6% of the gross national product of some major countries, income from the collective management of copyright and related rights accounts for a substantial part of that percentage.

Some collective management organizations offer various kinds of social welfare protection to their members. The benefits often include assistance with payment for medical treatment or insurance, annuities on retirement or some sort of guaranteed income based on the members royalty payments history.

Collective management organizations may sponsor cultural activities to promote the national repertoire of works at home and abroad. They promote the holding of theater festivals, music competitions, productions of national folklore and music anthologies and other such activities.

Welfare protection and the promotion of cultural activities are not compulsory. When they are provided for, however, they may take the form of a deduction that the collective management organization makes from the royalties collected. There is no unanimous view among collective management organizations on the idea of a deduction, which according to the rules of CISAC should not represent more than 10% of net income.

Collective management and the digital environment

Copyrighted works will be increasingly delivered in

digital form via global networks such as the Internet. As a result the collective management of copyright and related rights by public, semi-public and market sector entities will be re-engineered to take advantage of the efficiency gains offered by information technology. The ever-increasing opportunities offered to the holders of rights by the Internet and the advent of "multimedia" productions are affecting the conditions of protection, the exercise and management of copyright and related rights, and also the enforcement of rights.

In the online world of the new millennium, the management of rights is taking on a new dimension. Protected works are now digitized, compressed, uploaded, downloaded, copied and distributed on the Internet to any place in the world. The expanding power of this network allows mass storage and online delivery of protected material. The possibility of downloading the contents of a book, or to listen to and record music from cyberspace is now a reality. While this presents immeasurable opportunities, there are also many challenges for owners, users and collective management organizations.

Many collective management organizations have developed systems for online delivery of information relating to the licensing of works and content, the monitoring of uses and the collection and distribution of remuneration for various categories of works within the digital environment. These digital information systems, which depend on the development and use of unique numbering systems and codes that are embedded in digital carriers such as CDs, films, allow works, the rights owners, the digital carriers themselves to be properly identified and provide other relevant information. Adequate legal protection is needed to prevent acts intended to circumvent technical protection measures, and also to insure against the removal or alteration of any elements of the digital information systems or other such practices.

Two treaties were concluded in 1996, under the auspices of WIPO, to respond to the challenges of protecting and managing copyright and related rights in the digital age. Known as "the Internet treaties," the WIPO Copyright Treaty and the WIPO Performances and Phonograms Treaty deal among other things with obligations concerning technological protection measures and rights management information in the digital environment; they ensure that the owners of rights are protected when their works are disseminated on the Internet; they also contain provisions requiring national legislators to provide efficient protection for technological measures, by prohibiting the import, manufacture and distribution of illicit circumvention tools or material and also outlawing acts detrimental to rights management information systems. ●

copyright corner

Changes in the Government Affairs/ Intellectual Property Committees

By Barbara Folsenbee-Moore, Co-chair, Government Relations/
Intellectual Property Committee

The past year has been a busy one for the Government Affairs and Intellectual Property Committees. In 1999, a Board of Directors mandate required combining the two committees into one. Although this was done rather suddenly, the committee chairs and members began the process of deciding how to make the change occur. By the end of 1999, the committee's name had been changed to the Government Affairs/
Intellectual Property Committee and the two co-chairs set about the task of turning two committees into one.

David Shumaker, the chair of the Government Affairs committee, spearheaded the activities and began the effort to re-work the committee charges into meld them into one committee. He also guided the discussion on the name for the emerging committee as well. The currently proposed name for the committee is the Public Policy Committee, reflecting the broad focus that now exists for the committee. Once the proposed re-organization of the committee happens, it will continue to focus on all the issues that relate to both government affairs affecting libraries as well as any intellectual property issues that might impact

Special Libraries Association's diverse professional communities.

In addition to re-working the committee itself, another activity that the committees have taken on is the re-writing of the Association's government affairs position statements. The original topics for the position statements were: Competitive Issues for the Profession; Developing the Global Information Infrastructure, Telecommunications Issues, Access to Government Information and Copyright and Intellectual Property Issues.

