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FOCUS:
Podcasting: A New Way to Create, Capture and Disseminate Intellectual Capital

Hot New Web 2.0 Tools
Whatever the Future Holds for the Internet, SLA Will Be There

BY JANICE R. LACHANCE, CEO

As part of its focus on the practical applications of the internet, SLA unveiled the Innovation Laboratory at SLA 2008

So much is written and said about the Internet that we could be forgiven if we do not follow each and every development and innovation with the same interest and intensity we do our day-to-day responsibilities. That is not to say the Internet is unimportant to us as individuals or professionals because we know it and will be even more so throughout the remainder of our careers. What interests most of us today, I suspect, are the practical applications of this technology and the ways in which it could impact our enterprises or industries in the future.

The keynote presenters at this year’s SLA Conference & INFO-EXPO in Seattle gave attendees that and more. They offered a fascinating and insightful glimpse of the Internet’s promise in the near and long-term future, and also outlined some of the likely challenges ahead.

During the opening keynote presentation, Google Vice President and Chief Internet Evangelist, Dr. Vint Cerf, widely recognized as a “Father of the Internet,” said that by 2010, three billion people likely will have access to the Internet thanks to mobile devices, and that in 10 years it is possible for everyone in the world to be online. Cerf, who was interviewed on stage by award-winning television journalist Charlie Rose, said the Internet has fostered enormous creativity and innovation and will continue to do so. “If it remains open, it has no boundaries,” he said. Cerf admitted, however, that he is concerned about challenges to the openness of the Internet from governmental and commercial interests—and even new developments in technology. Despite these reservations, Cerf said he and others are working to open the world to new users through solar-digital cafes in areas of the planet where electricity is scarce, and are even seeking a standard for digital communications in space.

Cerf’s emphasis on the practical implications of the Internet, even if some are years away, was reinforced by the conference’s closing keynote speaker, best-selling author and entrepreneur Seth Godin. The author of Meatball Sundae and founder of Squidoo.com told attendees they and their organizations must completely reassess the way they market and communicate in the age of the Internet. Godin offered no less than 14 marketing trends he sees for success on the Internet. Among these trends, Godin described the importance of direct communication with consumers, amplification of communications by consumers, and speed with which organizations can reach customers. While some traditionalists in the audience may not have been ready to embrace Godin’s perspective completely, he certainly challenged their thinking.

In addition to the vision and best thinking of this year’s keynote presenters about the future direction and use of the Internet, SLA also unveiled its new Innovation Laboratory at SLA 2008. The Innovation Lab, which is available through the SLA Web site, gives SLA members exclusive access to nearly two dozen applications that allow them to experiment with everything from wikis to blogs and from podcasts to virtual worlds. You can even become part of SLA’s presence in Second Life. And, this is in addition to the outstanding programs and courses available online 24/7 through SLA’s industry leading Click University.

As SLA continues to look toward the future of the profession and the association, most of you are aware that we are undertaking a project designed to align your mission-critical skills and competencies with the future needs of your customers. The goal of the project is to develop a comprehensive strategy that communicates the essential truths about who you are as information professionals and what you do that is of primary value to your organizations. Additionally, it seeks to inform the association on how it can best anticipate and meet your needs for networking, learning and advocacy in the information industry of tomorrow.

During the SLA Annual Membership Meeting, representatives of Fleishman-Hillard and Outsell, which are working with SLA on the project, described their progress. They explained how they have performed extensive analysis of information in Outsell’s proprietary database, conducted “language workshops” with the SLA Board and at different locations throughout North America and are about to launch a survey of target groups important to SLA. These groups, including senior executives, students and others, will be surveyed with the use of cutting-edge online technology to help identify the best ways to communicate the critical importance of your profession. These interviews will be conducted throughout the world.

Next year, SLA will celebrate its centennial. This important milestone is not only a once-in-a-lifetime opportunity to reflect on 100 years of service; it is a time to redouble our efforts as we seek to anticipate, define and create a successful future for librarians and information professionals in an age ever more dependent, as Dr. Cerf said, upon information and technology.
SLA Now Accepting Applications for Scholarships

Each year, SLA awards a total of $30,000 to students who have demonstrated their ability and desire to contribute to SLA and the special librarian profession. Applications are now being accepted for SLA’s 2008-2009 Scholarship Program. The deadline to apply for the scholarships is 30 September 2008. The five available scholarships include:

- **SLA Scholarship.** A graduate study in librarianship leading to a master’s degree.
- **Affirmative Action Scholarship.** A graduate study in librarianship leading to a master’s degree; applicants must be citizens of the United States of America either by birth or naturalization, or permanent resident aliens.
- **Institute for Scientific Information (ISI) Scholarship.** A beginning graduate study leading to a Ph.D.; applicants must be members of the Special Libraries Association and have worked in a special library.
- **Plenum Scholarship.** A graduate study leading to a Ph.D.; applicants must be members of the Special Libraries Association and have worked in a special library.
- **Mary Adeline Conner Professional Development Scholarship.** A post-M.L.S. certificate or degree program; applicants must be members of the Special Libraries Association and have worked in special libraries at least five years.

Students are encouraged to visit www.sla.org under the professional development header for complete descriptions, eligibility requirements and applications. Applications must be postmarked by 30 September 2008. Scholarship winners will be notified in December 2008, while the official announcements and award presentations will be made at SLA’s Annual Conference in June 2009. For additional information, contact Rebecca Ellis at rellis@sla.org, 703.647.4926. SLA

SLA Research Grants Also Accepting Applications

SLA announced that it has pooled its research funds and now is offering a new SLA Research Grant incorporating the Steven I. Goldspiel Memorial Research Grant Fund (established in 1991, and named in honor of the former president of Disclosure, Inc., a company now known as Global Access). The deadline for applications is 1 October 2008.

SLA is supporting two types of projects:

- **Research projects focused on the needs and concerns of information professionals in special libraries and related venues, with its current focus being on evidence-based practice, as in the Special Libraries Association (SLA) Research Statement, “Putting Our Knowledge to Work.”** Awards may be granted up to $25,000.
- **Projects which directly benefit the operations of SLA and its units, by furthering the scientific, literary and educational purpose for which the association is organized and operated.** Awards may be granted up to $10,000.

Grant applications are evaluated by SLA’s Research and Development Committee based on the purpose and objectives of the proposed project within the context of evidence-based practice, the significance of the topic to the profession, the project’s methodology, qualifications of staff and the appropriateness of the project’s budget and timetable.

An announcement will be made by the middle of January 2009 if an appropriate project is funded.

Individuals or groups who are not SLA members may apply for the grants. However, upon being awarded a grant, the individual or at least one member of the group must become an SLA member. Additional details and application materials are available on SLA’s Web site at www.sla.org/slaresearchgrant or by contacting the SLA Information Center at resources@sla.org. SLA

Facebook Gets Facelift, User Suggestions Included

In July, Facebook announced a new, cleaner and simpler design, which it had been developing since early 2008. More than 100,000 Facebook users offered suggestions on the layout and features, many of which were included in the final version. According to the company, the evolution of the site design focuses on integrating powerful feed technology with the Wall, a forum for users and their friends to post comments, photos, videos and more, including content from third-party applications. The Wall now features more current and pertinent information, or “stories,” about a user and their friends’ on Facebook.

The company stated that the changes were made in order to highlight the most recent and relevant information that users value, give users even more control and ownership over their profiles and simplify the user experience. Now, users also have the ability to adjust the size and prominence of stories, and can choose between having one-line stories, short or full stories.
One-line stories are one sentence long, while short stories include thumbnail photos or content, and full stories display large, noticeable images.

Located on the Wall tab, the Publisher feature enables users to create more content than ever and in a centralized place. From the Publisher, a user can add photos, upload video, or write notes, rather than navigating to each individual application. Similarly, users can add content to their friends’ profiles through the Publisher on their profiles.

Additionally, third-party applications are more tightly integrated into Facebook in order to make using applications simpler and more seamless. Users will have the option to interact with an application before adding it, grant it access to their information, and decide where they want it placed, if at all, on their profiles. The new design does not change any of the privacy settings previously selected by the user, the company added. SLA

Gannett Releases Searchable Database

The Gannett News Service has released a searchable database, the Library Systems Database, which compares trends affecting public library systems between 2002 and 2006. According to American Libraries, database users can select a library system from a dropdown list of counties by state to learn about changes in book and video circulation, number of visits, operating expenses, and the number of public-use computers.

The Library Systems Database also offers lists of public libraries serving populations of 10,000 or more that have the highest circulation per capita, the most Internet-capable computers per capita, and the highest operating expenses per capita. SLA

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What’s Cooking?  
Here’s a Blog for Real Foodies

Also something for job hunters and creative types.  
BY CAROLYN J. SOSNOWSKI, MLIS

The Kitchn  
www.thekitchn.com
It’s been a while since I’ve written about a food site, so here it is. This blog goes beyond edibles and covers kitchens, gadgets, and events. So you could say the site is more about cooking (the experience, the art) than just about combining ingredients for that devil’s food cake. There are tips (quick ways to soften butter, designing airplane meals), education (how to store, even moldy, cheese), product and book reviews, and random musings and polls. Part of the Apartment Therapy family of sites. The whole thing seems so homey.

Info Career Trends  
www.lisjobs.com/career_trends/
We all need advice sometimes, and there are plenty of good pointers in this blog/newsletter. Created and edited by Rachel Singer Gordon (what doesn’t she do?), each issue is guided by a theme (getting “unstuck” is a recent one) and has regular features including a Q&A and a column from Kim Dority (author of Rethinking Information Careers). The archives go back to 2000, and you’ll find that those articles are still relevant. Good advice is timeless.

Wordle  
http://wordle.net/
How could you not like a site that has the subtitle “Beautiful Word Clouds”? Create word-filled images for use on a site or blog, or go beyond the Web to brochures, branded products, and business cards. You provide the text: a blog, your del.icio.us account, your resume, a book list. Then, Wordle uses Java applets to create the image (removing the “stop words” of almost 20 languages). Get creative with fonts, layout, and color. The FAQ is user-friendly and informative.

Squidoo  
www.squidoo.com
Squidoo is made up of topic pages on people or things or events or whatever. These pages, called lenses because they offer “one person’s view,” can stand alone or serve as a pointer to other Web sites or blogs. There are so many uses for a lens, and the Squidoo site and the almost 500,000 existing lenses will give you plenty of ideas. Browse for lenses by group and by individual topic. I’d heard of Squidoo before, but was reminded of it recently when Seth Godin, Squidoo’s founder, spoke at SLA 2008. The revenue generated by ads and affiliate links goes to charity and overhead, and the rest goes to lens creators or to a charity of their choosing. How cool is that?

