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Special Libraries Association

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6 Laying the Foundation: The Architecture of Great Ideas
Many organizations give lip service to the idea of innovation but few truly seek it. Instead, they are constrained by old ways of thinking—assigning blame and avoiding risk. To be truly innovative, says Jeffrey L. S. Cuff, an organization must look to break down the barriers to innovation and lay a new foundation of success among its employees.

10 Seeking Innovation: Librarians Help Push Organizations Ahead
Innovation is the lifeblood of an organization. To remain relevant and be worthwhile, a company must develop original ideas. Librarians can be the heart of these companies, pumping information that is vital to innovation to correct places. Ed Hudner explains innovation and then maps how librarians can be agents of innovation.

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Tom Kelley knows a little bit about innovation. He is general manager of IDEO, a leading design firm that has been featured on 20/20 and in numerous articles. He has also written a book on the subject, appropriately called The Art of Innovation. Kelley recently talked to Information Outlook about what it takes to become an innovator.

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The development process for any product or service begins with an idea and, hopefully, ends with a product or service that clients can't wait to get their hands on. However, to get from one point to another takes a lot of bravery, persistence, management, and ingenuity. Rebecca Jones and Jane Dysart look at the road going from an idea to a finished product.

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As we approach the mid point of our association year, the Winter Meeting in Chicago, all around us are signs of the downturn in the economy and the resulting impact on members. It keeps our need to be flexible and sell our value front and center.

We have talked about change for a long time. We have looked at the changes going on around us. We've listened to members saying it was time to change. Just two years ago, we set up task forces to capture ways in which we need to change. We are making changes, as they make sense.

We hired a forward-looking executive director, precisely because of her comfort with change. With the support of an outside consultant, SLA staff has proceeded to change internally to match our directions. With the staff restructuring in October, internal changes have begun.

Here's where we are with the work of the task forces begun two winters ago:

**Branding:** The work of this task force continues and the board is expecting their report at the Winter Meeting, hopefully leading to recommendations to the membership in Los Angeles in June.

**Conferences:** Change is ongoing in conference planning. As the Red Queen said to Alice, "It takes all the running you can do, to keep in the same place. If you want to get somewhere else, you must run at least twice as fast as that!" We look for our conference to be the one our members select for networking, learning, and involvement in the association that is promoting their professional well-being.

**Membership:** The importance of member recruitment and helping members become impact players in their organizations is key to our success as an association and profession. We have created a pilot Virtual “Subscription” (since we cannot create a membership category without a bylaws change) to meet the needs of non-North American members who would benefit from our virtual services but who do not affiliate with any chapters, divisions, or attend meetings.

**Partnerships:** We are looking at expanding our partnerships as recommended in this committee's report.

**Simplification:** With very little encouragement, many of the divisions and chapters are simplifying, looking at what can be eliminated so that they can spend more time on what's important to them. The Board of Directors is looking at presenting a streamlined bylaws for approval so that the association can better respond to changing needs. Simplification of bylaws does not mean abandoning precedent, tradition, and established guidelines, but it will allow us to make needed changes without a costly, time-consuming, bureaucratic cycle. This is a process that we hope to bring to the annual meeting in Los Angeles for a vote and then mail to members for their approval.

As you can see, the association is looking at major changes this year, but you are part of the process, as you will have the opportunity to vote at the annual meeting and then, if successful, by mail ballot for changes to the bylaws. Your views matter. These changes are stepping stones toward our becoming the association you have been asking for.

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Hope N. Tillman, SLA President
For more than 20 years, Jeffrey Cufaude, www.ideaarchitects.org, has been an architect of ideas, helping individuals and organizations create more compelling possibilities through his staff leadership, consulting, speaking, and writing.
IMAGINE YOU ARE GOING TO CREATE AN ORGANIZATION THAT would be known for producing great ideas. What would you include as its foundation? What qualities, characteristics, values, etc., would have to be present to foster a culture of creativity and innovation?

Taking a step back from the rush to produce great ideas is critical. No architect starts to design a building without first understanding what it is supposed to accomplish, what work and activity it is meant to support, and what feelings it is supposed to engender from those who will inhabit it. We must search for the same understanding if we are to build an organization that will encourage generating ideas. This type of organization is referred to as a “Creation Company” in the recently released book, Whoosh, by Tom McGehee, an executive with Cap Gemini Ernst and Young.

All it takes is a simple checklist to determine if an organization is a Compliance Company or a Creative Company. According to McGehee’s research, Compliance Companies tend to be rule-based, reactive, closed, risk avoiders, deficit focused, concerned with recreating past successes, and internally focused. In contrast, Creation Companies are relationship-based, proactive, opportunity creators, positive focused, concerned with creating new successes, and externally focused.

McGehee suggests organizations can be more successful by following three fundamental (if not particularly new or sexy) principles:

- Emphasizing freedom, not control
- Creating the new, not replicating the old
- Valuing individual expression and collaborative work

These simple principles can serve as part of the foundation for any organization wanting to produce great ideas.

Frame the Beliefs
Once the foundation of a building is poured, construction begins on the framework for the structure. Similarly, individuals or organizations must adopt a framework of beliefs conducive to creativity and innovation. These beliefs shape the subsequent actions of those individuals and organizations. Without these beliefs, an organization might be fortunate enough to receive random innovative ideas or actions from its members. But when these beliefs are present, the organization’s architecture is more actively promoting the production of great ideas. Here are a few of the more useful beliefs evident in innovative individuals and organizations:

Try A Lot of Stuff and See What Works
In their seminal work, Built to Last, co-authors Jim Collins and Jerry Porras found that visionary companies had a high threshold for, and acceptance of, experimentation. Trying a lot of stuff and seeing what works was a mantra among these companies, and the organizational cultures made mistakes, setbacks, and “failures” an acceptable by product of this belief system.

Do you have such a belief in your organization ... or in your own mind? If things don’t go according to plan, is assigning blame one of the first acts that follows? Are you comfortable improvising within a reasonably defined framework or does the thought of “making it up as you go” give way to personal paralysis? Accepting that we often experiment our way into the right idea is a critical belief for individuals and organizations to adopt.

Commitment to such a belief can be seen in many ways, including supporting experimentation through sabbaticals, financial resources, and allocated for exploration, and an emphasis on what are we learning as opposed to who’s responsible for what’s not working.

Seeking and Embracing Differences
When you read the stories of great architects, you find they draw on a dizzying array of disciplines and media for inspiration. The movement in a dance can suggest the shape of a building. The pattern of an animal’s skin becomes the model for a building’s facade. Architects actively seek and embrace diversity to inspire their own work in new and interesting ways.

Many individuals and organizations give lip service to
embracing diversity. But there is more to diversity than race or culture. Realizing the real power of diversity means accepting the widest possible range of input for the work that you are doing.

When we only partner with others who see the world as we do, we can only produce more of the same thing. Have you ever visited one of those community developments where almost every house is identical and the only noticeable difference is a very slight variation in the paint palette? The same blandness is far too prevalent in many organizations.

When an organizational culture fails to promote and reward collaboration and cross-pollination of people, ideas, and departments, the end result is usually a mere variation on a theme. Creative and innovative individuals and organizations look anywhere and everywhere for ideas and inspiration. Eventually the seeming chaos of such broad and diverse stimuli sifts its way to exciting opportunities and creative solutions.

The Paradox of Constraints
The belief framework relies on acceptance of the paradox of constraints, or as Collins and Porras describe it in Built to Last, embracing the and rather than succumbing to the Tyranny of the Or. Too often we see choices painted as either/or when embracing the balance beam of the and is more likely to yield creative and innovative results.

Take time, for example. Some will argue that the best ideas are produced when ideas have had time to "marinate" in the mind for a lengthy period of reflection and incubation. Others point out that the best ideas are often produced when crisis is looming, time is short, and results have to be produced. Which belief should be adopted? Both.

The paradox of constraints acknowledges that choices at both ends of a continuum hold value for individuals and organizations in terms of producing better ideas. Constraints can include time, dollars, materials, or other resources. We have all probably seen architects who have crafted an amazing response to a homeowner's budget constraints and placed it next to an outlandishly expensive lighting fixture or decorative element. When seeking to produce innovative ideas we can often inspire interesting possibilities by constraining the way we have framed the question or problem.

Personalize with Powerful Practices
Once the framework has been established for a building, construction then turns to completing the structure and personalizing the look with unique materials, paint colors, finishes, etc. In terms of creativity and innovation, individuals and organizations can complete their construction with the implementation of some powerful practices known to support idea generation.

Cross-training
When team members are comfortable with their own tasks and "circle of influence" (Stephen Covey) and know their ideas and opinions matter to others, they can begin offering innovative ideas about new products and improved services to others on the team without feeling like they are stepping on toes or crossing invisible boundaries.

Adopt the mantra: "Good idea, what can we do to take it to the next level?"
If any organization has its services and programs at such a level that they have no room for improvement or innovation, then let them please stand up and be counted. The reality is most of us have unlimited room for innovation, but keep letting limited time and resources be our
safety valve. We need to make improvement and innovation everyday practices instead of relegating them to the annual off-site retreat.

Unleash individuals
If you are building a home and go to the architect with a complete set of blueprints already drawn, you are dramatically constraining the usefulness and creativity this individual can offer you. Organizations stifle individual creativity and innovation in their own way through excessively restrictive policies and procedures, cumbersome idea approval processes, and limiting definitions of individual turf. Often the best way to build better ideas is to tear down some of the walls preventing individuals from exercising their own initiative.

Quit needing to be so right
We have been indoctrinated in our culture to find the “right” answer. Instead we need to become comfortable with creating or finding answers that are “right enough” for “right now.” If we can accomplish this, then we will be able to meet our stakeholder’s needs by providing them with prototypes of programs and services that we know will evolve and improve over time. Any building will most likely appear somewhat dated during its lifetime, so we move in and renovate as needed. Any “right now” solution may need renovation as we factor in new information and new experiences.

Regain clarity around core purpose
In Built to Last, Collins and Porras found that one of the distinct ingredients of visionary companies was the presence and vigilant guarding of a core purpose and set of values. This “core ideology” not only guided organizational decisions and efforts, it helped determine what the organization would not do. Many associations and companies have lost sight of their core purpose in a good-natured attempt to be all things to all people and as the result of mind-numbing mission statement exercises that produced lengthy statements that inspire few and offend no one. Architects can’t merely design “cool” buildings. To be successful, they must build structures that ultimately fulfill their intended purpose.

Create with sustainability in mind
We do not have an unlimited supply of building resources available though many individuals might believe we do. Architects must consider the sustainability of their work and the impact their choice of materials has on others. In organizations, we must remain vigilant that the pace and processes of our efforts are sustainable over time and not just useful for brief moments. Individuals in one department also must be sensitive to the impact their efforts may have on others in the organization, and any individual organization must contemplate how it affects the sustainability of the industry or discipline overall.

Do what you do best
We should not have to dare to be different. We should be appreciated and valued for the unique individuals we are, and our unique contributions and perspectives should then be leveraged for the good of the organization. The Gallup organization recently conducted some exhaustive research that supports a rather contrarian view of employee development. Rather than lavish attention on helping staff overcome their weaknesses, we should help them identify their strengths and how they can best contribute them to their work and the organization. While architects often stretch the boundaries of what they design, they also specialize in particular types of buildings and efforts that reflect their natural gifts and talents.

