June 2010

CapLits

Volume 26 Issue 2

Bulletin of the Pharmaceutical & Health Technology Division of the Special Libraries Association

In this issue

SLA Connecting People and Information

Message from the Chair

Margaret Basket, PHTD Chair

Greetings, everyone! It was phenomenal to see so many of you at the Division Spring Meeting in Philadelphia from April 11-13, 2010. This meeting is our annual opportunity to network face-to-face, hear from industry experts, share our challenges and successes, and learn about new tools and services to help us reach our professional goals. By all measures, this was a stellar meeting! I heard many positive comments about the venue (especially related to the delicious food prepared by the Sofitel), but what was really gratifying was the feedback that you found the meeting to be "time well spent". The final count was 103 attendees and 38 vendors represented by 93 exhibitors. It was great to see so many of you in attendance-thanks for coming to Philly and participating so actively!

The success of this meeting is a tribute to the hard work of many volunteers who contributed to the planning and execution to make it happen. Planner Patrice Costa handled the meeting logistics and coordinated all aspects of the sponsor exhibition with style and a sense of humor. Karen Mirabile shared the wisdom she gained planning past meetings and once again planned and hosted a fabulous networking event for us on Monday night at the National Constitution Center. Christian Gray saved the day on Sunday when our original CE instructor had a family emergency and was unable to come to Philadelphia. Diane Webb planned and moderated the very popular Pipeline Database Town Hall (with Michael Kleinrick, Rachel McLeay, Rachel Blair-Davies, and Ann Westcott), while Alex Feng and Mindy Robinson-Paquette each planned and moderated a "best practices" session where Division members shared their successes (thanks to those members: Valeria de la Calle, Jane Burke, Bernadette Ewen, Amyas Huston, Blanca Chou, Jessica Bland, Fran Mozloom, and Rob Haran). Paul Ziegler managed the Division Web site (our main communication portal) and the registration software, while Barbara Wetzel (with assistance from past treasurer Bob Kowalski) managed our accounts receivable, monitored the budget, wrangled our PayPal account, and paid the bills. John Chu conceived break-out session topics and volunteers moderated and recorded these sessions (find session summaries in this issue of CapLits). Bullitt Darlington was a great help at the registration desk, as well as other registration volunteers too numerous to mention. Finally, the spring issue of CapLits, produced by the team of Praveena Raman, John Carey, and Damian Hayden, was an essential vehicle to get the word out about the spring meeting and recap the proceedings.

Special thanks also to all the speakers who took time out of their busy schedules to come to Philadelphia to present, including Larry Hawes, Ken Sickles, Tamas Doszkocs, Christian Gray, Henning Nielsen, and especially Cindy Romaine, SLA President-Elect, who came from the West Coast and attended the entire meeting. Cindy has hinted that she made some great connections within the Division, so she may tap our ranks to participate on future SLA-wide projects and committees. Lastly, thank you to Sarah Warner from Wontawk for providing career services during the meeting.

This meeting was made possible with the support of 38 exhibitor sponsors. Thanks especially to Diamond sponsors (contributing $4,000+):

BizInt Solutions, for sponsoring the Spring Meeting Programs, designed by Diane Webb

continued on page 3

continued from page 1

New England Journal of Medicine, for providing the attendee welcome bags

Elsevier, for sponsoring the open bar at the Sunday night reception

Ovid and Adis (Wolters Kluwer Health) and QUOSA for sponsoring the Monday Night Networking Reception

In addition to the exhibitor sponsors, thank you to Dow Jones for sponsoring the Monday morning break.

Alex Feng made audio recordings of many of the sessions. These are posted, along with the presentations, on our Division Web site at: ***units.sla.org/division/PHTD/meetings/spring2010/spring2010main.shtml***. If you were unable to attend the Spring Meeting, please take advantage of this meeting archive (you will be required to login with your SLA membership credentials to access the audio files).

SLA Annual Meeting in New Orleans

I hope to see many of you in New Orleans from June 13-16 (CE courses start on June 12) for the SLA Annual Meeting as we "let the good times roll!" The opening keynote speakers will be James Carville and Mary Matalin. Praveena Raman has planned two CE courses on Saturday (taught by Pat Wagner) and the Division is co-sponsoring a course on disaster preparedness on Sunday. Robyn Smith and Judy Blaine have also planned a full schedule of relevant sessions, while Patrice Costa is actively seeking support for Division programs. In addition, we will have Division "no host dinners", networking breakfasts, and hope to continue the tradition of the Tuesday night reception (pending sponsorship). Please look for more details about the Annual Meeting in this edition of *CapLits*.

Please plan to attend the Annual Business Meeting and Luncheon on Tuesday, June 15 from Noon-1:30 p.m. This is a ticketed event, so remember to register for it when you sign-up to attend the meeting. This is another great opportunity for networking, catching up on Division happenings, and congratulating Division award winners (Horizon, Distinguished Member, and Travel Awards). Everyone is also welcome to attend the Outgoing Board Meeting on Wednesday, June 16 from 8-9:30 a.m. This meeting includes reports from the Division officers and committee chairs, so please attend if you'd like to learn more about what's going on in the Division or if you're seeking a way to become more involved in the Division.

Spring is a very busy and productive time for our Division with our two main meetings only months apart. Be sure to take time to smell the spring flowers! And travel safely if you're venturing to New Orleans. I hope to see you there!

Best Regards,

Margaret

Pharmaceutical & Health Technology Division 2010 Officers

2010 Executive Board

Chair: Margaret Basket
QUOSA, Inc.
8 Sayner Ct., Apt. 99
Madison, WI 53717
888-424-2133 ext. 22 (voicemail)
617-780-8137 (cell)
margaretb@quosa.com

Chair-Elect: Kevin Farberow
Medical Intelligence Solutions
100 Avenue of the Americas
New York, NY 10013
609-268-4495 (office)
609-268-7818 (cell)

Past Chair: Judy Blaine
judyblaine@comcast.net

Secretary: Alexander Feng
the dd&p Group
4555 Lake Forest Dr., Suite 330
Cincinnati, OH 45242
alexander.h.feng@gmail.com

Treasurer: Barbara Wetzel
20136 17th Avenue NW
Shoreline, WA 98177
bbwetzel@gmail.com

2010 Division Committees & Advisory Council

Advertising Manager: Open

Awards Chair: Judy Blaine
judyblaine@comcast.net

***CapLits* Editor: Praveena Raman**
Analysis & Information Management (AIM) Services
Élan Pharmaceuticals Inc
800 Gateway Blvd
South San Francisco, CA 94080
Tel: 650-794-4222
Email: praveena.raman@elan.com

***CapLits* Production Editor: John Carey**
FOI Services, Inc.
704 Quince Orchard Road, Suite 275
Gaithersburg, MD 20878-1770
301-975-9400
jcarey@foiservices.com

Text Mining & BioIT World Conference

April 20-22, 2010
Boston MA

When Praveena Raman asked me to follow up my article on taxonomies and ontologies with one on text mining I agreed, with some trepidation, knowing I'd be going to a workshop as part of BioIT World, right after our spring meeting in Philadelphia. Taught by William Hayes, Biogen Idec, Phoebe Roberts, Pfizer and Larry Hunter, Center for Computational Pharmacology & Computational Bioscience, University of Colorado, "Agile answers from Literature; Using Text mining and analytics to drive decision support" promised to update a topic PHTD members have been following for years.

Phoebe Roberts spoke in Memphis in 2006 and William Hayes in Boston in 2007. Text mining was quite nascent then, but it has been maturing. While text mining has been largely the province of big pharmaceutical companies this is also starting to change, and a low profile, flying under the radar has much to recommend it.

These practitioners offered much useful advice including "finding a problem [or problems] that will have 3-6 opportunities for successful results. Then use commercial pilots and/or demonstration projects over 3-5 months to "prove" approach. Also use open source/academic capabilities"

Volume 26, Issue 2 June 2010

CapLits is published three times a year by the Pharmaceutical & Health Technology Division (PHTD) of the Special Libraries Association and is sent to Division members as a benefit of membership. Special Libraries Association assumes no responsibility for any of the statements and opinions advanced by the contribution to the Association's publications. Editorial views do not necessarily represent the official position of the Special Libraries Association. Acceptance of advertisements does not imply endorsement of the product by Special Libraries Association.

In addition to PHTD members, photographs are courtesy of the New Orleans Convention & Visitors Bureau and Greater Philadelphia Tourism Marketing Corporation.

Editor: Praveena Raman

Production Editor: John Carey

Advertising Editor: Damian Hayden

Expectations management is a crucial part of the process. Starting small is much better than trying to tackle huge problems from the start.

Be sure not to forget the 80/20 rule. Choosing tractable problems is important. Rather than ask "what's the best method for ….?" ask" is method A is better than method B?"

Look for ways to aid in hypothesis generation and prioritization. Help people figure out where to focus their efforts, and which parts of the literature can be safely ignored.

Non-journal articles – clinical records, patents and audio and video formats and other increasingly heterogeneous sources are growing in importance.

The importance of training sets for validating data, text mining techniques and statistics was emphasized. With the glut of (invalidated) drug targets made possible by combinatorial chemistry the number of papers per compound has dropped precipitously, from over 100 not that many years ago, to less than ten (Lehman Brothers The Fruits of Genomics, 2001). The great irony of data and the biomedical literature is that even as we are struggling with and can barely cope with what we have now – we need even more, as well as new ways of manipulating data and testing hypotheses.

Curation is critical. Explaining why you're providing content and data and using visualization to make sense of data adds value and credibility.

More trends to look for and at are collaboration, agility, workflows, ontologies, and phenotypes. Scaling is hard and an underestimated challenge. The literature has more ambiguities than are apparent at first. XML comes in more flavors and variants than one might expect. Access to full text articles can be problematic, even in some of the open access journals.

Much work remains to be done on understanding the information needs of bench scientists. Barbara Mirel, University of Michigan National Center for Integrative Biomedical Informatics and her article Supporting Cognition in Systems Biology Analysis, Journal of Biomedical Discovery and Collaboration 2009, 4:2doi:10.1186/1747-5333-4-2 was recommended.

Phoebe Roberts' tagline "A month in the lab can save you an hour in the library" is still quite valid. Seeing the rest of BioIT World through the lens of text mining also proved to be quite fruitful.

Frequently heard concepts included collaboration, agile approaches, cross silo communications and pre competitive cooperation. Sharing of data, with incentives and techniques for doing so were discussed in many contexts, as were interoperability and standards. The old joke "the great thing about standards is that there are so many to choose among" came up several times.

While there was some emphasis on the need for deep domain expertise, there was more on the value of learning from different disciplines and profiting from the insights of people grappling with related challenges from different perspectives. Lessons learned from the defense and intelligence sectors popped up.

I am cautiously optimistic about the future of text mining. I am even more optimistic about the value of cross disciplinary communication, data sharing, open source and moving beyond brute force. Helping people better articulate questions and hypotheses, helping them figure out how to prioritize their efforts and what they can get away with not paying attention to can be important value added activities.

I'm still processing many of the talks, insights and conversations from Boston and Philadelphia (as well as trying to make my way through unopened mail). Is there room for librarians?

I'm convinced there is, and hope to report more soon, perhaps on the PHTD blog. We need to remember that pharma – and biopharma are at the bleeding edge, and that everyone is struggling with figuring out how to make progress. Asking good questions and participating in ongoing conversations is more important than knowing all the answers.

Mary Chitty, Library Director & Taxonomist
Cambridge Healthtech, Needham MA

Mary Chitty, Library Director & Taxonomist at Cambridge Healthtech in Needham MA is the author of Federal Information Sources in Health and Medicine *(Greenwood Press, 1988) and a number of book reviews. She's on the board of the newly formed Taxonomy division of SLA and was previously Head of Reference at the Library of the Massachusetts College of Pharmacy, Boston MA and supervised the Air Pollution Technical Information Center at the US EPA Library, Research Triangle Park, NC. She has an MSLS from the University of North Carolina - Chapel Hill and a BA (Anthropology) from Yale.*

Laissez les bon temps roulez!*

SLA 2010 Annual Conference

New Orleans, June 13-16, 2010

Come join us in New Orleans for SLA's 2010 Annual Conference. Keynote speakers will be political analysts Mary Matalin and James Carville. Closing speaker will be Nicholas Carr, author of the book, "Does IT matter?"

We are planning a lot of pharma/health technology specific sessions in response to member feedback, including emerging markets, social media in pharma, and nanotechnology.

*"Let the good times roll" in Creole.

Career Guidance/Student Relations Chair: Anne Callas
American Society of Health-System Pharmacists
7272 Wisconsin Avenue
Bethesda, MD 20814
Tel: 301-664-8648
acallas@ashp.org

Division Archivist: John Carey
FOI Services, Inc.
704 Quince Orchard Road, Suite 275
Gaithersburg, MD 20878-1770
301-975-9400
jcarey@foiservices.com

Employment Relations Chair: Open

Fundraising Chair I: Open

List Administrator: Julia Parker
BioSleuth Consulting Services LLC
bioslueth@gmail.com

Membership Chair: Open

Networking Chair: Bonnie Snow
Thomson Reuters
211 South Street #523
Philadelphia, PA 19147
215-423-8494
bonnie.snow@thomsonreuters.com

Nominating Committee Chair: Christine Geluk
Eisai, Inc.
4 Corporate Dr.
Andover, MA 01810-2447
978-837-4838
Christine_Geluk@eisai.com

Past Chair / Awards Chair: Judy Blaine
judyblaine@comcast.net

Past Treasurer: Bob Kowalski
Wyeth Research
Research Information Management
87 CambridgePark Drive
Cambridge, MA 02140
617-665-6156
617-665-6195 (fax)
bkowalski@wyeth.com

Professional Development Chair: Praveena Raman
Analysis & Information Management (AIM) Services
Élan Pharmaceuticals Inc
800 Gateway Blvd
South San Francisco, CA 94080
Tel: 650.794.4222
praveena.raman@elan.com

Gilead Sciences Serves Medical Communications

With more than a few years in information management (IM) and knowledge management (KM) work in a number of pharmaceutical companies, I thought I knew a thing or two about typical internal clients and opportunities to make an impact. After a brief time at Gilead Sciences, I learned something new. I learned that partnering with Medical Communications and really learning their operations can be a fruitful endeavor that adds value to the IM enterprise.

Medical Communications: The learning happened because the IM group (we call it "Literature Resources" at Gilead) happens to be organizationally located within the Medical Communications group. Called "Medical Information", "Professional Services", "Medical Services" or similar names in other pharmaceutical companies, this is the part of the company that takes care of responding to inquiries from health care professionals, preparing standard responses (usually) and, many times, organizing associated communications such as publications, and medical liaison programs.

The organizational assignment is logical because both the IM group and the larger medical communications groups are information intensive, literature oriented, and often address some common issues (e.g. copyright and licensing of content). While it may appear that Gilead's Literature Resources function is "embedded" in the Medical Affairs organization, this is not an endorsement for the currently popular concept of "embedded librarianship." While it is true that we may more intimately know the functions of Medical Communications, because of our organizational "location", it is not the case that we serve only Medical Affairs. In fact, our mission is to serve the entire company, world-wide.

So while we do not have the advantage of being totally integrated into the workings of a single department, I must say that reporting to Medical Affairs, with its literature-intensive orientation, is certainly not a bad place to be in.

From Reactive to Proactive to Interactive and Integrated: In Gilead's Literature Resources department, we are passionate about ensuring that our function retains its status as an essential element in sustaining the mission and values of our parent organization. We believe that an important way to do this is to embrace a strategy expressed as: "Moving from reactive to proactive to interactive and integrated."

It's a pragmatic strategy but it doesn't mean that we abandon all of our reactive services and we certainly shouldn't cease to be proactive in promoting our services. But in order to maintain this status of "essential", we need to create and embrace opportunities to become – literally -- a part of our client's work. When our work and systems become so "interactive" and "integrated" into the workflow of the other essential functions of our organizations, we too, become essential.

Here are some examples of how we have become interactive and integrated into the business processes of Gilead, and how we have leveraged our knowledge of Medical Communications in pursuit of our vision.