Update from the March 2007 column:  
Etsy (www.etsy.com), “your place to buy & sell all things handmade,” now boasts over 150,000 sellers and about one million members. New search filters have been added for vintage and handmade items and for supplies, and services for sellers have continued to evolve. And, check out the podcasts.

SLA

CAROLYN J. SOSNOWSKI, MLIS, is SLA’s information specialist. She has 10 years of experience in libraries, including more than four years in SLA’s Information Center. She can be reached at csosnowski@sla.org.
Podcasting:
A New Way to Create, Capture and Disseminate Intellectual Capital

IN TODAY’S WEB 2.0 WORLD, LEADING-EDGE ORGANIZATIONS NEED TO HARNESS THE MANY DIFFERENT WAYS OF CAPTURING KNOWLEDGE

BY HELEN CLEGG AND SUSAN MONTGOMERY

A year ago, after being inspired by several sessions on podcasting at the 2007 SLA Conference in Denver, we developed a podcast series (named “The Wave of the Future”) at our company, A.T. Kearney Inc. We left the conference with one main goal: to incorporate podcasting into our knowledge management program, as an innovative tool to create, capture and disseminate intellectual capital within our own organization.

So what are the benefits of podcasts to an organization? Here’s a practical guide to developing and executing a podcast program.

Like many organizations, part of our knowledge management program for A.T. Kearney includes collecting and codifying project documents, with the aim of capturing explicit knowledge to support project teams, while also building a reference knowledge base for future consulting projects. But such an approach often fails to capture much of the tacit knowledge in people’s heads, which can be even more valuable. Additionally, it does not make full use of the new Web 2.0 technologies that are so familiar to Gen X employees, and it does not capitalize on two main ways people learn—through storytelling and listening. Podcasts are one amazingly simple, but effective solution to these problems. We found a number of benefits when comparing podcasts with more traditional knowledge capture techniques. Here are some of the benefits:

● Podcasts let us capture tacit knowledge “hot off the press,” through interviews with project teams. They can provide the background and contextual information that PowerPoint decks and Word documents often lack, and give participants an opportunity to tell their story.

● Podcasts encourage collaboration and the use of collaboration technology. They can be delivered via RSS feeds so that consultants receive regular updates. Moreover, they are portable and convenient (busy consultants can listen to podcasts on the go); they are “cool,” in the sense that they are a novel way to present ideas and knowledge; and they have global coverage, making it possible to inter-
So how do you get people to participate? We found that the most effective way is to just ask. ... People like to tell their stories, even though they might be somewhat reticent at first.

view anyone in the firm, regardless of location, and everyone in the firm can listen to podcasts via our intranet.
• Podcasts are an efficient use of resources. They are low cost, as little or no investment is required; they are sustainable, since participants don’t have to travel to a recording studio and no paper is used; and they are reusable.

Creating our Podcast Series
In addition to our notes and handouts from SLA, we did some background Web research on podcasting to learn more about it. We then scoped out our podcast project in terms of resources, and put together a simple project plan in order to secure buy-in from our stakeholders.

To assist with the technical side of production, we enlisted help from Tom Kline of our Technical Services team, who became our production engineer. Tom records, edits and mixes the final versions of our podcasts into both mp3 and iPod formats. Those of you who are technically proficient might be able to do this yourselves. In our case, we achieved a much more professional result thanks to Tom.

We chose three core themes—collaboration, globalization and sustainability—so that the podcasts would have a focus and integrate our broader corporate strategy. We decided on a bi-weekly podcast production and publication schedule that was feasible, given the availability of resources, and frequent enough for our podcast series to be taken seriously as an innovative and professional way of disseminating knowledge.

Our podcasts take the form of interviews with participants. We aim to keep them conversational; just like an interview you would see on CNN or CBNC, for example. Podcasts work best with up to four participants; any more and it becomes difficult to handle from a recording perspective (and can be potentially confusing for listeners). Each podcast lasts 15-20 minutes, which we found to be the ideal listening time, easily fitting into changing planes, driving to work, or working out at the gym.

Together with the participant, we develop talking points or a “script” for each podcast. Most often we use talking points—a list of questions and the main points that we intend to cover in the answer. A few of our interviewees have felt more comfortable with a written script. This works, too, provided that the interviewee can deliver it in a conversational way. A typical script includes:
• A standard “Intro” (opening statement) for every podcast.
• An introduction to our guest(s).
• A statement of what we will cover in this podcast.
• Five to seven questions, with main points to include in the answer.
• A summary of the main points (“and the moral of this story is ...”)
• A standard “Outro” (closing statement) for every podcast.

Encouraging Participation
So how do you get people to participate? We found that the most effective way is to just ask. As an information professional, you’re bound to know a lot of people in your organization and what the hot topics are. People like to tell their stories, even though they might be somewhat reticent at first. Remember, everyone has a story to tell. Approach them with an outline of the questions and talking points so that they don’t think they have to come up with all the content. Together, you can work out the details. Emphasize that podcasts are fun to do, don’t take much time and don’t require PowerPoint skills. Typically they only require a few hours on the part of the interviewee in small chunks over a two week period.

Moreover, there’s a benefit for everyone who participates in a podcast. For interviewees, participating in a podcast demonstrates knowledge and experience of a topic, and gives people recognition for what they know. This might be a plus when it comes to performance reviews. At the same time, those interviewed gain experience and confidence in presenting their ideas to the media. For interviewers, it’s a beneficial experience, too. We are learning to improve our delivery and to make our interviewees feel comfortable and relaxed.

Technology Required
The technology needed to produce podcasts is relatively simple, low cost and, in some cases, free.

To start with, you need access to a conference call service that allows you to record the call and download the
### Podcast Production Cycle

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Before the recording session begins, we remind our interviewees that the recording session can be stopped at any time. If someone’s tongue gets tangled, they can simply stop and start over. It doesn’t all have to be one perfect recording. The main thing is to speak up and enjoy the podcast experience. We suggest that interviewees imagine they’re on the morning drive-time show on the radio. We also ask them to mute their phone while they’re not speaking.

When the recording session is over, our production engineer retrieves the audio file from MeetingPlace and imports it into Apple’s GarageBand (Audacity is another product that is available for free) for post-production of the podcast. GarageBand allows us to edit out unwanted content, reduce noise, equalize the voice tracks, add images, and add intro and outro theme music. The podcast is then mixed down to two formats: mp3 for playback via laptop (or any mp3 player), and m4a for use with Apple’s iPod.

To manage the actual podcast episode, we use Microsoft’s SharePoint collaboration technology platform. (Other companies are also developing collaboration technology, for example, IBM’s Lotus Quickr and Lotus Connections.) This is where we maintain our podcast series production schedule and set up a sub-site for each podcast episode. This provides podcast participants with a virtual collaboration workspace, where they can post the script, check it out for editing and notify the interviewer of any changes. Using SharePoint makes it much easier to control the latest versions of podcast scripts and share the raw audio files before they are mixed down. Participants review the completed podcast in the episode workspace on the SharePoint collaboration site. Once approved by everyone, we post it on our corporate intranet.

SharePoint also enables us to keep

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**FOCUS: TECHNOLOGY**

**SUSAN MONTGOMERY** is a Content Manager with A. T. Kearney Procurement Solutions. She develops collaborative tools for knowledge management, blogs about *The Web of the Future* (Web 2.0), and produces podcasts for *The Wave of the Future*. She has extensive experience in international business research, having worked in London for 15 years. Susan is a member of the Rocky Mountain Chapter of SLA. Susan can be reached at Susan.Montgomery@atkearney.com.
documentation relating to each episode in one central place, reduce email traffic, and tag podcasts so that they can be retrieved by users when searching across our enterprise-wide SharePoint platform. If your organization doesn’t use collaboration technology, you will probably have to rely more on email.

Other Uses for Podcasts

When we started out on this project, we anticipated that podcasts would be a great way to capture and disseminate the more difficult, tacit knowledge within our firm. Now, a year later, we see many other potential uses for our podcasts. A selection of podcasts from our “Wave of the Future” series are now posted on our public Web site, to which listeners can subscribe via an RSS feed, bringing thought leadership to our clients and potential clients using innovative technology.

Currently, we are exploring how we might use podcasts as a way to capture experience from every project, starting with our A.T. Kearney Procurement Solutions unit, through regular “post-project reviews,” which would be similar to the military’s concept of After Action Reviews. We envision ways that we can use podcasts to educate people about our knowledge management services and the possibility for tailoring podcasts for specific clients as a new form of current awareness. Finally, while English is the business language in our firm, we may want to consider multi-lingual podcasts in the future to support our global operations.

Podcasting in the Future

Podcasts are already moving into videocasting (or “vodcasting”), bringing together both the audio and visual elements of communication. We see the opportunity to vodcast presentations and record useful project sessions. This would provide a vivid record of project team experiences and results, which is often lost in written documentation.

In today’s Web 2.0 world, leading-edge organizations need to harness the

10 THINGS TO CONSIDER WHEN SCOPIING OUT YOUR PODCAST PROJECT PLAN

1. Define a podcast and how to produce one – this will help the uninitiated.
2. Look for examples of how competitors are using podcasts.
3. Reach out to your organization’s employees and ask them why they think podcasts are a good idea.
4. Put together examples of topics that could be presented.
5. Work out how much time will be required to produce a podcast (i.e., resource required in terms of people).
6. What equipment will you need?
7. What budget do you need for the series?
8. Put together a timeline for getting the project underway.
9. Outline the key benefits to your organization.
10. Obtain buy-in from major stakeholders.
many different ways of capturing knowledge. Podcasts that can be tagged and uploaded into an enterprise-wide search system are just another way. While many of our listeners perceive podcasts as an additional type of intellectual capital that is merely disseminated through a new medium, some do not and continue to regard podcasts as separate from traditional types of corporate knowledge.

The challenge for information professionals is to get all employees to see that podcasts are just as authentic as project documentation—and, in some cases, more user-friendly.

The first year of our podcasting adventure has been an exciting one and has opened up new opportunities. Podcasting has proven to be a great way to raise the profile of our knowledge management group. Sharing knowledge is powerful! SLA

Additional Resources
Are you looking for better ways to share much needed information? There are some great combinations of Web 2.0 tools that can enhance standard Web pages, alerts, newsletters and list-serves and they can be incorporated into your workflows right now! The Web 2.0 technologies I am referring to are a combination of any RSS (Real Simple Syndication) editors, RSS feeds and the new RSS to HTML mash-ups tools.