Becoming an Idea Architect
Great ideas, like great architecture, are not the sole pur-view of “wonderkunds” locked away in some vault of creativity, periodically emerging from hibernation to make brilliant pronouncements. Any individual or organization seeking to produce great ideas can learn much from the discipline of architecture and the craft of the architects themselves. The principles and practices highlighted here can be the first steps on your personal journey to becoming an Idea Architect.
Seeking Innovation: Librarians Help Push Organizations Ahead

By Ed Hudner

Ed Hudner is the co-founder of Cambridge Hill Partners, a consulting firm from Cambridge, Mass., that is focused on helping organizations reshape, reposition, and create renewed momentum.
Innovation is About Management

The ability to be innovative is often heralded as the panacea that will restore an organization to prominence, profitability, and dominant market share. Conceptually, innovation is undeniably fundamental to any organization's longevity and, ultimately, its success. Yet the practice of innovation is not easily integrated into a company's strategic and management practices. Innovation is often perceived as the domain of the creative few or something that happens more serendipitously. Companies that are truly innovative have developed, supported, measured, and rewarded the management practice of innovation.

So what is innovation? Simply said, innovation is the successful implementation of creative ideas that generate value and address an unmet need or gap. For an idea to be innovative it must offer some benefit or utility beyond what is available today. In the end, it also must be feasible. Without feasibility, an innovative idea remains just a good idea. For example, in 1994 Apple Computer released Newton, a personal digital assistant (PDA). Considered innovative at the time, Newton splashed onto the market and eventually drowned due to feasibility issues. Apple was bleeding in many areas: printers, monitors, computers (too many models), and more. In addition, Newton was ahead of the consumer and supporting technology. Although Newton was starting to make inroads into new markets, Apple chose to cut its losses. Seven years later the market is flooded with PDAs including such brands as Palm Pilot and Visor.

Companies that are truly innovative have developed, supported, measured, and rewarded the management practice of innovation.

For innovations to be developed, what needs to be in place? First and foremost, there needs to be vision. Chrysler's launch of the first minivans in the early 1980's was driven by vision. Chrysler built a vision based on extensive consumer and market research, assessment of societal and economic trends, and sheer intuition. On the heels of a government bailout, this strategy bore significant risk. It could have never been realized without vision. Unformed vision can translate to unmitigated risk. Realizing a vision requires research, testing of assumptions, exploring alternatives, and calculating feasibility.

Second, continuous innovation is deliberate, structured, and focused. The most effective innovators have systemized the generation and testing of new ideas. They recognize the value of instilling a disciplined approach to bringing new ideas to fruition. To continue to fuel innovations, they realize that there is a need for organizational systems that capture and manage knowledge.

Third, innovation requires a diversity of perspectives, experience, and expertise. A winning innovation is not the product of one person's work. It is typically the product of collaboration that leverages a diversity of talent.

Last, innovators accept risk. The risk of failure and the chance of success are built into the innovation equation. Innovators do their homework. They learn from their mistakes and their successes. They realize that past performance is a rich source of information, yet they do not allow the past to dictate future success or failure.
What roles can information professionals play in encouraging and supporting innovation in their organizations?

- Understand the future possibilities for the organization. In both corporate and academic settings, we often become singular in focus. With short-term pressures on time, resources, and energy, we understandably focus on our immediate objectives and actions. This focus can come at the expense of developing a deeper understanding of how our organization may change or should change over time and, consequently, how our role needs to change. Without this understanding, innovation remains an empty promise.

A fundamental component of innovation is a real-time understanding of the business—its customers, products and services, its markets, its competencies, its competition, and emerging industry trends. Without this understanding, an information specialist will have difficulty sourcing, screening, and distilling information that adds value to the organization. The old adage "information is power" is true if the information is relevant to the business and strategic issues.

- Contribute to strategy development. In the 70's and 80's, corporate strategy consumed enormous amounts of time, resource, and expertise. Most corporations were well staffed with "corporate strategists" who had the responsibility of charting a certain and profitable path. Institutions of higher education were struggling with increasing costs while attempting to strengthen and solidify their position within the world of higher education (a.k.a. strategy).

As we traveled through the '90s and into a new millennium, traditional approaches to strategy began to fail by the wayside. With the continual stream of new technologies and emergence of a myriad of new products and services, fewer organizations feel they can afford to invest time in developing strategies that are likely to change anyway. Higher education is also feeling the pinch of time as it attempts to compete in a radically changing market.

Access to real-time information that is compelling and applicable will be critical to future success. While the information itself is essential, the format and mode of delivery is also critical. By the nature of their role and position, information specialists are well positioned to lead in the collection, distillation, and distribution of information. As a result, information specialists can substantially influence real-time strategy development. Information specialists can help fuel the development of innovative products, services, and internal processes by providing valuable information about "what" an organization should provide to "whom" and "how" it should provide that information.

- Distill information to create added value. Until the late '80's, many academic librarians were perceived as the guardians of collections. The focus was primarily on building strong collections, providing access to printed materials, and assisting a patron to navigate the collection. In a similar way, corporate libraries were typically
concerned with building the collection of materials, providing access to employees, and helping employees find needed materials.

With the growth of the Internet, an increase in electronic communications, and the continued entries into the publishing market, the amount and range of available information is simply astonishing. The Internet has contributed to both the development of information as well as its universal distribution. The amount of compelling and potentially valuable information available through the Internet flies in the face of our need for more time.

Information specialists are well positioned to drive the transfer of relevant strategic information to those who can and will use it. Transferring needed information in a high value way will require assessing internal customers' needs. For innovations to occur there needs to be a mix of data points that can be drive the creative thinking process. Information specialists cannot only provide data in response to internal customer's needs, they can proactively provide data that may yield new innovations.

- Develop partnerships. Information specialists need to frame their role in an organization as a partner with key individuals and groups. Fundamentally, the role should extend beyond collections, research, and direct services to consulting. Information specialists can offer immense value to their customers by not only assessing and responding to their needs but by consulting, advising, and influencing their customers on key organizational decisions.

- Organize for innovation. For innovations to occur, an organization needs several components. On the individual level, organizations need people who have developed creativity skills, who have the needed expertise, and who have the motivation to achieve results. On the organizational level, organizations need to demonstrate an institutional commitment to innovation, to support management practices that foster innovation, and provide resources to fuel innovative experiments.

- Instill discipline. Innovations require discipline on many fronts. Innovations rarely occur from a single idea during a moment in time.

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**Service innovations are possible, you just need to know what to look for to achieve them. Here is an outline:**

**Gap or Issue Identification**
Any innovation is ultimately in response to a gap—a gap in the market, a gap in efficiency, a gap in the specific service, an under or unaddressed customer need. To innovate, there needs to be clarity about what gaps need to be addressed.

**Baseline Data: Internal and External Perspectives**
In order to effectively innovate, an organization or company must develop a shared, “best understanding” of the world in which they currently operate. This includes gathering internal data (from within the organization) and external data (from relevant, usual and unusual sources).

**Participation**
Given the gaps and baseline data, the next step is to:
- involve key constituents in discussing and selecting opportunities that respond to emerging trends, solidify a competitive position within the industry, and support sustainable organizational growth.
- incorporate individual visions, perspectives, and knowledge to create a “big picture” and implement business opportunities (e.g. new products, services, operations, etc.) that are sustainable, dynamic, and widely supported.
- align internal constituents in a way that builds on the strengths of the organization’s culture.

**Implementation and Evaluation**
Once an organization selects business opportunities to pursue, there must be periodic reviews. With the rapid pace of change, launched initiatives must be continually reviewed to ensure relevance and value to constituents or customers. As a result, innovation needs to be a dynamic sustainable process. Organizations need to establish and implement a way to assess resource requirements in order to support on-going strategic innovation (i.e. internal expertise, external partnerships, infrastructure, and systems).
Innovation Artist: A Conversation with Tom Kelley

by Information Outlook
What Does it Take to be an Innovator?

Tom Kelley is one of the major engines in this firm. Working along with his brother David (the firm's founder), he has seen IDEO grow from 20 designers to staff of more than 200. In this time, Kelley has learned a lot about innovation, which he shares in his book, The Art of Innovation. Kelley shared his thoughts about the book and how Information professionals can become more innovative in a recent interview with Information Outlook.

Information Outlook: What is the art of innovation in your view?

Tom Kelley: I think it is about injecting a little more creativity and a little more fun into the process of work, and as a result coming out with better ideas. The key elements of the art of innovation are treating life as an experiment—this idea that you need to continuously try things as opposed to just sticking to the knitting and brainstorming and prototyping and observations.

IO: We put the words creativity and innovation together, but they are not the same. Are they?

TK: I actually tend to shy away from the word creativity, I typically use the word "innovation" a lot more than the word "creativity" because creativity seems like an inherent trait. It is very easy for people, especially business people, to say, "I am not really very creative. I don't do that kind of thing."

Innovation sounds more like something that can be learned. I feel like that word is much less frightening, and people are more open to embracing it, more willing to give it a try.

IO: I think the other challenge around this is that people attach the adjective "innovative" to a lot of things—innovative food or innovative this or innovative that—and it seems like it is purely a buzzword with no meaning.

TK: People are starting to use the word "innovative" in the places they would have previously used the word "new." I think the distinction we should make is anything unusual that you do may be new, but innovative is new in a way that adds value. I think it is a fair question to ask whether a new product or service is truly innovative or whether it just has some new feature built on because somebody thought they could do it.

IO: What did you learn new about innovation doing this book?

TK: Writing the book was a gigantic project for me, and I learned all kinds of things about myself and about the company. In the beginning of the book project, I focused on IDEO's five-step methodology—understand; observe; visualize; evaluate and refine; and implement. Initially, I thought I might structure the book around those five steps in the process.

As I dug deeper, however, I realized the methodology is simply what we do. It is step one, step two, step three, etc., and there is not that much magic in the methodology per se. The magic is in what I would characterize as our work practices—things like brainstorming approaches, a belief in quick prototyping, or an open-minded style of group problem solving. The spark of innovation is not in what we do, but in how we do it. I learned that the work practices were at least as important, probably more important for our teams, than the methodology itself.

IO: IDEO had an interesting experience with "Nightline" that you talk about in the book. What was that about?

TK: The crew from ABC News came in and said, "We want to see innovation happen." They gave us four days to reinvent a product category that turned out to be grocery-shopping carts.

We went through all the steps that we normally go through in a real project, but we did them incredibly quickly. So we went through the "understand" phase—figuring out what the current market is—in the first day. We then went...
through the “observe” phase, which involved getting away from our desks, and getting out into the real world to watch people grocery shopping.

Then we went into the “visualize” phase, where we started prototyping. Some of those first prototype carts really looked pretty messy, and even a little ugly because they were all done in a day. We’re talking about foamcore, and wire—the cheapest, quickest materials we could find.

The next step was to evaluate and refine. We had a pretty broad range of prototypes. In the “refine” stage, we said, “Okay, let’s narrow it down to the stuff that we think people are interested in.” In the “implement” stage, we built a finished model good enough to clearly communicate the ideas of the new shopping cart.

We first showed it to the ABC News people. Then came the highest-risk portion of that whole show. They wheeled the new high-tech cart down the street to a local grocery store and showed it to customers and to store managers and said, “Hey, what do you think?” We were pretty vulnerable at that moment, but—fortunately for us—they said nice things.

**IO:** If I am an information professional inside an organization and I am thinking about this idea of designing around the delivery of information or knowledge to my customers, what questions would you advise me to ask?

**TK:** There is a danger in them having a purist attitude of “Look, this is the way we do it. Information has to be organized in this way and you have to request it this way.” In a corporate world, that approach can barely work.