Now the topics are being combined and incorporated into statements on four topics: (1) Information Commerce, (2) Government Information, (3) Information Technology and (4) The Role of the Information Professional in the Global Economy. Since the original position statements had been done in 1997, the need to review and update them was a priority. As issues confronting the Association change, the positions it must take in these areas also changes. The international flavor of the Association is also of particular interest and concern at this time; thus, the recommended name for the committee reflects a more encompassing focus than in the past. At present, the group working on the changes consists of David Shumaker, Heather Gallegos-Rex, Barbara Folsenbee-Moore and John Crosby, SLA Director, Public Communications. However, other committee members are also being asked for their timely input to be used in preparing a draft for the comments at the June annual conference. Once the drafts are agreed upon by the committee, it will

try to get them posted on the Association webpage for comments.

The committee was also involved in the Association's decision to make a formal statement regarding the issues involved in the recent U.S. Supreme Court case of *Tasini v. The New York Times* (and others). The statement issued through Executive Director, David Bender, clearly reflected the Association's concerns for the impact that this case might have on Association members – whether they are librarians or vendors in the information industry. Disagreements over changes in the copyright law and the information industry become more and more important as the issues of electronic rights and electronic publishing are being debated both nationally and internationally.

The committee, with the help of John Crosby, continues to keep an eye on issues at the national level that might affect SLA members and hopefully, the government relations liaisons are communicating these issues back to the members they represent.

The Committee encourages members to communicate with the committee through any of its members and call to its attention any issues you feel issues are being neglected or perhaps missed. Your input is always appreciated and valued.

For more information,
contact Laura Gasaway
(laura-gasaway@unc.edu)

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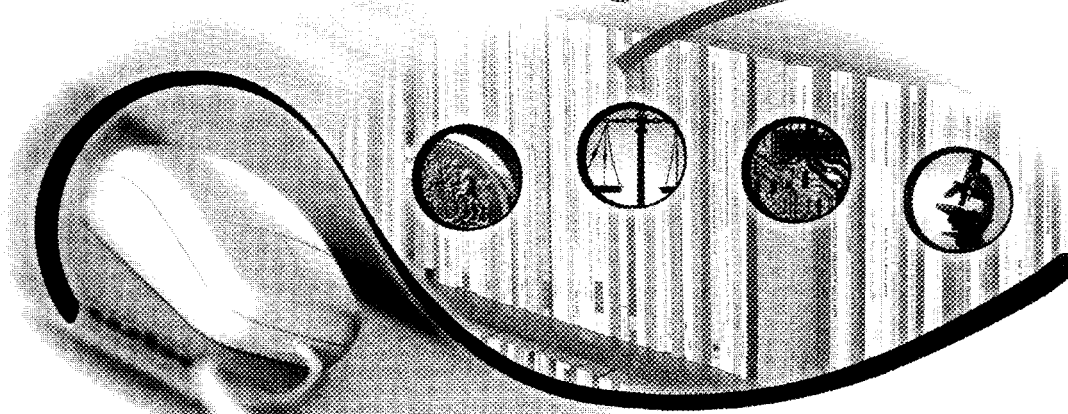
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Free Lance Writers Win Big as U.S. High Court Sends Clear Signal

On June 26, 2001 The Special Libraries Association reacted to the announced decision by the United States Supreme Court in the matter of *Tasini vs. New York Times*. David R. Bender, Executive Director of SLA offered the following remarks:

"In our original comments earlier this year, SLA called for publishers and authors to seek consensus

through negotiations, rather than wait for the Supreme Court to reach a decision that would likely damage access to information. Unfortunately, the parties refused to do so for various reasons. Now, the Supreme Court has issued an opinion that dramatically alters the landscape for management of information through online content aggregators and purveyors. The decision means potential gaps in resources and, inevitably, higher costs for access to information. Further, the use of future technologies in collecting, archiving, disseminating, and sharing copyrighted information through technological means could

pose significant barriers to what has been, at least during the early phases of the digital age, a streamlined transition."

While we are disappointed with the Court's decision, we believe that Congress and the lower courts must act to ensure that stability in the information marketplace remains a priority. For our own part, information professionals worldwide must always strive to provide access to the best, most accurate information possible so that their organizations may put knowledge to work."