For some time now, tools like blogs, wikis and RSS feeds have become more popular as social knowledge-sharing tools. Every search engine on the Internet offers them or has some form of access to these mediums, and there a number of articles about blogs, wikis and RSS trends, and how they can be used in different types of libraries. Unfortunately, too many librarians still find it difficult to keep up with articles on Web 2.0, SLA conference seminars and Web offerings. Some say they do not have the time and others just find it hard to grasp the technology.

What makes these tools so cool is that, by updating one source, they can efficiently update multiple Web pages and, best of all, the updating can be a shared responsibility. Using the combination of RSS and mash-up converters will save time and allow librarians managing Web communications to work smarter, not harder.

### RSS Content and Mash-Up Tools

If you search the Internet, you will find that just about every Web 2.0 service will offer content in RSS format. Blogs are probably the most common medium for large content editing that are RSS ready. Even SLA’s Connections newsletter has most recently transitioned into a blog format to improve how information is shared. There are a number of open-source services like Wordpress (www.wordpress.com) or Blogger by Google (www.blogger.com). However, many calendar services like Spongecell (www.spongcell.com) and Localendar (www.localendar.com) offer editable RSS content as well. What makes all these types of content management sources so appealing is that they are easy to use, and management of each service is Web accessible from anywhere via login. In addition, users can display and follow updated content from any standard RSS Reader.

Today, we can take this flexible formatting of RSS content a step further by using mash-up tools, making it possible to incorporate RSS feeds into a variety of additional Web mediums, such as public Web pages, intranets, and Web-based newsletters. The feeds are

Using the combination of RSS and mash-up converters will save time and allow librarians managing Web communications to work smarter, not harder.
integrated using either free or fee-based mash-up tools which can convert the RSS XML into HTML. While you will need to know a small amount of DHTML and JavaScript or PHP, development implementation is relatively simple. A great place to learn the free method of XML and RSS integration is through Dynamic Drive (www.dynamicdrive.com/). The scripts are free and the RSS feed display script uses Google’s Ajax Feed API to host the desired RSS feeds on Google’s free servers. You can also get feed conversion scripting from RSSinclude (www.rss-info.com) or RSS-to-Javascript (www.rss-to-javascript.com).

Whether you are using a blog feed or one of the new RSS creator and editor tools like FeedforAll (www.feedforall.com/), you can easily manage, share and view the feed information across the Internet, extranet, intranets, email, e-newsletters, RSS readers and enterprise content management tools. Combining these tools is an effective and inexpensive way to strengthen communication within your company, reaching the masses through the various Web-based sources. As noted by Bettina Fabricius Skov Christensen, a Librarian at H.Lundbeck A/S, an international pharmaceutical company, “We have integrated a blog function in our end-user database interface, and we are very pleased with especially the flexibility of this tool….” At Lundbeck, they use the combination of the tools to coordinate different resources, and are able to post any changes as well as broadcast messages or news in a timely manner.

**My Chapter’s Experience**

For the past two years, I have had first-hand experience on how well these Web 2.0 tools can work. As the webmaster for the North Carolina Special Library Association, it has been a great experience to learn how each script can be used. There are three blogs, created with Google’s Blogger.com, integrated into the NCSLA site—Activities and Events; Job Post; and Info Sharing. The “At a Glance” area of the home page is an example of the RSS feed displayer from Dynamic Drive. The blogs serve not only as stand-alone pages that visitors can link to directly, but the content from each blog is integrated into the Web site by using RSSinclude integration. Technically, the content can be repurposed into any Web page desired.

The feature I love the most in blogger.com is the ability to make others either contributors or authors of the blogs. By sharing the blogging responsibility, the appropriate members of the association can manage the blogs, keeping the community informed about events while simultaneously keeping the Web site content updated. Development of the site was free and easy. Best of all, the board members are more intricately involved with maintaining the Web site, which informs both the NCSLA membership, as well as anyone else who visits the site.

Explained best by Mary Schwartz,
if you desire a better way to share information throughout your SLA Chapter, try using the combination of RSS content and Web integration mash-up tools. These tools offer very practical and cost effective means of connecting with viewers, while making your services more visible through various Web media, such as intranets, portals, email, e-newsletters, RSS readers and more. SLA

Privacy Concerns and More

If you have access to an internal server, it might be in your best interest to use an enterprise tool that can be controlled behind your company’s firewall. If you decide to use free services, be sure to read their content policy concerning privacy and confidentiality. As mentioned, there are a variety of free open-source tools that can be used on the web. However, there are also a great many services that offer enterprise software that must be downloaded onto internal servers.

Keep in mind that services like Blogger.com and Wordpress.com both give you the ability to restrict your sites to users you choose and limit viewing from the World Wide Web. Spamming and transmitting viruses are not permitted by most services.

With the exception of Google’s Ajax Feed API, the other free services include a link back to their service at the very bottom of the feed results. Needless to say, you can purchase the ad-free version of these feeds from those services who offer upgrades. Note that some RSS converter mash-ups offer additional features allowing manipulation of links, fonts, paragraph sizes and colors. RSS feeds are generally asynchronous which means changes are not made instantly. Usually, the feed is updated within one to fifteen minutes of the last modification.

So if you want to strengthen communication across your organization or if you desire a better way to share information throughout your SLA Chapter, try using the combination of RSS content and Web integration mash-up tools. These tools offer very practical and cost effective means of connecting with viewers, while making your services more visible through various Web media, such as intranets, portals, email, e-newsletters, RSS readers and more. SLA

References:


Click University

Dealing With Difficult People

13 August 2008
2:00 -3:30 p.m. ET
Part 1: Don’t Let Other People Decide How You will Behave

20 August 2008
2:00 -3:30 p.m. ET
Part 2: What Was I Thinking!
Presenter: Goldie Newman, Instructor
University of Toronto

www.sla.org/clickulive
Doris Small Helfer

Join SLA: 1974

Job: Chair, Technical Services Department and Science Librarian

Employer: Oviatt Library, California State University, Northridge

Experience: 33 years

Education: M.S.L., Western Michigan University; B.A., Political Science, California State University Northridge

First Job: Preview House, a market research firm on new movies and television shows

First LIS Job: Head Cataloger, USC Law Center Library

Biggest Challenge: Balancing work and home life and keeping both moving forward.

In 2004, Doris Helfer was bestowed The Rose L. Vormeker Award for her “exceptional services in area of mentoring students and/or working professionals.” It’s more than a recognition given to those individuals who do more than show up for work daily. It’s an extraordinary honor given to those who have had a long career as information specialists, and then share their knowledge with those entering the field—encouraging them to find their own specialty in the profession. At the awards ceremony, Helfer was especially emotional. Six weeks prior her mother had died unexpectedly.

“My own mother was my first mentor,” the California-based SLA member says. “She encouraged me to do whatever I set my mind upon doing, and encouraged me to read and learn about some famous women in history and their accomplishments, and instilled in me the importance of education in pursuing my own career goals.”

Helfer was fortunate to have had many role models and mentors through her life—individuals who are known names in the profession and within SLA, such as Joe Becker, Vivian Arterbery and Joe Ann Clifton.

“I think those of us who serve as mentors often do so,” Helfer explains, “because they were fortunate enough to have wonderful mentors themselves, and know how helpful and important they can be in influencing and developing their lives and careers.”

She entered the library sciences profession more than 35 years ago and has built a remarkable name for herself within SLA and special librarianship. She is currently the Chair of Technical
SLA eVoting begins
10 September 2008 at 12:01 a.m. EDT

All members* eligible to vote and in good standing as of 25 August 2008 may participate in the election. Polls will close on 1 October at 5:00 p.m. EDT.

Members with a current e-mail address in the SLA database will receive an e-notification when the polls open. Members without an e-mail address on file may still login to vote using their SLA Web UserID and Password, or they can e-mail evote@sla.org to request a paper ballot. Requests for a paper ballot must be received by 10 September.

For complete details and information about the candidates visit www.sla.org/BODElection.

*Excludes organizational, honorary and virtual members of SLA.
SLA MEMBER PROFILE

Her Education

A Southern California native, Helfer grew up in West Hollywood and attended college at California State University, Northridge. She was an undergraduate in Political Science with a pre-law emphasis and later earned a Masters in Library Science from Western Michigan University. (That school’s library degree program is now defunct.)

“With a friend, we decided to go to Western Michigan University together. I liked the program and having friends there. One of the reasons I wanted to be a librarian was because I wanted to be a lawyer first,” Helfer says. “I was set to go to law school. I started taking pre-law courses at Northridge, but I decided I didn’t want to be a lawyer. I didn’t enjoy the study of the law. My advice is, if you’re going to do something in your life, then you better like it. I had gone to the library and found a book, The Occupational Outlook Handbook, and when I got to the section about librarians I said, ‘That’s me!’—I am apparently the government’s model for a librarian.”

From Academia to Think Tank

Helfer entered the dismal job market of the 1970s—too many librarians, too few jobs. But, as the counselor at...
Western Michigan pointed out to student Helfer, she had one thing going for her: a law background. She was interning at the University of California Los Angeles (UCLA) library, when she heard of an opening at the academic law library at University of Southern California (USC).

“The woman with whom I was interning with at UCLA knew the woman I was going to interviewed by at USC,” Helfer recalls. “She gave me a glowing reference—and she was one who never gave glowing references easily.”

So Helfer started her career as a library cataloger at USC. But after three years she sought a change. “The downside of working in law librarianship, for me at least,” she says, “was working with lawyers. I applied for a new position and got beat out for a law cataloging position by somebody with no cataloging experience but who did have a law degree. I decided I wasn’t destined to stay … if you wanted to get anywhere in academic law librarianship you needed the JD degree and I had already decided as an undergraduate that I didn’t want to go to law school.”

At the same time, she also applied for a job at RAND Corporation, one of the world’s premiere think tanks, with its global headquarters in Santa Monica, CA. She began at RAND as a cataloger. “It’s a very interesting place with incredibly smart people,” she notes. “In a very short time, I was put in charge of technical services at RAND. My first boss was the local SLA chapter president. A couple of years after I started, a new Library Director, Vivian Arterbery, was hired and she was on the SLA Board of Directors. I helped Vivian with her SLA work. She became an important mentor of mine, and she became SLA President in 1983-1984. She was responsible for my involvement in SLA beyond the local chapter level by appointing me to SLA’s Committee on Cataloging.”