Copyright: Gilead Medical Communications is responsible for delivering single articles in response to inquiries from health care professionals and patients. They have a system for tracking their responses that is highly regulated and they also need to comply with copyright laws and journal licenses for this external distribution. Literature Resources initially served Medical Communications by obtaining rights to distribute. We became proactive in finding opportunities to negotiate with publishers for good rates for external distribution of these "reactive use" situations. Then, after some analysis of workflow, we found a way to partner with a vendor to streamline the whole process. The result was to get Literature Resources out of the routine aspects of the process altogether.

We were then able to expand this concept to another client group, our "Medical Scientists" (called "medical liaisons" in many companies). With this widely dispersed population, we were able to further integrate the rights – obtaining processes into their usual day-to-day activities with no intervention by Literature Resources or other Medical Communications staff whatsoever. The results have been cost savings, efficiencies (at least one FTE saved), and consistent compliance.

Reprints: By partnering with a vendor, we were able to centralize and provide a "one-stop-shop for ordering of reprints for our Medical Affairs and Commercial divisions. We have worked closely with our internal clients, customizing and modifying the system (called BRAVO – "Bulk Reprints Via Online", which is now offered by the vendor to other companies).

Alerting: Like all pharmaceutical companies with products in the marketplace, Gilead has a specific Standard Operating Procedure (SOP) of monitoring the literature for adverse advents. Rather than merely providing a service to Gilead's Regulatory Affairs function, we helped write the SOP, and even participate in Agency audits.

Publication management and products literature database: Gilead's Medical Affairs department contains a publications management function that plans and manages journal article publications as well as posters and scientific meetings support. Literature Resources maintains a product literature database on Gilead marketed products. Literature Resources, through a partnership with the Publications Management functions to enhance the product literature database with data and images of Gilead-produced posters. In this way, Gilead's product literature database (called GOLD – Gilead Online Literature Database) is enhanced with this "gray" literature and the company benefits with a robust access tool for Gilead posters.

Standard Response Documents (SRDs): Gilead's Medical Communications department produces Standard Response Documents (SRDs) to facilitate and standardize information going to health care professionals and patients. By learning the specific needs and issues being addressed in SRD development, by partnering with Medical Communications and

learning their revision schedules, Literature Resources has been able to establish a dynamic and "interactive" relationship with Medical Communications experts to anticipate and proactive delivery pertinent and timely literature to be incorporated into the SRDs.

Overall, the Literature Resources department at Gilead has certainly learned a few things over the last several years while reporting to Medical Communications. We have enjoyed a growing and fruitful relationship with the Medical Communications portion of Medical Affairs. By doing comprehensive needs analysis and investigating the business processes and workflow of this important function, and then providing proactive, interactive and integrated solutions to literature resource needs, our group has enhanced its value and established ourselves as essential components of the Gilead mission.

Future: We intend to continue our learning, looking for additional ways to make positive impact. At Gilead, Medical Communications reports to Medical Affairs and the company's Chief Medical Officer (CMO). Medical Affairs has recently re-organized and significantly bolstered the role of the company's top therapeutic area experts, called "Medical Directors". Literature Resources, with the sponsorship of the CMO will be engaging the Medical Directors in an extensive needs assessment, ensuring that these company experts are keeping up on the literature of their therapeutic areas, know the emerging issues, and know the capabilities of Literature Resources, our tools and expertise in order to answer questions, make informed decisions, and accelerate the kind of innovation that has made Gilead Sciences successful.

Dale Stanley
Director of Literature Resources, Gilead

Dale Stanley has been Director of Literature Resources at Gilead Sciences for the past two years. Before Gilead, Dale led corporate library and knowledge application services at Genentech, Pfizer, Amgen, Avery Dennison, and Iolab. He has also been a consultant with SMR International, with clients from the United Nations in New York and the UNHABITAT. Dale continues his affiliation with SMR by serving as an instructor with Guy St. Clair and Cindy Hill in SLA's Click University certificate program in knowledge management and knowledge services. He is an active member of SLA, the P-D-R, and is Chair of the ITIMG. Dale holds Master's degrees in Biology from the University of California at Riverside, and in Library Science from the University of Southern California.

Program Planning Chair I – Annual 2010:
Judy Blaine
judyblaine@comcast.net

Program Planning Chair II – Spring 2010:
Patrice Costa
New England Journal of Medicine
860 Winter St.
Waltham, MA 02451-1413
781-434-7380
781-893-8103 (fax)
603-557-6062 (cell)
pcosta@nejm.com

Program Planning Chair III – Annual 2011:
Alexander Feng
The DD&P Group
4555 Lake Forest Dr., Suite 330
Cincinnati, OH 45242
alexander.h.feng@gmail.com

Program Planning Chair IV – Spring 2011: Open

Public Relations Chair: Kimberley Poelman
801-608-4294
kpoelman@yahoo.com

Webmaster: Paul Ziegler
Merck & Co., Inc.
P.O. Box 4, UNC-123
West Point, PA 19486
267-305-8944
paul_ziegler@merck.com

Pharmaceutical & Health Technology Division

SPECIAL LIBRARIES ASSOCIATION

SLA Annual Meeting, June 12-16, 2010 New Orleans

Saturday, June 12

PHTD sponsored CE Courses

Note: Two additional CE courses listed in the April 2010 edition of CapLits *have been cancelled.*

8:00am – 12:00pm

The Info Specialist's Changing Role, Part 1: How to Negotiate for Resources, Influence, and Authority

Instructor: Pat Wagner, Pattern Research, Inc.

Location: Convention Center, Room 220

Ticketed Event #115 – $199 for PHTD members & student members; $299 for non-members

Can you think on your feet and ask for what you want and need when the situation presents itself? How comfortable do you feel asking for resources, selling your ideas, negotiating a deal, resolving a conflict, teaching a class, or promoting your services? Learn how to prepare and present information and requests to executive level committees; advocate your position in a department meeting; or give a keynote to 1,000 people at a national conference. Topics include planning, interacting with live audiences, dealing with mistakes, and coping with rejection.

This course may be combined with "The Info Specialist's Changing Role, Part 2" for a discount *(Ticket #165 – $299 for members and student members, $399 for non-members).*

1:00pm – 5:00pm

The Info Specialist's Changing Role, Part 2: How to Manage Relationships and Projects

Instructor: Pat Wagner, Pattern Research, Inc.

Location: Convention Center, Room 220

Ticketed Event #190 – $199 for PHTD members & student members; $299 for non-members

Information specialists prove their value by their decisions and actions–from their users' points of view. Do the specialists align themselves with the larger mission? Are they seen and heard, every day, as contributing to the accomplishments of individual, group, and strategic goals? Project management skills create the reliable structures and strong lines of communication that ensure successful workplace relationships. Learn how to demonstrate your value in how you serve your customers.

This course may be combined with "The Info Specialist's Changing Role, Part 1" for a discount *(Ticket #165 – $299 for members and student members, $399 for non-members).*

Be sure to go to Café du Monde on Decatur Street for café au lait and beignets — always open.

Monday, June 14

8:00am – 9:30am

Pharmaceutical & Health Technology Division Networking Breakfast

Sponsor: MarketResearch.com

Location: Convention Center, Room 206

8:00am – 9:30am

Emerging Markets: India, Asia Pacific

Speakers: Robin Bew, Economist Intelligence Unit; Gayle Gossen, Dow Jones & Company; P.K. Jain, Institute of Economic Growth

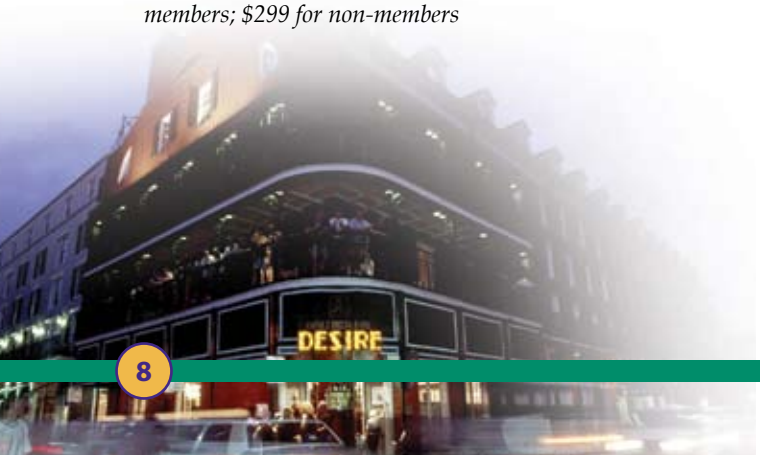
Presented by: Business and Finance Division; Asian Chapter; Pharmaceutical & Health Technology Division

Sponsored by: Dow Jones & Company, Economist Intelligence Unit

Location: Convention Center, Room R07

Detailed information on the emerging markets of India and Asia Pacific with an economic overview of the region following by guidance on selecting available resources from a local information professional.

continued on page 10



Lagniappe and Other Curiosities of New Orleans

If you've not been to New Orleans before, you are in for quite a surprise – it is completely different from any other city, and has its own pace, lifestyle and social customs. These may seem strange and even improper – but in New Orleans it's wise to go with the flow. I spent six of my best years in the Big Easy and learned that life and attitudes are very different than those found in other cities.

First of all, how is "New Orleans" pronounced?
New **Or**-lens, with the accent on the first syllable. However, if the word "Orleans" is spoken without the word "New" preceding it, then it's pronounced Or-**leans**, with the accent on the second syllable and a hard "e".

Therefore, New **Or**-lens is in Or-**leans** Parish. Easy, huh? You may also hear some old-timers say New **Oy**-yens.

Street Names
Several names of streets have unusual pronunciations. The ones you will definitely encounter are Bur-**gun**-dy (accent on the second syllable) and Chartres, pronounced as the English word "charters". If you're down by the river and run across Tchoupitoulas Street, don't panic – remember that the initial "T" is silent and you won't have any trouble pronouncing it like a native. And Calliope is pronounced nothing like the word describing a steam organ. See if you can figure it out.

Mardi Gras Beads
It's perfectly fine to buy them and take them home to the kids, but do not wear them in June – beads are worn only at Mardi Gras. Don't even think about wearing a mask.

Laws
Remember that laws, particularly those relating to social behavior, are treated as mere suggestions in New Orleans. It is not unusual to see teenagers having cocktails in a bar with their parents – which would prompt a grand jury investigation other places. Bars can be open 24 hours a day and public drunkenness is tolerated as long as one is reasonably quiet about it.

Food
New Orleans food is wonderful; many experts consider it to be better than that found in Paris. However, it is still possible to get a bad meal so ask local people who are in the know where they go – what they recommend will generally not be in the French Quarter, which is considered for tourists, however there are some excellent restaurants in the Quarter. Just ask around first. If you eat at a national chain, you have no right to be in New Orleans and should go home immediately. Instead, go to Acme Oyster Bar or Felix's on Iberville St. and have an oyster po' boy.

A Po' Boy sandwich is **not** a sub sandwich. Po' boys are made on French bread which is often soaked with the juices from the meat used as filling (such as roast beef). A proper po' boy is very sloppy. Ordering it "dressed" means you want all the condiments on it.

Be sure to have coffee and beignets (**ben**-yay) at Café du Monde on Decatur Street across from Jackson Square. These wonderful, holeless, rectangular donuts are served piping hot and covered with powdered sugar – a culinary delight. Do not, however, take any with you as they assume the rigidity of a hockey puck in about an hour.

Chill and enjoy! Do not expect a restaurant to substitute low-fat anything for what is on the menu. Relax and savor it as it is. Note that mayonnaise is very popular and that cholesterol hasn't been acknowledged yet in the Big Easy.

And don't be afraid of a Lucky Dog served from carts found throughout the French Quarter. Smothered in chili and cheese they are especially good!

Suggested Reading
And, as librarians, we mustn't pass up this topic. Check out *A Confederacy of Dunces,* by John Kennedy Toole. Published posthumously and awarded a Pulitzer Prize, this comic masterpiece is set in the 1960s and captures the unusual people, situations, accents, curiosities and styles which make New Orleans such a special place.

Old New Orleans
For a taste of old New Orleans life, walk through the back of the French Quarter across Esplanade and Elysian Fields Avenues into the Faubourg Marigny. This is said to be America's first suburb (faubourg literally means "fake town") and here you will find beautiful restored homes beside rundown warehouses and a number of interesting food-and-drink establishments. There's a laundromat/convenience store/bar/restaurant on the corner of Royal Street and Franklin Avenue in case you need to drown your sorrows about ring-around-the-collar. And the coffee shop kitty-corner to that is funky and fun.

Safety & Security
Unfortunately, New Orleans has a high crime rate, so at night stick to areas where there are a lot of people and activity and you should be okay. And while it sounds alluring to find Desire Street, don't go there – except for the first few blocks by the river it's a very bad area. Desire, by the way, was named after a woman called Desiree, not lust.

Lagniappe
And finally, lagniappe (**lan**-yap), which means something extra, usually in connection with a retail purchase. Unfortunately this charming New Orleans tradition is fading, but in small shops, especially those selling food, you may encounter it – receiving a free cookie, for example, when buying a loaf of bread from the baker.

John Carey
President, FOI Services, Inc.
Publishing Editor, CapLits

John Carey is a graduate of New Orleans' Tulane University and has been in the information business for over 30 years, providing document retrieval, databases and training conferences in the FDA-regulatory area. Known for riding his bike long distances to attend SLA meetings, John is also a motorcycle safety instructor.

continued from page 8

10:00am – 11:30am

Emerging Markets: Africa/Middle East/Russia/Latin America

Speakers: Jamie Davies, Business Monitor International; Pat Wynne, AstraZeneca;

Presented by: Pharmaceutical & Health Technology Division; Business and Finance Division

Location: Convention Center, Room R07

Detailed information on the emerging markets of Russia, Africa and the Middle East, with special attention given to the pharmaceutical industry. You'll get an overview of the political, economic, social, and business environment, and then learn from the personal experience of an information seeker in the pharma/biotech industry.

10:00am – 11:30am

Knowledge Continuity and Opportunities: The Future of Knowledge Managers

Speakers: Patrick Lambe, Straits Knowledge

Presented by: Knowledge Management Division; Information Technology Division Government Information Section; Pharmaceutical & Health Technology Division; Taxonomy Division

Location: Convention Center, La Louisiane Ballroom

Internationally known Patrick Lambe, Founder, Straits Knowledge, and Author, Organising Knowledge: Taxonomies, Knowledge and Organisational Effectiveness shares insights on the future of the knowledge management profession and how it impacts on the formation of knowledge managers. He discusses knowledge manager archetypes and associated competencies, roles and opportunities, as well as the role and current shortcomings of knowledge management education, certification and professional development.

2:00pm – 3:30pm

Medical Devices: Finding Information About Them

Speakers: Sandra Baker, Canon Communication; Marlene Bobka, FOI Services, Inc.; Patrick Clapp, QIAGEN; Marjorie Greer, Abbott Vascular

Presented by: Pharmaceutical & Health Technology Division; Biomedical & Life Sciences Division

Sponsored by: Future Science Group; Dialog; FOI Services, Inc.

Location: Convention Center, Room 227

Discussion by librarians that work for medical device and assay companies on the unique characteristics of these industries and the challenges in finding information. Co-sponsored by Future Science Group, FOI Services, and Dialog.

Street performers are found throughout the French Quarter. You may recognize the lady in red from the HBO series Treme.

Tuesday, June 15

8:00am – 9:30am

Pharmaceutical & Health Technology Division Networking Breakfast

Sponsored by: MarketResearch.com

Location: Convention Center, Room 356

10:00am – 11:30am

Using Social Media for Business Research and Competitive Intelligence

Speakers: Ken Sickles, Dow Jones & Company

Presented by: Pharmaceutical & Health Technology Division

Location: Convention Center, Room 216

The use of social media by business professionals is growing rapidly. As a result, social media content can benefit more than just public relations professionals. Learn how you can utilize social media when doing business research and competitive intelligence for your enterprise.

12:00pm – 1:30pm

Pharmaceutical & Health Technology Division Business Meeting Luncheon

Speaker: Margaret Basket, QUOSA, Inc.

Location: Convention Center, Room R05

Ticketed Event #585, $40

2:00pm – 3:30pm

Career Agility for Life

Speaking: Margaret Basket, QUOSA, Inc.; Christian Gray, Reprints Desk, Inc.

The magnificent St. Louis Cathedral overlooks Jackson Square and is the heart of New Orleans' French Quarter.

