2011 Best Practices for Government Libraries

e-Initiatives and e-Efforts: Expanding our Horizons

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EMBRACING NEW AVENUES OF COMMUNICATION

Blogging at the Largest Law Library in the World

By Christine Sellers, Legal Reference Specialist, and Andrew Weber, Legislative Information Systems Manager, Law Library of Congress

The Law Library of Congress (http://www.loc.gov/law/) continues to embrace new mediums to spread and promote our collections, research and services. Over the last two years we have started using social media in a variety of ways. The Law Library has been on Twitter (http://twitter.com/LawLibCongress) since October 2009 and Facebook (http://www.facebook.com/lawlibraryofcongress) since December 2009. The Global Legal Information Network (GLIN), a multi-national consortium we oversee, is also on Facebook (http://www.facebook.com/glin.network). We started our newest Twitter feed in April 2011: @THOMASdotgov (http://twitter.com/THOMASdotgov), which is designed to give timely updates regarding legislation from THOMAS (http://thomas.loc.gov/).

Our goal in social media is to develop and expand knowledge about the Law Library of Congress. In furtherance of that, we determined that a blog would fill a role that the other social media efforts did not. It would provide a platform for more discussion or analysis than a tweet or post to Facebook could provide, but not be as in depth as the detailed reports that we make available on our website.

Communications Plan

One of our aims was to expose the various facets of the Law Library that might not necessarily be well-known, but could be very useful to our diverse clientele. To that end, we started with a group of bloggers that included staff from across our organization including a librarian from collection services (http://blogs.loc.gov/law/author/kuca/), our New Zealand foreign law specialist (http://blogs.loc.gov/law/author/kbuc/), our United Kingdom foreign law specialist (http://blogs.loc.gov/law/author/cfei/), and the two of us. Andrew (http://blogs.loc.gov/law/author/anwe/) would focus on posts related to THOMAS and Christine (http://blogs.loc.gov/law/author/csel/) would provide more of a legal reference librarian viewpoint. We hoped this cross-section of staff would provide those outside of the Law Library with a glimpse into the different kinds of work that we do here, as well as the people doing that work.

We wanted to post daily to the blog, with a stated goal of 5-8 posts per week. Each author's goal was to contribute one or two posts a week so there would be regular content on a variety of subjects. Coming up with a name for the blog took time as we wanted something catchy and unique to the Law Library, but also with gravity befitting the institution for which we would be writing. We also needed something everyone agreed upon and could understand! We finally decided upon "In Custodia Legis," which is Latin for in the custody of the law. We tried to put our spin on the legal phrase because one role of the Law Library of Congress is to be a custodian of law and legislation.

In Custodia Legis was officially launched on August 2, 2010, with our post "What is In Custodia Legis?" (http://blogs.loc.gov/law/2010/08/in-custodia-legis/). We have been keeping up a strong and steady clip since then! By the end of April we had published our 200th post in just our ninth month.

Process

Each of our posts goes through a thorough review process before being published. Only the five primary authors have access to the WordPress software. After the review process, the author has final approval and publishes the post. The process is flexible and posts can be drafted, reviewed, and posted on the same day. Each week we email out a status update with the proposed posts for the week and their step in the review process. This helps ensure content is posted every day of the week and provides reminders for specific event themed posts.

Content

August 2010 was a great first month for us! We had ideas built up since we first decided to start a blog back in November 2009. But after the first month with twenty wonderful posts, we realized coming up with posts on a daily basis took some time (sadly only 14 in September). One thing we did was reach out to other Law Library employees for potential guest posts. We were so successful with submissions that we created a new category for them (http://blogs.loc.gov/law/category/guest-post/). As the blog became more established, some staff members came to us with post ideas.

We also developed regular weekly content, which included interviews with Law Library staff (http://blogs.loc.gov/law/category/interview/) and a Pic of the Week feature every Friday (http://blogs.loc.gov/law/category/pic-of-the-

week/). The picture provided a fun way to end the week, while still occasionally linking to previous posts. The pictures also provide a creative outlet for looking at things you pass by every day (sometimes for years) with a fresh perspective. One of our favorites was the introductory picture "Pic of the Week" of a card catalog sign in the Law Library Reading Room (http://blogs.loc.gov/law/2010/10/pic-of-the-week/). One of our most viewed is "Looking Up the Old Law Library" (http://blogs.loc.gov/law/2011/03/looking-up-the-old-law-library-pic-of-the-week/), which is a view of where the Law Library used to be thirty years ago in the Jefferson Building.

Through the six questions in the interviews, we've learned a wealth of knowledge about our co-workers and the institution. Two questions in particular bring out interesting answers: "What is the most interesting fact you've learned about the Law Library?" and "What is something most of your co-workers do not know about you?" Interviewees tell us those are the hardest questions to answer. For the former question, answers ranged from learning that "more than half of the Law Library's print collection is in languages other than English" to applauding the "outstanding intellectual quality of the staff at the Law Library." For the later question highlights include a co-worker who was offered a job driving a Zamboni and one who interviewed President George W. Bush.

Both series were designed to provide an insider's perspective of the Law Library. A goal is to provide our audience with faces behind the institution.

Lessons Learned

We have learned a number of things since starting the blog, which we thought we should share with you. One of the more difficult lessons was finding the right tone and was a varied learning process for each blogger. As we are writing for the Law Library, the tone of posts cannot be too personal. Yet that personality is what makes blogs different and enjoyable. We have sought and continue to seek to strike the right balance in our writing.

We have also learned that having steady and continuous content takes a lot of planning. We have posts planned for up to two weeks in advance. Andrew sends out status updates containing the post schedule so that all of those involved in the blogging process can be aware of what needs to be done and where posts are in the review process. It takes time to be this organized,

but we think the consistency in the blog proves that it is worth it. It also takes time to solicit content from guest bloggers and interviewees, which we try to work into the schedule as much as possible.

We have been surprised by which posts do well and which do not. We have also been surprised by the fact that we can never accurately predict which category a post will fall into ahead of time. Our interviews and pictures typically do well. We started a monthly retrospective post to provide an overview of what people view the most, liked on our Facebook page, commented on, and tweeted about.

Themed day posts have been popular with one on St. Patrick's Day (http://blogs.loc.gov/law/2011/03/st-patricks-day/) and Cinco de Mayo (http://blogs.loc.gov/law/2011/05/cinco-de-mayo-is-not-mexican-independence-day/) in our all time top five. Blogging about updates to THOMAS.gov (http://blogs.loc.gov/law/2010/08/thomas-the-revamp-during-the-recess/) also received a lot of page views. Our most view post since we started is a straightforward post sharing our statistics, Top Law Library of Congress Web Pages (http://blogs.loc.gov/law/2011/03/top-law-library-of-congress-web-pages/). Our worst post was one of the first of the retrospective posts, December Retrospective (http://blogs.loc.gov/law/2011/01/december-retrospective/). We have since rebranded how we announce the posts, which has improved their statistics.

Above all, we have really enjoyed how much fun writing for the blog can be and hearing how much people enjoy reading it. Some of Christine's favorite posts are those that detail reference questions (http://blogs.loc.gov/law/category/ask-a-librarian/) received either on the reference desk or through the Library's Ask A Librarian service (http://www.loc.gov/rr/askalib/ask-law.html). These posts include "Tales of Al Capone's Jury" (http://blogs.loc.gov/law/2010/08/tales-of-al-capones-jury/) and "What Does This Symbol Mean?" (http://blogs.loc.gov/law/2010/11/what-does-this-symbol-mean/). Andrew enjoys writing on topics that relate to THOMAS like Where to Watch Congress Online (http://blogs.loc.gov/law/2010/10/where-to-watch-congress-online/) and THOMAS off of THOMAS (http://blogs.loc.gov/law/2011/01/thomas-off-of-thomas/).

We hope you will stop by to read our blog sometime and leave a comment!

"Friended" by the Government? A Look at How Social Networking Tools Are Giving Americans Greater Access to Their Government

By Kate Follen, MLS, President, Monroe Information Services

Six minutes ago, a resolution reversing President Obama's offshore drilling moratorium passed the House of Representatives. Two hours ago, U.S. Airmen overcame hours of enemy fire to rescue downed U.S. Army pilots in Afghanistan. On May 1st, 2011, the groundbreaking news of the death of Osama bin Laden was followed closely by a simple tweet from President Obama - "About to address the nation. Watch live: http://wh.gov/live."

Politicians are tweeting the progress of a bill through the legislative process. State agencies are chronicling daily activities on Facebook pages. Overseas military personnel are using all avenues of social networking to stay connected with their families and friends. These are only a few ways our state and federal governments are using social networking tools to communicate with us.

The social networking revolution has given Americans far greater access to what is happening in our government. We can read the minute-by-minute thoughts and activities of our representatives. We can communicate firsthand and instantly with overseas military personnel. There is no longer a need to wait for letters or newspapers. In an age when "information overload" has become almost a cliché, social networking gives us instant access to the most primary sources and provides the option for a far more intimate relationship with our nation's leaders, protectors and elected officials.

Jobs

Many Americans are currently focused on the job market. With an 8.7% unemployment[1] rate in the U.S., it is an understandable concern. Social networks are providing both employers and potential employees with the tools they need to find one another.

[1] U.S. Bureau of Labor Statistics - Last updated May 6, 2011

The Armed Forces are avid users of social networking tools for recruitment purposes. They promote their organizations and help potential enlistees to understand the different branches' missions and functions. The Massachusetts Attorney General used Twitter to announce an opening for an attorney with litigation experience for the State's Consumer Protection Division. The Department of Veterans Affairs is looking for technology professionals. The U.S. Agency for International Development needs an auditor. The Defense Intelligence Agency is listing recruiting events while USAJobs.gov, the face of federal job listings, posts witty reminders of openings in the federal job market.

Many federal agencies, state governments/agencies and local governments/boards have posted job openings on one or several social networking tools. Some agencies even have specific career-related accounts. The chart below includes just a glimpse of some of the career-specific government tools as well as private and non-profit tools geared specifically toward listing government job openings.

Social Networking Tools for the Government Job Seeker	Twitter	Facebook	YouTube	Flickr	LinkedIn	Blog
U.S. Department of State worldwide & domestic careers	@doscareers	http://tinyurl.com/6ad589j	http://tinyurl.com/6khfb2v			
Careers at the **Securities and Exchange Commission**	@SEC_Jobs					
USAJOBS is the official job site of the US Federal Government. It's your one-stop source for Federal jobs and employment information.	@USAJOBS	http://www.facebook.com/USAJOBS				
Internal Revenue Service Careers[2]	@IRScareers @jobdog59 @RecruitmentIRS	http://tinyurl.com/3rhgfxo	http://tinyurl.com/3cen4om			
Non-Government Sites for Government Jobs						
Georgia Local Government Access Local government jobs in Georgia	@galocalgovtjobs					
Green Jobs for Vets Green jobs education and career development opportunities for military veterans.	@greenjobs4vets	http://tinyurl.com/6274yqo	http://tinyurl.com/6gxfqsb	http://tinyurl.com/6xbx9gs		
AeroGrit AeroSpace and Defense Jobs	@AeroGrit					
Government Crossing City/State Government Jobs, Federal Government Jobs	@GovernmentXing					
Clearance Jobs Clearance jobs, intelligence jobs, defense industry news, and security clearance advice for the security cleared professional.	@ClearanceJobs	http://tinyurl.com/5rqdws3	http://tinyurl.com/6e8m9jo		http://tinyurl.com/6xy5mfl	
Jobs for Change Seeks to spark a nationwide movement toward careers in the nonprofit, government, and social enterprise sectors	@jobs4change	http://tinyurl.com/5tm6r2b			http://tinyurl.com/5uz5dcj	http://tinyurl.com/3jme7gl

Targeted Information

Another advantage of following our government via social networks is the targeted information. The government has always been an unparalleled source of statistics, research tools and other informative publications. Social networking provides more targeted access to what is important for each American. An individual interested in environmental health might choose to follow the U.S. Environmental Protection Agency on Facebook. If so, that person would be aware of the collection the USEPA has put together of resources devoted to identifying environmental risks for asthma.

[2] The IRS also maintains an IRS Careers Island in the Second Life virtual world. http://slurl.com/secondlife/IRS%20Careers%20Island/128/128/610/

A Massachusetts teacher who decided to follow the Massachusetts Department of Public Health's blog would be aware of the Weekly Flu Report detailing the number of confirmed flu cases that week and how it compares to previous weeks and previous years. http://publichealth.blog.state.ma.us/

By following the networks of government entities who serve the specific interests of an individual, that person can be confident that items of interest will rise to the surface. If that same individual were to rely on a general news site or newspaper, the interest-specific items could easily be missed. The world of information "at our fingertips" is becoming more unwieldy by the day. Social networking provides us a great way to narrow the amount of information we need to digest by focusing out daily perusals to the areas that interest us most.

Public Participation in Government

The public gives feedback to our government by "Liking" a page on Facebook, Retweeting and @Mentions on Twitter, and by comments on videos, photos and blogs. The feedback is immediate and directed specifically at the individual(s) who are responsible for the issue at hand. This is the newer generation's version of writing a letter to your congressman. It is a good way for a politician to see quickly how the public feels about his or her stance on a particular topic. Social network feedback certainly does not replace actual public government participation or formal surveys of public opinion, but maybe it will someday.

It is not unlikely that a public hearing could be opened up to attendees via Skype. It would not be surprising to hear that a committee is accepting real-time comments via Twitter. Just imagine if everyone had to limit their questions to 140 characters? Maybe that is the kind of discipline a public hearing needs to move effectively and efficiently.

Level Playing Field

Social networking tools have somewhat leveled the playing field for those who wish to take advantage of their right to publicly participate in government. Consider a busy, single mother who works all day and cannot leave the house after 7pm because her kids are in bed. This woman may be passionate about what is happening on her town's school board, in her state education department or possibly education at the federal level. Until now, she could write a letter. She could attend a meeting. She could vote. She

can still do all of these things and social networking tools allow her to go a step further.

During her commuter rail ride to work, she uses her smartphone to read any recent tweets and visits her local government's blog to see the day's agenda. At lunch, she uses her work computer to watch a couple of political speeches on YouTube and checks out the school board's Facebook page to see recent announcements and progress. On her way home, she again checks her tweets. She comments on a couple of blog posts and reads an article brought to her attention earlier by the school board's Facebook page. After the kids go to bed, this well-informed mom goes to her congressman's blog and comments on the importance of a smaller teacher to student ratio. She refers him to the article she read earlier and makes a valid argument for her case. Her congressman receives the thoughtful and fact-based argument instantly, considers her position and the beauty of a government in which the public takes an active role is renewed.

Who to Follow?

One of the pitfalls of following government entities on social networks is discerning which pages are legitimate and which are imposters. For example, go to Facebook and search for "Central Intelligence Agency". On just the first page of results, there are nine possible Central Intelligence Agencies each of which is sporting a picture of the official CIA seal.

Likewise on Twitter, it can be difficult to know what form of a name to search. When looking for the Twitter feed of the West Virginia State Legislature, the correct search term is wvlegislature. Searching by any other form of the name will not lead you to the official West Virginia State feed.

The easiest way to get around these problems is to link directly from the entity's website. The West Virginia Legislature can be found at http://www.legis.state.wv.us/ and there are links in the lower right-hand corner for Twitter, Facebook and their RSS feed.

Something for Everyone

Whether you are simply interested in the USEPA's Pictures of the Day on Flickr or you like to view your state representatives giving speeches on YouTube, there is something for everyone in the world of government social networking. It allows us several convenient avenues for performing our civic duty of public participation in government. It informs us of what is important in our focused worlds and it sometimes just entertains us. Here are a few of my personal favorites for your perusal.

Government Social Networking Sites	Twitter	Facebook	YouTube	Flickr	LinkedIn	Blog
President Obama Alerts to public messages, quotes from speeches, pictures, commentary and more.	@BarackObama	http://www.facebook.com/barackobama				
The White House A look at the daily happenings at the White House. The West Wing Week video always proves interesting.	@whitehouse	http://www.facebook.com/WhiteHouse	http://www.youtube.com/whitehouse	http://www.flickr.com/photos/whitehouse	http://www.linkedin.com/groups?gid=2199632	
Library of Congress In addition to countless posts about interesting collections and newly available tools, the LOC is also housing the archives of every tweet ever twitted.[3]	@libraryofcongress	http://www.facebook.com/libraryofcongress				
U.S. National Archives There is always an interesting tidbit or two posted by our nation's record keeper. There are also separate sites for the Federal Register, National Archive Regional Facilities and Presidential Libraries and more.[4]	@usnatarchives	http://www.facebook.com/usnationalarchives	http://www.youtube.com/USNationalArchives	http://www.flickr.com/photos/usnationalarchives/		
U.S. Department of Defense Comments from Senior DOD Leaders, photos, video interviews with overseas military and more.	@Deptofdefense/dodleaders	http://www.facebook.com/DeptofDefense?ref=mf	http://www.youtube.com/thepentagonchannel	http://www.flickr.com/photos/39955793@N07/		
U.S. Department of the Interior Workshops, commentary, trivia and news about our nation's natural and cultural resources.	@Interior	http://www.facebook.com/USInterior	http://www.youtube.com/user/USInterior	http://www.flickr.com/photos/usinterior/		
U.S. Department of Justice Mostly links to DOJ press releases and quotes and speeches from the Attorney General.	@TheJusticeDept	http://www.facebook.com/DOJ	http://www.youtube.com/TheJusticeDepartment			
U.S. Department of Health and Human Services – Office of Women's Health The U.S. Department of Health and Human Services has a multitude of social networking groups.[5] The National Library of Medicine also has several Twitter accounts. These are just a few of my favorites.	@womenshealth	http://www.facebook.com/HHSOWH				
National Library of Medicine Great for the medical librarian! The National Library of Medicine also has several Twitter accounts.[6] These are just a few of my favorites.	@nlm_newsroom @medlineplus4you @ncbi_pubmed	http://www.facebook.com/nationallibraryofmedicine				
U.S. Food and Drug Administration Product recalls, drug news, women's health, device safety and much, much more.	@FDAreccalls @FDA_Drug_Info @fdawomen	http://www.facebook.com/FDA	http://www.youtube.com/USFoodAndDrugAdmin			http://fdatransparencyblog.fda.gov/
U.S. Environmental Protection Agency Environmental news, commentary, tips, links to resources, etc.	@epagov	http://www.facebook.com/EPA	http://www.youtube.com/user/USEPAgov	http://www.flickr.com/photos/usepagov		

[3] The Library and Twitter: An FAQ. April 28th, 2010. http://blogs.loc.gov/loc/2010/04/the-library-and-twitter-an-faq/

[4] For more information on the many social networking sites available through the National Archives, visit Social Media and Web 2.0 at the National Archives http://www.archives.gov/social-media/

[5] See these links for a full directory of official HHS Facebook accounts http://www.hhs.gov/facebook/ , Twitter accounts http://www.hhs.gov/twitter/ , Blogs http://www.hhs.gov/blogs/ , and image galleries http://www.hhs.gov/galleries/ .

[6] For a full directory of National Library of Medicine Twitter Accounts, see http://www.hhs.gov/twitter/

Find Your Own Favorites

Useful social networking sites are going to be different for every person. Find your local and industry or interest specific sites easier by using these tools.

WeFollow	http://Wefollow.com	A directory of Twitter users, this site organizes twitterers by subject tags. If you search "Government", you will get over 800 results organized with the most influential entities first.
GovTwit	http://Govtwit.com	This site boasts the world's largest list of government agencies and elected officials on Twitter.

Podcasts Get Information Junkies their Fix

By Chris Vestal, Supervisory Patent Researcher with ASRC Management Services, U.S. Patent and Trademark Office and DC/SLA's 2011 Communication Secretary

My iPhone's turning me into a digital media junkie. Not because of the cutting edge apps, music, or media-but because it's made me a podcast addict. I listen to podcasts everywhere (the gym, during lunch breaks, on the metro to drown out noisy passengers, driving, at the grocery store . . . you get the idea).

The best way to explain podcasts is that they're like radio programs on demand that can be streamed or downloaded on computers or mobile devices. There are video podcasts but the majority take the form of a simple audio recording. If the thought of listening to people talk seems boring with innovations like streaming media and ebooks duking it out for our attention, think again. By devouring podcasts I've learned to watch out for exploding lakes (*Stuff You Should Know*), been moved to tears by everyday people giving their oral histories (*NPR StoryCorps*), literally lol-ed at the outlandish advice doled out on a comical advice show (*My Brother, My Brother, and Me*), gotten guaranteed strategies at being the life of any dinner party (*APM: Dinner Party Download*), heard Nora Ephron talk about her career and forgetting (*The Free Library Podcast*), and of course been captivated by the king of podcasts (*This American Life*).

It's so easy to learn from or just enjoy podcasts. Since most of them don't require you to actively look at your device, you can go through them virtually anywhere while you're multitasking (confession: I'm chuckling to a Superman parody on *Superego* while I write this). I was actually listening to a podcast at the grocery store when I first realized that if I was podcast addict then maybe other librarians would like them too.

I met with some DC/SLA members to try to work out just how we could develop a podcast series for the chapter. The consensus was to establish a series that provided audio coverage from our professional development events so all our members could benefit from the event even if they couldn't attend it live.

The chapter had launched a DC/SLA YouTube channel last year that did just that, but with video content. We ran into a few of problems right away though. The biggest problem was recruiting a volunteer with a digital video

recorder to attend events. Then given the average size of video files we had to figure out how to send the video to our YouTube volunteer without relying on email. Another annoying quirk was that YouTube limits clips to 10 minutes or less. Since most of our events are over an hour, our YouTube volunteer had to watch the entire video and try to find appropriate stopping points to break the video into shorter clips.

Watching our videos on YouTube wasn't very convenient for our members either. Trying to watch our segments was confusing since YouTube didn't reliably display them in chronological order. Also, at the time YouTube was only allowing users to stream video and that required an active high speed internet connection to watch. That really limited how many people could view the videos on the go with their mobile devices.

We were hopeful that a podcast series would overcome our YouTube channel's shortcomings. The barrier to entry was surprisingly low. We purchased a digital audio recorder and a noise canceling microphone for less than $100. The audio recorder and microphone are small enough to fit in someone's pocket so transporting them to events has been easy. DC/SLA President-Elect, Lois Ireland, has done a fantastic job of getting them to our events and setting them up to get the best sound quality possible.

One small snag we encountered was how to send the audio file to each other for editing after recording. The file size is way too large (although much smaller than a video file) for emailing and it wouldn't be convenient for Lois and me to frequently hand off the audio recorder to each other. Fortunately Lois had the great idea of uploading the file to the chapter wiki so I could just download it from online.

Another minor problem was that recorder's default output file is a WMA file type that's incompatible with GarageBand on my Mac at home. This was a pretty easy fix too though; I spent $10 and downloaded EasyWMA from the Mac App Store. This app quickly converts the WMA file into an MP3 file that I can edit with GarageBand.

Once I have the file in a MP3 format, I open up GarageBand and get to work. Since for branding purposes we decided to call the series *DC/SLA Radio* and one of the goals of the podcast is to drive people to our website, I add a brief intro that mentions the series' name and our website URL. I also add a closing statement at the end of the podcast directing people to our website for more information about the DC/SLA and our events. Finally, I bookend the opening and closing statement with a short jazz jingle just to give the podcast a theme.

After I think everything sounds good, I upload the episode to the chapter wiki and tell our technology guru, DC/SLA's Past-President, James King, that it's ready to go live. James designed a webpage from scratch to host *DC/SLA Radio* and adds each new episode to it.

We thought loading the series into software like the iTunes Store or the Zune Marketplace would be an extra convenience for the our listeners; they could subscribe to our podcast series once and then each new episode would automatically be pushed to them each time they opened the software. Then they could listen to it from their computer or even synch it automatically with some mobile device to listen to on the go. Unfortunately, both platforms require the files be hosted on an XML feed and won't let us upload each file or submit each file's URL to them. Our current website doesn't have the XML feed capability so we haven't been able to load the series into either platform yet-but James and I are already working on a way to get this loaded into them in the near future. In the meantime, after James uploads the episode to our webpage, I send an email announcement to the DC/SLA listserv as well as to several other library lists so that people know it's there and ready for listening. Our audience can then go to the page and stream the episode online or download it to their computer or mobile device.

We announced *DC/SLA Radio* at the end of March and in three days had almost 300 hits. In one month, *DC/SLA Radio* had over twice as many hits as our YouTube channel did in over a year! We had librarians in other countries congratulating us on its launch. I have to admit I was pretty surprised with the enthusiastic response. But then again perhaps it's not really that surprising, librarians tend to be information junkies and podcasts are a great way to get your fix.

Chris Vestal is a Supervisory Patent Researcher with ASRC Management Services on its contract at the US Patent and Trademark Office. Chris is also DC/SLA's 2011 Communication Secretary.

Getting the Most from Social Media from the Least Investment of Time and Energy

By Tammy Garrison, MLIS, Digitization Librarian at the Combined Arms Research Library at Fort Leavenworth, KS

Twitter, MySpace, Facebook, Tumblr, Blogger, LiveJournal… Social Media is everywhere, and a lot of organizations are using it, with varying success to stay connected and interact directly with patrons. But in a world of reduced budgets, and more responsibilities being spread among fewer librarians, how can we make judicious choices regarding which services to participate in, and how to update them with the most efficiency and effectiveness?

For the Combined Arms Research Library (CARL) at Fort Leavenworth, and for many other institutions, both in the government and private sector, social media has filled that gap for us. During this last winter's extreme weather, we were able to send messages to our subscribing patrons that we were closing earlier than scheduled, or that we would not be open the following day. We can remind patrons of library events, and pass on useful or interesting links. We've also developed a system to ensure that we spend the least amount of time updating, but achieve maximum impact across our social media outlets of Twitter, Facebook and Blogger.

I took over the library's social media outreach in late 2009. An interest in the technology outside of the library made me a de facto "expert." This is probably how many librarians become in charge of various services, and our social media campaign was no different. In coming on to the project, I first evaluated our current efforts. The blog and Facebook were updated sporadically, and often with verbatim repeats of press releases. There were multiple reasons for this; updating was cumbersome for staff members who did not use Facebook or Blogger every day, and there was little time or energy in the day for putting together interesting or original content.

This is where having an interested person, dedicated to the task helped us: assigning social media to a single individual and making it a moderately high priority makes sure that it does not become just another task that it would be nice to have done, if someone could spare the concentration or time for it. As busy as most of us are, we most often *can't* spare the extra time or

brainpower, unless we make it a priority, with scheduled days and times that social media can be updated. I consider the time spent replying to comments and generating new content as blocking out "meeting" time with our patrons.

I also looked at Army regulations and guidance regarding social media. In the last few years, the military has taken a great interest in the power of social media and have gone to great lengths to promote its responsible use. One of the many ideas behind this is that if we are not engaging in the conversation via social media, someone else is doing it for us.

Paying attention to the larger organization's social media guidance is extremely important. We want to always be sure that we are representing and portraying our organization correctly, and are never releasing information that our organization does not want to have passed on.

With all of this knowledge in hand, I discussed with members of my organization what we hoped to accomplish with social media. At first, our overall goals were amorphous and vague other than a general desire to update social media regularly, do more to promote our social media presence, and to gather enough information through this to reevaluate and redirect our social media efforts periodically. Setting goals, milestones and evaluation checkpoints is just as important for social media as it is for any major project to be sure it is effective and on-task, and not wasting time or energy on something that, for whatever reason, just isn't effective.

We also decided which social media was important to us. We cut Technorati and moved away from updating Flickr. Technorati had fallen out of use since the library had setup its account, and there were other, friendlier services. We let Flickr fall by the wayside because all of our efforts were going into uploading photos to our own digital library, and uploading them to another online service seemed like an additional time-consuming step with less return than the valuable investment of time warranted.

Our blog had already been set up on Blogger, and we saw this as important not only because of it had already been established, but because blogs afford the most flexibility with expression and the transmission of information. It can allow you to provide links, photos, videos, commentary, review, original articles and a variety of other formats with the least amount of effort. We wanted to keep our Facebook "fan" page as well, in part due to

being already established, but also because it took even less effort than Blogger to update. Facebook was also an outlet heavily favored by the Army.

The service we took the biggest gamble on was Twitter. While the service had been around for several years in 2009, it wasn't as ubiquitous as Facebook or as traditional (by New Media Standards) as a blog. Growing a Twitter following takes considerable time and effort, and can backfire, if you build it, but they do not come, to paraphrase Field of Dreams.

I started by searching for other Fort Leavenworth organizations that had Twitter accounts, such as the newspaper, the Command and General Staff College, and even Morale and Welfare. I also followed other Army Twitter accounts, including the @USArmy account, and other libraries and archives. By following them, I was able to keep up with things happening on the Fort, in the Army and in librarianship. I was also able to engage in conversations with these institutions, and forward, or "retweet" their posts (called Tweets) to Fort Leavenworth's following.

Some of these institutions followed us back, or announced our existence to their followers, which helped get the word out about our presence. Whenever I posted to the blog, I also posted to Twitter and Facebook to tell followers that we had a new blog entry up, complete with a link directly to the article.

We promoted heavily inside the library with cards containing our Twitter, Facebook and Blog addresses. We also got the word out on our large information screen in the lobby, and by submitting to the post-wide announcements email. Slowly, as we continued to provide original content, announcements, reminders and links to articles or websites of interest, our following grew to a level on par with the number of social media followers of other Fort Leavenworth organizations. Several of our tweets and articles about librarianship and archives were forwarded or retweeted by our followers, which increased our exposure. One blog entry was retreated by one of the Smithsonian Twitter accounts as well, a real treat and highlight for our library. Through consistent and quality updates, we had grown our following and made it worth our time to continue with.

I had planned to work on our social media at least two days a week, every Tuesday and Friday. However, if you post all of your links, articles and information on only two days, over the course of a few hours, and "flood"

your followers with information, it can overwhelm them, or cause them to tune you out. Spreading out blog posts was easy; Blogger has a feature that allows you to change the post date and time. Changing the date to a future date meant that I did not need to actually generate a post on Wednesday for one to appear. If nothing else, it looked like we were being more attentive to our social media than we actually were. The problem, however, was Twitter and Facebook, and the amount of time it took to copy and paste a blog URL or other information into each system. Not to mention the continued issue of flooding.

After trying several "apps" both for Facebook and Twitter, which would allow you to automatically update one with a post to the other, I settled on Hootsuite to manage this. It had several advantages. The first was that it only required one central login to update both services, and I could send to both services at once. There were other advantages as well. We could allow multiple "team" members to log into the library's account with their own individual usernames and passwords. We could also post-date Tweets and Facebook posts. I could spend an hour or two one or two days a week generating several blog posts and a handful of posts and tweets, but they would be spread across multiple days, all without me having to log back in to continue generating the content.

This sort of streamlining saved a significant amount of time and concentration. I could dedicate myself fully to the task once or twice a week, and see the rewards every single day.

Another technique that helped to reduce the amount of time I was spending on social media updates was to engage my fellow librarians to submit interesting information or blog posts on topics in which they were relative experts directly to me to be posted, so they did not need to bother logging in to anything, or worrying about formatting and posting procedures. I, on the other hand, had one less post to write. They submitted summaries of professional conferences they went to, book reviews, even information on common reference requests or helpful research links.

This technique gave staff a tiny and concise way to help with social networking that was in no way overwhelming, and allowed them to talk about something that they found personally to be interesting or fun.

As a continued way to promote our social media presence, and to make social media easier to use, I also have taught social media classes both for librarians and for our patrons. As time passes, the statistics culled via Facebook and Blogger's tracking systems have let us see that our following, and therefore our effectiveness had continued to grow, reinforcing for us the value of popularity in our continued outreach.

We may break out into new forms of social media over time, as services rise and fall in usage. If we find our patrons are moving away from a service like Twitter and Facebook, and are moving over to a community blogging system like LiveJournal, or Tumblr, we will find ourselves going to where the people are. NPR has found success on Tumblr, and the Library of Congress has a huge collection of images available via Flickr. For now, we will just keep trying to perfect our utilization of the services that we already have.

Thinking Outside the Email Box: A New E-Newsletter for the Justice Libraries

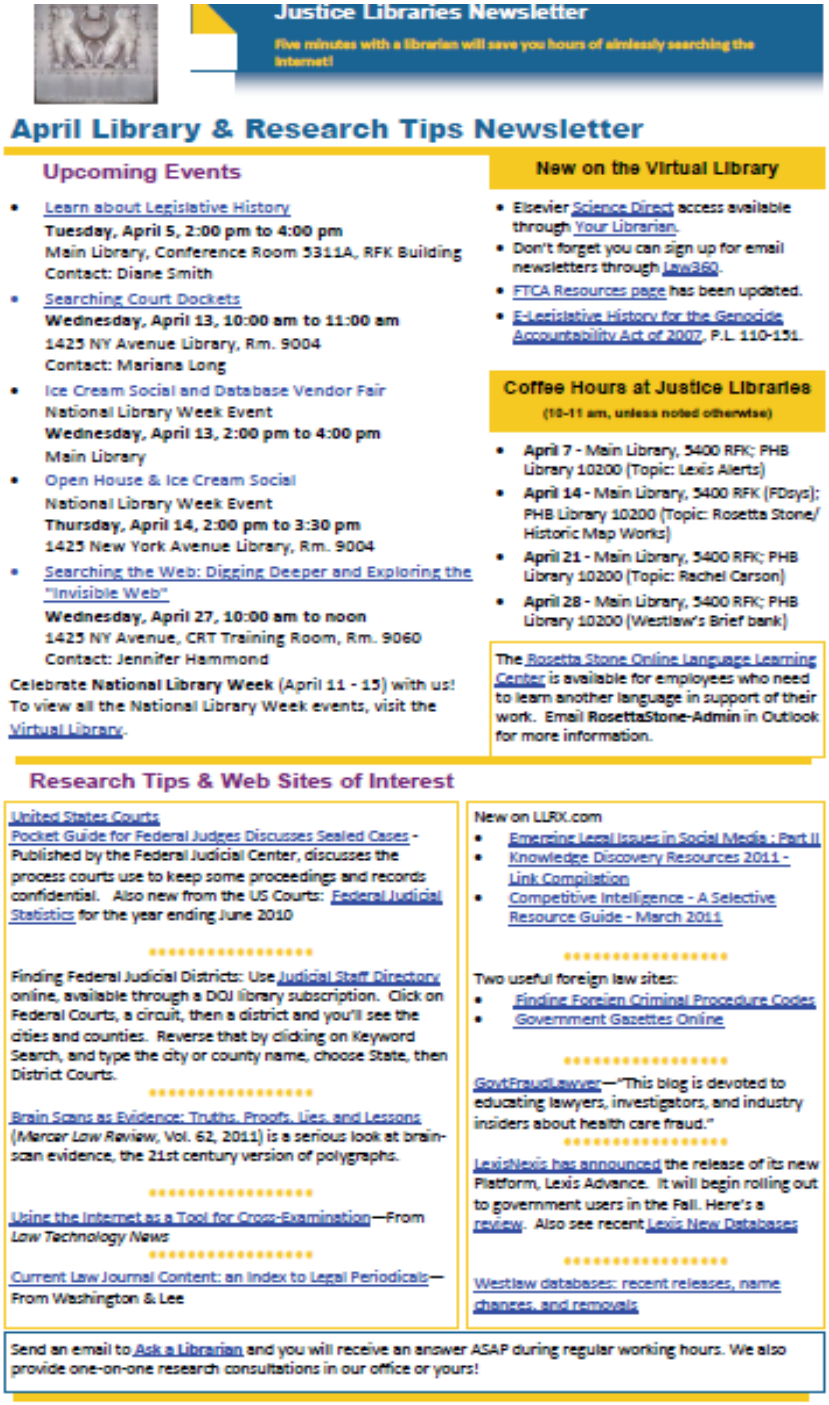
By Kate Lanahan, Law Librarian, and Jennifer L. McMahan, Supervisory Librarian, U.S. Department of Justice

One consistent problem for librarians is making our clientele aware of the services we provide. This is especially true for the librarians who serve the Civil, Civil Rights and Criminal Divisions of the Department of Justice. Our patrons are spread across Washington, D.C. and the U.S. in more than 15 offices, several of which do not have an in-house library. Despite our distance from many of those who need our services, we strive to meet all of their information needs. It is with this in mind that Jennifer McMahan, now the head librarian for these divisions, created a monthly newsletter to distribute to each section more than five years ago. The newsletter includes research tips, and information on upcoming events, as well as new resources and services available through the libraries.

Originally the library newsletter was delivered in the body of an email, in plain text format, to avoid any technology issues with the various divisions who received it. By end of 2010, this format seemed stale and we were concerned that another long email in our patrons' inboxes would likely be overlooked. Beginning with the December 2010 issue, which Jennifer designed in Microsoft Publisher, we began distributing the newsletter as a web document. The content has stayed the same but is presented in a more concise and visually pleasing manner. The HTML format allows us to streamline the look of the newsletter making it more modern and colorful. (See the following page for an example of the newsletter, edited for *Best Practices for Government Librarians*.) As an attachment rather than a stream of text, the newsletter feels more accessible and less overwhelming.

The response from newsletter recipients to the new format has been resoundingly positive. They have commented that the new version is easier to read and some are now accessing it on their mobile devices. In addition, we are getting more questions and reference requests related to the newsletter content than we had received in the past. The Director of Training for the Civil Division is so fond of the newsletter that she has asked us to create an archive of the previous issues on the Division's Intranet.

An e-newsletter is not exactly an innovative concept, but our fresh new design has given people a reason to take another look at something they were probably not paying close attention to previously. Given the technological challenges that we have, as well as the difficulty in getting the attention of so many busy attorneys and support staff, we feel that our new newsletter format is a great success.



Justice Libraries Newsletter

Five minutes with a librarian will save you hours of aimlessly searching the Internet!

April Library & Research Tips Newsletter

Upcoming Events

- Learn about Legislative History
  Tuesday, April 5, 2:00 pm to 4:00 pm
  Main Library, Conference Room 5311A, RFK Building
  Contact: Diane Smith
- Searching Court Dockets
  Wednesday, April 13, 10:00 am to 11:00 am
  1425 NY Avenue Library, Rm. 9004
  Contact: Mariana Long
- Ice Cream Social and Database Vendor Fair
  National Library Week Event
  Wednesday, April 13, 2:00 pm to 4:00 pm
  Main Library
- Open House & Ice Cream Social
  National Library Week Event
  Thursday, April 14, 2:00 pm to 3:30 pm
  1425 New York Avenue Library, Rm. 9004
- Searching the Web: Digging Deeper and Exploring the "Invisible Web"
  Wednesday, April 27, 10:00 am to noon
  1425 NY Avenue, CRT Training Room, Rm. 9060
  Contact: Jennifer Hammond

Celebrate **National Library Week** (April 11 - 15) with us! To view all the National Library Week events, visit the Virtual Library.

New on the Virtual Library

- Elsevier Science Direct access available through Your Librarian.
- Don't forget you can sign up for email newsletters through Law360.
- FTCA Resources page has been updated.
- E-Legislative History for the Genocide Accountability Act of 2007, P.L. 110-151.

Coffee Hours at Justice Libraries

(10-11 am, unless noted otherwise)

- **April 7** - Main Library, 5400 RFK; PHB Library 10200 (Topic: Lexis Alerts)
- **April 14** - Main Library, 5400 RFK (FDays); PHB Library 10200 (Topic: Rosetta Stone/ Historic Map Works)
- **April 21** - Main Library, 5400 RFK; PHB Library 10200 (Topic: Rachel Carson)
- **April 28** - Main Library, 5400 RFK; PHB Library 10200 (Westlaw's Brief bank)

The Rosetta Stone Online Language Learning Center is available for employees who need to learn another language in support of their work. Email **RosettaStone-Admin** in Outlook for more information.

Research Tips & Web Sites of Interest

United States Courts
Pocket Guide for Federal Judges Discusses Sealed Cases - Published by the Federal Judicial Center, discusses the process courts use to keep some proceedings and records confidential. Also new from the US Courts: Federal Judicial Statistics for the year ending June 2010

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Finding Federal Judicial Districts: Use Judicial Staff Directory online, available through a DOJ library subscription. Click on Federal Courts, a circuit, then a district and you'll see the cities and counties. Reverse that by clicking on Keyword Search, and type the city or county name, choose State, then District Courts.

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Brain Scans as Evidence: Truths, Proofs, Lies, and Lessons (*Mercer Law Review*, Vol. 62, 2011) is a serious look at brain-scan evidence, the 21st century version of polygraphs.

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Using the Internet as a Tool for Cross-Examination—From *Law Technology News*

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Current Law Journal Content: an Index to Legal Periodicals—From Washington & Lee

New on LLRX.com

- Emerging Legal Issues in Social Media : Part II
- Knowledge Discovery Resources 2011 - Link Compilation
- Competitive Intelligence - A Selective Resource Guide - March 2011

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Two useful foreign law sites:

- Finding Foreign Criminal Procedure Codes
- Government Gazettes Online

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GovtFraudLawyer—"This blog is devoted to educating lawyers, investigators, and industry insiders about health care fraud."

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LexisNexis has announced the release of its new Platform, Lexis Advance. It will begin rolling out to government users in the Fall. Here's a review. Also see recent Lexis New Databases

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Westlaw databases: recent releases, name changes, and removals

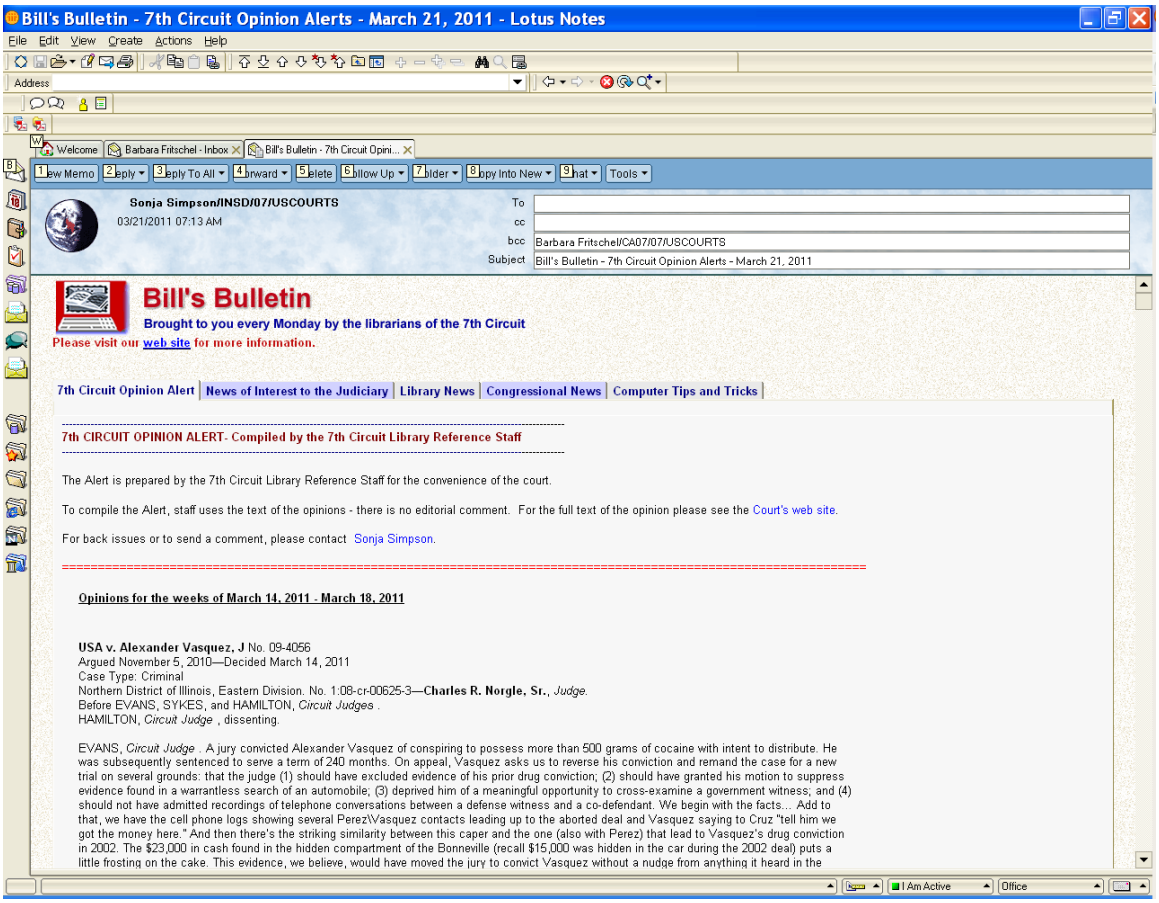
Send an email to Ask a Librarian and you will receive an answer ASAP during regular working hours. We also provide one-on-one research consultations in our office or yours!

Bill's Bulletin: Librarians and Court Staff Working Together to Develop an E-Resource

By Barbara Fritschel, U. S. Courts Library, Milwaukee, WI

E-newsletters are an easy and cost-effective way to push timely information to users. To avoid information overload, it is important that the electronic newsletter be targeted to the user. The Library of the U.S. Courts of the Seventh Circuit's *Bill's Bulletin* is a good example of an electronic newsletter because the suggestion came for the library's targeted audience. It balances the desire for timely information with a format that helps prevent information overload.

Bill's Bulletin is a current awareness service consisting of several sections: Opinion Alert, News of Interest to the Judiciary, Library News, Congressional News and Computer Tips and Tricks. It is e-mailed every Monday morning to judges, law clerks and court staff with the thought that one of the first e-mails court staff reads will be from the library. A modified version is sent to former law clerks and a third version is sent to probation officers.



The Seventh Circuit Library staff created the *Supreme Court Syllabi*, an electronic newsletter that includes the official synopsis of United States Supreme Court opinions shortly after the opinion is released. A law clerk asked if the same could be done for Seventh Circuit opinions. At that time, opinions were delivered only through print slip opinions which could take several days to be routed through chambers. For *Bill's Bulletin*, library staff provide information on all of the cases released the previous week, a summary selected from the text of the opinion and links to the full text. Library staff develops other content for *Bill's Bulletin*. The Library News tab highlights current activities such as book clubs, distribution of blue books and research tips. The Computer Tips and Tricks offer a variety of tips on software and hardware of interest to the courts. Outside content is also included. The News tab is derived from a feed from Jurist and Congressional News comes from the Administrative Office of the United States Court.

As noted, user feedback has led to other developments. Lower court judges' names were added to the case alert. Feedback was instrumental in developing two focused versions of the bulletin—one for probation officers which only include criminal cases and one for attorneys who no longer work for the courts. In addition, an archive of the case summaries is now included on the library's intranet web page for easier reference.

This initiative helps support the library marketing as well. The name, "Bill's Bulletin" is part of the library branding. The library's complete name is the William J. Campbell Library and "Bill" is used in several places on the web page. (The collection of internet resources is called Bill—Best Internet Law Library.) Comments from users regarding notices in the library news and computer tips indicate that many readers are looking at more than just the case alerts.

One would expect an e-resource to save money and time and *Bill's Bulletin* is no exception. Most print subscriptions to the slip opinions were cancelled, offering significant savings. To avoid information overload, many users prefer *Bill's Bulletin* over the RSS daily feed of full text opinions. The ability on *Bill's Bulletin* to see a case summary and have the option of linking to the full text meets the information needs of a majority of the court personnel.

Bill's Bulletin has been awarded the Chicago Association of Law Libraries 2005-2006 Outstanding In House Publication Award and the 2011 AALL Law Library Publications Award for Non-Print Publications. More importantly, it continues to meet the information needs of our users and will continue to develop as their needs change.

Proletariat's Speech: Foreign Language Learning with a Common Touch

By Janice P. Fridie, Law Librarian, U.S. Department of Justice

Solution:

Good day, gentlemen. I notice that you are snorting what appears to be high quality benzoylmethylecgonine. I would like to procure this narcotic.

Please tell me your names - speak slowly and enunciate clearly! Also I would be grateful if you would put me in touch with your wholesale supplier and your importer.

Problem:

How to obtain an office job

While my description of a law enforcement operative trying to infiltrate a narcotics ring is obviously a **sham**, the need to "talk the talk" is real.

Recognizing this, the United States Department of Justice began looking for an **arsenal** of tools to extend language training to certain employees. This was not restricted to head **honchos,** the **hoi poloi** was included: law enforcement agents from the U.S. Marshals Service and the FBI who must know the foreign street slang for **verboten** drugs; Bureau of **Hoosegow** guards who would be better able to calm people and situations if they spoke an inmate's language; attorney **bwanas** who could develop better rapport with victims or witnesses when language posed no barrier to understanding; and **savvy** analysts who need to keep abreast of developments in their target countries.