Helfer was employed by RAND for 14 years, from 1978 until 1992. It was during this period that her career expanded professionally, and also within SLA. She lauded the association for giving her the tools to develop her professional skills. “RAND was an incredibly good place to develop my skills,” she says. “I think I did one of the very first applications on the Internet any librarian has ever done. It was 1983, and I worked with a developer-programmer at RAND. He did the technical content and I provided the library content, in those days. In RAND’s UNIX-based system, if you typed in the command LIBORDER, the library request form would come up and everyone in the corporation could fill it out and send us a request for any book they wanted to us order via e-mail. In those days, we had a Library Catalog computer system that was home-grown by RAND programmers working in conjunction with the librarians, and we developed our system because we had some special needs, such as handling classified government information. It had to be really secure and able to handle and identify what level of classification each document had in order to inventory it on an annual basis.”

At RAND, she further developed an incredible network of colleagues and friends, including Joe Ann Clifton, Joe Becker, both past presidents of SLA and, as mentioned earlier, Vivian Arterbery. They were all encouraging of her career and supportive and generous with their advice.
As an interesting aside was RAND’s involvement in the development of the Internet by one of their researchers. “It came from the days of the Cold War,” she recounts. “Paul Baran wrote a report describing the best way to protect your data from an attack was to be able to transfer your data to another computer. If one computer went down, then the other computer was able to still function in its place. The Internet wasn’t about sharing information for all mankind. It was about the preservation of computer data in case of nuclear attack. It was a limited vision based on a real cold war threat and fear at the time.” RAND shared Node 2 with UCLA.

Back to Academia

After 12 years at RAND, Helfer’s next challenge was starting-up a technical computer library for a company then-known as NCR Teradata, which later was absorbed and became AT&T Global Information Solutions.

“The most memorable moment in my career, I would have to say, is starting the library at Teradata,” she recalls. “I was given five months to design, plan, order journals and books, have all the shelving installed, and have a grand opening party at the Teradata Library in El Segundo, California. We opened the library on time and on budget and we had a very successful party to celebrate its opening. I really enjoyed the people and corporate culture of Teradata, but it was changing because of their being bought by NCR and, in turn, NCR was bought by AT&T. I really enjoyed being a part of the AT&T Library network but in 1996 AT&T announced it was spinning off NCR, and the Teradata Division was staying as part of NCR, so we would no longer be part of the AT&T Library network.” That news coincided with an opening for a Science Librarian position at Oviatt Library. Helfer sought to return to the academic world and applied for the job at her alma mater.

She credits her good fortune to her affiliation with SLA: “I believe that if a special librarian wants to transition from corporate to academic libraries, one of the best ways is demonstrating you know the importance of professional involvement. It is a very positive message to the academic employer that you remain active and you keep abreast of current trends and developments in the profession by involvement in SLA and SLA leadership roles. When recruited to apply for other positions, it has always been because of my active involvement in SLA. As someone who hires librarians, I am always much more predisposed to applicants who maintain active involvement in their professional associations as it is one of the ways to measure and ensure one is keeping up with trends and developments for academic librarians.”

Involvement in SLA

Helfer joined SLA in 1974, but it wasn’t until 10 years later that her very active involvement commenced in the association—from being the chairperson of the West Los Angeles Area Meetings for the Southern California Chapter to serving as co-chair of Professional Development a few years ago. On the committee and division level, her involvement has been extensive—from the Cataloging and Access Committee to Nominations Committee, SLA Board of Directors, and currently as Student Liaison and Mentoring Committee, SLA Knowledge Management Division. Twenty-five years of involvement has benefitted her, and the membership has been enriched by her participation and leadership.

“I recently chaired CI Division,” she says. “I became involved because I really wanted to learn more about it. I’m also involved in the KM division. My interest in recent years in KM grows out of the fact that I taught the introductory course in the Knowledge Management Master’s degree program here at California State University, Northridge. I also have a personal belief in the importance of KM in organizational success, and wanted to stay up on new trends and techniques to facilitate KM in an organization.”

Eyeing the Future Talent

Aside from her work at SLA, she writes regularly for Searcher Magazine: The Magazine of the Database Professional, and frequently conducts presentations. All the while, Helfer has her eyes on the future talent in the field.

“Because I was well mentored,” Helfer explained, “you have an obligation of sharing what you know to the next generation, especially when you see bright talented individuals you want to encourage in the profession—and I’m always looking for new blood and have capable people to hire working around me.

Helfer points out that she still too young to consider retirement—she’s only 55, and there’s still a lot more to do. “I enjoy what I am doing. If I get to the point where I don’t want to make any more changes, then it’s time for me to retire. Right now, I don’t feel that way.”

FORREST GLENN SPENCER is President of SpencerConnects LLC, an information service and public relations company based in the Washington, D.C., area. He can be reached at fgspencer@gmail.com.
A beautiful Saturday morning started with fresh coffee. The mugs had a pleasing image of a kangaroo created in the brown, orange, and yellow dot pattern reminiscent of Australian Aboriginal paintings.

What would an Aborigine think of these mugs? Would they despise them as trivializing what the form often represents? Maybe they would be proud that their expression had had an impact around the world.

If they did like them, should they get royalties for coming up with the art form? Does it matter if that art form is only used during sacred rituals?

What if the group considers the specific use of the image on the mugs disparaging to that group? If so, should it matter if no one else does?

These are not new questions. For at least 40 years, there has been an active discussion in the literature of anthropology, sociology, and art history surrounding these questions. More recently, several international organizations, including the United Nations Educational, Social, and Cultural Organization (UNESCO) and the World Intellectual Property Organization (WIPO), the Convention on Biological Diversity (CBD) and the World Trade Organization (WTO) have started inquiries in this area.

There currently exists a longstanding debate surrounding the protection of genetic resources (GR), traditional knowledge (TK) and traditional cultural expressions (TCE), particularly issues of their control, attribution and unauthorized use. The groups that have created, preserved and used this knowledge for generations feel that they own the genetic resources they have a hand in preserving, the knowledge that they have preserved, and the TCEs they have created over generations.

Traditional knowledge ranges from understanding the potency of locally-grown plants to knowing how to have controlled burns of land. In the case of local plants, they can have agricultural or pharmaceutical benefits. If a large company learns about the plant, extracts the active ingredient and markets it, the genetic resources from the plant could form the basis for a billion dollar breakthrough drug or crop.

Traditional cultural expressions, such as clan symbols, are copied on local tourist wares as well as ethnic goods distributed worldwide. At the same time, there is no mechanism for the groups in which the knowledge or expressions originated to have any control over what is done with them.

Not only do some traditional peoples want to have the ability to grant or reject permission to use these genetic resources, traditional knowledge and traditional cultural resources, but some groups also seek royalty streams, rights of attribution and other very specific limitations based on the group’s...
INTELLECTUAL PROPERTY

Beyond the economic, social and religious value, the protection of TCEs also represents, in some cases, a desire to reject the colonizing forces of the past and present and their laws.

customary law. One cannot generalize about what “every” group wants, because they all have different criteria and goals in the protection of these types of works. While some groups seek royalties from traditional knowledge as a form of development, others seek to remove recordings of traditional cultural expressions, such as sacred rituals, from the public domain. In addition, these interests often intersect, both within a single group and between neighboring groups.

What Qualifies as a TCE

Using the most recent definitions proposed by the WIPO’s Intergovernmental Conference on Genetic Resources, Traditional Knowledge and Folklore, TCEs include:

- Verbal expressions (stories, epics, legends, poetry, riddles and other narratives), words, signs, names, and symbols;
- Musical expressions, such as songs and instrumental music;
- Expressions by action, such as dances, plays, ceremonies, rituals and other performances, whether or not reduced to a material form; and
- Tangible expressions, such as productions of art, in particular, drawings, designs, paintings (including body painting), carvings, sculptures, pottery, terracotta, mosaic, woodwork, metalware, jewelry, baskets, needlework, textiles, glassware, carpets, costumes; handicrafts; musical instruments; and architectural forms.

WIPO’s three-prong test that follows, states that the forms of expression should be:

1. The products of creative intellectual activity, including individual and communal creativity;
2. Characteristic of a community’s cultural and social identity and cultural heritage; and
3. Maintained, used or developed by such community, or by individuals having the right or responsibility to do so in accordance with the customary law and practices of that community.

The test is a useful starting point for analyzing the scope of TCEs. The first prong is a very low threshold. Almost anything anyone has created would meet this standard. As such, a sacred site that has not been created or altered by the people would not qualify as a TCE, but a photograph of the site might, as the originality is in the photograph, rather than the site itself.

The second prong requires the work to be characteristic, and in the additional comments, it suggests that the party determining whether the work is characteristic is the group itself, rather than an outside body or the user of the work.

The third prong requires that a work be part of the group’s heritage. The expert commentary (12/4c) suggests that it takes at least two generations, and likely three, before something can become part of a group’s heritage.

Who Should Protect TCEs?

The challenge of protecting TCEs is substantial. Although there are domestic laws in the area, there is no international instrument that protects TCEs. One challenge is which international organization should oversee the process. If copyright forms the framework for protecting TCEs, then WIPO is probably the best organization to handle the drafting process for the final instrument for protecting TCEs. If copyright is part or none of the solution, then perhaps another organization, such as the WTO would be the best place to resolve how to protect TCEs.

WIPO is one of 16 specialized UN agencies. It was founded in 1967 and oversees several major intellectual property treaties, including the Berne Convention for the Protection of Literary and Artistic Works as well as the Patent Cooperation Treaty. Because it sets out how copyright law is implemented in nations around the world, the Berne Convention is central to the concerns of traditional peoples. It includes certain requirements for protection, as well as the minimum terms of protection. For the purposes of this article, the details of the Berne Convention are less important than understanding that there is a general international agreement about what copyright law is. Numerous countries joined the Berne Convention and amended their national laws to parallel it.

Until the 1980s, WIPO was the unchallenged leader in international intellectual property issues. Starting with the General Agreement on Trade and Tariffs (GATT), and later the WTO, intellectual property was rolled into the...
larger world trade arena. Within the context of the WTO, exceptions to IP protection might be traded off for a more favorable definition of a type of steel or textile. Importantly, much of the IP framework within the WTO is regulated by the Trade-Related Aspects of Intellectual Property (TRIPS). TRIPS, in turn, is based on documents under WIPO’s jurisdiction. In particular, TRIPS incorporates much of the Berne Convention as the baseline level of acceptable copyright protection.