Presented by: Pharmaceutical & Health Technology Division

Location: Convention Center, Room 210

Concepts like, "who moved my cheese?" and "pack your parachute before you need it" have informed strategies for senior management for decades. Discover what other information professionals like you have done to re-create themselves and find a flexible path to greater success, not just survival. Learn how to weave specific methods into an agile career and find new motivation for: networking 2.0, non-profit/association leadership, mentoring, and continuous career development. Suggested pre-reading: Blur by Davis & Meyer, Rethinking Information Work by Dority and Million Dollar Consulting by Weiss.

7:00pm – 10:00pm

Pharmaceutical & Health Technology Division Open House

Location: Sheraton Hotel, Waterbury Ballroom

Wednesday, June 16

8:00am – 9:30am

Pharmaceutical & Health Technology Division Board of Directors Meeting

Location: Convention Center, Room 203

12:00pm – 1:30pm

Nuts and Bolts of Contract Management

Speakers: Carol Ginsburg and Bill Noorlander, BST America LLC; Craig Wingrove, KPMG LLP

Presented by: Business and Finance Division; Academic Division; Legal Division; News Division; Pharmaceutical & Health Technology Division; Social Science Division

Sponsored by: Wolters Kluwer Law & Business; Nina Platt Consulting, Inc. / LookUp Precision

Location: Convention Center, La Louisiane Ballroom

Basic guidelines for content management with pragmatic and "real life" advice for those working or wanting to work in contract management. Contract negotiation preparedness, change management and basic support will be covered. Please come with questions.

Project Management as if Your Job Depended on It

Recently, I was presenting an introduction to project management to a mixed group of library managers. After a day's work, we were wrapping up, and I asked for remaining questions or concerns.

One of the participants, a library director, rose to her feet.

"Am I missing something?" she said. "I always thought project management was complicated. But, today we learned it is Who, What, Where, When, How much, Why, and How, although maybe not in that order. Is it really that simple? Isn't there a secret handshake?"

We all laughed.

"The secret is that it is that simple," I said. "That is, the theory is simple; the hard part is execution."

Project management is a written framework for ensuring that your work gets done on time, under budget, at the agreed upon level quality–and with everyone still speaking to each other. In the larger context of your workplace's goals, it is also about ensuring that what you do contributes to the mission and vision of your library and the institution and people it serves. Although there many models of project management–each with its champions–a few universal concepts can be applied to most situations.

What Comes First

You know what your research customers want, and you know how to do your job. If only you had one task to complete in its entirety, with all of the resources you needed, and with a clean desk waiting you once you finished.

Project management is about sorting an impossible and unending number of tasks, so you know what to do, and when. Most successful information professionals I know invest a few minutes at the beginning of the day deciding what criteria to use to determine the flow of the day. Yes, the phone will ring, e-mail will ping you with requests, and frantic petitioners for last-minute reports might storm your office. But, project management helps you keep your eye on the prize: that big report that needs to be finished by 3 pm, regardless of interruptions.

When to Stop

For the conscientious information professional, one of the most important concepts in project management is that of limits: stopping before you run out of time and money. Perfection is a temptation, but focusing only on quality steals resources from other projects.

Our modest research business mostly serves inventor-entrepreneurs: bleeding-edge scientists and engineers building businesses based on complex technologies. For science geeks like my husband and me, getting to work with brilliant innovators is intoxicating.

However, although our clients are perfectionists, they still understand they have to get their products to market; otherwise, we will all go broke together. No matter how fascinating the research and how tempting it is to drown oneself in the details of nanotechnology and applied biochemistry, at some point we all have to make a living. Budget and deadlines are a reality check.

So, project management helps us decide when to stop. The criteria are sometimes arbitrary. If two clients call my husband the same day with deadlines, he will negotiate with both of them regarding what they need done in the time he has.

Fortunately, our brilliant customers are also emotionally healthy; we have the luxury of not working for bullies and jerks. Grace, the chemist in California, will understand if we need to bail out Jack, the engineer in Minnesota, or Peter, the scientist in Texas, because of drop-dead deadlines with venture capitalists or government regulators.

The best project management discipline does not just react to external demands. It is not just about working until someone else yells for help. It is evaluating the resources of the information center and the conflicting demands of research customers, and making decisions based on dozens of weighed variables. The weight comes from the strategic plan balanced against the needs of the customer.

When Planning Fails

The principles of project management are simple, as stated before:

Who does the job?

What is the job, exactly?

When does it need to be completed?

What resources are needed?

How does it fit into the bigger picture of the strategic plan, and the mission and vision of the research center and the larger institution?

And, how does this job fit into the other work that must be done?

When the framework of project management fails to ensure that projects are completed on time, regardless of the complexity of the project, it is usually for a handful of simple reasons. Here are the two most common.

Setting Limits

Can you say no thank you to interruptions? Are you mesmerized by e-mail and IM, and feel the need to read and respond instantly, even if you are not required to provide instant responses? Can you ask a customer if you can call them back? Can you set personal limits regarding how long you work on a request?

If your project management plan requires that you work only five hours on a customer query, and you decide to work seven hours instead, a dozen such decisions will cripple the best

plan in a week. If you con yourself into responding instantly to external stimuli, you are inviting interruptions. (Adrenaline addiction is difficult to kick, as you know.)

Don't Know How Long Tasks Actually Take

A few years ago I was working on a time management project with a group of experienced library directors; all had been directors for at least fifteen years. I asked them each to pick a rote task that they did on a regular basis, such as filling out reports, updating a database, or ordering supplies. They had to estimate how long the task lasted, and then time themselves regarding how long it actually took to finish. On average, these common tasks took two to three times as long as the estimate.

If you are required to keep meticulous records of your billable hours, you might know how long a specific kind of search takes. However, how about the unbillable overhead of running your information office? This is where your time disappears. If you decide to ignore the demands of overhead (the bad default decision of too many overworked information professionals), efficiency will suffer quickly.

Project management is about conscious choices, not jargon, charts, or technology. If you set limits and learn to be realistic about your resources, it doesn't matter if you use colored index cards pinned to a wall, or the latest software. And yes, your job does depend on it.

Pat Wagner
pat@pattern.com

Pat Wagner and her husband Leif Smith own Pattern Research, Inc., a 35-year-old research and training business, which serves innovators in the public, private, and nonprofit communities. Pat has consulted for special libraries since 1978 and is a frequent presenter at state and national library meetings.

Pharmaceutical & Health Technology Division

SPECIAL LIBRARIES ASSOCIATION

Access vs. Acquisition – Motivated for Change?

From sea to shining sea, the exponentially increasing costs for serials, books and databases are an out-of-control fact of life. Globally, journal prices are escalating faster than the inflation rate in recent years. Libraries can no longer afford to purchase low use journals, "just in case" an article is needed. According to a Primary Research Group Survey (2008) over the last 3 years, academic libraries have cancelled an average of 177 titles each[1]. Half the journals were purchased through consortia and greater than 50% of the journals purchased by the average library were purchased in bundles of 50 titles or more. 75% of the libraries used EBSCO and 14% used Swets as their main subscription vendors[2].

One would think that technology advancements in the digital area would help hold down publisher costs, but that does not seem to be the case. More often than not, digital copies of books & journals are more expensive than their paper counterpart. The UCSF campus pays 500% more for the online version of JAMA than the print version[3]. The publishers need to wake up. Libraries and the scholarly research communities they support are suffering.

Many libraries across the country have reduced budgets from which they must purchase materials to support many therapeutic areas and subject matter interests. Initially, cutting out duplicate copies of things, or switching from digital & print versions to just digital, was a way for libraries to maintain their collections. One would think the availability of digital content would logically decrease the cost for the marketing & distribution of finished journal products. That is not the case. From 1985 to 2004, medical journal prices rose 108%. At the same time prices have skyrocketed, there has been a plethora of new journals published[4].

Many publishers seem to be stuck in their old "black box" models, doing business just as before. The library community needs to continue to proactively work to create a multi-pronged "tool box" of solution models for the publishers to consider. Different solutions will work for different publishers.

- PLoS and Open Access are a start. According to the Scholarly Publishing Practice, Third Survey, 2008, only 30% of the publishers offer authors and OA option
- Identify the key decision makers at the publisher & educate them
- Consider Library collection access rather than acquisition as the central goal, with access into perpetuity until the issues of digital preservation are addressed.
- Analyze "access metrics" to develop usage-based access pricing models
- EBSCO and Swets might be considered to involve in the solutions driving process.

There has to be a way to get new, creative, cost-effective models of affording digital content to the publisher decision makers, to help develop & craft "information access" at affordable levels for the future. Our library collections are at stake here.

New information delivery solutions have been in the works for years. Open Access and PLoS are solutions that, though in the germinal state, seem to be something publishers have an eye on. Library consortia journal & digital resource purchasing would enable smaller libraries to take advantage of larger price discounts. Maybe it is worth considering a "pay-per-use" article delivery option for all smaller used items regardless of the sentiments for the need to maintain large collections.

One thing is for absolute certain. Whether the major publishers realize it or not, their "old" methods for journal delivery/access & pricing increases are unsustainable. Their content is critical to the scholarly research & academic world. We, the professional library community must increase our proactive approach toward developing solutions regarding this global serials crisis. We must educate, direct, guide, suggest or lead the publishers toward affordable workable access solutions. Cancelling subscriptions is not getting the message across. Libraries across the country are experiencing budget cuts that have not been seen in generations, resulting in not only canceling subscriptions, but also reducing staff, resizing operations and eliminating services. The fiscal crisis is ubiquitous & it is real! The recession has hit hard.

References:

1) Primary Research Group (2008) ; Survey of Academic & Research Library Journal Purchasing Practices
2) Ibid
3) UCSF 2010 "Scholarly Publication at Risk"
4) Ibid

Barbara Gilmore-Halliwell

Barbara Gilmore-Halliwell currently works as a Senior Analyst consultant for several biotech, pharmaceutical & venture capital clients. Prior to her consultant role, Barbara spent 14 years at Genentech as a Senior Business Information Specialist providing scientific, biomedical and business information to individuals across the company. She is member of the Society of Competitive Intelligence Professionals (SCIP), Association of Independent Information Professionals (AIIP) and SLA. In her spare time, Barbara works as a Reserve Police Officer for the City of Los Altos, where when not on patrol, she assists with case investigations or write grants. Barbara is a graduate of the University of California at Davis where she earned both a BS in Human Development and MS in Comparative Pathology

Does Age Matter? End-User Generational Differences

More than a decade into the digital revolution in the workplace, much of the conversation around user behaviors continues to refer to the perceived differences between users of different ages. Outsell's recent generational analysis of knowledge workers and their information consumption characteristics indicates that the generation gap is narrowing considerably, at least in workplace and academic settings.

While there remain some differences between the age groups (millennials: ages 18-30; generation Xers: ages 31-45; and baby boomers: age 46 and over), they are generally small or even insignificant in many key aspects. Where the differences are more notable, they are sometimes counterintuitive. It is not safe to generalize about younger people vs. older people when it comes to information habits, attitudes, and preferences.

Some of the key finds from our analysis include:

- Age is directly related to success in searching for information, both external and internal to the organization. Millennials' internet searches fail about two-fifths (39.3%) of the time, a rate that is higher than both generation X respondents (35.9%) and baby boomers (32.3%). This same pattern – older knowledge workers having more success with internet searching – also held true in 2005, so it's not as though baby boomers have suddenly had a breakthrough. Though less pronounced, the same pattern holds true for searches that are focused on finding information within the firewall. Although small, the differences in failure rates are significant in that they contradict the widely-held opinion that young people leverage the internet better than their older peers.
- Millennials, generation Xers, and baby boomers exhibit differences in how widely they've adopted handheld devices, social networks, and especially certain "new media" (blogs and virtual worlds, for example). But those differences are not as profound as Outsell expected to see when we embarked on this analysis. Over three-fourths (77.5%) of respondents aged 18 and over have some variety of mobile phone. For all intents and purposes, mobile communication is ubiquitous: Outsell found about a 10 percentage point spread in uptake for cell phones/smartphones between millennials (72.2%) and baby boomers (82.1%), with generation X respondents in the middle (79.6%). Outsell's research demonstrates that there is not a significant "technology rejecter" contingent in the workplace, and that in fact, older workers are even a little more likely to rely on mobile phones.
- Social networking uptake data shows that, as expected, Facebook is used by more millennials (74.1%) than generation Xers (48.5%) or baby boomers (27.6%). But still, that means almost half of generation Xers and over one-fourth of boomers are users (see Figure 9). All across the information chain, providers must account for the fact that social networks are heavily trafficked by users of all ages. And over time, with generational turnover in the workplace, it's patently obvious how great the impact of online social networking behaviors will be in enterprises. Facebook and other social networks are quickly becoming legitimate distribution channels for work and academic content, as well as places to find potential new users and provide additional services to existing ones.
- Millennials have an undeserved reputation for blind trust of open web, free information. In fact, as compared to older peers, millennials are more likely to say that fee-based information is higher quality, more important for mission-critical decision support, more trusted, and more representative of credible, known sources (see Figure 11). The differences between generations are small, but consistent, and we believe that many in the information business have wrongly assumed that young people don't "get" the value of paid content.

Outsell's analysis of generational differences among information users shows that user age has become less useful as a predictor of behavior and preference. The old conventional wisdom that younger users are better searchers while the older contingent is sager regarding information quality is increasingly inaccurate. To some degree, technology adoption is evening out across the generations. The good news for information managers is that the previous conundrum of having to cater to distinctly different sets of attributes is solving itself as users of all ages grow more similar to each other in how they approach information gathering and use.

Our research indicates that key areas for information professionals to attend to are integrating new media into information portals and accelerating delivery to handhelds – efforts that will resonate with users across all cohorts. One generational-specific recommendation is to target millennials for information literacy efforts. This group exhibits the highest search failure rates; it is also more likely to say that information is too hard to find and that it's difficult to determine the quality of information. In Outsell's opinion, these problems add up to lacking the knowledge of key, appropriate information sources that the older cohorts have built up over time.

Joanne Lustig
VP & Lead Analyst
Outsell, Inc.
www.outsellinc.com

The Changing Role of Information Professionals: New Opportunities Created by Enterprise 2.0 & Social Business

Summary: *As Social Business management philosophy and Web 2.0 technologies are being introduced and adopted in organizations, information professionals in established roles (e.g. Corporate Librarian, Knowledge Manager) are investigating how they may best contribute and create value in the new environment. The first installment of this two-part article examines emerging Enterprise 2.0 and Social Business trends and how they relate to the Information Professional's role, as it is currently understood. The second installment will offer a vision for, and actual examples of, how information professionals can make themselves indispensable in their organizations by embracing and leading their Enterprise 2.0 and Social Business initiatives.*

You are an Information Professional. As a member of the Specialized Libraries Association, you understand that your role is to develop, deploy, and manage information resources and services to advance the mission of the organization that employs you. You also know that documents, databases, and news feeds are not the only available information resources; people are also potentially valuable sources of information.

However, your fellow employees' (and the general public's) view of the Information Professional's job is too often that of a traditional corporate reference librarian. You are seen as someone that a business executive can approach when they have a need for information that requires more than basic research skills to locate and assemble into a form that may be used for decision making. Granted, some of your clients are enlightened and know that you will proactively deliver relevant information to them, but that doesn't change the perception of your role held by the majority of your organization.

So the question is what can be done to change that misperception. In this article, I will make that case that you should learn about, embrace, and even lead efforts to better connect people within your organization. Those initiatives are typically labeled as Enterprise 2.0 and Social Business.

Along Came a Spider

Every so often, a new management philosophy comes along that catches the attention of corporate senior management. While many of these ideas prove to be a fad du jour, some are valid reactions to powerful trends that are changing the way business is done. The former may be easily ignored by most employees, but that same group risks losing relevance (perhaps even their jobs) when the latest management idea is for real and its implementation creates change in their organization.

Two management notions presently receiving much attention are Enterprise 2.0 and Social Business. Andrew McAfee, Principal Research Scientist at MIT's Center for Digital Business, coined the term "Enterprise 2.0" in a seminal article published in 2006[1]. In his recent book on the subject, McAfee defines Enterprise 2.0 as "the use of emergent social software platforms by organizations in pursuit of their goals[2]." He and others refer to a category of software, known as Enterprise Social Software, as the key enabler of Enterprise 2.0. This is a fairly tool-centric view of social computing, as it is primarily concerned with the application of Web 2.0 tools and enterprise software built using Web 2.0 design philosophy inside of businesses. To get beyond the tools used to help people better connect with each other in business settings, we need to consider another term – Social Business.