Online resources appeared to provide the greatest flexibility. The agency selected the *Rosetta Stone* and **launched** its language learning system, offering over 30 languages. This program is characterized by almost total immersion – only the target language is shown and heard during the drills. *Rosetta Stone's* developers intended to duplicate the experience of native speakers who hear the language from birth. **Papooses** associate an object or activity directly with the corresponding speech. *Rosetta Stone*'s students also bypass English so as to make the same direct connection.

In a typical lesson, the student is shown a set of color photographs and hears a word or phrase, then must match the correct word/phrase to the correct photo; or hears a phrase and must identify the photo. Written words are phased in. When it is different from English, the **alphabet** is introduced. Lessons usually last from five to ten minutes and offer from 30 to 130 exercises. The total number of right or wrong answers is displayed when the lesson concludes.

No need to **blitz** through the programs. A student **schleps** at his or her own pace and may skip or repeat any lesson. Approximately thirty lessons form a unit; four units form a level. By level three the student is considered to have mastered the equivalent of 18 months of traditional course work.

Administering the program was straight-forward, but somewhat time-consuming. DOJ bought a limited number of passwords and demand exceeded the supply. Employees must have a **bona fide** need and receive approval from their supervisors. Librarians were appointed to serve as administrators. They issued the passwords in three month increments and monitored use. **Comme il faut** users who didn't spend sufficient time in the program were "bumped" by their more **gung ho** counterparts on the waiting list.

Diane Smith, one of the password **maestros**, reports that she also has **aficionados**. "Some folks are such heavy users that they have had their passwords reactivated several times…Overall it is a very popular program that brings a lot of people in contact with the library."

The Agency's ultimate goal, though, is to have employees apply these skills in fairly unique settings. Follow up language training is being offered at schools that specialize in the languages and vocabulary specific to law enforcement. These schools offer intensive instruction in total immersion programs. Often the students must only use the target language and can't leave the **compound**. They can be demanding, but have been very successful. Agents can learn fifty ways to say, "You have a right to remain silent" and "Put your hands in the air" and of course, the **de rigueur**, "Step away from the benzoylmethylecgonine."

Glossary:

Loan Word	**Language of Origin**
Aficionado	Spanish
Alphabet	Arabic
Arsenal	Arabic by way of Spain
Blitz	German
Bona Fide	Latin
Bwana	Sub-Saharan Africa
Comme il faut	French
Compound	Indonesia
De Rigeur	French
Gung Ho	Chinese
Hoi Poloi	Greek
Honcho	Japanese
Hoosegow	Spanish
Launch	Malaysian/Tagalog
Maestro	Italian
Papoose	Native American
Savvy	Spanish
Schlep	Hebrew
Sham	Indian subcontinent
Verboten	German

Social Media Comes Together with Storify

By Chris Zammarelli, Contract Cataloger on behalf of ATSG, LLC for the U.S. Department of State Bureau of International Information Programs, Office of Information Resources

It wasn't that long ago that government agencies would publish a website and expect their audience to come to their home page to get the information they offered. Now, in the era of social media, agencies are finding they need to reach out to their potential audiences by going where they are.

For example, the United States Embassy in Tallinn, Estonia, in addition to its physical space and its website (http://estonia.usembassy.gov/), has set up accounts on the following social media outlets:

- Facebook (http://www.facebook.com/estonia.usembassy)
- Twitter (http://twitter.com/#!/USEmbTallinn)
- YouTube (http://www.youtube.com/user/USEmbassyTallinn)

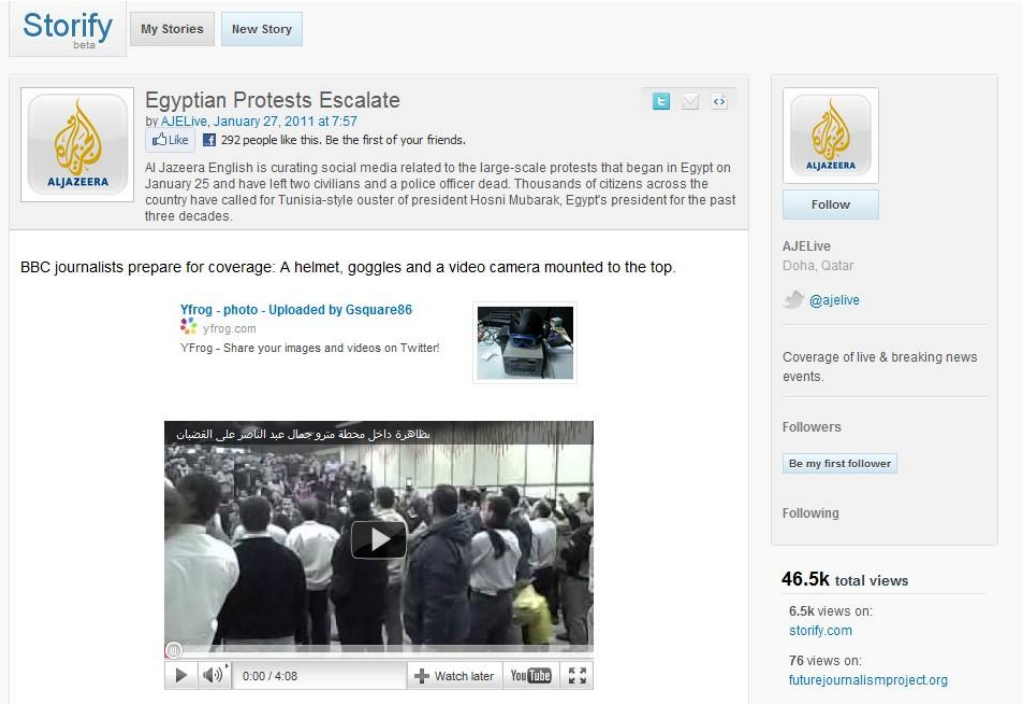
In addition, U.S. Ambassador Michael C. Polt has both a Twitter account (http://twitter.com/#!/amb_mike) and a WordPress blog (http://ambassadorpolt.wordpress.com/).

In short, there are a lot of ways Estonians can interact with the U.S. Embassy online.

Now, let's say Ambassador Polt and his staff had sponsored an event at the Embassy's Information Resource Center. They published a video about the event on YouTube, and participants live-tweeted it or wrote comments about it on the Facebook page. Ambassador Polt wrote a blog post about it, and the Estonian public broadcaster EER (http://news.err.ee/) covered it on their radio and television stations.

If you were on the Embassy staff and wanted to write up the event, you could fire up Word, bang out a report, or you could put up a web page, embed the videos and annotate it with links. Now, there's a way to pull together all these tweets, news articles, Facebook comments, YouTube videos, photos posted on Flickr and Picasa, and blog posts into a dynamic package using the new service Storify (http://storify.com/).

Storify first gained attention when journalists used the site to document the protests in North Africa and the Middle East. For example, in a story from January 27, 2011, Al Jazeera reported on how protests in Egypt were escalating through YouTube and Vimeo videos, YFrog and Twitpic photos, and tweets from those on the ground in Cairo (http://storify.com/ajelive/egyptian-uprising-escalates).



While Storify certainly lends itself best to journalism, it's easy enough to see ways others can use the service. For example, it can be used to write about such frivolous things as *American Idol* episodes or, say, the Estonian national Eurovision final (http://storify.com/eurolemur/eesti-laul-2011).

Thinking back to the U.S. Embassy scenario presented earlier, a government bureau could not only use Storify to collate its social media output, but also to collect the reaction to its output. If there are stakeholders who want to know if all the time and effort spent on social media is worth it, they can get a pretty vivid answer to their question.

There are a couple of drawbacks, however. First, you need to have a Twitter account to use it. Second, it is quite a bit of work to pull all the content from

all your resources, and even more work to craft a narrative around the content. If your to do list is a little too large, you may be hard pressed for time to do a proper story.

But, for all that, Storify might just be a social medium to get into this year. The impact it has already had this year points to great things.

For more background on the site, read the New York Times article "Filtering the Social Web to Present News Items" from April 24, 2011. (http://www.nytimes.com/2011/04/25/technology/internet/25storify.html)

Earning an A for Our E-Efforts: LexisNexis Academic in University Libraries

By Jennifer Matheny, Academic Product Manager, LexisNexis

"Try not to become a man of success, but rather try to become a man of value." – Albert Einstein

I don't think Einstein meant to sum up my feelings about Social Media when he said this quote originally, but, thankfully for me, it applies. When it comes to my professional efforts in the web world, I am all about value. In this article, I will talk about my experience in the Academic market, my definition of value, and about changing my goals to fit my needs.

My name is Jennifer Matheny, and I am the product manager for LexisNexis *Academic*. LexisNexis *Academic* is a database of news, business, and legal information that can be found in over 50% of colleges and universities in the United States. LNA customers are academic librarians but, LNA users are mostly students. With these two sets of users in mind, we have to design our product to be sophisticated enough for advanced researchers working on their master's thesis and, simple enough for the inexperienced writing 101 student who needs an editorial article about global warming. Managing a product like *Academic* is about trying to please everyone, knowing you can't please everyone. I use social media to bridge that gap.

In 2007, the first social media offering from LexisNexis Academic launched: The Wiki for Higher Education. This wiki, built on the simple and recognizable MediaWiki platform, was a collection of topical articles that highlighted new, exciting ways to use products sold in the Academic market. (You didn't think you could use *Academic* for your art class? You can! Here's how.) Initially, the idea was for professors and librarians to post articles about their own experiences, and show the community how they use our products. While this may have been a good thought, the reality is if librarians had any free time during their work day, they would probably use it doing something other than posting on a vendor's website. So, our ideas about the wiki evolved. LexisNexis employees created all of the articles, populated the wiki with tips, tricks, and user guides.

The wiki wasn't a true success until we started listening to our users. If the goal was to have a website full of collaborative articles from academic librarians, we might still be waiting to cross the 100 article threshold. However, realizing we should show our users all of the specialized content and all of the enhanced functionality enabled us to change our focus.

We will help you have a better user experience, and you can spread the word.

Now, 1.6 million hits later, the wiki is our oldest and most successful e-effort, as well as being the first of its kind in the market. It is a hub to our social media offerings, like our YouTube channel and Twitter feed. Since the reinvention of our wiki, though, our e-efforts and e-initiatives have always been centered around user experience. The more you stay true to your product and its mission in your social media efforts, the more value you will get from social media.

Value, in my opinion, should not be measured by return on investment in the context of social media. While "web-initiative" might be synonymous with "marketing campaign", I don't think it's wise to equate your success on the web with dollar amounts or other quantitative measures. For once, it's not about numbers. Remember, on the internet, you are able to reach an unimaginable number of people at once. In most cases, you will have no idea how they use the information that you provide. However, once the e-seeds you've planted start to grow, feedback will come and the real conversation will begin between you and your users. Sometimes you will end up taking a different path than you originally intended.

Concentrate on being positive. If you focus on enlightening your users and improving their experience with your product or service, then they will be more likely to return and recommend. Try not to be a sales wolf in sheep's clothing. I genuinely believe in my product and I want the world to know, but this is not the place to sell, it's the place for sharing information.

I believe that a better user experience is the true value of social media. If you focus on this value instead of an arbitrary successful number, your e-efforts will undoubtedly be more prosperous. I'm trying to manage, create, and sell a valuable product, not just one that makes money. Further catering

to our users and making the jobs of librarians easier – those are my top social media goals!

Social Networks

By Gayle Lynn-Nelson, Senior Librarian Relations Consultant, LexisNexis

I know most of us have been accessing LinkedIn® for quite some time. My question is how many of us are also on MySpace® or Facebook®? When I first heard about social networks all I really cared about was LinkedIn. To me, that was the professional social network. Then I began hearing more and more about these others. My daughter was a big proponent of MySpace. Recently, I convinced her that was not the place for her to be and she began her addiction to Facebook. She loves it and I sometimes wonder if I created a monster.

All that being said I have been thinking how can social networks/social media help me, my profession as a librarian and the legal profession in general. One thing that comes to mind immediately to me for all three is the marketing aspect. If you don't engage you may chance missing out on any opportunities that evolve. Of course, for some that will not be reason enough.

According to Doug Cornelius, who writes the Compliance Building blog, nearly half of all law firms block access from work computers to Facebook, MySpace and YouTube™. These are three of the top 10 most visited sites on the Web.

He and Steve Matthews conducted an informal survey of 231 law firms, large and small, in January 2009 on Zoomerang.com. Here was their key question with the results:

Does your firm block access to any of these sites?

- Facebook 85%
- MySpace 77%
- Twitter 26%
- LinkedIn 14%
- YouTube 55%
- Blogs 22%

A number of law firms block access to social networking sites because they believe it translates to social "not-working" in the office, according to

Cornelius. One might ask how valid that concern is—especially when weighed against the advantages that these sites can bring.

The main reasons for blocking, they reported, were concerns about the following:

- Loss of productivity
- Viruses
- Confidentiality
- Bandwidth consumption

Does this sound familiar? I can just see many of you reading this and shaking your head yes. You have most likely seen the younger associates engaged in social networking activities even if frowned upon by the firm. Of course, if the firm blocks the sites altogether those associates will either be out of luck or on their own iPhone® or other device that lets them access the Internet without permission controls.

So why use social media for yourself, your profession or your law firm? There are many valid reasons. The most obvious, mentioned earlier, is marketing. People need to be able to find you, your profession and your law firm. We all need to create our brand, what a perfect forum to accomplish this. Law firms are increasingly using social tools to monitor conversations about their products, competitors, and industry, and engaging with their customers to build strong relationships. We are doing the same thing in our profession. I think about all the bloggers and tweeters I know. Isn't this what is taking place? We also need to look like we "get it," another major reason to use social media.

Social networking can be a lead generator. Think about the whole "who knows who" aspect. You may see information posted about your clients and what they are saying, what they are doing, what your competitors are saying and doing, changes in the markets within which we operate and work. Also the impact of regulatory discussions, new product launches, strategic appointments, expert opinions and so much more. This is just a sampling. I am sure you could add many examples of your own.

One use I had not thought of right away was about those in foreign countries, those in different time zones. I have a sister-in-law who lives on an island in the Caribbean. She is a huge proponent of Facebook, not just on a personal level but professional as well. She is a business owner and it makes it so much easier for her to communicate and conduct business online no matter what the day or time.

Social media has the influence to serve as an effective public relations tool that has the power to increase awareness of a lawyer's expertise, knowledge or experience in their practice area. In addition, social media has the ability to create and build on relationships that will make a positive impact not only on a lawyer's image, but also on their overall career. It can do the same thing for you, the information professional.

I did check a number of AmLaw 250 law firm names on Facebook and most were there. They want to be found and Facebook is another means of getting their name out there. I also looked for a number of information professionals I know or work with and a fair number of you are on Facebook. However, there were quite a few not found. The best way forward is to look at what other firms are doing and see if it can benefit you and/or your law firm.

The social network world is instant, prolific and at times from unknown sources. What that means for us and our users is a danger of information overload and sifting through the information to find useful and non-useful data. There is also concern as to the provenance of the information, how true is it, is it genuine or malicious?

How might you help your law firm? Write up a policy that is sensible to set expectations of the users and the firm. Social networks at work, paired with a good policy can result in a workplace with employees that are more engaged, more motivated and potentially more innovative. Social networking sites are, first and foremost, a communication platform. Follow InfoPro on Twitter or become a friend of the InfoPro page on Facebook!

These are exciting times and I do not expect it to stand still for long. So, what do I suggest? Embrace the change and by doing that you can have some control and be in a better position to understand the benefits for you, your profession and your firm now and in the future.

Originally published as the April 2011 LRC Column in the LexisNexis Information Professional Update.

Search Out New Media – Graphs, Tweets and More – Without Overhauling Your Searching Skills

By Bridget MacMillan, Senior Librarian Relations Consultant, LexisNexis

There is comfort in that which is familiar to us. Searching with the LexisNexis® services is an activity that is incredibly comfortable for me; selecting a source, constructing the search, and evaluating the results.

Until recently, most results were available only in plain text. But that has changed! If you are like me, some of these exciting changes may have gone unnoticed. As the presentation of information becomes more sophisticated with the addition of images, photos and videos, and the distribution becomes more varied as evidenced by blogs and Twitter® feeds, our search strategies must evolve to ensure that no outlet or type of information is overlooked.

But it's great to know that **LexisNexis is accumulating these new and different sources—and allowing me to use search skills I'm comfortable with within these new sources.**

It adds up to great benefits:

- Save time searching in one location;
- Save time using familiar skills; and
- Be confident in the authoritative results you find at lexis.com®.

Now at *lexis.com*:

Harvard Business Review® (HBR) Graphs and Images

Images from this source are now available on *lexis.com*. When I worked at Ernst & Young, consultants requested copies of HBR articles daily. Finding the text of the article was easy because it was available from many sources. But the graphs and images, which were key to conveying the essence of the articles, were not easily found.

At *lexis.com*, you can retrieve the complete article—including graphs and images. For example, in the December 2010 issue, an article titled "I Can Make Your Brain Look Like Mine," by Uri Hasson, contains graphs.

Photos at *lexis.com* … and yes you can search with words! You may not think of the LexisNexis services first for photos, but *lexis.com* offers many resources with photos and images. The benefit of using *lexis.com* to retrieve them is that **you can use search words and commands to find an image.** In many instances, this will save you a great deal of time as compared to searching on the open Web. Another benefit is that if you need copyright permission for the image, *lexis.com* offers a link to a copyright permission website where you can easily locate the information for securing copyright permission.

To find photos at lexis.com, I recommend using the Find a Source Quick Tool. Just search for "photos."

For example, I am interested in finding action shots of the Chicago Blackhawks hockey team. I select McClatchy- Tribune Photo Service and search. From the cite list, I select the first result. You can see the picture in a thumbnail size. You can click on it to enlarge it to its full size. You also see the link on this page to the copyright permission.

Twitter Feeds

The LexisNexis services offer more than 200 Twitter feeds. These are provided by Newstex® and can be found in the various Newstex sources. Many of these resources are the **Twitter accounts of elected officials and government agencies**. Twitter feeds are recognized as sources of breaking news. Searching them via *lexis.com* allows you to use LexisNexis precision searching features like FOCUS™ and automatic updating features like LexisNexis® Alerts.

In this example, I am looking for mentions of "groupons" in Twitter feeds. First I limit my results to tweets: I search for "newstwits," a term which appears in all tweets delivered by Newstex, i.e., ENTER: *newstwits AND date aft 11/15/2010*

When searching Twitter feeds, it is important to remember that there is not much information connected to each tweet, and your search strategy needs to reflect that. An effective approach is to use one or two key words, and then use the FOCUS feature with a date limiter or additional search term. For example, for my search, I added a FOCUS term. ENTER: *groupon*

(I enjoy the challenge of searching in these sources knowing that my word selection is so critical to the success of the search.)

Newstex Video on Demand

The LexisNexis services may not be the first place you think of when you are looking for video, but I hope to change that! With video provided by Newstex, *lexis.com* may become your go-to place for video searching **because you can search using LexisNexis commands and features like the FOCUS feature. That may save you time and effort when compared to sifting through results on the open Web.** Newstex Video on Demand is an authoritative news source; it's not entertainment videos. Find powerful ways to present news and information in ways different from the written word.

To demonstrate, I searched for "groupon" in the Video on Demand source. I opened a document in FULL, and there is a link to view the video. I click on the View Video link, and a Web page launches with the video feed. Very cool!

Originally published in the LexisNexis Corporate Information Professional Update, February 2011.

ALA 2010: Communication Practices, Library Programming, and Humor at Work

By Marie Kaddell, Senior Information Professional Consultant, LexisNexis

Sunday, June 27th, at the 2010 ALA Conference included many great sessions and special events. Here are a few things that I learned over the course of the day:

Stephen Abram at PR Forum: Next Practices in Communications @ Your Library

- "Are you selling the board and hammer and nail for a deck or the experience of that deck? What is the feeling you want your users to have? How do we support that? What are your users' dreams? If you market something that connects to their dreams, you can do some amazing stuff." (Stephen Abram, Vice President, Strategic Partnerships and Markets, Gale CENGAGE Learning - Program: PR Forum: Next practices in communications @ your library)

- Some of the top ways to drive people to the library using social media:

  * find the influencers
  * connect with the influencers
  * motivate the influencers
  * build buzz and interest
  * tweet and be tweeted
  * don't forget your camera
  * emails – they still work

(Stephen Abram, Vice President, Strategic Partnerships and Markets, Gale CENGAGE Learning - Program: PR Forum: Next practices in communications @ your library)

- Your staff is your critical resource. Everyone knows you have books. But do they know who your expert is on genealogy? What experiences are you promoting - physical objects or the experience? Are you staff invisible on the web? (Stephen Abram, Vice President, Strategic Partnerships and Markets, Gale CENGAGE Learning - Program: PR Forum: Next practices in communications @ your library)

Have Fun at the Library: Anyone can transform their workplace culture and get more out of their work

- Regarding the workplace culture: Anyone can change the culture: directors, managers, staff and customers. (Anne Abate)

- Having fun in the workplace can help us meet institutional goals. For instance:

  * games engage us and help us learn while we are having fun,
  * games encourage us to take risks despite the change of failure,
  * and that means you can get more creative results

(Emily Clasper, Suffolk Cooperative Library System - Program: Have Fun at the Library: Anyone can transform their workplace culture and get more out of their work.)

- Consider setting up in-house field trip as continuing education. (Denise Vallandingham, Youth Services Librarian, Boone County Public Library, Burlington, Kentucky - Program: Have Fun at the Library: Anyone can transform their workplace culture and get more out of their work.)

- A few tips for programming:

  * Don't be afraid to propose something new and unusual
  * Know you audience
  * People like trends and patterns - like series
  * Food is good!
  * Don't cling to your failures

(Heather Paulson, Children's Library Assistant, The New York Society Library - Program: Are You a Programming Librarian?)

Originally posted by Marie Kaddell on the *Government Info Pro* on June 27, 2010 | Permalink

ALA 2010: Are You a Programming Librarian? Five Takeaways

By Tracy Paradis, Reference/Instruction Librarian, Milne Library @ SUNY Geneseo

Today's session of ALA's Public Programs Office served as the official launch of their Programming Librarian site (http://www.programminglibrarian.org/) and it's a resource I'm happy to see as Events and Programming Coordinator for my library. A panel of presenters shared their knowledge of the programming process and experiences with struggles so common for do-it-all librarians and staff. Here are my main impressions:

Be enthusiastic, love it, sell it! One thing that is apparent is that being engaged and interested in bringing cultural events to your patrons is essential to doing this job well. You aren't going to know from the beginning if an idea will work or not, but if you've got an idea that you are excited about, then commit and go with it.

Take a chance. Experience isn't a determining factor in your event's success. The panel represented both the beginner as well as experienced perspectives and both were successful in their efforts because they keep trying new things and learning from them even if they aren't a hit. A side benefit? Getting an enthusiastic audience is a fantastic natural high, so adrenaline junkies get involved!

Don't allow (lack of) money get in the way. Sometimes "merely" offering a comfortable and welcoming space for people of like mind to come together and engage in thought is all that you need. Although having some

kind of reception with food and drink can make your patrons feel at home, and a happy patron brings great rewards. Often this is the very situation that forces programming librarians to get the most creative, which leads me to...

Don't go it alone. Developing partnerships with other institutions has many obvious advantages and is easier than you may think to create. Look at your local area and think about who wants to share or expand into your audience. Consider what other stakeholders might gain in splitting expenses with you. Grant providers live to encourage new collaborations, so it opens up the possibility for additional funding.

Ask a Programming Librarian. Definitely find the opportunity to talk with seasoned practitioners like Henry Fortunato of the Kansas City Public Library. He shared several practical and important tips, such as:

- Be sure to develop themes and series. This gives you branding and makes for easier marketing, as patrons will begin to expect the next event.
- Think about and find local connections to broader issues. This heightens interest and everyone has a local celebrity if you've got a local reporter.
- Find a student studying graphic design. This gets you quality graphic design that shows how your event is special and important and gives them practical experience for their portfolio. Be sure you give them the broad idea of where you want to go and give them the reins to do their thing.

I've had my own experiences learning the ropes of exhibits and programming over the last three years and after a brief perusal of the site today, I'm looking forward to participating in and seeing this resource grow.

Check it out:

- Programming Librarian
- Kansas City Public Library
- National Endowment for the Humanities

Originally posted on the *Government Info Pro* on June 27, 2010 | Permalink

ADAPTING TO NEW AND EVOLVING TECHNOLOGIES

EBooks in Special Libraries: Final Report of the Federal Reserve System Libraries Work Group on EBooks*

By Luke Mueller, Technical Librarian, Federal Reserve Bank of Philadelphia

October 14, 2010

Mission

Luke Mueller (FRB Philadelphia) led the E-Book Aggregators and Publishers Subgroup, which included members Joyce Hannan (FRB Boston), Christine Le (FRB Philadelphia), Coleen Neary (FRB Richmond), and Ryan Williams (FRB Minneapolis). The members of this group evaluated the e-book market with the goal of discovering any services that might benefit the Federal Reserve System libraries. Within the System, there are 13 economic research libraries, including one in each of 12 Districts throughout the country and one at the Board of Governors in Washington, D.C. These library collections support the Federal Reserve's mission to conduct monetary policy, provide financial services, and regulate the financial system. The e-book work group looked for viable e-book provider business models, notable collections, and generally any e-book services that might make our collections more affordable, usable, and accessible.

The group evaluated 10 e-book aggregators, six retailers, and 23 publishers of economics and business e-books. These entities were evaluated based on several criteria such as the number of titles available, pricing, intended audience, licensing and access, and viewing format and availability through aggregators. The group sought information on how acquisitions, lending, and use might vary from one provider to another, and how e-books can be integrated into current library functions and policies.

Results

Our results show that although the e-book market is still extremely young, it is changing rapidly. More publishers are offering e-books every month, and established publishers are expanding their collections and access options. As a result, the group's evaluations provide only a snapshot of the market's rapid changes.

* The views expressed in this report are those of the author and do not necessarily represent the views of the Federal Reserve Bank of Philadelphia or the Federal Reserve System.

Publishers are looking toward e-books as a major source of future revenue. Covering initial conversion costs and finding reliable sales channels are the biggest obstacles. According to a recent survey,[1] 75 percent of publishers consider e-books to be of either high or moderate importance for their business strategies and growth. Fifty-three percent of publishers already produce e-books, and 60 percent of those that do not currently publish e-books plan to do so in the near future. From these numbers, one can estimate that 80 percent of publishers will be selling e-books within a few years.

The same survey suggests that publishers are not taking sufficient advantage of existing sales channels. However, we saw several publishers bucking this trend. For example, publishers such as Stanford University, University of Chicago, and MIT presses used a combination of online content providers. These publishers made their e-books available through retailers such as Amazon and Apple's iBookstore, as well as through aggregators and sales on their own websites. This multiplicity of options creates confusion because, in some cases, each bookseller has its own terms of use and works with only certain devices. For example, if we want to buy *Fans of the World Unite!: A (Capitalist) Manifesto for Sports Consumers* from the Stanford University Press, where we buy it will have a significant effect on how it can be used. Purchasing it from the publisher for $27.95 (the cost of the paperback edition) or renting it for 14 days for $7 (or 60 days for $14) provides access to an Adobe Digital Editions file via six different devices — including PC, Mac, Nook and Sony e-readers. However, if we want to read the book on a Kindle e-reader, we have to buy it from the Kindle store for $15.37 and can read it only on PC, Mac, or Kindle devices.

Clearly, multiple sales channels allow publishers to appeal to wider audiences with varied reading devices, but we believe that the adoption of standards will have a great impact on e-book sales and availability. Libraries must provide for all of the possible reading devices users might have, and buying the same book from multiple vendors is not feasible. Further, publishers' costs will likely fall if they do not have to produce books in multiple formats.

Most e-book providers do not provide lending options. OverDrive is a notable exception. It has become widely available in public libraries and some academic libraries but generally does not offer the depth of scholarly content Federal Reserve libraries need. Books bought from Barnes & Noble for the Nook e-reader can be lent, but only once, and only for 14 days. This is definitely not a viable lending model for libraries. It is conducive to individuals making book recommendations but still seems intended to encourage sales rather than real sharing. As an indication of the volatility of the market, the future of Barnes & Noble (the world's largest bookstore

chain) and its Nook e-reader is currently uncertain, as B&N recently put itself up for sale.

Amazon and Sony allow users to upload e-books for their e-readers on six devices. Since Sony also allows users to read on six devices, this appears to be a potential industry standard. It is unclear whether this will be viable for sharing in libraries as e-book usage continues to grow. So far, retailers do not offer institutional licensing options. They seem focused mostly on individual readers. Some publishers and aggregators do offer institutional licensing for multiple concurrent users.

The exact details of access arrangements and collection strength and size were not always evident, and when these details were available, they were not always dependable. Preliminary tests of collection strength show that even the largest e-book aggregators hold few titles relevant to Federal Reserve library needs. MyiLibrary boasts more than 230,000 titles (and growing), but many of these were released only within the past few years and cover a wide range of subjects and reading levels. MyiLibrary also claims to feature 154 Elsevier, Oxford, and Palgrave MacMillan. However, it seems common for these heavyweight publishers to license only a few of their books through any given aggregator. On some publishers' sites, searching only for e-books is impossible, so we could not glean any exact indication of the size of e-book offerings. Perhaps as the e-books market matures and its growth slows, we will be able to produce more accurate accounts of e-book providers. For now, we have to rely on sales literature that inflates availability and on title counts that are rapidly changing.

Rapid changes are also evident in strategic partnerships and mergers and acquisitions. For example, the editors at Penn Press indicated that academic publishers are forming a consortium that will sell e-books starting in late 2011. The consortium would begin by making about 30,000 current and back titles available for purchase singly or through various traditional library acquisition plans. These university presses have historically been sensitive to the needs of libraries and seem interested in using digital rights management policies that encourage library lending and use. This partnership promises to expand the availability of scholarly e-books and ensure the academic publishers' competitiveness in a market populated by giants like Amazon and Apple. A recent article in the *Chronicle of Higher Education* describes how publishers have had trouble selling e-books to libraries and how academic publishers hope to make e-books more attractive to institutions.[2] In addition to the academic press consortium mentioned above, Project MUSE and JSTOR are also considering e-book services that will rely on present e-journal database structures.

Likewise, in early 2010 Swets Wise e-book services began offering titles from multiple aggregators within one interface. All ordering, title management and usage statistics functions take place in the Swets Wise database. However, libraries must agree to abide by the licensing and access terms of each individual aggregator, which could mean different usage rights for books in the same collection. This might cause some confusion among users or deter libraries from choosing this otherwise promising business model. It is unclear if these types of issues will be ironed out in the near future, but certainly Swets is aware of the problems inherent in dealing with multiple vendors and seeks to overcome them.

In spring 2010, EBSCO bought NetLibrary, one of the largest e-book aggregators for libraries. The implications of this move are unknown but reveal a long-term interest in e-books from established content providers. We are interested to know how e-books could be offered in concert with EBSCO's subscription and resource management tools. This could make e-book acquisition much simpler by employing current workflows and using familiar database software to manage e-books. EBSCO, like Swets, seems eager to refine e-book acquisition processes.

In the meantime, new e-book providers and e-readers are entering the market, each with different strengths and limitations. For the most part, publishers and aggregators are limiting what users can do with digital rights management (DRM) software. This software can prevent users from printing, copying files, or viewing an e-book on more than a specified number of devices. Lending is impossible in most cases, and this software effectively negates any possibility of a used e-book market. DRM software also allows publishers to specify which devices can display their e-books. Early versions of Amazon's Kindle e-reader could display only Kindle e-books, and Kindle e-books could be read only on PCs, Macs, or Kindle e-readers. Now, Amazon is developing software applications to view Kindle books on the iPad, BlackBerry, and other e-reading devices. Consumer demand will likely push the development of technology for broader access, presenting new possibilities for device-agnostic e-book file types and file type-agnostic devices while preserving publishers' digital rights.

While no e-book providers are perfect, some are promising. Taylor & Francis offers access for periods of one day, one week, one month, three months, and six months. Prices vary, but all are less expensive than the list price of the book. This kind of "rental" option might be a viable alternative to interlibrary loan or when ordering books that become outdated quickly. They also offer multiple-book pricing packages that do not require purchasing previously selected subject collections. On the aggregator front, the Swets Wise model promises better collection breadth and depth, and ease of use.

This business model could work well with good content and similar licensing terms across multiple sources.

Finally, Google Editions, though not yet available, shows some promise. The service will use the Google Books interface, where public domain titles are currently free, simply showing an option to purchase books still under copyright. It was scheduled for release in the summer of 2010, with about 400,000–600,000 titles (similar to the size of Amazon's Kindle Store) in nonproprietary EPUB file format.[3] This represents just a fraction of the more than 12 million books Google has scanned from national and research libraries all over the world. If even some of these books were released for sale, libraries would have a wealth of quality content from which to choose. For now, Google is tied up in litigation with publishers and authors. If Google Editions is released, it will introduce more competition to the market with its vast holdings and easy searching and access.

Conclusions

Overall, the e-book market is still immature. The greatest problem is that most services do not offer collections that will serve Federal Reserve libraries' needs. Although this might change with time, no service will suffice unless its content is desirable. The second greatest problem is that lending is almost impossible in all cases, unless the library lends devices with preloaded books. However, preloading and erasing content and activating and de-activating credit card accounts are labor intensive, negating much of the ease of purchasing e-books and complicates workflows.

Also, the proliferation of e-book sources makes purchasing and supporting different formats very difficult. We hope that standard formats and licensing terms will soon be widespread. Competition in the market has been promising in this regard, spawning Kindle apps for iPad and Blackberry devices and the growth of the nonproprietary EPUB file type. As of now, purchasing an e-book often locks the buyer into certain reading hardware, which can be expensive and incompatible with other e-books types. To reach wide audiences, publishers and retailers will have to make their e-books viewable on as many formats as possible. It is uncertain how long this will take.

With all these contingent factors weighing against e-books, it is important to consider them in relation to print books. E-books are not always cheaper than print copies. E-books might provide more flexibility in some ways, but we must ask if we are willing to pay the cost, especially if e-books cannot be lent or printed. Similarly, it is unclear how e-books will stand the test of time. If we download a file today, what are the chances it will become corrupt in the next 5 or 10 years? If we purchase access through a company

that goes out of business, will we still be able to get what we paid for? These questions cannot be solved until the market and technology have matured.

E-books are gaining popularity now, and we believe electronic reading devices will continue to take over traditional print markets. Digital publishing offers the opportunity to provide more interactive experiences and real-time updates from around the world. New technology offers opportunities for innovation in reading formats, which might alter our conception of the book altogether. We cannot make any solid predictions because the market is changing so rapidly and so many e-reading models exist. This evaluation is just the first step toward becoming aware of the changing publishing market. The future will certainly be exciting, as we see readers set the pace of reading and research for years to come.

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Kindle Lending Programs in Libraries

By Montrese Hamilton, Librarian, Society for Human Resource Management

As librarian for a professional association with strong research and editorial teams, I embrace technology that lets me offer staff on-demand access to new content. The electronic document reader may be such a device. Beyond instant access to material, e-readers can: reduce the need for interlibrary loans, help me grow the collection without adding shelf space, and eliminate processing required for physical matter.

Curious about the Kindle, Amazon's electronic document reader, I surveyed a few Special Libraries Association units about using the Kindle in library settings. A summary of the replies follows below. As I read the messages and talked with colleagues, some key points emerged:

- Consider how terms-of-use agreements for the Kindle and Kindle-formatted documents will affect your plans.
- There is no one "right" approach to using e-readers in library settings. Do what works for your organization.
- The Kindle app is very popular for those wanting the content but not the device.
- Tablet computers (iPads, etc.) are now in libraries as tools for lending content.
- Libraries are not willing to build collections based upon certain devices but are buying content accessible from the myriad devices (computers, phones, readers, etc.) their clients use to access, store, and organize content.
- If you buy the Wi-Fi only Kindle to save money, first check with your IT department as it does not work on enterprise/ad-hoc hot spots.

Also, the Minnesota Department of Transportation Library volunteered to make their Kindle user survey available to readers; access it here: http://www.surveymonkey.com/s/kindle.To ask questions about the survey

instrument, contact the library at library.dot@state.mn.us or through their Web site: http://www.dot.state.mn.us/library/about-dotlib.html.

Finally, Amazon announced two ways through which Kindle content can be shared:

- Books designated by the rights holders can be loaned among users of Kindle devices or apps.

- Participating U.S. public libraries will be allowed to lend Kindle books to patrons.

RESPONSE #1

This respondent noted the importance of deleting your account information from the device if you want to prevent clients from downloading material and charging the library.

Kindles are stored and charged in a locked cabinet.

The library uses Kindles to store e-books purchased from the publishers; they do not use Kindle-formatted books due to licensing issues.

RESPONSE #2

To meet client needs, Library often buys Kindle version of titles already in collection. Ultimately, Kindle is one of many format options deployed to serve a global user base. Also, the Kindle's voice reading and large-print features provide accommodation for clients with disabilities.

The staff is interested in Kindle-format content as solution to portability issues during travel. Kindles are also popular for their document-storage feature; for example, a staff committee loaded working documents onto Kindles for easy access/sharing of long PDF documents.

RESPONSE #3

We will typically lend a Kindle to anyone who asks, but we don't publicize the program. We have an asset tag on each and check it out through our ILS. I think the entire [Kindle-formatted] library is on each device and another use case has been loading abstracts from our business book summary program onto the Kindles for distribution.

RESPONSE #4

I've just instituted e-book guidelines for our library. We support a 100+-member research community and purchased 2 iPads which we plan on loaning out. [The iPads circulate] under our IT department's tech policies

Our loan period will be 2 weeks with renewal possible if no one is waiting. We plan on storing our entire e-book library on both devices. If someone wanted to download something, they would need to re-register the device with their own username/password and thus lose access to any content we had downloaded.

Unfortunately, there is no circulation usage data to be had that I know of … but a survey upon the return of an iPad is [an option].

RESPONSE #5

Initially we chose specific colleagues and asked them to use the [Kindles] on a trial basis. In both cases we allowed the users to purchase a "reasonable" number of titles in addition to the books we had already loaded on the account. Our users liked the portability of the reading material and the number and diversity of titles they could store conveniently.

The user who ended up buying his own Kindle actually increased his interactions with the Library significantly during his use of the device. Now that he's bought his own, we're back to the previous pattern where we get an occasional question or contact from him. I would say, though, that we developed a closer relationship with both users through this trial and that they would be more likely to include us in projects or research questions going forward.

[According to feedback from] the local public library consortium, one library allowed each borrower to ask that specific titles be loaded from the Library's Kindle collection and permitted the borrower to choose one [new] book [for the Kindle collection]. The library would purchase the book, load the requested titles, and disable the account. It seems like a lot of manual intervention.

The price of the Kindle has dropped so much that I think our program may evolve into a way for users to test the Kindle before determining whether to buy one.

RESPONSE #6

After testing Kindle lending in a pilot program, this respondent noted how users liked the portability of reading material, the ability to preview books before purchase, and the number and diversity of titles they could store conveniently. Users still have access to the physical library and the library is always willing to purchase books which interest them.

The respondent did not receive any comments about the ability to store non-book documents and found the Kindle inadequate for viewing PDFs in a readable size. [Note: Kindle software update 2.5 added the ability to pan and zoom within PDF documents.]

One program participant increased his interactions with the Library significantly during his use of the Kindle. He purchased his own device and returned to the previous pattern of occasionally contacting the library. However, the library developed a closer relationship with trial participants and is more likely to be included in future projects and research queries.

RESPONSE #7

The terms of service for Kindles do not allow for organizational lending (unless Amazon has made a change in the last year) … not yet heard [of] Amazon enforcing it. [Note: There is no indication at present if the forthcoming e-book lending feature mentioned above will address organization-to-individual lending.]

Regarding response about disability issues; [search the] literature for the universities that ran a Kindle pilot for textbook [in 2009]. The courts ruled [that Kindles] were not adequate for those with disabilities and the university could not use them as a textbook platform. Not all books can be read to you as the publisher has the right to turn off that option. The menus also cannot be read to you.

RESPONSE #8

This respondent placed four Kindle DXs into circulation. They did quite a bit of research before implementing this program as many libraries seem to be interpreting Amazon's terms of use differently (some have claimed that an Amazon rep. said circulating Kindles is OK, while others have not done so at the suggestion of their legal counsel).

The library began circulating our Kindles in conjunction with a staff book discussion group, partially to promote the devices and also to circulate more copies [of the book]. They store the whole library on each device (fewer than 20 titles so far) and the devices are kept in a locked server/storage room to which only library staffers have access. The Kindles are deactivated when they circulate so the user can't use the credit card that is tied to the library's Amazon account.

Many people who check out the Kindles are seeing if they'd like to purchase one for themselves. When clients who have already used a Kindle request an article or report, some have asked if a Kindle version is available. The library has investigated uploading PDF reports on all the Kindles -- seems very doable and useful, but they are undecided about which reports would be most valuable to upload.

After careful deliberation of the above and imagining how Kindle content might affect my library's operations and service model, I decided to buy two devices and lend them to my clients. Over a five-month period, user response has been uniformly positive. The users' favorite benefit of Kindle lending is the rapid access to content. The ease of carrying an e-reader was noted among those users with long train commutes or busy travel schedules.

Accommodating the devices from a technical services perspective was straightforward. I catalog each title as I would other resources; troubleshoot frozen screens; let users borrow the chargers during extended loan periods; and download software updates as-needed.

From a collection development perspective, having e-readers helped me decide to shift a greater portion of my budget from "anticipatory" collection building to buying e-books upon request. The time saved through less ordering, receiving, and processing of print items has been redirected into providing higher-value service to my clients and expanding my portfolio of skills and experience.

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Intranet Case Study: Government Agency

By Lorette S.J. Weldon, MLS, BSIFSM, BA, author of *SharePoint Without Coding*, Volumes 1 and 2

Introduction

The group director told the employees that collaboration must work. He did not emphasize the fact that the required change was in accordance with the new federal regulations on accountability (American Recovery and Reinvestment Act (ARRA) of 2009 (http://fyi.oreilly.com/2009/05/arra-trans.html). As a first step towards this goal, the department intranet would be moved to the SharePoint platform. The following is a detailed account from compiled interviews of government librarians and the results from the "How is SharePoint used in Libraries?" survey (Weldon, 2010).

Objectives

The group director omitted a reference to federal regulations when addressing the employees. This served to quell resentment of a regulation that would force compliance. This showed the department's authority relationship structure. In this relationship, the compliance of the subordinate stems from the power of the superior, the superior's power is perceived legitimate and the subordinate suspends critical judgment on receiving an authoritative request. The required site structure for the departmental intranet site would need to include the group director and the librarian (Chief Information Officer) on the same understanding of informational needs and allow unit supervisors to be included in the research.

The site structure would have to host the information currently on the departmental intranet. Everyone in units had to wait until the Unit Supervisor would be notified.

The department's new intranet site structure had to accommodate an untrusting atmosphere of getting new technology to track information on the inner workings of the department. The department's unit supervisors and the group director did not want the new federal regulations to cause dissension among the employees and destroy what was essentially a satisfactory work environment. Through the new SharePoint platform, an

environment would need to be maintained in which unit supervisors ensured that the information analysts in their unit knew the purpose of their jobs, were encouraged to communicate their ideas, felt that their ideas were used to make important decisions, shared various leadership responsibilities, could submit suggestions about needed adjustments that often led to awards and were cognizant of having their potentialities fully developed and utilized to more effectively achieve department goals.

Pre-implementation

At a meeting with the group director, in the Conference room, all of the employees represented diverse personalities but they functioned within their "unit silos". Would collaboration bring out dissension that had been thus far kept to a minimum? The meeting helped to organize how each unit would take part of the creation, the branding, and the data migration from the existing intranet with the CIO at the center of the processes. The group director praised the staff for their exemplary performances and communicated a set of work goals for the future that could only be met by establishing and clarifying each unit's objectives and channeling departmental behavior toward those objectives. At this point, he outlined plans for related units to collectively work within their particular section. And just so there would be no misunderstanding on the part of anyone after this meeting, the group director added, "There will be no questions as to whether or not this can work. It must work". With this last remark, the group director demanded compliance. He had, in this manner, asserted his authority.

Users' Requirements

The intranet would help with the following document management needs:

1. Document and report on projects, activities and programs in the department and agency.
2. Documents support funding decisions, document compliance with statutes, and report on performance and achievement as pertains to the mission.
3. Documents centrally, effectively, and efficiently.
4. Documents exist on various employees' PCs and on servers in multiple offices.
5. Documents are often stored in multiple locations.
6. Update related documents; it would be useful to reference previous versions.

7. Documents stored and managed in one central location.
8. Current and archived versions of documents are clearly identified.
9. Workflow processes allow for edits performed on documents
10. Workflow processes to allow for approval of final versions in the centrally managed system.

MS SharePoint 2010 Requirements

The following are minimum MS SharePoint requirements as defined by Microsoft for a medium deployment within a government department. Some of the minimum requirements mentioned would need to change for a larger deployment within a government agency. The charts define what hardware and software would need to be in place in order to use MS SharePoint 2010.

Hardware Minimum requirement	
Processor	64-bit, four cores
RAM	16 GB
Hard disk	80 GB for system drive

Environment	**Software Minimum requirement**
Database server in a farm	The 64-bit edition of Microsoft SQL Server 2008 R2
Single server with built-in database	The 64-bit edition of Windows Server 2008 Standard
Client computer	Internet Explorer 9 (32-bit)

MS Office 2010 Requirements

The following are additional minimum requirements, as defined by Microsoft, for some computer systems to have when using MS SharePoint 2010:

Equipment	Minimum Requirements
Hard disk	3.5 gigabyte (GB) available disk space.
Display	1024 × 768 or higher-resolution monitor.
Operating system	Windows XP with Service Pack (SP) 3 (32-bit) or Windows Vista with SP1 (32-bit or 64-bit)
Graphics Card	DirectX 9.0c graphics card with 64-MB or higher video memory

Transitional Social Media Skills

In order to ease the transition from one type of system to the next, a common skill was found within the unit. They were able to use social media sites. The following is a chart that could be used to help staff understand how to use some of the collaborative features of MS SharePoint.

Social Media Sites	SharePoint Features
iGoogle	Portal
Google Groups; Yahoo Sites	Discussion Board
Box.net Files; Slideshare.com	Document Library
Flickr, Picasa	Picture Library
Wikipedia	Wiki Page Library
Box.net Files; Google Docs/Presentation	Documents for Review
Delicious, StumbleUpon, Google Reader	Links
Google Calendar	Calendar
Polldaddy; LinkedIn Polls	Surveys
Huddle Workspaces	Sites and Workspaces

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- Weldon, Lorette S.J. SharePoint without Coding, Volumes 1 and 2, http://www.amazon.com/-/e/B003OWX94A .

Putting the *E* in Library

By David E. McBee, Federal Government Librarian,
www.librarybuzz.blogspot.com

The late Gilda Radner created a character for *Saturday Night Live* named Emily Litella who would speak out on various topics. Unfortunately, Miss Litella didn't hear things quite right so she was against the efforts to remove *violins* from television programs. She was corrected that the effort was to remove *violence* from television programs. As this new information would sink in she would realize that it was very different from what she had been thinking and she would end her spots with an apologetic, "Never mind."

I wonder what Miss Litella would have thought of e-braries and e-books and e-journals and e-patrons and e-librarians and who knows what will be next.

It started with e-mail and as that caught on we all started living in an e-world. And to no one's surprise this didn't simplify our life in the least. We have to make distinctions between e-mail and postal mail (or the pejorative snail mail), and e-journals and print journals. Having been a cataloger I can appreciate the many challenges this created to the folks describing our collections.

From everything we read and experience we know that a lot of users will still prefer print resources, but more and more will want information made available in a variety of electronic formats ported to multiple devices. And we, being the service industry that we are, will strive to meet that need explaining to our budget folks that it doesn't mean it is cheaper nor that we will reduce the footprint of the library.

The January/February 2011 issue of *Information Outlook* was all about *mobile applications*. Coincidentally in my current job that has been the current push as well. The agency is rolling out mobile devices to about 1,000 research staff and we want to let them know what the Library can provide for them on their new tool.