So if I were the person you described, I would spend some time trying to figure out what it is that people really want or, even more important, what they need that they haven’t articulated yet. If you can center your personal or professional services on what people really want, then you have a chance to make your client happier, even when they didn’t know they were lacking it.

Back when I was a management consultant, we had a part-time librarian at the firm, who had these dusty old business books that no one ever looked at. She sent out a memo one day promoting her librarian role. It said, “Our library of resources are available 24 hours a day, 7 days a week.” What she meant to say is those books are sitting on the shelves there all the time, always available but never actually touched.

She was, in my opinion, approaching the situation solely from her point of view, saying “I’ve got them all numbered and organized” and stuff like that. But it hadn’t occurred to her that she had a service offering that did not fit in with the needs of who the customers were.

I am not saying that members of your association are like that, but in this real-life example, I was a member of the firm for five years and I never once made any use of this resource. If she had asked how I used the existing library, she would have learned that I didn’t use it at all, and our follow-up conversation might have led to all kinds of opportunity for innovation.

I think you can turn yourself into a more highly valued person in the organization or turn your function into something that there is a buzz about.

For example, a Ph.D. researcher helped me with the book. Well, “Ph.D.” and “research” sounds kind of dry in certain ways, but she was fabulous. I loved her work, and I talked about her so much that the professor who recommended her to me (who had never used her for research on his own work) was fighting me for her time. It was because she was so good, so focussed on exactly the type of information I was after.

Her research was an intrinsic part of the book effort, and it was really valuable.

On the other hand, we had another researcher who just “went through the motions,” without generating any energy, any “buzz,” any value. If you compare those two people, I would recommend her to any employer who is looking for a knowledge worker, while I wouldn’t recommend the other researcher to anybody. In a certain way, she created an experience for me that was so compelling that I wanted to talk to everybody about it.

**IO:** In the *Harvard Business Review*, they said: “Kelley’s book begs the fundamental question for today’s organi-
The end of a day. A good day. A fantastic day. The pressure was on.

You delivered. Facts at your fingertips. The power to search. Your way. Pinpoint precision.

Best content. Dow Jones and Reuters. Two global leaders. One incredible new service.

Visit www.factiva.com/factiva to find out more.

Factiva.com The basis of a good decision
In the book *Corporate Creativity*, authors Alan Robinson and Sam Stern, talk about encouraging *serendipity* in the organization. At IDEO, we do that with “show and tell.” Basically, there is show and tell at every Monday morning meeting in the firm. Once a quarter, we get every member of the management team in the whole firm—about 50 people—together in one place. In some cases, we devote as much as 50 percent of that meeting to show and tell. We talk about work in process or work just completed. That is just one of our ways of disseminating knowledge through the firm.

**IO:** I am an information professional sitting at my desk on Monday morning and I have decided I want to try to nurture innovation inside my organization. What do I do? What steps would you advise me to take?

**TK:** We believe you should understand, observe, visualize, evaluate, and implement. If you follow that process as information professional, you should first understand what is out there and what people are using your services for.

In the example that I used before, the woman who is the “librarian” does not understand that nobody ever uses her current library. In an environment where everyone is searching third-party sources on-line every day, you need to probe a little deeper to find where the gaps are in finding useful, practical information from inside or outside the organization.

Then do observations by following people around a little bit. Inside real organizations, this involves asking for favors. Follow a piece of data or a piece of research through the process, either in real time or two weeks later. In some cases, you will probably find that some people acquire a bunch of information, and it doesn’t get used at all.

Many times, business life has moved on to something else once a request is made and completed. So it would be good to know what happened. This is what total quality systems and “voice of the customer” programs are, and you don’t have to disrupt people’s lives to get a little feedback.

Then, trying out some ideas, build some very rough prototypes. I think it is relatively important at the visualize phase to not give your customers or clients in the organization just one thing to choose from. Don’t say, “Hey, I’m thinking about doing a weekly report in which I tell you all the new patents we have in the organization.”

All you are giving them is a chance to say “yes” or “no.” Instead of that, say, “I’d like to make a bigger impact on the organization. Here are five things new information
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services I am considering. Which one of these would be the most valuable to you?"

You can't always take their answer literally. You have to read between the lines because it is not just what they select. It is the enthusiasm with which they embrace a particular idea. Maybe if you give them five examples, the right answer is not any of the five. It may be a combination of two different ones or something that sparks the idea further out in one direction. My point is to not get your ego attached to one solution or one approach too early on. Let your clients tell you what they actually think they would like. Then evaluate and refine with drafts. Once you narrow it down to the things they're genuinely interested in, then you're ready to implement.

30: You mentioned earlier that you are a reader. What is it that you find interesting or compelling?

TK: A lot of my reading is in the innovation space. So I try to at least skim most innovation books, but what else am I currently reading? I am usually working on several different books at a time, kind of grazing as I go. Up in the hotel room, I have Donald Norman's book, The Invisible Computer, which is quite profound. It is all about information appliances and how computers as distinct objects are going to more or less go away or become less important. But you will have these invisible computers—embedded chips inside everything—that will do lots of individual tasks for you.

I am also currently reading Herb Kelleher's book called Nuts. I think it has been out for a few years, but he is a model of a CEO who didn't take himself too seriously during his tenure at Southwest Airlines. I am working on another book called Cracking Creativity from Mike Michalko that I have really just gotten into. The book quotes Einstein describing the differences in his approach to the world. He says, "When searching for a needle in a haystack, other people quit when they find the needle. I look for what other needles might be in the haystack." I really like that quote—it's one that I had not heard before. The only other book I am working on is a bound galley of a book coming out from Stanford professor Bob Sutton, Weird Ideas that Work. It is very fun and still useful.

I really believe in reading. I have a seven-year-old and a nine-year-old, and I believe that reading is the most fundamental building block of their intellectual curiosity. A love of reading is one of the most important things I want to pass on to my kids.

When my son was five, he was reading all of the Harry Potter books. At six, he started to read the Hardy Boys books. There are 58 Hardy Boys books and he is on number 37. I didn't start reading the Hardy Boys until I was 10 years old. He will have read the whole collection by then.

I am just so happy that both of the kids are readers. I find it hard to imagine people can enjoy life without reading.

31: What is it about libraries that you love?

TK: Libraries, whether they are in the physical form or the electronic form, give you the ability to explore a kind of a sideline idea—something you're even just vaguely curious about. Browsing through a library can satisfy your curiosity on some subjects and, at the same time, spark interest in others. For the same reason, I love the Internet because it is so much easier to find any piece of data, even though you sometimes have to question the data you find there.

For example, I love the movies. I probably see too many films, something like a hundred a year. I was on a flight coming back from Prague recently, where they had 17 movies to choose from, and I had seen every movie on the list. So I love the fact that I can go to a site like IMDB, Internet Movie Database, after seeing a movie and I can see who all the actors were. Then I look for new films based on a particular actor that I like. A film leads to an actor, which leads to yet another film.

Prior to the emergence of the Internet, I used to rely on hardcover reference books about the movies. I still have several of those reference texts, but it is really hard to look things up randomly using paper-based systems. Most of those books are alphabetic by film or by actor and very few of them show an actor's whole filmography. On the Internet, I can just bounce around to my heart's content, skimming along the surface, or diving deep into a topic when I develop a sudden interest in it.

That makes me think of a story Tom Peters told me. He used to have a big unabridged dictionary high on the shelf in his home office, and he said would look up a word once every couple of months. One day he went out and bought one of those stands like they have in libraries, which allow you to keep a large book open at a convenient level for reading. Now he says he looks up a word two or three times a day.

Tom Peters' story demonstrates that simply by changing accessibility, you can turn an information resource from something that is mostly just gathering dust to something incredibly productive that you use every day. I think that's a lesson we all could take to heart.
New Year’s Resolutions

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- Save More Money
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Designing – and Redesigning – Information Services for Maximum Impact

by Rebecca Jones and Jane Dysart

Rebecca Jones and Jane Dysart are principals at Dysart & Jones Associates, a company that has been helping information organizations develop practical, progressive strategic and business plans, and service portfolios since 1992. They can be reached at www.dysartjones.com.
To Find Innovation an Organization Must Accept Risk

GARY HAMEL, A LEADING STRATEGIST, THINKER, AND AUTHOR, recently wrote "the perpetual organization is the organization that innovates." Perpetual organizations are those organizations that not only survive, but also thrive. They are those organizations that view innovation as using creativity to add value, and that recognize innovation goes hand-in-hand with ideas, change, success, and risk. Yes, risk. Risk is not a term most organizations are comfortable with, and yet there are no great rewards without great risks. When designing innovative information services, the trick is to integrate the ideas, manage the changes, minimize the risks, and maximize the impacts. Actually, it’s not a trick at all. It’s a process—a development process.

The Development Process
The development process for any product or service begins with an idea and, hopefully, ends with a product or service that clients can’t wait to get their hands on. The process (shown in figure 1) involves a series of steps. Although the diagram (figure 1) shows these steps occurring in an orderly, sequential manner, the truth is that they often overlap each other and are highly iterative and inter-related. As soon as you hear those two words, “iterative” and “inter-related,” you know that means “there’s a lot of stuff happening at once, and a lot of people are talking at the same time.” This can be chaos. But by realizing that there is an overall process and there are ‘steps,’ ‘stuff,’ and ‘people’ involved, you can manage what would otherwise be chaos, and focus on ensuring that the innovation and impact occur. These steps include:

Grabbing the Idea:
Whether it’s a new service, or the redesign of an existing service, every design begins with an idea or a host of ideas—the more ideas, the better. The key is to sift through the myriad ideas floating among clients, staff and stakeholders, and seize one that will drive the service concept.

How do innovative organizations encourage ideas? It is actually very simple. They listen and they watch. They listen to and watch how their clients are working, how they are going about their daily routine, how they are interacting with information services and solutions—both formally and informally—including explicit (documents, presentations, etc.) and tacit (conversations) forms of information and knowledge. Innovative organizations also listen to and watch their employees, not as ‘snoopervisors,’ but as learners. What is making it difficult for employees to interact with clients or to do their jobs? What off-hand comments are employees making about “if only we could do this ... or I wish we had that ...” And every small idea from these clients and employees is captured and accepted, rather than countered and axed! Innovative organizations don’t greet small ideas with “been there, tried that.” They greet small ideas with “that idea may have merit, let’s explore it.”

Throughout the process, ideas will come and go and it’s important that the best of these are integrated into the service concept and development or into the marketing and launch. Nurture those ideas, give them room to grow and multiply, pruning out the stale and staking up the wildly offbeat or weak. Without ideas, innovation withers and dies. Those ideas resulting in the greatest innovation and impact are often those that seem the wackiest. Grab some of those ideas, wrap them into a draft service concept, and head off to see what the market—you clients—have to say about it.

Assessing the Market:
One of the ways you minimize risk early in the process is to test a draft service concept with clients. It would be an incredible risk to take a few ideas and immediately begin to develop a new service without first gaining some market reaction or identifying competitive services. By “testing the waters” you are not only learning more about your market, you are able to more fully define how big those waters, or those client groups, are. Ask questions like: what would the market for a new or recreated service actually be? Exactly how many are clients and who are they? What new information behaviors are you seeing in these clients? What new opportunities can you see in this market?

Defining the Concept:
Equipped with a better sense of the market and this service’s place in it, your next step is to scope the service.
There is a template for scoping a service design (figure 2). The questions listed in this template are simply starting points to capture everyone's ideas concerning:

- An overview of the service:
- What is the service? What are its various components? How does the client receive the service?
- Development: What's involved in developing and maintaining this service? What sources, content, supplies, and inputs are needed to create and produce this service? Should you build in-house or can you purchase all or some of it from a supplier?
- Marketing: What kind of marketing issues are involved? What groups should be the target markets for this service? What interest is there in this type of service now? What does its potential for growth appear to be?