Social Business is a nascent management philosophy and, as such, lacks a consensus definition at this time. Information Professionals might best interpret Social Business as a movement that recognized people as valuable sources of information and knowledge, and supports their efforts to connect, learn from, and work with each other. In other words, people are information resources that can be managed and leveraged by Information Professionals to advance the mission of the organization.

Considered together, Enterprise 2.0 and Social Business have significant implications for the way that organizations structure themselves, operate internally, and do business with partners, suppliers, and customers. Businesses implementing these philosophies and tools recognize that social networks augment existing hierarchical organizational structures in accomplishing work. Socially-attuned organizations treat individuals as critical assets, provide them tools with which they can effectively collaborate, and trust them to work together toward commonly held goals and objectives.

Why Information Professionals Should Embrace Enterprise 2.0 and Social Business

Now that we have developed a common, basic understanding of Enterprise 2.0 and Social Business, let us investigate how they relate to the role of the Information Professional. Are these emerging phenomena complementary to your existing skill and responsibility sets or would actively embracing them require significant retraining and career changes?

Much of the language that the Specialized Libraries Association (SLA) uses to describe Information Professionals suggests that they are (or should be) already well-equipped and positioned to not only participate in Enterprise 2.0 and Social Business initiatives, but to lead those efforts within their organizations. A quick reading of the SLA's list of potential Information Professional responsibilities (see Figure 1), does not reveal a single one that would not apply to connecting people with others or investigating and using tools that support those efforts.

The diverse responsibilities that Information Professionals may have include:

- Developing and maintaining a portfolio of cost-effective, client-valued information services that are aligned with the strategic directions of the organization and client groups
- Building a dynamic collection of information resources based on a deep understanding of clients' information needs
- Gathering evidence to support decisions about the development of new services and products
- Maintaining current awareness of emerging technologies
- Assessing and communicating the value of the information organization, including information services, products and policies to senior management, key stakeholders and client groups
- Contributing effectively to senior management strategies and decisions regarding information applications, tools and technologies, and policies for the organization

Figure 1: SLA Suggested Responsibilities for Information Professionals[3]

Many items in the SLA's statement of professional competencies that it suggests that its members should develop and own may also be interpreted to include people connecting skills. Relevant professional competencies are listed in Figure 2.

Competencies for Information Professionals of the 21st Century

Revised edition, June 2003

A. Managing Information Organizations

A.4 Contributes effectively to senior management strategies and decisions regarding information applications, tools and technologies, and policies for the organization.

A.6 Markets information services and products, both formally and informally, through web and physical communication collateral, presentations, publications and conversations.

A.7 Gathers the best available evidence to support decisions about the development of new service and products, the modification of current services or the elimination of services to continually improve the array of information services offered.

B. Managing Information Resources

B.2 Builds a dynamic collection of information resources based on a deep understanding of clients' information needs and their learning, work and/or business processes.

B.3 Demonstrates expert knowledge of the content and format of information resources, including the ability to critically evaluate, select and filter them.

B.4 Provides access to the best available externally published and internally created information resources and deploys content throughout the organization using a suite of information access tools.

B.5 Negotiates the purchase and licensing of needed information products and services.

B.6 Develops information policies for the organization regarding externally published and internally created information resources and advises on the implementation of these policies.

C. Managing Information Services

C.1 Develops and maintains a portfolio of cost-effective, client-valued information services that are aligned with the strategic directions of the organization and client groups.

C.2 Conducts market research of the information behaviors and problems of current and potential client groups to identify concepts for new or enhanced information solutions for these groups. Transforms these concepts into customized information products and services.

C.3 Researches, analyzes and synthesizes information into accurate answers or actionable information for clients, and ensures that clients have the tools or capabilities to immediately apply these.

C.4 Develops and applies appropriate metrics to continually measure the quality and value of information offerings, and to take appropriate action to ensure each offering's relevancy within the portfolio.

C.5 Employs evidence-based management to demonstrate the value of and continually improve information sources and services.

D. Applying Information Tools & Technologies

D.1 Assesses, selects and applies current and emerging information tools and creates information access and delivery solutions

D.4 Maintains current awareness of emerging technologies that may not be currently relevant but may become relevant tools of future information resources, services or applications

Figure 2: SLA Recommended Professional Competencies for Information Professionals[4]

Similarly, the existing SLA list of recommended personal competencies (see Figure 3) contains many skills that apply to an Information Professional seeking to expand her current role and ability to connect individuals within and outside of her organization.

continued on page 20

continued from page 19

Figure 3: SLA Recommended Personal Competencies for Information Professionals[5]

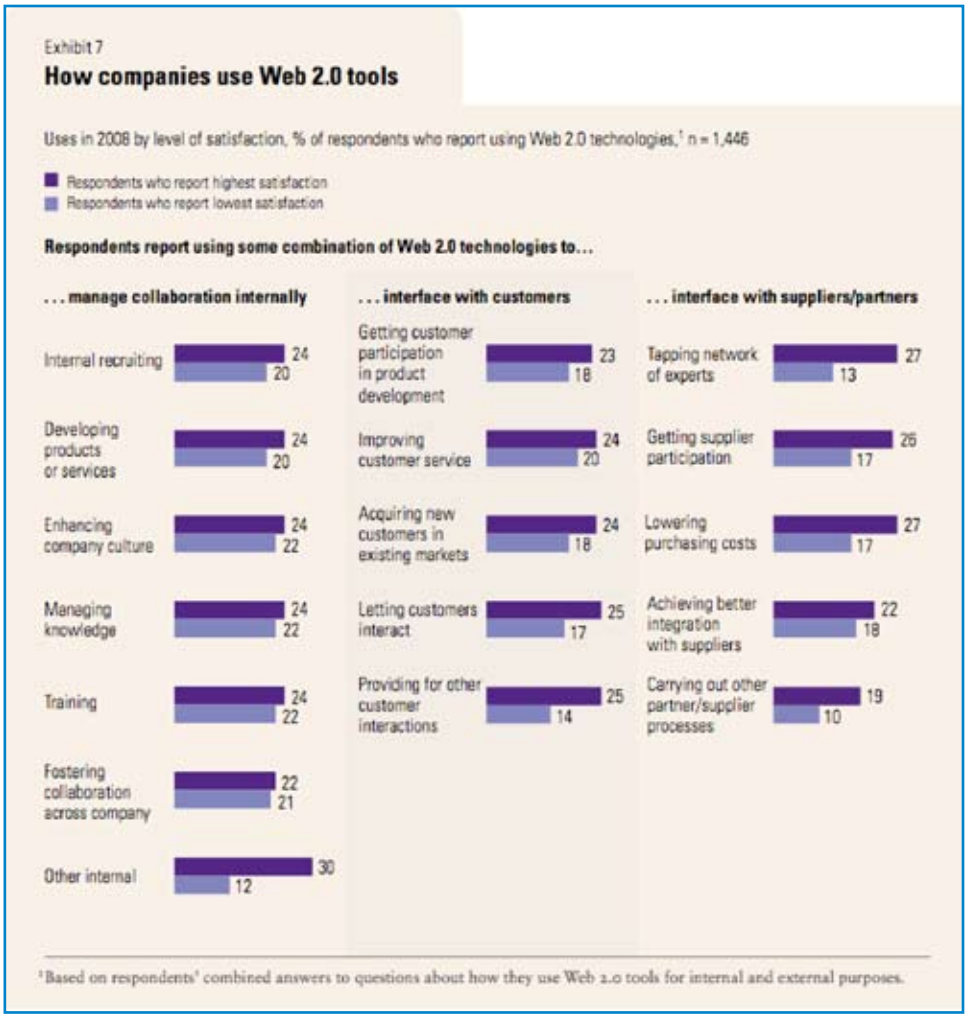
Personal Competencies

Every information professional:

- *Seeks out challenges and capitalizes on new opportunities*
- *Sees the big picture*
- *Communicates effectively*
- *Presents ideas clearly; negotiates confidently and persuasively*
- *Creates partnerships and alliances*
- *Builds an environment of mutual respect and trust; respects and values diversity*
- *Employs a team approach; recognizes the balance of collaborating, leading and following*
- *Takes calculated risks; shows courage and tenacity when faced with opposition*
- *Demonstrates personal career planning*
- *Thinks creatively and innovatively; seeks new or 'reinventing' opportunities*
- *Recognizes the value of professional networking and personal career planning*
- *Remains flexible and positive in a time of continuing change*

Finally, research conducted by McKinsey & Company documents a number of ways that Web 2.0 tools are being used inside and outside of enterprises (see Figure 4). The majority of these are activities and processes in which Information Professionals are regularly involved, or easily could be.

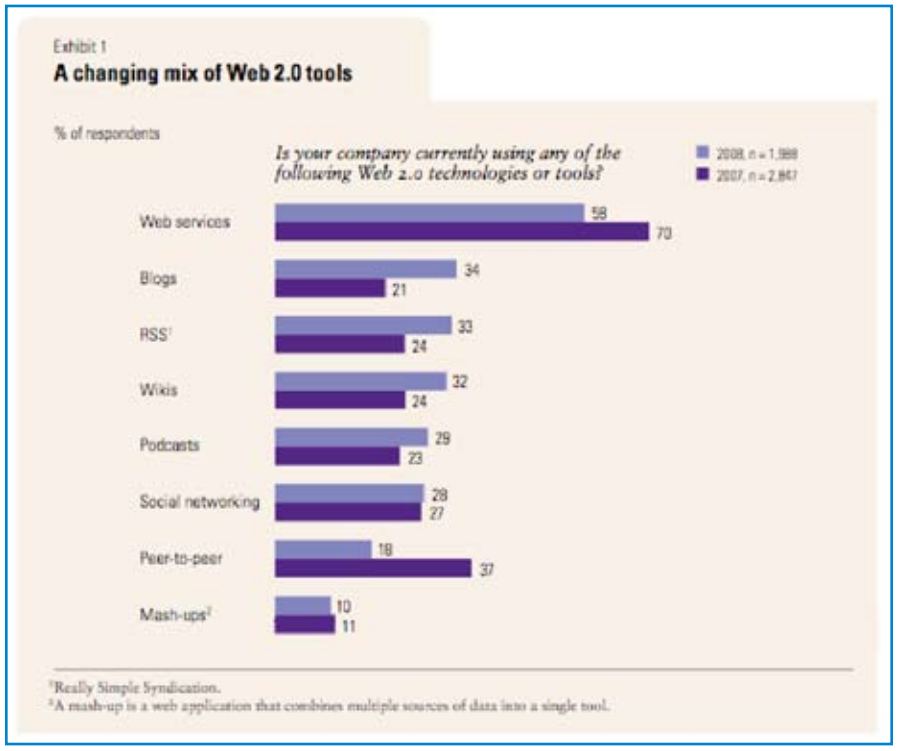
Figure 4: Common Use Cases for Enterprise 2.0 Tools[6]



This evidence supports the claim that Enterprise 2.0 and Social Business responsibilities and activities are already part of the Information Professional's job, even if they have not been given those labels. Most Information Professionals have a well-developed social network within their organization, which consists primarily of their managers, peers, and clients. Information Professionals also are members of social networks that span organizational boundaries, such as the SLA.

Many Information Professionals make use of Web 2.0 tools in their personal lives. Some commonly used Web 2.0 applications include LinkedIn, Facebook, and Flickr. A smaller, but growing, number of Information Professionals are using enterprise social software in the workplace. Yammer, a popular microblogging tool, appears to have penetrated many organizations. Blogs, wikis, RSS feeds, and social networking tools have also been deployed within many enterprises (see Figure 5) and are increasingly used by Information Professionals in their work.

Figure 5: Commonly Deployed Enterprise 2.0 Tools[7]



It should be clear by now that Information Professionals do not need substantial training or a career change to embrace Enterprise 2.0 and Social Business. In fact, most Information Professionals are already using social practices and software to engage and collaborate with others as part of their current duties and activities. What is needed is a renewed emphasis on the people aspects of the Information Professional's role.

Coming In the Next Installment

To better understand what it means to renew the Information Professional's emphasis on people and how to go about doing so, we will examine two case studies in the next issue of CapLits. We will see how specific individuals have attempted to embrace and lead Enterprise 2.0 and Social Business initiatives in their organizations and learn from the positive and negative results of their efforts. Finally, we will present an action plan for Information Professionals seeking to play a larger, more social role within their organizations.

References:

1) McAfee, Andrew P.; "Enterprise 2.0: The Dawn of Emergent Collaboration," Sloan Management Review, April 2006, 21-28.
2) McAfee, Andrew P.; Enterprise 2.0: New Collaborative Tools for your Organization's Toughest Challenges (Boston, Harvard Business Press, 2009)
3) Specialized Libraries Association; About Information Professionals (http://www.sla.org/content/SLA/professional/index.cfm)
4) Abels, Eileen, Rebecca Jones, John Latham, Dee Magnoni, Joanne Gard Marshall; Competencies for Information Professionals of the 21st Century, Revised Edition, June 2003 (http://www.sla.org/content/learn/members/competencies/index.cfm)
5) Ibid
6) Bughin, Jacques, James Manyika, Andy Miller; "McKinsey Global Survey Results: Building the Web 2.0 Enterprise," The McKinsey Quarterly, July 2008.
7) Ibid

Larry Hawes

Larry Hawes is an internationally recognized expert on the application of information management technologies to drive high-value business transformation. His research and consulting work is focused on collaboration and knowledge management practices in the technology domains of enterprise social software, unified communication and collaboration, enterprise portals, document and content management, and business process management.

Larry is Principal at Dow Brook Advisory Services and Lead Analyst, Collaboration and Enterprise Social Software, at Gilbane Group. His previous work experience included almost five years as an IBM consultant and program manager, and three and a half years as an analyst and consultant at Delphi Group. Larry holds degrees in music from the University of Wisconsin-Whitewater and the University of Michigan. He earned the MBA degree, with honors, at Babson College.

PHTD Spring Meeting

Philadelphia
April 11-13, 2010

Demonstrating Your Value: What's in Your Toolbox?

The PHTD spring meeting was held in the Sofitel Hotel which claims to be the only French Hotel in Philadelphia. Besides being a very comfortable hotel, the Sofitel was located centrally within walking distance of the Historic downtown sights. Besides historic buildings Philadelphia is a city with beautiful murals that have been painted to reflect and beautify its neighborhoods. For those of you who might be attending the 2011 SLA annual meeting I would certainly recommend the self guided historic walking tour, *http://www.nationalgeographic.com/walkingtours/Philadelphia_Walking_Tour/* and the self guided mural art walk. The map for the mural art walk can be found at *http://www.muralarts.org/getinvolved/tours/*. Also located within easy walking distance are many excellent eateries. The pierogies at the Polish restaurant, the Warsaw Cafe http://www.warsawcafe.thekalon.com/menu.php was a great hit. Chocolate lovers should definitely visit the Naked chocolate. Besides jeweled almond chocolates for gifts, the European hot chocolate with its variety of flavors is a must. Cindy Romaine, Jeanie Fraser, Cary Cochrell and I certainly had a very animated discussion of where our profession was going and what we would like SLA to do while sipping the European style hot chocolate flavors ranging from the Hawaiian to the spicy chilly (my personal favorite).

Besides food my colleagues and I went on the mural and historic walk starting from the Reading Terminal market and tracing our way to the historic district. Two of the murals that really stood out on our route were Philadelphia Muse and the Tree of Knowledge. The tree of Knowledge was very relevant to what the conference was all about and the knowledge that was obtained there. Some of our generous attendees have noted and written up the CE course and all the sessions that were presented and are sharing the knowledge that they had gained. These are given below and hope you have an enjoyable time reading them.

Praveena Raman
CapLits Editor

Geeks Bearing Gifts

On Sunday morning 4/11 at 9:00, I attended the CE course "Geeks Bearing Gifts" with 25 or so PHTD colleagues. After breakfast and enough coffee to compensate for the time difference, we settled down to work. Christian Gray of Atlas Consulting was giving the course, and meeting his own set of challenges. He was a last minute substitute, and had only one day to prepare. Christian delivered a very lively and informative discussion of Web 2.0 technologies in the corporate environment. We are very thankful to him for stepping up and helping out.