Although copyright law is national rather than international law, all members of WTO must adopt TRIPS, which requires them to adopt the Berne Convention and enact national legislation that at least enforces the level of copyright protection mandated in the Berne Convention. Because these are minimum standards, countries are always free to exceed the terms of the Berne Convention.

In the late 1990s, member nations of WIPO started to discuss the idea of protecting TCEs, along with Traditional Knowledge and Genetic Resources. The Intergovernmental Committee (IGC) on Genetic Resources, Traditional Knowledge, and Folklore (GRTKF) was created and guided by the WIPO General Assembly. The IGC has now met for 12 sessions and is under pressure to move forward in the next 18 months. Moving forward does not necessarily mean an internationally binding treaty, but could take the form of a soft law document, such as a Declaration or Guidelines.

Economic Issues vs Respect
Although TCEs might not provide the same size windfall as traditional knowledge or genetic resources, the protection of TCEs definitely raises economic issues. The goal of the IGC to “recognize value” encompasses more than economic value, but there is a convergence in that some feel that TCEs are an untapped area of funds that could be used by those communities to help them develop further. The income from the use of traditional designs or songs could be enough to fund a local business to produce other respectful items embodying cultural values. As such, many have seized on the bootstrapping potential of TCEs.

Another perspective on the challenge of protecting TCEs is that it’s really a call for respect. While patents could raise millions of dollars in royalties, it is unlikely that protecting most TCEs would be so remunerative. In effect, economists would say that the cost
of the protection of TCEs will just be passed along to all consumers, not just the consumers of products using TCEs. This is not to say that the commercial aspects of protecting TCEs should be ignored. It is to emphasize that if the primary goal in creating an internationally-binding legal vehicle to protect TCEs is to gain attribution, respect and cross-cultural awareness, perhaps a different type of vehicle could perform this function better. Interestingly, given the variety of TCEs and their complex roles within society, attribution might not always be desirable, as it might disclose sacred names, locations, or other information that the group would rather keep sacred.

Even if there is a system in place for the protection of TCEs that facilitates licensing and respect, one of the greatest challenges is in reconciling the need for the non-disclosure of the sacred with the culture’s right to perform and disclose the work as part of the ritual process. Sacred expressions are not necessarily secret. The expressions may carry powerful symbolism when displayed or performed in public. The problem is that when these expressions are displayed, particularly to those outside the group, they may be taken away from the event. Once the sacred expressions are taken away, either by recording or by memory, it is extremely hard to prevent those expressions from being reused, in sacred or secular contexts. To further complicate matters, cultures change over time, and sacred expressions can become secular and vice versa. The dynamic nature of culture will continue to challenge any attempt to create a structure of rules that covers a multitude of indigenous legal systems and continuous change over hundreds and thousands of years.

Beyond the economic, social and religious value, the protection of TCEs also represents, in some cases, a desire to reject the colonizing forces of the past and present and their laws. As such, TRIPS, and by extension Berne, as well as other intellectual property and non-intellectual property laws are being forced on some indigenous peoples.

When these peoples were colonized, their IP, as well as their sovereignty and right of self-determination, was taken away from them. In this context, the battle over protecting TCEs is not a value or respect proposition. Instead, it is a form of specific performance remedy for rights that had previously been taken away. As such, they can be thought of as a form of reparation by putting things back to the way they used to be.

Opposing the Protection of TCEs
The argument for perpetual protection of communally created unfixed works has met with challengers. Those opposed to the creation of this type of protection fall into several categories: those who agree with the dominant Western traditions that the limited term of exclusivity is incentive for the author to create the work; those who fear a continuing proliferation of specialized sui generis regimes; those who desire greater predictability in terms of what can and cannot be appropriated for future creative works; and those who believe that all cultural creations belong to the world at large, rather than just to the culture that created it.

Yet another group that might be opposed to protecting TCEs would be those who care less about IP protection and more about considering global heritage. This group would be opposed to creating silos of content because it would deny the notion of a global heritage. This group might not distinguish between the creations of indigenous peoples and those of other cultures. In addition, they might not oppose one culture using the works or imagery of another culture. A large issue for this group will be the potential scope creep of TCE protection. For example, once a distant forest group can protect their mythology and designs with global enforcement, what is to prevent Egypt from trying to protect the pyramids or a Scandinavian alliance from protecting Norse mythology?

Digital Libraries of TCEs
At the same time that indigenous peoples are seeking a legal right that protects TCEs, they are creating digital libraries of TCEs. These libraries include text, audio and video. The fixation process is part of the creation of the digital library itself, creating works protected under copyright law. Those who created the TCEs will have the greatest incentive to preserve them for future generations and make these libraries accessible to those within the group who might not
Those who created the TCEs will have the greatest incentive to preserve them for future generations and make these libraries accessible to those within the group who might not otherwise have been able to see the original works.

otherwise have been able to see the original works. At the same time, these libraries would not divest the original copyright holder(s) of the recording from his or her copyright. It is reasonable that groups wishing to protect their TCEs would not want the content of this library to be accessible to the entire world. Because there is no need for defensive protection in copyright, there is no incentive to make the digital library of TCEs publicly accessible, if that is not in the best interests of the group.

One challenge is to determine how to balance the concerns of the various parties in the creation of such a library. The copyright holder of ethnographic films might not want anyone to copy the film of the dance, even if it is for a traditional digital library. The group might want to preserve it or digitize it without making accessible to those outside the group. The archivist might worry that if the group membership declines, the database of TCEs might vanish. The legislators might not want to adopt politically unpopular or convoluted language that appears to favor certain groups over other groups, leading to a stalemate.

Although copying the TCEs for the group’s library would likely already be permissible under current copyright law, it would benefit the groups to be clear by amending the preamble of the fair use clause to include “preservation of traditional cultural expressions,” along with “criticism, comment, news reporting, teaching, scholarship, and research.”

In developing a digital library, it would still be up to the group itself to collect and digitize the content, as well as to determine who in the group should have access to that particular expression. Although access should not necessarily be restricted just to members of the group, the group should have control over who can access the works in their library. It is hoped that in the case of declining membership of the group or disrepair of the library, the content would be passed along to an archive that could maintain it in a responsible manner, while respecting the group’s traditions and cultural prohibitions.

Among other things, the challenge for these libraries will be entering and interconnecting the individual works in the database, in order to preserve the relationships between TCEs. In addition, the challenge of creating metadata that encapsulates details such as the ownership of the expressions or who is prohibited from seeing each sacred expression. Finally, even if the database is created, it will be very difficult to maintain, as metadata changes, technological formats change, and those who committed themselves to the project move on to other projects.

Non-legal Protocols or Guidelines

Even once the library is created and maintained, how can the TCEs be protected without prohibiting access to outsiders? Aside from a legal right, there are other means of quasi-protection, such as non-legal protocols or guidelines. These documents do not have the force of law, yet are more substantive than basic educational efforts regarding the culture. Protocols exist that describe specific ways to approach a particular issue, or set out a general procedure for what to do in case a librarian is notified of TCE misuse.

A particular benefit of protocols is that they are often drafted by different groups related to the issue of concern. As such, they bring diverse parties together and encourage them to better understand each other’s positions.

The benefit of preexisting guidelines is that, like law, they can operate as a touchstone for events that might suddenly arise. In particular, guidelines can provide a level of trust between organizations that permits them to operate more effectively together. In addition, once several organizations have created them, subsequent efforts will not need to start from scratch.

Conclusion

Although years of work have gone into investigating new legal means of protecting TCEs, many of those efforts are misguided and likely to fail. This does not mean that the problem should be ignored. After analyzing the shortcomings of intellectual property law, this article proposes that educating TCE consumers, creating protocols, creating digital libraries of TCEs, and implementing a centralized contact system would go further to protect misuse of TCEs than trying to bring about such change through the creation of a legal remedy modeled on copyright law.

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The Problem with Paperless

AUTHENTICATION OF ONLINE LEGAL DOCUMENTS IS CRITICAL, OTHERWISE THEY ARE UNOFFICIAL AND OPEN TO POTENTIAL SABOTAGE

BY STEVE MIRSKY

Marcus Hochstetler, the director of the King County Law Library in Seattle, Washington, is on the front lines of a growing problem—state level authentication of legal documents.

“Increasingly, more cases are filed in State courts and almost every state has a version of their statutes online but, in a growing number of cases, they have stopped sending free printed copies to libraries,” says Hochstetler. Since this is certain to continue, the electronic format of these primary sources upon which judges base their opinions, and the public interprets the law, needs to be authenticated. Otherwise, the documents are unofficial and open to potential sabotage.

State level authentication of legal resources is critical because a significant number of states claim that their online legal resources are official, but none are in fact authenticated.

So who else cares about authentication of online legal resources besides Hochstetler? For starters, the Government Printing Office (GPO) has already acted by placing digital signatures on all public laws starting with the 110th Congress and the 2009 Federal Budget posted on GPO Access. And the National Conference of Commissioners on Uniform State Laws recently announced that it will establish a Study Committee on Online Authentication of Legal Materials in August to investigate the issues and discuss the feasibility of a uniform law or model act.

AALL Conducts Survey
On April 2007, the American Association of Law Libraries (AALL) along with 50 delegates from the judiciary, legal community and state governments held a National Summit on Authentication of Digital Legal Information. As a follow up to the Summit, AALL conducted a 50-state survey investigating which government-hosted legal resources on the Web are official and capable of being considered authentic. Six sources of law were included: state administrative codes, registers, statutes, session laws, and supreme and appellate court opinions. The Authentication Survey analyzed authentication technologies or practices that each state is either considering or currently using. It also examined the chain of custody, a data handling procedure used in creating online resources.

So what did the survey find? An online official legal resource should possess the same status as the print version. However, many of the online resources now replacing print official legal resources completely fail in their role as the sole official statement of the law because, even though the technology is available, they aren’t authenticated. Beyond this startling finding, the survey points to a critical need for the legal community to work with their state legislators and government officials to

The very digital technology that makes it possible to offer legal resources online also enables people to alter or illegally copy them.
AUTHENTICATION

Defining “Authentic”
The very digital technology that makes it possible to offer legal resources online also enables people to alter or illegally copy them. The authentication level of an electronic document is dependent on provenance, the documented history of the object’s ownership and location; and permanence, how long users can count on its continuing presence. A publication’s integrity and chain of custody, documented evidence of its creation, are determined by whether it is “authentic” and “official.” “Authentic” is defined as content that is verified by a government entity to be complete and unaltered when compared to the original version approved or published by the content originator. “Official” means content that is approved, contributed by, and harvested from an official source in accordance with particular specifications.