There are many more questions to be answered when scoping the service, but these can ensure that all those involved are on the same page in terms of the depth and breadth of the service.

**Developing the Service:**
This step—developing the actual prototype of the service—is the one most information professionals prefer to begin with. Yet without first exploring various ideas, testing the market, and then scoping the service, the prototype development can often miss critical inputs. Too often information organizations go straight into offering a service without fully clarifying the parameters surrounding the service, assessing if or how it will impact other services, or the issues and costs involved in development and marketing. Having taken the first four steps, the organization is ready to develop the service and engage market targets for formal testing.

**Developing the Marketing Plan:**
The marketing plan is more than determining communications and promotional packages. At this stage the organization needs to select a name for the service, especially if it is a re-design or enhancement of an existing service. What position will this service hold in the organization's offering portfolio? How will it be priced? Is it actually replacing a service? If so, then how will the organization manage this change with clients?

**Testing the Service:**
This all-important stage enables you to test the service with a portion of the target market before fully launching to everyone. By setting clear market test objectives, with a strict timeline, this step can yield incredible insights, all of which will minimize risks and maximize impacts during and after the launch. Some of these insights include:

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**Service Development: An Overview**

- **Assess the Market**
  - Define target, needs & size
  - Identify competitive offerings

- **Define the Concept**
  - Define service & its components
  - Identify inputs needed
  - Confirm content, source availability

- **Develop the Service**
  - Build prototype

- **Develop the Marketing Plan**
  - Position service within market & portfolio
  - Establish name & packaging
  - Establish pricing, sales & distribution

- **Test the Service**
  - Set market test objectives, sites, timeframe, training, documentation

- **Launch the Service and Marketing Plan**
  - Client satisfaction
  - Quality control

- **Manage the Service**

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Grab the Idea

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Information Outlook
• How the market truly perceives the service, and the long and short-term 'positions' this service can hold in the market.
• Strengths and weaknesses of the service’s design: What changes need to be made?
• Barriers to client acceptance of the service: What do they really hate about it? What’s going to be essential in managing the change to this service?
• ‘Tag-lines’ or phrases to be included in market collateral: What are clients saying that can be incorporated into promotional communications? What messages should be avoided, at all costs, in communications?

This step highlights the interactive nature of the design process, since all these learnings, ideas, and insights gathered during testing need to be integrated into the marketing plan as well as further service development. If these steps aren’t inter-related, and if ideas are not continually injected into the process, the small flames of innovation will be extinguished, and the risks will start to outweigh the impacts.

Launching the Service and Marketing Plan

Voila! This is the step—when everything comes together and the initial ideas come to fruition—that everyone yearns for. The service is marketed and delivered to clients. As with all great events, it requires much planning and careful coordination. The “launch” is much more than an announcement. Considering the metaphor of “launching,” the service is being put into the water, and there needs to be a mechanism for ongoing listening and watching of client reaction to both the service and marketing messages to spot unforeseen icebergs that could sink the service during its initial cruise.

Managing the Service:

Although this is depicted in the overview as the final step, we all know that it is the end of the beginning and the beginning of the end. In other words, as soon as a service is introduced in an innovative environment the process for integrating new ideas and enhancements begins. In fact, part of the “developing the service” step should include determining the service’s lifecycle. Effectively managing the service means paying attention to:
• The production and delivery of the service to clients
• Client satisfaction—aggressively monitoring and acting on
• Quality control—beyond statistics to measures and assurances

Each of these areas is rich with ideas and a hotbed for nurturing an innovative environment and innovative information services.

One of the factors for successfully designing—or redesigning—innovative information services is managing the change. This whole process is about change. The introduction of a new service or the redesign on an existing service is a change for both clients and staff. One of the reasons adults tend to view ideas as “wacky” is simply because they are different from what we “know.” To even entertain a “new” idea means to change the way we think about something. When we are all so busy and stressed, we don’t want to change anything. Even if our clients aren’t delighted with a particular service, they sometimes feel it is easier to keep using what they know rather than to change to a new service or change their routine.

What’s the biggest barrier to innovative information services? Probably the fact that innovation depends on ideas and creativity, both of which are risky. No risk, no reward. No ideas, no innovation. No innovative information service, no information organization. Seize the ideas, manage the development process, and manage the change of the service introduction into your clients’ work lives, and you will minimize the risks while maximizing the impacts.


Service Design Template

Overview:
• Description statement: (what is the service? what does it do?)
• Parts: (what are it’s various ‘pieces’?)
• Delivery: (how is it offered to clients?)
• Benefits: (what pain does it ease for clients?)
• Competition: (what can they buy/use instead?)

Development & Maintenance:
• Key inputs, content & supplies required:
• Specialized skills or capabilities:
• Buy or build components:
• Issues:
• Timeline:

Marketing:
• Target:
• Current interest:
• Growth potential:
• Service use: (How do clients use it? When? With?):
• Unique selling proposition:
• Positioning:
• Base assumptions:
For President-elect

G. LYNN (TINSLEY) BERARD

Head of the Science Libraries at Carnegie Mellon University in Pittsburgh, PA, and adjunct Assistant Professor, Clarion University of Pennsylvania (1997-present).

SLA Member Since: 1984


SLA Division Activities: Engineering Division: Past Chair, Chair and Chair-elect, (1990-1993); Chair, Nominations committee (1994); held various committee posts since 1985 including Public Relations, Government Relations, Student liaison, Publications coordinator, and Nominating.


Other Professional Activities (selected): Adjunct faculty, Clarion University of Pennsylvania; Member of: American Society for Engineering Education (ASEE), Engineering Libraries Division, (1995-present); Board of Directors, Oakland Library Consortium,(1996-present). Hosted, mentored, and participated in several international cultural exchanges with librarians from Russia, Africa, France, India, and Chile. Created a formal library building plan for the National Technical University of Athens (NTUA), 1996.


What are the key qualities of leadership? Give an example of how you exemplify these qualities.

One key essential quality of leadership is integrity and a sense of fairness. Somebody once said that leadership is the capacity to intuit where people want to go and showing them how to get there. So leadership does not always mean trying to be in front of everybody. It means knowing how to listen to people and taking them seriously. To be able to lead anybody, of course, one needs a vision of the future and the ability to motivate and inspire others by effective communication.

As a library manager and a teacher my greatest joy is investing in the well being of my staff and students. I love watching people excel. How I myself exemplify the qualities I admire can only be measured in person, by direct contact with all people I've mentored, all my colleagues, all the staff, interns, and library science students whom I have had the privilege to teach who have gone on to be successful information professionals. Their successes are my reward.

What was your greatest disappointment in life? How has this disappointment made you a better leader?

I do not really believe that one learns from disappointments but rather that by taking risks and sometimes failing, people learn valuable lessons that can be used to help others move forward. Professionally, I have not always agreed with management’s decisions and sometimes felt disappointed in what I viewed as mistakes in leadership judgment. My University was on the point of making significant cuts in benefits for librarians. But to focus on that disappointment would be to miss the point. Instead, I worked with my colleagues to stand up and make our voices heard and I’m sure that somewhat risky stance was the right one to take. At the end of the day we were able to persuade the powers that be that benefits needed to be improved, not cut. A disappointment, viewed from another angle, is an opportunity.

When you talk to other information professionals, what do you say about SLA? Do you say the same things to people who are not in the information profession?

I say that I have been a member since my college days and that I attribute much of my professional growth and success to the benefits of our organization. SLA members are a group of amazing professionals. They are intelligent, inquisitive, motivated, and highly skilled. Many of them are creating and managing information centers as solo librarians. I value the fact that there are more than 13,000 Information professionals who do what I do, all over the world, whom I can call upon for advice and assistance. SLA provides unlimited opportunities to stretch one’s wings professionally, to try out new roles in a supportive and nurturing environment. How cool is that? And yes, I say that very same thing to people who are not in the information profession. Who knows, maybe they might consider changing careers!
For President-elect

CYNTHIA (CINDY) V. HILL

Manager, SunLibrary, Sun Microsystems, Inc. Palo Alto, CA.; Adjunct Faculty, San Jose State University School of Library and Information Science.

SLA Member Since: 1980


Education: MLS, (1979); BA (English literature); Elementary Teaching Credential, San Jose State University, CA.


Other Professional Activities and Memberships: IFLA Committee on Copyright and Other Legal Matters (1999-2001); SJSU SLIS Advisory Council; Secretary, SJSU SLIS Alumni Association, (1999-2001); Member: AIIP, California Library Association; Information Futures Institute: IFLA; Partnership for Librarian Continuing Education Advisory Council, (1996-1997); SCOUG.

Awards and Honors: Fellow, SLA, (2001); San Andreas Chapter Mark Baer Award, (1992); Distinguished Alumna Award, SJSU SLIS, (1983).

Selected Recent Presentations: Building Competencies for Success, SLA CT Chapter Meeting, (November 2001); Are We There Yet? Corporate Visions of Personal Computing Space, Internet Librarian 2001, (November 2001); Successful Partnering, (November 2001); Practitioner/Speaker, MLS Renewal for Special Librarians, (March 2001); Whose Content is It? Digital Rights, Copy Rights, Desktop Rights, and Licensing, Buying and Selling Content Conference, (April 2001); Creating a Rewarding Volunteer Experience, SLA Leadership Development Institute, (June 2000).

What are the key qualities of leadership? Give an example of how you exemplify these qualities.

A leader has, I think, passion for what one does: knowledge and credibility; willingness to listen without judgment; and the ability to communicate the truth—however difficult to deliver and for others to hear. Finally, they have accountability and integrity.

These last few years have been challenging for our organization. I've made a point of communicating all the business-critical information that I get, however negative it might be. And I've encouraged the team to discuss crucial topics openly. With this approach we've been able to adjust to the changing environment more smoothly.

I believe it's essential for my group to know that I hold myself accountable for our decisions and actions. I want them to know they can rely on me. I can provide support by listening, coaching, exploring different solutions, or working directly with the client.

What was your greatest disappointment in life? How has this disappointment made you a better leader?

In my twenties I had a personal relationship that ended unexpectedly. It was a painfully sad time and it was confusing. Going through this first big life-changing process led me to recognize, acknowledge, and learn from joys and disappointments in life.

A close friend taught me how to have few, if any, regrets about what happens in life, but to accept and learn from each experience. I've learned how to take the time to reflect upon the impact that changes (both positive and negative) have. As a leader, I can provide guidance and support in good times and bad times.

When you talk to other information professionals, what do you say about SLA? Do you say the same things to people who are not in the information profession?

I'm proud of our association's longstanding vision of providing lifelong learning opportunities, supporting people-to-people connections, growing and/or surviving in changing times, addressing local and global issues like copyright, information access, emerging technologies, and their impact upon our work, and the constantly evolving information environment.

With non-SLA friends, I talk about how we support each other by sharing resources, experiences, knowledge, and connections.

I mention that SLA involvement lets us experiment with emerging skills (leadership, managing a virtual team, negotiating, influencing upwards) in a safe environment. We encourage mentoring and coaching. And we discuss the diversity of our membership (backgrounds, cultures, experiences, work environments).