Earlier in 2001, the SLA Board of

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June 8-13, 2002

The Special Libraries Association has as its long standing motto "Putting Knowledge to Work.®" What better way to apply this motto than to the 2002 Annual Conference in Los Angeles. The sessions and presentations will highlight how information professionals have always creatively met the information needs of their organizations and clients by utilizing the core values inherent in the motto of the Special Libraries Association.

The emphasis on "Knowledge" recognizes the activities of many Association members in all disciplines inherent in Knowledge Management. There will be sessions devoted to how information becomes knowledge and how information professionals can work with senior managers in their organizations to ensure that relevant knowledge is made available.

The Conference will also highlight strategies used in member organizations that reflect the Association's recently adopted strategic plan - "Professionals Putting Knowledge to Work in the 21st Century." These sessions are meant to give proper attention to our future directions. We will learn how our colleagues actually put knowledge to work in their organizations.

SLA's 2002 Annual Conference recognizes our past, our present, and our future. Working with the tracks and program levels, conference attendees should find themselves with a rich diversity of topics to ensure a rewarding and professionally stimulating conference.

See you next year in Los Angeles!
Don't be left out!

Plan to attend the 93rd Annual Conference.
Join fellow information professionals as we take
advantage of new opportunities!

Visit www.sla.org periodically to receive updates of the program development and activities as they unfold.

Directors cited several issues as factors in its decision:

- That copyright law was truly intended to be balanced "to promote the progress of science and useful arts, by securing for limited times to authors and inventors the exclusive right to their respective writings and discoveries" U.S. Constitution, Article I, Section 8).

- That SLA's membership is diverse in its practices and interests, including many information professionals who are authors or work for publishing interests.

- That a finding in support of the authors could set in motion several responses by the publishing community, including price increases to off-

set increased fees for use of freelance articles, or the removal of a substantial portion of archived articles.

- That a decision by the Supreme Court - regardless of the outcome - would be damaging to the global community of information users. A victory by the publishers would produce a chilling effect on the creation of articles by freelance writers, while a finding in favor of the authors would likely mean higher costs and/or reduced access for the most important players in the information game - the users.

chapter & division news

Business and Finance Division Announce Awards

The Business & Finance Division announced the winners of its grants and student stipends awards at its annual business meeting in San Antonio, TX this past June. The professional grant winners were: Jerry Bornstein, Baruch College, Newman Library, NY, NY; Judith Kolata, Heller Financial, Inc., Chicago, IL; and Tracey Palmer, Pricewaterhouse Coopers, Toronto, Ontario, Canada. The student stipend winners were Joan Jerice Barrios and Genevieve Cooper, both from Dominican University. Each of the five winners received \$1,200.

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Fulbright Senior Specialist Award Program

Martha McPhail was invited by the Council for International Exchange of Scholars to serve on the Advisory Panel for the Fulbright Senior Specialist Award program, a new, start-up program to send librarians/scholars to international posts. Awardees will be posted for 2-6 weeks, consulting on cataloging, systems, records/archives management, teaching library science, or other possibilities.

Special or academic librarians interested in participating in this international consultation program may contact Martha for additional information at mmcphail@mail.sdsu.edu or by phone at 619-594-6736.

SLA Toronto Chapter Awards

The Toronto Chapter of the SLA announced the winners of the following awards at their Annual General Meeting on May 17, 2001:

President's Award - Mary Dickerson

The President's Award is given to an individual who is at or nearing the end of the active career and who, in the opinion of the President and the Awards Committee has made extraordinary contributions to the Chapter, the Association and the industry throughout their career.

This year's honoree typifies the qualities one would expect of the recipient of this prestigious award. The following is a partial record of her significant accomplishments.

She has held numerous positions at the Toronto Chapter level including Chair of the Senior Management Roundtable, Secretary and was SLA Toronto Chapter President in 1985/1986.

At the international level, this year's recipient was invited to serve on the 1992 Presidential Study Commission on Professional Recruitment, Ethics, and Professional Standards, she served as Association Director from 1988 - 1992 and Chaired the Professional Development Committee from 1994-1997. She was named a Fellow of the Special Libraries Association and today continues to serve as the Current Chair of the International Relations Committee.

Mary has had an unwavering career focus on information and research services for legislators. Her expertise in this area has been recognized by such organizations as the Canadian Parliamentary Centre, which regularly calls on her to advise the parliaments of developing countries on library and research services.