The most commonly used encryption-based authentication methods are digital certificates, signatures, watermarking, and public key infrastructure.

Digital certification and watermarking utilize integrity marks, such as an emblem or logo, often used in conjunction with a digital signature. Integrity marks allow users to determine if files have been altered by indicating signature date and notification of changes made to the document. Visible digital signatures on online PDF documents serve the same purpose as handwritten signatures or traditional wax seals on printed documents. Since these certificates or marks typically validate that the text is complete and unaltered, they confirm a clear chain of custody.

Public Key Infrastructure
Public key infrastructure (PKI), a process that takes place behind the scenes, enables government host sites to securely and privately exchange data with users. Using a public and private cryptographic key pair that is obtained and shared through a trusted authority, a person’s unique identity is bound using a certificate authority (CA). These keys, paired through the registration and issuance process, create a digital certificate identifying an individual or organization.

In the case of GPO’s authenticated documents, a digital certificate is applied to PDF documents. In order for users to validate the certificate that was used by GPO to apply a digital signature to document, a chain of certificates or a certification path between the certificate and an established point of trust is established. Users must be connected to the Internet in order to have the ability to validate a digital signature on a PDF document. If a user is not connected to the Internet, the Certification Question Mark icon will display.

PKI technology allows GPO’s Public...
Laws to be digitally signed and certified containing GPO’s Seal of Authenticity (see the screen capture on opposite page). GPO’s current capabilities only allow them to authenticate PDF files. Recognizing that as more government information becomes available electronically, and its data integrity becomes more critical, GPO’s planned new interface, FDSys, which is set to launch this fall, will digitally authenticate all file formats no matter how they originate.

A Stumbling Block: Funding
Using GPO as a successful authentication model, other initiatives—in addition to AALL—have been pushing the need to focus on authentication at the state level. As you may have guessed, the primary stumbling blocks are funding and bringing all the necessary parties to the table.

“In Washington State, the Code Reviser is open to the concept of authentication but is balking at the price tag of nearly $15,000 to purchase the necessary software.” (Kyle Theissen, Code Reviser for the State of Washington, at the urging of Hochstetler, has promised to attend an Authentication program at this year’s AALL Convention in Portland, Oregon.)

Clock Is Ticking
In Delaware, under Executive Order 102 approved in September 2007, Governor Ruth Ann Minner established the Delaware Information Assurance Task Force, consisting of a wide range of various state officials chaired by the lieutenant governor. Their primary charge is to recommend policies that secure electronic information and suggest changes needed to secure electronic transactions. Although a great step in the right direction, the task force is not specific to legal information and doesn’t have a firm timetable for meeting specific goals.

Meanwhile, the clock is ticking, and it’s only a matter of time before most states have their primary legal resources entirely online without the paper. If they do this without ensuring that these resources are official through authentication, in the words of Bob Berring, professor of law at the University of California, Berkeley: “This problem is obvious enough. Short of the Dr. Evil scenario of someone hacking in and altering the information for fun or profit, simple errors could be introduced and compounded. Material could be lost.”

Moreover, since nobody is guaranteeing that a safely encrypted copy of the digital information is preserved in a secure environment, “if in the year 2010, someone needs to know what the administrative regulations on a particular topic in your state were in 2007, there won’t be a way to do it,” notes Professor Berring.
Two Perspectives: Management Techniques that Work

VIEWS FROM A MANAGER AND AN EMPLOYEE ON EFFECTIVE WAYS TO INCREASE YOUR EMPLOYEES’ POTENTIAL AND HELP THEM TO SUCCEED IN THE WORKPLACE

BY LAURA CLAGGETT AND SOPHIA GUEVARA

Learning to manage people can be one of the most difficult things for those who supervise or manage people. Those who reach the level of supervisor/manager have usually succeeded to a higher position because of good technical and project management skills. But managing people is a whole new ballgame.

We want to be as good with our people management skills as we are with our technical skills, to be successful managers and to be fair to those we manage; and still have time to do our own work. We are faced with different (sometimes difficult) personalities, people with different “agendas,” different backgrounds, motivators and needs. And yet we have an obligation to grow and develop our employees—if they succeed, we succeed and the organization succeeds.

From the employee’s point of view, it would be ideal to have a manager who is knowledgeable, resourceful, empathetic, flexible and easy to work with.

What we offer in this article are tips from both the manager’s and the employee’s views on effective ways to increase an employee’s potential and help them to succeed in the workplace.

The Manager’s Perspective (Claggett)

As the manager of the people who do the day to day work in my library, I need to make sure that work gets done, that projects are completed on time, that our customers are satisfied and that we are headed in the right direction. I head the project planning activity in our library, but we all own it and all contribute to the ideas and projects on our funnel.

Over the course of my 18 years of managing people, I have learned (and am still learning!) what it takes to manage people. I have learned these things experientially, in seminars, from my employees, from my employers and from other managers.

Here is what I think works best from a manager’s point of view to increase my staff’s potential and make them more successful in the workplace:

1. Make sure your employees have the resources they need to do their job.
   Do they need better computers, better internet connections, better databases to search for information, better work spaces? When employees complain about these things interfering with their productivity, do not just empathize with them, or say, “Sorry, that’s the way it is.” Take action. Seek out the people who can make the needed changes and follow up until the changes are made. This may be frustrating at times, but not as frustrating to an employee who is unable to be efficient and effective, and feels at a loss about how to resolve it.

2. Include them in planning/brain-storming/ideation sessions and problem solving—ask for their input.
   Schedule quarterly review meetings with the team to discuss the projects everyone is working on. This allows everyone to be heard and everyone to be involved in solving problems and generating new ideas as a team. I’ve found that this really helps build a stronger, better team.
Talk often, and listen more often. With a new employee you may want to meet on a daily basis to talk about expectations to make sure he/she gets off on the right track. Taking often is a good way for employees to understand what’s what and why certain decisions are made. For years I had a note on my desk that said, “What do you think you should do?” to remind myself to ask employees their opinions, instead of quickly offering mine. I have found that what they think they should do and what I would do, are often one and the same. If their decision is close, I can usually go with it but, if it is way off the mark, it’s an opportunity for me to coach them.

No surprises. If changes are coming, it is best to let your employees know, even if you can only say that we may be faced with changes in order to prepare them for what might happen.

Get them close to their customers and have them get involved with cross-functional teams. Being exposed to our customers on a regular basis—and being open to their comments and suggestions—can help employees learn how to best serve the customers’ needs. Furthermore, getting involved in cross functional teams exposes employees to more people around the company.

Send them to training and to conferences. Not just to learn new things, but to let them see what their peers are doing. I am always delighted when an employee returns from a class or conference not only with new ideas, but with confirmation that we are doing as much, or more, than other libraries.

Give them opportunities to do new things. Provide challenging and important work on critical projects. My team and I can always think of new things we would like to do, so part of my job is helping them juggle their priorities. In order to take on new things, we might need to move some tasks off their plate by looking at what produces minimum value, and what tasks a support staff or a part-time temp can do.

Set expectations and goals, and follow-up. In many organizations setting goals and giving performance appraisals are mandatory, but if it isn’t this can be a good exercise. Choose challenging goals that the employee wants to accomplish, and a bit of brainstorming can usually come up with some interesting things. Make the goals “SMART”—specific, measurable, attainable, realistic and timely. And then check-in from time to time to make sure things are on track.

Give feedback, coaching and encouragement. Feedback should be constructive to help guide an employee. It is probably safe to say that everyone makes mistakes, so giving guidance and coaching can mean a lot to an employee who is struggling to do the right thing. By talking often (#3) you can have many feedback/coaching session and possibly prevent mistakes before they are made.
10 Celebrate successes. When my team does well in completing an especially challenging project there are different things I can do to reward them, such as taking them to lunch, bringing in treats, giving a small gift of appreciation, or giving a “Bravo” award, which is an internal monetary award. If money is tight, or giving a “Bravo” award, which is an internal monetary award. If money is tight, even a nice note is better than nothing at all. When my manager recognizes my accomplishments, I certainly appreciate it.

The Employee’s Perspective (Guevara)
As an employee, I’ve had the opportunity to experience several types of management styles. Although some managers successfully motivated their teams with their techniques, there were others whose tactics did not have a positive effect. Based on this experience, I’m providing a list of the strategies that I believe worked best from an employee’s point of view:

1 Cultivate the trust of those you work with. This should be considered a prerequisite for all of the points made below. Without this, your praise for a job well done will not be well received and your employees will be less likely to take on the projects that can increase their potential and improve the team’s overall productivity. An excellent way to cultivate trust is to be authentic.

2 Appreciate diversity. The best managers don’t just pay lip service to this idea. They understand that diversity in backgrounds, experiences, and opinions increases the level of innovation in a work environment. Different life experiences will help your team come up with innovative solutions to stale problems. Ignoring this will only hurt your team’s potential.

3 Appreciate your team. While some managers may think that providing raises are enough, the successful manager goes beyond to show their appreciation of a job well done. Taking the team out to lunch or simply saying a sincere “Thank you” can really make a positive impression on those you work with.

4 Foster a respectful environment. Become an example of the environment you would like to create. Require those that work with you to do the same. Make it a priority to reduce employee behaviors that detract from a professional environment (gossip, etc.).

5 Create a powerful vision for your team that takes adequate stock of their abilities. Responsibly, grow your team’s potential—don’t throw them off the cliff. In other words, provide your employees with the support they need for opportunities that will grow them, but have the wisdom to understand what is appropriate. Help your employees identify goals that will give them an opportunity to stretch their potential and add to the innovation and productivity of the team as a whole.

6 Be fair. Favoritism only serves to divide the team. The favorite usually incurs the ire of their coworkers and this will breed resentment that risks the ability of the team to work cohesively and productively.

7 Progress is gained through a series of wins and losses. The successful manager understands this and manages accordingly. Make time to meet with the employee regularly so that you can offer them the guidance they need to stay on the right track.

8 Discourage apathy. Let your staff know that you expect them to take on leadership roles both inside and outside the team environment. If you pay for your staff’s professional memberships, you should encourage them to take an active role within their associations. Serving in an association role makes the membership experience truly valuable. Not only do your employees develop valuable connections and learn about changes within the field, these opportunities help them develop the valuable leadership skills that are necessary in the work environment.

9 Provide opportunities that allow individuals on your team to lead projects. No matter how small it may be, your employees will enjoy the opportunity to take ownership of a meaningful project. Empower your employees instead of micromanaging them.