"Geeks Bearing Gifts" is also a course taught by the National Network of Libraries of Medicine. Please see *http://nnlm.gov/training/geekgifts/* for additional information, including the course manual.

Christian began by describing the concept of a social network, and giving us many examples of existing Web 2.0 tools. The main questions I have always had are how to bring them into the corporate world, and what role does the information professional play? Christian described us as information "hubs" in the enterprise, well-connected individuals within the corporation, and in the best place to be "agents of change". It is natural that we would play a central role in managing social networks within the corporation.

How do we encourage the use of social media tools? There is always the resistance to change that is inherent in any corporation. Corporate culture may help or hinder depending on the company. Christian discussed the use of incentives to get things going, perhaps monetary or performance related, although the best incentive is quality information that is helpful to the end user. Education is crucial. End users need to know the tools are there, what they contain, how to use them, and potential ROI. This is a logical role for information professionals, as training is something we do on a regular basis.

I found Christian's take on the difficulties of implementing Knowledge Management programs to be quite interesting. In a past lifetime, I was part of a team involved in planning and rolling out a KM system and am quite familiar with the challenges involved. KM fails most of the time because it is not a natural way to share information and extract tacit knowledge. Bringing people together and helping them to communicate freely results in a natural exchange of information and therefore knowledge.

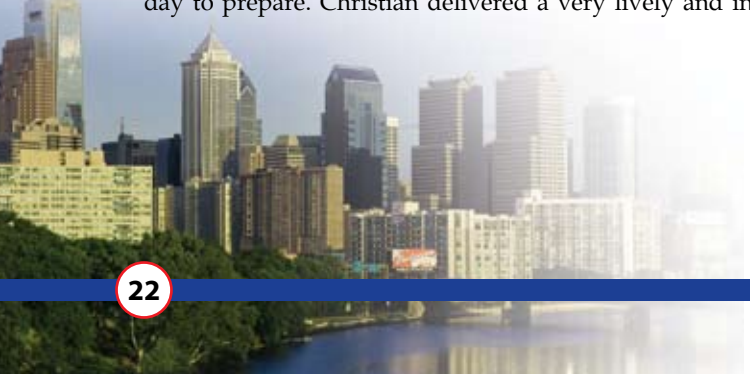
I came out of this session more convinced than ever that we do need to be heavily involved in the roll-out of Web 2.0 technologies in our companies. We can be involved in being moderators, educators, cheerleaders and of course content suppliers. This is one of the situations where we need to step out of our comfort zone, take a leadership role, and define our future. Web 2.0 social networking tools are being used (or soon will be) in the corporate environment. If we fail to engage ourselves, we will be passing up an opportunity to add to our expertise, and expand our roles. Now is the time to act.

Cary Cochrell
Senior Information Specialist
Elan Pharmaceuticals

The Role of Social Media in Business Research

Presenter: Ken Sickles, Global Director of Solutions Strategy, Dow Jones

In the current environment of abundant and readily-accessible information, librarians like to emphasize their ability to distinguish reliable information from total junk. Since



National Constitution Center's Hall of States, site of the PHTD reception and dinner.

the advent of the Internet several decades ago, this skill is often mentioned in defense of the profession itself. As Anne O'Sullivan writes on the weblog LISNews:

Google is both a librarian's dream and a librarian's nightmare. Ironically, it will become the role of librarians to counteract the negative effects of such unprecedented access to information[1].

Historically, user-generated content has not enjoyed the endorsement of librarians - the self-proclaimed gatekeepers of "quality" information on the World Wide Web - as an appropriate resource for serious research. Needless to say, Ken Sickles faced a skeptical crowd at the PHTD Spring Meeting. While acknowledging that social media tools like Facebook, LinkedIn, and Twitter are not appropriate replacements for more traditional resources, Mr. Sickles called for a re-evaluation of social media's legitimacy. Not only is social media here to stay, he argued, it is also a unique source for competitive intelligence, private company information, developing industry trends, real-time market research and other types business information.

While many librarians would like to believe that social media is just a passing fad, Sickles' began his presentation with several impressive figures suggesting otherwise. Facebook, he reported, has approximately 450 million members, while LinkedIn and Twitter both boast membership of 65 – 70 million users. Furthermore, he presented data indicating that social media resources are increasingly directing more traffic to online media outlets than Google.

Sickles identified the role of social media in four major areas of business research: companies, products, people, and keyword (topical) information. Several of his most compelling examples are as follows:

Private Company Information

- According to Sickles, 45% of companies - especially small, private companies - maintain a social media profile as an inexpensive public front where they interact with customers and potential customers. How are these companies representing themselves, and what kind of information are they providing that is unavailable through traditional sources?

Competitive Intelligence

- While many companies are beginning to adopt "social media policies" for their employees, there is very little control over social media dialog. What sensitive information are employees accidentally revealing through social media?
- What do relationships between people say about relationships between companies? For example, if a VP of a large pharmaceutical company friends a small entrepreneur, it could be of interest.

Real-Time Market Research

- According to Sickles, one out of every five Tweets mentions a brand or product. The potential for social media to evaluate brand awareness or product reception is endless.

Developing Industry Trends

- What links, articles, keywords, and topics are of interest in industry-related Tweets? What information about an industry are people sharing through social media? What does this say about the future direction of the industry?

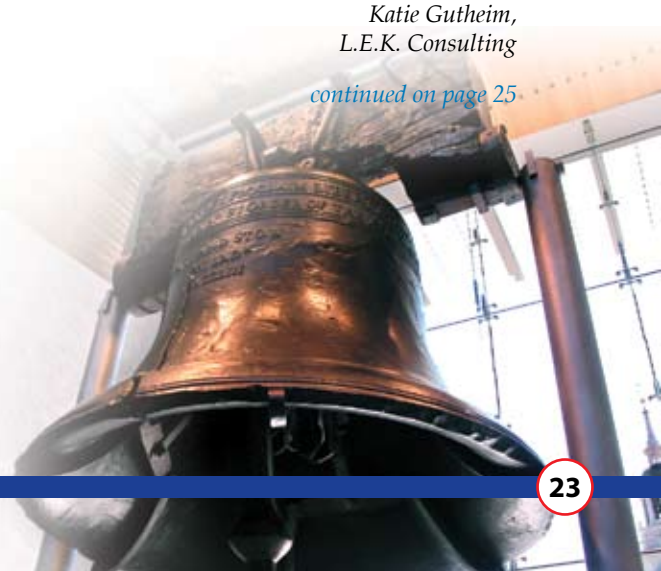
As the volume and significance of social media grows, the ability to extract valuable information from this enormous source grows as well. Sickles' presentation was an important reminder that resources – especially digital resources – are dynamic entities capable of fast growth and change. While social media may not have been a good source for business research several years ago, Sickles' presentation was an important reminder that as librarians, it is in our best interest to carefully consider the potential of non-traditional resources, to periodically re-evaluate the utility of these resources, and if possible, contribute to the development of more robust search capabilities and tools.

Reference:

1) O'Sullivan, A. (Feb. 20, 2010). Is Google Building a Library of Babel? Message posted to ***http://www.lisnews.org/google_building_library_babel***

Katie Gutheim,
L.E.K. Consulting

continued on page 25



continued from page 23

Semantic Search Engines for Health Information

Pressenter: Dr Tom Doszkocs, NLM

April 12, 2010 SLA PHTD Spring Meeting

Dr. Doszkocs began his lecture by defining semantic search: a search or question or action that produces a meaningful result, even when the search results do not contain the search terms. This includes search processes that only involve clicking through web pages to the desired information. He then gave a brief history of searching trends, beginning with vertical search and through to semantic search and the semantic web. In the history of information retrieval, initially libraries were the knowledge base, and librarians were the search engines. Now the web is the knowledge base, and search engines are the librarians.

Searching strategies have changed greatly, from the manipulation of key words, the "bag of words" approach, to Boolean logic, to freeform questions. Dr. Doszkocs noted that earlier search engines did not address linguistics, and since word order drastically changes the meaning and intent of a search, some search engines deliver many inaccurate results. For example, there is a vast difference in the intent of a search on "Venetian blind" versus "blind Venetian". Dr. Doszkocs noted that even today Google does not adhere to word order when searching keywords, unless you use the Advanced Search feature.

Then, web designers began to use analysis to program "behind the scenes" to manipulate results to better match users' intent. Natural language processing was introduced to give meaning, intent and personalization to search. This led to semantic search engines.

Semantic search engines use specialized domain knowledge to better match people and their information needs. All semantic search engines use semantic tools, including, in the case of semantic search engines for health information: unified medical language, ontology, MESH headings, and other site-specific semantic tools. Dr. Doszkocs demonstrated several semantic search engines for health information:

Cooperative spring weather allowed outdoor networking at the National Constitution Center.

WolframAlpha http://*www.wolframalpha.com/* has additional programming to create a set of computed results, and will produce charts and summary data, provided your search results include computable data. Check out the Health and Medicine Examples page on the WolframAlpha site for recommended uses of this search engine ***http://www.wolframalpha.com/examples/HealthAndMedicine.html***

HealthMash ***www.healthmash.com*** another site currently in Beta testing, creates clustered results based on the search input, providing a snapshot of the topic that can be drilled into for more specific results.

Righthealth ***www.righthealth.com*** which is a close competitor to WebMD, uses related items to narrow search results. This process is similar to PubMed's related citations feature, and converts queries into MESH headings and subheadings to produce superior results.

Other examples of semantic search included clustered search results, such as EverydayHealth ***www.everydayhealth.com*** another WebMD competitor. The purpose of clustering is to allow the user to drill down and look at specific examples within the search results. Dr. Doszkos also discussed faceted search, using the site Wines.com to explain how faceted search requires the user to specify various descriptive criteria, such as the type of grape, price, vineyard, and bottling year of a bottle of wine. The search results are narrowed with each additional facet included in the search string.

Ideally, a useful health semantic search engine must be as good as or better than a group of experts in answering a question. They should be organized, provide context for the search results, and offer second or multiple opinions of the information provided in search results. They should answer unasked questions, and facilitate good choices and decisions. The intent of semantic search engines is to provide better, more current and more meaningful answers, and to analyze and synthesize relevant findings.

The slides presentation from Semantic Search Engines for Health Information, with active links to all of the demonstrated web sites, can be found at ***http://units.sla.org/division/dpht/meetings/spring2010/spring2010main.shtml***.

Jennifer Ruden

continued on page 26

continued from page 25

Best Practices: Managing Journal Article Archives & Getting Content to Users

The need to efficiently and cost effectively get a copyright compliant article to a researcher or staff member at the right time is the task that faces many of us; this panel provided case studies of how the need is being handled at a variety of companies. Ably moderated by Alex Feng of the DD&P Group, the panelists were Valeria de la Calle, Corporate Information Specialist at Astellas Pharma Global Development, Inc.; Jane Burke, Manager of Information and Digital Library Services at Pfizer; Bernadette Ewen, Director, Library & Information Access at Sanofi Pasteur and Amyas Huston, Senior Manager, Medical Communications at Cubist Pharmaceuticals.

The end goal for all was enabling the end-user to easily access a copyright compliant article whenever needed. Therefore, it is not surprising that there were similarities in the solutions for all 4 companies. Processes follow the same steps – check existing subscriptions, if not available check existing repository, if not available there either place an order with a document delivery service. All services include link resolvers to ensure accuracy in retrieval. Many also used the same services: CCC/Rightsphere, QUOSA, EBSCO, Infotrieve. But the past histories and recent challenges faced in each company brought slightly different focuses to each of the solutions.

The Astellas case study showed the longest development process, starting with "the Closet" – an actual closet where a print repository was stored in the early 90s. At that time, The Closet was maintained internally by Medical Information, and that department brought the collection up to the next level of development in 1997 by creating a homegrown, electronic, searchable database of all repository documents. This improved the process signifigantly, but Val saw that there was more potential. By 2006, Val decided that managing the repository should be a function of the library; Med Info was happy to oblige. Once under the library's control, a further enhancement was added in 2007 by signing on with Information Express to allow for a better document delivery process. In 2008, Astellas' IT department decided to no longer support the repository database and so entered QUOSA to provide the infrastructure for the repository. Now the process is seamless and easy for the end user. The library benefits as well as articles acquired from InfoExpress are automatically added to the repository.

At Pfizer, there was the challenge of integrating 2 systems with Pfizer's acquistion of Wyeth. As changes would need to occur anyway, the team saw this as an opportunity to bring some of their services more fully into the end-user workflow. One objective was to make it possible to push information to the end-user. This was achieved by moving some content to other group's websites (via my e-journal, RSS feeds, etc.), as well as allowing the interface of the library portal to be reconfigured for other groups to use. Both companies had existing PLDs; these have been combined together and efficency increased by outsourcing the management of the combined database. Another opportunity that the integration team saw here is to also include approved/non-published literature. Document delivery services were being handled in each company by the same vendor, but not in the same way. By comparing the 2, the team was able to select the best of both systems resulting in a standard, end-user experience with the added benefit of link resolvers being built into the document delivery order form.

Founding fathers at the National Constitution Center.

Bernadette emphasized how Sanofi Pasteur ensured copyright compliance by partnering internally with IP/Legal and externally with publishers, vendors and Right Reproduction Organizations such as the CCC, Access Copyright and Centre Français d'exploitation du droit de Copie. Digital amendments are particularly key to being able to build a useable internal repository. Use of Infortrieve's Virtual Library 2.0+ has been particularly beneficial as it ensures copyright compliance as well as providing a shopping cart function allowing the end user to view total costs before placing an order. An added benefit: usage reporting offered through Infotrieve has allowed Bernadette to analyze the ROI on subscriptions and pare down the number of journals subscriptions.

Cubist Pharmaceuticals also saw the need for a streamlined, self-service journal article management system. To have the process embedded in the workflow was of high importance, but Amyas also recognized that each department had different needs and therefore the workflow was different. Therefore the system can be viewed by a product or project point of view.

Sidney Mcnab
LEK Consulting

Career Agility

Presenter: Christian Gray

Christian Gray presented some interesting suggestions as to how we can become more visible and agile in our careers, he has been an active member of SLA since 2002, and his mission for life is to give ten times back. He also is an active member of Room to Read. Room to Read believes that world change starts with educated children. It seeks to transform the lives of millions of children in developing countries by focusing on literacy and gender equality in education.

He began his presentation with a moving example; Charles Plumb, a US Naval Academy graduate, was a jet fighter pilot in Vietnam. After 75 combat missions, his plane was destroyed by a surface-to- air missile. Plumb ejected and parachuted into enemy hands. He was captured and spent 6 years in a communist Vietnamese prison. He survived the ordeal and now lectures on lessons learned from that experience.

One day, when Plumb and his wife were sitting in a restaurant, a man at another table came up and said, "You're Plumb! You flew jet fighters in Vietnam from the aircraft carrier Kitty Hawk. You were shot down!" "How in the world did you know that?" asked Plumb.

"I packed your parachute," the man replied. Plumb gasped in surprise and gratitude. The man pumped his hand and said, "I guess it worked!" Plumb assured him, "It sure did. If your chute hadn't worked, I wouldn't be here today."

PHTD Secretary Alex Feng auditions for the Revolutionary Army.

Plumb couldn't sleep that night, thinking about that man. Plumb says, I might have seen him and not even said good morning, how are you or anything because, you see, I was a fighter pilot and he was just a sailor." Plumb thought of the many hours the sailor had spent on a long wooden table in the bowels of the ship, carefully weaving the shrouds and folding the silks of each chute, holding in his hands each time the fate of someone he didn't know.

Who's packing your parachute? Everyone has someone who provides what they need to make it through the day.

His experience reminds us all to prepare ourselves to weather whatever storms lie ahead. As you go through this week, this month, this year...recognize people who pack your parachute!

Let's continue on with examples of two employees, both being considered for the same promotion within the same company:

Employee One: One works very hard, never misses a deadline and does exemplary work very quietly and never causes a stir. One is very dependable and reliable, a great employee.

Employee Two: Two's work is not quite as exemplary as One's, but he gets the job done. He is involved in many additional activities, he is President of a non-profit organization, he enjoys golfing with other business professionals in his line of work, he's on Linked-In and Facebook and very visible.