As in other instances, this is not something the Library can do on its own. We need the help of our IT folks – the ones who control access to what is on the mobile devices – to open the gates for the Library content. We have to

work with our vendors to find a good solution for subscriptions that will work in our total environment – desktop, physical collection, and mobile devices.

It is exciting when you find a partner for a project who understands the value of what we are trying to deliver to our end-users. Often we have to educate in many directions – and we have to learn. What devices is our agency buying? What information resources have mobile applications? What is the pricing structure for the access? What products will we make available?

The *Oxford English Dictionary* may have a mobile app, and it would be oh-so-cool to have it, but how many of us would actually push that out to our mobile end-users?

We need to keep up with the wave of e-information. The demand is there and if we don't do it, someone else will. Like all the other tools for information access this needs to be part of our expertise.

The same way we went from print to dial-up, to software and then to Internet – we need to help our end-users get their information on their mobile devices and keep up with what the next platform will be.

Once you find the IT and Communications folks who are managing the mobile devices work with them to develop the Library application – pointing to the Library resources that staff can access on a mobile device. Talk to your vendors to make sure you are licensed properly to give access to your users.

Review and refine your list. If you already have a page on your website listing online news resources you have a head start! Just as we had to rethink presentation and writing for the web – we have to be even more concise on a mobile device. A segmented list of resources on a website is easy to navigate – on a mobile device keep to the basics until users ask for more.

If you have been around the Internet since the early days then you'll remember those *Under Construction* pages that we used to put up and use. Those are long gone – everyone understands that the Internet is under continuous development and updating. It is the same with mobile devices. People will expect additional resources and upgraded applications. Let the vendors take care of upgrading the apps. But don't worry if you have a

great news resource that you have finally been able to contract. Roll it out. If it is a significant resource, then roll it out right away. If you have a couple new resources in the works then roll them out together.

Two agencies I worked for had a lot of agents in the field who were then still using dial-up access for the Internet when they were on the road. For that reason we designed our pages with as little graphics as possible and did our best to avoid anything other than html.

This experience taught me something about our users. You need to take care of your biggest user group. By minimizing graphics we didn't hurt our onsite users with a fast connection. Our efforts helped them too. Government librarians are looking at a finite set of end users with mobile devices. Yes, they seem to breed like rabbits, but they are still expensive enough that not everyone in your organization will have one. So you don't want to license solely for the mobile devices. Even the mobile users will want to read the Wall Street Journal on their desktop or even in print. (Print? Remember that?)

To be good librarians we need to see what our patrons are doing and listen to their questions. We don't need to pounce on everything – but we need to be aware of trends so we can be ready to ride the wave and not get caught by the undertow.

So – there isn't and *E* in *Library*, but there is an *E* in *Libraries* and *end-users* and *mobile devices.* And there are two *E's* in *people* and those are the folks we are here to serve as librarians.

Web E-Accessibility to Reach Full E-Audience: "Expanding Our Horizon" to Better Honor Diversity

By Ken Wheaton, Web Services Librarian, Alaska State Court System Law Library

The alignment and integration of People, Process, and Technology is essential to any IT project's success. This must include ALL people by taking a close look at what types of processes are needed to assist each person in accomplishing his/her goals. The redesigned processes should be adaptable for people with disabilities. The end result will be a technology that is better for everyone it serves.

As our government entities continue to be asked to "do more and more with less", services through the internet have become more efficient and less costly. The internet is also becoming a major source for news, e-commerce, education, entertainment and communication.

E-accessibility is not a new term. In 2006 the United Nations named the International Day of Disabled Persons "E-Accessibility Day". The United Nations raised worldwide awareness that as we become more dependent on information technology, access for those with disabilities can be very limited. The World Health Organization (WHO) defines "E-accessibility" as "the ease of use of information and communication technologies (ICTs), such as the internet, by people with disabilities".

Web accessibility allows people with many types of disabilities to interact more easily with websites and the internet. Internet use has become an important way of interacting with businesses and government. According to the United States Census Bureau, about 19.4 percent of all Americans have some type of disability and for those ages 65 and over it increases to 53.9 percent. Depending on the kind of disability this can create a number of different types of barriers to information access on the internet. Some of the common types of disabilities include hearing, visual, physical and cognitive/neurological. Websites that are web accessible also benefit those without disabilities. For example, a website that has addressed web accessibility can also resolve visual/audio issues or low bandwidth issues for everyone.

The American with Disabilities Act (ADA) was enacted by the United States Congress in 1990. This is a milestone in legislation mandating the equal treatment of those with disabilities. ADA defines disability as "a physical or mental impairment that substantially limits a major life activity". Updates were made to Section 508 of the 1973 Rehabilitation Act in 1998 and 2000 to bring about some of the first standards identified by federal government for online information. Many states are adopting similar rules.

Some people with disabilities have access to different types of "assistive technology" that allows them to more easily utilize a computer to access the internet. A person who is blind cannot see computer monitors so a device called a screen reader was developed that actually speaks the text on the monitor. The use of a screen reader however, requires that accessibility features be built into a website. Web designers can add these features very easily without any changes in the layout of the site. These accessibility features benefit many others by allowing older computers and smartphones to gain better access to the internet as well. Some accessibility changes create a more positive experience for all through quicker loading, improved search functionality and easier navigation of a website or the internet.

The current effort to reach the full E-audience through web E-accessibility benefits the larger population as well as people with disabilities. Let us continue to better honor diversity through increasing web E-accessibility.

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SLA 2010: 60 Sites in 60 Minutes Takeaways

By Matt Ruzicka, Government Consultant, LexisNexis

Where would we be without the Internet? It's amazing isn't it? If you need crucial information in a flash, you can just log onto your computer, jump on a web browser and pull your information right up. The information could be important for your job, such as finding an important case on Lexis.com……..or, it could come in handy when, out of the blue, you're curious what the names of the Great Lakes are. Well, if your internet searches take you from business to fun, the breakout session at SLA, "60 Sites in 60 Minutes", was right up your alley. There was a lot of great information shared at this session and I wanted to take this time to share my favorite 5 sites. In no particular order, here they are:

1. 1000 Awesome Things – The name of this site pretty much says it all. As they say on the site, when you go in here and look at things, you can see "how awesome and wonderful life can be."
2. Screenjelly – This is essentially a screencasting service. You can record 3-minute screen casts. With this site, you can share your screen-casts by e-mail and social media. This is great as long as you can get your point across in 3 minutes.
3. SlideShare – Presentation sharing site. This can alleviate the trouble of trying to e-mail a power point presentation and eventually clogging up everyone's in boxes with large files.
4. SideStep – Similar to Orbitz or Expedia. This is a great site to help you keep your travel costs down. It lets you go out there and compare prices from other sites. A must have when you're trying to plan a family vacation.
5. Presentation Zen – Helps you become more comfortable when speaking and presenting in front of people. Zen Garden optional…..

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SLA 2010: 60 Sites in 60 Minutes: Another Take

By Lily McGovern, Reference Librarian, National Defense University Library

Note: Speakers for this SLA session were: John DiGilio, Manager, U.S. Research Services, Reed Smith LLP and Gayle Lynn-Nelson, Senior Librarian Relations Consultant, LexisNexis.

This is always a popular presentation and once again the room was so full many people couldn't get in. Hint to SLA schedulers – bigger rooms for perennially packed programs. I'm sharing notes I took on the sites I might use. They gave some ones that might be especially interesting to law librarians but that's not my area.

I enjoy hearing about new sites that might have information or tools I can use. Since I'm not a heavy blog or social site user, this is a good way for me to hear about what's out there. Sites of interest included:

- Followfinder - to find who might be good to follow based on sites followed by those who follow you.
- Klout - to measure the influence of a tweeter.
- Listorious catalogs who's tweeting by categories.
- Doodle - for scheduling an event or meeting with a number of people or for allowing a group to vote on choices – can be used as mobile app.

I'm a reference librarian so always want to hear about searching tools. Sites of interest included:

- Duck Duck Go – a new search engine with easy to remember name.
- Interment – fee service to search obituaries and cemetery records.
- Zuula – metasearch engine in beta – preferences allows you to specify search engines to include and to filter out sexually explicit results. (I haven't tried this to see how well it works).

Here are some sites that may be useful for work or association activities. Sites of interest included:

- Slideshare – upload your presentation slides, documents or video, add audio to create a webinar – can be public or private.
- Presentation Zen – good presentation tips.
- Mikogo – web conferencing, online meetings, webinars.

There are so many good tips from this program and you'll have your own favorites. Click her to see the handout with URLs is on the SLA 2010 conference site.

My thanks to the presenters for a great program.

Originally posted on the *Government Info Pro* on August 02, 2010 | Permalink

Five to Follow on Twitter: 2010 Wrap Up

By Marie Kaddell, Senior Information Professional Consultant, LexisNexis

In 2010, I put together a series of regular **Five to Follow on Twitter** posts. Here are those 2010 suggestions in summary:

- ALA_TechSource - ***Twitter Bio:*** American Library Association imprint for librarian geeks and technology innovators. Regular contributors include Dan Freeman and Patrick Hogan. http://www.alatechsource.org
- creativecommons - ***Twitter Bio:*** Creative Commons is a nonprofit corporation dedicated to making it easier for people to share and build upon the work of others, consistent with the rules of © http://www.creativecommons.org.
- dictionarycom - ***Twitter Bio:*** Dictionary.com is a leading provider of online language reference products and services. http://dictionary.reference.com/
- flwbooks - ***Twitter Bio:*** Recommending books so good, they'll keep you up past your bedtime. ;-) http://www.FlashlightWorthyBooks.com
- forestservice - ***Twitter Bio:*** The Forest Service manages public lands in national forests and grasslands, which encompass 193 million acres..http://www.fs.fed.us
- gadgetlab - ***Twitter Bio:*** Gadgets and high-tech hardware from Wired.com. http://www.wired.com/gadgetlab
- garvinfo - ***Twitter Bio:*** training, writing, consulting; specializing in helping you navigate US government information online http://www.garvinconsulting.com
- goSmithsonianEd - ***Twitter Bio:*** I'm Beth Py-Lieberman. As editor of goSmithsonian, the official guide to the Smithsonian, I'm always on the go around the museums. So follow me. http://www.goSmithsonian.com
- govfresh - ***Twitter Bio:*** Gov 2.0, open gov news, guides, TV, tech, people. Open air government. (@lukefretwell) http://www.govfresh.com
- govloop - ***Twitter Bio:*** Social Network Connecting Gov't Community Passionate about public service innovation. http://www.govloop.com
- GOVsites - ***Twitter Bio:*** The most complete directory of any nation's Government agencies on Twitter (répertoire de tous les sites publics sur Twitter) (Managed by @davidharrity)

- govtechnews - ***Twitter Bio:*** The official Twitter page of Government Technology magazine. http://www.govtech.com/
- GovTwit - ***Twitter Bio:*** GovTwit is the world's largest government social media directory. Managed by @DeloitteGov's @dslunceford & tweeting about Gov 2.0 & Open Government. http://GovTwit.com
- Harvard Business Rev - ***Twitter Bio:*** The latest Harvard Business Review blog posts, Management Tips of the Day, Daily Stats, and more. http://hbr.org
- LawLibCongress - ***Twitter Bio:*** News and information from the Law Library of Congress in Washington, DC. http://www.loc.gov/law
- libgig_jobs - ***Twitter Bio:*** Library Jobs http://libgig.com
- LISNews - ***Twitter Bio:*** This is the LISNews (Librarian and Information Science News) Tweeter. http://lisnews.org
- mashable - ***Twitter Bio:*** Breaking social media, tech and digital news and analysis from Mashable.com, the top resource and guide for all things web. Updates from @mashable staff. http://mashable.com
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- NASA - ***Twitter Bio:*** News from NASA http://www.nasa.gov
- NIHforHealth - ***Twitter Bio:*** NIH is the nation's medical research agency - making important medical discoveries that improve health and save lives. http://www.nih.gov/
- nypl - ***Twitter Bio:*** NYPL librarians & staff tweet daily on what's happening at the Library, NYC & beyond. Got a question? Send us a tweet, text us at 66746, or call 917-ASK-NYPL. http://www.nypl.org
- PCMag - ***Twitter Bio:*** The Independent Guide to Technology since 1982. http://www.pcmag.com
- RedCross - ***Twitter Bio:*** Official twitter stream for the American Red Cross. Follow us for disaster and preparedness updates. http://www.redcross.org
- SLADGI - ***Twitter Bio:*** For librarians and information professionals who use government information. Brought to you by SLA-DGI (SLA's Government Information Division). http://units.sla.org/division/dgi/index.html
- TheJusticeDept - ***Twitter Bio:*** Official DOJ Twitter account. DOJ does not collect comments or messages through this account. Learn more at justice.gov/privacy-file.htm. http://www.justice.gov

- timoreilly - ***Twitter Bio:*** Founder and CEO, O'Reilly Media. Watching the alpha geeks, sharing their stories, helping the future unfold. http://radar.oreilly.comUSAgov
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- WebMD - ***Twitter Bio:*** WebMD provides valuable health information, tools for managing your health, and support to those who seek information.
- wiredscience - ***Twitter Bio:*** Science, space, energy and robot sharks with lasers. Hosted by the Wired Science team: @betsymason, @9brandon, @davemosher & @astrolisa. http://www.wired.com/wiredscience/

And of course… libraryfocus - ***Twitter Bio:*** Info Pro. Government libraries, gov info, social media. SLA DGI Chair. Blogger. Addicted to coffee drinks w/ mocha or caramel in name. Reader/Writer. http://www.governmentinfopro.com

Originally posted on the *Government Info Pro* by Marie Kaddell on January 07, 2011 | Permalink

ALTERING OUR PLACES AND SPACES

Embedded Librarianship and E-Initiatives: The Dynamic Duo

By Rachel Kingcade, Chief Reference & CSC Direct Support Librarian, USMC Research Library

At Marine Corps University (MCU), Embedded Librarianship is called Direct Support. Within the past three years, this program has proved highly successful as evidenced in the growth of services, increase in the number of reference requests, and positive responses from both faculty and students. Essential to the program are e-initiatives to include e-resources, e-instruction, e-reference, and of course, e-content. Capitalizing on our virtual connections laid the foundation of direct library support, essentially creating our new dynamic duo.

"There you are, Norton. The people! Try and lick that!"
~Meet John Doe, 1941

Like the ending scene in Frank Capra's classic "Meet John Doe," our people have spoken and our librarians have listened. At the Marine Corps Research Library (MCRL), patrons may access e-collections, e-services, e-programs, use e-readers and the list goes on. E-initiatives have outfitted our Direct Support Librarians with an e-arsenal letting us truly practice 'in the field'. As the practices have expanded, I have developed a list of lessons learned. Each lesson was an eye-opener in itself, but has proved invaluable in defining the Direct Support initiative. For those wishing to start their own programs, here are the top ten lessons I've learned through the privilege of serving the tough men and women of the Marine Corps.

"The most powerful weapon is the Marine mind."
~EPME Course Card

Get to know your patrons…

Getting to know your patrons is critical. Too often we just listen to our patrons ask their questions and don't take the time to get to know them and how they think. As Direct Support Librarians this should be your first priority. Don't let traditional meetings take the place of actual communication. For faculty and staff, try to visit each staff member individually. Read the university catalog, the faculty bios and the faculty's subject areas of interest. Set up additional times to survey their informational needs and requests. Create an email roster for keeping them apprised of new content within their subject areas. Highlight the resources that fit their areas of research. Let them know you are interested in them and what they teach and how you can assist. For our Marine students, this means asking what their Military Occupational Specialty (MOS) is, learning the rank structure, knowing the organizational hierarchy of the Marine Corps, finding out where they have served and what they hope to do. Listen more, talk less, take copious notes, ask questions, and in the end, you will have made lots of friends and influenced many people.

"Once a Marine, Always a Marine!"
~MSgt Paul Woyshner

Speak their language…

At MCU, Direct Support is also known as good gouge. This is a great compliment which took a lot of hard work. What's good gouge? It's military slang meaning great information. Working in an all military environment, you must learn quickly to navigate the lingo and acronyms. This builds connections and camaraderie and when you speak the jargon, you can truly demonstrate the value and effectiveness of your library resources in ways that are meaningful for them. It's not about the intrinsic merit of the library and what you do; it's about making your professional resources and services relevant and translatable to your community. For example, when describing our subscription databases to a Marine who's MOS is in artillery, I might describe them as an informational arsenal where the journals are represented as weapon types; the idea of using only Google to search for reliable resources is like using a mortar when you really need a sniper rifle.

For a Marine who's MOS is in aviation I might describe our website as a sort of checklist he needs to run through before he can begin his campaign analysis. One of the oft used acronyms in the Marine Corps is MAGTF, or Marine Air Ground Task Force. A MAGTF, according to the Marines, is "a balanced air-ground, combined arms task organization of Marine Corps forces under a single commander that is structured to accomplish a specific mission". When describing the Direct Support program to the Marine Corps Command and Staff College, I likened it to a MAGTF only I called it a LAGTF, or Librarian Archivist Ground Task Force. Little connections like this go a long way to achieving relevancy within an organization.

"Each Marine is required to read the CMC's choice "First to Fight" by LtGen (Ret) V. Krulak.

Learn their content/curriculum…

This means spending time reviewing course material, required reading lists, professional journals, highlighting terminology, and becoming familiar with names, dates, concepts, operational terms, and acronyms. Need a crash course to catch up quickly? Ask the faculty if they might provide some of their lecture notes with you. I read the faculty handbooks so I understand the assignment and the learning objectives of the course director. Again, this gives you a huge advantage in assisting your students and faculty members as well as being able to anticipate their reference needs. When you have learned what the topics are and understand some of the history, relevant terms, keywords, etc., you can apply the necessary taxonomy or subject heading and open the door to more information on that topic. For example, a course card for a class on Warfighting highlights specific WWII campaigns within the Pacific theater of operations. To prepare for the students taking this class, I research the appropriate subject headings of these campaigns, possibly the call number range and the multiple names by which the campaign was known by the different services of the military to allow rapid information retrieval. You don't want to have your 'weapon jam' when you get the reference question, so arm yourself ahead of time by reading the curriculum!

"Retreat Hell! We're just attacking in another direction."
~Attributed to Major General Oliver P. Smith, USMC

Translate your skills with real life examples…

With all this under your belt, you can easily begin to translate your skill set into the language they speak; relevant to the material they instruct or study. Have examples ready which demonstrate the relevancy of your information to their courses or interests. Too often we have witnessed briefings from librarians showing the standard catalog or database search with no topical relevancy for the intended audience. What could be more disastrous! Match your brief to a topic under study, e.g., if the class is studying nuclear deterrent, use S.A.L.T. as your search example. If the topic is Afghanistan and humanitarian assistance, use nation-building, humanitarian intervention or military operations other than war (MOOTW). If you have a group of Marines who've not used a library in years, try something unconventional. Marines know combat and martial arts so it's a safe bet they are familiar with Chuck Norris or Bruce Lee films. Relate the library resources to round house kicks and the databases as digital kung fu. Take it further by demonstrating access via your BlackBerry or iPhone. The results will be rewarding every time.

"You don't hurt 'em if you don't hit 'em."
~Lieutenant General Lewis B. Puller, USMC

Keep it relevant and concise…

Librarians love to talk about information literacy. We want the whole world to know what we have! Frankly, I'd hire a band and fly a banner 24/7 - 365 if I could; however, there is a time and place for this. Introducing library research is not the best time to veer off into metrics and metadata; you will have glazed looks and Marines who never come back. You have to keep it tight and relevancy is always key. In other words get to the point! Marines call this squared away, the opposite being a 'soup sandwich' which paints quite a picture. Now, should they require more, that's easily

accommodated, but until that happens, rein it in. You want to win friends and influence people, not destroy them via death by PowerPoint. Use your e-platforms to have instructional material available for them to use at their convenience like online tutorials, instructional videos or discussion boards. This meets a variety of user needs quickly and succinctly.

"Being ready is not what matters. What matters is winning after you get there."
~Lieutenant General Victor H. Krulak, USMC

Meet them where they are; don't wait for them to come to you!

Meeting them where they are is critical. Depending on your patrons comfort level in the library, you may have to be very proactive. For Marines, they respect action so take your laptop and set up shop like the proverbial Lucy with your 'Dr. Is In' sign and greet them with a smile and a clear, confident look in the eye. Knock on doors; stick your head in a meeting if you need to. Let them know your intent is serious; it's not a waste of their time and it costs them nothing. This is the part that will be hard for those of us who are not really social. Imagine a room full of Marines and it's doubly hard! You must force yourself out of your comfort zone and be available. After all, how else will your build your support? This is easier nowadays with e-initiatives to support all type of requests for information via email, IM or text. However, nothing can replace the value of personal interaction. It shows you are willing to make the time and put in the effort.

"I have just returned from visiting the Marines at the front, and there is not a
finer fighting organization in the world." ~General Douglas MacArthur

Stop talking at them; let them do it!

There is an old Chinese proverb that states, "Tell me, I forget. Show me, I remember. Involve me, I understand." Once you have successfully launched your Direct Support efforts, let your patrons work through some scenarios. No one likes to be briefed to death; instead try finding ways to get them involved. For Marines, this is essential as they are all about action; let them lock-n-load! Having them perform allows for the 'aha' moment of understanding especially when you need them to make connections and remember essential information. Consequently, I have shortened my presentation time to include instructional examples our Marines can work through via our guidance the first time they visit the library for their introduction. The goal is to have them familiar with the best of our website and resources during this intro by having them navigate through it. I liken this exercise to what Marines call LandNav or 'land navigation' only in this instance, the landnav instruction guides them through the library resources.

"If I had one more division like this First Marine Division I could win this war."
~General Douglas MacArthur in Korea

Share, share and share some more…

Once you have this underway, your task is to share with the rest of the library world and shout it out loud! We are the collective brain of our profession and we are only as good as the knowledge we share with one another. How many of us have lamented working long hours on something only to find out it's been done and hey, they have an app for that. Let's help each other out and share our hard earned knowledge. Hopefully, your patrons will help with this process too. I know Marines have a good gouge network and word of mouth within a small organization can take you far. Encourage the sharing with your patrons and within your communities. We can all benefit.

"I am convinced that there is no smarter, handier, or more adaptable body of troops in the world."
~Prime Minister of Britain, Sir Winston Churchill

Don't be afraid to try new tricks…

Ah yes, trying new tricks. This makes everyone shudder. You mean I have to do what? How? When? Get over yourself! I'm not suggesting anyone form 'circles of trust' or join the martial arts training with Marines. But reaching your patrons does mean trying new stuff. We have all these new e-tools at the ready. Add them into your bag of tricks and make them work for you and your patrons. Also, consider lightening up. It's ok to laugh at yourself. Our stereotype can be used for good here! Often, I start my opening briefs with Marines by highlighting that we are not the typical 'shushing' librarians but we will give the WWF smack down to Marines who talk on their cell phones while in the Reference area. This always draws smiles, lets them relax and the connection is made. Exploit, recreate and reconnect! It should be fun for all, after all, everyone has a job to do but not everyone looks for the fun in it.

"A ship without Marines is like a garment without buttons."
~Admiral David D. Porter

Have back up for your back up…

Finally, you must have backup. For Marines this means having a COA, military jargon for a course of action, and Marines always have three options. Technology is great and e-readers are phenomenal but when it fails, don't be left with egg on your face. Have a COA and continue the work demonstrating the capability and flexibility you have. Remember that dynamic duo of Direct Support and e-initiatives? Well here's a real-life COA in action for the online bibliographic tool Refworks. First, I decided to have three presentation types as my COA's: One that was in PowerPoint format, one a live demonstration, and one in print in case the first two were not an option due to technical difficulties. The first COA, the PowerPoint brief, was my backup for the live demo and had all my notes, tips and tricks plus had the necessary screen shots should I have technical difficulties. The second COA, the live demo, was my preference as it lets student follow along and we practice together; plus, I could answer questions on the spot by

illustrating how to perform certain actions. Additionally, I practiced on a mobile device to demonstrate another e-platform of value and capture the Marines who prefer the less traditional approach to Refworks. The third COA, the print version was an official Refworks 101 brochure that offered step-by-step instructions on getting started. This is ideal for Marines who could not attend, or preferred printed materials. What were the results? I had a few technical issues with the live demo, which allowed me to use the canned version to illustrate with a screen shot. Then I had several questions concerning access and mobile devices which was perfect as I had already prepped for this by using the mobile e-platform in practice. Additionally, the brochures served as backup for my backup, as I discovered more than half the Marines wanted those for further assistance. Consequently, I had more requests for the RefWorks tutorial that year than ever before.

Lessons Learned: Be ready for anything, and most importantly be ready to say, "Yes, I'd be happy to help with that." An informal motto of the Marines is to improvise, adapt and overcome. Marines do it every day and so can you. They will respect you for it and remember you walked the walk.

Utilizing Electronic Databases During a Library Relocation

By George Franchois, Director, U.S. Dept. of the Interior Library

Planning for a major move of a library collection can be a daunting and intimidating task. This is especially true when much of the collection will have to at least temporarily be stored at an offsite location, away from your patron base. The Department of the Interior Library is facing just such a dilemma next year, when renovations to the Stewart L. Udall Main Interior Building in Washington will force the Library to move out of its current location for 1 ½ years. During that time, most of the Library's current print collection will be temporarily relocated to an offsite warehouse in the Washington area, inaccessible to patrons. A small portion will be housed in a temporary library in the Udall Building during the course of the renovation.

The challenge that our library, or any library in a similar situation faces, is that of retaining the high level of quality services that patrons have come to expect, even if many resources relied on in the past are no longer readily available. The DOI Library is looking towards electronically available resources to help bridge a good part of that gap (within the limitations of our budget). The hope is to provide Departmental employees and other patrons to our small, temporary library, electronic access to materials that had heretofore only been available to DOI Library patrons in print.

Planning Ahead

When a move or temporary relocation of a library by an organization or agency is in the planning stages, that library should look at it as a potential opportunity to redefine itself, providing new formats of resources that can still fulfill the general mission of the library. In today's fast-paced society, demands are being placed upon both information providers and information seekers to supply and gather reliable, authoritative data as quickly as possible. Having large parts of a collection located in a warehouse miles away with no other recourse does little to foster instantaneous access to those resources.

Library's facing relocation should start planning for it as soon as the decision to move or renovate has been made. Usually decisions regarding building renovation are made at least two or three years ahead of time. During this time, the library staff should work closely with its budget office to make sure that enough resources are in place to measure the collection, hire reputable library movers, and rent a warehouse that meets the environmental

standards needed to house the collection. Additionally, a library facing this type of relocation should emphasize to their budget office the need to move towards digital library services in lieu of ready access to most of its print collection. If funding can be found a few years ahead of time and online access to new databases can be started in advance of the move, it allows for a much smoother, less-harried transition period.

Many of the decisions on what electronic resources to purchase depend on type of library being uprooted. For example, medical libraries should probably concentrate on purchasing subscriptions to electronic databases which provide access to scientific and medical resources. Other libraries that deal with energy and the environment should seek electronic resources that concentrate on providing reference and journal resources on those issues. Specific databases selected by a library depend on the specificity and nature of the subjects dealt with at the library, the software and hardware resources available to support access to the database, and the skill set that their patron base brings to the table. The purpose of this article is not to identify names of specific online databases that would be best to use to substitute for relocated print resources, but to identify the general process involved in thinking this through. Specific online resources acquired by a library will and should vary on a case by case basis.

In the case of the DOI Library, a large percentage of materials used in our collection come from our legal and legislative resources. Over the past few years, our Library staff has identified several electronic databases that can provide patrons with online access to materials such as the *Congressional Record*, *Federal Register*, *U.S. Statutes at Large*, *U.S. Code*, Congressional reports and hearings, and collections of federal legislative histories. In addition to being able to provide these resources electronically to DOI staff in, and visitors to, the Udall Building, the Library has been able to secure IP-address authenticated access to these databases for DOI staff nationwide. Thus, DOI staff located in Anchorage, or Albuquerque, or the Everglades can get access to these databases through the use of their DOI-provided office workstation.

Communication and Patron Participation

Decision-making on potential electronic resources does not have to solely be the mission of the library staff. It is advisable to bring in frequent library users to assist the library staff in the selection process. Keep in mind that it is important to be up-front with your patrons regarding the timelines involved in moving the library. In addition to simple word of mouth, this can be done through newsletters, e-mail announcements, flyers in the library, social media sites like Facebook or Twitter, or through library user groups.

As timelines can often change, based on changed priorities or budgetary issues, updates need to be circulated through the user community. Be sure to keep patrons updated as to any changes that may occur.

During the process of informing patrons about the relocation of a library, the library staff should see if there are patrons who might want to more actively participate in decisions made regarding the move. This can include the formation of a library users committee, if one doesn't exist already, that can work with the library staff to guide the library through its transition. Those that join such a committee should be willing to provide input into some of the following questions:

- Which print resources should be retained in a small temporary library on site as opposed to those resources that can be stored remotely?

- What electronic resources might be a good substitute for some of the print resources stored remotely? Would the users committee be willing to participate (along with the library staff) in possible free trials to those resources to determine their usefulness?

- Are there print resources either no longer relevant to the collection or duplicative of something available electronically that should be removed entirely before the relocation? Would there be any reason to keep these print materials?

- What electronic resources are currently provided by the offices that the patrons work for? If they have access to selected online databases through their own office, is there a need for the library to provide the same service?

- What computer resources should be available in the temporary library and what should eventually be made available upon the completion of the renovation project when the collection returns to its original space?

Throughout this process the library staff should try to meet regularly with the users committee, perhaps as often as every other week. This allows the library staff to communicate to the users some of their ideas and plans for not just new online databases, but for access provided to other informational materials in the library (both in the temporary library and warehouse) as well. Likewise, regular user forums allow the users committee to relate some of their desires, hopes, and fears with regards to access to materials during the building renovation. This would not just include plans for access to electronic and print materials in the temporary library, but also a review of plans for the future renovated library.

When a consensus is reached between the library staff and the users committee, it usually results in a smoother transition to new services and resources, as well as the elimination of services and resources that are no longer needed. It also eliminates the element of patron surprise that can accompany a decision made solely by the staff of the library, without the input of its users.

Training Your Staff and Patrons

Upon making a decision to subscribe to a new online database, it is important to train both the library staff and library patrons on how to best use the new resource. One way that library users can get the most out of any new online database is by learning the tricks and features of the database as taught by expert trainers from the database vendor.

Most online database vendors are more than willing to send expert trainers to a library that has a subscription to their online resource. They often have suggestions as to specific training sessions that they offer that might work best at a particular library. This is often an added benefit to a subscription that many libraries don't take full advantage of. Trainers can teach courses that introduce the database to library staff and patrons, or they can focus on specific features or types of searches that can be accomplished using the database. For example, vendors that provide legal and legislative databases to the DOI Library offer us courses in legislative or regulatory history research.

Training doesn't have to stop soon after a database has been introduced. Training courses on databases offered by a library should continue to be offered on a regular basis. This way, those who may have missed an earlier training program can still register for training at a later time; while others who might want to follow up on something they were taught at an earlier session have the opportunity to do so as well. Regularly scheduled training sessions allows users to refresh their memories regarding materials available from specific electronic resources, as well as keep up to date with new features that may have been added to a database since the last training class.

At the DOI Library, we try to offer a different training program on a subscription database every two to three weeks. Over the course of a six-month period of time, we manage to hold at least one training session on each of the online databases that we provide to DOI staff and visiting library patrons. Rotating these classes gives our patrons the opportunity to learn more about all of our online databases, whether they be general reference, scientifically based, or those that deal with legislative and legal issues.

Additionally, if the resources are available, libraries should bring the training to the user. If trainers can travel to different locations where large numbers of employees with access to these databases are, encourage them to do so and offer training classes on site. If travel to these locations is not possible, encourage the use of remote online meeting or webinar software to bring those at locations far away into your training session. Providing training to the user at their location or at their desktop allows them to feel as though the library is coming to them, instead of making them come to the library as was required in the past.

Again, communication is an important factor in insuring the success of training sessions. Regular meetings with the users committee can help establish which training sessions patrons are most interested in seeing offered and how they should be offered. Once a slate of training sessions has been agreed to, tools such as LAN messages, Facebook, Twitter, e-mails, newsletters, flyers, and posters can be used to publicize these programs to the user community.

Libraries should also be encouraged to offer these courses to those outside their delineated user community. Many in the general public interested in subject areas covered by a library would be as interested in attending these training classes as those working for the library's home organization or agency. Publicizing training classes through local chapters and divisions of the Special Libraries Association, American Library Association, the federal librarian's listserv, and organizations with an interest in topics covered by the mission of a library can help bring about a successful and well-attended program. Promoting these programs to other libraries can also provide great benefits to others in the library community. It allows these libraries the opportunity to review these databases, discuss possible trials and subscription packages with vendors, and eventually make decisions on whether or not to purchase subscriptions themselves.

Returning Home

Subscriptions to online databases replacing print resources that need to be temporarily stored need not be dropped once all print materials are returned to the original library home following renovation. Electronic access to materials formerly only available in print will allow anyone in your organization, no matter where they are located, to retrieve needed information. No longer will they need to physically visit the library or request that a librarian photocopy or scan materials and send them along.

Digital access to these resources will not only allow patrons to bridge the information access gap that exists while a library collection is in storage,

online access will continue to allow users the instantaneous access to data they need in our "I need it yesterday" world. Print resources will not ever go entirely away and many print resources may never be available digitally. However, in situations where print resources are unavailable, librarians should encourage their administrations to move towards the acquisition of electronic resources to meet the information needs of their clientele and keep their libraries relevant.

E-Reference at the Library of Congress

By Amber Paranick and Megan Halsband, Reference Librarians, Newspaper & Current Periodical Reading Room, Serial & Government Publications Division, Library of Congress

Librarians often discuss the idea that library patrons expect materials and services to be available online, anywhere, at anytime. Perhaps less well known are efforts by government libraries, specifically those from the Library of Congress, to meet such expectations. The Library of Congress is a leader in providing freely accessible primary source materials online, and strives to make these materials accessible as well. One of the Library's Strategic Goals is to provide the most effective methods of connecting users to Library collections. The Library is constantly looking for new and creative methods to improve services to users, including electronic reference (e-reference) services, such as email and chat. The Library is also considering how best to incorporate emerging reference service technologies, such as text or other mobile communications methods, to the services provided. This article will examine the ways in which the Library of Congress is currently providing e-reference (virtual reference), and will focus primarily on how the Library's Serial & Government Publications Division is currently providing e-reference to the general public.

> "Virtual reference is reference service initiated electronically, often in real-time, where patrons employ computers or other Internet technology to communicate with reference staff, without being physically present. Communication channels used frequently in virtual reference include chat, videoconferencing, Voice over IP, co-browsing, e-mail, and instant messaging."--RUSA Guidelines.

At present, the Library provides e-reference via the following channels: "Ask-a-Librarian," "Ask-a-Librarian" chat, and regular email. The Library promotes the use of these technologies in several ways. A link to the "Ask-a-Librarian" email form is displayed at the top of all library websites. Most of the Library's specialized reading rooms provide a link to Ask-a-Librarian on their individual homepages. The Library also promotes e-reference services through the use of social media (such as Twitter and YouTube), social networking (such as Facebook), and the Library of Congress Blog. Visitors to the LC website can sign up for weekly RSS feeds to blogs and updates to various Library web-pages.

According to recent report published by OCLC (Online Computer Library Center), entitled *Perceptions of Libraries*, the use of online reference service (i.e. question and answer sites) has nearly tripled since a similar study was published in 2005 (43% of the information consumers interviewed reported using an ask-an-expert site such as WikiAnswers, or Ask.com). This suggests that users are seeking reference assistance from experts and expect an authoritative answer to their reference needs. In fact, during the period from October 2009 - September 2010, reference staff in the Serials & Government Publications Division (SER) responded to a total of 5,296 inquiries received through "Ask-a-Librarian," up from 2,558 in the previous year, an increase of 207 percent. In addition, email inquiries to the reference staff increased from 1,450 to 2,714.

Responses received from patrons submitting "Ask-a-Librarian" questions suggest that many users are new to this service from the Library of Congress, and have had a positive experience. Some of the comments to SER reference staff include:

- "Thanks again for your prompt answer to my question. This is the first time I have ever requested anything like this and I'm so very impressed with the speed and thoroughness of your reply. "
- "The service was prompt and very useful."
- "I was gratified and amazed at the courteous and immediate response from a government employee, what a pleasure."
- "This service helped me out a lot. Thanks!"
- "Very quick and thorough reply. Very personalized; obviously not a generic response. Thank you!"
- "I sincerely appreciate that fact that [the staff] responded in a timely fashion. [The librarian] gave me some sources which might help me find the article I'm looking for."

It is likely that increased use of e-reference will continue, and that reference staff will continue to answer increasing numbers of questions through "Ask-a-Librarian" in the future, as demonstrated by the number of questions answered by SER reference staff so far this year. During the first six months of the current year, SER reference staff answered 2,646 "Ask-a-Librarian" questions. When compared to the first six months of the previous year, when staff answered 1,080 questions, there has been an increase of over 200%, which likely will continue through the rest of the year. Though SER reference staff will likely be answering a greater number of questions, we

will still try to maintain our goal of providing an answer to patrons within twenty-four hours if possible. Currently SER staff responds to 90% of "Ask-a-Librarian" questions within one business day. In addition, Ask-a-Librarian patrons can be confident that they are receiving an authoritative response to their inquiries, as all responses are either reviewed by a colleague or Head of Reference.

Though all divisions in the Library answer questions via "Ask-a-Librarian," the SER Division is currently one of two sections that provide "Ask-a-Librarian" chat services. The SER reference staff currently devotes 5 hours per week to answering the various questions received through the "Ask-a-Librarian" chat software. Chat service is offered to SER patrons between the hour of 2:00-3:00 PM (EST) Monday- Friday. Questions received through this chat service are not necessarily limited to questions about newspapers or current periodicals, but vary widely and range from very general, "What are your hours," to complex, "I'm looking for periodicals from the period January 1970 - January 1971 that provide approval ratings for Richard Nixon, editorials about Kent State and its impact on the antiwar movement, and polls inquiring about support for the Vietnam War." Comments from patrons about Chat service (from the Digital Reference Section) include:

- "Quick and great service, although wish it was available more than 2 hrs. per day"
- "This "patron chat" function works like a dream. "
- "I am impressed with your service. Thank you."

The "Ask-a-Librarian" web form, "Ask-a-Librarian Chat", and email are the primary current e-reference services at the Library of Congress. The staff at the Library is aware, however, that these are not the only e-reference tools. The Library employs additional electronic resources to support e-reference, such as URL shorteners, RSS feeds, and social media sites. Several SER staff members participate on digital reference working groups, which are exploring additional methods that the Library could use to provide e-reference. Possibilities under consideration include adopting a text messaging service or using videoconferencing technology to correspond with users in real-time. The Library could also consider extending the hours of Chat services, or embedding a chat widget into its web page(s).

E-reference at the Library isn't limited to the current "Ask-a-Librarian" services or to future tools that patrons will use to seek out assistance. The Library also strives to provide useful information to users through outreach and education services, including presentations, online guides and websites, and other tools. SER staff work on digital initiatives such as the National Digital Newspaper Program's *Chronicling America website, and create online reference guides for the public. SER reference librarians also help present and promote existing web technologies to other staff members at monthly Reference Forum sessions.

Using e-reference tools such as Ask-a-Librarian, Ask-a-Librarian chat, and email allow Library staff to better connect users with Library of Congress collections. Hopefully this active engagement will make patrons more likely to seek out e-references services from the Library in the future.

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Disclaimer: The views expressed are not necessarily those of the Library of Congress.

Best Practices: Telework

By Robert Farina, MSLIS, Entrepreneur, Minor Potentate of Logogrammatic Research & Analysis, Data Wrangler, etc.

Sketch by Robert Farina

And this little piggy goes eeeeeeeeeeeee all the way home!

Interpret that as you will, but we're talkin' telework here in my office. And as depicted above, I will admit to being a bandwidth hog. On my office workstation, I need multiple windows open to check my facts and link to articles & news feeds while I snip notes to a word processing file and keep track of my ever-expanding email inbox. I don't know how I ever got anything done before getting the second display monitor installed in order to photoshop images into my Dreamweaver pages while waiting for that database search to finish running. Just think what would happen if IT Security would relent and let me check into any of the social networking sites!

O, the horror! Like the proverbial wolf at the door I am told that predatory, godless, juvenile hackers (no doubt speaking in foreign tongues) are situated at every potential point of entry, huffing & puffing at every opportunity. Oh no, is there daylight coming through port 80?! Abort, abort, initiate immediate shutdown; the sentinels are upon us! Yeah, well it seems like that some days on this side of the Mohave phone booth.

Puttin' my fuzzy slippers on …

When I'm at home, I have a password protected router on a high speed line. My security program is an industry standard that won't let me do anything particularly dumb and the majority of my work is research, so I can access just about everything I need through the web: LexisNexis of course, but also scientific & engineering databases, and such. Through my work-at-home machine, I can log into the VPN with my SecureID and access any other data that I would normally use from my onsite office equipment. IT is also getting me some kind of Bluetooth headphone connector that allows my office calls to come right through to me from my router and workstation. And if there is anything I need to check out on the social networking sites, I can crank up my personal laptop and run that search simultaneously. Cool.

Now, for the problems. When the VPN goes down, I can't access anything at work and it's maddening. I can do much of what I need to from my own equipment, but otherwise I'm somewhat off the grid at work. That means more phone calls, more to-do lists, more prioritizing and generally more organization. For those who have never tried it yet, be careful of what you ask for because you have to be much more focused and organized to work efficiently from home. If possible, give it a trial period before signing on the dotted line; you may decide it's not for you after all. Here are some suggestions for those who are able to give it a shot (employer-willing):

1. Get a good night's sleep.
2. Take a shower and get dressed.
3. Have breakfast and do all the things you normally do prior to your work commute.
4. Turn on your computer & log in.
5. Pick up your voicemail and email messages. Work begins!

Lead us not into temptation …

Sounds like a piece of cake, right? Jeans instead of suits; snacks whenever … Uh-huh. Working at home requires discipline. Yes, you can sometimes kill two birds with one stone by scheduling a plumber, etc. on your work at home day(s), but make sure you clear that with your boss ahead of time, and keep track of your time on and off the clock; don't kill the golden goose! As for the neighbors, let them know they're on their own just as if you had to go to the office to go to work. No, you can't mind their kids for a few minutes; yes, you have lunch plans that don't include them; etc. It takes discipline or it won't work. Unless you can get yourself in the right frame of mind to begin with and have a family (friends and neighbors) that understand what the boundaries of "work at home" are, don't even try it.

And what about the trade-offs? No more sitting in traffic or in dark metro tunnels waiting for the inevitable announcement that tells you nothing but is guaranteed to aggravate your fellow sardines – unless of course you have the positive mindset of George Carlin, Jerry Seinfeld, Bob Newhart … if so, why are you there?! Ok, being home might be better than dealing with that … as long as your neighbor's dog doesn't bark all day, squirrels and blue jays don't hammer at your workroom window – *because they know you're in there and you didn't fill up the seed tray dammit!* Got pets? They will soon show you just how much they love you. The dog will sit at your feet and trip you when you get up from your chair; the cat will stroll past your keyboard when you're not looking just to see if anything exciting might happen …

And then there's basic economics. Think of how much you'll be saving on gasoline! Did you know that the rates on power (gas & electric) are higher in the daytime? Do you like it toasty warm in your office in the winter and this side north of an ice cubicle in the summer? Do you flick that switch on every time you enter a room & forget you left it on when you leave? Think your wife/partner will love you even more if you throw a batch of laundry in the washer & turn on the dishwasher so everything is spic'n'span by dinnertime? PEPCO loves you; Washington Gas adores you; and all day long, Verizon will let you know how much more you can save by subscribing to the new Triple Package High Roller Vintage Baby-boomer Special Budget Plan. And at your scheduled lunch break, don't forget to check out the super-duper exercise machines on QVS that you will soon need from stuffing your face with snacks all day while sitting in front of your computer. Try those suits on every

Sunday on your way to church; you'll know what to pray for by the time the service is concluded if you didn't beforehand.

Maybe that long commute is a good thing. That walk down the street & up that flight of stairs for a coffee might have had a silver lining you weren't aware of. What is the office buzz since the last time you were there? Know thyself! Don't be a fat hermit living in a cave or a crazed road warrior playing bumper cars day in and day out. Working at home can be great, but make sure you mix enough yin with your yang. It's not for everybody and even a little bit goes a long way. Find the right balance and you'll be singing eeeeeee all the way home.

Best Practices for Virtual Reference

By Susan Ujka Larson, MLIS

The terms used are interchangeable - virtual reference, e-reference, Internet information services, Ask a Librarian. What's important to understand is that no matter what name it goes by, online communication between a customer and a librarian is a connection between real people.

Issues of accuracy, efficiency and relational success are important in all library–customer interactions. Virtual reference poses special challenges, especially in building rapport with a customer. "According to Watzlawick, Beavin, and Jackson's seminal work *Pragmatics of Human Communication* (1967), all messages have both a content (task) and relational dimension" (Radford, 1048). Online communication via email, texting or instant messaging requires additional skills to those of the traditional service model for face-to-face librarianship.

Virtual reference is a fleeting encounter. Whereas customers using a library branch may seek out familiar staff on return visits, that same opportunity is not present in the virtual library. The customer never knows with whom they will be chatting the next time they log on.

In addition, as Kent University Librarian Craig Anderson writes, "… there is a large range of nonverbal communication and visual cues that are lost in online communication." Librarians providing virtual reference need training in how to fill the gaps resulting from the lack of visual and vocal cues. Being knowledgeable and prepared will help to develop a person-to-person connection, and ensure that the customer's need is both fully understood and completely met.

Start and Finish the Conversation in a Welcoming Manner

Most virtual reference conversations begin with a canned welcome similar to, "Hello, this is the reference librarian. I am reviewing your question." Scripts can help buy time for the librarian, but they should not be overused because their robotic nature does not build rapport.

When someone walks into your library, you don't greet them with, "Hello and welcome to our library. You are now speaking to a reference librarian." Instead, you combine welcoming words (Hello. How may I help you?) with

nonverbal signals (eye contact and a smile). As you begin an online reference session, immediately follow a scripted greeting with one more personal. One customer responded to our opening script with the question, "Am I talking to a real person?" As if on cue, the librarian built rapport with humor. "I'm real, and hope you are, too!"

Closing rituals also are best non-scripted. You've just spent time establishing a person-to-person connection, and you don't want to end that with an impersonal goodbye. When I first began supervising my team, we concluded each virtual reference session with the scripted close, "Thank you for using our virtual reference service. Please contact us again if we can provide further assistance." We found, however, that in the time it took to insert the scripted response, we could just as easily type a more personal message. "Thanks for chatting. Please come back if you need more info."

It's also important not to end a session abruptly or sign off prematurely. As you're winding down, give a brief review of the session, and ask if there is anything else that the customer needs.

If at some point in the conversation you're not sure the customer is still online, send a message asking. If you don't receive a response, then a scripted posting can be used: "I haven't heard from you in a while. If you still want help, please get back in touch with us. I'm signing off now. Thanks."

The way in which virtual reference staff begin and complete an online session contributes to the success of the service.

Use Open-Ended Questions to Help Determine the Real Need

If a virtual reference librarian begins shooting links to a customer based only on the initial question, the customer might as well just go to Google. A reference interview is vital to all librarian-customer interactions, and should be standard operating procedure for the virtual reference staff.

Casual, open-ended questions can help a customer feel welcomed, reduce their intimidation of speaking to a librarian, and help the librarian begin to understand exactly what the customer is looking for.

Open-ended questions require more than a yes or no response. For example:

- Can you please tell me more about your project?
- Which resources have you already looked at?
- What requirements has your teacher given you?

Writing for *CR&L News,* librarian Craig Anderson recommends that staff obtain as much information as possible about a customer's search before responding to their question. "Oftentimes, in an effort to keep the patron 'on the line,' librarians may bombard the poor online soul with lists of links and pushed Web pages before they even know what the patron is really looking for," he said.