10 Be the example of teamwork that you want within your work environment. One of my best managers made it clear to me that I worked with her, not under her. As an example, while chatting with other employees at lunch, I was asked who I worked for. I replied that I worked under Michele, my boss. Upon hearing this, she corrected me and said, “You work with me, not under me. We work as a team.” That statement said a lot and meant so much to me as an employee.

In conclusion, we’ve provided perspectives from both sides in an effort to paint a more complete picture of successful management techniques. Use this information to improve your current management plan and boost your own team’s potential. SLA
Time to Step Out of the Box and Start Promoting Ourselves

Our reputation will play out in the social Web space as much as anywhere else. We need to get good at this.

BY STEPHEN ABRAM

I made an offhand comment a few weeks ago and it appeared to start an entire conversation on the Web, blogs and even Library Journal! All I said was something like: “Librarians cannot afford to be anonymous and generic. … We need to state that we’re pretty good more often. We want to be treated as professionals and far too many of us seem to hide under the cloak of anonymity. What other professionals—surgeons, nurses, dentists, tax preparers, accountants, and the like—won’t tell you their name right away? Would you hire them or treat them as professionals if they remained anonymous? Would you find them and employ them if they had Web pages that described their services but didn’t show their names, specialties, work projects and pictures? Why do I see so many library Web sites and intranet pages that display a wonderful range of services and so few images and descriptions of the professionals behind the services? Why do so many librarians blog anonymously? How can we expect to raise our professional profile if we don’t remove the cloak and shyness and head out into the big world of professional services?”

OK, I’ll admit it. It was a bit of a rant. It pushed a few people out of their boxes. It challenged some folks’ thinking. A few librarians said they feared being stalked if anyone knew their name. A few had good reason to be slightly more secretive due to their work in the spy business. A few worried that their clients might disapprove and needed to seek permission. A few said their blogs were anonymous because their employers wouldn’t approve of their thoughts! Some of these are valid considerations, but most other professions market their individual competencies and special attributes as individual pros, and this is even more important now in the special library world.

I know that there are good examples of librarians out there who are promoting their special skills (and indeed the whole information profession) through their blogs, Web sites, speeches and publications. That’s great, but it’s not enough. I think it’s time that we had a wider discussion about this issue, especially since it’s so much easier to promote ourselves and our profession in this century than it was in the last one.

I remember when it was controversial in some firms for the librarian to have a business card. Imagine! That’s just so last century. Of course, every one of us should have business cards, showing our name, title, employer, e-mail address, IM handles, phone numbers, snailmail address, etc. Those are just basic metadata now. For those employers who won’t provide you with one, then it’s easy to make one on a laser printer with card stock! You can even make an SLA volunteer card on the SLA Web site. Either way, being able to share your metadata with a business card is just a baby step.

Creating an Online Identity

Kids are now taught from a very young age to be able to describe themselves professionally. I was always surprised to be helping my kids with their homework in grade 6 to create their first résumé or curriculum vitae. It’s a good start in the creation of your online identity. Many people start here, and it’s sometimes useful in your job search to post it online at Monster or Workopolis. Employers can find you.

Now we need to manage our online identities. Sometimes it starts with the job search. It can also start your Web page (or one you contribute to), your MS Outlook contact file, your SLA discussion list membership and postings, your blog presence, and more. Some employers now routinely ask for these as part of the selection process. All of these leave a breadcrumb trail that comprises hints at your online identity and reputation. And make no mistake, like herpes, the Internet is forever! All of these tools leave a repu-
What Are Your Stats?
I love the concept of elevator speeches and the like, and have written about them in this space before. I also love the concept of collectible trading cards, like those that came with gum when I was kid for baseball, hockey and basketball players. It appears they’re for games like Pokémon now. There is an amazing and fun Flickr group for Librarian Trading Cards. I like it because it forces you to define yourself in a succinct way. What are your stats? How many seasons have you played? On what teams? What’s your position? I know libraries that have their users collecting the full set of librarian cards! It’s a powerful way to get our usefulness and talents across, and it’s great to align with sports heroes for marketing.

Social Networking Spaces
There are other new emerging and important social tools that are already having an impact on our roles and success. Of course, I am talking about such social networking spaces as MySpace, Facebook, LinkedIn, Plaxo, Ning, Twitter, Google Friend Connect, Plurk, etc. With these important tools we have to play with them a while to understand what their usefulness might be. Some may be more useful in certain niches than others. Those of us who serve teens might find MySpace better now, or Facebook might be more useful for academics. LinkedIn and Plaxo are rising business tools, with LinkedIn having a strong media market population. Microblogging tools like Twitter and Google Friend Connect offer other new opportunities to be present in the lives and spaces inhabited by our users, customers and clients. By immersive play with these tools we learn and make judgments on our own. I believe that the spoils go to those who jump in early. I also think that our SLA colleagues are among the best prepared to learn and adapt these tools to our information environments.

The tools I’ve mentioned above are just a start. They’re all necessary for an understanding of the emerging Web-based social, learning, research and commerce space that will be the norm very quickly. As I write this column in early July, IBM and Second Life announced that they had made the first successful transfer of an avatar between IBM and Second Life. It’s the start of another adventure as the expectation that you will have an avatar will be as normal as that you have a telephone number and e-mail address. It’s a bit farther out but we are seeing evidence of the emergence of an environment where gaming, virtual worlds and the Web converge—Second Life, There.com, Google Lively, World of Warcraft, GTA, and more.

Friend Me!
You can start by understanding the emerging definition of friend—the full range of the word. We need to learn to manage the communities we serve in the context of these new tools—public tools like Facebook and white label tools like Ning. So, how are your friends dividing up? Are they a friend, best friend, family, mutual friend, acquaintance, classmate, teacher, professor, student, co-worker, customer, client, author, fan, hero, colleague, association network, committee member, chapter/division contact, or other?

We need to learn to address the challenging 21st century issues in this socially networked world—privacy, DRM, rights, legal issues, ownership, safety, etc. We need to understand the issues related to our photos—are they real, professional, edgy, silly, embarrassing, whatever? Will we want them to turn up in other contexts?

Either way, it’s time to again find our voice as professionals. Anonymity just isn’t working for us. Professionalism requires that we learn how to present ourselves, promote ourselves and be where our market of users can discover us, and be impressed that we are the sharks in the tank of the emerging information and knowledge economy. Our reputation will play out in the social Web space as much as anywhere else. We need to get good at this.

So there you have it. It’s time to play again (you’ll recognize this as one of my major themes!). Friend me! You can find me playing in most of these online spaces. I’m learning too. You can learn more in the SLA Innovation Laboratory or by participating in SLA’s Learning 2.0 / 23 Things. SLA is there for you.

Friend me, SLA…. Let’s learn together. SLA
Licensing Digital Content: Part 2

This column, the second of two parts, discusses some standard clauses that may be in your license agreement. Last month’s column dealt with key clauses found in license agreements.

Confidential Information
Certain information is exchanged between the licensor and licensee about the operations of each other’s enterprises during license negotiations. In addition, the parties may wish to keep certain aspects of the license (e.g., payment) confidential from competitors and customers. A clause that specifically defines what information is to remain confidential helps achieve these goals.

Warranties
Warranties are promises that the licensor makes to you in the agreement. For example, the licensor may warrant that it has not infringed the intellectual property rights or other rights of a third party when providing you with the materials. The licensor may also warrant that he has the authority to enter into the license. These are important warranties that should be in all of your licenses.

Indemnity & Liability Limitation
An indemnity clause states that the licensor must pay the cost of any legal expenses and other claims that arise from breaching the warranties in the agreement. For example, if the licensor does not in fact own the content, then he would pay your legal expenses (if any) for illegally using the content.

A limitation of liability clause sets out how much and what kind of damages the licensor will pay for. The licensor will want to limit its liability by restricting the amount of damages and by excluding certain kinds of damages and harms. In order to protect yourself as a licensee, ensure that any limitation is as narrow as possible.

Remedies
A remedy clause provides for certain remedies in case there is a breach of the contract. Examples of remedies include court injunctions to stop an action harming one of the parties to the agreement, and lawsuits to obtain monetary damages.

Dispute Resolution
This provision of the agreement provides a means for resolving disputes between the parties to the agreement outside of going to a court of law. Examples include mediation or arbitration. In both, the parties to the agreement meet with a neutral third party to resolve the dispute. Dispute resolution is a quicker and less expensive alternative to the courtroom.

Force Majeure
A force majeure clause provides for the contract to be either suspended or terminated because of events beyond the control of either party. Examples would be acts of nature, or the failure of third parties, to perform their obligations. It is important that this clause covers only those events that are beyond the control of the parties.

Governing Law & Amendments
It is important to have a clause stating what laws govern the agreement. This will help in case of any dispute under the agreement. If you are part of a state institution in the U.S., you may be required to have the laws of this state govern your agreement.

An amendment clause states that any changes to the contract must be in writing and signed by the parties. This will ensure that no changes are made to the contract without agreement between the parties.

Complete Agreement
This states that the written agreement is the entire agreement between the parties. This ensures that there is no confusion as to what discussions and documents form the agreement. It also means that no party can rely on any previous conversations that do not form part of the written license.

LESLEY ELLEN HARRIS is a copyright lawyer who works on legal, business, and strategic issues in the publishing, content, entertainment, Internet, and information industries. She is the editor of the print publication, The Copyright and New Media Law Newsletter. For a sample copy of the newsletter, e-mail contact@copyrightlaws.com. She also is a professor at SLA’s Click University. Beginning in January, Click University began a new certificate program in Copyright Management: Principles and Issues specifically geared towards SLA members.
Make the most of your SLA membership; enhance your career through unique and valuable member benefits including:

*Information Outlook Online* – access *Information Outlook* anytime, anywhere. The online version of SLA’s monthly magazine has a new look and improved functionality. Check it out today.

Click University’s™ “Course of the Month” offers you the opportunity to experience Click U on a trial basis. With a new course offered each month at no charge, you are sure to find something to spark your interest.

Wikis, blogs, and discussion lists allow you to share information and advice with your colleagues. Explore and expand your networking opportunities. Get the latest information on everything from your chapter or division to the SLA Centennial Celebration and SLA 2009 Annual Conference & INFO-EXPO.

For more information, and to view a full list of SLA member benefits, visit www.sla.org and click Membership/Member Benefits. New benefits, services, and discounts are added frequently.

Invest in SLA and invest in your future!
Recently, I conducted a survey to determine how special libraries and information centers are currently marketing, promoting and advocating their services. In late April, I created a survey and distributed it via the Leadership & Management Division listserv, and the results from the survey are discussed below.