I also talk about our contributions to our organizations by providing relevant services and resources that support our organizations' key visions.
For Chapter Cabinet Chair-elect

W. DAVID (DAV) ROBERTSON


Other Professional Activities: Beta Phi Mu (Epsilon Chapter): President-elect, (2001-2002); NC Governor’s Conference on Libraries and Information Services (Triangle Region) Executive Planning Committee member and Registration Committee Chair, (1990); TRI-LIBS (Research Triangle Park Librarians Association) Founding President, (1986); Library Services and Construction Act Advisory Council for NC, (1981-1985).


Awards and Honors: National Institutes of Health Award of Merit, (1996, 1980); NC Chapter, SLA, Meritorious Achievement Award, (1992); Beta Phi Mu, (1976); Phi Beta Kappa, (1968).

What are the key qualities of leadership? Give an example of how you exemplify these qualities.

I learned in the Peace Corps a leader is a change agent ready to take risks. A leader is forthright, a listener, and builder of coalitions, a delegator who trusts subordinates. A leader inspires confidence, has a positive, can-do attitude, and is able to make both quick and considered decisions. I led the team reviewing Information services at our agency when we were re-inventing government. The team, a cross-section of our clientele, listened to my staff and me, and I listened to the team. I built coalitions based on constituencies I knew had confidence in me. They knew from past experience that I could deliver on whatever plan we developed. At my urging, the team recommended a new emphasis on electronic journals that put us into the forefront of organizations at that time.

What was your greatest disappointment in life? How has this disappointment made you a better leader?

Putting a positive spin on this question, I shall discuss overcoming my biggest challenge: how to stay engaged while working for the same organization for 24 years. Leadership means change. If you want things to stay the same, you don’t need leaders. Paradoxically, because I have not changed organizations I have had to change the organization. My success results from hiring excellent people and from conveying to them and to my administration my vision of Information services. I took a risk 15 years ago by instituting an internship program as an answer to contracting out services. Annually, my library hosts three new students in library or Information science and they keep me on my toes. They look at our operations with a fresh face, posing questions about our way of doing business that keep me inspired in my position. They have forced constant reassessment, testing my leadership skills and reinvigorating me each year.

When you talk to other Information professionals, what do you say about SLA? Do you say the same things to people who are not in the information profession?

I tell other Information professionals that our chosen vocation is incomplete without being active in a professional association and that SLA is the ideal complement to our jobs. SLA provides opportunities for lifelong learning, networking, staying ahead of the curve, and winning plaudits from your true peers, not to mention making lifetime friends. To people outside our profession, I say that SLA is the principal international association for Information professionals working in specialized libraries and other settings. I always give specific examples of corporate, government or news libraries, academic or research collections, webmasters, knowledge managers, and Information vendors. I tell them that being active in SLA is the best way for Information professionals to keep their contacts and skills up to date to meet the challenges of such turbulent times.

Education: MLS, SUNY Albany, School of Library and Information Science, (1969-70); BA, Biology, Binghamton University, (1960-1965).


SLA Division Activities: Library Management Division: Co-Chair Program Committee, (2001-2002); Chair, Awards Committee, (1999-2001); Professional Development Chair, (1997-1998), Career Guidance Chair, (1993-1997); Information Technology Division: Chair, Virtual Section, (2001-2002).

SLA Association Level Activities: Chair, Nominating Committee, (1999-2000); Chair-elect, Nominating Committee, (1998-1999).

Other Professional Activities: New York-New Jersey Chapter/Medical Library Association: Program Committee Member, (2000-2001); Membership Committee Member, (1994-2001); Co-Chair, Program Committee, (1993-1994); Program Committee Member, (1991-1993); American Library Association Member, (1999); Association of College and Research Libraries, New York Chapter Member, (1993-2000); METRO (Metropolitan Regional Library Council), Board Member, (1999-2001).


What are the key qualities of leadership? Give an example of how you exemplify these qualities.

To me, leadership is not just one quality, but a balanced mixture that includes having a vision, the willingness to take calculated risks, the desire to communicate and motivate others, the ability to make hard decisions that might change people’s lives, and, finally, the enthusiasm to persevere in spite of numerous barriers—all to achieve that vision.

An example of how I exemplify these qualities took place when I was president of the New York Chapter. My vision was a chapter bursting with potential leaders for its future. To make this vision a reality, I asked not one person to be the chair of a committee, but enlisted two to serve as co-chairs. One of the co-chairs was usually a more experienced member, while the other, a newer member or someone who had not volunteered before. They liked the sharing of responsibilities because it meant less work for each person and the committee would have continuity if one of the co-chairs had to resign. The end result was an increase in the number of members who became experienced volunteers and potential leaders.

What was your greatest disappointment in life? How has this disappointment made you a better leader?

The greatest disappointment in my life was that my father passed away soon after I received my MLS and began my career as an information professional. When he was alive, he was my number one supporter and “cheerleader.” Even though he is no longer here, I remember his encouraging words and steadfast support. This memory of him gives me the confidence to try to turn my visions into realities. I am a better leader because of my father and his desire that I succeed and not give up.

When you talk to other information professionals, what do you say about SLA? Do you say the same things about the information profession?

I tell information professionals that to be successful in their careers, they should join SLA and become an active member. By attending local and national meetings and by volunteering to serve as an officer or on a committee, they will increase their knowledge and value to their employers. I know, because this is how I gained many of my competencies, for example: speaking before a group, arranging an event, editing a newsletter, managing people, and all without jeopardizing my salaried position. What I have learned as an active member of SLA has been a key element in my success as an information professional.

To people who are not information professionals, I first clarify their frequent misconception that a “special library” is related to “special education” and people who are disabled. Once we clear that hurdle, I explain what we do as information professionals and where we work. Some have actually become so interested in our profession that they decided to get their Masters in Library or Information Science!
For Division Cabinet Chair-elect

PAM ROLLO

Director, Information Resources for Credit Suisse First Boston, New York, NY, (2000 to present).
SLA Member Since: 1986

Past Employment: Vice President, Library for the Americas, Assistant Vice President, Reference Manager/Records, Reference Manager, Reference Librarian with Credit Suisse First Boston, (1986-1999); Director of Research with Fleming Associates, Miami FL, (1984-1985); Branch Director, Assistant Branch Director, Reference Librarian with Harris County Public Library System, (1981-1984); Indexer, Humanities Index, HW Wilson, Bronx, NY, (1978-1980).


SLA Division Activities: Business and Finance Division: Chair Nomination Committee, (2001); Global 2000–B&F Program Planner; Past Chair, (2000); Chair, (1999); Chair-elect, Conference Program Planner (1998); Roundtable Coordinator, (1995).


Other Professional Activities: Member Conference Board, Information Services Advisory Council.


What are the key qualities of leadership? Give an example of how you exemplify these qualities.

Leadership is that relentless energy, which searches for what is best. It is enthusiastic and encouraging. It is tough, competitive, and fair. Leadership is unselfish. Leaders communicate. They instill self-confidence and engender trust. They make hard decisions and they confront difficult situations.

Most people associate leadership with big vision and strategic initiatives, but leaders lead from the middle, or any place else they find themselves in the hierarchy. I had the privilege to test some of these skills by flying every other week for most of 2001 to work with our London team. I congratulate our New York team for doing a great job keeping our business flourishing.

The London team needed to rebuild its practice as many senior staff had left the group due to major changes within the firm. Both morale and performance were at risk. Together we plotted and experimented to determine what was our team best. We recruited new people, changed the tone, and the mix of skills. I think the team is doing very well, but the proof of the effort is that they and their clients think so too.

What was your greatest disappointment in life? How has this disappointment made you a better leader?

I would say that a greatest disappointment has been that in the corporate arena, the services that we provide to our corporate clients are always under review and are often not assumed to be pivotal to the success of a corporation. We probably do a lot more “proving” than other professional services within a firm.

That being said, this state of review has toughened my reserve. When one’s very existence is under discussion, then one designs new ways to demonstrate value. We risk new services and shoulder market constraints. In an entrepreneurial business, there is no such thing as the mantle of a mandate. We define our work and seize ownership. The opportunity to help about 25,000 people make a better business decision every day is just too good to miss.

When you talk to other Information professionals, what do you say about SLA? Do you say the same things to people who are not in the Information profession?

When addressing my colleagues, I simply say that everyone interested in pursuing the profession should join the association because of the sheer talent of the membership. This is an organization whose members mentor and share quite like no other. I also say that the association can and should be more of an advocate for its membership and that as members we should do more to that effect.

I usually don’t have to praise the association to my colleagues at my firm too enthusiastically—they simply envy me for it. My colleagues at SLA have provided me with a wonderful avenue through which to introduce my work colleagues to their counterparts at other firms. The association always speaks best through its members.

Education: MALS, University Library Associates Program, Information and Library Studies University of Michigan, Ann Arbor, (1988); MA, American Literature, University of Nebraska, Lincoln, (1986); BA, English, Beijing #2 Foreign Language Institute, P. R. China, (1974).

SLA Chapter Activities: San Andreas Chapter and Bay Area Chapter: Member.

SLA Division Activities: Science and Technology Division: Chair, Nominating Committee, (2001); Chair, Bylaws Committee, (2000-2001); Division Chair-Elect, Chair, and Past Chair, (1998-2001); Chair, Public Relations Committee, (1993-1995); Member, Nominating Committee, (1994-1995); Biological and Environmental Sciences Division: Member, Conference Paper Committee, (1994); Member, Professional Development and Program Committee, (1993–1994); Member, Committee on Cultural Diversity (1991-1992); International Relations Caucus: Member, (1994).


Publications: Numerous presentations and articles in journals such as Science and Technology Libraries; Science and Technology News; Special Libraries Association Journal of Library and Information Science; Journal of Educational Media and Library Science; and reports indexed in ERIC database by ERIC (Educational Resources Information Center).

What are the key qualities of leadership? Give an example of how you exemplify these qualities?

A good leader has a clear vision and goals and is able to engage the membership with that vision. Leaders should be able to think creatively, collectively, and be able to communicate effectively with the membership. A good leader is normally amenable to change, responsive, and is willing to embrace diverse viewpoints. Leaders in the Information profession should understand who we are, where our market is going globally, and strive to meet their promises.

During my tenure as the Chair of Science and Technology Division, I set up directions and goals for the division. I encouraged different viewpoints and promoted creative thoughts. By touching base with the division’s officers constantly, I made sure their needs were met. Success of the division was based on my belief in collective efforts and my support of and trust in the officers. We finalized the division’s strategic plan and our conference programs were well attended.

What was your greatest disappointment in life? How has this disappointment made you a better leader?

My greatest disappointment in life is the notion of being less because of one’s being different. Those who come from a different cultural background find themselves trying extra hard to convince others they are competent and intelligent. I wish people were judged more by what they are capable of and less of who they are. Instead of being cynical or feeling a sense of loss, I have turned this frustration and disappointment into a motivational vehicle. We must maintain a respect for all of our cultural values, identities, and be more compassionate to others. One of the major roles for our Division Cabinet Chair is to embrace different viewpoints and to keep communication dialog open between our leadership and membership. I believe my record of knowing my own values and being sensitive to others demonstrates skills in communication and management.

When you talk to other information professionals, what do you say about SLA? Do you say the same things to people who are not in the information profession?

I say that SLA is the international association that produces excellent educational programs and offers leadership opportunities that build skills we can bring back to our workplaces. SLA anticipates and communicates trends in technology and Information management to members and our employers while enabling networking opportunities at local and international levels. SLA supports activities relevant to meeting the changing needs of the profession.