Chances are Employee Two will get that promotion. Why? Because he is visible, others are clearly aware of him.

Visibility matters, just doing great work isn't enough. It is critical that you develop a higher profile, improve your visibility, meet others in your field, get on the radar build your portfolio, get involved and make certain others know about it. Stand out by branding yourself, write articles, speak, volunteer, sponsor.

So, put it out and it will come back. Volunteer; society benefits, your health/energy improves and your career improves.

Help others and find someone to help you. Mentor and be a mentor.

Networks Matter…Networking is building relationships that can fire up your current career or guide you toward finding a new one. Networking can help you expand your presence in the world of social media, help your company develop social media strategies and tactics, or investigate the opportunity to grow your thought leadership. All of these benefits are excellent ways to enhance your career and become much more visible in the workplace and at home.

Sign up for the free newsletter from ***www.networlding.com*** for tips to help you group your network and build more relationships.

continued on page 28

continued from page 27

Be a category ahead in your organization, be aware, watch the trends and position yourself ahead of the trends. Now is your chance with Web 2.0 and Social Networking. You can be the leader and visible.

Read ~ Watch ~ Listen ~ Talk ~ Do. Put it all into action. Become Web 2.0 experts and let your peers know.

Suggested Reading:

Three Cups of Tea by Greg Mortenson; One Man's Mission to Promote Peace...One School at a Time; Get a Life, Not a Job by Paula Caliqiuri Ph.D.; With a radically new approach to redesigning your career—get more passion, more fulfillment... better work-life balance...and real financial freedom!

Sandra Baker
Canon Corp.

The Philadelphia skyline provided a striking backdrop for dinner at the National Constitution Center.

National Constitution Center]

What an incredible evening we had at the National Constitution Center. We were the only people there, the drinks were flowing with hors oeuvres and we were privileged to an exclusive presentation of "We the People". Our tour began with a multimedia presentation featuring a live actor, film and video projection in the Richard and Helen DeVos Exhibit Hall's Kimmel Theater. As we left the theater, many of us had goose bumps and tears in our eyes, the presentation was so moving.

At the Constitution Center we were oriented to the major themes of the Constitution from 1787 to the present day. The story of We the People tells the story of the Constitution, its history, and its contemporary relevance through more than 100 multimedia exhibits, film, photographs, text, sculpture, and artifacts.

The exhibit experience at this groundbreaking new museum will take you through important events in our nation's history and through unique, interactive exhibits, show you how the United States Constitution is as important today as it was 216 years ago.

The Ancient Rome and America exhibit allowed us to view showcases the cultural, political, and social connections between the lost world of ancient Rome and modern America. We saw more than 300 artifacts from Italy and the United States, bringing together a never-before-seen collection from Italy's leading archaeological collections in Florence, Naples, and Rome, paired with objects from over 40 lending institutions in the United States. Exhibition highlights include: a Roman bronze eagle and American gilt eagle depicting the classic symbol shared by ancient Rome and America; Roman busts of Scipio Africanus, Julius Caesar, and Cicero; busts of the Founding Fathers, such as George Washington, portrayed in togas; remnants from Pompeii, including silverware, a preserved piece of a wall fresco, and the cast of a man who did not escape the eruption of Mt. Vesuvius, and more! We were awed by the art, the jewelry and the beauty.

In the signer's room we were able to stand with those involved in the creation of and signing of the constitution which made an excellent site for picture taking.

The shopping was great too; they kept the store open for us! We were able to come home with souvenirs for our loved ones that were personal and educational! We had it all in one place.

Finally, did I mention the food….. We were able to go Philadelphian and enjoy cheese steaks or go Italian and enjoy pasta in many forms and there were salads and desserts and so much more. The food was delicious, the atmosphere could not have been better and the ride to and from was on a genuine Philadelphia trolley. What a wonderful evening, who knew Philadelphia could be such fun. We owe much thanks to our sponsors for a fantastic evening treat!

Sandra Baker
Canon Corp.

Pharmaceutical Documentation Ring (P-D-R) & Their Direction: What are They Trying to Accomplish and What does it Mean to You?

Presenter: Henning Nielsen

The Pharmaceutical Documentation Ring (P-D-R: the hyphens are important!) is a corporate-based non-profit organization with members from a global network of information management groups in the pharma sector. Their express interest is promoting and exchanging information and experience, networking, and benchmarking. As a small group, members commit to active participation and take a partnership approach to its interactions with each other and with outside interests, such as vendor relationships.

Shaped in the 1990s and maturing in the 2000s, the mantra of the P-D-R is learning, sharing, and impacting. Some of the examples of this include the Annual General Meeting (AGM); each member company has a rotating responsibility to host the meeting, which alternates between the EU and the US. Highlights of this meeting include company annual reports, a rich source of sharing and benchmarking. Another welcome feature of the P-D-R is the ability to survey members on subjects large and small; 28 surveys in 2009 provided anonymized reports to the respondents.

Besides the rich opportunity for the exchange of experience and networking, the P-D-R also acts as a forum for the information industry, participating in the joint assessment or development of new and existing products and services. Some of the accomplishments that the P-D-R can proudly point to are the model license for electronic resources and a joint meeting of the P-D-R and the SSP to work on external and marketing use of published content. The P-D-R also looks for opportunities to partner with other information organizations, such as SLA-PHTD.

Why does the P-D-R work so well? It is an organization that has a true commitment to sharing, both within its partnership organizations and with its industry associates. It has a deep understanding of the synergies that add value to its relationships with each other, with other information groups, and with the companies that produce products and services that help us all deliver on our mission to add value to our respective companies.

Mary Laskow

Breakout Sessions:

Best Practices Managing External Article Distribution Requests

15 Attendees

Moderator John Chu (Gilead) initiated the discussion by sharing with the group his proposal to the PHTD Board that PHTD collaborate with P-D-R (represented by Henning Nielsen) to address vendor issues, and reviewing Gilead's mixed approach to rights management.

Participants shared strategies that their organizations developed:

- Use of Copyright Clearance Center's Rightsphere (5 companies)
- Negotiate with individual publishers (e.g., NEJM and Elsevier) and stamp each article with appropriate permissions/restrictions
- Utilize Quosa to validate and verify specific rights directly at the article level within Quosa (provides better functionality assuming Rightsphere already deployed)
- Ensure that company has copyright policy and appropriate guidelines in place, and have a consistent approach to digital rights management
- Educate the publishers as to what the needs are, and make the sales representatives aware of the need for reactive use and reactive supply clauses to be included in license agreements
- Clear rights or purchase rights through Copyrights Clearance Center's Rightslink
- Incorporate individual country licenses (e.g., UK Copyright Licensing Agency's Digital Pharmaceutical Licence) into Rightsphere

The group discussed the need for standard language that should automatically be included in content license agreements (see New Model Licence for Publications in the Pharmaceutical Industry at ***http://www.p-d-r.com/Licence/STM_PDR/stm_pdr.html***). This would eliminate the need to negotiate with individual publishers. We acknowledged that there is often a need to supply information to consultants, business partners, Advisory Boards, and KOLs among others, and we would like to do so in compliance with our license agreements. Henning suggested partnering with publishers to develop a cost effective model whereby they provide a means so that we avoid misuse. John also gave an overview of the CCC Collaboration License to share copyrighted content with external business partners, which does have some limitations and specific requirements.

John also mentioned that Gilead's mixed approach included outsourcing the rights acquisition of non-subscribed journals articles for external distribution to a document delivery vendor (Infotrieve). One interesting case study discussed was Pfizer who negotiated with every publisher individually and separately for Medical Information purpose external articles distribution rights.

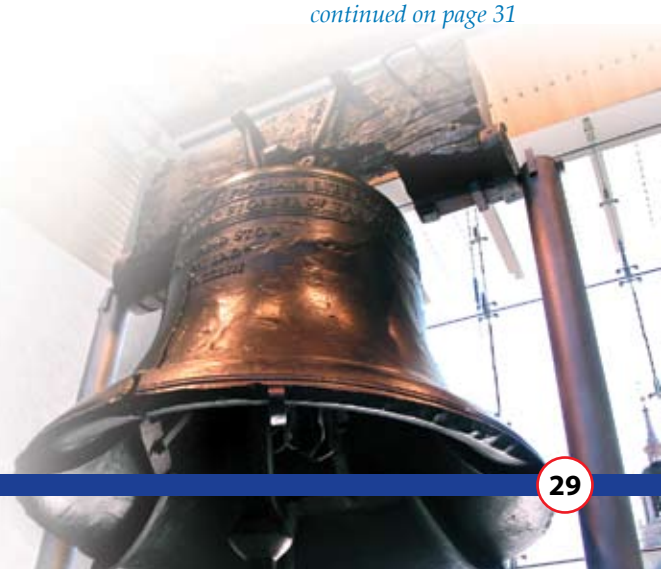
This was a very productive session, with input from both the information professionals' perspective and the vendors' side. There was agreement that we would like to partner to (as one participant phrased it) "Legalize what's already going on."

Liz Arnold
Celgene Corporation

Product Literature Databases

Product Literature Databases – or PLDs – play a vital role in both large and mid-sized pharmaceutical companies and serves as a central resource for comprehensive, vetted data on company products. In all cases, the library information center maintains responsibility for the collection, enhancement and dissemination of this critical data on behalf of the organization. It became readily apparent that the methods for maintaining & updating these resources varied as widely as the companies themselves. While some organizations had streamlined and automated the process of selecting and populating the PLD, other companies had adopted stringent review processes and a high degree of customization per record. Some organizations maintain dedicated FTE to the maintenance of the PLD, while others had outsourced some or all of this operation to third parties. We had a few attendees who did not have PLD solutions in place and were looking to source best practices from the group.

continued on page 31



continued from page 29

This breakout session included about 25 attendees and was a good mix of people representing roughly 12-15 companies. Jane Burke from Pfizer moderated the session and helped generate discussion and information sharing by organizing the conversation around a few key questions which helped frame the discussion and generated good suggestions & best practice.

Question: What goes into your PLD and from where do you source the content?

Responses:

"We use our Ovid and have set up AutoAlerts to run weekly and feed new records to our PLD. We have an external editor to make changes to these records or create new ones for the inclusion of our gray literature"

"We source from multiple places including alerts from Thomson resources, Conference proceedings, and company authored materials. All content is collected by the library and uploaded into the PLD".

"We are dealing with having to merge and incorporate legacy PLDs as a result of acquisitions. The library team screens data collected from multiple commercial vendors and edits the data, enhances individual records with proprietary terms and information and uploads it into the repository. Content includes conference information from society journals and we also proactively monitor over 100 major conferences and set up alerts to remind ourselves to collect data to add to the PLD."

"The library sources from Ovid and DIALOG alerts and has established a centralized resource to service various departments within the organization."

Question: Does the content in the PLD include only your company products or does it include competitor products or other information?

Responses:

"Our PLD includes only documents about our drugs but we have organized the databases with subsets of information in order to facilitate searching on competitor information.

"Our PLD includes only information about our drugs"

"Our PLD includes information about our drugs. Especially considering the fact that we write our own abstracts, we want to keep the amount of information under control. That said, we recently acquired a company and are in the process of integrating their PLD data. In this case, the acquired information includes information on competitors, so we have a challenge ahead of us with regard to the standardization, size and breadth of coverage of this new PLD"

Question: At what point in the development process do you begin to collect data for the PLD? When do you stop collecting data? Do you keep inactive data or do you purge it?

Responses:

"We begin collecting data once Phase2 has commenced or once something gets assigned a generic name. We will stop collecting once the safety monitoring stops. We do not purge data."

"We collect data earlier than this and do not stop collecting until it stops coming in. We do not purge data from the PLD."

"We begin to collect records with the submission of an NDA."

"We start with the FDA approval and if it is picked up by the literature."

Question: What is the perceived value of the PLD to the organization? Can you give examples of this?

Responses:

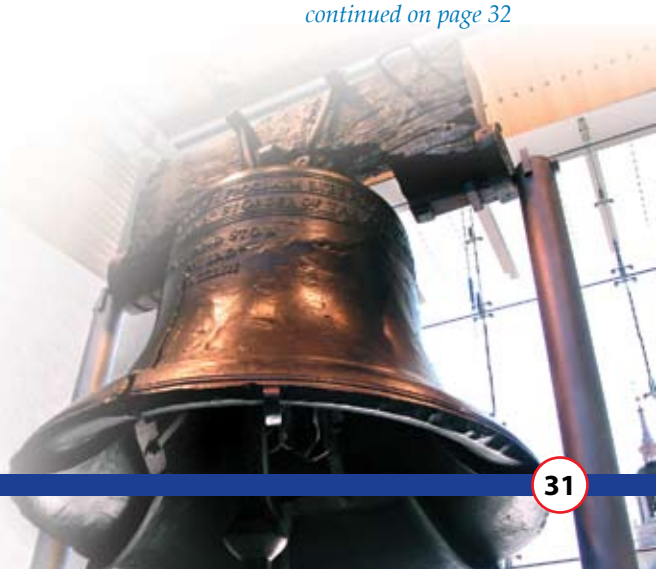
"We are currently considering a PLD for the company and are actively looking for this information. One of our goals is to eliminate duplicate purchase of articles however without a centralized place to put articles once they are purchased, there is no way for us to monitor the purchasing going on within multiple departments in the company"

"The value we see in the PLD is in gathering multi streams of data from multiple sources and offering it all in one place for our users. For litigation purposes, the PLD serves as a single place to source all documentation available. The PLD saves time in searching for information about our products which in turn saves money. Because we customize the index and we index the records with proprietary information, we can do things like tie individual records to clinical trials."

"We are looking to consolidate multiple resources and centralize data. Right now, we are interviewing various departments to see what they need. For example, do we need to include protocol numbers or flag records which are 'pre-approved' by legal? We are looking into tracking documents which were authored by our company employees."

"We also like to track our company authored publications to see where they are being published"

continued on page 32



continued from page 31

"We justify the PLD – going on 8+ years now – by including protocol numbers and customizing records with additional information. We can point to the value of the PLD by producing literature monitoring services for our Pharmacovigilance group and can ID papers and quickly point out records for FDA investigation. The metrics we pull from PLD usage are invaluable in showing the value."

"Value for us comes from customizing records to include proprietary information and enhancing a commercial record rather than simply loading a generic records from Medline and making is available in another place."

"Pi2 mentioned their ability to provide tools to help companies determine the value of the PLD by looking into and comparing the number of searches, the number of drugs covered and hidden costs in downloading, evaluating and documenting this work. "

Question: When marketing the PLD within your organization – share with us what has worked?

Responses:

"Training, training, training! Offered repeatedly we reach out to end users and to other teams via video-conference and tutorials online. We have done TechExpos where we feature specific databases and programs to reach out to individuals."

"Each week we do a literature search and send out an email blast with links to the fulltext for each article from our Quosa repository. This way, individuals can quickly see the value in the speed with which they can access the information."

"Quosa mentioned the need to integrate the PLD into the existing workflow of the researcher as much as possible in order to help assure awareness and adoption. I there is simply a new tool made available which may require training and orientation, it will be much harder to market."

"Our library folks set up and run auto alerts and send out the information and links to the fulltext via distribution lists which point the researchers back to our Quosa repository. We see our researchers moving away from individual databases and moving to a centralized repository in Quosa."

"We included value added information to the records, however with the exponential growth in information and records we had to question if it was worth the time."

"For us, we had an issue with branding the PLD and needed to catch researchers when they need the information coming from this database. We are working on rebranding the database with a new name and a new logo to help raise awareness."

"We do training and we go to different department staff meetings requesting 5 minutes to talk about our resources. We provide food and partner with VPs in the organization – if the request for time comes from the top down we have more success getting attention."

"We include the PLD and library resources as part of new hire orientation."

"We do something similar and the digital library trains new hires and provided bullet point to help orient new folks to our resources and the PLD."

Question: What other types of literature or media is captured and indexed in the PLD? How do you handle request for current awareness or inclusion of manuscript vs published literature?

Responses:

"We have a 'related resources' section to reference and include other types of information. For example, we have created fields such as Key Publications and In-House Experts and have developed pointers which taker users to 'communities of practice networks' via links to designated SharePoint drives, arranged by drug."

"We include gray literature in our PDL and add that information via a tool manually."