Communicate to Ensure the Customer is a Participant in the Search

For someone waiting on the other end of a screen, 60 seconds can seem like an eternity. Therefore, communicate frequently and involve the customer in the virtual process so that they know what's going on and that they haven't been forgotten. As I'm searching the catalog for a specific book I might say, "I'm just waiting for the catalog to complete the search." Customers involved in the process tend to be more patient with the natural time lag and lack of visual cues.

At times I've been searching feverishly, only to have the customer say they can't wait any longer, and disconnect. Let the customer know that what you are doing will take time: "This may take a few minutes, so please bear with me."

Early on in the session, forward the customer an article or a web site they can review: "Here is something to get you started while I continue searching." This will engage them, buy you some time, and provide an opportunity to see if you're on the right track. "Is that information helpful? Am I on the right track?" Using team-building phrases can also increase participation. For example, "As we discussed, here is an article on XYZ."

If you need more than a few minutes, or the customer wants more help, offer to get back with the information via email. You can say, "To do a good

job for you, I need to spend more time on this. May I email the information later?" Remember to ask for an email address, and give the customer an approximate delivery time. Always give yourself more time that you think you'll need. If you're delayed providing the information, send an email letting them know.

"Watzlawick et al. (1967) assert, "a communication not only conveys information, but at the same time it imposes behavior" (Radford, p 1055). Use your interaction with the customer to teach them how to use the service, and to demonstrate how you're finding the information.

Achieve an Ease of Manner in Online Communication.

Library interactions across a desk tend to be formal. Online communication is usually more playful. Staff serving customers online can facilitate rapport by being more informal. Chat shortcuts, emoticons, punctuation, and all capital letters are tools used for fun which also compensate for the lack of nonverbal cues indicative in online communication.

- "Sorry this is taking so long ☹"
- "AWESOME! I'm glad that worked for you."
- "I'm looking in a database . . . " (Ellipsis indicate there is more to come.)

Sometimes online messages can sound terse. Rudeness, real or perceived, is a barrier to rapport. Deference, showing courtesy and respect, can dismantle a barrier. Building rapport involves give and take in conversation, and establishment of mutual understanding. Librarians can prevent or dismantle barriers using self-disclosure (providing personal information), offers of reassurance, encouragement, humor, thanks, apologies, self-deprecating remarks, polite expressions (use of the word "may" as in "You may want to …"), and enthusiasm.

Response should be made to all customers and questions, even if only to say, "I'm sorry, I don't know, but you can try …" You don't want the customer to be afraid of asking for more assistance, so make sure to let

them know you are willing to keep looking or get back to them. If you can't find the answer they need, provide them ideas of where else they might try.

Relate answers to the level of their inquiry. Pay attention to both sides of the conversation, monitoring both the text and the inflection. Type like you talk, in a conversational manner. Come across as a fellow human being.

Being prepared goes a long way toward feeling comfortable in online reference. As staff become aware of frequently asked questions, they can draft standard answers to paste into a conversation. Print and online resources should be handy at the virtual reference desk. If someone asks for the MLA style of referencing a book by two authors, it would be much better to tell them based on the style guide at your desk than to send a link to an online style guide.

Virtual reference staff should take the time to familiarize themselves with the resources and rules of the organization for which they work. They can also practice online reference with each other, and by asking questions at other online reference services.

Set Policies and Procedures to Ensure Quality and Consistency

Before starting an online reference service, it is imperative that policies and procedures are in place. These should be spelled out on the home page for customers. In addition, the virtual reference staff should have a copy of the policies and procedures, review them frequently, and stick to them. Continuity is vital for good customer service.

Virtual reference policies and procedures should incorporate those already existing in the institution, as appropriate, and should:

- Clarify your target clientele.
- Determine the depth of research you will provide.
- Clearly state who answers the questions (e.g. librarians).
- State what the service will not do ("Due to time constraints we cannot fax material, create bibliographies, conduct extensive research, renew library materials, provide telephone numbers or map directions.")
- Understand copyright compliance.
- Provide a time frame for responses.

- Develop strategies and standards for dealing with challenging customers and client misbehavior.
- Ensure that all users, even those with special needs, are able to access the service
- Standardize procedures to provide continuity between shifts, manage workflow, and ensure that no customers go unanswered.

Monitor and Improve Service

Transcripts make excellent teaching tools. Reviewing them is a means of evaluation and a view into what works and what doesn't work. Remove identifying factors for security and privacy, and share them with staff.

Staff can monitor their own performance by rereading transcripts of their sessions, and gain insights by reading the transcripts of others. The effectiveness of a session can be measured by the correctness of the answers given and the authority of the resources provided. Superior response and delivery should be defined by the level of inquiry. The session should also be measured from the customer's point of view, often glimpsed in unsolicited remarks.

With repeated reading, staff can identify the differences between the chat and relational patterns of customers and librarians. With identification, comparison, and categorization of issues, themes become apparent. Staff can review these, and look for relational facilitators and relational barriers. Discussing this information at regular staff meetings contributes to staff development and helps to fine-tune the virtual reference service.

Conclusion

Communication is complex. Interactions in virtual reference are even more multifarious. Customer satisfaction is paramount for success. Being knowledgeable and prepared will help to develop a person-to-person connection between librarian and customer, and ensure that the customer's need is both fully understood and completely met. With preparation, training, practice, and review, a library's virtual reference service can become one of its most popular assets.

Susan Ujka Larson is a librarian, writer, and public relations/social media consultant. She can be reached at susanluvsbooks@gmail.com or on twitter @LitLinx.

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To Build a Virtual Embedded Information Role, Start at the Top

By Mary Talley, Owner, TalleyPartners, 2011 DC/SLA President

Relationships, relationships, relationships! Like the old adage about the importance of location in real estate, the success of an embedded services program rests in part on the embedded professional's ability to build a deep relationship with the user group. In original research on embedded library programs, my colleague, David Shumaker, and I found that strong reciprocal engagement at all levels of an information user group was one of the key characteristics of the successful model embedded group we identified in our analysis (Shumaker and Talley 2009). In subsequent analysis of the data, we defined another successful embedded group, based on their own assessment of their programs as "highly successful", with characteristics similar to those of our original, model group. This "self-rated highly successful" group even surpassed the model group in several significant areas, including characteristics related to user group interaction and management support, giving further credence to our original findings on the importance of the relationship (Talley, 2011).

Strong working relationships, embedded or not, are in part built on intangibles that are difficult to replicate in the virtual world. The face-to-face meeting, the chat in the hallway, even shared meals and drinks after work all serve to knit people into groups. These meetings are also techniques embedded professionals use to strengthen their bonds with their user groups. Our research data showed that just under 50% of our total embedded population interacted with their groups on a social basis, such as having lunch with group members or attending their social event. Although not a specific characteristic of our two successful embedded groups, the literature and our case studies suggest that being where the information users are engaged in both work and informal conversations is a key element in building deep connections between embedded professionals and their user group. Social interactions break down barriers and help information users to see the information professional as a member of the group, making users more comfortable with the information professional and the information professional more a "presence" in the users day to day work life. The result

is that the information user finds it easier to think of calling on an embedded professional for problems they might not otherwise consult them on.

Being There – Virtually

In a virtual environment – the environment in which most of us work and interact – it is very difficult to duplicate this level of interaction. It is reasonable to wonder, then, whether becoming fully embedded is possible in a completely virtual environment. In other words, can you create and sustain equally strong connections with information users you may never see - and, if so, how? The short answer is "yes," although, you may have to work harder to develop your network in the absence of face-to-face interactions. There is encouraging data from the research, case studies and the literature that backs this up and shows the way.

A good example of how this might work comes from one of the case studies in our research. Here a Knowledge Analyst, located on the East Coast, is integrated into a practice group located everywhere around the globe except the East Coast. The Analyst's strongest supporter is the practice group's executive manager, who is located on the West Coast. The Analyst and the executive manager rarely come into physical proximity to each other. In addition, the Analyst has never met most of the practice group members in person, but participates with them in all communications, meetings and learning opportunities that occur exclusively online. At the same time, the demand for the Analyst's participation in the practice group's work is rapidly expanding and demand now extends beyond the bounds of the practice group as the Analyst's network of users spread the word of her expertise. Clearly, this Knowledge Analyst has established relationships that put her in the midst of the practice group's work and allow her to participate in the group's virtual conversations.

Start At the Top

The Knowledge Analyst has access to all practice group-related emails and monitors them for work products (which she captures) and emerging issues. How does she do it? Management support is a key characteristic of both successful embedded groups in our research. In both cases, managers in the user groups integrated the embedded professionals into the groups. In the

self-rated, highly successful group, the communication loop with user group management is underscored: these embedded professionals give written and verbal reports directly to managers. Management support is also crucial to the Knowledge Analyst's success. Her initial connections with the practice group were made through collaborative work with the senior executive on high-value, departmental work products (e.g., intranet content and a work product database). The senior manager encouraged the Knowledge Analyst to expand her domain knowledge and take on more challenges. She credits the manager's support as the single most important factor in her success as an embedded professional in a virtual practice group.

Support from the information center/library management plays an important role here, too, and it is important not to overlook it. In the self-rated, highly successful group, both library managers and user group managers support the initiation of embedded services. In a dispersed, virtual environment where information professionals may rarely or never come into contact with senior management, reciprocal, manager-to-manager relationships between the library and the information user groups are instrumental in creating a bridge between the information professional and an information user group. In the case of the Knowledge Analyst (who is also an employee of her organization's library), the library's director is well-connected to all levels of organizational management, has facilitated the collaboration between the information professional and the senior manager and continues to encourage the Analyst's alignment with the information user group.

At the same time, the information professional cannot sit idly by and wait for her boss or a senior manager to reach out and provide support. In a virtual environment, an embedded professional may need to be even more skilled in outreach and building relationships at all levels than her counterpart embedded in physical environment. The self-rated highly successful group in our research proactively seeks management support: they meet regularly with customer group management to discuss their information needs. Likewise, the Knowledge Analyst communicates primarily with two senior managers in the practice group and receives continuous feedback from them.

Domain knowledge – subject expertise – is imperative to gain credibility and trust; but it is not enough if the information user group does not know the information professional well enough to call them for out of the ordinary

issues. When the word comes from the top that this is the person to contact for all information-related issues, chances are the user group will listen. The successful Knowledge Analyst credited the practice group senior executive for her full inclusion in the practice, bringing her in as a member and involving her in meetings and webinars and on the email list. She further noted that the senior manager endorsed and promoted her work to others in the group, giving her wideside credibility within the practice group.

In a virtual environment, where casual interaction is unlikely, this endorsement from the top is even more critical. With management support and information savvy, the embedded professional can be as successful in the virtual world as the concrete one.

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MLW 2010: Building Community – Remote and Virtual Programming

By Marie Kaddell, Senior Information Professional Consultant, LexisNexis

MLW 2010 Session

Thinking about remote or virtual programming? Ruth Wolfish, Julie Cavender, and Karly Szczepkowski shared tips and insights on remote and virtual presence during the 2011 SLA Leadership Summit session: ***Building Community – Remote and Virtual Programming***.

Programming tips from Ruth Wolfish, SLA Past Chapter Cabinet Chair:

Pre-program:

- Keep the program information to the point and Include your contact information in your program notice.
- Have a few attendees prepared with questions in advance to keep the program lively.

- Practice web features and audio set ups in advance. Do a test run. There is a lot that can go wrong with virtual programming.

On the day of the program:

- Send out a reminder notice the morning of the program.
- Begin promptly.
- Make sure to keep the program moving.
- Pay attention to the chat box.
- Be interactive.
- End it with a smile.
- Question: do you understand why your attendees chose to join?

At the end of the program:

- Tell people the date/time for the next session.
- Put up your profile. Get your contact information out there again.
- Put out a program highlight summary to drive interest for next program.
- Understand how to choose date/time that work for the largest audience.

Some considerations on delivering local programming with a virtual component from Julie Cavender, President, SLA Rocky Mountain Chapter:

- Do you plan on providing a replay of your program afterwards? How will you deliver it?
- Consider adding a virtual component to your in-person program.
- If you can, have someone dedicated to the virtual aspect or your program to this while others run the in person meeting.
- Consider how your audience can attend virtual versus in-person sessions.
- A social media presence is useful in helping to build the level of attendees.

Some thoughts on remote programming from Karly Szczepkowski, President, SLA Michigan Chapter:

- When different chapters merged, they had to agree to some remote programming. Did 11 events with 6 with remote options in 2010. Remote planning allowed them to bring together far flung chapter members.

- Remote programming doesn't need to be fancy. Their chapter did a roundtable to talk and share – no speaker or formal presentation. They just used speaker phone.
- If things don’t work, it’s okay to do something different. Their chapter had an after-wiki to stimulate discussion after their programs. It wasn’t used so they stopped using the after-wiki as part of the program experience.
- Consider created an advisory board member to focus on virtual programming.

Originally posted by Marie Kaddell on the *Government Info Pro* on January 21, 2011 | Permalink

MLW 2010: Embedded Librarianship, Games for Training, and Communicating Value

By Marie Kaddell, Senior Information Professional Consultant, LexisNexis

Thursday, December 9th, at the 2010 Military Libraries Workshop included even more informative sessions. Here are a few things that I learned over the course of the day:

- Best practices for embedded librarians: 1) teamwork, 2) tech support (IT, ILL, Circ, etc), 3) think outside the box for solutions, 4) put yourself in their shoes, 5) be available on their schedule, understand their frustrations from their perspective, 6) teach them to fish... but they also need to eat. (Greta Marlatt, Embedded Librarianship)
- Recommendations for managers of embedded librarian programs: 1) hire staff who can build relationships, 2) let them learn the organization and subject(s), 3) empower them to offer the right services, 4) build alliances and communication with customer management, 5) support the embedded librarian's work. (Rachel Kingcade, Embedded Librarianship)
- There is a difference between learning something and being proficient at it. Video games can help drive proficiency. (Marsha Berry, Electronic Repository for Games for Training Application)
- Learn more about the military gaming portal in this article: MilGaming portal launches expansion
- Why does anyone pay attention to a message or image? 1) It's a situation of great need or urgency. 2) It is something that falls sufficiently outside the expected to cause concern. 3) There's a match between ambition and the message. 4) It is important to consider perceptions of those on the receiving end of our message. (Ulla de Stricker, Communicating Value)
- How is social capital gauged? Here's a sample quick check. Ask yourself these questions: Who would respond how fast to an unsolicited email from me? Who would do me how big a favor? How easy is it to get how much air time and at what types of meetings? (Ulla de Stricker, Communicating Value)

MLW 2010 Session

Originally posted by Marie Kaddell on the *Government Info Pro* on December 09, 2010 | Permalink

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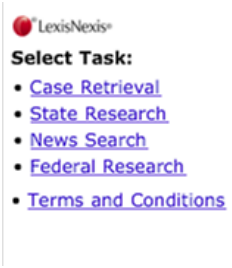

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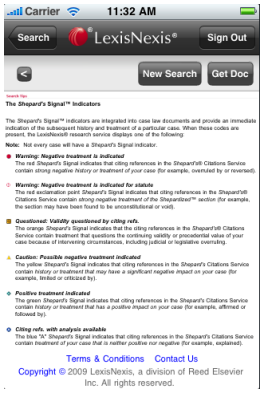
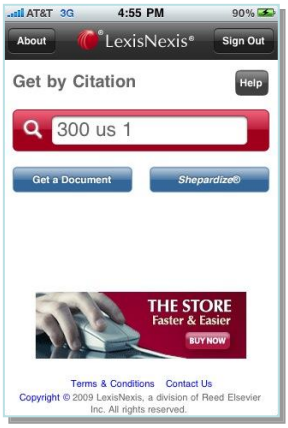


It's been years since the introduction of the mobile internet. Most significantly, the rise and spread of smart mobile devices has resulted in an increase in usage of these devices over desktop and laptop access to the internet, and this trend affects our lives daily.

Everyone is now depending on smart mobile devices to accomplish, on-the-go, many of the functions that took place from the office or home. Whether from the train, subway, airplane, ferry, bus, car pool or a coffee shop, conducting business doesn't have to be done within the 4 walls of our office. It can happen wherever you are easily and without a lot of technical know-how.

We see many vendors and businesses migrating from the fixed web to cater to the mobile business. Either from device-centric apps or dynamic web apps that are accessible by all types of devices' platforms, richer mobile computing is contributing to what we hear of frequently these days as "Cloud Computing". Anytime, anywhere is the name of the game.



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SLA 2010: Hurricanes, Taxonomies, and Next Gen Services

By Marie Kaddell, Senior Information Professional Consultant, LexisNexis

The SLA Division of Government Information sponsored or co-sponsored a number of sessions on June 15, 2010 including sessions on future trends in government libraries, taxonomies & knowledge management, and Hurricane Katrina & libraries.

Here are a few things that I learned in the June 15, 2010 sessions:

SLA 2010 Hurricane Katrina and Libraries Program Panel

- A taxonomy acts as an enabler because it helps people speak in the same language.(Program: Taxonomies and Knowledge Management - Patrick Lambe, Straits Knowledge)
- As part of their strategic planning, the Law Library of Congress Wants to think about what a law library will look like in 10 years including: collection policy, staffing needs, authentication and authority issues.

(Program: Future Trends in Government Libraries - Elizabeth Moore, Law Library of Congress)

- We tend to be risk averse but we need to start taking lots of lots of risks. It's hard and there is a high chance of failure. And who likes to fail? We need to become risk takers and get out of comfort zones. Whatever we do holds a risk of failure but doing nothing means failure is guaranteed. Trying means becoming more fluid. (Program: Future Trends in Government Libraries - Richard Pearce-Moses, Arizona State University)
- Think about making localized focused research spaces for their researchers --virtual research environments around a corpus of work so that users can dig in and utilize that info that information professionals are making as accessible as possible. (Program: Future Trends in Government Libraries - James King)
- Some interesting statistics from early post-Katrina studies: 269 libraries; 30% added new info services; 15% had disaster plan but only 5% reported using it. (Program: Hurricane Katrina and Libraries, Michelynn McKnight, Louisiana State University)

2010 Best Practices for Government Libraries at SLA 2010:

- The library as a place. Read more about the green space James King references during Future Trends in Government Libraries program in his article in the 2010 Best Practices for Government Libraries. (Program: Future Trends in Government Libraries - James King)
- Read more about the access, authority, & authenticity concepts discussed by Elizabeth Moore in Roberta Shaffer's article in the 2010 Best Practices for Government Libraries. (Program: Future Trends in Government Libraries - Elizabeth Moore, Law Library of Congress)

Click here to link to PDF Version of 2010 Best Practices for Government Libraries

Originally posted on the *Government Info Pro* by Marie Kaddell on June 15, 2010 | Permalink

ALA 2010: Stepping Aboard the Bookmobile

By Marie Kaddell, Senior Information Professional Consultant, LexisNexis

Admit it. You think bookmobiles are awesome. I know! I do too.

Bookmobiles retain a place in my heart because when I was a kid that was our library and we loved our visits to the bookmobile. It was with great excitement that I tracked down the parade of bookmobiles. Maybe I missed the parade. What I found was still a little cluster of wheeled treasures - some cool bookmobiles parked back off of the convention center loading dock. No matter the remote location and the hot afternoon air - there were the bookmobiles of "ALA Bookmobile Sunday" fame - beckoning and beautiful; ready to be explored.

Here's my quick tour:

Frederick County Public Libraries Bookmobile

Baltimore County Public Library Bookmobile

Enoch Pratt Free Library Bookmobile, City of Baltimore City, MD

This is so inviting. You just have to climb aboard. (Frederick County Public Libraries)

Chris Long, Community Bookmobile Coordinator (L) and John Shutto, Early Start Bookmobile Manager, Frederick County Public Libraries

Long live the bookmobile!

Originally posted on the *Government Info Pro* by Marie Kaddell on June 27, 2010 | Permalink

TACKLING CHANGING EXPECTATIONS, RESOURCES, AND JOB DESCRIPTIONS

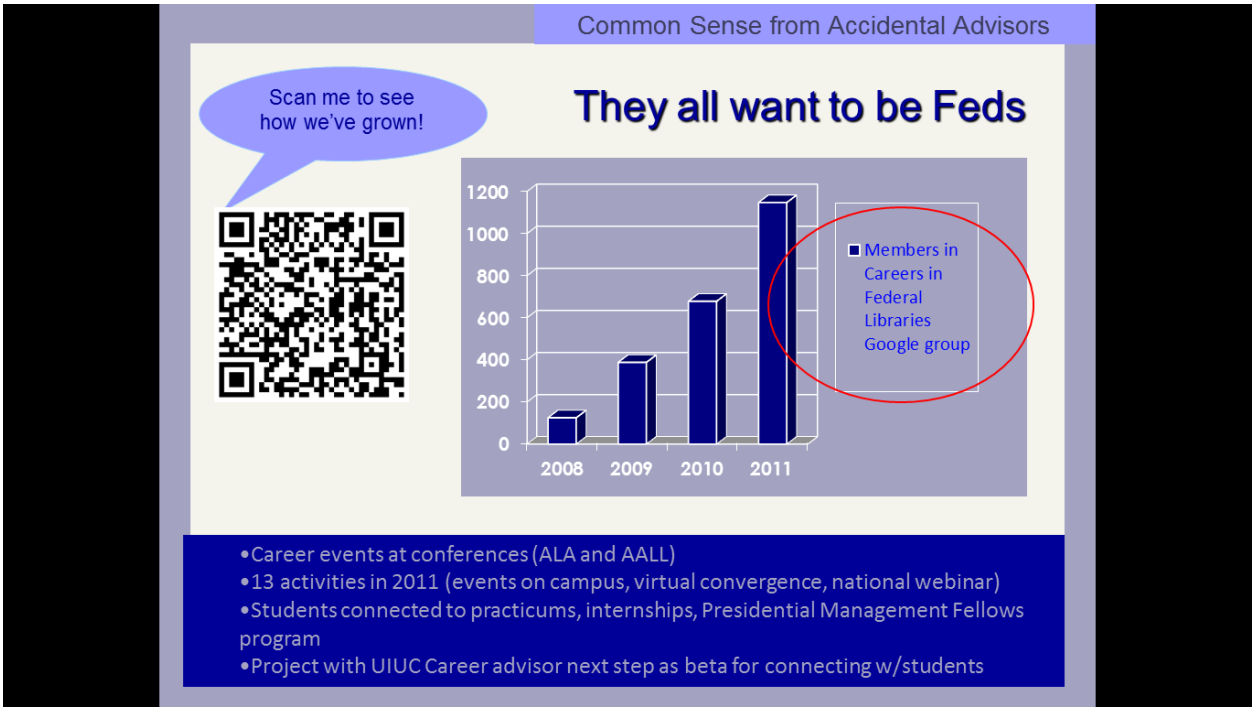
Accidental Advisors: There's GOT to Be a Better Way!

Compiled by Nancy Faget and Jennifer McMahan (Eugenia Beh, Blane Dessy, Aimee Babcock-Ellis, Marianne Giltrud, Jessica Hernandez, Rich Louis, Virginia Sanchez)

Here is the next challenge. How we do leverage or build an online space where advice can be sought and provided in a many-to-many environment? This project will produce a long-lived valuable resource.

Nancy Faget, Federal Librarian

In our 4th year of Careers in Federal Libraries activities, about 50 of us are helping students and job seekers learn about federal librarianship. Many of us speak at webinars for library schools, national virtual convergence, annual networking/career fairs, and conference events. Some have even taken on the role as an official federal liaison to a library school and career center.



Good things are happening, but **that there's got to be a better way of doing this!** One- to- one conversations are wonderful in building relationships and delivering personalized advice, but we must raise our game. Not everyone is following the hiring reform changes, so would everyone know that job openings are sometimes advertised as thus: "Closes April 29 or when the first 75 applications are received"?

Is there a benefit to building a "many -to-many" online way to share tips from several advisors with whoever cares to read it? Would it benefit us to have an online way for students and job seekers to request a mentor or request a resume review?

As evidence of the great advice that could be provided (many-to-many), here is just a sampling of advice and testimony from a small but diverse group of volunteers and accidental advisors. They all contribute something different and valuable to the conversation. You'll also get insight into why they dedicate their time and effort to being an accidental advisor.

And lastly, here is the next challenge. **How we do leverage or build an online space where advice can be sought and provided in a many-to-many environment?** This project will produce a long-lived valuable resource. Work with University of Illinois Urbana Champaign begins soon to explore how best to connect our federal community of advisors to a library school career center. Something wonderful may just happen.

Jennifer McMahan, Supervisory Librarian, US Department of Justice

For the last couple of summers, I gave a presentation at the CUA Institute on Federal Library Resources. I liked doing the presentation and talking to students because I was completely clueless when I first applied for federal jobs and several people were kind enough to help me. And, selfishly because I want to see the best new librarians applying for federal jobs! Here is some of what I told them:

- When looking at the announcement, make sure it's something you actually want to do. But just because you're more familiar with certain library positions, doesn't mean you can't try something new. That's why it's good to take advantage of practicum and internships now to try to figure out what kind of environment you like to work in. If you don't have time for an internship or practicum, consider job shadowing for a day or two. Most librarians I know, myself included, would be happy to host a student for a day who wanted to learn more about what we do.

- Don't sell yourself short and don't be afraid to apply for a job for which you don't think you have the exact right experience/skills. For example, a lot of students are scared off by the "law librarian" title in our job announcements, but much of what we do is not legal research and typically we are looking for a well-rounded person with good research skills, in any discipline.

- You might not feel like you have enough experience to be applying for certain jobs. But you might be overlooking experience that's not library-related but is very relevant. One of the KSAs I see most often and that we always use: ability to communicate orally and in writing. I remember seeing a resume of someone who had little library experience, but she was involved in her local Toastmasters organization; another one was a former journalist. Those skills are incredibly important and very relevant.

- Even if KSAs are not required, still write a cover letter detailing your experience and what you'd bring to the job. Use specific examples. I like reading/hearing about examples of how a person has shown creativity and initiative with projects.

- Bring something to the interview, such as a "pretty" copy of your resume and a writing sample, or product that you created.

- In the interview, brag about your accomplishments, rather than yourself. Saying, "You should hire me because I'm smart" doesn't tell us anything about what you can do.

- A question that gets asked at most interviews is, why do you want this position, or why do you want to work here? Be prepared to answer that! Make sure you learn whatever you can about the mission of the agency and specifically the library. At least one part of your answer should be, "because I believe in what you do," or at least that you are interested in government service.

- This is your opportunity to interview the library and organization as well. Try to find out what the work environment is like. Does it support creativity? Most of what I've done in my job since I started at DOJ has not been in my job description. I created it on my own. Try to determine how rigid a place is and whether it's a good fit for you. Talk to employees who would be at the same level as you if given the opportunity. The federal hiring process can take a really long time, so you don't want to waste your time or the agency's if you're not going to be happy there.

- Always write a thank you note – I can think of one situation where it helped make the decision to hire one person over another.

- References – make sure any person you list as a reference knows you're doing so and will give you a good reference. It seems like a no-brainer, but I've talked to people who didn't remember the person in question, were surprised to hear he/she was applying for other jobs, or couldn't say anything good about the person.

- If I was hiring someone right now, I would love to find someone who doesn't necessarily have a lot of experience, but lots of energy and enthusiasm. Someone who wasn't afraid of not knowing everything, or anything, at first, someone who was constantly curious and wanting to learn new things and take on new challenges. Also, someone with strong attention to detail, and really good written and oral communication skills.

Blane Dessy, Executive Director, FLICC/FEDLINK

I generally tell students that the MLS degree is a starting point in the job search. Having an MLS does not guarantee a job, so the applicant must add value to their resume and their interview by explaining how his/her skills will be a complement to the agency. Applying for a job is much like a sales job; you have to understand the Agencies being applied to and you have to make yourself unforgettable (but in a good way!).

Aimee Babcock-Ellis, Librarian, Drug Enforcement Agency

- Don't be so picky about your first job; it's not your last job.
- Increase your chances of getting hired, be mobile!
- The time is to learn how to instigate change is NOW. Practice by setting up your own mentoring relationship or finding your own practicum.
- Listen and attend as many events as you are able to. There are free career events at EVERY conference.
- Students are responsible for their own future.
- Consistency and proper grammar do count! Use your on campus Career Center to your advantage.
- The more approachable you can be, the more likely it is that you can help the candidate.

Jessica Hernandez, Librarian, FDA Biosciences Library

As a recent graduate and new federal librarian, I benefit a great deal from advising students and job seekers. Promoting federal careers is a wonderful way to keep a pulse on the latest job trends. Each interaction is an opportunity for me to refresh my knowledge of the hiring process, learn about different career paths, and reflect on my own skills and future plans.

Virginia Sanchez, Federal Information Professional
2010 Library Journal Mover & Shaker

What advice do I usually give when I review someone's resume? Never assume, especially in the use of acronyms. It is tempting to use acronyms in order to save valuable white space, but as one resume reviewer said to me, 'I have no idea what that means", and he did not have the time for me to explain as he moved on.

Whenever I can, I give information specific to the student when counseling them on how to find a job. I also launch into Story Time mode and share personal anecdotes, complete with sound effects and arm waving.

What do I get out of the experience? Bug eyed wonder. Seriously, not only do I get an opportunity to assist an aspiring employee in attaining a goal, which would in itself be enough, it does cause me to take a close look at my own resume. It goes back to something I learned in my martial arts training: teaching forces you to examine and refine your own techniques to ensure your students receive proper training.

Eugenia Beh, Texas A&M University, Electronic Resources Librarian on "Why I help manage the CIFL group"

My involvement with the Careers in Federal Libraries group has enabled me to connect with outstanding librarians at all levels of federal librarianship. The group is the first place I look for information on the latest federal library positions and/or to get a question answered about applying for a federal position. I highly recommend joining this group to anyone interested in federal librarianship, whether you are a student or someone considering a mid-career change.

Rich Louis, Information Resources Specialist on
"Why I help manage the CIFL group"

Involvement with CiFL has been invaluable as far as meeting librarians employed by the federal government. Getting to talk with current federal librarians has allowed me to gain a much better understanding of what it is that the federal government is looking for and how I can tailor my skill sets to federal employment requirements. Being a part of CiFL has allowed me to be of service to my colleagues and for once, to really feel a part of a professional organization.

Marianne Giltrud, Librarian and Adjunct Faculty, Catholic University of America on "Careers in Federal Libraries: Uniting Professionals in Service to America"

Anyone looking into the possibility of federal service as a professional librarian need look no further than the Careers in Federal Libraries Google Group. Collaboration, Engagement and Agility are why I belong to the group. While the purpose of the group is to develop a cadre of service oriented staff who are committed to their agency mission and at the same time are current with the rapidly changing information environment, this group provides a lens into the rich, deep and varied opportunities in the profession. Truly, library skills translate across many areas, in many contexts, and many media. Information, Resources, Mission, and Competencies are benchmarks that define this group's success.

When I talk to individuals about this group, I highlight the benefits:

- Open group
- Vacancy announcements, internships, fellowships, student temporary employment and student career experience, Presidential Management Fellows program information
- Career advice
- Resume Reviewers
- Presentations, Documents, and Webinars
- Get involved!

I Need a Library Job: Finding and Filling a Need on the Fly

By Naomi House, Reference Librarian, Census Library

Kismet

Finding my job as a government contractor was pure kismet. I had belonged to several library listservs where jobs were posted and one day saw a job for a reference librarian position at the Census Bureau that I had not seen posted anywhere else. Jennifer Norman Turley, the Census Reference and Marketing Librarian, had posted the position on the DC/SLA listserv and because of her posting I applied for the job and eventually was hired. I was incredibly grateful for this lucky happenstance and it made me want to share these job postings with a wider audience. After all, I still received job ads through several listservs and knew many of my fellow library school friends might be interested in them as well.

My first thought was how to distribute these job opportunities? I sent out an e-mail and posted on Facebook to my fellow Rutgers MLIS classmates in October 2010 to see what they thought. Would they like me to set up a forwarding option in my email or would they prefer a blog? Would they like a Facebook page to visit or prefer me to post on my own wall? In the end one Rutgers friend and alum, Elizabeth Leonard, Online Campus Library Director at Berkeley College, offered to help and I dubbed the project "I Need a Library Job."

Easy as 1-2-3

On October 16, 2010 Elizabeth created a Facebook page and I crafted the first daily digest e-mail and signed up 17 of our friends and classmates to receive it. Elizabeth soon added a Twitter account called "Need a Library Job" which would feed into Facebook and have our Facebook posts feed into Twitter. We never dreamed that in less than six months our little hobby would grow in popularity so fast. The main motivation was to share jobs we all found on listservs, from e-mails and on Web sites with any interested librarians. Early on, I created a policy which stated that only Elizabeth and I would post jobs to Facebook in part because we didn't want this to become a dumping ground for jobs, disorganized and with many repeated job postings. We wanted to be a service. So with our three outputs (e-mail list, Facebook,

Twitter) we figured we could cover the many ways librarians like to receive information and since Facebook and Twitter would feed from each other that it would be a manageable amount of work.

Finding and filling a need on the fly

Social media has changed how we connect with information. Even though jobs are posted all over the internet and on listservs any librarian or library staff member job hunting would have to visit numerous Web sites and sign up for numerous listservs on the off chance that at least one service would provide a unique opportunity. The time wasted and frustration that builds up for job hunters, including information professionals and librarians, I thought was avoidable. We aimed to make the Facebook page a steady stream of numerous jobs on a daily basis and I aimed to make the daily e-mail as comprehensive a list as I could. If we could get our page out to more librarians we figured the likelihood of any one person finding a job would increase. I had been lucky to find my job so my goal was to help at least one other person find their job and to do this by building a safe, positive presence on the web for job hunting librarians and library staff. To get the word out Elizabeth and I joined tons of library association pages on Facebook and posted about our free service. Many people joined because of our postings but I would be remiss if I did not also mention the numerous faculty, students, librarians and others who, once they stumbled on our e-mail or online pages, shared them with all of their friends. As of mid-April 2011, our six month anniversary, we had over 1,800 Facebook fans, over 500 Twitter followers and over 850 subscribers to my daily "I Need a Library Job," renamed INALJ, e-mail list. We added seventeen Social Media Volunteer Contributors who send us all the jobs they receive and have helped flesh out and add value to our service.

INALJ

The INALJ (pronounced Eye-Na L - J) daily e-mail list is my baby. From the beginning I aimed to make it a comprehensive list of all our Facebook and Twitter postings plus many more jobs. They say location is everything so I

organized the listings by state. Through trial and error (Google docs, pasting within the e-mail, etc.) I came up with a Word document format which I attach to the email that allows for hotlinks directly to each state, Canada and other International jobs. I have a separate mailing for Mac users that helps them better view the document but my end goal would be to use a product (I am looking at Mail Chimp) to send the e-mail to everyone. With a circulation of over 850, Gmail is not the best tool to use, as it allows you to mass mail only 500 people. So, as a work around, I am sending from my personal e-mail as well so no one misses out. INALJ runs anywhere from 50 to 100 pages a day in a ten-point font and is chock-full of jobs from all over the US, Canada and around the globe. I keep jobs on the list all week, then delete any postings that do not have "apply by" dates at the end of each week. My ultimate goal is for INALJ to be useful as a one-stop-shop for all library job hunters or at the very least to be a useful daily tool in their hunt.

Future

While we are very proud of what we have created, it is also clear to us that there are still many holes in our coverage. Whenever we find niche library jobs blogs, such as Meredith Lowe's Archives Gig page, we like to share them with our readers because we realize many of our readers would benefit from niche postings, like archivists, and because our scope is much broader. There is simply no aspect of library work that we are unwilling to cover. My own goal for INALJ–to create a one-stop shop and comprehensive jobs resource for librarians the world over hunting for jobs–is still a dream, but one I work hard at every day. We may create a blog, we may continue just as we are, but one thing is for certain–there is an even greater need today to share these kinds of opportunities with each other. Since we started in October of 2010 over twenty-five of our fans have found jobs either through our postings or on their own. Our original goal has been realized and this has only fueled our passion to continue to find and fill this need.

Reach us at:

Facebook: http://www.facebook.com/pages/I-need-a-Library-job/125220477532213

Twitter: http://twitter.com/needalibraryjob/

E-mail: ineedalibraryjob@gmail.com

Rebranding the Library

By Julie Jones, Hartford Branch Librarian, U.S. Courts, Second Circuit Library

The Second Circuit Library wanted to refresh its entire image to the Court. We decided to rebrand the library as a modern facility staffed with information experts, a source for technological savvy, a collaborative partner, and a center for not just research, but also for internet design and development. To do this, we launched a yearlong campaign to incrementally change the image of the library with our customers and partners.

First, an internal team crafted a new logo, creating a symbol that represents the library as the key to information within the Second Circuit. We also selected color and font schemes to use in all our e-publications, creating a consistent, identifiable brand.

Once the logo and design parameters were finalized, we began implementation. The first graphical representation of the library to change was our email signature line. Every member of the library staff uses their own personalized signature line. We frequently receive unsolicited feedback from people seeing one of our signatures for the first time. People remark on how professional it looks, and we're proud to tell them that it was designed entirely in-house.

We next redesigned our established daily legal e-newsletter, Library Leads, which focuses on Connecticut, Vermont, and national stories, and is emailed every morning to subscribing judges, law clerks, and staff within the circuit. Making minor edits to the content format, we updated the look to bring a more modern feel to the publication. The response from our readers has been overwhelmingly positive.

We then created an alternative daily legal e-news product for those in our circuit who just want to read the legal headlines, with a focus on New York and national legal news. This email news feature, The Daily FYI, is emailed every morning to subscribers within the circuit. Like every other product of our library, it features our logo and design style.

Two pre-existing email alerts were also redesigned with our new logo and design. Our email alerts of Supreme Court cases and of Second Circuit Decisions now branded consistent with our other e-publications.

Our biggest task was a complete overhaul of our intranet site. We designed an extensive subject based research guide that links the researcher with resources in our print collection, to targeted databases within Lexis and Westlaw, and to the best of the free web. We created pages with tailored information dedicated for judges, law clerks, judicial assistants, staff attorneys, and pretrial/probation. We added online forms so that anyone can easily subscribe to our news services, request an interlibrary loan, contact a librarian, obtain passwords to subscription databases, and more. We continually add new research videos and CLE training materials. Concurrent with the website launch, we updated the look of our OPAC interface, using the new logo and design.

Most recently, we've launched another new product, our quarterly e-newsletter. Focused on our customers, articles are written to provide concise content of interest to them and their jobs. Our inaugural issue featured an introduction to WestlawNext, websites to assist with tracking judicial nominations, short instructional videos, and more.

In sum, every digital product of the Second Circuit Library now features a consistent use of our new brand, giving a professional tone to each publication within a court system that spans three states and almost 70,000 square miles, highlighting librarians in seven separate branch locations. Our rebranding and expansion of e-services has been met with tremendous enthusiasm and excitement by our customers. As we had hoped, our campaign has garnered interest from other departments within our circuit and promoted more collaboration with the library *qua* information design center.

NIH Handheld User Group: Library-IT Collaboration

By James King, Information Architect, NIH Library

The NIH Library has a great working relationship with the campus IT department, the Center for Information Technology (CIT). A great example of this partnership is found in the work of the Handheld User Group (HUG). The HUG has planned and hosted two handheld technology expositions in the past year that have been extremely well received.

The HUG was originally created in 2002 by the NIH Library and CIT to help foster support and acceptance of BlackBerry devices and other personal digital assistants such as Palm devices. The group was inactive for several years and was re-invigorated in 2010 in response to the growth of new devices like the iPhone, iPad, and Android-based devices that were being introduced at NIH.

The first of two programs was held in the fall of 2010 and featured an exhibit hall and a series of presentations from NIH staff about mobile and handheld technologies. 15 handheld-related companies participated in the technology expo which was well placed in a high traffic area of the NIH Clinical Center. This resulted in well over a hundred people visiting during the 5 hour event. At the same time, a continuous series of presentations were held in the adjacent auditorium highlighting presentations from staff or on-site contractors who were working in wireless or handheld-related projects. In our post mortem meeting of the event, we decided that better event marketing was needed and exhibitors needed time to speak.

Building on the success of the first event and eager to apply the lessons learned, the second event was held roughly 6 months later. This version packed our technology expo space with 25 handheld-related vendors clustered into three areas: technology vendors including every major cellular carrier and major players such as Microsoft and Apple; mobile information providers including Nature, Springer, and Elsevier; and mobile/handheld development firms. The exhibit hall proved to once again be extremely popular.

The revised conference presentation schedule was actually split into two rooms. The first set of presentations was held in the large auditorium and

featured every exhibitor on the floor. Each exhibitor was given a chance to speak about their product/service for 10 minutes. The second set of presentations was narrowly focused and in-depth presentations on developer-minded topics:

- Building a mobile friendly Web site using Microsoft SharePoint
- Case study on building a mobile app
- Building a mobile friendly Web site using Drupal

Each of these sessions were 90 minutes long to give sufficient time to walk through the technical details and specifically address the needs of many institutes across NIH (building mobile apps or web sites).

Both sets of sessions proved to be extremely popular. The general sessions in the large auditorium drew a crowd of nearly 100 in-person guests at the peak and also had over 160 virtual attendees during the event. An additional 53 have watched the recordings in the two weeks since the event. The developer focused sessions consistently held 25 attendees, which we thought to be very good for the level and length of the sessions.

Due to restrictions on campus-wide messages, only one event notification was allowed to be posted so future event marketing will need to figure out alternative ways to reach the population more effectively. Several messages were posted to the HUG discussion list and attendees were encouraged to join the list to make it easier to learn about future events. The planning team also experimented with a QR code on the event poster as a tool to easily add the event to the handheld's calendar. A twitter hashtag (NIH_HUG) was also introduced and fed to the event page during the event. In partnership with one of the developer firms (Blue Pane), a mobile app was also released for the event featuring the schedules for the general and developer sessions.

The recordings and slides can be accessed online at the event page:

http://nihlibrary.nih.gov/ResearchTools/Pages/2011HUGEvent.aspx

Originally published in *Information Outlook*, March 2011

Cats and Dogs – Living Together: Leveraging IT Resources for Library Use

Sarah Mauldin, Head Librarian, Smith, Gambrell & Russell, LLP, Atlanta, GA

It has been said that members of the Library and Information Technology staffs are natural enemies. I have never found this to be true, and I hope you don't either. I have always enjoyed a close working relationship with my firms' IT Directors and staff. If we can work together well the patrons we both serve see enormous benefit.

The best example I can provide for this is my use of proxy access. When I first started at my current firm I had occasion to call the Helpdesk with a question about some computer setup issue. The Helpdesk analyst I spoke to asked if it was okay if she proxied in to my computer. What I saw amazed me and gave me some great ideas. She was able to take over my computer and see what I had done and do what she needed to do to help me, without walking upstairs to my office.

I immediately began to think about how useful this tool would be for the Library. I have always had a difficult time describing how to use a website or database to a patron over the telephone. I always want to be logged on with them and see what they see. I thought about how nice it would be to proxy in to a user's computer and see what they see and help them with their searches or other issues. I support attorneys and staff in offices on the East Coast of the U.S. and in Germany, so I am unable to always take a trip to a user's office every time they need assistance.

I asked the IT Director what he thought of granting the Library staff access to proxy. Initially he was hesitant, considering all of the possible security issues involved. After I assured him that I would be respectful of users' privacy and would only proxy in to computers with the permission of the user. He agreed and I have had the "power of the proxy" ever since.

Users are sometimes surprised to learn that I can take over their computer, but usually thinks it is a very cool tool, and find that it helps them get the assistance they need as fast as possible. I have used proxy to provide new hire training, as well to provide point of need training and assistance with

technical issues with Library databases and other resources. I have been thrilled with the results.

Other pieces of software that your IT department already owns can be repurposed as Library tools. Maybe the IT department uses a ticketing system or knowledge base software that they use to track requests and keep track of solutions to common, or even novel, problems. Your Library staff might be able to repurpose it as a reference tracking database. Perhaps IT has a piece of software, like SnagIt for taking screenshots or Camtasia for screencasting, that you can use to make great training materials.

Your Library might also have resources or software that the IT department could use to do their jobs better. If not, you may be able to offer assistance to members of the IT staff when they are tasked with finding new software solutions. Does anyone in IT know that the Library is available to help them? If not, reach out and let them know what you can do.

Most importantly, I encourage you to make friends with the IT Director and the IT staff. Arrange a joint staff meeting to let the two groups understand what the other does. Invite the Director or some staff members to lunch to talk about what you can do to help each other's departments work better together for the good of your patrons. Thank IT staff members when they assist you and remember that they have a difficult job, mostly dealing with patrons in the midst of changes or problems. Remember that both departments are there to help members of your organization do what they do better, so be open to working together for the benefit of everyone.

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Broadband Plan and the Provision of Public Libraries

By Christian Jiménez Tomás, Information Specialist, The World Bank Law Resource Center

Overview and Commentary

With the visible shift of job applications and various government forms online, public libraries face an increased demand to serve the broadband needs of its patrons and provide access to digital government information.

According to the Institute of Museum and Library Services (IMLS), 45 percent of the 169 million visitors to public libraries accessed the Internet using a library computer or wireless network during their visit, although more than three-quarters of these people had Internet access at home or work (Becker, Crandall, Fisher, Kinney, Landray & Rocha, 2010).

Meanwhile, the American Library Association (2011) found that there is an increased use of the library during difficult economic times from examining previous recessions. The lingering economic downturn continues to affect a majority of libraries. Fifty-six percent have reported flat and limited budgets, while 24 percent of urban libraries reported a reduction in open hours primarily as a result of decreased funding (p. 3).

Without the proper funding from federal, state and local governments, public libraries may find it difficult to achieve the broadband speeds and initiatives outlined in the National Broadband Plan. The plan, released on March 16, 2010, aims to make broadband affordable and accessible to underserved communities and community anchors such as public libraries. However, the plan does not define what affordable access is or how much it would cost.

Thus, Americans, who cannot afford broadband services, utilize public libraries for free Internet access. And when patrons struggle with or experience frustration using e-government services, they turn to public libraries (Jaeger & Fleischmann, 2007, p. 42).

Recommendation 9.3 of the National Broadband Plan outlined that the federal government should launch a National Digital Literacy Program that creates a Digital Literacy Corps, increases the capacity of digital literacy partners and creates an Online Digital Literacy Portal (Federal Communications Commission, 2010, p. 174).

In many ways, librarians and library staff are already filling the role of the proposed Digital Literacy Corps. The plan recognizes that library patrons value the one-on-one training and guidance needed to become comfortable using the Internet and develop the necessary skills to find, utilize and create content (Federal Communications Commission, 2010, p. 176).

This content also applies to digital government information. Federal agencies use blogs, wikis, social networking sites, cloud applications and other social media to create public records, disseminate program information, and communicate directly with the public and other agencies (Schuler, Jaeger & Bertot, 2010, p. 11). From 2009 to 2010, the number of libraries offering social networking or Web 2.0 classes increased from 11.2 percent to 27.4 percent. Meanwhile, 91.7 percent of public libraries offer classes on general Internet use and 81 percent teach classes on how to search for information online (Center for Library and Information Innovation, University of Maryland n.d.).

In addition, government librarians are much more proficient in reaching out to patrons and helping them find, use, and understand government information online (Schuler, Jaeger & Bertot, 2010, p. 12). Twenty-eight percent of patrons reported needing help with e-government generally, while 24 percent struggle with time limits and 16 percent experience difficulty using websites. Thirteen percent have difficulty with forms (Gibson, Bertot, & McClure, 2009).

As the main entry point for free Internet access among Americans, the Broadband Plan, should also focus on the funding and infrastructure of existing libraries in the following areas: *Staff* (having a dedicated information technology specialist or librarians with IT training); *Space* (sufficient wiring for cable drops, room for workstations, power outlets for laptops) and *cost* (funding bandwidth enhancements and other computer upgrades) (McClure, Jaeger & Bertot, 2007).

According to the 2009-2010 Public Library & Technology Access survey, 14.8 percent of public libraries still have connectivity speeds lower than 1.5 Mbps, 29.5 percent of public libraries cannot afford to increase the branch's connectivity speed, despite user demand. And 45.1 percent of public libraries report connection speeds are consistently insufficient to meet patron needs some or all of the time (Bertot, Langa, Grimes, Sigler & Simmons, 2010).

An inability to afford increased capacity (29.5 percent) and a lack of availability of increased connectivity speeds (20.7 percent) remain key hurdles for public libraries wanting to increase their connection speed and

broadband capacity. All told, the Federal Communications Commission defines broadband at the household level not taking into account the public library and its environment of continuous access. About 51.8 percent of libraries have connection speeds above 1.5 Mbps, while the FCC defines broadband in libraries as .2 Mpbs in at least one direction (Center for Library and Information Innovation, University of Maryland n.d.).