For 25 years Mary has been instrumental in creating and maintaining the Ontario Legislative Library's reputation for the highest standard of service; first as head of Information and Reference, Deputy Director and, since 1993, Executive Director. Because of her professional dedication and unflinching insistence on service quality she will retire next month leaving a vital, evolving library and a staff whose values are strong and shared.

Chapter Member of the Year Award —Tracey Palmer, Dave Hook, Helen Kula, and Nicole Stewart.

These stalwart individuals brought in an innovative program for all chapter members. As recent MLS graduates they have demonstrated great talent and the ability to implement a great program.

Kathleen Reeves Award - Carolyn Zeigler

The Kathleen Reeves Award is given to the Student at the Faculty of Information Studies at the University of Toronto who achieves the highest academic standing in the Special Libraries Course, which is part of the curriculum leading to a Masters of Information Studies.

Academic Achievement Awards

The following individuals who received the highest academic standing in two other library programmes were also honored:

Seneca College Library Technician Program Student Award - Sarah Dafoe

Sarah has just begun a new position at the prestigious law firm, Lang Michener.

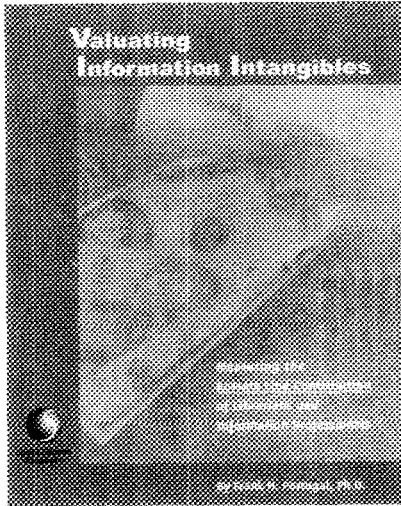
University of Western Ontario School of Library and Media Studies - Sally Bremner

Sally is starting her career in Ottawa where she is currently on a co-op work placement.

Valuating Information Intangibles:

Measuring the Bottom Line Contribution of Librarians and Information Professionals

by Frank H. Portugal, Ph.D.



A determination of the bottom line value of libraries and information centers has proven difficult because of the intangible nature of the value and the use of archaic accounting systems that for the most part focus on tangible or physical assets rather than intangible ones. The problem is that the intangible value of libraries and information centers may be orders of magnitude greater than their tangible value. To overcome some of these measurement difficulties this workbook presents four different approaches to the intangible valuation of information resources.



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Hypertext 2001
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Aarhus, Denmark
www.htol.org/home.html

* IFLA

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Library Age
August 16-25, 2001
Boston, MA, USA
www.ifla.2001.org

Australian Library and Information Association

Rivers of Knowledge: 9th
Special, Health and Law
Libraries Conference
August 26-29, 2001
Melbourne, Australia
www.alia.org.au/conferences/
shllc/2001

September

WebSearch University
Power Searching with the Pros
September 9-11, 2001
Reston, VA, USA
www.websearchu.com

☉ Tending the Garden of Knowledge:

An Inside Look at Communities
of Practice
September 26, 2001
Virtual Seminar Series
http://www.sia.org/content/
Events/strategic/index.cfm

Eusidic Annual Conference
Information Value Chain
September 30-October 3, 2001
Baden-Baden, Germany
www.eusidic.org

October

Internet Research 2.0: INTERconnections

The Second International
Conference of the
Association of Internet
Researchers
October 10-14, 2001

Minneapolis-St. Paul,
Minnesota, USA
www.cddc.vt.edu/aoir/

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2001
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kmw01/default.htm

November

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Library Research Seminar
November 2-3, 2001
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http://www.asis.org/
Conferences/am01.html

American Society of Information Science and Technology

ASIST 2001 Annual Meeting
November 3-8, 2001
Washington, DC USA
http://www.asis.org/
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ACM CIKM

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Knowledge Management
November 5-10, 2001
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http://
www.cikm2001.cc.gatech.edu/

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http://
www.econtent2001.com/

December

Learned Information

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http://www.online-
information.co.uk/online/

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December 5, 2001
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