"Via training we try to make it clear that we include only published information in order to avoid including records for manuscripts which need to be edited at a later date once they are published. The library team does heavy screening of the information to avoid this situation and make a distinction between the 2 types of data."

"we offer a monitoring service to send fulltext article links once that information becomes available. We also monitor the top journals of importance to the company."

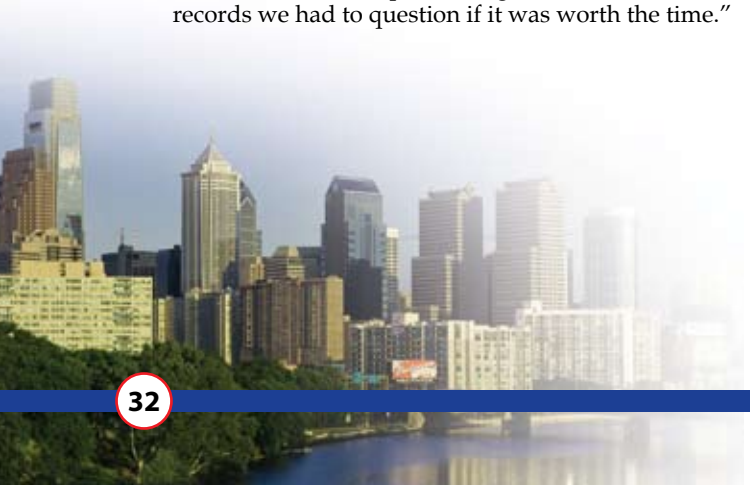
Question: Is anyone allowing their end users to edit records in the PDL?

Responses:

"Yes. We have a 'Key Comments' field available however the comments are submitted to the library for inclusion into the PLD. There was high activity at first however it dropped off after a while."

"We are not doing it but considered it for foreign language rewrites. It has not been executed yet."

Question: What taxonomies are in place in your PLD's? Were they developed by the library or did you work with outside vendors?



Responses:

"As a result of mergers, we have a heavily customized vocabulary. It is based on MeSH and EMTREE."

"It is own thesaurus based on MeSH with added terms. Currently there are between 10,000 – 11,000 terms for a PLD dating back to the 1960's. Scope notes include information on when a term was added to the PLD."

"We have a home grown terms supplemented by MeSH. The library team solely manages the thesaurus."

"We also have a PLD dating back to the 1960's with a thesaurus largely based on the MeSH hierarchy but with plenty of our own terms. When we add new terms, we retrospectively index the data." (editors note: WOW!)

As we were running out of time, we had one final discussion around the staffing within different organizations to maintain the PLD.

Responses:

"We have outsourced the entire thing: we use Thomson for the indexing and we use Pi2 to populate, house and maintain the database. We used to have 15 staff members in charge of the PLD however we now have only 1 staff member managing our partners and the checking the data."

"We have only 1 person and devote about 2 hours a month: we automate the selection & population of the data, we outsourced the gray literature indexing and I spend a little time doing a QC of the data before it goes live."

"We have between 4-5 people with some outsourcing."

"We had 19 people responsible for maintaining the PLD but that has been reduced to 16. Since we write our own abstracts, screen the data, and provide the enhanced information to customized fields, it requires a large amount of time." (author's note: WOW!)

Kimberley Poelman
Knovel

Online News Information Aggregation & Dissemination

Challenges include figuring out:

What information do people want?

Who to disseminate information to?

Finding software for seamless, branded not too labor intensive repackaging, with segmentable and configurable "customization" and compliant with licensing and copyright. Clients want short synopses with ink to fuller licensed content.

People want email, but not too much. Curation (filtering) is very important. Scalability is an important and underestimated challenge. Users don't search. Authentication needs to be by IP address without complex password access. Taxonomy changes need to migrate to new products and topics. A searchable news archive on portal is desirable.

Popular topics cover competitors, alliances and partnering, and therapeutic areas. Developing topics is an iterative process and best done with key stakeholders.

Clearly this well attended breakout session is a topic of interest to many people. A panel for next year's meeting has been proposed... eNewsletters can be a powerful library/information center marketing tool and means for reaching out to (and impressing) key company executives.

Products mentioned Some in active use, some being trialed, some under investigation. There may be others. Perhaps this would be a good ongoing discussion topic

Attensa: enterprise information delivery ***http://www.attensa.com/***

Biz 360: social media monitoring platform ***http://www.biz360.com/***

Dow Jones Editorial Workbench ***http://www.solutions.dowjones.com/campaigns/2008/4424/ewb.asp?from=djcs_newsdist02mar2009&segment=IT***

FirstWord: Pharmaceutical & Biotech News ***http://www.firstwordplus.com/home.do***

HiveFire: Content Curation marketing ***http://www.hivefire.com/***

InfoDesk ***http://www.idsk.com/***

InfoNgen ***http://www.infongen.com/about/***

NewsEdge ***http://www.acquiremedia.com/newsedge_home.shtml***

Quosa ***http://www.quosa.com/***

Vocus: On demand PR software ***http://www.vocus.com/content/index.asp***

WebTrends: Enterprise customer intelligence ***http://www.webtrends.com/***

Mary Chitty, Library Director & Taxonomist
Cambridge Healthtech, Needham MA

continued on page 34

continued from page 33

Handheld & Mobile Device Information Delivery Breakout Session

Handheld devices are very popular among pharmaceutical professionals, and are most widely used by executives who spend less time at their desks and more time in meetings and traveling. Students are now using their handhelds to get content from their library portals. When they graduate, these new workers are not seeking handheld specific resources but simply expect that the information that they need will be accessible from their handhelds. While demand for handheld access may be less consistent across the current generation of employees, as they age out, this will change. It is also true that users outside of North America particularly in Asia are much more likely to use these devices and in terms of both technology and penetration are at least a year ahead of the United States.

In terms of company policies, some still only issue handhelds to more senior managers but at other companies, handhelds are provided to almost all employees. At the opposite extreme, one organization banned the use of handhelds altogether because of security concerns – but then rescinded the policy although access to company email from a handheld continues to be blocked. At another organization there is a policy but no technical restrictions on downloading to any type of peripheral device.

The most significant hurdle to pushing published information out to handheld devices is the need for authentication. The standard is even stricter for internal information especially FDA regulated content. Currently there is no well defined VPN solution for the Blackberry or the Iphone. One organization experimented with providing authenticated handheld access to an application for sales reps by circumventing firewall restrictions.

Relying on content downloads rather than interactivity bypasses the authentication issue. With this approach, users download the entire contents of a resource to their handheld instead of accessing it on the fly. One major challenge is the need to support multiple operating systems. Skyscape is one of the leading publishers of medical information for download to handheld devices. Springer offers content for download to handheld but supports institutional authentication by allowing access to any handheld that is syncing with a network PC. One of the participants reported that their organization has a similar arrangement with WebMD that allows users from their organization to setup an account for downloading of ebooks and journals

Information Managers from various organizations have been hearing from their users about the need for producing content that can be easily read on a handheld. It is likely that users of handhelds will require only a subset of information and certainly will prefer certain formats. Concise information that doesn't contain links to external sites is best suited to being pushed out on a handheld device. Industry news is the ideal. A 15 page article will not be read. Also handheld users are not likely to want to search across all content. They will want to review e-TOCs and search alerts to decide what articles they will want to read when they next have access to a larger screen device.

Unsolicited feedback about content interoperability with handhelds serving as a primary indicator about the popularity of these devices was a consistent finding reported from many of the organizations represented at this session. For example, one organization made the decision to completely reformat their daily industry updates based on user feedback. Handheld users were dissatisfied with alerts that were being sent as PDFs. Problems with PDFs on the handheld included unreliability (they did not always open), hyperlinking failing for websites that require authentication, and general poor readability. But in the end, it was decided to move away from the newsletter altogether based on the insight that only a small portion, maybe 20%, of any newsletter will be relevant and that handheld users will have less patience for reviewing such content.

Surveys, their importance and results from those that have already been conducted, were also discussed. One survey that was completed confirmed that Blackberry devices are a convenient way to keep up to date on the latest news during brief breaks throughout the day. At another organization, one person specifically assigned to support handhelds surveyed the devices and applications in use and found that email and phone still dominate. However given the rate of change, it was expected that more users would be seeking additional content and so all members of the department were provided with a Blackberry so they can understand and begin to solve the challenges of handheld information delivery.

Technology that supports the development of handheld friendly content was also discussed. One company moved their content platform from Inmagic to Sharepoint which is a means to separate content from format to support multiple means of delivery that will likely include in the future, the handheld. With Sharepoint, content can be organized into defined chunks that can be made accessible by a link. This is a great format for handheld navigation.

Publishers are also thinking about formatting content for the handheld. The AAAS, the publisher of Science, is working on designing the "article of the future" that will display nicely on a hand held device.

Provision of handheld access can be an opportunity for Information Managers. Information that is less proprietary and also less regulated is the ideal target for an organization to test handheld delivery. In particular, database data from PubMed or Ovid rather than a proprietary collection of news reports should be considered. Information Managers can partner with IT so that they will be leaders in their company's handheld program and also to ensure that the resources for which they are responsible are not forgotten as their organization develops the next generation information architecture.

Robin Fogel, Quosa
with Extensive Reference to Notes Prepared
by Ann Nista and Manja Yirka (Pfizer)

Best Practices: Internal Marketing & Outreach – Panel

Moderator: Mindy Robinson-Paquette, sanofi-aventis US

Presenters: Blanca Chou & Jessica Bland, Otsuka America Pharmaceuticals, Inc., Presenters Fran Mozloom Goodling & Rob Haran, Shire Pharmaceuticals

This session focused on effective marketing of library resources, services and expertise. The moderator, Mindy Robinson-Paquette explained that it is important to understand both ourselves and our customers. She stated that as information professionals, we must continue to be lifelong learners who remain relevant to our companies, while being passionate and enthusiastic about solving problems with innovative solutions. Our customers have changing information needs, and it is critical that we continue to establish and strengthen relationships as we create a demand for our expertise and services, and promote ourselves as indispensible resources.

Jessica Bland and Blanca Chou of Otsuka America Pharmaceuticals spoke about how small marketing programs can deliver large ROI. They shared some important steps to follow in implementing a marketing program:

- Outline the goals to be accomplished.
- Develop specific initiatives aligned with the goals.
- Measure progress.
- Review success - know what worked and what did not.

Because it is imperative that we demonstrate value, we must be aware of the initiatives that provided high versus low ROI. It is necessary to be intentional with our marketing efforts. They also shared valuable tips on increasing impact:

- Consistently do a good job and provide great service – you never know who will be a key leader tomorrow.
- Introduce yourself to new key stakeholders and offer customized services.
- Be persistent and resilient and don't be easily discouraged when expectations are not met. Never give up.
- Continuously explore new ideas and initiatives.
- Recruit champions – Word of mouth is powerful.
- Collect and share success stories.
- Participate in social events and company initiatives.
- Do not waste time on a bad idea. If it is not working, change and move on.
- Elevator speech – everyone in the library is an ambassador.

Fran Mozloom Gooding and Ron Haran of Shire Pharmaceuticals outlined their approach to delivering and marketing information services. With a clear understanding of their company's values and structure, they focused on broad access to e-resources, empowering colleagues to become skilled at using them, and making the library's intranet portal a key marketing tool. They shared some of their successful initiatives and approaches:

- New Hire Welcome email
- Electronic Brochures (printed as needed)
- Monthly webinar invite to new hires and other interested parties
- Team newsletters with tips
- Articles on company intranet
- Focused training for teams/departments
- eLearning Modules
- Making the library website a quick link from company Intranet home page
- Developing a simple and consistent website
- Minimizing access hurdles to information through IP recognition
- Engaging your stakeholders.
- Proactively assisting other departments with evaluating their resources

Mindy quoted the eloquent Winnie the Pooh, "You can't stay in your corner of the forest waiting for others to come to you. You have to go to them sometimes." When it comes to marketing information services, this statement could very well become our anthem.

Donnett Ekwerike
Eli Lilly & Company

Position Yourself High and to the Right

Cindy Romaine, SLA President-Elect

It's tough being the last person to speak in a several day conference: attendees are tired, many have left already. What to discuss to bring everyone together? Something rousing, and…something that makes the attendees (us) think: "This is what I need. This is positive. This I can do".

I suspect "High and to the Right", which is Cindy's "Future Ready", will be her modus operandi (MO) during her tenure. It's a very good MO for us, too.

In a 2 by 2 matrix with the X axis of "Unique Product or Service" and the Y axis of "Value to the Customer", one always wants to be "high and to the right; that is, in the upper right quadrant. This is where one has a unique and valued product and a recognized value to customers. This is where we want to be in our organizations.

continued on page 36

continued from page 35

Cindy stressed that we are on both sides of the digital divide and a seismic shift is occurring. Example: Books vs. the IPad for information. That's a seismic shift. How to respond?

First…here are some truths:

Globalization of information (and business) is here to stay.

Markets are distressed, and will be for the foreseeable future.

Disintermediation is here (people doing their own work... no intermediary is needed).

Disruptive Technologies cause change. (See Clayton Christensen, HBR Book Summary: June 1997, The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail).

Competition…People (i.e., clients) are doing their own research and are OK with it.

Second, in the next 3.5 years, we will see as much change in businesses as has occurred in the last 10 years. The speed of change is increasing. With this speed of change, there is a lot of fear. But…there also is a lot of opportunity.

Note the difference between MS Encarta and Wikipedia: Encarta, which didn't make it, was modeled on a book, which equates with hoarding information. Wikipedia, the free encyclopedia has a participatory model, which is more akin to "Cloud computing", or sharing and participating. (cbc add: Note that Wikipedia was not 100% correct all the time, but it was "good enough" to start with. If necessary, one could always look for more information to corroborate Wikipedia.)

Third: What are the structures, skills, and attitudes that SLA members need to be successful?

Be "Future Ready". We must show up as being:

Collaborative, Aligned, Agile, and Building Community. Cindy discussed each characteristic in detail:

Collaborative: There are 4 stages of professional collaboration (partnerships) which push us up the value chain to be "high and to the right".

Exploratory, sometimes antagonistic, activities.

Individual Contribution, transactional activities, with no real investment and a "hand-off" of information or tasks, once completed.

Collaboration. True relationship building.

Sharing the Vision: Loyalty = Building Bonds of Trust = High Value Relationships.

Aligned: This is a sense of knowledge sharing, and adding value to the enterprise.

Agile or agility: We use our skill set and "unpack our roles" in ways to benefit the enterprise as it goes through those changes mentioned earlier. We are also resilient. The image Cindy gave us was of a surfer riding a wave as far as possible, and anticipating the next wave by being ready for it. Don't take the "sand in your suit" personally, those annoyances that intrude to distract us. The responsibilities we have today will probably be different next year. This requires not just agility, but experience. Who can have or attain that much experience? No one, really…which leads us to:

Building Community, where contribution leads to belonging. The more you contribute, the more you belong. Look at Sharing the Vision (#4, above). This means sharing knowledge, leading to improvements in the enterprise.

Fourth: Future Ready…as Henry Ford said: "Vision without Execution is just Hallucination." Knowing this, it's important to act on it. Don't just sit there; the world won't wait for you. Be prepared for the next wave. It's not as hard as you think. You might just enjoy the ride!

See: ***http://futurereadyblog.com/*** Future Ready Begins today

See also *CapLits*, April, 2010 issue, pages 5-7, for Alex Feng's interview with Cindy, in which she mentions the Toolbox of qualities SLA members need to be successful.

Claudia Cuca
Cbc500@yahoo.com

Pipeline Database Town Hall

Moderator: Diane Webb

Pipeline databases cover the same population of compounds under development, yet there can be significant variation between databases in content and records retrieved from the same search. Editorial policies and processes may be the cause demonstrating that one pipeline database on it's own may not deliver the total picture. We examined three of the top 3 pipeline databases to identify the reasons for the variations.

The three pipeline databases we heard from were R&D Focus by IMS Health, R&D Insight by Wolters Kluwer and Thomson Pharma and Integrity both by Thomson Reuters. Pharma Projects was invited to participate but declined the opportunity.

The presentation slides are posted for viewing at the PHTD website: ***http://units.sla.org/division/PHTD/meetings/spring2010/spring2010main.shtm***l

Please take advantage of the opportunity to view the presentation to better understand pipeline databases, the differences in each database, editorial philosophy, and find an overview of these three pipeline databases.