The explosion of social media and user-generated content combined with an increase in the number of users and the content they access has increased bandwidth challenges to the point that bandwidth capacity becomes an increasingly significant issue (Center for Library and Information Innovation, University of Maryland n.d.).

Goal No. 4 of the National Broadband Plan states that "Every American community should have affordable access to at least 1 gigabit per second broadband service to anchor institutions" (Federal Communications Commission, 2010, p. 336.) However, if every American cannot afford a broadband plan on their own, he or she should be able to turn to a public library equipped with broadband access, (including Wi-Fi connections) with enough bandwidth capacity to support the wide use of patrons for access to education, jobs and government information.

Christian Tomas is an Information Specialist for the World Bank Law Resource Center. The findings, interpretations, and conclusions expressed in this commentary do not necessarily reflect the views of the Executive Directors of The World Bank or the governments they represent.

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E-Gov Sites to Go Dark?

By Kim Schultz, Outreach Specialist at the NASA Center for AeroSpace Information, operated by Chugach Federal Solutions, Inc. Blogs at www.kiminfopro.blogspot.com

The beginning of 2009 was an auspicious year for e-government initiatives in the United States as the newly elected Obama administration began to aggressively pursue increased government transparency through open data projects and a focus on more modern approaches to information technology. Two of the most popular websites created and maintained are data.gov and usaspending.gov. The former strives to be the clearinghouse for all federally produced and funded data while the latter is meant to provide easier access to how and where the federal government is spending their money.

However, only two years later these e-government initiatives are under threat of closure due to continued budget cuts within the federal government. The current appropriations funding these initiatives were dramatically reduced in the continuing resolution that funds the federal government through September 2011, creating painful decisions on which websites to keep operational and which to shutter, at least temporarily[8].

The blog *Free Government Information*[9] provides links to a variety of sources reporting on this issue, including the *Federal News Radio* report, "OMB prepares for open gov sites to go dark in May[10]" and The *Sunlight Foundation* blog post, "Have we saved the data? Maybe[11]" The gist of the reporting is that while these sites were created in order to increase the

[8] O'Keefe, Ed. "Budget cuts could close the door on Obama's 'open government' goal." Washington Post. April 17, 2011. http://www.washingtonpost.com/politics/budget-could-close-the-door-on-open-government/2011/04/14/AF9fxPwD_story.html

[9] Free Government Information. Because Government Information needs to be free. http://freegovinfo.info

[10] Miller, Jason. "OMB prepares for open gov sites to go dark in May." Federal News Radio. March 31, 2011. http://www.federalnewsradio.com/?nid=35&sid=2327798

[11] Schuman, Daniel. "Have we saved the data? Maybe." Sunlight Foundation Blog. April 5, 2011. http://sunlightfoundation.com/blog/2011/04/05/have-we-saved-the-data-maybe/

transparency and efficiency of government operations they are now in danger of being on the federal budget chopping block.

So, what happens if and when these sites go dark? Where does the government data go? What will be the fate of government transparency? While there are no immediate answers there is a possibility that these data initiatives may continue to live on as cross-agency supported projects as opposed to being centrally managed through the Office of Management and Budget (OMB) and General Services Administration (GSA). As decisions have yet to be finalized we will just have to wait and see what the fate of these e-government initiatives will be.

E-Gov on the Web: A Brief Summary of Electronic Access Through On-Line Resources

By Jennifer Klang, Head of Reference Services, Department of the Interior Library

Electronic media – the internet, smart phones, e-books – are all great inventions and "initiatives." These new technologies and services come with a new set of challenges, however. As information professionals we must strike a balance between providing value and service and the tendency to fall into the dreaded "time-sink" of the endless Google search. As users of new media, we need to find a way to integrate new media formats effectively into our lives, without allowing them to take over. As a reference librarian I have noticed that users, increasingly, want their answers quickly and formatted in a concise, easy-to-use manner.

Some users don't mind dabbling a bit or experimenting as they move through the internet. Customers in our library now find themselves working on projects on all sorts of media devices, and often from the road. The lines between work and personal time have become blurred. However, as information professionals we need to be aware of the how we are using our time. Making ourselves more efficient, in turn, makes us more valuable to our institutions. When I was considering this year's topic "E-Initiatives and E-Efforts," it reminded me of my own struggle to find new ways to provide greater value to my institution and my profession. It also brought to mind a class that I teach at the Department of the Interior Library on Useful Federal Government Resources.

I always enjoy teaching this course. It is a great opportunity for me to offer some tips and new resources to those that attend, and the students always seem to have other great resources to offer. It also provides me with an opportunity to update my arsenal of great government resources and discuss updates and changes to existing sites. In this article, I plan to focus on three great government-related resources that I use regularly and that are discussed in my course. I believe that these resources represent the cross-roads where government and e-efforts meet. As government transitions into an electronic age of digital information, resources like these will lead the way. Some are provided directly through federal government agencies while

others are offered by educational institutions. They successfully attempt to meet the growing demand for more transparent government and greater access to information, while maintaining free access to all citizens of the world.

Thomas is often one of the first resources I mention as a valuable tool for federal government information. Thomas is a great (and up-to-date) resource for bills, laws, and Congressional documents of all sorts. It provides a variety of Congressional documents, with both citation and full-text access. Many files date back to the late 1980's, however full-text access is generally limited to items produced since the 1990's. Thomas also provides a great resource for tracking bills as they move through the Congressional process, as well as links to House and Senate Calendars. Visitors to the site will find text of Congressional Record floor debates, Hearings, Reports, Public Laws, Roll Call Votes and even Treaties. This database is one of the best examples of government e-initiatives. It is regularly updated and revised and has become a great free resource for the public. Particularly in cash-strapped times like these, Thomas has become a free go-to resource for organizations that follow Congressional legislation.

At the Department of the Interior Library we receive a large number of reference questions regarding Native American issues. The questions we receive range from genealogy questions tracing a family's heritage to information on legal issues for transfers of land allotments on tribal lands. While we don't provide legal assistance, we can offer suggestions for resources. One such resource we frequently recommend for those organizations or individuals on a budget for background legal information is the Oklahoma State University. The digital library collection available through the library's website contains Indian Claims Commission Decisions and Kappler's Indian Affairs Laws and Treaties. For those that aren't familiar with these resources, both provide important materials for Native American legal research as well as an opportunity to familiarize oneself with Indian affairs more generally. The Indian Claims Commission was created by the Act of August 13, 1946 to hear claims of "any Indian tribe, band, or other identifiable group of American Indians" against the United States. The Act provides broad grounds for recovery, including claims based on "unconscionable consideration" for tribal lands which were taken and "claims based on fair and honorable dealing not recognized by any existing rule of law or equity." This description is taken from the title volume of the

decisions set, a 43 volume set which includes an index where users can locate documents by subject, tribe or docket number. Within the decisions, users will find orders, opinions, final awards (where applicable) and Findings of Fact related to tribes. OSU also provides access to additional resources of interest in Native American Law. Kappler's is also a valuable resource for Indian legal documents. It can be used to locate nearly every law and treaty inked between Native American tribes and the US Federal Government. It covers treaties between 1778-1883, as well as Public Laws from 1902-1971. It also provides complete copies of Executive Orders related to Indian Reserves and Presidential Proclamations related to tribes.

The final website that will be mentioned here is the Cornell Legal Information Institute – a terrific e-initiative providing access to a large number of legal items at no cost to the public. Visit this site, affiliated with the university, to view the US Code, Federal Rules of Civil Procedures, Federal Rules of Criminal Procedures, Code of Federal Regulations, Supreme Court Opinions and a great deal more. The site offers vast amounts of content, including a wonderful legal dictionary/encyclopedia called Wex. Many of the definitions available through Wex are provided by the Nolo Plain-English Legal Dictionary – another free on-line favorite for those conducting legal research. Definitions are also provided with subject indexing, linking them with other related topics that might be of interest to the user. One example is found in the definition of "a priori" which means that a particular idea is taken as a known. Additional subject headings are assigned to "a priori" such as civil procedure, courts and procedure and criminal law and procedure. Wex also provides articles on legal subjects citing major related cases and offering suggestions for additional or related information.

These three initiatives are just a sample of all the great (free) electronic services and offerings available on the web. These services are an invitation to provide your users with guidance in useful resources and materials. As information professionals, we are trained to review resources. We are able to consider their value to our users, and their overall worth. We can also serve as a bridge between the worlds of "fee and free." Our experience and knowledge of electronic resources can benefit our users as we guide them to the best resources – based on both need and cost. Paid databases offer services that free sites cannot, and we can teach our users when (and how) to use these resources. At the Department of the Interior Library we are frequently asked about access to full-text resources. The value provided to

users by paid databases that offer these types of materials is often apparent in the time and frustration that they save our customers. As information professionals move into a future filled with new innovations (and distractions) we should strive to remind our organizations of the value of our skills. We need to demonstrate that we understand the benefits and costs of different services and how to best provide access to them. We also need to continue to keep up on the latest innovations and technologies, without getting caught up in the hype. In the "final analysis," libraries will need to find lasting solutions to problems of accessibility and document retrieval in an increasingly electronic world. We owe it to the future of our profession to concentrate our future efforts in a positive and productive way; and in a way that brings meaning and order to the chaos of information and the Internet age.

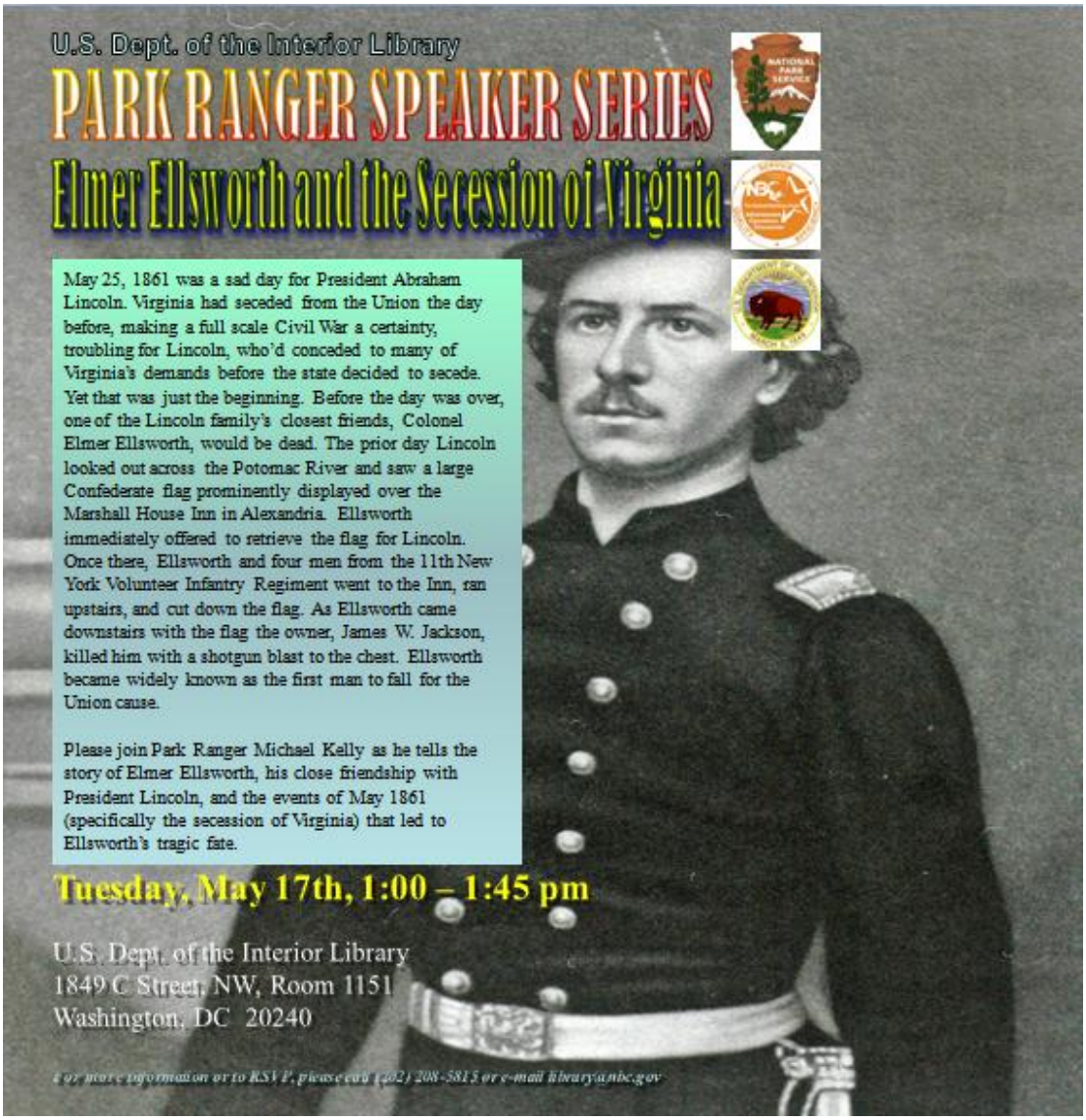
Department of the Interior Library Park Ranger Speaker Series: The Chesapeake and Ohio Canal Flier

Submitted by George Franchois, Coordinator of Library Services, U.S. Department of the Interior Library

Department of the Interior Library Park Ranger Speaker Series: A Yankee Spy in Richmond – The Story of Elizabeth Van Lew

Submitted by George Franchois, Coordinator of Library Services, U.S. Department of the Interior Library

Department of the Interior Library Park Ranger Speaker Series: Elmer Ellsworth and the Secession of Virginia

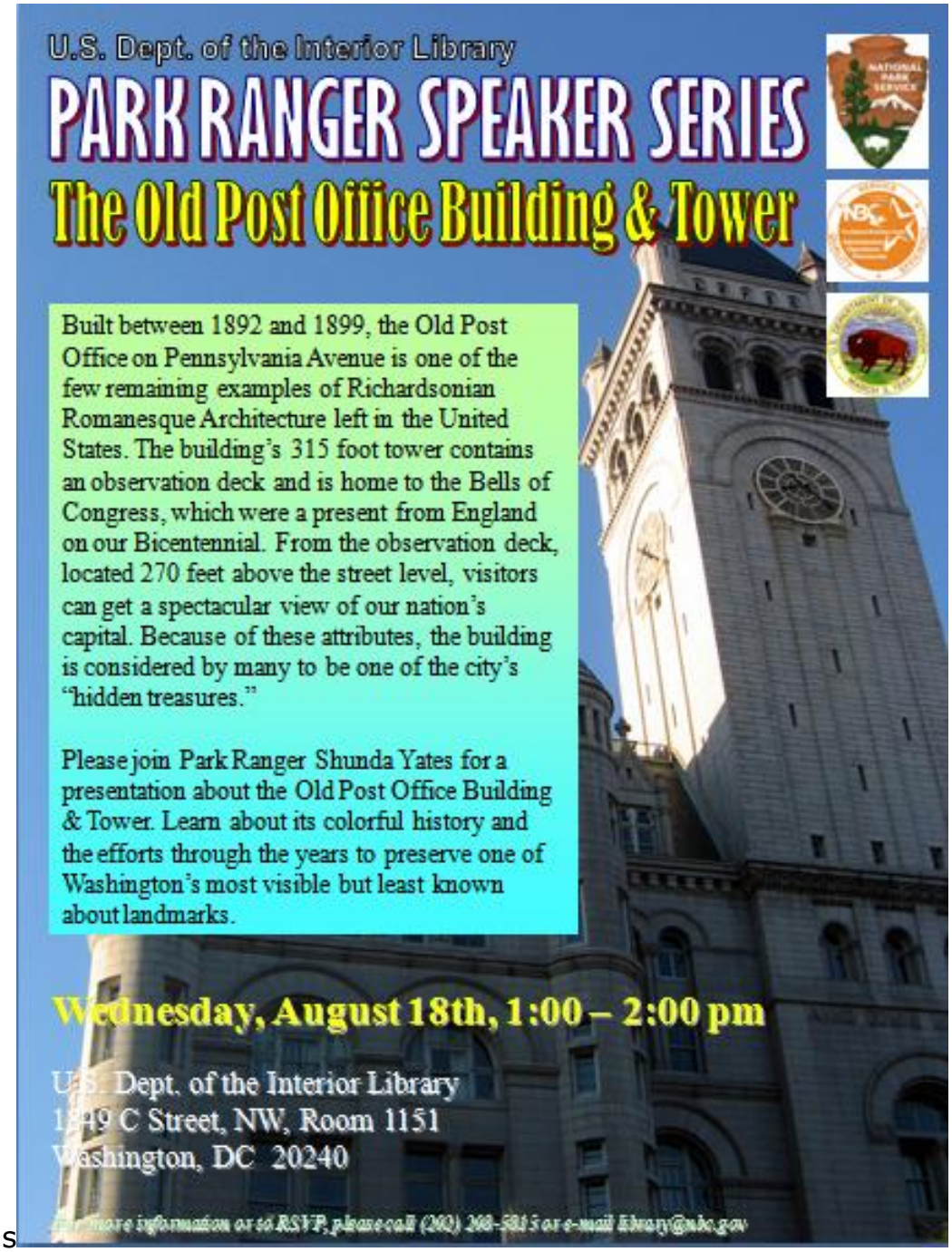


Submitted by George Franchois, Coordinator of Library Services, U.S. Department of the Interior Library

Department of the Interior Library Park Ranger Speaker Series: Greenbelt Park

Submitted by George Franchois, Coordinator of Library Services, U.S. Department of the Interior Library

Department of the Interior Library Park Ranger Speaker Series: The Old Post Office Building & Tower



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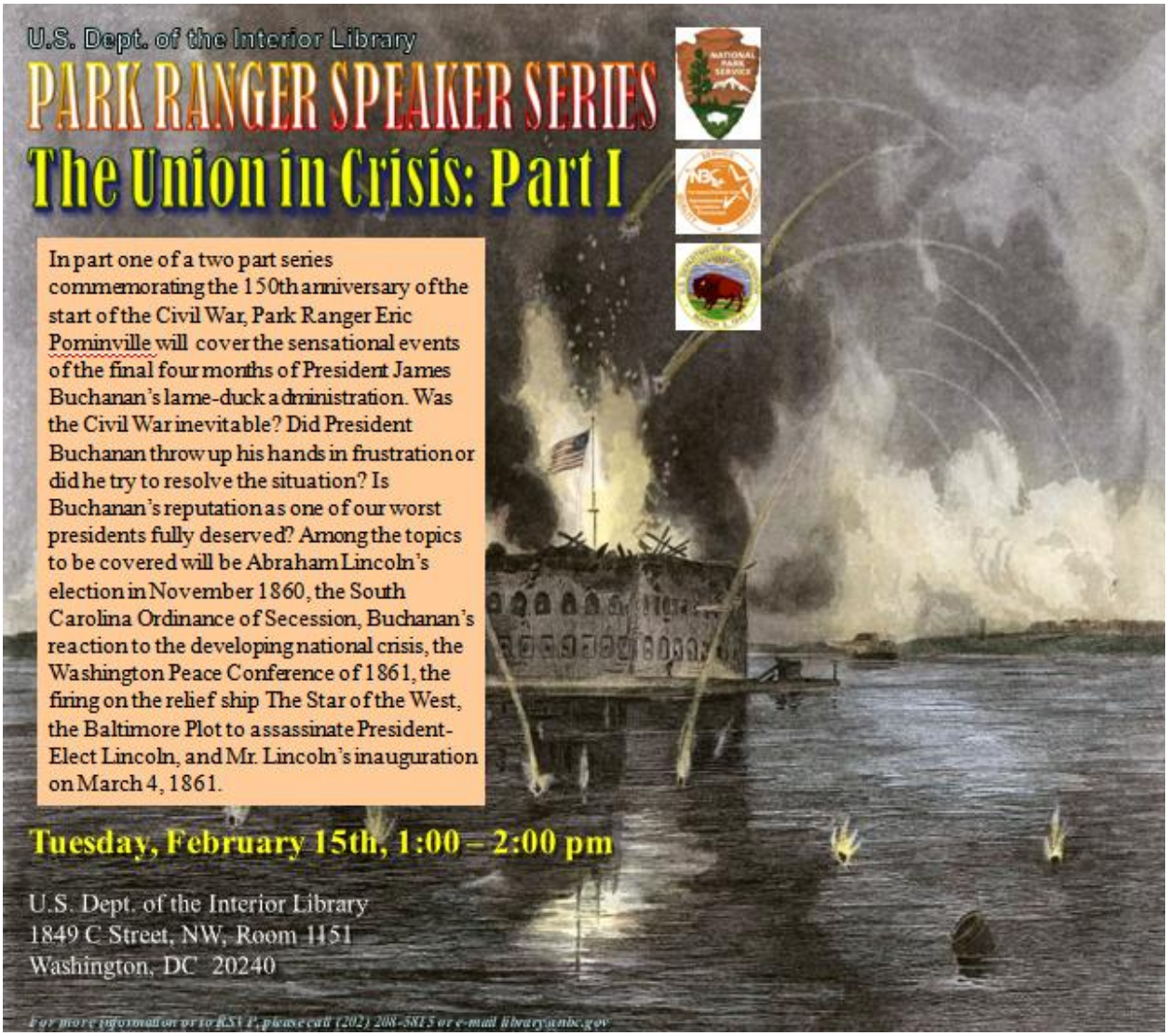
Submitted by George Franchois, Coordinator of Library Services, U.S. Department of the Interior Library

Department of the Interior Library Park Ranger Speaker Series: The Union in Crisis – Part I



Submitted by George Franchois, Coordinator of Library Services, U.S. Department of the Interior Library

Public Records Resources Online: How to Find Everything There Is to Know About "Mr./Ms. X"

By Jennifer L. McMahan, Supervisory Librarian, U.S. Department of Justice

Background Note:

After a recent public records webinar for librarians, a group of us were discussing public records databases and Web sites. A colleague and I teach a public records class at DOJ and we use a Web based guide to link to the various resources we cite in the class. I thought it would be helpful for other librarians to see the guide (presented below) in case it's helpful for them. We explain in the class how we use the different sites, so there's not a lot of explanation in the guide. It's mainly just a list of links to resources by category. Three sites that I use quite a lot are listed below.

Free Public Records Directory is one of my favorite sites. I like it because you choose a state, then a county from the drop down menu at the top and it links you to public records databases for that county. It also identifies which counties are near the one you're looking in, if you want to try surrounding counties. http://publicrecords.onlinesearches.com/

I also like **Search Systems**, although it now contains a lot of fee-based content. Free links to sites are still available, and it is especially useful in that it includes foreign public records databases, which can be really hard to find. http://publicrecords.searchsystems.net/

For real property records, **NETR Online** is a great place to start. http://publicrecords.netronline.com/

Public Records Resources Online:

How to Find Everything There Is to Know About "Mr./Ms. X"

*Note: Lexis/Westlaw links require a subscription, as do a few other sites, noted in the text with $. Please see disclaimer.

Summary of public records on Mr./Ms. X ...

- **Smartlinx Reports** on **Lexis.com** or **Accurint.com**
- **CLEAR** (formerly Choicepoint/AutoTrackXP) http://clear.thomsonreuters.com
- **Westlaw** PUBRECS-XX (Where XX is the two-letter abbreviation) and PEOPLE-ALL.

His/her social security number is ...

- **SSN Validator** http://www.ssnvalidator.com/.
- **Selective Service Online Verification** https://www.sss.gov/RegVer/wfVerification.aspx

He/she was born or died ...

- Social Security Death Records at: **RootsWeb** http://ssdi.rootsweb.com/, **Ancestry.com** http://search.ancestry.com/search/db.aspx?dbid=3693 and **Genealogy.com**.
- **Death Indexes Online** http://www.deathindexes.com/.
- **Westlaw** Death Records (DEATH-ALL) and Obituaries (OBITPAGE). Also state files for KY, MA, MI, MN, MT, and NC. (DECEASED-XX).
- **Lexis Smartlinx** and Death Records.
- **VitalChek** http://www.vitalchek.com/ and **VitalRec** http://www.vitalrec.com/ (some content $).
- **National Obituary Archive** http://www.arrangeonline.com/, **ObitsArchive** http://www.obitsarchive.com, **Obituaries 101** http://www.big101.com/OBITUARIES101.htm and **Obituary Daily Times** http://obits.rootsweb.com/cgi-bin/obit.cgi.

Also, see **News** section, on p. 4.

- **BirthDatabase.com** http://www.birthdatabase.com/

He/she was married or divorced ...

- **Lexis** Marriage License Records for selected states.
- **Westlaw** Marriage Records for CO, CT, FL, IN, KS, ME, MN, NV, OH, OK, TX, WI (MARRIAGE-XX)
- **Lexis** Divorce Records for selected states. Also try **Courtlink Dockets Search**.
- **Westlaw** Divorce Records for AZ, CA, CO, CT, FL, GA, IL, KS, LA, ME, MD, MI, MN, MO, NY, NV, NC, OH, OK, OR, , PA, SC, TN, TX, UT, VA, WA, WI. (DIVORCE-XX). Also try **DOCK-ALL** and **ADVERSE-ALL**.
- Marriage Records sites: **CA** http://search.ancestry.com/search/db.aspx?dbid=1144&cj=1&o_xid=0001126697&o_lid=0001126697
  KY http://ukcc.uky.edu/%7Evitalrec/, **ME** http://www.maine.gov/sos/arc/research/vitalrec.html, **TX** http://www.dshs.state.tx.us/vs/marriagedivorce/default.shtm, **WV** http://www.wvculture.org/vrr/,
  Western States http://abish.byui.edu/specialCollections/westernStates/search.cfm,
  GenWed http://www.genwed.com, **RootsWeb** http://userdb.rootsweb.com/marriages/,
  SearchEngineZ http://searchenginez.com/marriage_records_usa.html.
- Divorce Records sites: **KY** http://ukcc.uky.edu/%7Evitalrec/, **TX** http://www.dshs.state.tx.us/vs/marriagedivorce/default.shtm, **RootsWeb** http://userdb.rootsweb.com/divorces/, **SearchEngineZ** http://searchenginez.com/divorce_records_usa.html.
- **VitalChek** http://www.vitalchek.com/ and **VitalRec** http://www.vitalrec.com/ (some content $).

He/she lives or lived ...

- **Superpages** http://www.superpages.com/global/, **Infobel** http://www.infobel.com/, **Ultimates** http://www.theultimates.com/, **Switchboard** http://www.switchboard.com/, **Canada 411** http://www.canada411.com/, **Yahoo!** http://people.yahoo.com/, **MelissaDATA** http://www.melissadata.com/lookups/index.htm.
- **NumberingPlans** http://numberingplans.com/, **FoneFinder** http://www.fonefinder.net/, **Intelius Cell Phone Directory** http://www.intelius.com/reverse-phone-lookup.html, **Area Code Decoder** http://decoder.americom.com/.
- **Westlaw** Public Records tab - People Finder databases.

- **Lexis** People Finder and Military Personnel Finder (updated through 05/01).
- **Virtual Chase People Finder Guide** http://www.virtualchase.com/topics/people_finder_index.shtml.
- **National Address Server** http://www.cedar.buffalo.edu/adserv/, **Mail Drops Database** http://www.finaid.org/scholarships/maildropsearch.phtml, **USPS Zip Code Lookup** http://zip4.usps.com/zip4/citytown_zip.jsp, **Geographic Names Information System** http://geonames.usgs.gov/, **Yahoo! Local** http://local.yahoo.com, **Google Maps** http://maps.google.com and **Ask.com Local** http://www.ask.com/local.

He/she owns or is licensed to drive ...

- **Westlaw** Public Records tab - Asset databases.
- **Lexis** SmartLinx Location Summary Reports and individual asset databases.
- **DMV Offices** http://www.aamva.org/KnowledgeCenter/ResearchCtr/Resources/
- **National Insurance Crime Bureau VINCheck** https://www.nicb.org/theft_and_fraud_awareness/vincheck
- **NETR Real Property Records Online** http://publicrecords.netronline.com, **VisionAppraisal.com** http://www.visionappraisal.com/databases/ for parts of CT, ME, MA, NH, RI, VT, VA and **Appraisal Resource** http://www.appraisalresource.com/ for parts of CT, RI, and MA.
- **Courthouse Direct Real Property Documents** http://www.courthousedirect.com/ $.
- **Zillow** http://www.zillow.com, **Trulia** http://www.trulia.com/, **TerraFly Property & Neighborhood Information** http://terrafly.com/ and **Yahoo! - Real Estate Assessment** http://realestate.yahoo.com/realestate/homevalues/.
- **BLM Federal Land Patent Records** http://www.glorecords.blm.gov/.
- **FAA Databases** http://www.faa.gov/licenses_certificates/ and **Aircraft Ownership Records** http://www.landings.com/_landings/pages/search/search_nnr-owners.html.
- **BINDatabase** http://www.bindatabase.net/ and **Bank Account Resources** http://www.blackbookonline.info/bboindexsearch.aspx?q=Banks.
- **Public Records Directory** http://publicrecords.onlinesearches.com/

- **Search Systems** - http://www.searchsystems.net/ - has foreign public records sources

He/she is a licensed ...

- **Professional License Verifier** http://verifyprolicense.com/.
- **Westlaw** Professional Licenses (LICENSE-ALL), Medical (MEDLICENSE-ALL), Attorneys (ATTYLICENSE-ALL), Accountants (ACCTLICENSE-ALL), DEA Records (DEA), FAA Records (FAA), Hunting and Fishing Licenses (HUNTFISH-ALL), Concealed Weapons Licenses (selected states - CCW-ALL).
- **Lexis** Professional Licenses, Health Care Providers, Health Care Provider Sanctions, DEA Registrants, FCC Licenses, Tax Professionals and Hunting & Fishing Licenses.
- **Expert Witnesses Guide** [Internal only]
- **State Lawyer Licensing Databases** http://www.llrx.com/features/lawyerlicenses.htm, **Thomson Legal Record** http://legalrecords.findlaw.com/ss/search_index.jsp, **Attorney Information** links http://www.legaldockets.com/attorneys/ , **Westlaw** ATTYLICENSE-ALL, or **Disciplined Attorneys Search** http://pibuzz.com/disciplined-attorneys
  National Lawyer Regulatory Data Bank http://www.americanbar.org/groups/professional_responsibility/services/databank.html $.
- **Foreign Registered Agents Search** http://www.fara.gov/

His/her corporate affiliations ...

- **Guide to Corporation Records by State** [internal only].
- **Westlaw** Executive Affiliations (EA-ALL).
- **Lexis** Duns Market Identifiers, SEC Filings, and Executive Directories.
- **ZoomInfo** http://www.zoominfo.com/, **Business.com People search** http://www.business.com/search/index_people.asp, and **Ziggs** http://www.zoominfo.com/, http://www.ziggs.com/.

Information about his/her companies or charities ...

- **Guide to Corporation Records by State** and **Company Research Guide** [internal only].
- **Dun & Bradstreet** Business or Federal Information Reports http://www.dnb.com/ $.

- **Lexis** Smartlinx Business Reports, Company Analyzer, Experian Reports, SEC Filings, Bankruptcy Filings, UCC Filings, Judgments and Liens, Civil and Criminal Filings, Guidestar, and OSHA Inspection Reports.
- **Westlaw** Corporate Filings (CORP-ALL), Fictitious Names (FBN-ALL), Corporate Litigation Prep (LITPREP-ALL), Name Availability (NA-ALL), Business Finders (BUSFIND-ALL), SEC Filings (EDGAR), Adverse Filings (ADVERSE-ALL), Bankruptcy Filings (BKR-ALL), UCC Filings (UCC-ALL), and Lawsuits (LS-ALL).
- **SEC Edgar** http://www.sec.gov/edgar.shtml, **SECInfo** http://www.secinfo.com/, and **CORI Contract Information Database** http://cori.missouri.edu/
- **ThomasNet** http://www.thomasnet.com/.
- **Customs Rulings Database** http://rulings.customs.gov/**.**
- **Insurance Company Search** https://eapps.naic.org/cis/**.**
- **FCC Telecommunications Company Database** http://gullfoss2.fcc.gov/cib/form499/499a.cfm**.**
- **Federal Central Contractor Registration** https://www.bpn.gov/ccrsearch/Search.aspx, **Government Contracts Won** (DOD only) http://www.governmentcontractswon.com/, **USASpending.gov** http://www.usaspending.gov/, **GSA Excluded Parties Database** http://epls.arnet.gov/, **POGO Federal Contractor Misconduct Database** http://www.contractormisconduct.org/, **OMB Watch** http://fedspending.org/, and **HHS OIG Excluded Individuals / Entities** http://exclusions.oig.hhs.gov/.
- **OFAC List of Specially Designated Nationals and Blocked Persons** http://www.treas.gov/offices/enforcement/ofac/sdn/, **BIS Denied Persons** http://www.bis.doc.gov/ComplianceAndEnforcement/ListsToCheck.htm , **World Bank Listing of Ineligible Firms** http://www.worldbank.org/debarr, **UK Financial Sanctions** http://www.hm-treasury.gov.uk/financialsanctions.
- **Commodity Futures - Background Affiliation Status Information** http://www.nfa.futures.org/basicnet/ and **Case Status Reports** http://www.cftc.gov/ConsumerProtection/CaseStatusReports/index.htm (CFTC fraud investigations).
- **FINRA BrokerCheck** http://www.finra.org/Investors/ToolsCalculators/BrokerCheck/index.htm
- **FDIC Failed Banks List** http://www.fdic.gov/bank/individual/failed/banklist.html
- **Stock Transfer Agent Database** http://www.stocktransfer.com/.
- **Pension and Benefit Data** http://www.freeerisa.com/ (free registration required).

- **Patents & Trademarks** http://patents.uspto.gov/.
- **AFL-CIO Job Quality Database** http://www.workingamerica.org/jobtracker/
- **Foundation Center 990 Finder** http://foundationcenter.org/findfunders/990finder/, **Guidestar Charity Search** http://www.guidestar.org/, **America's Charities** http://www.charities.org/, **Charity Navigator** http://www.charitynavigator.org/, and **BBB Wise Giving Alliance** http://www.give.org/.
  NASCO State Charity Agencies List http://www.nasconet.org/agencies.

His/her court records and filings ...

- **Guide to Court Resources** http://www.justice.gov/jmd/ls/state.htm **Lexis Courtlink** http://www.lexisnexis.com/courtlink/online/ and **WestDockets** http://courtexpress.westlaw.com
- **Pacer Case Locator** https://pcl.uscourts.gov/ $.
- **Westlaw**: Dockets, Adverse Filings (ADVERSE-ALL), Bankruptcies (BKR-ALL), UCCs (UCC-ALL), Lawsuits (LS-ALL), Criminal Records (CRIM-ALL), Arrest Records (ARREST-ALL), Liens and Judgments (LJ-ALL), Jury Verdicts (JV-ALL), and Office of Foreign Assets Control - Blocked Persons (OFAC).
- **Lexis**: Courtlink, Bankruptcy Filings, Judgments and Liens, UCC Filings, Civil and Criminal Filings, Criminal Records, Jury Verdicts, Federal Agency Decisions, and OFAC - Blocked Persons.
- Web criminal records sites: **BOP Inmate Locator** http://www.bop.gov/iloc2/LocateInmate.jsp, **National Sex Offender Registry** http://www.nsopw.gov/, **Inmate Locators on the Web** http://www.corrections.com/links/show/20, and **Vinelink** http://www.vinelink.com/.
- **Article on Criminal Background checks** http://www.virtualchase.com/articles/criminal_checks_national.html
- **Public Records Directory** http://publicrecords.onlinesearches.com/

His/her Web site or E-mail address ...

- **Fagan Finder URLinfo** http://www.faganfinder.com/urlinfo/ and **CentralOps.net** http://centralops.net/co/
- **ARIN WHOIS Database Search** http://whois.arin.net/ui, **DomainTools.com** http://www.domaintools.com/, **Checkdomain.com** http://www.checkdomain.com/,

IP Address Guide http://www.ipaddressguide.com/, and **WhoIs Company Web Site Lookup** http://www.networksolutions.com/en_US/whois/index.jhtml.

- **DNS Stuff** http://dnsstuff.com/**, Trace Route** http://www.traceroute.org/, **DNS 411** http://dns411.com/tips/, **SpamID.net** http://spamid.net/.
- **Fingering Email Accounts** http://www.emailman.com/finger/
- **My Email Address Is** http://my.email.address.is/, **Internet Address Finder** http://email.iaf.net/email-search.html, and **Ultimate E-mail Directory** http://www.theultimates.com/email/.
- Use **Google** http://www.google.com and search for: "email * @companydomain.com" or "email ** companydomain.com" to find someone's e-mail address. (Try e-mail also).
- **WayBack Machine** http://www.archive.org.

He/she went to college ...

- **Web U.S. Universities, by State** http://www.utexas.edu/world/univ/state/.
- **Classmates.com** (registration required) http://www.classmates.com.
- **DegreeVerify - National Student Clearinghouse $** http://www.studentclearinghouse.org/dvev/dv.htm.
- Dissertation/Theses searches: **WorldCat** http://firstsearch.oclc.org/fsip **$**, **Proquest Digital Dissertations** http://proquest.umi.com/login **$**, **Networked Digital Library of Theses and Dissertations** http://www.ndltd.org/find, and **Foreign Doctoral Dissertations Database** http://www.crl.edu/collections.

Information about him/her in the News ...

- **Lexis All News, All Languages Database**
- **Westlaw AllNewsPlus Database**
- **Newsbank** http://infoweb.newsbank.com/ **$**
- **Proquest Historical Newspapers** http://proquest.umi.com/login **$**
- **Google News Archive** http://news.google.com/archivesearch
- **NewspaperArchive.com** http://www.newspaperarchive.com/ Search for free. Fulltext **$**
- **Historical Newspapers Online** http://gethelp.library.upenn.edu/guides/hist/onlinenewspapers.html
- **Newspaper Digitization Projects** http://icon.crl.edu/digitization.htm
- **OnlineNewspapers.com** http://www.onlinenewspapers.com/

His/her voter registration and campaign contributions ...

- **Westlaw** Voter Registrations (VOTERS-ALL) and Political Donors (POLITICAL-DONORS)
- **Lexis** Voter Registrations
- **Campaign Finance Information Center** http://www.campaignfinance.org/states/index.html.
- **FEC Databases** http://www.fec.gov/finance/disclosure/disclosure_data_search.shtml **OpenSecrets** http://www.opensecrets.org/, **TransparencyData.com** http://transparencydata.com, **Follow the Money** http://www.followthemoney.org/, **Project Vote Smart** http://www.vote-smart.org/, and **PoliticalMoneyLine** http://www.tray.com/.
- **IRS Political Organization Filing & Disclosure** http://www.irs.gov/charities/political/article/0,,id=109644,00.html.
- **State Voter Registration Verification Web Sites** http://www.fvap.gov/reference/links.html
- **Senate Lobbying Disclosure Act Database** http://soprweb.senate.gov/index.cfm?event=selectfields, **House Database** http://disclosures.house.gov/ld/ldsearch.aspx, **Lobbying Database** http://www.opensecrets.org/lobbyists/index.asp, **Lobby Search** http://www.lobbysearch.com/, **Lobbyist Directory** http://www.vancouver.wsu.edu/fac/kfountain/.

Information about him/her on the Web ...

- **Google** http://www.google.com/, **Yahoo!** http://search.yahoo.com/, **Ask.com** http://www.ask.com, and **Bing** http://www.bing.com/
- **ZoomInfo** http://www.zoominfo.com/, **Pipl** http://www.pipl.com/, **Wink** http://wink.com/, **MySpace** http://www.myspace.com**, Facebook** http://www.facebook.com**, Linkedin** http://www.linkedin.com**,** and other **Social Networking Sites** http://en.wikipedia.org/wiki/List_of_social_networking_websites
- **Google Groups** http://groups.google.com/, **Omgili Discussions Search** http://omgili.com, **Search IRC** http://searchirc.com/, **Zuula Blog Search** http://www.zuula.com/, **Technorati** http://technorati.com/blogs/, **IceRocket** http://www.icerocket.com/, and **Boardreader** http://www.boardreader.com.

- **Google Video** http://video.google.com/, **Yahoo! Video** http://video.search.yahoo.com/, **YouTube** http://www.youtube.com/, **VideoSurf** http://www.videosurf.com/, and **Truveo** http://www.truveo.com/.

General Sources

See Internet version for descriptions

Access to Archival Databases System http://www.archives.gov/aad/

Asset Search Blog http://www.assetsearchblog.com/

Black Book Online http://www.blackbookonline.info/

Craig D. Ball http://www.craigball.com/hotlinks.html

EInvestigator.com http://www.einvestigator.com/links/index.html

Global Locate https://www.global-locate.com/v4.1/page.asp

Journalists' Toolbox - Public Records
http://www.journaliststoolbox.org/

Portico http://indorgs.virginia.edu/portico/

Public Record Finder http://www.publicrecordfinder.com/

Public Record Research Library http://www.brbpub.com/pubrecsites.asp

Public Records Directory http://publicrecords.onlinesearches.com/

Public Records USA http://www.factfind.com/public.htm

Reverse Lookup Directories
http://dir.yahoo.com/Reference/Phone_Numbers_and_Addresses/Reverse_Lookup_Directories/

Search Systems http://www.searchsystems.net/

Tapping Officials' Secrets http://www.rcfp.org/cgi-local/tapping/index.cgi

Virtual Gumshoe http://www.virtualgumshoe.com/

Last Updated May 23, 2011 by Jennifer L. McMahan

The Challenge of E-Legislative History for the "51st State"

By Lisa Kosow, Law Librarian, U.S. Attorney's Office for the District of Columbia

Technology seems to have changed just about everything in the library field in recent years. Even with the continual transition to a multitude of electronic formats for information and new electronic devices for responding to requests, librarians should not lose sight of our purpose, which is providing accurate sources of information to our patrons, no matter the format. A good example is that of legislative histories in the District of Columbia, where it's often necessary to consult both electronic and print sources in order to compile a complete history.

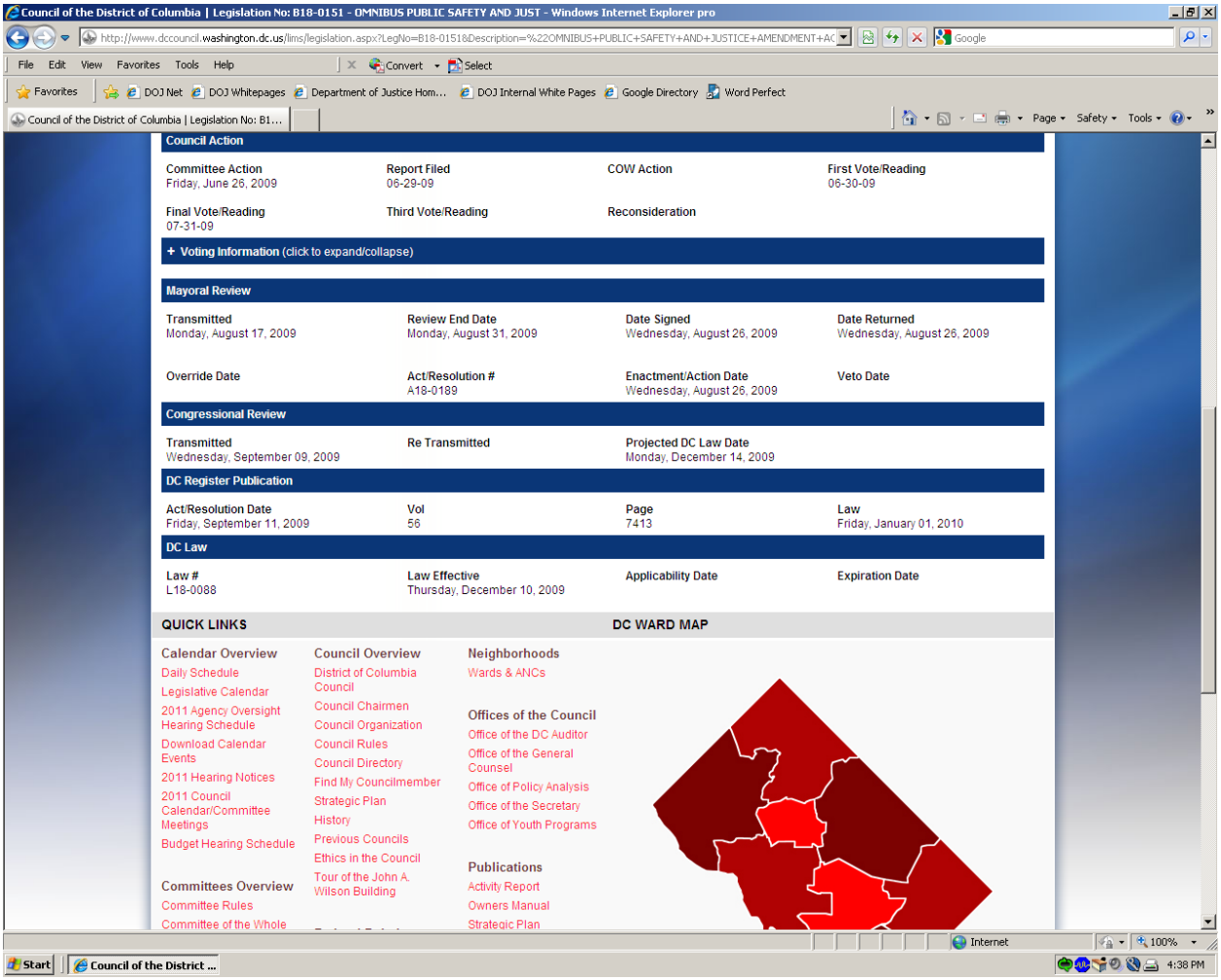
At the U.S. Attorney's Office in Washington, D.C., attorneys request the usual types of legal information from the library, such as case law, statutes, background on expert witnesses, and of course, legislative histories. In our case, the legislative histories needed are often for the District of Columbia. D.C. laws present a special challenge, because there are fewer published reports and other documents than are available for federal laws. This is true of other states as well, but there is no legislative library for the District of Columbia, which is not a state.

The District of Columbia government has only an elected council rather than a legislature as the federal and state governments do. There are thirteen members of the Council, including a Chair and Chair Pro Tempore, seven members who represent the wards of the city, and four at large members. The council members and the mayor are allowed to introduce bills. One unusual quirk of the District is that charter independent agencies are also permitted to introduce legislation. Another quirk is that all laws must go to the U.S. Congress for 30 days (or 60 days for some criminal legislation) for review. If Congress passes a joint resolution against the act and the President approves the resolution, the act may not become law.

There are several electronic sources that can be used to track D.C. legislation and research legislative histories. One is the D.C. Council's Legislative Information Management System (LIMS) at http://dccouncil.us/lims/. The screen shot below shows the information that can be found on the LIMS database. The legislative histories on this source only go back as far as the 13th council period which covers the years 1999-2000.

Legislative history documents can be found on the system by clicking "Search" and entering any combination of keywords or the committee or councilmember who introduced the act.

The history retrieved by the system looks like the screen below. There are links to the bills and a committee report. It's not uncommon for D.C. laws to pass without a committee report, however.



Another electronic source of District legislative history is Westlaw. The database DC-LH contains reports, bill history, and voting records. These items show up as separate records in Westlaw, rather than combined with links to each as they are in LIMS. Lexis has full text bills and bill tracking, but does not have the council reports.

One other place to look for elements of a legislative history is the *D.C. Register*. It contains each version of a bill as it moves through the legislative process, notices of public hearings, rules, and Mayor's orders. This source is no longer published in a print format. It can be accessed in electronic format on the D.C. government website and on Lexis and Westlaw. The government site goes back only to 2003 and the link is http://www.dcregs.dc.gov/.

The Lexis version of the *D.C. Register* goes back to 1998 and can be searched combined with the District Municipal Regulations, or on its own. Segment searching on agency, cite, heading, issue and date are available. On Westlaw it goes back to 1999. The commercial databases have most of the substantial contents for the D.C. Register, but they are *not* full text. For full text of the *D.C. Register* before 2003, print is still the only option. The U.S. Attorney's Office library and other libraries in Washington D.C. retain the older print copies.