To those who are not in the information profession, I would market SLA members as information professionals who can add value to information services and products in workplaces and make contributions to the global economy and the Information Industry. Special librarians will be information brokers providing essential information needed to help their organizations achieve their goals.
For Director

BETTY EDWARDS

Currently pursuing a program of legal research studies in preparation for a position in a law firm.
SLA Member Since: 1978


Education: M.S., Simmons College, Graduate School of Library and Information Science, (1980); BA, Sociology, North Adams (Massachusetts) State College, (1978).


SLA Division Activities: Business & Finance; Legal: Information Technology; and Library Management: Member, Library Management: Membership Chair, (1985-1986).


SLA Chapter Activities: Member of the Rio Grande Chapter

SLA Division Activities: Science and Technology Division


Other Professional Activities (selected): Secretary, Treasurer and other different roles at the Mexican Library Association throughout the years; President and founder of the Durango State Library Association (Mexico); Member, OCLC Advisory Council of College and University Libraries, (1999-2004); Co-Chair, President’s Program Committee, ALA Midwinter, (1999); President, IFLA Round Table on User Education, (1999); Chair, Mexican Library Association International Relations; Committee Board, Trejo Foster Foundation for Hispanic Library Education (TFF), USA, (2001).


What are the key qualities of leadership? Give an example of how you exemplify these qualities.

Having a clear sense of direction, examples of professional achievements, contributions to the profession, and work, discipline, and willingness to share knowledge skills and values with colleagues, in my opinion, are key qualities of leadership.

In my experience, I led the work of the Juarez University library system to have the best facilities and the leading user education program in Northwestern Mexico since 1995 to present. I facilitate the accreditation process of academic programs and the university in general by national and international accreditation organizations and advise and provide training to university academic departments on conducting their management processes to obtain external accreditation, as well as teaching a research methods course every semester.

I have been active in library associations since I was a library student, contributing with ideas and work to the profession.

What was your greatest disappointment in life? How has this disappointment made you a better leader?

My greatest disappointment was when I found out that law, the subject of my first degree, did not entitle the challenges that I was looking for in life. This led me to look for another discipline, finding library science—the subject and profession that has fulfilled my life.

When you talk to other information professionals, what do you say about SLA? Do you say the same things to people who are not in the information profession?

In comments to colleagues, I say SLA is a focused association. It is dynamic and it is the most international of all American library associations. When commenting to non-information professionals, I refer to examples of professional achievements. SLA is the second largest library association in the US and certainly one of the largest in the world. It integrates the synergy of thousands of information professionals from the corporate and the academic world to make information a difference in organizational settings.


Publications: Review articles for Business Information Alert; workshop and seminar materials on industry and market research as well as Internet search techniques; various SLA contributions.

What are the key qualities of leadership? Give an example of how you exemplify these qualities.

Leadership in a service organization is all about relationships. The macro qualities of vision, passion, and creativity are essential, yet applying these qualities to relationships is what builds and sustains outstanding organizations. The tools of leadership are communicating, listening, mentoring, and facilitating. I have communicated and listened a great deal over the years to members. Sometimes this will take the form of individual conversations; other times this will take the form of membership surveys, ballots, and questions posed in columns, discussion lists, or conferences. Through listening, I have learned that there are many valid options, that win-win scenarios can almost always be reached, and that it truly takes a community to keep an organization running. I have also learned that we as a membership can cooperate on large-scale projects. This was brought home when seven divisions came together and pooled both time and financial resources to bring Stewart Brand to our 1999 conference.

What was your greatest disappointment in life? How has this disappointment made you a better leader?

In May 1982 I was awarded a full ROTC scholarship. I would attend Lehigh University in Pennsylvania and have my room, board, tuition, and fees taken care of. In October of the same year, after getting settled into college life and military routines, I discovered that I had failed the ROTC medical exam and my scholarship was lost. I was devastated both financially and emotionally. My father told me I must withdraw from school. At eighteen, I discovered how to handle and even thrive with change. I learned that I was not alone, and that the relationships I built provided the strength to navigate new terrain. I learned that wrenching change could have positive repercussions as my relationship with my father was almost destroyed, then made closer and stronger than ever. Creativity and resourcefulness kept the tuition bills paid, and a sense of humor and good friendships pulled me through emotionally.

When you talk to other information professionals, what do you say about SLA? Do you say the same things to people who are not in the information profession?

To professionals outside SLA, I like to tout our association born about our divisions’ subject focus, the ability to step into leadership positions, the continuing education possibilities, and the practical lessons of public speaking and fundraising. I share my experiences in raising my hand, getting involved, and the personal and professional rewards that have resulted. When I really get excited, I talk about the friendships I have built over the years, how special the winter meeting is for its coziness, and how strongly the network of contacts can grow. My conversations with folks outside the profession give me the opportunity to talk about experiences SLA has provided that I would not have elsewhere (such as, speaking in front of 5,000 people!), skills I have built, and the benefits of an outstanding service organization.


Other Professional Activities: Search Committee, University of Pittsburgh School of Information Sciences, (2001); Chair, Industrial Technical Information Managers Group, (1998-2000); Chair, Board of Directors, The Electronic Information Network (EIN), linking 40 public libraries in Allegheny County and providing Internet and database access, (1989-2000); Board of Visitors and adjunct faculty (1994-present), University of Pittsburgh School of Information Sciences.

Awards/Honors: Fellow, Special Libraries Association, (1999); Distinguished Alumna Award, University of Pittsburgh School of Information Sciences, (1997); Management Leadership Award, SLA Library Management Division, (1990).


What are the key qualities of leadership? Give an example of how you exemplify these qualities.

I believe a leader should hold a vision for the future, manage the present to enable that vision, and honor the past, which has made the future possible. A leader helps the organization reinvent itself, and helps the members move through the reinvention process, especially when they are asking themselves, “What if we can’t get there? What if it doesn’t work?”

We asked ourselves these questions as we led the redesign of the Westinghouse policy for protection of proprietary information. Our new policy was the first culture change in this area in over thirty years—we were changing a sacred cow. The engineers complained constantly. Our work doubled. Our patience dwindled.

How did we manage? We increased communication and the "why" over and over. We stressed the result of not changing. We supported each other constantly, even on days when we couldn’t remember why we started the whole process, and we laughed. If you can’t laugh, you can’t lead.

What was your greatest disappointment in life? How has this disappointment made you a better leader?

I have always viewed myself as a very strong and independent person. This image of myself was affected in 1995, when I was diagnosed with multiple sclerosis (MS). For the first few years the condition was benign, but then became "relapsing-remitting," with more frequent exacerbations, which were more difficult to manage.

This life-changing experience has made me a better leader. Now I sometimes have to ask for help. I remember not to assume that people are not trying hard enough if the job isn't getting done and to ask if help is needed. In project and process planning, I have learned to ask, "Can everyone come with us?" I am more sensitive to those who perceive themselves as outsiders or who are frightened of new experiences and change. This disappointment has changed me for the better.

When you talk to other information professionals, what do you say about SLA? Do you say the same things to people who are not in the information profession?

I tell them that SLA has been responsible for much of my learning, growth, and ability to stay on top of a constantly changing profession. I tell them that SLA is always changing, because no organization can remain stagnant. That to enable our members to remain informed, and marketable, we look at the association, we ask questions, and we posit potential changes.

When I talk about SLA to others, I stress the value it provides in continuous learning. I talk about the return on my investment of time and money, and the importance of shared, real-world experiences. I say, "When I go to SLA, I think to myself, 'these are my people.' And they say, 'Wow! Where do I sign up!'"
Information Outlook recently sat down to talk with Bill Pardue, president and CEO of Corporate and Federal Markets for Lexis Nexis Group. Lexis Nexis is the first member of SLA’s John Cotton Dana Circle.

Named in honor of SLA’s founder, the John Cotton Dana Circle, recognizes outstanding corporations and individuals demonstrating extraordinary generosity and support of SLA and its members over a five-year period. Members of the John Cotton Dana Circle take a proactive role in providing continuing education to information professionals worldwide.

Information Outlook: What did you do before coming to LexisNexis?

Bill Pardue: I worked for the Associated Press and Times Mirror as a journalist. I took a hiatus and went to law school and practiced law in Washington, D.C. Then I went back into the newspaper business, but on the commercial side of things, rather than as a journalist. I spent another 18 years in newspapers before I came to LexisNexis four years ago.

IO: What is your company’s vision for the future?

BP: Our goal is to be the preferred provider of enterprise-wide information solutions to legal, corporate, academic, and government professionals.

I think if one looks at what has happened during the last ten years to the information business and the customers who buy information, it is extraordinarily challenging to project forward into the next decade.

Ten years ago, for example, the Web obviously was not at the forefront of people’s minds. If you look back over the last few years, there has been a significant evolution in how people think in terms of Web capabilities and focus.

Our primary focus is to make sure that we listen to our customers and anticipate what their needs are going to be. At the same time, we know we have to continue building more and different kinds of content.

I think the huge challenge that is facing all of us, both the information industry and our clients, is ensuring that end-users get the information they need.

There is an enormous tidal wave of information coming at most of us. There is simply more information than ever, and it is more accessible than ever.

Trying to decide how to access the information and get just what you need, without a plethora of unnecessary information beyond the scope of the decision you need to make, is increasingly important.

Our focus at LexisNexis includes making sure that we have the tools available that end-users can customize for themselves or that information professionals can leverage for a whole organization. It is having the tools available to integrate the content into your function and integrate it into your organization’s information.

The question is not aggregation anymore as much as it is integration. What do you need to do your job, to make the decisions? For LexisNexis, that would include some of the publishing tools that we offer to allow our customers to access our archives and our information about current events and publish that information on their Intranet, their Extranets, and, with selected information, on their public Websites.

IO: What do you think is happening with print material? Do you think it is dying in the face of electronic publishing?

BP: I think that we will continue to see the true archival storage of data move towards digital formats with printed content going out of favor for many information users. The fact is that an electronic library can be so vast and so accessible and so easy to use that it cannot be anything but the preferred format for the future of most users.

I don’t believe that printed material is ever going to completely die. Part of this is driven by my own consumption behaviors. When I read for pleasure, I elect not to scroll down an electronic screen. I still enjoy the serendipitous pleasure of turning the newspaper pages at the breakfast table. There is that tangible pleasure of touching the printed page for me and I think for millions of other people.

IO: What kind of perspectives does your newspaper background bring to this job, to your current role at Lexis-Nexis?

BP: Somebody once said journalism is the first draft of history, and that draft can be and has been the cornerstone of a free society. But the documents produced by newspapers are constrained by time and access.
Therefore, they are by definition incomplete and occasionally not totally accurate.

I think all journalists know that their work is a snapshot of an evolving event. The experience that I had at newspapers underlines how information makes a real difference in people's lives, the choices they make, as consumers, and in government and civic affairs.

One of the real pleasures for me at Lexis-Nexis has been helping lead an organization that brings together the billions of pieces of important information that aren't all needed by everyone, but are at some point needed by someone. And we create the tools that help people find the right swath information they do need.

Also, it has been important in our discussions with content providers that I understand the business they're in and what they're trying to achieve. There is nothing like living the life of your partners before they become your partners to really have some insights and empathy and understanding about what they are trying to achieve.

IO: What are you looking at LexisNexis' relationship with SLA? Where do you see it going in the future?

BP: We took several important steps forward this year that really took us to a new level. Because the role of information professionals has changed so rapidly, we inaugurated a new leadership symposium on "New Skills for a New Economy." It is a biennial, intensive exploration of the new dynamics of business models in the knowledge economy. It also provides an overview of new career opportunities for information professionals, highlighting the skills and competencies they need to seize those opportunities.