The survey was intended to reveal standard practices and methods for marketing, promoting and advocating for the library, but also to determine whether technology was playing a significant role in changing how we undertake these activities. While most information professionals have a good working knowledge of marketing and promotion practices, I will review a few of the key points here, prior to discussing the survey results.

Marketing is basically about identifying customer needs and then meeting those needs. It means only creating a product or service when you have identified a need for the service or product. It is about building and sustaining relationships, and it is about creating customer value.

From that basis, every information center needs to develop a marketing strategy. This means identifying the target market (a homogenous group of customers), then developing the appropriate marketing mix for this target market. The marketing mix is comprised of the four “P’s,” otherwise known as:

- **Product**: developing the right product for right target market.
- **Place**: getting the product/service to the right place (the target market’s place) and appropriate distribution channels.
- **Promotion**: the “telling and selling.”
- **Price**: developed based on competition, cost to produce, customer reaction to price.

**Your Marketing Plan**

Once you have developed an overall marketing strategy, you will need to create your marketing plan. The marketing plan needs to contain the specifics for the marketing mix, the resources you will need to conduct marketing, including costs, the expected results of the plan, and controls that allow you to monitor the costs and the results as the plan unfolds.

Promotion is the “telling and selling,” and it can incorporate personal selling, mass selling (advertising and publicity) and sales promotion. Promotion is all about informing, or educating prospective customers. It’s about persuading customers that you have the preferred service or product, and it is to remind customers of past successes and satisfaction with your products and services.

Advocacy is another important activity in the special library environment. It encompasses “marketing your services, promoting your resources, educating your users and forming relationships with decision makers.” Advocacy is about building relationships, increasing the perceived value of the library, and creating support for the library. It is aligned with the marketing activities, but it also encompasses more than merely marketing specific products and services; it is the ongoing activity to ensure survival and success of the library.

**Marketing Frequency**

The most significant aspect of the survey seems to be that information professionals take the information center marketing activities extremely seriously, with 82% of respondents saying they market the center’s services and products on a regular basis. In fact, many consider marketing, promotion and advocacy to be part of their regular work day:

- 30% market or promote their services to customers on a daily basis.
- 28% market on a monthly basis.
- 20% market on a weekly basis.

Comments from survey respondents included: “Marketing is something you do all the time, not only on specific occasions... “Marketing is a continuous process to gain traction, value and memorability. It is a critical daily function of members of the information centers.”

**Comfort Zone**

I wondered whether staff members, generally, were comfortable with doing marketing work. Overwhelmingly (83%), the survey indicated that information center staff feels comfortable marketing, promoting and advocating for the library.

**DEBBIE SCHACHTER** has master’s degrees in library science and business administration. She is the area manager-East for the Vancouver, British Columbia, Public Library, with the responsibility for managing six branch libraries. She has more than 15 years’ experience in a variety of non-profit and for-profit settings, and is the president-elect of SLA’s Western Canada Chapter. She can be reached at dschach@telus.net.
Some indicated an ongoing need for education and to underline the importance of making time for this important work: “Some are comfortable, most are not; I don’t think that we necessarily think of how we benefit our users (and this is outside of our comfort level). I think that more training is needed.”... “I think we could do a better job. We need some branding and a promotion plan, but staff claims they are too busy.”

**Traditional Methods**
Survey respondents clearly indicated the importance of personal contact, interaction and relationship building as essential to marketing and promoting the information center:
- More than 85% provide staff orientations.
- 72% hold information sessions for prospective customers.
- 43% hold social events.

Other traditional methods included issuing a newsletter and contributing to the organization’s newsletter (more than 50% for each), and having a brochure and other marketing materials. Other methods used by the respondents included both simple and practical activities:
- Award a “customer of the quarter.”
- Seek written praise to post on our Web site.
- Involve customers in evaluation of potential new resources and testing of library intranet, etc.
- Have a table in the cafeteria every week.
- Have giveaways with our name on it.
- Presentations, lunch ’n’ learns at various departments.
- E-mail reminders and surveys to find out why they have not used us.
- Hold meetings with our major customer groups to keep current on their work, bring them up to date on new developments in LRC; remind them of existing services and resources.

**Using Technology**
I was not surprised to discover that almost 100% of survey respondents use e-mail to market or promote the information center. 83% make use of an intranet while 59% use a Web site. A significant percentage are using social networking services now (24%), while few have ventured into the areas of podcasting (< 4%).

Specifically, information centers reported using:
- Blogs.
- RSS feeds (such as for new books).
- Mindmap.
- Sharepoint.
- Social networking (LinkedIn, Facebook).

A respondent from the Illinois Waste Management and Research Center offered this comment: “I maintain the Environmental News Bits blog … It grew from an identified need on the part of our staff to have someone filter the news and point them toward the stories that interest them. I have many subscribers outside our building now, which helps get WMRC’s name out. When WMRC issues new publications or I add something new to the Library’s Web site, I also post an announcement there.”

**Most Effective Methods**
According to survey results, the most effective methods for marketing and promotion include:
- Word-of-mouth.
- Relationships.
- Newsletter and Web site.
- Annual open house/social/chocolate.
- Face-to-face interactions/elevator pitch.
- Targeted messaging to current needs.

**Advocacy**
Respondents felt strongly that personal relationships with customers (96%), relationships with influencers (76%) and with funders or decision makers (61%) are essential for information center advocacy. Other comments related to effective advocacy included:
- Excellence in service.
- High value services.
- Through metrics showing value of service.
- Testimonials from customers.
- To help the information center staff pinpoint the changing focus and “hot buttons” for the organization, most respondents indicated some form of survey and focus group as important for gathering information. Activities in use included:
  - Focus groups and targeted interviews.
  - Monitor types of requests and maintain awareness of product lines.
  - Attend company and customer department meetings.
  - Participate in department-wide events to learn and “sell” ourselves.
  - Library advisory group.

**Conclusions**
This survey provides insight into how special libraries and information centers are incorporating marketing, promotion and advocacy in almost daily work. Not surprisingly, personal relationships continue to be considered the most important aspect of marketing, but the use of new types of technologies is beginning to make inroads in how we market and promote ourselves to our customers and potential customers.

Opportunities exist for information centers to do more or better branding, including logo creation, and many recognize the need to continue to educate staff about the importance of incorporating marketing and promotion into daily interactions with customers and potential customers. Respondents also clearly indicated the need for quantifying the value of the information center to the organization, as part of ongoing marketing and advocacy activities.

I want to thank, again, all of the individuals who provided the valuable input that they did, to share their successes and concerns with our community. While not a scientific survey, the results do provide valuable information as to what traditional and non-traditional methods of marketing, promotion and advocacy are working in the special library world today.
Make an Impact with Your Presentation, Somehow

Although I am not advocating using expletives to freshen up your presentation, you really don’t have to make a faultless presentation.

BY JOHN R. LATHAM

One of the drawbacks for me as a staff person at SLA conferences is that I can rarely attend any of the sessions. I particularly would have liked to attend the panel titled, “Transformational Roles; Breaking Rules,” but I did read somebody’s blog which gave me some insights into what was said. Gary Price’s comment that we must learn how to talk and talk well because we all represent each other in this profession resonated with me, as did Stephen Abram’s plea for us to overcome personal obstacles in order to become effective and cause positive changes. Stephen added that if you need it, get coaching. So, in an unashamed plug for Click U’s amazing resources, I refer you to the courses in the Professional Improvement Libraries, which are available for purchase at a minimal price either à la carte or for the whole library of courses. The four libraries of courses are titled Leadership & Management; Organizational & Professional Improvement; Personal Development; and Office Applications.

Before SLA had a content management system for its Web site and taxonomy software that requires metadata to be added before uploading a page, I used to tell staff that however useful the page may be, it will be worthless if nobody is able to access it. It is rather the same with public speaking. The description of Click U’s course on presentation skills sums it up well: “There are ways to master the challenges of public speaking. With adequate preparation, you can confidently deliver a presentation that captivates your audience. Managers must develop effective presentation skills and understand how to plan the content and strategy, practice in advance, and deliver a polished presentation.” If you cannot deliver a polished presentation, you might as well not bother. Remember that you are now competing with PDAs, so if you don’t enthral your audience you will soon lose out to Blackberryitis.

You have to make an impact to make a difference. Do not be afraid of messing up, either. In my accounting days I had to give a presentation on insurance auditing, a fascinating subject, as you can imagine. While explaining the important difference between proportional and non-proportional reinsurance, I suddenly noticed that I was explaining proportional reinsurance as non-proportional. “Oh [expletive],” I said, “that’s all wrong,” and proceeded to correct my error. As luck would not have it, the partner with the most insurance expertise in the company had sat in on the session. You can imagine my surprise when he congratulated me afterwards on an excellent presentation. He went on to say that at least I had woken up my audience before properly explaining proportional and non-proportional reinsurance. Although I am not advocating using expletives to freshen up your presentation, you really don’t have to make a faultless presentation. If you are losing your way, admit it and take time to get back in the flow. Your audience has infinite patience for you, since they are so pleased that they are not giving the presentation.

In the panel session, Stephen expressed his view that it is not so much your skills that are crucial, but your attitude. You can always acquire new skills. Do not fall into the trap of thinking you cannot do things. Always show as much confidence as possible. If you are not sure about something, admit it—but find the answer or find ways to improve on that weakness in your skills. Within SLA, we are so fortunate to have an amazing network of knowledgeable people, who are so often more than happy to give advice and to mentor. If there is someone within your organization or industry whom you admire for certain skills, let that person know and ask if he/she could give you some hints on how to acquire them for yourself. However high on the totem pole, everyone likes to be flattered, and if you don’t ask you will never find out.

In Seth Godin’s excellent closing keynote, he referred to the importance of sneezing, which I took to mean being heard and making an impact. You cannot be all things to all people within your organization or user group, so pick a few things that you do well and promote them. As a child I was constantly reminded that coughs and sneezes spread diseases, which of course they do, but don’t forget that library sneezers spread information, and make an impact.

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The Information Center is sponsored by Dow Jones & Company, Inc.
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All professionals who purchase, manage or create content and are responsible for ensuring that it is used appropriately and that the content rights are maximized at all levels of the organization.

2008 Schedule of Cities/Dates

- September 16, 2008: Houston, TX
- October 28, 2008: Los Angeles, CA
- November 14, 2008: Philadelphia, PA
- December 2, 2008: Chicago, IL

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