If you have a need for a legislative history that is more than ten years old, your best option is to contact the D.C. Legislative Services Archives at (202) 724-8050. They will provide print copies only. Besides the council reports, they will furnish testimony when it is available. Testimony by experts and interested parties on D.C. bills is not usually published electronically. Even in the age when everything is expected to be digital and electronic it helps to remain open to traditional formats. As some librarians will admonish their patrons, "Not everything is online!"

If you find you still have questions about researching a D.C. legislative history which this brief overview didn't answer, Georgetown University Law Library has an excellent guide at http://www.ll.georgetown.edu/states/dc-in-depth.cfm#legproc. The Library of Congress also has a page on D.C. government sources at http://www.loc.gov/law/help/guide/states/us-dc.php.

E-Gov Resources on Native Americans and Tribal Issues

By Kathy Kelly, MSLS, C.A.

Numerous government agencies at all levels and citizens need information to handle issues related to the rights and needs of Native Americans and tribes. Below are some federal government web sites which can serve as starting points for research on these issues.

USA.gov

USA.gov is a portal to official information and services of the U.S. government. Perhaps lesser known is the fact that this site serves as a great index to subjects of interest via topic or audience type, as well as pointers to state and local government resources on subjects of interest. In terms of Native American and tribal resources, USA.gov's option to browse by audience type (http://www.usa.gov/Topics/Audiences.shtml) allows you to access this information tailored for specific audience groups: for Citizens; for Businesses and Nonprofits; and for Governments.

The "Citizens" audience group page is enhanced by two major sections: 1. Get It Done Online (for job applications, tracing Indian ancestry, etc.); and 2. a thematic cluster to explore issues such as Cultural Resources, Legal Resources, Tribal Lands and the Environment, and more. The "Businesses and Nonprofits" audience group page goes straight to the Small Business Administration's Office of Native American Affairs web site, which hosts a variety of information on business development and expansion tools for American Indians, Native Alaskans, and Native Hawaiians.

DOI Library's Native Americans Site

The Department of the Interior (DOI) Library offers a comprehensive page of Native American information, organized by a number of helpful frameworks. First, it offers E-Books from the Gale Virtual Reference Library, broken down by American Indian Biographies, Culture, History, Tribes, and relevant special encyclopedias. While these E-Books are accessible from DOI locations only, the Native Americans site goes on to offer links to web sites accessible to all, organized by categories of News, Tribal Governments, Non-Federal Organizations, U.S. Government Organizations, Guides to Federal Records, Legal Resources, Bibliographies, Digital Libraries, and Directories of Internet Sites on Native Americans.

Check out the USA.gov Native American audience group pages, and the DOI Library's Native Americans site for excellent gateways to Native American and tribal info for many audiences, subjects, and services.

***Kathy Kelly is a librarian and certified archivist with environmental expertise and project management experience in the federal contracting sector.

Originally posted on the *Government info Pro* by Marie Kaddell on October 08, 2010 | Permalink

Soft Skills, Leadership Skills, and "the Best Days of Librarianship Are Ahead of Us"*: A Mashup of Ideas

By Cindy Spohr, Team Lead, LexisNexis Customer Consulting Group, LexisNexis

The role of librarians, and how we define ourselves, will continue to evolve, and grow, as our communities, organizations, and technology change. I don't know where all we will go along this path, but I do very much agree that *"in the end, it is important to remember that we cannot become what we need to be by remaining what we are,"* Max Depree in Leadership is an Art.

This has been an underlying, recurring subject for me this year as I've participated in developing and presenting a leadership program as well as the LexisNexis® Teaching Research in Private Law Libraries (TRIPLL) Conference, attended the Private Law Libraries Change as Opportunity Summit, and heard the Keynote speaker at the AALL Annual Meeting.

Through all of these experiences there are several themes that have emerged that I would like to share with you, as food for thought, and maybe inspiration, as we continue on our evolution: Soft Skills, Leadership Skills, and a bright future.

Soft Skills

In October 2009 the TRIPLL Council met to plan the 2010 TRIPLL Conference. As we brainstormed the current environment for librarians teaching in law firms we realized quite a number of items on our list that had nothing to do with the technical aspects or knowledge needed for teaching, but things we identified as interpersonal, or soft skills, such as:

- Personal effectiveness
- Visibility
- Developing and maintaining relationships
- Networking
- Establishing credibility
- Staying relevant

We determined that these types of skills are critical to the success of librarians, and Sara Paul Raffel, reference librarian in the San Francisco

office of Paul, Hastings, Janofsky & Walker LLP, developed and presented an excellent session called *"Make Yourself Indispensable: Expand Your Personal Effectiveness, Awareness and Impact."* In developing this presentation Sara identified a great book on the topic, The Hard Truth About Soft Skills: Workplace Lessons Smart People Wish They'd Learned Sooner, by Peggy Klaus, and each participant at the TRIPLL Conference received a copy.

I started reading the book on my flight home from TRIPLL, but unfortunately set it aside to catch up on other things, and didn't get back to it until I heard Susan Klopper, executive director of the Goizueta Business Librarian at Emory University, speak at the Private Law Libraries Change as Opportunity Summit held prior to the AALL Annual Meeting. In discussing hiring librarians Susan mentioned that it is difficult to find appropriate soft skills in candidates, and that these skills are critical to success, which reminded me I had started reading a book on this very topic, and motivated me to finish.

In the introduction to *The Hard Truth About Soft Skills*, Klaus defines soft skills as personal, social, communication, and self-management behaviors which cover a wide spectrum of abilities and traits, including: being self-aware, trustworthiness, conscientiousness, adaptability, critical thinking, organizational awareness, likability, influence, risk-taking, problem solving, leadership, time management, and then some. The book is full of practical ideas and examples, and some of my favorite topics include: Listen to your gut—it's full of data; Books are judged by their covers and the same is true for you; and Know where to draw the line between self-improvement and self-destruction. Klaus has developed a **Take 24 Soft Skills Quiz**, and you can click here to take the quiz.

Leadership Skills

There is a definite overlap between the soft skills identified by Klaus and traits that have been identified as leadership skills. Debbie Fisher, manager, Library and Research Center in the Washington, D.C., office of O'Melveny & Myers LLP, presented an outstanding session called *"Get the 'Lead' Out: Developing Your Leadership Style"* at the 2009 Advanced Management for Private Law Librarians (AMPLL) Conference. Debbie, Gayle Lynn-Nelson, LexisNexis Senior Librarian Relations Consultant and I, recorded a Webinar based on Debbie's AMPLL presentation called *"Management and Leadership: Unleash Your Leadership Potential."* You can click here to listen to the recording.

In these presentations we discuss themes around Emotional Intelligence (self-awareness, self-management, social awareness and relationship management) and management characteristics such as innovation, integrity,

vision, adaptability, and passion—many similar characteristics as listed by Klaus as soft skills. A key takeaway for all of us is that EVERYONE has leadership potential—you do not have to be born with specific characteristics, you do not have to be in a top position, and you do not have to be charismatic. You do, however, have to take responsibility for developing yourself and your skills. Warren Bennis, commonly referred to as the "leading authority on leadership," tells us that

- Leadership is not a rare skill and we see examples of leadership from all types of people every day
- Leaders are not born—they work daily and diligently at their leadership skills
- Most leaders are ordinary, not charismatic
- Leadership is relevant and apparent at all levels, not just at the top

The Best Days of Librarianship Are Ahead of Us*

R. David Lankes presented the Keynote "Take a Right at the Obelisk" at the 2010 AALL Annual Meeting Opening General Session. He is director of the Information Institute of Syracuse, an associate professor in Syracuse University's School of Information Studies, and director of the library science program for the school.

If you were unable to attend his Keynote address I highly recommend that you click here to watch and listen to the recording through the AALL Web site (this keynote session, and two other programs, are now available for free to all AALL members through AALL2go).

Lankes is a passionate advocate for libraries and their essential role in today's society. The description of his Keynote address indicates: The future for librarianship is bright, but not if we continue to see our value in our collections and resources—instead of in ourselves. Librarians must take on a mission of facilitating knowledge creation where we configure our services and organizations around our members. Instead of focusing on tech services and public services we must focus on the goals and accomplishments of our communities—be they law practices, academia, or other agencies. The future of librarianship is in our hands, and we must be ready to fight for it.

His presentation is informative, positive, thought provoking and inspiring. At one point, he discussed service, indicating service is not invisibility; we should not be standing by/waiting to lend a helping hand—and said to STOP IT. Instead, move forward, direct, and push. In his closing, Lankes passionately tells us that:

- The best days of librarianship are ahead of us
- However, we won't get there focused on our processes and artifacts
- We are the right profession, uniquely positioned to lead in the knowledge age

Conclusion

We'll need to think about things in a different way, be creative, determine what doesn't work anymore and what should be added or changed, sharpen our soft skills and our leadership skills, and put in a whole lot of effort together with flexibility, but I love looking forward to our best days and being the right profession!

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*R. David Lankes

In addition to books, Webinars, etc., discussed in the article, here are some additional resources you might be interested in:

Bennis, Warren, On Becoming a Leader. Basic Books.

Bennis, Warren and Joan Goldsmith, Learning to Lead: A Workbook on Becoming a Leader. Basic Books.

Blanchard, Ken, Susan Fowler, and Laurence Hawkins, Self Leadership and the One Minute Manager: Increasing Effectiveness through Situational Self Leadership. William Marrow.

Covey, Stephen, The 7 Habits of Highly Effective People. Free Press.

Dweck, Carol, Mindset: The New Psychology of Success. Random House.

Goleman, Daniel, Emotional Intelligence. Bantam Books.

Klaus, Peggy, BRAG: The Art of Tooting Your Own Horn Without Blowing It. Business Plus.

Lynn-Nelson, Gayle, Management vs. Leadership: Unleash Your Leadership Potential. LexisNexis InfoPro article.

MacMillan, Bridget, Everyday Relevancy, LexisNexis InfoPro article.

Payne, Deidra, Sitting back is not an option!,. LexisNexis InfoPro article.

Saint-Onge, Michael, Law Librarian 2.0: Building the Law Librarian of the Future. LexisNexis InfoPro article.

Webster-Matthews, Julie, BRAGGING is No Longer Optional. LexisNexis InfoPro article.

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SLA Division of Government Information

SLA Connecting People and Information

CONNECT WITH SLA MEMBERS IN YOUR AREA...IN YOUR SPECIALTY

Government Information Division

About Us

The Government Information Division brings together those interested in the value, organization and management of government information sources with those responsible for the provision and improvement of government library and information services.

It is a forum for the exchange of ideas and information on the value and use of government information and government libraries.

It conceives and carries out projects that assist members in improving services to their constituencies. It looks to promote the professional advancement of its members across the globe, and the interconnections between users and providers of government information and services from governmental entities at all levels of governments.

Services

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Visit the SLA DGI Blog:
http://sladivisions.typepad.com/government_information/

Join the SLA DGI listserv:
http://units.sla.org/division/dgi/pages/listserv.html

Keep current with the SLA DGI News Feed, available through the generous support of LexisNexis:
http://www.sla.org/dgi

Follow us on Twitter:
http://twitter.com/sladgi

Events

SLA 2011 Annual Conference
June 12-15, 2011 in Philadelphia, PA

The Government Information Division is developing exciting programs for 2011. To find out more as it happens, visit the DGI website:
http://www.sla.org/dgi.

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For more information, visit the SLA DGI site:
http://govinfo.sla.org/

AALL Federal Law Librarians Caucus

Federal Law Librarians Caucus

To promote collaboration, resource sharing and best practices among Federal Law Libraries.

The Caucus was formed as a result of a meeting of federal law librarians at the 2006 AALL Conference. Membership is open to any federal law librarian. To join, please visit our Web site, sign up for the listserv, and have your name added to our directory.

http://www.aallnet.org/caucus/fllc/

For more information, contact
Jennifer McMahan
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(202) 616-8942

For more information, visit the AALL FLLC site:
http://www.aallnet.org/caucus/fllc/

ALA FAFLRT

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FAFLRT promotes library and information service and the library and information profession in the Federal and Armed Forces communities.

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LexisNexis® 2010 International Workplace Productivity Survey

Executive Summary of Results for Legal Professionals

A new international survey of legal professionals reveals that "information overload" is a widespread and growing problem in the legal community around the world. Not only does the incessant flow of information decrease productivity and performance in the workplace, it also takes a toll on employee morale. The survey found practitioners in every market struggling to cope, and looking to their employers for greater support.

SUMMARY OF FINDINGS

Too Much Information: A Global Challenge

- A majority of legal professionals in three of the five markets surveyed say that the amount of information they have to manage for their jobs has increased significantly since the economic downturn (South Africa: 68%, China: 52%, U.K.: 52%, U.S.: 48%, Australia: 34%).
- On average, more than two in five legal professionals surveyed (44%) say that if the amount of information they receive continues to increase, they will reach a "breaking point" at which they will be unable to handle any more.
- On average, legal professionals report spending just over half (51%) of their work day receiving and managing information, rather than actually using information to do their jobs.
- Legal professionals report that between one-third and one-half of all the information they receive at work each day is not important to getting their job done.
- A large majority of all legal professionals surveyed (87%) report needing to search for old emails or documents at least once a week, while an average of half of all respondents report needing to recreate documents because they are unable to find previously created versions at least once a week.

Drag on Performance, Productivity and Morale

- On average, six in ten (58%) legal professionals admit that the quality of their work suffers at times because they can't sort through the information they need fast enough.
- Almost half (48%) of all legal professionals surveyed report having trouble recreating how they spent their time for billing purposes (U.S.: 57%, U.K.: 39%, China: 44%, South Africa: 61%, Australia: 31%)
- On average, almost half (48%) of all legal professionals surveyed report feeling demoralized when they can't manage all the information that comes their way at work.
- On average, slightly over half (51%) of all legal professionals surveyed feel that people starting out in the legal industry are not well prepared for the amount of information management and processes they will have to manage in their jobs.

The just-released survey, commissioned by LexisNexis —a leading global provider in workflow solutions— builds on a similar survey conducted in 2008 and shows that information overload among American legal professionals appears to have gone from bad to worse. The expanded 2010 study surveyed 600 legal professionals from the United States, United Kingdom, China, South Africa and Australia, and reveals that information overload is pervasive across the globe.

"24/7" Communications: Improving or Impairing Productivity?

- When asked how they prefer to be reached with important information, more legal workers in the U.S. (48%), U.K. (68%) and South Africa (67%) choose email over any other means, including mobile or landline phone, text messages or in-person meetings.
- More than nine in ten (94%) legal professionals in Australia and more than two-thirds (69%) of South Africa's legal professionals say the constant flow of email and other information is distracting, making it difficult to focus on the task at hand. Most legal professionals in the U.K (62%), U.S. (58%) and China (51%) echo this sentiment.
- Nine out of ten U.S. (90%) and Chinese (87%) legal professionals say they have deleted or discarded work information without fully reading it, as have eight in ten legal professionals in Australia (81%), seven in ten in the U.K. (70%) and approximately two-thirds in South Africa (65%).

Impact Varies from Market to Market

- Nine in ten (91%) U.S. legal professionals report needing to search for old emails or documents, and almost six in ten (57%) report having trouble recreating how time was spent for billing purposes at least once a week.
- Three in five (61%) legal professionals in China report needing to recreate documents because previous versions can't be found, while half (50%) report disagreements among colleagues about the right way to organize information at least once a week.
- Two in five (42%) Chinese legal professionals report missing a meeting or appointment because of scheduling miscommunications (versus 15% of U.S. legal professionals), and 35% of Chinese legal professionals say they miss deadlines because they have trouble finding the necessary information (compared to 18% of U.S. legal professionals) at least once a week.

Legal Professionals Want Solutions: Legal Employers in Some Countries Seen as More Supportive Than in Others

- Across all countries, 87% of legal professionals say their employer has taken at least one action to help them manage information efficiently, such as investing in faster computers and more up-to-date technology; providing tools that work together to improve productivity; and providing information management technology designed specifically for legal professionals.
- More than half (52%) of legal professionals in China say their company has provided information management technology designed specifically for their profession, versus only 24% of legal professionals in the U.S.
- More than nine in ten (93%) legal professionals in China and more than three-quarters (77%) of U.S. legal professionals report that they could be more efficient if the software tools they use were designed to work the way they work, while 84% of Chinese and 70% of U.S. legal professionals say they would be more productive if they didn't have to switch back and forth between applications to do their work.
- On average, 66% of legal professionals across every market wish their company provided more training in information management.

Survey Methodology

LexisNexis commissioned the 2010 International Workplace Productivity Survey. The national study included 1,700 white collar professionals across five countries, including the United States, United Kingdom, China, South Africa and Australia. The study included 300 non-legal professionals and 200 legal professionals in the U.S. and 200 non-legal professionals and 100 legal professionals in each of the other markets. It was fielded by WorldOne, an international market research agency, specializing in the collection and analysis of data for leading market research organizations, consulting firms and corporations.

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Or visit:
http://www.multivu.com/players/English/46619-LexisNexis-International-Workplace-Productivity-Survey/

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AALL 2010: Frugal Librarians, PowerPoints, and Social Capital

By Marie Kaddell, Senior Information Professional Consultant, LexisNexis

Monday, July 13th, and Tuesday, July 14th, at the 2010 AALL Conference included many interesting sessions. Here are a few things that I learned in the sessions I attended:

AALL 2010 Sign Outside of the Colorado Convention Center

- What is social capital? Social capital is the connections between people; our networks and norms of trust and understanding of generalized reciprocity. Social capital is wealth of knowledge, of purpose, and of communication. What does social capital have to do with libraries? 1) Libraries can act as engines of social capital development for clients of the library; 2) There is social capital to be

utilized within the library staff. (Don Cohen, Writer, editor and consultant on organizational management - Program: More Than a Potluck: Building Community and Social Capital in Your Library)

- A few ideas about how to build social capital in the workplace:
  - hire the right people,
  - tell them what your expectations are,
  - invest in them through education/training,
  - include them in the decision-making process,
  - keep them in the loop.

  (Speaker: Keith Ann Stiverson, Chicago-Kent College of Law Library - Program: More Than a Potluck: Building Community and Social Capital in Your Library)
- Some tips for keeping costs down in the area of continuing education and training:
  - make use of local opportunities to avoid travel costs,
  - offer to split costs, scholarships, grants,
  - law librarian updates through vendors,
  - get CLE certified and offer your own classes,
  - YouTube and iTunes U

  (Speaker: Michael Saint-Onge, Coordinator and Speaker, LexisNexis - Program: The Frugal Librarian: Pinching Pennies (Relatively) Painlessly in Your Law Firm Library)

Michael Saint-Onge

- A few thoughts on effective use of PowerPoint in presentations:
  - Create visual interest. It's not a blackboard.
  - If your slides can help someone who did not make it to our

presentation understand the whole of your presentation, why do you need to be there? Your slides should not create the whole story.
- Set the Stage with an image.
- Think design, not decoration. One man's decoration is another man's clutter and that's distracting. - A useful takeaway doc is not your PowerPoint. Provide a unique takeaway document instead. (Jennifer Duperson, Boston University, Pappas Law Library - Program: Extreme Makeover: PowerPoint Edition)

Originally posted by Marie Kaddell on the *Government Info Pro* on July 13, 2010 | Permalink

AALL 2010: Obelisks, Supervisory Skills, and EPA Libraries

By Marie Kaddell, Senior Information Professional Consultant, LexisNexis

Sunday, July 11th, at the 2010 AALL Conference included many interesting sessions. Here are a few things that I learned in the sessions I attended:

- Opening General Session Speaker David Lankes gives reassurance and issues a challenge: The best days of librarianship are ahead of us. However, we won't get there focused on our processes and artifacts. We are in a world of new change. We cannot just copy but must innovate. Do you have the courage, knowledge, motivation to reinvent this field and find our new success and value? If you say you can't do it, get out of the way. This is opportunity to show that the value is in us not the books. (Opening General Session Speaker: R. David Lankes - Program: Take a Right at the Obelisk)
- A few staff retention and motivation tactics:
  - Develop written job descriptions - it's legal documentation
  - Provide honest annual performance reviews
  - Offer opportunities slightly beyond their capabilities. (Speaker: Coral Henning, Sacramento Public Law Library - Program: Developing Your Supervisory Skills)
- As a leader you need to be ahead of community but not so far away that you lose your community. Do you want to be an oracle or a leader? To make the world a little better you need to be a leader. (Speaker: Ryan Saltz, Coordinator and Speaker, Florida Coastal School of Law - Program: Developing Leaders: Inside, Outside and Together)

AALL 2010 Opening Session

- Lincoln was successful as a leader because he communicated a clear consistent message. To inspire your troops you have to tell them what they are fighting for. Know your organization's mission and communicate it. (Ann Fessenden - Program: Developing Leaders: Inside, Outside and Together)
- EPA's NEPIS Digital Archive now includes over 40,000 agency documents online. Their goal is to digitize all EPA docs. Their digital archives includes full text searching, a search cloud refinement tool, cover thumbnails, and the ability to download, print, or order hard copy documents. (Speaker: Deborah Balsamo, EPA National Library Network - Program: Behind the Scenes at the U.S. EPA)

Originally posted by on the *Government Info Pro* by Marie Kaddell on July 12, 2010 | Permalink

PRESERVING WHAT WE HAVE AND PREPARING FOR THE FUTURE

Federal Libraries on the E-Horizon

By Blane K. Dessy, Executive Director, FLICC/FEDLINK, Library of Congress

Federal libraries and information centers are often overlooked in the professional literature. Given this oversight, it's no wonder that that we don't often think of Federal libraries as being leaders in the development of digital tools, collections, or services. Too often we look toward other types of libraries or the commercial sector to give us insights and new ideas.

Perhaps this is due to the diffuse nature of Federal libraries being located in many different agencies with different missions. Rarely do we look across the entire Federal enterprise to consider the vast number of Federal libraries and information centers, the considerable resources spent on them collectively, or the groundbreaking work that many of them perform in the digital environment.

If we were to consider all Federal libraries and information centers as one resource and one investment by the Federal Government, we would see that this community of libraries (and communities of practice), while diverse, spanning all sizes, missions, and geographic locations, is bound together by the common principles of service and dedication to the improvement of practices. Nowhere is this more evident than in the use of information technology.

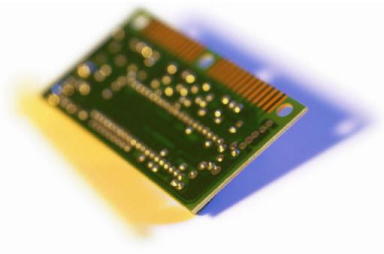
Outsell, Inc., a private firm, conducts an annual survey studying the adoption of new technologies by information managers in the Federal Government. Between 2009 and 2010, the use of blogs increased by 40%, wikis 27%, rss feeds 23%, collaboration spaces 22%, communities of practice 19%, web conferencing 18%, and social networking 18%. This rapid growth illustrates that the Federal Government is rapidly adopting new technologies and many Federal libraries are in the forefront of these adoptions. Another interesting fact is that 40% of Government libraries are supporting the use of handheld devices (Smartphones/PDAs) while 20% are exploring uses for e-readers. These are astonishing numbers for a group of libraries that generally garner very little public attention.

In addition, Federal libraries are linking their technology advances with two other interesting tasks. The first is the identification and digitization of internally created content so that it can be accessible and used for more purposes. The other issue is that Federal libraries are in the forefront of studying and developing strategies for digital preservation so that electronic content is accessible for future users. Federal libraries are now realizing that they have the content and the tools to make significant differences in their patrons' lives.

Following are some of the interesting and progressive projects that Federal libraries are undertaking. While this list is not comprehensive and there are examples elsewhere, these ideas are indicative of the future forward thinking of Federal librarians.

The National Library of Medicine (NLM) is leading the way in the development of software applications by sponsoring a contest where innovative apps are submitted for review and adoption. Additionally, the NLM is also sponsoring a video contest where applicants can submit a video about the use of NLM data and its impact.

Libraries managed by the Department of Defense are involved in a number of innovative projects, particularly in the area of content management. MERLN, a public website maintained by the National Defense University on behalf of military libraries, has added content in a variety of area including national security strategies, quadrennial defense review reports, terrorism resources, ongoing NATO operations in Libya, protests in the middle East, and Yemen. All information is enhanced by a full text search feature. The staff at the Ike Skelton Library at the Joint Forces Staff College is enhancing pathfinders by incorporating Web 2.0 technologies into them, thus allowing students and faculty to help develop the pathfinders. The Combined Arms Research Library (CARL) in Kansas is using its content and its technology to partner with the Combat studies Institute, the Frontier Army Museum, Military review, the Center for Army Lessons Learned, and the Operational Leadership Experiences project. Incidentally, CARL was named the Federal Library of the Year in 2007. The Kaiserslautern Libraries at the US Army Garrison in Germany are creating digital calendars that are heavily used over a geographically dispersed area. The Military Education Coordination Council (MECC) and the Distance



Librarian Working Group are networking behind the firewall by using a collaborative tool that permits Web 2.0 technology and is open to librarians, faculty, and students. This collaborative effort brings together members of the Navy, Marine Corps, Air Force, Coast Guard, and Army.

The librarian at the Occupational Safety and Health Review Commission is creating and making available digitally regulatory histories, legislative histories, and the original OSHA standards. This is content that has not been available before.

On the law enforcement front, the Federal Bureau of Investigation (FBI) library has released a new online catalog that offers better usability, better customer services, and an rss feed.

The Library of Congress is heavily involved in the digitization of materials, the preservation of those digital materials, the development and use of standards, and a national digital stewardship alliance.

These examples only skim the surface of a robust Federal library community that has long been engaged in electronic initiatives and is now combining those tools with vast resources of Federal information to create new content and to expand knowledge, not only for the Government, but for the American people as well.

Research Metrics: Measuring the Impact of Research

By James King, Information Architect, NIH Library

James King is an information architect at the National Institutes of Health (NIH) in Bethesda, Maryland, working for the NIH Library in the Office of Research Services. He is the immediate past president of SLA's Washington, D.C., Chapter and now serves as the chapter's Webmaster and as convener of the association's Information Futurist Caucus. He recently helped Gali Halevi of Elsevier to coordinate a one-day seminar, "Impact and Productivity Measurements in a Changing Research Environment," at which speakers shared their perspectives on various research metrics. The presentations from the seminar, which was hosted by Elsevier, are available free online at http://rainingdesk.elsevier.com/bibliometrics2010?utm_source=ECU001&utm_campaign=&utm_content=&utm_medium=email&bid=PJFG62F:VLGVS1F.

The information in this article does not necessarily reflect the opinions of the National Institutes of Health. Any mention of a product or company name is for clarification and does not constitute an endorsement by NIH or the NIH Library.

When Eugene Garfield envisioned the citation index in 1955, he wanted to improve information retrieval by showing relationships between articles based upon their citation and reference history. A potential side benefit of the index was to monitor the growth and structure of scientific knowledge, but neither the corpus of published data nor sufficient computing power was readily available to effectively do so.

This benefit is now within our grasp due primarily to the work of large-scale indexes like Thomson-Reuter's Web of Science, Elsevier's Scopus, and the National Library of Medicine's (NLM) PubMed. In addition, two factors have converged to create a strong need for bibliometrics. First, scientific knowledge has continued to grow and became more specialized, making it harder for a small group of experts to effectively review research proposals without relying on an "objective" measure, forcing an even greater reliance on computerized methodologies. Second, at the same time that science has become solidly global and collaborative in nature, the pools of research funding around the world have been shrinking. This has increased

competition for scarce funds and put additional pressure on funding organizations to show the value of their research expenditures.
A recent large-scale example of how bibliometrics affected science was the 2005 Department of Defense (DOD) Base Realignment and Closure (BRAC) review process, which required all DOD research groups to submit aggregated publication and citation counts for written articles that were used in research during a two-year period. These counts were then included in deliberations about which military bases and research labs to close, which to combine, and which to move. U.S. military libraries around the world scrambled to help their military labs respond to these critical data analyses, demonstrating how information professionals could play a role in defining and defending the value of the research organizations in which they serve.

I believe information professionals are in an ideal position to develop a set of valuable services that define and defend the organization's value. To do this effectively, it requires an understanding of the scientific and business need of their organization, an agreement on the organization's preferred measures of success, a clear understanding of the strengths and weaknesses of the various measures available (including the algorithms that underlie them), and a clear understanding of how the metrics are best applied.

EXAMPLES

An example of how libraries can utilize existing tools to create useful evaluative reports for stakeholders comes from the Walter Reed Army Institute of Research (WRAIR) Library. Library staff compiled the number of publications produced and the number of high-impact papers (from the top 50 percent to the top 0.01 percent) published by each WRAIR researcher, plus the number of citations of each researcher's works. These measures were entered into WRAIR's balanced scorecard, a strategic planning and management system that provides a framework of financial and performance-based measurements tied to the vision and strategy of the organization. By also comparing the output and average citation count of Army research publications on a discipline or topic, such as malaria vaccine or drug research, to the total output in the discipline, the library is also able to show the impact of its researchers on areas of interest to stakeholders.

Over the past several years, the Naval Research Laboratory (NRL) has been working on another approach to creating useful metrics. By identifying and capturing the metadata of all journal articles, conference proceedings, book chapters, U.S. patents, and technical reports written by NRL researchers and engineers, they automatically create a number of useful reports. Examples

of these reports include a bragging list of the 25 most frequently cited NRL papers of all time, the journals in which NRL papers are most often published, and—with some analysis by a third party—the patents that have cited NRL work. This effort came out of a mandate from the NRL director of research requiring all scientific promotion candidates to submit a publication list with citation counts generated by the research library.

A number of other U.S. government agencies, such as the National Aeronautics and Space Administration (NASA), have also pursued the creation of internal databases of all agency-produced materials. In a similar vein, the National Institutes of Health (NIH) requires that all publications resulting from NIH grant funding be deposited into NLM's PubMed Central database. Dr. Elias Zerhouni, the former director of NIH, pushed for this mandate specifically so that NIH could have a tool to measure research productivity.

WHICH MEASURES?

In pursuing an effort like this, it is critical to know what to measure and which measures will be of value. The WRAIR example relied upon the institute's balanced scorecard to tie metrics to the strategic plan, while the NRL tied its effort to a research mandate.

The Bernard Becker Medical Library at Washington University in St. Louis provides a great model for libraries to use to assess the impact of research. Though focused on biomedical research, it can easily be applied to any research setting. The model highlights five key areas to explore when measuring research impact:

- Research output – counting how many publications were made and tracking the various outputs;

- Knowledge transfer – determining if the research was referenced or reused, including counting the number of references to those publications;

- Clinical implementation – identifying whether the research was applied to practice (e.g., used in a patent or a medical protocol);

- Community benefit – assessing whether the research made a difference in efficiency, effectiveness, or quality of life where it was applied; and

- Policy enactment – evaluating the research's impact on laws, policies, and regulations in the pertinent sphere of influence.

Some organizations, such as NIH, have also been fortunate enough to have the resources to work with index providers to create robust, customized views of their data. One NIH-hosted service that uses customized data is Research Portfolio Online Reporting Tools (RePORT), which is designed to support the extramural research community by providing per-year data on grants as well as disease portfolios. This service allows users to search a repository of intramural and extramural NIH-funded research projects from the past 25 years and access publications (since 1985) and patents resulting from NIH funding. Search results can include the research project number, project title, contact information for the principal investigator, name of the performing organization, fiscal year of funding, NIH administering and funding Institutes and Centers (IC), and the total fiscal year funding provided by each IC.

A second NIH-hosted service, the Electronic Scientific Portfolio Assistant (eSPA), helps the intramural community evaluate the outcomes (including outputs and impact) of NIH funding. It is primarily focused on helping review and analyze portfolios of research projects for program planning and evaluation. By combining research funding with publications, custom portfolios of research can be created to help program managers and administrators track and evaluate their research.

The NIH Library has recently engaged the RePORT and eSPA groups, as well as other groups across NIH, to encourage the addition of bibliometric measures and more researcher-focused reporting in their tools.

CHALLENGE/OPPORTUNITY

Dr. Garfield's vision was to explore the relationships and networks of scientists so he turned to publications as what is still one of the richest sources of relationships through co-authorships, references, and citations. As a natural step in this evolution and personally one of the most intriguing development efforts to date in this area is a NIH-funded effort to develop a national network of scientists built upon the initial work of Cornell University. This effort, dubbed VIVO (vivoweb.org), is an open source semantic Web project being built by libraries and has the potential of changing the way researchers collaborate by enabling the discovery of research and scholarship across disciplines.

Well-placed information services and resources that specifically meet the needs of our community will continue to make the difference between success and failure, even life and death. However, as distribution costs in the digital world approaches zero, we must be willing to rethink the traditional view of library as a place and the traditional services that have been offered. Will today's information professionals be brave enough to critically evaluate the current slate of services to reduce what is no longer of value in order to free time for new services like the ones described? I believe that exploring new roles like the one described in this article has the potential of opening new doors in the organization and applying our expertise in new ways. If we as a profession are to continue to be relevant in this era, we need to be willing to take risks.

Note: The author wishes to thank Gali Halevi, account development manager for Elsevier, who provided tremendous support in the creation of this program and in the writing of this article.

Impact and Productivity Measurement Themes

Gali Halevi, the event's primary organizer, found five themes or lessons gleaned from the presentations:

1. Different disciplines have different needs when measuring research impact.
This goes well beyond determining an average number for a particular metric and embraces a full understanding of what is important to each discipline. For example, some disciplines place a high value on their research results being used to influence policy or standards, while other disciplines would object to this. Look at the Becker Medical Library model for an additional example.

2. It is necessary to include more than one database to ensure completeness.
CiteSearch is an example of a multi-faceted citation analysis tool that accounts for citation quality variance, considers multiple facets (like document type or language), and covers different aspects of quality assessment.

3. Different metrics should be combined to ensure fairness and inclusiveness.
Utilizing a toolkit of different metrics, including the Impact Factor, Eigenfactor, h-Index, SJR, and Source Normalized Impact per Paper (SNIP), ensures that a more complete picture of productivity and impact is captured.

4. Data sets should be opened up for testing and developing a variety of metrics (e.g., SJR)
Opening data sets will enable innovation and new approaches to citation analysis (or other data elements).

5. Methodologies that go beyond citation analysis, such as social impact and reference analysis, should be considered.

Four clusters of analysis methodologies were identified for consideration:

* Citation analysis (Usage) – includes number of citations through time, quality of citing journal (IF, SNIP, SJR, and EigenFactor), quality of citing authors, and disciplinary analysis of citation

* Reference analysis (Prior Art) – includes number of references, reference years, reference languages, and reference institutions

* Author analysis (Network) – includes author impact, number of co-authors, co-author impact, co-author institutions/languages, and co-author disciplines

* Social analysis (effects on the world) – includes patents, policy/law making, and improved processes and/or methods

When I Walk Across My Library I Think…

By Edwin B. Burgess, Director, Combined Arms Research Library

It doesn't exactly take a rocket scientist to notice that libraries have changed more in the last couple of decades than they did in the century before that. When I started in this business, I learned how to order LC cards using paper forms. Last week I used the web-based administrative module of a vendor to link our ILS with the vendor's database of periodical articles. This represents a sea change in our profession. Again, not rocket science, but of more than passing interest to practitioners.

I'm privileged to work in a medium-sized library that supports a small school providing mid-career graduate education to military officers. The service we give them was unimaginable two decades ago. We have people in our organization who seriously propose getting rid of a library that has been in place for a century because everything you need to know is on the web. Technological change has weaseled its way into our hearts.

This isn't a paean to the forgotten days of yore. Libraries are better, and a hell of a lot better, than they were when I started. In 1972, when I slithered into my first professional job, no one seriously considered that it could ever be possible to hand a college student everything he needed to complete a term paper in five minutes. No one had even heard of unmediated database searching. Of course, that was the year before we got electricity and sold the mule.

Change is good. Change is life. Our business is different now, and will be ridiculously, revoltingly different in another decade. Yeah, yeah, grandpa, so what?

Well, the So What is that managers have to deal with the change. I have multicultural employees, patrons from eighty-seven countries (this year), and people whose business, maybe their physical survival, is dependent on the newest news, the latest research, the best understanding of something they never heard of before last week. Right now, the way to do that is a mix of mediated and unmediated searching, wide-ranging database access, good connectivity, careful attention to collection development, and comprehensive personal service. My building is going to be renovated starting this fall and I have to figure out how to keep services going. High excitement!

Well, never mind. We'll work it out. Libraries can do this stuff. Librarians can do this stuff. And we will.

E-Initiative Liberia: Creating a Legislative Library in the Rubble of War

By Mary Nell Bryant, M.A., M.L.S., U.S. Foreign Service Information Officer, retired

In 2003, a tenuous peace took hold in Liberia, following 14 years of civil war. Since holding elections in 2005, the country has been knitting back together, the threads of its society, government, economy and institutions. With most of its never extensive infrastructure destroyed, many of its educated workforce gone, and little foreign investment, rebuilding Liberia will take years if not decades.

Key to the redevelopment of Liberia is the establishment of a stable, transparent and effective government. Closely monitored elections in 2005 were deemed by the international community to be the most free and fair in Liberia's history, and gave Africa its first elected female president, Mrs. Ellen Johnson-Sirleaf. The United States has been in the frontline of countries providing develop aid and technical assistance to Liberia. A key pillar of that aid has been legislative strengthening, through the work of the National Democratic Institute.

The initial strategic planning document for modernization of the Legislature, written in consultation with the Legislature and NDI, USAID and the House Democracy Partnership, included the necessity for a legislative library and research capability. And that is where I came in. As a former librarian in the Congressional Research Service, and as staff to the House Special Committee on East European Parliamentary Assistance in the 1990's, I had spent many years consulting on the development of legislative libraries and research organizations. Over the past year, I have made three trips to Liberia to work on the creation of such an entity for the Liberian Legislature.

What did I find? Certainly, not a country on the brink of an e-revolution. As per 2008 statistics, less than one person out of 100 had any Internet access, and only 19 out of a hundred had telephones. Electricity was and is scarce, particularly outside of Monrovia. With 84% of the population below the international poverty level (UNICEF 2008), a GDP per capita of $128 U.S. and employment in the formal sector at 15% (U.S. Department of State), e-government and e-initiatives remain small, but are critical to development. Currently, Internet access is limited primarily to some government agencies, NGO's and businesses in urban areas. Liberia currently has no access to a submarine cable or fiber optics. Any access is relatively slow, unreliable and extremely expensive.

The current legislature is bicameral, with 64 representatives and 30 senators. Relative to the executive branch, the Legislature is relatively weak. Weak party structures and personality driven politics are only part of the problem. When I first arrived in May 2010, there was no computerization, no Internet, an untrained, bloated staff, no bill tracking system, no legal code, no archives of previous legislation, no systematic record keeping of legislative activity and no library.

A legislative library did once exist, created in 1976 with 6,000 volumes. Then the wars began. Over the years of conflict, the library was destroyed and almost all documents were lost. What remained were some document cases, stored in an uncontrolled environment. Even the bookshelves were gone. During my first visit in 2009, the then director reported that they had had no materials since 1984. "We fought among ourselves and destroyed our own institutions," he said. A large staff was kept on the payroll, and they tried to keep the piles organized and dusted as best as they could. There was no one on staff who had any training in librarianship.

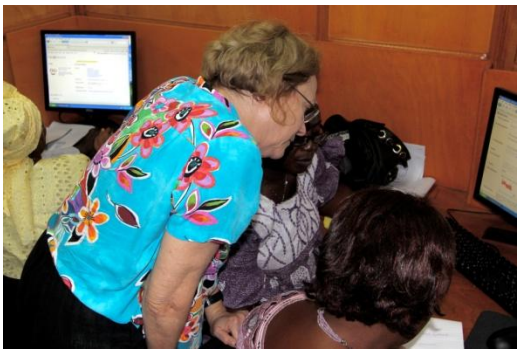
Through the aid of the U.S. government and the technical assistance of the National Democratic Institute, the library exists again, formally opened on April 27, 2011. The story of the herculean effort to provide planning, design, reconstruction, furnishings, collections, staff selection and training is beyond the scope of this article, so a few photos will suffice.

The final touch, prior to opening was the introduction of the Internet. Its installation was completed in early April, just prior to my arrival on April 12, 2011. It was time to get down to work, but where to begin? It is hard to remember back to a time when we did not know computer basics, and yet that was our starting point. The basic concepts one uses in searching the Web seem innate to those of us working in the field. We have internalized the basics of Boolean logic, critical thinking, web site evaluation, search concept development. Coming up with alternate search strategies is second

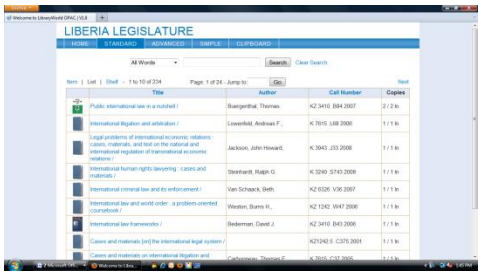
nature. Error 404 messages are just an invitation to try an alternative. Not so if you have no familiarity even with the concept of searching for information, electronic or otherwise.

The staff I worked with were a select group chosen from among the larger staff that had stayed on in the empty library over the years. Hence, there was still no one with any library training at all. I had done some basic reference and technical services training on previous visits, so knew that I had to begin Internet training with the absolute basics. We learned the meanings of AND and OR through participatory exercises such as having everyone wearing blue stand up AND everyone wearing yellow stand up. Try that followed by blues OR yellows standing up.

Core to successful web searching is defining alternative strategies. To help develop that way of thinking, we broke into small groups and learned to brainstorm subjects, scribbling on flip charts, broader, narrower or similar topics. At first, staff were concerned about getting the words right or wrong, and it took a good bit of cheerleading to urge them to just write whatever came into their heads. The staff was more comfortable with linear thinking, and the concept of right and wrong answers, and of one right way to do things. Operating in a web environment with multiple options, and multiple possible avenues to find what you are looking for took some getting used to.



Finally, we were ready for the computers. Repetition in different forms was the key to success. Naturally, we began with browser and search engine basics, using videos, power point presentations (lots of screen shots lest the Internet crash) and very simple initial exercises. I found that evaluation of web sites had to come early on both to evaluate the quality of what they found, but also to get them to focus on content and detail. Once we went through several tightly controlled exercises of evaluation, the group really began picking up on it and you could feel their (and my) excitement.



Perhaps the most exciting of all is how in only a few sessions, we had several of the staff cataloging their own books on a LibraryWorld system. Again you forget that you are not born knowing what a call number is or what it looks like, or that books can be arranged by subject. Yet starting from the difference between Dewey and LC classification, the meaning of ISBN and LCCN, from identifying authors, titles, and publication dates, the group moved quickly as

we went title by title, step by step to where they were cataloging on their own. By opening day, they had their online web-based catalog to show off. To my knowledge, it is the only web-based catalog in Liberia. When the Legislature has a web site, the next step in their e-development, one will be able to search the catalog from the web site.

It is a relatively quiet time in the Legislature, and the Members are busy stumping for elections, planned for this fall. In the interim, the Library staff will be sharpening their skills, "e" and otherwise, designing products and services, developing procedures and of course marketing their new jewel. It has been an honor for me to be part of the process.

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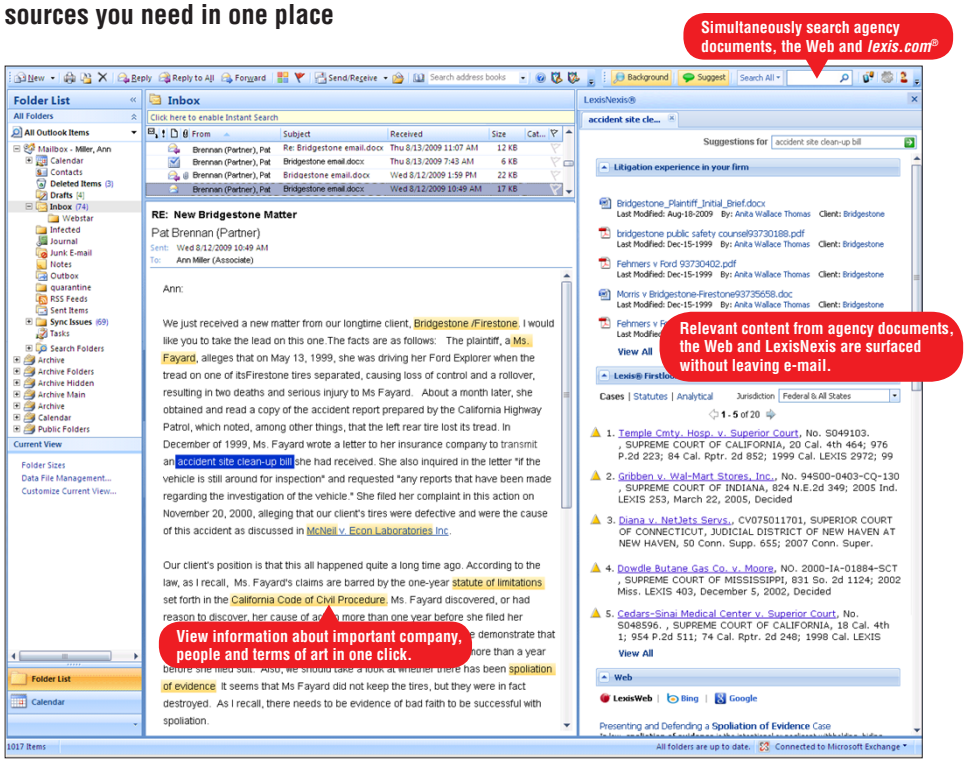

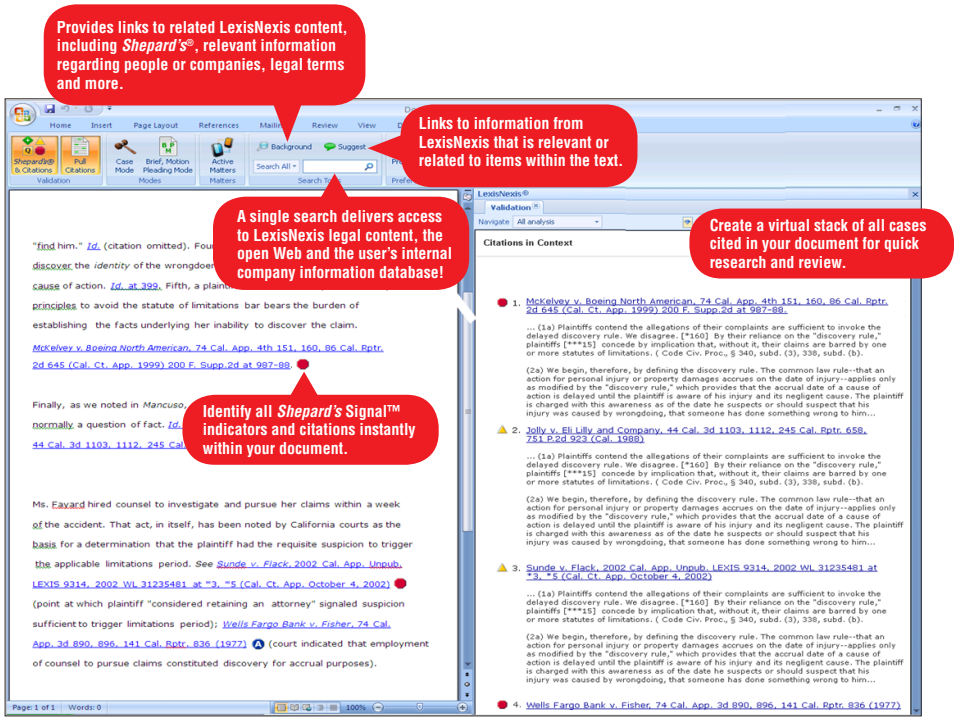

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JustSearch at the Department of Justice

By Lila Faulkner, Diane L. Smith, and Jane Sanchez, Library Staff, U.S. Department of Justice

In 2010, our Justice Library's website was frozen in time, and it looked and felt old. Although we had added many new resources and guides our staff compiled, our Library website had grown "tired" and was difficult to navigate. The website lacked a cohesive feel--each page had its own look, color scheme, alignment. And many of our research guides had incredible content, but were merely web pages with a long series of links. Even more serious were impediments to access by individuals with disabilities. Although we had applied "alt tags" to the images, we had inline styling, used tables for formatting, and offered forms without navigational cues.