I believe, for example, that in many organizations, the role of the information professional now is essentially a publisher role. Their medium is often an intranet, and they are making selections about the type of content that their users need to be successful. They then are making decisions about how to package that content and how to make it accessible to as wide a variety of users as possible. Often, the information professional is playing the lead role in building and constructing the distribution system.

Also, we became a 21st Century partner for the SLA. That means that we are sponsoring new member orientation on the Web and the new member welcome kit. We also are sponsoring the Information Resource Library.

We have undertaken the funding of a number of learning symposiums. We also provide information for significant portions of the SLA's website.

We have in the past provided, and very much want to continue to provide, significant support to the annual conference that is typically held in June.

IO: How does it feel to be the first member of the John Cotton Dana Circle?

BP: It is a tremendous honor. The most important aspect was it highlighted that the information professional is our best and our toughest customer. We feel like we are recognized for that reason, all the different ways we try to partner with special librarians.

Mr. Dana's background as an ALA president, as a public librarian, as an organizer of the SLA, and as an advocate for children's libraries spoke to what we believe we can continue to contribute to the librarian community.

IO: What are some of the last books you have read?

BP: Reading is my primary leisure activity other than time with my family. I typically read five or six books at a time.

Here are some of my recent favorites: Slaves in the Family by Edward Ball, A Conspiracy of Paper by David Liss, and The Dress Lodger by Sheri Holman. Those last two were particularly interesting because Ms. Holman and Mr. Liss participate in a dialogue about each other's work in the backs of each novel.

So, in A Conspiracy of Paper, Ms. Holman interviews Mr. Liss about his approach to writing that novel, and then in the back of The Dress Lodger, Mr. Liss interviews Ms. Holman about her perspective and challenges in writing The Dress Lodger.

Contemporary fiction follows, and, when time permits the attention span and ability to focus, political biographies. For example, I read Robert Caro in the summer. I finished his masterful volumes on Lyndon Johnson.

Those were incredible. It was very interesting this year in light of some of the recent turmoils and tragedies to revisit the Vietnam War years and the activities that led up to our engagement in Asia and the roots of colonialism that contributed to that conflict.

Then, for escapism, I love Christopher Moore. Coyote Blue is my favorite, but I have read all of his novels. When I need something that is going to be "literature-lite," Christopher Moore is my choice.
Drucker on Leadership
by Bruce Rosenstein

The value Peter Drucker places on leadership is evident by the name of his foundation’s journal: Leader to Leader.

Drucker’s views on leadership permeate the writing in his own books and in chapters of the various books that have grown out of the journal, such as The Leader of the Future and Leading Beyond the Walls.

These books bring together writings by Drucker and some of the top names in the field of management and leadership study, such as Charles Handy, Warren Bennis, and Doris Kearns Goodwin.

We don’t know what, if anything, Drucker will say about leadership when he is the keynote speaker at the 2002 Special Libraries Association annual conference in Los Angeles in June. But we can learn a lot about Drucker’s thoughts on leadership, and how SLA members can take more active leadership roles.

We, after all, are knowledge workers, the class of workers Drucker’s world revolves around. Our institutions, both for-profit and nonprofit, are crying out to be led. Carefully reading Drucker can help show us the way.

His views on the subject may be somewhat contrarian, but they are blunt, direct, and succinct.

In the forward to The Leader of the Future, he tackles the topic of whether leaders are born or made: “...there may be ‘born leaders’ but there surely are far too few to depend on them.

Leadership must be learned and can be learned—and this, of course, is what this book was written for and should be used for.”

He goes on to describe various aspects of a leader, including his oft-stated premise that leaders need not have charisma, and that there is no one personality type of leadership.

He further states, among other ideas, that leaders set examples, seek responsibility more than rank, constantly ask what are the mission and goals of their organization, and start out asking what needs to be done, not what they should.

He asserts that the greatest opportunity to become a leader is in the nonprofit social sector (the focus of his foundation, The Peter F. Drucker Foundation For Nonprofit Management). He says there are nearly one million of these organizations in the United States, “and they provide excellent opportunities for learning about leadership.”

In a fascinating chapter from the Drucker Foundation compilation Leader to Leader, “My Mentors’ Leadership Lessons,” he discusses the three people he learned the most from, all from his working life as a young man in Europe early last century. (Drucker turned 92 last November.) One was the founder of the economics department of a bank, another a newspaper editor, and the third a London banker. The overall lessons, which he describes in more detail, are, in his own words:

- “Treat people differently, based on their strengths.
- Set high standards, but give people the freedom and responsibility to do their jobs.
- Performance reviews must be honest, exacting, and an integral part of the job.
- People learn the most when teaching others.
- Effective leaders earn respect—but they don’t need to be liked.”

In the recent compilation of some of his most important writings, The Essential Drucker: Selections From the Management Works of Peter F. Drucker, there is also a considerable amount of information on leadership, including the declaration that leadership is the means, but what the leader is taking his followers is important. He cites “misleaders” of last century, Stalin, Hitler, and Mao as examples of charismatic leaders whose means led to disastrous ends.

Through all of this, Drucker’s definition of leadership can be summed up with one quote, from the foreword of The Leader of the Future: “The only definition of a leader is someone who has followers.”

Selected Bibliography:
The Essential Drucker (HarperCollins, 2001)
Leader to Leader: Drucker Foundation Leaderbooks, edited by Frances Hesselbein and Paul M. Cohen (Jossey-Bass, 1999)
Leading Beyond the Walls: Drucker Foundation Wisdom to Action Series, edited by Frances Hesselbein, Marshall Goldsmith and Iain Somerville (Jossey-Bass, 1999)
Managing For the Future (Truman Talley Books/Plume, 1993 paperback edition)
In addition, ACS journals are the most cited journals in Agriculture; Education, Scientific Disciplines; Environmental Engineering; Environmental Sciences; Food Science & Technology; and Polymer Science—and highly ranked in Biochemistry, Chemical Engineering, Materials Science, Physical Chemistry and Toxicology.

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Copyright Office
Issues First Sale Report
by Laura Gasaway

Among the many studies that the U.S. Copyright Office was directed to undertake in the Digital Millennium Copyright Act (DMCA) was an examination of the effects of the DMCA on the development of electronic commerce under the first sale doctrine and Section 117 of the Copyright Act. Section 117 is a limitation on the exclusive rights of the copyright holder for computer programs. This column deals with the first sale portion of the Register’s Report; next month’s column will address the report’s treatment and recommendations.

The purpose of the study and the resulting report was to examine the relationship between existing and developing technologies on the operation of these statutes. In order to conduct the necessary study, the Copyright Office called for public comment and held hearings in November 2000. The first sale doctrine permits the owner of a copy of a copyrighted work to dispose of that copy without the permission of the copyright owner. In fact, this is how libraries lend materials from their collections to users. The first sale doctrine means that the author receives royalties only for the first sale of that copy of a work, but receives no additionally royalties for subsequent sales of the copy. Traditionally, the first sale doctrine related to distributions of tangible copies. The issue is how the first sale doctrine applies to digital copies.

Library associations had hoped that the report would include recommendations to ensure that the rights of users to use digital works would be protected and that libraries would be able to lend and archive digital works. Librarians continue to point out that copyright holders want to lock up both access and use of their digital works to the point that libraries’ abilities to lend works in digital form is virtually eliminated. This is due to the interaction of the DMCA’s anti-circumvention provisions with non-negotiable licenses from publishers and producers. Proof of this is found in many license agreements that prevent use of the work for interlibrary loan at all. Unfortunately, the Register’s Report finds that the DMCA does not undermine the first sale doctrine in any meaningful way, and therefore it recommends only minor changes in the law. The report concludes that it is simply too early to recommend significant changes in the law.

To the dismay of the library community, the report found that transmissions over the Internet produce a copy on the recipient’s computer that is a reproduction to which the first sale doctrine does not apply. The argument was made that transmission followed by the immediate deletion of the original file is the equivalent of the transfer of a physical copy. The report rejected this argument primarily because physical copies degrade over time while digital copies do not. Further, in attempting to apply the first sale doctrine to digital works, proponents are really applying pre-digital age distribution models. The benefits of expanding the first sale doctrine do not exceed the likelihood of increased harm, according to the report.

Librarians have recognized that the traditional first sale doctrine may not literally apply to digital works, but it certainly should — at least when there is near simultaneous deletion of the digital work from the computer of one who transfers the copy by transmitting it to someone else. The discomfort with the report’s analysis is the fact that it falls to recognize the role the first sale doctrine has played in promoting the purposes of U.S. copyright law. Instead, the report focuses on how difficult it would be either to determine whether near simultaneous deletion occurred or to prove that it occurred and when.

Copyright holders testified in the hearings against extension of the first sale doctrine to digital works because lending a digital work means that a copy is duplicated rather than that one physical copy is exchanged. Copyright proprietors were not persuaded by librarians’ arguments concerning near simultaneous deletion of the original copy.

The report does recognize that the problems raised by librarians are valid concerns despite the fact that the Register recommends no change in Section 109(a). Librarians and others testified that a new digital first sale doctrine should supersede overly restrictive license agreements for digital works. In what is becoming a common theme in these Copyright Office reports, the primary reason the office fails to recommend changes in the law is lack of proof of present harm. Yet, by the time there is substantial proof of harm, thousands of library users will have suffered in their ability to use works that increasingly will be available only in digital format.

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Now is the Time to Start Planning for ISLD 2002!

International Special Librarians Day 2002 (ISLD) April 18, 2002, is right around the corner. Now is the time to start publicizing the pivotal roles and contributions of information professionals in a knowledge-based society. As a leader in the global information community, on the front lines every day obtaining first-hand knowledge, and experience on the perceptions and attitudes surrounding the profession, you understand that your participation and communication play an important role in raising awareness and recognition for the profession. With that in mind, a theme was created that embodies the ISLD message. “Leadership, Partnership, Membership: Expanding Global Knowledge Frontiers” conveys that information professionals are united in leadership, partnership, and membership on a global quest to open and expand new frontiers of knowledge.

ISLD Promotional Items & Ways to Celebrate

Each year SLA creates promotional materials to celebrate ISLD. The promotional items bearing the ISLD theme and logo provide a great visual effect, enhancing your promotional efforts. Here are some great activities for you to use your promotional materials at your library and information center:

- Host an open house for your users.
- Engage your users in a live activity that will lead to a greater understanding of your role(s).

You can also:

- Give interactive tours of your information center.
- Create a user guide/brochure for your library, outlining your resources and services.
- Give internet search tips to help with most commonly asked questions/problems.
- Host a debate, forum, or other event that focuses on the use of information and knowledge. Sponsor a speaker’s series throughout the week or a one-day event.
- Sponsor a career day.

ISLD Press Kit

This year, we have enhanced the ISLD 2002 Online Press Kit. Now the online press kit contains detailed information on ISLD that will assist you with generating a media buzz. Please take advantage and download the available materials to contact local media (print/electronic) in your area. The Online Press Kit contains:

- An ISLD Proclamation,
- A Fact Sheet
- A Backgrounder
- A Media Alert
- Sample Public Service Announcements
- A Sample Press Release
- A Sample Letter to the Editor

Effective Tips for Communicating with the Media

The online press materials will enhance your public relations efforts. Meet with your marketing or PR department within your organization. Provide them with a list of good story ideas. Let them know what you do for the company and provide them with a list of top users that can speak to your effectiveness. Get in contact with the offices of your state and local government to proclaim an International Special Librarians Day.

Your next step will be to identify your local media. This may include local, daily, and weekly newspapers, trade/business publications, radio and television stations or related organizations with newsletters. Your main focus will be to target your story idea, article or release to a local issue or trend, such as industry or education. Next, develop a news angle that has an exciting impact. Most editors want something new and fresh. Try to grab the editor’s attention by providing intriguing facts and figures or statements. Sometimes self generating stories make the best headlines. Match your story idea, article or release to the publication. For example, you wouldn’t send a story idea about the founding fathers of the Internet to a trucking magazine. Get in contact with the appropriate editor or news manager, or place a call to the news desk. Sending an email or letter addressed to the local newspaper won’t cut it. Identify guidelines and suggestions that will indicate the types of stories the editor is willing to publish. Lastly, be cognizant of editorial deadlines. You may have a great story idea, however if it doesn’t make the production deadline, you may be out of luck.

ISLD Award

The ISLD Award recognizes the special efforts made by an SLA member(s) to promote and celebrate International Special Librarians Day 2002. Nominate your self, colleagues, or your library/Information center for their promotional efforts in recognizing ISLD. The winners will be honored at the SLA Awards and Honors Premier during the SLA 93rd Annual Conference in Los Angeles, California, June 8-13, 2002. The deadline for the award is May 18, 2002. For more information on the ISLD Award please visit the ISLD section of Virtual SLA or contact SLA’s PR office at 202-939-3633. International Special Librarians Day is generously sponsored by Factiva.
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What Can We Learn From Innovation?

by the Strategic Learning Team

In what some might call the “good old days” life-long employment and single profession careers were the standard. Today, innovation, and its byproduct, change, are the standard, and they demand a workforce and organizational models that are prepared to meet their challenges. Organizations and the people within them have much to learn from the dynamic nature of today’s workplace. The key lesson is the value of lifelong learning as a cornerstone to success.

In pursuing innovation, organizations stand to learn in four arenas.

First, an organization gains an in-depth audit of its resources. In the process of investigating the need for change or the possibilities for innovation, the organization has the opportunity to develop a three-dimensional picture of its intellectual, physical, and relational resources. Unless it is pursuing change for change’s sake, it needs to have a systematic analysis to predict the impact of any given innovation not to mention an analysis to identify areas where change might be needed. This analysis is an ideal opportunity for the organization to detail employee skill sets in addition to its relational resources such as the business processes, customer base, and communication systems.

Next, an organization learns how to provide services or products more cost effectively and efficiently. This factor, of course, is the impetus behind seeking innovation, isn’t it? With well-affected analysis, creativity, organizational buy in, and lots of hard work, new business processes, new technology, and new markets can all be developed, which in turn will positively affect the bottom line.

Third, an organization can develop more effective management models. Its leaders have the opportunity to learn and practice 21st century leadership skills. These leadership skills, which can be fostered in innovative, changing environments, include coaching, effective communication, and conflict management. Additionally, leadership in dynamic organizations requires the ability to provide focus, to manage information and resources, and to build teams. By using these approaches effectively, managers can develop a base of strong employees and sound practices that will result in success immediately as well as in the future. An organization that learns to nurture these skills in its leadership is the one that will profit in the long run.

Finally, an organization can learn that change is not necessary all the time. Sometimes the established ways are the best ones at a given time, so making sweeping changes is not a profitable proposition. But an organization can only learn this through comprehensive exploration, so it is not an excuse to accept the standard quo and ignore the trend of innovation. To be competitive in the 21st century economy, an organization must actively pursue innovation and be open to change.

A person within an organization that is pursuing innovation, also has many learning opportunities. If a person can learn to accept and benefit from change, to become a “change agent”, he or she can leverage a career with unlimited potential. People can learn the essential skills needed in the 21st century work place. The 21st century employee needs the confidence and skill set to be a risk taker. He or she must be able to learn from every experience, to adapt and be flexible, and to communicate effectively with a variety of audiences. He or she must learn to take responsibility for his or her own career track; he or she must learn to be accountable for his or her own performance and future. In order to take advantage of a changing environment, the 21st century employee needs to learn self-management, time management, and decision-making skills. He or she must be prepared to initiate and complete actions with little direction and to be creative and to be resilient. In the face of change, the employee will understand the value of life-long learning.

Next, employees in a change-embracing organization can embark on a voyage of self-discovery. Through the self-examination of responses to change, a person can learn much about his or her value system, motivations, expectations, and strengths and weaknesses. If a person faces and accepts change with an open mind, he or she has much to discover. A person, much like an organization, has the opportunity to complete a personal audit when experiencing change in the workplace.

Innovation is imperative for an organization to stay competitive in the 21st century economy, but change makes people uncomfortable. Well-managed change can be incredibly beneficial for organizations and their employees if they both take the opportunity to learn from it. SIA’s Strategic Learning Team is in a position to help. In addition to introducing you to innovations within the information profession, the Strategic Learning team is prepared to encourage you in your endeavors to learn from change and become lifelong learners.
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Kreizman-Reczek Joins SLA Board

The SLA announces that Karen Kreizman-Reczek has been elected to the SLA Board of Directors. She will fill a vacancy following the resignation of director Lucy Letts.

The SLA Board of Directors elected Kreizman-Reczek during their Annual Fall Board Meeting on October 19, 2001. She will make her first official appearance at the SLA Winter Meeting in Chicago, IL, January 24-26, 2002. Her term as director will run through 2003.

Kreizman-Reczek is the manager of the Information resources center at ACTS Testing Labs, Inc., Buffalo, NY. She is also a visiting lecturer in the School of Information and Libraries Studies at the State University of New York (SUNY) at Buffalo.

An active member of SLA since 1988, Kreizman-Reczek has served in a multitude of functions at the association, chapter, and division levels. She served as a member of the Strategic Planning Committee (1996-1997); Upstate New York Chapter: Bulletin Editor (2000 - present); Consulting Chair (2000/01 - present); Biological Sciences Division: Professional Development Committee Chair (1994-1995); and Engineering Division: Standards Roundtable Chair (1998-1999). Kreizman-Reczek’s academic credentials include an MLS from the State University of New York (SUNY) at Buffalo and a B.S. in Social Sciences and Humanities at Clarkson University in Potsdam, New York.

SLA President Hope N. Tillman remarked, “We are very pleased that Karen will be joining us on the SLA Board of Directors and will be welcoming her at the Winter Meeting in Chicago. We look forward to her adding fresh ideas, drawing on her broad experience in various associations.”

SLA Seeks Proposals

SLA is seeking innovative research proposals in the field of library and information science for the 2002 Steven I. Goldspiel Memorial Research Grant. Established in 1991 by Primark (formerly Disclosure), the research fund is an endowment designed to support projects that promote research on and advancement of library sciences, including ones focusing on projects that address the goals identified in the SLA Research Statement.

The Steven I. Goldspiel Memorial Research Grant is available internationally to both practitioners and academics. Doctoral students are also encouraged to apply. Membership in SLA is not a prerequisite for submitting a proposal. Recent awards have been close to $20,000, though projects with smaller budgets are also encouraged. Grant applications are reviewed by the SLA Research Committee based on the purpose and objectives of the proposed project, the significance of the topic to the profession, the project’s methodology, the qualifications of the researcher, and the appropriateness of the project’s budget and timetables.

The Goldspiel Grant application materials are available via Virtual SLA at www.sia.org. The deadline for proposals and applications is February 15, 2002. The deadline for resubmission of applications (if requested by the Research Committee) with additional explanations or formatting corrections is February 28, 2002. Grant winners will be determined at SLA’s Board of Directors Meeting during the 93rd Annual Conference in Los Angeles, California, June 8-13, 2002. The winner will be notified in July of 2002.

For more information on the Steven I. Goldspiel Memorial Research Grant, application guidelines, grant contracts, or a listing of past Goldspiel projects and recipients, visit Virtual SLA or contact the Director of Information Resources, John Latham, by email at john@sla.org or by phone at 202-939-3639.
SLA Introduces its Online Annual Report
The Special Libraries Association (SLA) has introduced its Online Annual Report. The report was developed as a resource tool for members and outside vendors, providing a quick and easy window into the past association year. The easy-to-navigate menu bar provides one stop access to association information. Find year in reviews on association programs, financial statements, a complete listing of corporate and individual support and awards and honors, and scholarship winners. For more information visit the public relations section at www.sla.org.

SLA Unveils KEx
The Special Libraries Association (SLA) has unveiled the Knowledge Exchange (formerly the Information Resources Center). The mission of SLA's new Knowledge Exchange (KEx) will be to facilitate the exchange of knowledge within SLA's global community. With the guidance of the association's research committee, the KEx will support the creation and sharing of innovative research. In addition, the KEx will also create a Knowledge Exchange System within SLA's global headquarters and develop best practices databases, message boards, discussion lists, and chats for the benefit of SLA members. The KEx will continue fulfilling the Information Resource Center's (IRC) mission of preparing and maintaining more than forty information portals, providing interlibrary loans, reference and referral services, and maintaining CONSULT Online, a directory of SLA members serving as library consultants. The KEx is the first unit to be launched under SLA's new "Structuring for Strength" initiative, which is designed to guide the skills of information professionals and increase awareness of the critical role they play in a knowledge-based society.

Shaffer Honored with Commemorative Chair
SLA Executive Director, Roberta I. Shaffer, was recently honored with a Commemorative Chair by The Friends of the Texas State Law Library. The Commemorative Chair was donated in her honor by the law firm of Covington and Burling in Washington, DC, and will serve as a reading chair in the Tom C. Clark Building at Texas State Law Library in Austin, Texas. Ms. Shaffer served as the Director of Research Information Services at Covington and Burling from 1991 until 1999 and Dean of the Graduate School of Library and Information Sciences at the University of Texas at Austin prior to her appointment as Executive Director of SLA.

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January 2002
coming events

January 2002

Federal Convention on Emerging Technologies
January 7-9, 2002
Sponsored by Government Electronics & Information Technology Association
Las Vegas, NV, USA
http://www.federelevents.com/fe_main.html

Association for Library and Information Science Education (ALISE) National Conference
January 15-18, 2002
Sponsored by ALISE
Reston, VA, USA
http://www.alise.org

SLAWinter Meeting
January 24-26, 2002
Chicago, IL, USA
www.sla.org/content/Events/index.cfm

Knowledge Forum
January 25, 2002
Chicago, IL, USA
http://www.sla.org/calendar/

Innovating Information Services
January 26-29, 2002
Chicago, IL, USA
http://www.sla.org/calendar/

Web Site Content Management
January 28-31, 2002
Sponsored by iQPC Canada
http://www.iqpc-canada.com

February 2002

Music Library Association
February 16-21, 2002
Sponsored by the Music Library Association
Las Vegas, NV, USA
http://www.musiclibraryassoc.org

SLAWinter Meeting
January 24-26, 2002
Chicago, IL, USA
www.sla.org/content/Events/index.cfm

SLA-Annual Conference

SLA-Regional Conferences

SLA-Hosted Conferences
* Conference at which SLA will be exhibiting

Computers in Libraries 2002
March 13-15, 2002
Sponsored by Information Today
Washington, DC, USA

June 2002

SLA Annual Conference
Putting Knowledge to Work
June 8-13, 2002
Los Angeles, CA, USA
www.sla.org/content/Events/conference/2002annual/index.cfm

August 2002

The International Federation of Library Associations and Institutions (IFLA) General Conference and Council
August 18-24, 2002
Glasgow, Scotland
www.ifla.org

2nd South Atlantic Regional Conference
September 22-24, 2002
Asheville, NC, USA
http://www.sla.org/calendar

SLAWinter Meeting
January 24-26, 2002
Chicago, IL, USA
www.sla.org/content/Events/index.cfm
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