Our excellent content was hidden in plain sight. Library Staff have compiled 39 excellent research guides, and we have licensed/discovered over 300 fee or free databases. We have an excellent training program providing monthly courses. A blog keeps our users up-to-date on new resources. Via our website, we provide access to almost 1000 compiled legislative histories and detailed instructions and training for our patrons on how to research legislation. And finally, our Acquisitions department purchases materials for most divisions within DOJ beyond the Library. But it was hard finding all the resources we provide to the Department.

To be honest, today's library websites replace many library's front door(s). With DOJ employees in 47 buildings in DC, Maryland and Virginia, some patrons simply never come to our physical library locations. Instead, they choose to interact with the library via their desktops. At the same time, we realize patrons come to Library websites with expectations derived from other sites – Google, eBay, legal research sites, and law school libraries, among others. Given their expectations, we were concerned our Justice patrons would decide our site did not measure up. Jacob Nielsen's law of Web user experience is "users spend most of their time on *other* websites." Therefore, since folks form website expectations based on what's commonly on the Web, we could not deviate. If we did, our site would be harder to use, and we risked losing patrons. Patrons need the content on our site to do their work. But the existing structure made valuable resources hard to find.

We had to make the site look more credible and authoritative. To accomplish our goals, we had to make major changes to almost every aspect of the site.

To get started, we had to overcome a number of hurdles. Challenges were institutional, technical, economic and resource-based. First, almost all Library-authored research guides are compiled by individual librarians working on their own. While the staff possessed expertise in their particular fields, many lacked knowledge of Web readability, usability, accessibility, and coding requirements. Each person focused on their own guide, and didn't see how it fit into the larger site. And over the years, staff became used to the old library site. The culture was ingrained: every librarian could create their own pages, and there was no process to edit and give feedback on how to improve their pages. We had to convince staff that changes would improve our site and could be accomplished in a way that would not confuse or disappoint our patrons.

Second, like many government institutions, the Department is slow to adapt to new technology and software. We had to creatively accomplish our goals without running into government security issues. Finally, like many libraries, we were hampered by a lack of resources. Our core work is research and reference work--leaving little time for Web duties. And, like all government libraries, funding is flat. We're doing the best we can at a time when costs for online content exceed print. We must continue to serve patrons who prefer print and those who want online content.

Luckily, a new hire on the staff is a librarian with experienced Web and technical skills. We acquired software such as Photoshop to make editing images more efficient, and make our website look more "professional". We developed a more cooperative work environment by adding a "Web lab" to the library. Having the lab near where our Web Team Leader works allows everyone working on the Web to communicate more readily during projects.

We developed home page content to meet our patrons' expectations. We reviewed other websites, especially law school sites. We discovered most had a standard three-column format, and a Google-like search function. We decided to emulate them. We now provide direct access to the catalog, research guides, DOJ materials, online resources and legislative history—all from our home page. We advertise events on our calendar and give library news—from our home page. The home page also provides access to a variety of sub-categories in acquisitions, the most heavily-visited part of our

site. Now users no longer have to hunt for acquisitions reports, clicking around the site trying to find what they need. They can access all our content directly from the home page.

We wanted to streamline access to our content. When doing research, patrons must currently look in multiple places: our catalog, an in-house digital library, and the many valuable online resources and databases we license. A common question: "Where do I begin?" We were concerned that many valuable resources were not being accessed when they should. Finally we wanted the homepage to be a starting point for anyone doing research inside the Department.

Given all of the above we started reviewing federated search and discovery tool products. The ability to search multiple resources via a single search made these products attractive to us. Discovery tools have the potential to tie together the library's catalog, purchased resources, in-house databases, and in-house compiled research guides. At the end of our search we settled on Primo, a discovery product from ExLibris.

We began implementing ExLibris Primo. We tell the vendor, ExLibris, what resources we have, and ExLibris creates a pre-coordinated index for all those resources (free and licensed). They host the index on their servers, outside our firewall. Now our patrons can discover the full array of resources we have by searching "JustSearch", our Primo interface. Because ExLibris creates a single index for all our resources, results are returned within seconds. Searchers can then use facets, including author, date, etc., to narrow result list(s). Once researchers make a selection, the link resolver directs them either to the full text or to the library for assistance in obtaining the underlying resource. Primo is an off-the-shelf product and totally customizable, but requires fine tuning on our part. Over the past several months, we've worked on refining and improving the searches. We have had to develop our own look for our version of this product which involves designing a logo and our unique name (JustSearch) and paralleling the look and feel of our new library site.

Our librarians are currently testing JustSearch and reporting any problems they encounter. Problems and issues have included making sure all resources are loaded correctly into the link resolver software. Due to Justice IT security concerns, we have not included our online catalog in the search, but we intend to add it when we can. We will ask a group of black-belt

Library patrons to test our new "JustSearch" soon. An added benefit of SFX, that's part of Primo, is we can derive usage statistics for all licensed databases and other electronic resources via Primo. Given how difficult it is to get statistics from many of our vendors, and/or get statistics for individual files from vendors, this is definitely something we anxiously await.

In the near future, we plan extensive testing for both our new library website and Primo. We plan to add a mobile style sheet and online tutorials. Unlike our previous home page website, the new one will continue to evolve. The adventure continues.

Real Libraries, Virtual Fundraising

By Biblio Latte, Volunteer Reference Librarian, Community Virtual Library

Kat Thomsen, who runs the Hot Topic Discussion started: "Tonight we were going to have a different program. But as we all know, things can change rapidly. And we decided that the real hot topic was the recent change by Linden Labs. Or potential change." It was October 2010 at the Open Air Arena on Info Island.

"Is everyone clear on what the Lindens have proposed?" she asked.

Gentle Heron responded, "They propose to do away with the education and nonprofit discounts starting Jan 2011, or at your renewal date, whichever is later."

Kate Miranda added, "If anyone needs it, the announcement is at http://blogs.secondlife.com/community/land/blog/2010/10/04/two-important-updates-on-2011-land-pricing."

The members of the Community Virtual Library (CVL) were in an uproar. It had already been a tumultuous year. Since 2006, library service to Second Life citizens had been provided by the Alliance Virtual Library. The Illinois based Alliance Library System had provided the funding and oversight for the virtual library. However, the Great Recession had affected the Library's budget and it could no longer fund the virtual library. Three intrepid real life librarians established the nonprofit Community Virtual Library in January 2010.

Lorelei Junot, who had founded the original Alliance Virtual Library, now spoke up. "3d education, libraries, etc. are not going away, and I hate to see us lose the great collaboration, learning, content and networking we have created here."

She continued: "if we all leave, think how long it would take to build all this up again elsewhere."

Kat Tomsen summed it up: "We're going to do what we can to survive, in one form or another"

Without the backing of a regular library or other real life institution, it was hard to see how CVL was going to maintain the rent on four sims—Info Island, Info Island International, Imagination Island and Cybrary City II. Although Cybrary City II was (and is) self sufficient because parcels are rented out to libraries and library groups, how could a not-for-profit group maintain the rents on the other three properties?

CVL was not the only nonprofit affected by Linden Labs announcement. After receiving numerous comments about their new policy, Linden Labs announced that the education/nonprofit rate would be offered for up to 24 months to current sim owners if they paid in advance.

The CVL Advisory Group held an emergency meeting. The first priority was to save Info Island, the home of the original AVL Library. During the discussion, an Angel donor instant messaged a pledge of $1,000. If more money could be raised, the group would be able to keep Info Island and Imagination Island operating for 6, 12, 18, or even 24 months. Since 24 months would cost $7,080 USD—CVL only needed $6,080 more but had had less than 2 months to raise the money.

Between October 31 and November 30, 2010, CVL undertook a massive FUNdraising event. The first event was a Ghoul Gala at the Jazz Cat on Info Island International. Zombies, ghosts, and assorted creatures donned their best formalwear to dance the night away.

Other events included a fashion show, Open Mike night, and a two week long yard sale. The innovative Wall of Infamy had citizens voting for a variety of categories ranging from best fitting jeans, and most prominent nose to best turkey and biggest hair. Each day the avatar with the most votes changed, as people kept voting Lindens for the underdogs.

One of the interesting events was the Expert Avatar Auction. Adra Letov explained, "Adra was involved in setting up the Expertise Auction where experienced avatars donated their consulting time for bid. A dozen avatar experts contributed 24 hours of consulting time to the special projects of the winning bidders. The auction raised $37,000 Lindens for CVL in the November 2010 auction."

The final event was one of the most controversial events. Reprising an event that first occurred 2006, CVL Afterhours or Volunteers Gone Gaga brought pole dancing back to the Jazz Cat. Librarians and friends. from the U.S., Canada, and Australia demonstrated their best terpsichorean moves with a pole, raising $137,000 Lindens in one event.

By the end of November, CVL had raised over $6,000 USD. Between the donation boxes that were placed all over the Info Archipelago, donations paid to Library Bluebird through Paypal, and the FUNdraising activities, it looked as if the $7,080 was a real possibility.

And in late December 2010, the CVL officers informed Linden Labs that they would be renting Info Island, Imagination Island, and Cybrary City II for two more years.

To read a more about the FUNdraising activities of the Community Virtual Library, read Abbey Zenith's article "It's a Wonderful Second Life" in the Winter 2011 issue of RezLibris (http://www.rezlibris.com/news/238-its-a-wonderful-second-life).

Reference Desk on Info Island-Explaining what the CVL is to a new avatar from Saudi Arabia

Imagination Island—Home to Children and Young Adult collections

Cybrary City II

Accessible Libraries: Ensuring All May Read

By Jane Caulton, NLS, Head, Publications and Media Section

The term "library" conjures up thoughts and images of a vast amount of resources and information that can be accessed through a variety of means. Perhaps the most common image is rows upon rows of books that offer insight, education, and entertainment to people of all ages. But what if someone cannot physically hold a book or see the words on the page? How can libraries ensure reading is a pleasure available to everyone?

Librarian of Congress, Dr. James H. Billington,
speaking at the NLS 80th anniversary event on March 3, 2011

These very questions likely prompted the Pratt-Smoot Act, which established what today is known as the **National Library Service for the Blind and Physically Handicapped (NLS), Library of Congress**. NLS provides a free library service that delivers Braille books, digitally recorded audiobooks, and special playback equipment to eligible users. Patrons are served through a network of cooperating libraries that circulate books via the U.S. Postal Service. Anyone unable to read regular print because of blindness, low vision, or a physical disability is eligible for this service.

On March 3, 2011, NLS celebrated its 80th anniversary, marking an important milestone that all of us here at NLS are proud of. NLS has come a

long way since 1931, growing from just 19 to 113 network libraries located nationwide and in the U.S. territories. NLS has a long history of innovation, ensuring that the latest technology is used to permit patrons to access the same materials enjoyed by their sighted peers. Today's digital talking-book players and books on cartridges include tactile features and improved sound quality that allow for easy reading and an enhanced user experience. In addition, patrons may download many Braille and audiobooks through the Braille and Audio Reading Download (BARD) and the Web-Braille online services. (The two are scheduled to merge later this year.)

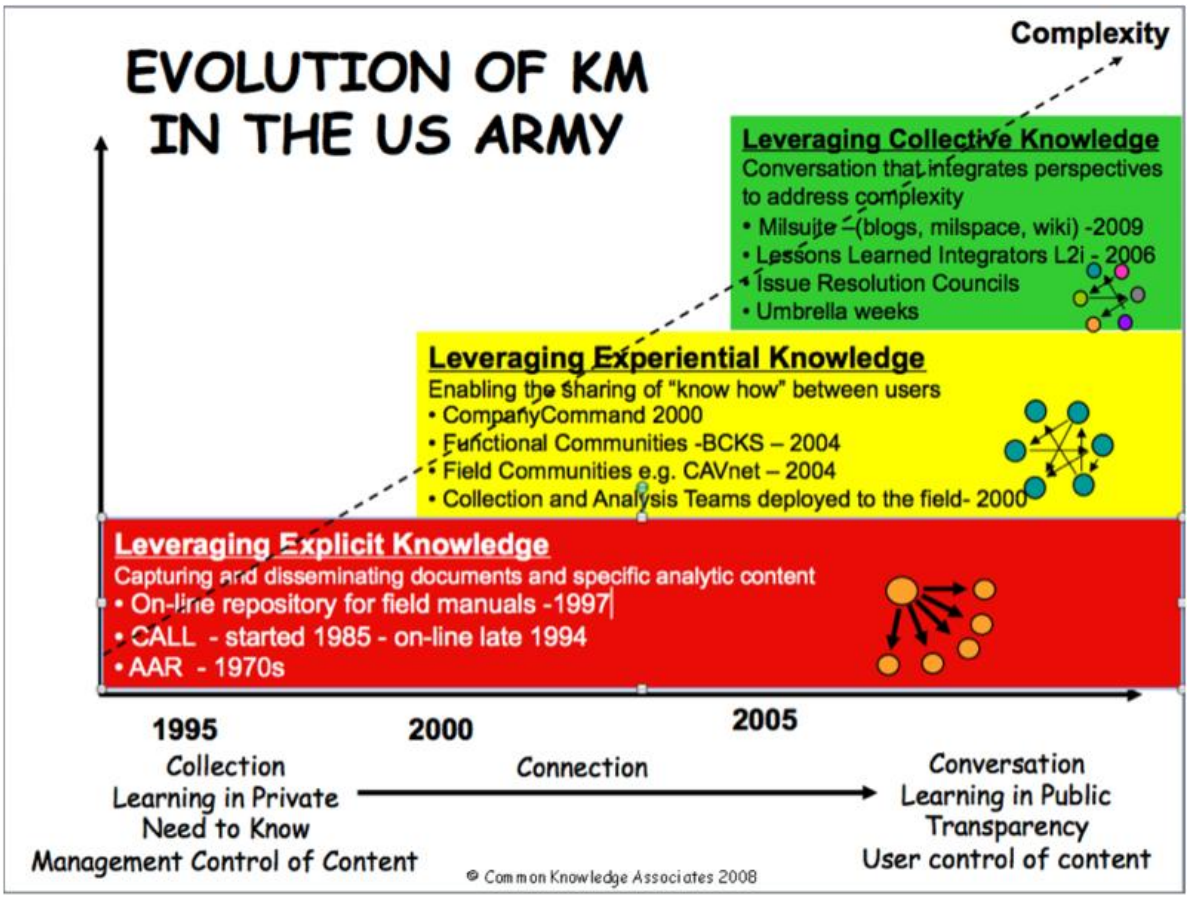
We offer a robust collection of more than 320,000 book titles—including the latest bestsellers, romances, classics, children's books, biographies, and mysteries—in audio and/or Braille. Throughout the years, our patrons' experience has remained central to everything we do. So, as we celebrate our history, our patrons may look forward to our continued commitment to ensuring that all can experience the joy of reading. Our next chapter truly starts with those who need this service.

To learn more about talking and Braille books or request an application, call 1-888-NLS-READ (1-888-657-7323), or visit www.loc.gov/nls/.

A Model Lessons Learned System – The US Army

By Nancy M. Dixon, Principal Researcher, Common Knowledge Associates

The US Army Lessons Learned system has evolved over 40 years to become a model lesson learned system. What began as an AAR process in the 1970s has become a robust system of identifying, collecting, analyzing, transferring, and moving lessons learned at all levels of command. I have detailed the progression of this system using the model I constructed for The Three Eras of Knowledge Management.



The Center for Army Lessons Learned (CALL) in Ft Leavenworth is the center of the Army's LL program. Since the beginning of the Iraq war CALL has become a subset of the larger Army Combined Arms Center's Battle Command Knowledge System located in Ft Leavenworth. The goal of the US Army Knowledge Management System is to capture, integrate and use organizational knowledge to gain an advantage over the enemy.

Elements of a Robust Lessons Learned System

There are five strategic elements in a robust and effective lessons learned system; Collection, Repository, Transfer Process, Implementation, and Analysis and Data Mining. Each is illustrated here in the description of the Army's lessons learned system. For many of the elements the US Army has multiple processes through which that element is accomplished, adding to the robustness of the system.

1. Collection: A robust LL system has multiple ways to identify and collect lessons learned

• After Action Reviews (AAR's) are systematically conducted at all levels on all events. In 2008 alone 20,000 observations, insights, and lessons were collected.
• Collection and Analysis Teams (CAATs) – Teams (of 10 or fewer) are sent to the field for 1-2 weeks to study issues identified by the command element. Ten to fourteen teams are deployed annually. Members of these teams are from proponents related to the issue being studied. They are directed to work together, assuring that multiple perspectives are considered. Members go to Ft Leavenworth for training in the collection process. While there, they develop a collection plan with sub issues, a question list and a list of people and units to interview. Before returning to Ft Leavenworth to write the final report, the team provides an initial report to the unit Commander for approval. After the final report is written at Ft Leavenworth collection and analysis teams brief the Commanding General of CAC. All of the issues collected are quickly moved out through the L2I network (see below).
• On-line community discussions - peer-to-peer knowledge exchanges that allow soldiers to quickly adapt to rapidly changing situations. There are 60 BCKS functional communities (CompanyCommand, Platoon Sergeant) and as many field communities (CAVNET). A fulltime facilitator supports each community.
• Lessons Learned Integrators (L2INET) – Analysts are deployed with units, as well as being stationed at Schools, the National Training Center, TRADOC and Headquarters. L2INET members are responsible both to actively collect what is being learned in the commands and to disseminate the lessons learned from other commands. The network of 29 members meets regularly on-line and in monthly teleconferences to exchange what they are learning in the field and to understand what other members need.
• Theater Observation Detachment Program (TOD) – Primarily reserve volunteers deployed with the commands for a period of 6-12 months. They are the eyes and ears of CALL. Observers write topical products based on collection in theater and have reach back capability for units. They share information electronically with other units in-country and between theaters. The network of 48 DC0's holds weekly sessions for the exchange of knowledge.
• Umbrella weeks – Returning deployed units remain in garrison for one week to be debriefed by any proponent that needs their up-to-date information, e.g. replacement units, seniors, policy makers. The event is run by the unit, which

solicits interested parties to collect data and makes key people available in response.

2. Repository: A central repository that stores documented lessons learned and makes them available to the whole system.
CALL serves as the central repository for the US Army. Two hundred employees work in the CALL center checking documents for classification, adding metadata and archiving data. CALL center employees also respond to RFis, monitor web sites in operational theaters, and download documents.

3. Knowledge Transfer Processes: Active as well as passive processes for moving the knowledge to targeted areas
o RFI – CALL has 11,000 requests a year that are answered drawing on knowledge stored within the repository. RFIs from deployed units are answered within 24 hours. Sixty percent of RFIs are at the battalion unit level or below.
o L2I network - The L2I analysts deployed with units disseminate lessons learned through other L2I members. L2INET has made a significant difference in the dissemination (flash to bang) of observations, insights and lessons (OIL) and best practices

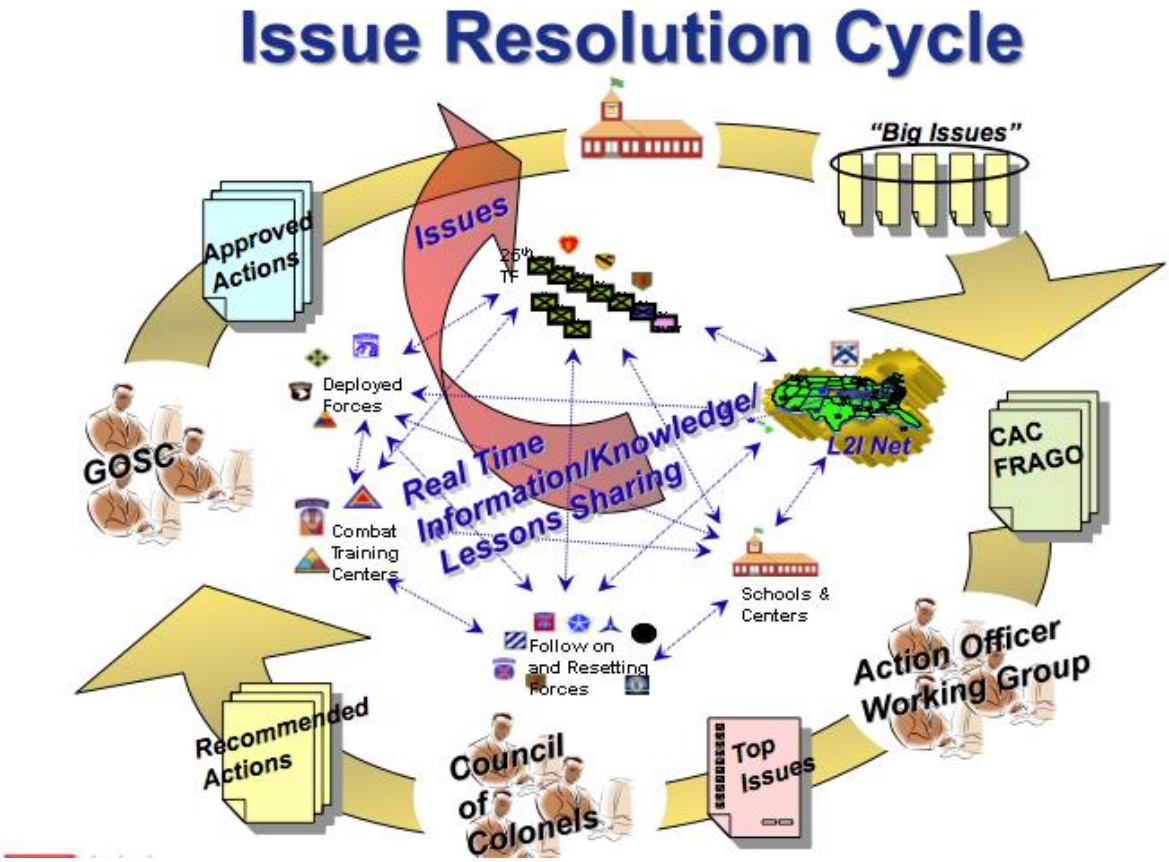
Example
The 2nd BCT, 10th Mountain Division reported they were using a device called the Rat Claw, a specially designed steel hook, to rapidly pull open HUMVEE doors in order to rescue soldiers trapped in an overturned vehicle. The L2I analysts at 10th Mountain posted a video with specifications and within 24 hours other operational units were able to construct similar devices
o Community Discussions – both functional and in-theatre

Examples
An Army Reserve major in Wisconsin wanted to develop a training capability for logistics units deploying to Iraq. The officer contacted a LogNet facilitator and discovered that the Army had no written doctrine or useful instructional materials, so he summoned the logistics community via LogNet. The responses pointed him to a major at Fort Hood, Texas, who had set up a logistics support area in Iraq. The two connected, and the Wisconsin officer found the insight he needed.

Iraqi insurgents placed an IED behind a poster with anti-American slogans. A soldier noticed that the poster looked different from others he had observed, so he entered information about the suspicious sighting into CAVNET. A threaded discussion developed on-line while specialists evaluated the potential threat. When they confirmed the soldier's suspicions, the Army sent a message via the system to alert other units about the insurgents' new method of concealing IEDs

4. Implementation methods: Processes to put lessons learned into practice and resolve issues raised in the lessons
• L2I network members have a direct line of communication to unit Commanders who have authority to implement changes within their units
• Community members implement lessons from their peers in the community.

• Issue Resolution Cycle: a quarterly cycle of councils sort, make recommendations, and take action on identified issues



If through collections and observation there is enough evidence that there is a problem, the first level action officers working group vote to take it on, for example instruction in new TTPs. They decide who should be the lead and forward the issue to the Council of Colonels. Issues that cannot be addressed at a lower level go the General Officer Steering Committee. Since funding is above the army level the COS submit some issues to the joint committee

5. Analysis and data mining: Processes, Analytic tools and resources for reviewing and analyzing large numbers of lessons to gain insights that would not be obvious from examining a specific lessons learned. Analysis and mining data:
• Allows for the identification of weak signals that can provide early warning about an issue
• Facilitates finding trends across units and across periods of time
• Identifies gaps in knowledge

Example:
One of the troubling realities of combat is that soldiers are in the greatest personal danger at the beginning of their combat experience. Lessons about how soldiers should protect themselves are embedded in many of the AARs CALL receives. But it would be unreasonable to expect soldiers to search through thousands of AARs to find the knowledge needed for their own safety. CALL gleaned lessons from unit AARs to produce a handbook, The First Hundred Days. The handbook is provided to all new combatants before they deploy.

The Army lessons learned system has evolved over time as the model illustrates. As new technology becomes available the lessons learned system has added capability. As new challenges arise in theater, the system adapts. New processes are introduced to meet new situations but the five strategic elements Collection, Repository, Transfer Process, Implementation, and Analysis and Data Mining remain as a constant.

Originally posted by Nancy Dixon on Conversation Matters, February 3, 2011

ALA 2010 Session on Libraries in Wartime

By Lily McGovern, Reference Librarian, National Defense University

In the course of my daily work I don't spend much time thinking about the history of libraries and how they fare during war or what people are doing to improve this in the future. That may come as a surprise since I work for the Department of Defense in a military library. It won't surprise you if you also work in a fast paced setting with little time for professional reflections of a historical nature. I'm reporting on a session I attended at the 2010 American Library Association (ALA) annual conference because I consider participation in our professional associations a best practice. These organizations conferences and continuing education opportunities provide an opportunity to step outside the library and learn. Active participation on committees and holding office can help you develop skills in organization and leadership too.

Beverly Lynch moderated a very interesting program with presenters discussing how libraries have fared in war from ancient times to the present. There is nothing new about sacking libraries or considering the cultural treasures in libraries to be spoils of war. A core value of the library profession has been to protect and preserve the collections entrusted to our care. Librarians and library staff have made plans for orderly evacuation in advance of armed conflict and sometimes have had to move quickly to deal with unforeseen events. In many countries at many times in history people have risked their lives knowing that if they fail, whole collections will go up in smoke.

One presentation focused on Germany, France and the Netherlands during World War II. It included many examples of how the Nazis looted in a very methodical manner. They gained control of book and manuscript collections, large and small. I was surprised to learn that they gathered up books from homes of Jews and others they targeted when they invaded the Netherlands. These were the homes of ordinary middle class people in many cases. More well known collections in libraries, academic or cultural institutions were looted in spite of actions taken to move collections to safety in other places or other countries. Many items were moved from countries that felt at risk of invasion to "safer" countries which later fell to the Nazis. Forced labor was

used to sort books in some countries occupied by the Nazis since they didn't have enough soldiers that could read the languages of the books. Knowing they risked their lives, some workers managed to save items that they knew would be destroyed. Many unique works and collections were burned or sent to be pulped for paper. Others were warehoused to be shipped back to Germany. Many items were recovered after World War II ended. Some of the recovered items had been buried by those forced laborers. The process of restoring books and manuscripts to their rightful owners is still ongoing. Identifying who owned an item can be very difficult, then finding the owners or their heirs was complicated by the numbers of people who fled, were displaced by the war, or who were killed.

Corine Wegner from the U.S. Committee of the Blue Shield explained the 1954 Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict. I was fascinated to learn that this Convention was signed in 1954 but not ratified by the US until 2008. In it, countries agree to plan during peacetime to safeguard cultural property and to respect others cultural property during times of armed conflict. The Blue Shield is the cultural equivalent of the Red Cross. The U.S. Committee of the Blue Shield helps libraries and other organizations prepare their plans by providing advice and assistance, keeping a database of volunteers who can advise and assist worldwide when cultural property is damaged or threatened during armed conflict. They provide U.S. military units with training on the recognition, protection, and preservation of cultural property during armed conflict. This presentation gave hope after the depressing accounts of how much cultural property has been lost during wars. More about the US Committee of the Blue Shield at http://www.uscbs.org

Other speakers discussed the development of libraries for military members. Ann Parham, Librarian of the Army, pointed out that the mission of military libraries that support the soldiers at war has not changed significantly since Civil War days. They provide reading materials to soldiers for morale, recreation and education.

During World War I, the American Library Association formed the "Library War Service" and 7 million books were distributed to our troops. During World War II, the military expanded its effort within the morale and special services branch of the War Department to distribute upwards of 170 million books to our service members around the world. Today, the books may be

on MP3 players as well as paperbacks but the goal is to provide access to books that may keep our soldiers in touch with current literature back home, further their education, or get their minds off where they are and how long it will be until they are back home. War has always had many hours of waiting punctuated by minutes of the chaos of battle.

This was a very enlightening look at libraries and war from several points of view. My career has been spent in military libraries yet I learned a lot from these presentations.

Updated from a *Government Info Pro* guest post by Lily McGovern, August 10, 2010

ALA 2010: Libraries in Wartime, Software and Screencasts

By Marie Kaddell, Senior Information Professional Consultant, LexisNexis

Saturday, June 26th, at the 2010 ALA Conference included many interesting sessions. Here are a few things that I learned in the sessions I attended:

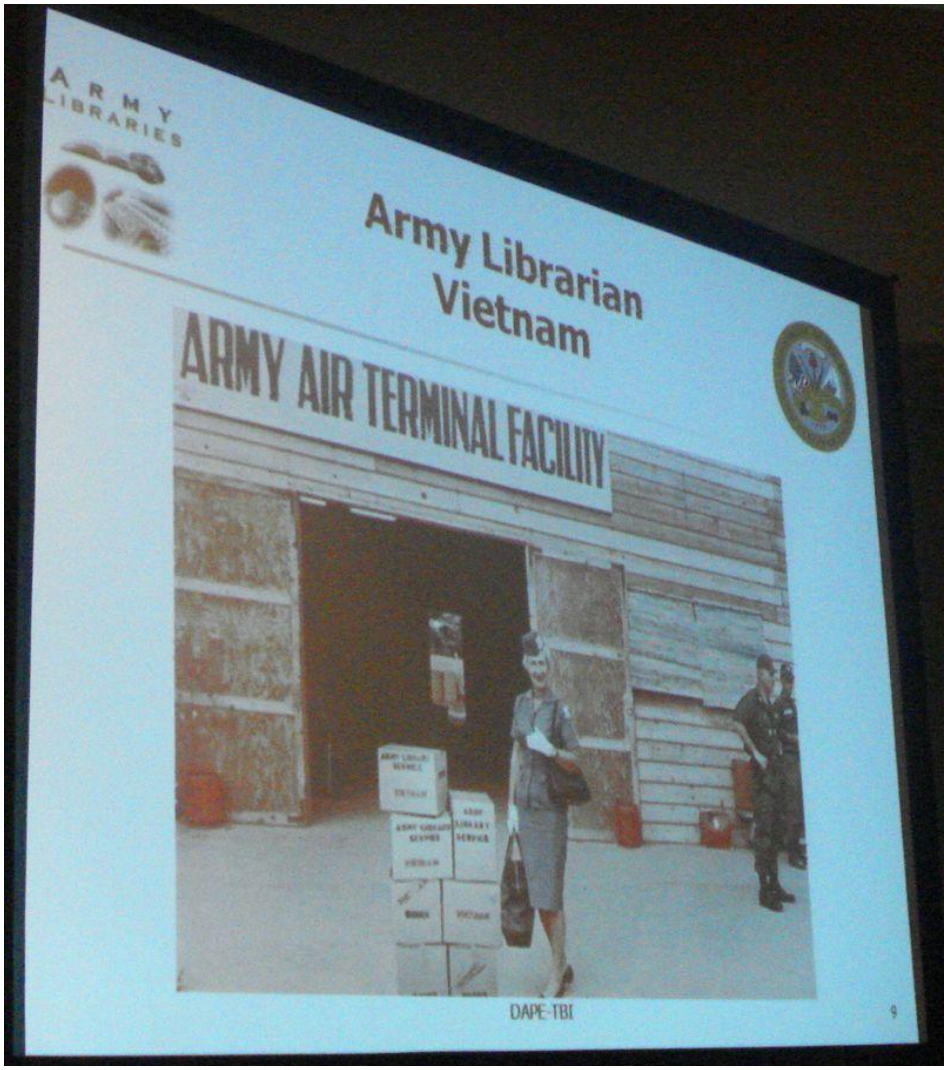
- On video tutorials: Keep the instructional video short – 3 minutes and under. Shelf life isn't set. It depends on what you use them for and what they are about. Think about using what others have created from sources such as YouTube, CLIP (Cooperative Library Instruction Project) Speaker: Will Breitbach, California State University/Fullerton, Pollak Library - Program: The (Screen) Casting Couch: Tips and Tricks to Effectively Use Screencasting Tools for Library Instruction)

- Will Breitbach's use of JING as a way to create on-the-fly screencast recording while walking a patron through a reference inquiry online and then providing it to them right after the session was an intriguing use of screencasting. (Speaker: Will Breitbach, California State University/Fullerton, Pollak Library - Program: The (Screen) Casting Couch: Tips and Tricks to Effectively Use Screencasting Tools for Library Instruction)

- How do you find good free software? Try these resources: listservs, Twitter, The Library Society of the World, Lifehacker, TechCrunch, DownloadSquad, CNET.Download, MajorGeeks, Gizmo's s. (Speaker: Andrew Shuping, Learning Commons/Emerging Technologies/Interlibrary Loan Library, Jack Tarver Library, Mercer University - Program: Free Software - Now What?)

WWII image of mountains of books looted from libraries, from Sem Sutter's Presentation, Libraries in Times of War

- Ancient history is replete with examples of libraries destroyed and confiscated by conquering armies. Sometimes armies have targeted libraries for acts of symbolic retaliation. Sometimes books destroyed because they are links to memories. Werking quotes Pierce Butler, "*Ever since libraries have existed*, *war has been one of the chief* agencies of [their] *annihilation*." (Speaker: Sem Sutter, University of Chicago Libraries, Bibliographer for Germanic Literatures - Program: Libraries in Times of War)



Military Librarian, Vietnam War, Image from Ann Parham presentation, Libraries in Times of War

- Why soldiers read:
  - Civil War: purposeful, religious, escape
  - WWI: contentment, efficiency, education
  - WWII: Self-improvement, better understanding of the war, tech info, spiritual solace, enlightenment, escape (Speaker: Ann Parham, Librarian of the Army - Program: Libraries in Times of War)

- One of the speakers for the Libraries in Times of War was Corine Wegner, President, U.S. Committee of the Blue Shield. Here's a little bit about the the USCBS:
  "The United States Committee of the Blue Shield was formed in 2006 in response to recent heritage catastrophes around the world. The name Blue Shield comes from the 1954 Hague Convention for the

Protection of Cultural Property in the Event of Armed Conflict, which specifies a blue shield as the symbol for marking protected cultural property. The International Committee of the Blue Shield and its affiliated national committees work together as the cultural equivalent of the Red Cross, providing an emergency response to cultural property at risk from armed conflict." (About Page, USCBS.org)

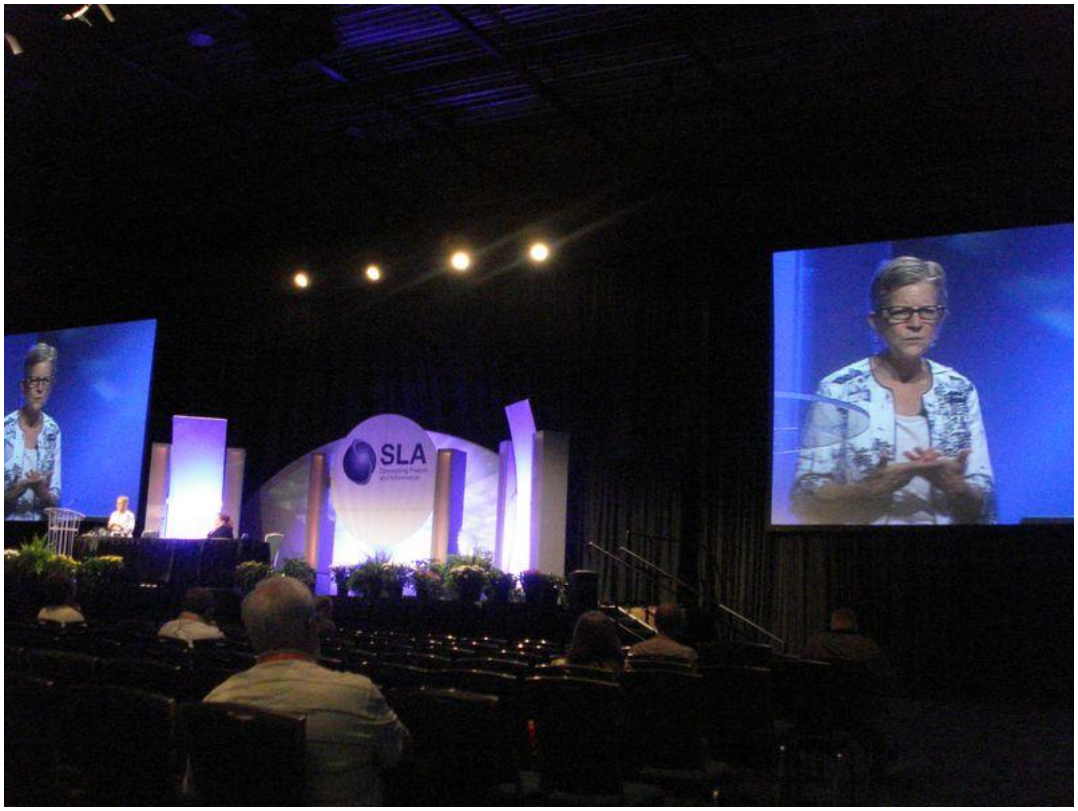
Originally posted on the *Government Info Pro* by Marie Kaddell on June 26, 2010 | Permalink

SLA 2010: Mentoring versus Coaching, 3-D Web Presence, and Next Gen Services

By Marie Kaddell, Senior Information Professional Consultant, LexisNexis

The Division of Government Information sponsored or co-sponsored a number of sessions on June 14, 2011 including sessions on Mentoring & Coaching, branding & social media, the future of knowledge managers, and innovation & next gen services.

Here are few things that I learned in the June 14, 2011 sessions:



- Mentoring and coaching can be very different behaviors although we often use the words interchangeable. Mentors are strategic and coaches are tactical. Mentors are looking at your entire life or larger chunks of it, while coaches may be looking more short terms. (Program: Coaching and Mentoring Federal Libraries - Carole Ramkey, Library of the Marine Corps; Susan Westenbarger, ASRC Management - EPA Headquarters Library)

- Some of the best mentoring comes from the bottom up. (Program: Coaching and Mentoring Federal Libraries - Attendee during Q&A)
- With regard to social media and your personal brand: "Dress" for the job you want, not the job you have. How do you want to be seen? Focus on this when you create your social networking profiles. (Mary Ellen Bates, Brand You and Web 2.0)
- In all your communications give them a reason to pay you attention. Attention is very scarce right now.(Mary Ellen Bates, Brand You and Web 2.0)
- Don't be uni-dimensional online. All professional, all the time – boring. Things you say in Twitter, Facebook and LinkedIn are a bit different and help you create a more 3-D image.(Mary Ellen Bates, Brand You and Web 2.0)
- Imperatives for information managers: have fun, consider what today's decisions mean for the future, assume rapid change, embrace innovation to survive and grow, be open-minded about new and different roles, measure and communicate value in terms of outcomes. (Roger Strouse, Outsell, DGI Annual Business Meeting, Strategic Planning and Next Gen Library Services)

Originally posted to the *Government Info Pro* by Marie Kaddell on June 14, 2010 | Permalink

CIL 2011: Super Searcher Session with Mary Ellen Bates

By Marie Kaddell, Senior Information Professional Consultant, LexisNexis

Mary Ellen Bates provided searching strategies and tips in her popular Computers in Libraries 2011 session: **Super Searcher Strategies and Tips.** This is always a don't miss session because it consistently stuffed with interesting resources. Here are a few that really captured my attention at CIL this year:

- FaganFinder: http://www.faganfinder.com/ is back in action with a collection of internet tools to help you find what you are looking for online.
- Google Labs Book Ngram Viewer: http://ngrams.googlelabs.com/ lets you look at and compare usage of words in books over time in a graph format. You can even compare terms. Mary Ellen has been incorporating this into her research results to give some extra insights.
- Wikipedia - http://www.wikipedia.org/ - yup! Mary Ellen notes that she often goes to Wikipedia for leads like possible words and phrases for a topic she's researching. There – she said it!
- Yahoo! Clues: http://clues.yahoo.com/ gives you an opportunity to understand how people are searching a topic and includes demographic and next search data.

- DuckDuckGo: http://duckduckgo.com/ is where to search if you hate having to go to the next page. DuckDuckGo's page just keeps rolling. And it doesn't track your search. Mary Ellen likes the unenhanced relevance ranking when doing multiple searches for different clients.
- LinkedIn Today: http://www.linkedin.com/today/ allows you to gain insight from looking at what others are linking to on LinkedIn and Twitter including a breakdown by industry.

Of course, there is more… check out her slides: http://www.batesinfo.com/extras.

Originally posted on the *Government Info Pro* by Marie Kaddell on March 21, 2011 | Permalink

EXPANDING HORIZONS

Ten Scary Issues: Future Directions for Military Libraries

By Edwin B. Burgess, Director, Combined Arms Research Library

"[t]he Army must continually adapt to changing conditions and evolving threats to our security. An essential part of that adaptation is the development of new ideas to address future challenges."

Army Operating Concept 2010

"The Army Learning Concept 2015 is an important component of our effort to drive change through a campaign of learning. It describes the learning environment we envision in 2015. It seeks to improve our learning model by leveraging technology without sacrificing standards so we can provide credible, rigorous, and relevant training and education for our force of combat seasoned Soldiers and leaders. It argues that we must establish a continuum of learning from the time Soldiers are accessed until the time they retire. It makes clear that the responsibility for developing Soldiers in this learning continuum is a shared responsibility among the institutional schoolhouse, tactical units, and the individuals themselves."
TRADOC Pam 525-8-2, 20 Jan 2011, Army Learning Concept, forward, p. i.

Like most American institutions, the U.S. Army is in flux. Ten years of war, now in three theaters, has changed attitudes about what the institution needs to do to remain viable, relevant, and dominant. Librarians have a part of that discussion. We need to remain viable, relevant, and useful to decision-makers, or we will be replaced by Bing.

So, in the spirit of General (ret) Shinsheki*, I propose a set of development points that are going to be vital for military librarians to navigate through over the next few years. Some are broad issues in the library profession that are being played out in the military microcosm; others are specific to the milieu. Surmounting the challenges below will require all our technical and managerial skills. We can surmount all of them, but not by huddling in our bunkers. Librarians have changed with the profession, and we can continue to deal with rapid and disorienting change.

Libraries have changed more during my 40-year career than in the previous thousand years. Is that great, or what? It's a good day to be a librarian.

Ten points of conflict for the military librarian of the next decade:

1. Libraries must welcome mobile devices. This should surprise no one. It's a reasonable assumption that every soldier has, or soon will have, a smart phone in his or her pocket. Will libraries be on speed-dial? Can libraries provide timely, relevant information quickly and easily, often without human intervention? Can libraries do that for a dispersed, harried, overworked, very determined clientele? Mobile accessibility is more critical to our survival with each passing year.

2. Libraries, particularly the school libraries, must encourage alumni queries, not limit their work to current students. As learning trends more toward the lifelong model, we will see a wider spectrum of soldiers accessing our resources. Can a deployed Staff Sergeant find the current doctrine on developing training strategies in Central Africa? Can faculty find usable, relevant vignettes on command relationships? Our ability to deal with diverse customers and subjects must improve.

3. Guard and Reserve students need access from their homes/armories. At my institution, we have about two thousand resident students, and at least triple that in distance education programs. Are those citizen soldiers served? Do they even know you exist?

4. More and more, as managers we find ourselves embroiled in licenses and contracting minutiae. This will not get easier! Information aggregators and vendors will demand payment for their services, will require you to define your audience, and will increasingly place restrictions on the use, re-use, and transfer of their products. We'll have to mediate these licenses in an increasingly chaotic contracting and copyright environment.

5. Management must be aware of library service requirements to residents and non-residents alike. This is something we should be doing all the time—making the bosses understand we provide a useful service. If they don't understand that, libraries will vanish. This isn't new, just continuing librarian responsibility. Educating your management is vital. Google may not kill the library, but senior managers who think Google can replace you, will.

6. ILS are swiftly becoming obsolete. Web discovery systems are evolving quickly. Competing systems are cropping up in all directions. The idea of a specialized, expensive, labor-intensive tool that only displays the tiny percentage of your library's assets is a nineteenth-century artifact. That's not to say we can give up on cataloging books and maintaining inventory control. But we have to make it easier for folks to use our stuff.

7. As with all levels of American society, military librarians must beware the Google-Wikipedia quick simple answer trap. Educating your clients about sources and provenance will serve them well all their lives.

8. Conflicts between public release, unclassified but sensitive, and classified research are making life harder. Rules on operational security and Personally Identifiable Information are changing daily, often in bizarre ways. They are a fact of life, and a source of much pain.

9. Education vs. training will be a constant friction point in military school systems, curricula, and civilian degree-granting institutions. Does the curriculum provide direct proficiency in a series of tasks, or does it broadly prepare soldiers and family members to respond in intelligent, knowledgeable ways to unexpected events?

10. Copyright is becoming increasingly Byzantine and time-consuming; librarians by default become copyright cops. Lawyers involve themselves in the minutiae of posting anything on the Web.

*"If you dislike change, you're going to dislike *irrelevance* even more."

Ed Burgess is the director of the Combined Arms Research Library in Fort Leavenworth, Kansas. He is practicing to become a windy curmudgeon in his old age.

Future Ready 365

By Cindy Romaine, SLA President 2011

With any luck at all, you have heard of this year's initiative for SLA, which is to focus members on becoming Future Ready. The goal is for members to adopt an attitude of being more adaptable, flexible, and confident in utilizing the skills of the information professional regarding the new knowledge economy.

To that end, we have initiated the FutureReady365 blog (http://futureready365.sla.org) and started a big conversation on what it means to be prepared for the future. So far, we've had over a million hits, and the constant stream of traffic has been amazing. The posts are focused on sharing knowledge, ideas, and insights on how all corners of the SLA community—vendors, partners, clients, and users—are ready for the future.

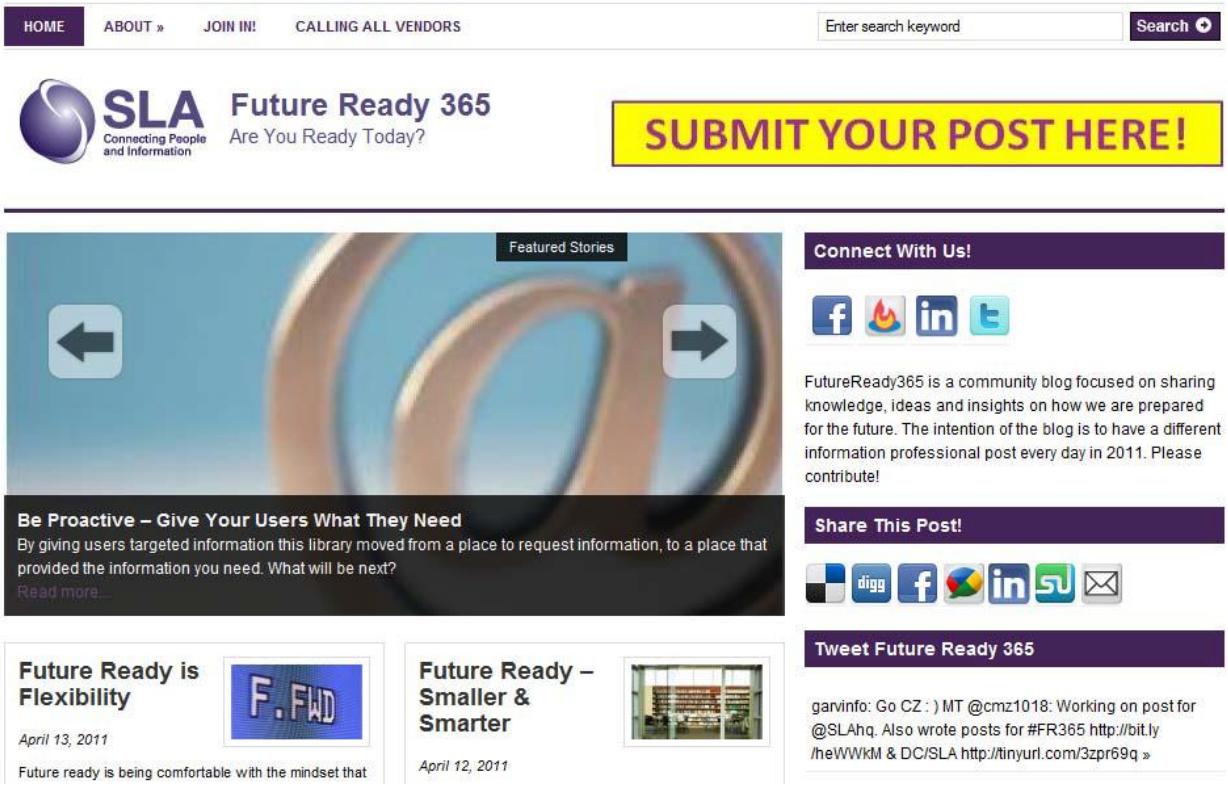
The intention of the blog is to have a post a day. I know, it sounds like a crazy goal, but its working! We want to provide the community with a multi-dimensional view of what Future Ready looks like throughout the profession. These are vignettes and testimonials from members just like you answering the question: "How are you Future Ready?"

You're invited to join in

YOU—yes, **Y-O-U**—are invited to participate with a post to the blog.

All of us, on some level, are confronted with the increasing pace of change. Tools, services, and users are changing faster than you can say "do it at your own desk." For example, according to the Association of American Publishers, "Ebooks have become the single best-selling category in American publishing for the first time,"[2] and, Gartner, the IT consulting company, is predicting that by 2014, 90 percent of organizations will support corporate applications on personal devices.[3] How are ebooks and mobile devices affecting your business? How are you adapting your skills?

So, this is where you come in. Everyone who survived the recent economic doldrums has a story to tell. Just by surviving, you must have demonstrated to a skeptical boss or a tight-fisted bean-counter that you are ready for the future. We want your stories!



Here are some ideas to jump-start your medulla oblongata:

- How have your client's expectations of your products and services changed over the past year, and how have you addressed those changes?
- If you are not feeling future ready, what is getting in the way?
- With tighter budgets, what criteria do you now use to make your clients future ready?

You can submit your post of 250-500 words, images, or video to futureready365@sla.org. We'll provide an edit, get back to you with questions, or simply let you know when we'll post your submission. It's easy!

Why participate?

What would motivate you to hit the keyboard and commit to a post?

1) **You have a unique perspective.** Whether you are working in a large company with a highly specialized staff, or in a small non-profit as a sole info pro, your solutions to the evolving landscape will inform others.

2) **You have a piece of the puzzle.** With your voice, we can build a mosaic that offers this community valuable, actionable insights into the future of our profession and association. You make a small contribution, and the impact is magnified as the community joins in. In the world of trend-forecasting this is known as "micro-activism."

3) **It's enlightened self-interest.** There is a positive feedback loop well-known in community building, which goes like this: when you contribute, you feel a sense of belonging, and when you belong you contribute. Start with the contribution!

4) **You support the community that supports you.** We are building a strong, vibrant online community that connects stakeholders in positive relationships, and your voice informs that. We have guest blogs from important, internationally-known experts, and we have blogs from students earning their first stripes in graduate school.

5) **Make a difference.** Yep, this is still important. Your inspirational story could provide the perfect catalyst for another member to get the solution they need to succeed. You never know how you can make a difference once you start, but the key is taking the first step.

Knowing that you need to change does not always equate to new actions. If it did, we would not have smoking nurses, overweight doctors, divorced marriage counselors, or philandering priests. We need to take action that exemplifies being prepared for the future. With FutureReady365, we have examples of how members throughout SLA are changing their actions to become Future Ready.

Adaptive Competence

A recent article in NPR mentions Helen Reichert, who has lived to be 109 years old. I couldn't help but think, how did she live so long? Her physician tells part of the story:

> What is this lady's fountain of youth? A thousand calories a day and an hour of yoga?
>
> No, Helen Reichert likes chocolate truffles. Her favorite beverage is Budweiser. And she once announced to me that she was thinking about smoking again. When I protested, she reminded me that she has outlived several other physicians and told me to mind my own business.
>
> So what's going on here? Unusual longevity often has a genetic basis, and Reichert probably does have a gene that contributes to her unusual longevity. But she also exhibits a powerful trait geriatricians call adaptive competence. [1]

I believe adaptive competence is synonymous with being Future Ready. In order to survive and thrive, we need to be prepared for a myriad of possibilities.

What SLA members are saying

FutureReady365 has had great content, high traffic, and enthusiastic participation to date. Our colleagues are talking about jobs, tools, collaboration, partnerships, and inevitably, technology. Here are some prime examples:

> **Thoughts on Innovation**
>
> *Victoria Harriston, March 15*
>
> Every librarian is a business entrepreneur. You'd be amazed how forming partnerships opens innovation doors. Partnership with our Staff Development Programs office gave us the financial support for our successful training program.

Future Ready is Flexibility

Sara Batts, April 13

Whose rules are those to say what is and isn't an information professional? … we're not restricted by how things used to be or how we've always done things – we want to do what works now, and what will work tomorrow. We have already re-invented ourselves once: in my case from conference organizer to legal specialist; and from non-participant to unit leader – re-evaluating our role is second nature.

Ten Strategies For Being Future-Minded

Sharon Morris, February 9

Thinking about the future is an odd thing. How do we imagine something that has not yet been? The best thing to do is to open our minds up to new ways of thinking.

Thriving in the Unknown Digital Future

Richard Huffine, January 25

The Library is the perfect place to be exploring these new publishing models and work with the institution to adapt to these new approaches to dissemination of information. … Future Ready for me is about preparing my organization for the future and hopefully placing us ahead of the curve.

As you can see, the conversation is provocative and stimulating, and it's only just begun. Your voice will give it more power and more perspective. One great benefit of belonging to a professional organization is the networking and knowledge-sharing that you couldn't get otherwise. This is knowledge-sharing on steroids, and with your help, it's only getting better. I look forward to hearing how you are personally taking advantage of opportunities that are opening up around you. Your colleagues are looking for it, too!

[1] Dr. Mark Lachs, "Want To Live To 100? Try To Bounce Back From Stress"

NPR, April 11, 2011 http://www.npr.org/2011/04/11/135216852/want-to-live-to-100-try-to-bounce-back-from-stress&sc=nl&cc=es-20110417.

[2] Alison Flood, "Ebook sales pass another milestone. Electronic books have become the largest single format in the US for the first time, new data reveals" Guardian, April 15, 2011 http://www.guardian.co.uk/books/2011/apr/15/ebook-sales-milestone.

[3] Gartner Reveals Top Predictions for IT Organizations and Users for 2011 and Beyond http://www.gartner.com/it/page.jsp?id=1480514.

Expanding Horizons with E-Learning: VA Librarians Develop Online Tutorial for EBN Training

By Priscilla L. Stephenson, MSLS, MSEd, Philadelphia VA Medical Center, Philadelphia, PA; and Teresa R. Coady, MLS, VA Central Iowa Healthcare System, Des Moines, IA

At the August 2010 VA e-Health University (VeHU) conference, Teresa Coady, VA Library Director from the Central Iowa Healthcare System in Des Moines, gave a presentation on using evidence-based skills using PubMed and CINAHL. After hearing that presentation, nurse educators from the VA's Central Office of Nursing Services approached the VA's Library Network Office (LNO) to request the LNO's assistance in development of an online course to teach EBP searching to VA nurses.

LNO Director Nancy Clark asked Coady and Priscilla Stephenson to work with VA nurse educators Beverly Priefer, PhD, RN and Anna Alt-White, PhD, RN to develop a curriculum for a web-based course targeted to VA nurses. The project coordinator, Ramona Wallace, MSN, RN and Media Specialist Ron Farson, from the VA's Employee Education Service (EES), provided technical expertise for the year-long project.

Objectives - This training project involved the development of a Web-based course to teach VA nursing personnel the techniques of literature searching to support evidence-based nursing practice. The tutorial is currently in the final stages of review for 508 compliance. It is expected to be ready to launch on the VA's Learning Management System by the fall of 2011. The tutorial will be accessible to the VA's 79,600 nurses via this nationwide program.

The training module will introduce VA nurses to knowledge-based information resources available through VA libraries. This project provided an opportunity for rethinking and re-forging relationships between medical librarians and nursing personnel.

Training Program – The program consists of three 20-minute modules

- Review of Evidence-Based Practice Tools and Guidelines Web Sites
- PubMed Search Skills
- Search Skills for CINAHL and Cochrane

Short assessment quizzes follow each module.

Live search demonstrations illustrate both basic and advanced search techniques and the cyclical nature of searching. The training program emphasizes library resources and the search assistance provided by librarians.

Methods – The two VALNET librarians first developed the course content using PowerPoint™ slides for the online course, "Searching for the Best Evidence: A Collaborative Project." The two nurse educators reviewed the course outline regularly throughout the development period. When the course outline was complete, the librarians prepared the script and recorded both online search demonstrations and voice-over narrations with Camtasia Studio™ software.

A professional production crew from the VA's Employee Education Service produced the storyboards and integrated animation and graphics to complete the interactive module.

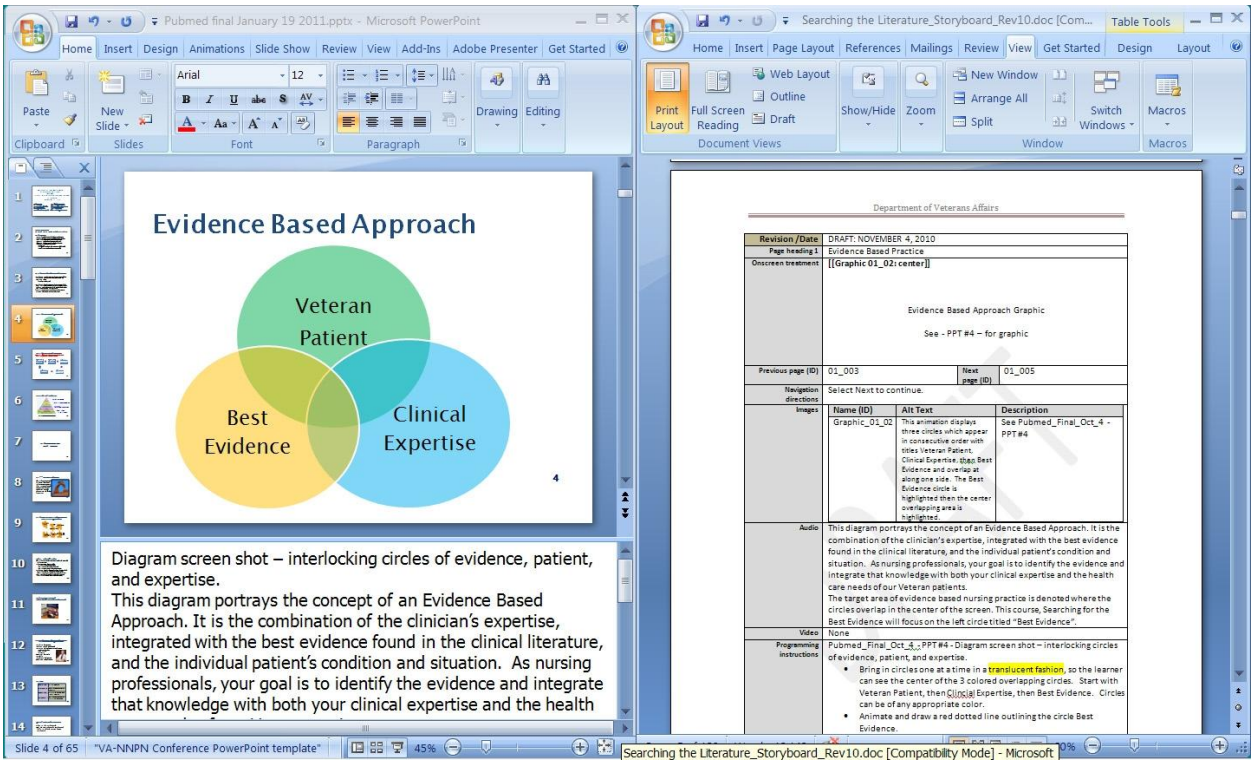


Figure 1. Correlate PowerPoint™ (left) with storyboard (right).

The 1-hour learning module will be posted on the VA's national learning management system where 79,600 VA nurses will have access to the online training. Those successfully completing the course will receive 1-hour ANCC-approved continuing education credit.

Figure 2. Web image of finished course page.

Conclusions- Camtasia™ is an appropriate software choice for recording both live search demonstrations and voice-over narrations for 508 compliance. Using a professional production crew was critical to the success of this project. Like other online training, the process required much preparation time.

Next steps will include promotion of the module's availability to VA librarians and nurses. Future plans include evaluations of the course's accessibility and value.

Library Connect Newsletter: Information Industry Explorations by and for Librarians

By Colleen DeLory, Editor, Library Connect Publications, Elsevier, c.delory@elsevier.com

In the first issue of 2011, *Library Connect Newsletter* explored the impact e-resources are having on library services and on the physical space itself. The e-initiatives and e-efforts engendered include consolidating and eliminating space, finding new ways to communicate with mobile patrons, and considering when we're ready to move forward with change.

I could paraphrase observations from our librarian authors, but why do so when they said it so well?

> Digital collections need not signal the death of the library, but to survive we need to develop a program that matches the needs of today's library user. … Services should focus on managing information resources and advanced applications of information technology, not on simple access. —*Dr. Robert Schwarzwalder, Associate University Librarian for the Science & Engineering Libraries/Director, Digital Libraries Systems & Services, Stanford University Libraries*

> Welch Medical Library's embedded informationists deliver customized information services to academic and clinical departments — at the patrons' points of research, teaching and clinical care. By working in the patrons' environment and integrating into their workflows,

> informationists can answer questions faster, fill information needs more effectively, and act as information experts on research and care teams. *—Blair Anton, Nancy Roderer, Stella Seal, Claire Twose, and Sue Woodson, Welch Medical Library, Johns Hopkins University*
>
> Another strong motivation to go e-only came with the rise of innovative digital journal concepts that transformed the e-journal from a mere print reproduction into a multimedia container. Enriched with additional features and tools, the electronic version left the era of print and PDF behind. The published papers and, consequently, the readers benefit from this array of innovations. *—Bruno Bauer, Head of the University Library of the Medical University of Vienna/Chairman of the Austrian Library Directors Working Group*

The *Library Connect Newsletter* is a free publication, available in print and electronic form, distributed to more than 15,000 academic, government, corporate and medical librarians around the globe. The newsletter covers best practices, issues facing librarians, industry trends and events, as well as Elsevier product and service news. Upcoming newsletter themes include marketing the library and librarians 3.0.

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Building a Framework to Embrace the New and Expand Your Horizons

By Bruce Rosenstein, Author, *Living in More Than One World: How Peter Drucker's Wisdom Can Inspire and Transform Your Life*

Wherever you work, information professionals are under unprecedented pressure. Very few people are exempt from the need to perform faster and better, and to constantly prove their worth.

A great way to thrive in this brave new world is to accept the need for change and to create an inner, self-culture of belief that embraces new ways of being and doing. A helpful framework can be applied from the teachings, work and life example of Peter Drucker, the "father of modern management," who died at age 95 in 2005. Drucker was the keynote speaker for the SLA Annual Conference in Los Angeles in 2002, and his ideas continue to resonate within the world of libraries and information.

Here are some suggestions for embracing and expanding, based on the research -- including several in-person interviews with Drucker -- for my book *Living in More Than One World: How Peter Drucker's Wisdom Can Inspire and Transform Your Life* (Berrett-Koehler, 2009).

Get Organized for Change: The only constant is change. It's better to be organized about how you adapt to the changes in your life inside and outside of the workplace. Try not to think in terms of preserving the status quo. Instead, how can you look for and take advantage of changes in the workplace and society that may have an effect on you?

Pilot Testing: Drucker believed that anything that involved changes, or creation of new products, services or activities, could be pilot tested. Companies do this with proposed new products and services. This can be applied to new services you'd like to offer within your library, and to new activities to add to your non-work life.

Think of Yourself as a CEO: No matter your job title, even if you have no managerial or supervisory responsibilities, think of yourself as not only CEO of your own life, but making your decisions as if you were the CEO of your organization. This affects how you think and makes you aware that decisions are made not just for your benefit, but also for colleagues and others in your organization, additional stakeholders, plus your family and friends.

Systematic Abandonment: In order to embrace the new, organize for change and expand your horizons, you'll need to find time. Most people are so busy that they can't add many new activities without dropping current ones, even those that they find satisfying and worthwhile. Regularly take a look at all your activities (inside and outside of work) and determine what can be dropped or scaled back to make way for something new, and potentially even more valuable. This could be the perfect opportunity to create more time for leisure activities such as playing in an amateur sports league, taking music, art or acting lessons; or doing more traveling.

The Power of Self-Reflection/Retreats: Take time, at regular intervals, to assess the direction of your life. Does your current job reflect the kind of person you are now, or is it more reflective of who you were when you were hired? Are you sure you will be working for the same organization in five years, and doing the same kind of work? It's difficult for most of us to do this thinking in the midst of a busy daily schedule. Try to carve out some time, even a short period, for sitting or walking alone, without distractions. Many people find value in short retreats, even silent ones.

Networking for the New: Information professionals are world-class networkers, in person and online. This is an efficient and powerful way to learn about activities to add to your life. Studying the profiles of your friends in Facebook and LinkedIn can give you an idea of how people spend their time, and can be a great source of ideas. Talk to people to find out how they find time to engage in these activities, and to learn more about what they do. It could lead to a new outside interest, a volunteering opportunity, a new learning initiative, or even a new job.

Wide-Ranging Reading: Many of us are voracious readers, a description that applied to Drucker, who regularly read great literature (in various languages) and a variety of magazines and newspapers. He stressed in his insightful 2002 interview in *Information Outlook* to read beyond your discipline. It's important to keep up with reading that directly affects your work, but in order to truly broaden your horizons, you should read about a wider set of topics.

Get and Stay Involved: How can you deepen your involvement in SLA, ALA or related organizations? Helping to organize conferences, meetings and events, writing articles, and mentoring are all perfect opportunities for learning more, meeting new people and developing new capabilities. This can also lead to job opportunities.

Learning by Teaching: Drucker believed that no one learns as much as the person who must teach his or her subject. But that is only one reason to get involved in teaching. It may turn into a parallel career that you can do on a part-time basis while you work at your main job. It can provide

volunteering opportunities, if you teach, for instance, at a religious institution. There may also be teaching opportunities within your workplace or within library-related organizations. Try to find people who are already teaching in some capacity, and find out how they got started.

Finally, the challenge of organizing your life around change rather than preserving the status quo takes dedication, resilience and creativity. Welcoming new activities and new people into your life means that other areas of your life and work may have to be de-emphasized. People from various aspects of your life will be competing for your time and attention. If you are pondering career changes, or adding a parallel career such as teaching or writing, you must determine if it makes financial sense. But if you give the proper thought and effort, and maintain perseverance, you may find that your broadened horizons fit the new you perfectly.

Government Info Pro Podcast Episode 13: The New Face of Value

By Marie Kaddell, Senior Information Professional Consultant, LexisNexis

MP3 File

Show Notes

This podcast was recorded for the a special 2010 National Library Week program for government librarians hosted by LexisNexis at the National Press Club in Washington, D.C. on April 22, 2010. The program was entitled: **The New Face of Value: Creating and sustaining value in your professional and personal life**. Along with Bruce's talk there is also a short presentation by Marie Kaddell, Senior Information Professional Consultant, LexisNexis, showcasing content from the 2010 Best Practices for Government Libraries.

Bruce Rosenstein

Guest speaker, Bruce Rosenstein, is a columnist, librarian and author of Living in More Than One World: How Peter Drucker's Wisdom Can Inspire and Transform Your Life.

Bruce interviewed and wrote extensively about Peter Drucker for USA TODAY and other publications before writing Living in More Than One World. In this podcast, he discusses Drucker's ideas for leading a meaningful and fulfilling life by creating and sustaining value for your work, value for your customers, and value for your organization.

If you have not read Bruce's book, I would highly recommend it. It's a great read.

Originally posted to the *Government Info Pro* by Marie Kaddell on July 22, 2010 | Permalink

All About E

By Peggy Garvin, Founder & Principal, GarvinInformationConsulting.com

E. This letter is heavily used in the English language and has been made even more popular by our inclination to add the *e-* prefix, representing *electronic*, when we refer to the digital versions of things represented by existing nouns. We have e-resources, e-books, e-collections, and e-libraries. We follow trends in e-government, e-governance, and e-democracy. Moving beyond the government information and libraries sphere, we find e-commerce, e-learning, e-tickets, e-waste, and so on.

I am not the first to discuss **E**. Sesame Street tackles the basics, of course; see the videos "Gregorian Chant E", "Underwater E", or the dialog between Maya Angelou and Elmo on this topic, for example. (All are available at http://www.sesamestreet.org/browsevideosbysubject.) Sensing the momentum, the American Dialectic Society (ADS) chose the *e-* prefix as its 1998 Word of the Year <http://www.americandialect.org/index.php/amerdial/1998_words_of_the_year/>. The society's announcement notes:

> A week after the ADS vote, on Jan. 15 [1999], the mantric power of **e-** was exemplified in a Dilbert cartoon where two venture capitalists say, "You'll get no more funding unless you mutter empty Internet words that make us swoon," and **e-commerce** knocks them over.

Linguist Deborah Schaffer presents one of the most thorough examinations of the *e-* prefix in her 2001 article "The story of e-" (English Today, 17, pp 22-26), captioned as "a discussion of the nature and productivity in Internet vocabulary of the prefix *e-* as in *e-mail*." Schaffer's article presents words that now embarrass in the way that prom picture of you in a leisure suit does. Yes, saying "e-tailer" used to be quite the fashion; the word is still used, but I blush a little when I see it. Just as some generic *e-* words have lost their sheen, many e-tailers (RIP, Pets.com) folded in the great dotcom bust of 2000. But Schaffer, writing ten years ago, wisely asserts:

> I would argue that this morpheme [*e*-] is in no immediate danger of losing its appeal and becoming unproductive. Its origin is still transparent, its use is easy to understand and to extend to new domains, and its potential for punning and language humor is far from being exhausted.

About that language humor part: Schaffer gamely trots out new words that "violate the morphological restrictions of the English language," such as *e-cology* used as a label for the field of analyzing Internet dynamics. Such usage today produces, I hope, a universal groan.

In 2008, then University of Toronto student Brandon McFarlane took a look backward at Schaffer's paper and assessed the current situation in his work, "High-tech Money Producing High-tech Words: The History of e- and i-" at http://homes.chass.utoronto.ca/~cpercy/courses/6362-McFarlaneBrandon.htm. McFarlane writes about the post-WWII "non-stop love affair between technological companies and word-formation." He complains that Schaffer did not realize that the *e*- prefix was already passé. But here we are today, writing about *e*- everything. McFarlane raises the valid point that someday soon we will stop differentiating between electronic and not, and simply refer to *business* rather than *e-business*, for example. I believe the *e*- prefix serves a useful role in contexts such as the e-book—at least in libraries where the processing and service aspects are quite different from print books, for now. In other areas—such as e-democracy versus plain old democracy—the need for differentiation may indeed be passing. I recommend McFarlane's cynical take on tech prefixes for the broad scope he addresses; he may not be right all of the time but, as we know, predictions—especially when they are about the future—can be tricky.

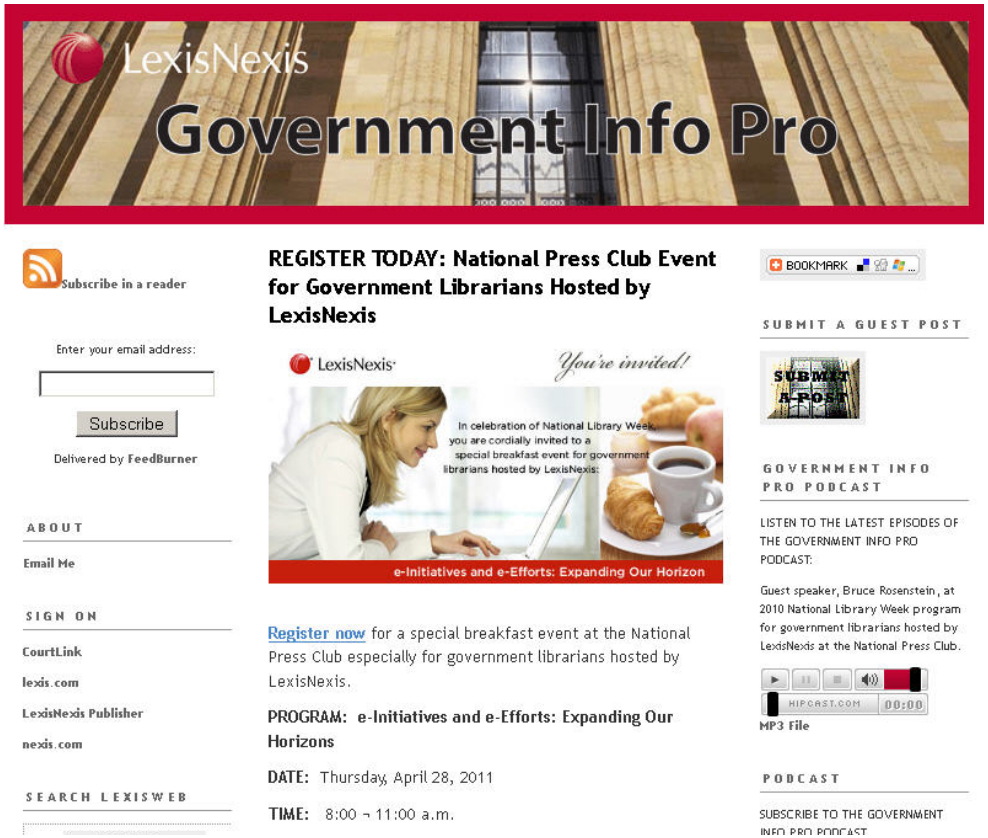
Both Schaffer and McFarlane address the *i* prefix (*i* representing *Internet*, *interactive*, or *information*, *i*'m guessing), but neither with much hope for its future. They note that the prefix is most often used for specific commercial products such as the iMac. Schaffer finds, in 2001, that "very few *i*- words are generic or all-purpose label or descriptors." McFarlane declares, "iWords are getting iLame." Unsurprisingly, they make no mention of *ischool*, a useful and generic term for this librarian, at least.

Getting back to **E**: Once we have accepted the *e-* prefix, new questions arise. Hyphenated tech words make a rough journey to unhyphenated status as we tire of keying in that extra character. Editors of the AP Stylebook made big news this year when they finally allowed *e-mail*, a widely used *e-* word, to be written without the hyphen effective 3 a.m. EDT, 19 March 2011. *The New Yorker*, adhering to its own internal style guide, apparently has not made the leap. Besides irritating writers, the issue unsettles players of Scrabble®. Hyphenated words are not permitted. But the *Official Scrabble Players Dictionary, 4th ed.*—the authority for play in North America—sanctions the use of the unhyphenated *email*. *Ebook* also makes the list; *egovernment* does not. (The *Dictionary* is published in print by Merriam-Webster, http://www.merriam-webster.com/info/pr/2005-scrabble-dictionary.htm; it is available online at http://www.hasbro.com/scrabble/en_US/search.cfm.)

In addressing Schaffer's landmark *e-* scholarship (not e-scholarship) as an exception, McFarlane laments the "stunning lack of academic interest concerning technological prefixes." Not being a linguistic scholar, I can't update you on this situation. If you're looking for a paper topic, perhaps this is it. You could seize the opportunity to do some pioneering work with the letter *m* (representing *mobile*).

This article has been brought to you by the letter E.

LexisNexis® Government Info Pro Blog



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InfoPro Weekly Update: A Quick, Easy Way to Stay Current on the LexisNexis® Services and More

By Donna Purvis, Information Professional Consultant, LexisNexis

Staying current on new sources, products and best practices can be challenging for busy information professionals. LexisNexis recognizes this challenge and has dedicated resources to help you stay current with the LexisNexis® services. The *InfoPro Weekly Update* is an e-newsletter delivered to your inbox that brings news on the latest sources and features added to LexisNexis services and much more.

The *Weekly Update* includes linked headlines to each article so you can move quickly to information that interests you. You can then link to the full text of the article at the LexisNexis® InfoPro website. (The LexisNexis InfoPro website can also be accessed directly at http://law.lexisnexis.com/infopro/.) All the information from the *Weekly Update* is incorporated into the InfoPro website.

You can sign up for this free subscription by going to the InfoPro website where you will find a "subscribe to e-Newsletters" link in the upper left-hand corner of the page. (The form can be found directly at http://law.lexisnexis.com/infopro/register.aspx?return= .)

Subscribing to the *InfoPro Weekly Update* will keep you current on late-breaking product news from LexisNexis such as the recent announcement that LexisNexis will be the exclusive online, third-party provider of the broad, full-text collection of ALM® legal content and the introduction of Lexis® Advance *for Associates* complete with a link to the official press release.

The weekly update features a link to new sources added for that month. This will keep you up to date and can also provide you with an opportunity to proactively update your attorneys or practice groups on new sources that are relevant to their practice areas.

Research tips from LexisNexis® Librarian Relations Group and LexisNexis® Customer Support are easy to spot in the headlines so you can quickly link to the tips on sources that are most important to your research practice areas. Have you ever wondered if you can find stock

market exchange information in Tunisia or Cyprus on *lexis.com*®? Have you wondered what free LexisNexis resources are available to help you keep up with legal and practice-area related news? Have ever needed to know the best way to search for treaties and other international agreements at *lexis.com*®? These are just some of the helpful research tips featured in recent *InfoPro Weekly Updates*.

The Weekly Update includes a LexisNexis Librarian Relations Consultant column that focuses on librarianship or professional/personal growth. Columns in 2011 thus far cover social networks, setting yourself up for success and more.

The *Weekly Update* features brief announcements of upcoming events such as the Annual Meeting of the American Association of Law Libraries and the **date and time for an upcoming LexisNexis® Publisher Users Group meeting**. It might feature **ideas for National Library Week** or a list of **LexisNexis AMPLL participants**.

When your *Weekly Update* arrives, you may also be reminded of some sites you have been meaning to visit. For your convenience, you can page down to the regular feature **Popular Links**. Here I find links to:

• the LexisNexis® Store

• LexisNexis Releases

• LexisNexis Online Source Locator

• Zimmerman's Research Guide and more

From time to time also find a link to the **LexisNexis MyIDEAS** site where you can share your ideas and/or vote for others ideas on new innovations, improvements or enhancements for LexisNexis. Also **link to LexisNexis literature available on the LexisNexis InfoPro website.**

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Originally published in the LexisNexis Corporate Information Professional Update, May 2011.

Sitting Back Is Not an Option!

By Deidra Payne, Senior Librarian Relations Consultant, LexisNexis

How can you continue to be seen as the information expert, in your professional organization, with the constant changes in technologies? The last decade saw our profession adopting, changing and learning new skills for tools that we now actually consider quite normal in mainstream life. Tools like blogs, instant messaging, wikis, and social networks. Now a whole new decade has begun and we must continue to prepare, learn and adapt to whatever new and emerging technologies are around the corner for us. Enormous possibilities exist which I think will continue to have a huge impact on how we search, use, store and share information.

A new career path can arise unexpectedly as a result of these new technologies or with new trends in management. We can't always anticipate these opportunities, but we can certainly prepare ourselves to take advantage of them. In today's challenging economy the more skill and abilities you master and successfully integrate into your work life, the better your chance of enhancing and advancing your own interests as well as those of your library. So let me change the initial question to: *What* are you doing to remain the information expert in your professional organization?
I have heard the words "revolution" and "evolution" bandied about for the past 6 months in regards to all the newer technologies that are emerging. As you know, change is not easily predicted. Sometimes we are involved in the change and sometimes we are driving it. However, doesn't it usually feel more like change is completely outside of our control? This may cause us to feel uncertain, vulnerable or simply stressed about all the unknowns. I say be pro-active! Take control of change by educating yourself about newer advancements in technologies and then insert yourself into discussions and activities that implement these changes within your organization. Be seen and known as a leader for adopting new technologies or trends in management that will positively impact the business of your organization. Significantly increase your value and influence by providing the information that is essential for your organization to intelligently formulate decisions regarding the adoption and adaptation of any new emerging tools.

Yes, we already know we need to be leaders and want to be influencers in our organization, but tell me *HOW*, especially with all the economic uncertainty and lack of predictability? Instinct is telling me to keep my head down low and slide under the radar. It's definitely not telling me to be a

lightning rod for change. During times of uncertainty we all want to keep close the things we know and feel most comfortable with. Routine and sameness provides a feeling of security and safeness. On a tangent note—have you seen this summer's movie line-up? Doesn't it look like a flashback to the 1980's movie line-up? Even Hollywood is re-packaging movies that did well the first time out. They are doing this in hopes our own nostalgia will bring us to the theater in order to re-live, for a few hours, a simpler and perhaps less anxious time in our lives. Ah, the "good old days,'' but back to answering the question of how one can prepare for the unpredictability and unforeseen changes.

I think the three skills we read about all the time are still the three we need to focus and pay attention to the most. First, self-awareness, you need to know what adjustments you need to make to stay ahead of the game. Do you know what motivates and energizes you? What inspires or interests you? What are you good at doing? What skills should you work on developing?

Second, take the time to expand your skill set in order to adopt and adapt to changes quickly and easily. Continuing education opportunities are available from many sources and should be continually pursued so you are ready to seize on any new career paths when they open up.

Third, promote yourself shamelessly. The individual who is seen as an innovator or leader for the organization will be the one still standing at the end. If you don't promote your value and show your impressive skills, how will they know? Don't be hesitant to brag about your successes and innovations. You should feel confident in speaking about how you saved your organization money. You should pro-actively write about how you have taken the initiative to implement advantageous new technologies that will benefit the individual as well as the organization as a whole. You should leave them with no doubt that you are an essential member of your organization by inserting yourself into various teams and committees.

Sitting back is not an option! All three endeavors require some significant effort on your part to continue your personal and professional development and enhance your self-awareness. Implement a strategic plan today to ensure you are prepared to seize any opportunities that come your way. If you are open to the possibilities, you will find unexpected and interesting opportunities available to you.

Originally published as the June 2010 LRC Column in the LexisNexis Information Professional Update.

Setting Yourself Up for Success

By Leanne Battle, Senior Librarian Relations Consultant, LexisNexis

My dog and I are training to be a therapy dog team so we spend a lot of time training. Rule one of training using positive reinforcement is have plenty of rewards on hand. Rule two is never set your dog up to fail. I've learned that these same principles work for me. If I want to succeed, I do everything I can to create an environment that will help me toward my goal. I make sure to reward myself and I try to end the day while I'm feeling good about my accomplishments.

With only two rules it seems like dog training should be relatively easy. So why does training a dog take so long? Because, like every person, every dog is different and every skill you try to teach them requires starting over at the beginning. Success takes patience, which may be the most difficult part. Still, the rules hold true, so let's try to understand why and how they work.

It is pretty obvious that a dog is likely to repeat behavior for which she is rewarded, but I have learned that all rewards are not created equal. My dog, Bridgette, is both food and affection motivated so she's pretty easy to reward. So easy that I didn't pay much attention to the food treats I used in training. Recently I had some leftover baked chicken so I decided to use that for working with Bridgette. Suddenly she was turning herself inside out to do whatever I asked! I have found the reward that works for her and it has made all the difference.

The same is true of people. All rewards are not created equal. The key is figuring out what motivates you and fitting the reward to the accomplishment. I'm a little food motivated myself so I may reward myself with a dark chocolate truffle when I meet a deadline. I have a friend who loves colorful and fun office supplies. When she meets a deadline she gets a new pen, for completion of the whole project it might be a funky new desk organizer. Maybe for you it's a little break. When you meet an incremental deadline, you could take 15 minutes to walk around the block and enjoy being outside. For project completion maybe you treat yourself to lunch with a friend instead of eating at your desk. Think about the little things that you look forward to. Knowing there's a reward when the project is finished will make it easier to get started and to keep going.

Failure is disappointing and frustrating, particularly if you know that with a different approach you could have succeeded. When I work with Bridgette on a new skill, I have to keep in mind that at first she doesn't really understand what I'm asking of her. Asking her to "heel" and waiting for her to figure out what that means would lead to repeated failure. And it would mean the "heel" command would always be associated with failure and frustration. What I need to do is set her up for success. When I was teaching her to "heel" we started with me holding her leash very short so she really had no choice but to walk closely to me and she got rewarded for walking in the right spot. When I was sure that she understood the task I lengthened her leash so that she had to choose to walk next to me. Then we added the command "heel" so that she would begin to associate the word and the action with the reward. Gradually we got to the point that I could remove her leash completely. All of this to say that I had to be realistic about what she could do so that each time we trained she would succeed. It makes training a lot more productive and fun for both of us!

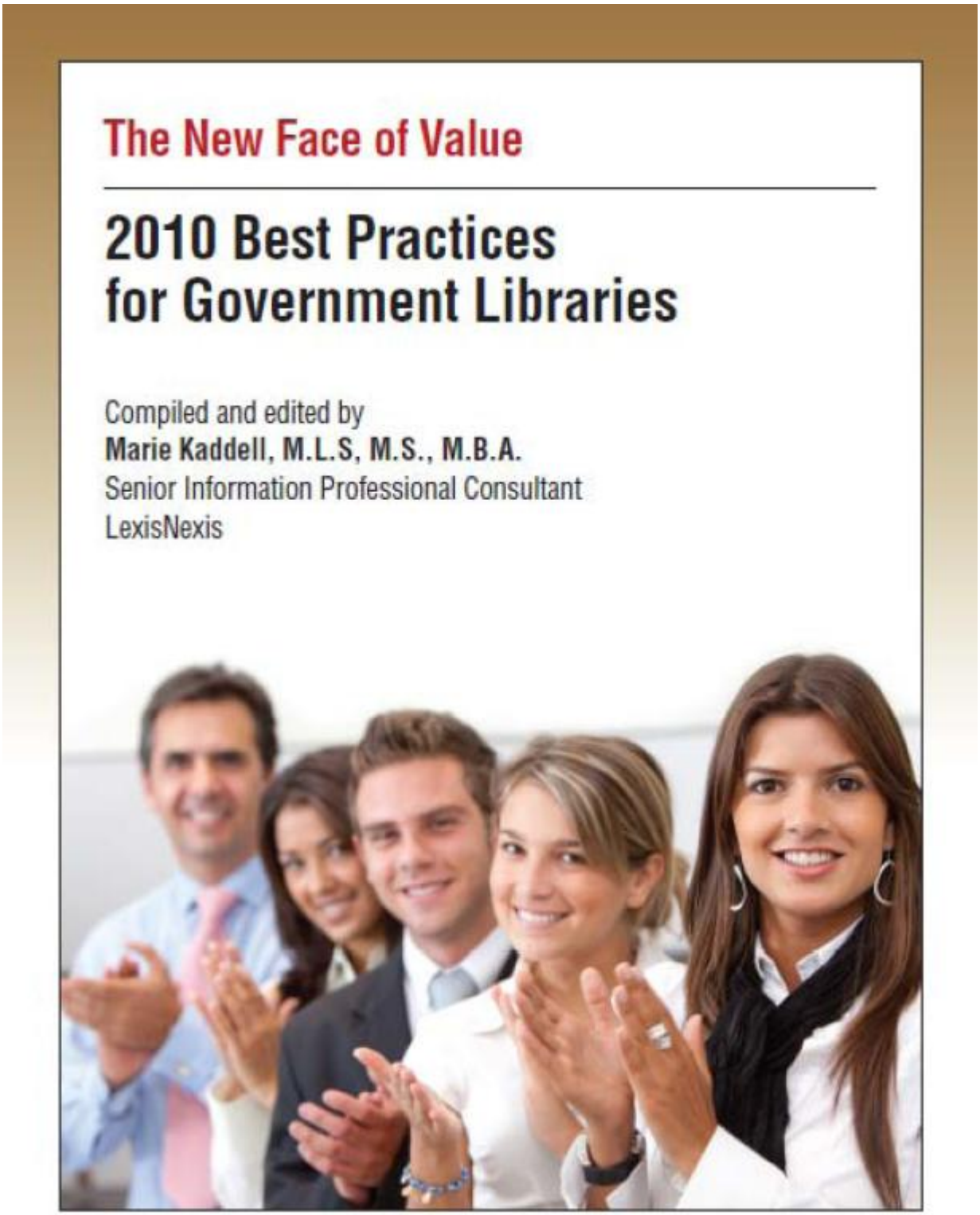
How many days a week do you make a "to-do" list with more items on it than you could conceivably accomplish? If you're like me, probably most of them. I've learned something about that. Having a "to-do" list that is always longer than I can finish sets me up to fail. It means at the end of the day, I focus on the things I didn't get to rather than rewarding myself for the items I completed. How often do you accept a new project without fully understanding what the final outcome is supposed to be? How often do you take on a project where you know from the start you don't have the tools or resources to complete the project well? That, too, is a recipe for failure.

Now I try to adjust my "to-do" list so that it includes only the items that really have to be done that day. Be honest about the *really have to be* criteria. If it really has to be done you'll get it done. Being realistic about your tasks sets you up for success. When you start on a new project be sure that you understand the expectations. Knowing what you need to accomplish sets you up for success. Do a resource inventory at the start of every new project. If the project doesn't match the available tools or resources figure out how to adjust the project or acquire the resources. Aligning the project with the resources sets you up for success.

After a year of training, Bridgette will take her therapy dog certification test in a couple of weeks. I have done all I can to ensure her success. She has been well rewarded all along the way and she is prepared for each element of the test. When we pass, her reward will be starting a program in our local library for children with reading difficulties to read to her. Her success will result in reading success for children in our community. I couldn't ask for a better reward than that. Click here to see a picture of Bridgette.

Here's to setting yourself up for a successful 2011!

Originally published as the February 2011 LRC Column in the LexisNexis Information Professional Update.



To view our *2010 Best Practices for Government Libraries*, visit www.lexisnexis.com/tsg/gov/Best_Practices_2010.pdf.

EPA Responds to Library Needs Assessment Findings Through Targeted E-Projects

By Deborah Balsamo, EPA National Library Network Program Manager; Teri DeVoe, Library Network Coordinator (Contractor, ASRC Management Services); and Tiffany Lopez, Assistant Library Network Coordinator (Contractor, ASRC Management Services)

In 2009 the U.S. Environmental Protection Agency (EPA) conducted an agency-wide assessment to determine the future needs of an increasingly mobile work force and to learn how to leverage technology to serve EPA library users. The needs assessment included an online survey as well as user focus groups and qualitative interviews with executive-level management. Key findings and recommendations from the final report spurred the development of several new Library Network projects, all of which utilized existing agency technologies.

Needs Assessment Recommendation: Offer expanded and consistent operating hours

Solution: Live-chat reference available to internal patrons during coast-to-coast business hours

Ask a Librarian—Live Chat Reference

The EPA National Library Network had already begun exploring virtual reference options such as live chat before the 2009 Library Needs Assessment. However, with the recommendation to offer expanded service hours to staff, the Needs Assessment provided the impetus to pursue a pilot chat reference service for internal patrons in December 2009. By pooling EPA libraries' coast-to-coast hours of operation, library access has been extended to EPA staff from 8:00 AM to 8:00 PM Eastern Time, Monday through Thursday, and from 8:00 AM to 7:00 PM on Fridays.

Ten EPA libraries participated in the pilot service, which leveraged the RightNow application used for the Agency's Enterprise Customer Service Solution (ECSS)/Frequent Questions database. In May 2010, the Network developed an Ask a Librarian icon to further promote the service, and subsequent marketing efforts resulted in increased live chat use. At the end of Fiscal Year 2010, the application behind the service changed to Parature, resulting in a managed transition and additional staff training. The service has been well received by end-users and exemplifies the collaborative nature of the Library Network.

> *I am not in the main building at HQ and we have no library in this building. The ability to know that I have this kind of service at my finger tips is invaluable.*
>
> (Headquarters Library, EPA patron on Ask a Librarian chat reference)

Needs Assessment Recommendation: Offer more training on how to use library resources and services

Solution: Librarian-taught webinars promoted to all Agency staff

National Training Program

The Needs Assessment gave voice to user requests for library training, which had traditionally been the domain of local EPA libraries. Building from the Library Network's use of GoToMeeting technology and established marketing channels, the National Training Program was created to bring locally-developed library classes to a wider Agency audience. The Network first developed guidelines, a formal class proposal process and an online evaluation form.

> *Great course. I have recommended it to coworkers.*
>
> (Region 7 EPA patron on National Training Program class)

After soliciting library presenters, the Network takes the lead on scheduling and marketing classes, managing the technical side of the webinars, and preparing follow-up attendance and evaluation reports. The first National Training Program class debuted in April 2010, reaching internal patrons from twenty different EPA locations over the course of two repeat sessions. One year later, four additional classes had reached hundreds of EPA staff and the Network was exploring the possibility of expanding the program via playback options.

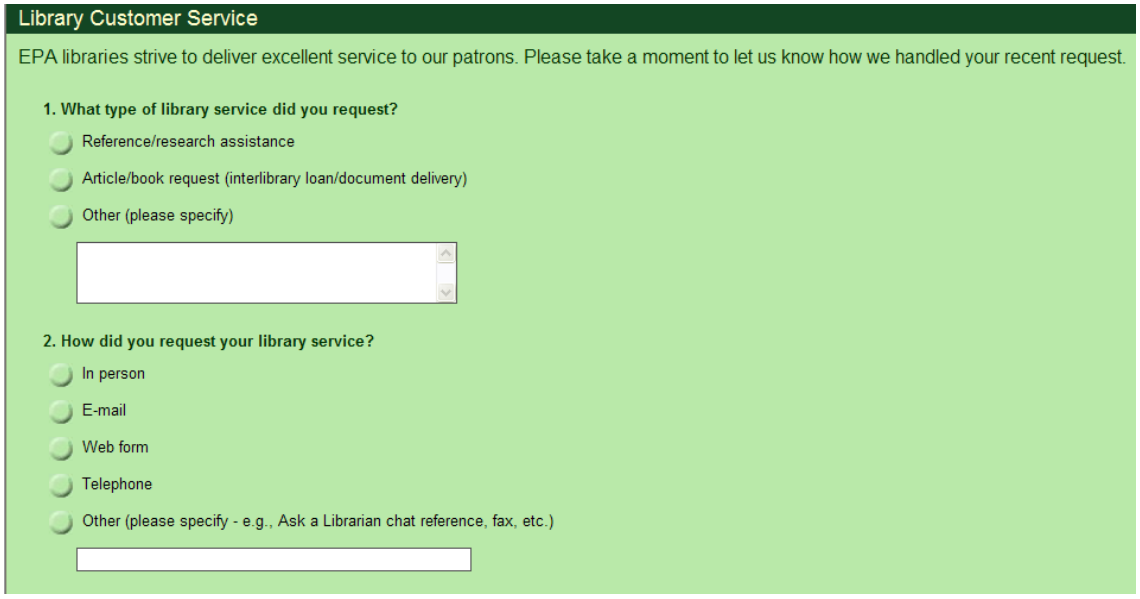
- April 2010: Locating EPA Documents (presented by Research Triangle Park Library)
- June 2010: EPA Desktop Library (presented by Headquarters and Chemical Libraries)
- October 2010: Cited Reference Searching (presented by Research Triangle Park Library)
- November 2010: Using EndNote with Library Resources (presented by Region 6 Sunder Ram Library)
- April 2011: Chemistry and Toxicology Research (presented by Andrew W. Breidenbach Environmental Research Center Library)

Goal: Build from the 2009 Library Needs Assessment by collecting ongoing feedback from users

Implementation: Ongoing customer service evaluation form, as a follow-up to staff transactions

Customer Service Evaluation Form

To build from the 2009 Needs Assessment data, the Library Network formalized a process for collecting ongoing patron feedback. In January 2010 the Network launched a centralized online customer service evaluation form, which utilized its existing SurveyMonkey account. The Network asks EPA librarians to send the evaluation link to internal EPA patrons following library service interactions. On a monthly basis, the Network generates and sends out individual library reports to local managers. Steady feedback reflects high customer satisfaction with 99% of respondents reporting that they are "very satisfied" with services received. The centralized form provides a pool of data that the Network can access at its point of need.



Library Customer Service

EPA libraries strive to deliver excellent service to our patrons. Please take a moment to let us know how we handled your recent request.

1. What type of library service did you request?

- Reference/research assistance
- Article/book request (interlibrary loan/document delivery)
- Other (please specify)

2. How did you request your library service?

- In person
- E-mail
- Web form
- Telephone
- Other (please specify - e.g., Ask a Librarian chat reference, fax, etc.)