Sandra Baker

Meeting Report: CBI Knowledge Management for Medical Affairs 2010 Forum

February 8-9, 2010
Philadelphia, PA

This meeting encompassed an interesting mix of Medical Affairs staff, IT, information professionals, and vendors. The diversity of the attendees and the collaborative discussions provided different perspectives on what companies are doing to capture and disseminate information globally. Case studies were presented on:

- Building a KM team
- Utilizing Web 2.0 technologies to enhance the KM resource center
- Leveraging knowledge and expertise
- Compliance and governance strategies
- Integrating structured and unstructured information
- Collaborative systems for increasing knowledge sharing
- Integrating KM tools into a single platform
- Capturing tacit knowledge

Key insights included the recommendation that the most successful programs were based on cross divisional efforts and a shared vision. Management support is also key. Medical Science Liaisons (MSLs) are the most critical piece of communication/knowledge management teams and often they are underutilized. Employ technology to capture and manage Key Opinion Leader (KOL) information.

This was one of the few non-library conferences I attended over the course of my career, and I found it very energizing. I came back from the meeting with four ideas that I incorporated into my 2010 objectives, and I found it helpful having getting both the end users' and the providers' perspectives. I would highly recommend that you attend this meeting in 2011, particularly if the information function resides within a Medical Affairs department.

Liz Arnold
Celgene Corporation

Pharmaceutical & Health Technology Division

SPECIAL LIBRARIES ASSOCIATION

*Laissez les bon temps roulez!**

SLA 2010 Annual Conference

New Orleans, June 13-16, 2010

Come join us in New Orleans for SLA's 2010 Annual Conference. Keynote speakers will be political analysts Mary Matalin and James Carville. Closing speaker will be Nicholas Carr, author of the book, "Does IT matter?"

We are planning a lot of pharma/health technology specific sessions in response to member feedback, including emerging markets, social media in pharma, and nanotechnology.

As always, volunteers will be needed, so please let myself or Margaret Basket know if you can help.

It should be nice and **HOT** in the Big Easy!!! We hope to see you there!!

Judy Blaine
PHTD Program Planning Chair – Annual SLA 2010

*"Let the good times roll" in Creole.

Minutes of the PHTD Incoming Board Meeting

April 11, 2010, Philadelphia, PA

Attendees: Margaret Basket, Judy Blaine, John Carey, John Chu, Patrice Costa, Claudia Cuca, Kevin Farberow, Alex Feng, Praveena Raman, Karen Mirabile, Bonnie Snow, Barbara Wetzel, Paul Ziegler

Margaret Basket called the meeting to order. Paul Ziegler moved to approve the agenda as written. Karen seconded. John Carey moved to accept the minutes of the June 2009 board meeting as printed; Karen seconded. Approved by unanimous verbal agreement.

Introduction of 2010 Officers: Margaret introduced all of the incoming 2010 officers.

There are several openings on the board: Employment Relations, Fundraising Chair, Membership Chair, and Program Planner for Spring Meeting 2011. Damian Hayden is retiring as advertising manager. John Carey is retiring as archivist. Any help to fill these positions would be appreciated.

Chair Reports

Judy is working on award nominations for Annual. Notice has been posted on both the website and CapLits and will be posted to the Listserv.

***CapLits*:** If anyone knows of anything interesting to report, please submit it to Praveena Raman. The next deadline is April 21st.

Travel Award: The Pharmaceutical & Health Technology Division did grant one travel award to a student, James Schroeder, who will be attending the Annual Meeting.

Archive: John Carey will be retiring at the end of the year. John will investigate if we need to keep the original paper archives if they are scanned.

The Nominating Committee is looking for nominations for Secretary and Chair-Elect. Terms start January. Please submit all nominations to Christine Geluk.

Webmaster: There seems to be a push within parts of SLA to a standard look and feel, as well as platform for the web. Daniel Lee started a forum for discussion on this topic. About 65% of people want to go to a Wordpress-like interface. Moving to a Wordpress-like interface could cause concerns for our Spring Meeting registrations, as we could need to pay separately for that service. There is currently no decision required at this point. Paul is also looking into the possibility of refreshing the infrastructure of the website to conform to current best practices.

Support from SLA for SLA IT infrastructure has been significantly declining of late as well, which is frustrating. Numerous people observed that the site has not been up on more than one weekend.

John Chu acknowledged Paul for the work involved in putting the presentations from Annual on the web, as it is very helpful.

John Chu asked who owns the copyright to speakers' presentations. According to Paul's knowledge, it is the presenter.

Karen Mirabile asked if the website pages get archived. John Carey mentioned that every few months, he goes to the website and saves a copy for the archives.)

2010 Spring Meeting

Patrice reported 102 registered members as attendees for the meeting; 38 Vendors representing 170-180 people. 34 people registered for the CE course. Margaret reported that the CE instructor had a family death on Wednesday, and Christian Gray stepped in and did the presentation on short notice.

Budget: attached. Total expense for the conference is roughly $104,000. The total surplus is roughly $28,700.

Karen asked if there was an analysis of those vendors who exhibited in the past but no longer are exhibiting. Margaret mentioned that this would occur after the Spring Meeting.

Patrice suggested that the messaging with respect to registration needs to be addressed, specifically the "vendor without an exhibit" category of people. There are people registering under the vendor and non-member rate, whereas they should be registering as a vendor day rate. This year, Patrice addressed it through asking their intent (creating business or not).

Karen discussed the Monday night event – currently there are 153 people registered.

2011 Spring Meeting

Margaret needs a planner.

Praveena suggested two southern California locations and one San Francisco location. John Carey suggested Las Vegas. John Chu suggested Hilton Head.

It was agreed that a survey will be sent out during this meeting: "Which venue would you be most likely to attend" and rank 1-3. We will have a write-in.

List of options: Chicago, Las Vegas, San Juan, Los Angeles, Washington, D.C., Hilton Head, Boston, Savannah/Charleston

2011 Annual Meeting – New Orleans

Praveena reported that there are two CE courses in New Orleans. Pat Wagner is doing one on negotiating, and the second is on manage relationships and managing up. So far 10 people have signed up, 7 of whom for the whole day. 1 person signed up for the morning only, and 2 for the afternoon only. Pat is going to help us promote even more.

Pat has written an article for this past CapLits and will do another one for the upcoming CapLits which will lead into these courses.

Accessing the PHTD Discussion List

List Administrator: Julia Parker
biosleuth@gmail.com

PHTD Website:

http://www.sla.org/division/dpht

Subscribing to the Discussion List

1. Send your message to: *lyris@sla.lyris.net*
2. Leave the subject line blank.
3. In the body of the message, type:

   Subscribe SLA-DPHT [your email address] "[FirstName LastName]"
   e.g. Subscribe SLA-DPHT jdoe@xyz.com "Jane Doe"

To Send a Message to the List

1. Send your message to: *sla-dpht@sla.lyris.net*
2. Put a meaningful subject in the subject line.
3. Type your message in the body of the email.

To Search the List Archives

1. Go to *http://sla.lyris.net/read/login*
2. Enter your e-mail address, click OK
3. Enter your password, click OK (if you don't have a password leave this field blank and click OK)
4. A list of all the discussion lists you subscribe to will appear

Click on the forum name (SLA-DPHT) to begin browsing or searching.

PHTD is cosponsoring two CE courses:

1) Genetic resources, cosponsored with DBIO (1 person signed up). PHT is only helping on providing a person to help.
2) Emergency Preparedness, cosponsored with EPRAC, SLA, and Museum. So far 4 people have signed up. This course will be promoted in the upcoming CapLits. The upcoming Information Outlook will have an article on this as well.

Judy reported on Programming & Sessions for 2010. We still need to find a sponsor for our open house / reception.

2011 Annual Meeting, Philadelphia

Alex reported that initial planning for 2011 has started, and there are speakers identified for over half of the sessions.

Division Strategic Plan

The Strategic Plan is up on the PHT website & blog for review. Please send all comments to Alex with the aim to finalize in June.

Division Membership Numbers

Margaret reported that she will have these available by June.

Procedures Manual

Review of the Procedures Manual is still with Margaret.

Division Membership Directory

Judy brought up the PHT division directory. It has not been updated for 5 years. John Carey suggested having it in PDF and allowing members to print it out themselves. Bonnie mentioned that this should be the role of the membership chair. Bonnie and Karen volunteered to assemble it together.

PHT Advocacy with Vendors

John Chu discussed the potential opportunity of both PHTD and P-D-R working together for advocacy for the industry as well as being more advocacy-oriented. Specifically, the idea of a PHTD board member being involved with PDR was discussed.

Kevin asked if this representative is responsible for attending P-D-R meetings. John mentioned that it would likely depend, based on where the meeting is.

John Chu has requested that a task force to be established to look into the possibility of collaboration with PDR for the purposes of advocacy. This was moved by Barbara, seconded by Judy. John Chu volunteered to be part of the task force and to lead the effort in defining what the collaboration would be.

A motion was put forward to bring this up as an agenda item for the June meeting. Barbara moved, and Margaret seconded. This was approved by consensus voice vote.

Karen moved to adjourn. Claudia seconded the motion

Alex Feng, Secretary

Tips from the PHTD Discussion List

Did you know?

- The PHTD discussion list is currently composed of 498 division members.
- The list received 108 posts from the beginning of the year through April 21, 2010
- That means we have 1) many members lurking 2) almost 100 reasons for you to have kept reading the list regularly over the past 1/3 of the year, as only a few selections are excerpted for this column – Read on!

Besides all the great information presented at the PHTD Spring Meeting the following are some of the very interesting topics that you and your colleagues have raised over the past several months on the Discussion List. Enjoy!

Reminder: please continue to take the time to provide a follow-up summary of responses when you post questions to the LIST, so that they can be included in future issues of this column, and others can benefit from our collective expertise. Enjoy the upcoming annual meeting – take advantage of the fabulous events being planned for you: opportunities for learning, networking, mentoring and for just having fun with your peers in the Big Easy.

Comments/Questions? – *biosleuth@gmail.com*

---

1) Question: "Where can you find current statistics on review times for US generic drug approvals"

Cecelia French
i3 CanReg, Dundas, ON

Summary of responses:

Generic Pharmaceutical Association (GPhA) is likely the best source; and you might quickly search sources covering news/newsletter, blogs, etc. for more on this timely topic. Generic drug reviews and the long time these are taking have been in the news recently. For example, see the Feb. 10 article at *http://www.fiercepharma.com/story/generic-drug-approvals-languish-fda/2010-02-22*.

On June 13, 2008, the Office of Inspector General, DHHS, released a report "The Food and Drug Administration's Generic Drug Review Process," concerning the evaluation process for Abbreviated New Drug Applications ("ANDAs"). This should be available online and should include information about processing times.

As generic biologics emerge -- BIOPHARMA: Biopharmaceutical Products in the U.S. and European Markets. Database updated quarterly [The last printed version, 2007, was 2 vol., 1602 pages.] Encyclopedic monographs concentrate on products' biotechnology and commercial aspects - includes detailed descriptions and indexing, competitive, technological and regulatory intelligence/assessments. Coverage: all types of biopharmaceuticals – recombinant/other proteins, monoclonal antibodies, vaccines, enzymes, blood products, radioimmune conjugates, cultured cells and tissues.

---

2) Question: "Where I can get locate a definitive, up-to-date information for the following: the total number of all hospitals, regardless of public or private in the UK (England, Wales, Scotland, Ireland combined?"

Rya Ben-Shir
Takeda Pharmaceuticals International, Inc, Deerfield, IL

Summary of responses:

It seems that the statistics are generally collated in terms of the number of beds rather than the number of hospitals. Using the directory below, it should be possible to extract the information you require: *http://www.drfosterhealth.co.uk/hospital-guide/#hospsearch*

IMS: There are 304 acute NHS hospitals listed through IMS. There are many more mental health and possibly geriatric establishments. Private Hospitals are more of a challenge.... the link below indicates the size of the problem, *http://www.privatehealth.co.uk/private-hospitals/hospitaltreatment-findahospital/private-hospitals-directory/?char=ShowAll*

---

3) Question: "Where might I be able to locate drug sales by therapeutic indication before the year 2000? Not drugs within a class, but one drug's individual sales broken out by various therapeutic indications (preferably over a 10+ year period).... we are looking for an option that is less than $15,000 and can turned around within a week. (Analyst reports have only been useful for drugs within the same class as each other.)"

Tara Breton
Health Advances, LLC, Weston, MA

Summary of responses:

EvaluatePharma and BioPharm Insights might yield the info if it was reported in the public sources upon which each relies for data. This includes analyst reports, conference call transcripts, and press releases.

Cowen Therapeutic Outlook and similar analyst reports: Zeroing-in on highly relevant tables and pages in those reports was doable using proximity searching features on Profound/MarketResearch.com, and then displaying in the KWIC format OR by using the Investext/FirstCall systems.

List Administrator: Julia Parker
biosleuth@gmail.com

IMS, WoltersKluwer, and SDI all offer expensive options but word on the street from actual users is "they couldn't adequately link sales to therapeutic category, if the drug was in more than one category." Quality from each varies as does the price, up into the tens of thousands.

SEC filings for Public companies may have the data listed. This will only work for smaller companies that might break out individual drug sales. Be sure to read the entire document for hidden data in paragraphs.

Market research: noting historical data that comes from vendors such as Datamonitor, Frost & Sullivan, Global Industry Analysts, and BCC.

Searching literature: conference calls, press releases, lawsuit filings and presentations given at conferences might provide individual snippets over time if you can get them before 2000.

---

4) Question: "How do you define "novel target", for the purposes of a search cut-off?"

Jesse Wind
Thomson Reuters, Philadelphia, PA

Response:

Novel target really means those markers/molecules few if any lab is known to be pursuing, but as well, targets which have little clinical data to make or break their candidacy as good therapeutic targets. Translated to the development timeline, I'd agree Phase II/III should be the cut-off. I've used the same cutoff with similar searches for novel targets, and this was how the scientists wanted it.

---

5) Question: "How is the execution or systematic scanning of "local" or regional medical literature, as required by EU directives accomplished?; (the EU requires the checking of local medical literature in every country in which a drug or device is marketed). Are there firms that specialize in this service?"

Cynthia Lesky
Threshold Information Inc., Evanston, IL

Summary of responses:

In addition to literature searching in the standard tools, here are some additional options that take the more hard-to-capture literature into account.

Wolters Kluwer offers Reactions Pharmacovigilance Monitoring Service (RPS) and database. With RPS, you receive customized alerts and summaries as soon as relevant adverse drug reactions are reported, based on your preferences for drug, drug class and severity of event. Each summary contains data as specified by the CIOMS II guidelines for periodic safety reporting to deliver the most pertinent information in an easy to use format. Aggregate Safety Reports of potentially PSUR-relevant citations and abstracts are also available….from Amyas Huston

For the Virtual Health Library. ***http://regional.bvsalud.org/php/index.php?lang=en***

It is maintained by a Brazilian group. It includes a database LILACS which was set up to cover Latin American (and Spain) literature in Spanish and Portuguese. The searching is very crude; not sure how helpful it will be.

Do a Google search for local OR regional "clinical literature reviews" EU directive.

Results?: include a number of consulting firms to evaluate.

Three respondents said they also are trying to figure this out and in two of those cases in-country employees were doing it by country. I got the sense these people responsible for monitoring local literature were not information professionals and also that the institutional goal was to centralize that function (as is also the case with my client.)

And finally, this study published on the topic of clinical literature reviews by the Canadian Agency for Drugs and Technologies in Health examined the importance of specific elements in search criteria and sources of error in electronic searches, ***http://www.cadth.ca/index.php/en/publication/781***

---

6) Question: "Are there training/continuing education guidelines for information professionals at your organization?"

Brenda Stenger

Abbott Laboratories, Abbott Park, IL

Summary of responses

From the 14 respondents we learned that no organization has a formal training program for their information professionals, but believe it is necessary; only one organization had minimum required training hours of 80 hours/year. Annual training hours (expected but not required) ranged from 20-60 hours.

Julia Parker Bio on file from previous issue
Discussion List Administrator, PHTD

Book Review:
This Book is Overdue! How Librarians and Cybrarians Can Save Us All

by Marilyn Johnson

"The stereotypical library is dying -- and it's taking its shushing ladies, dank smell and endless shelves of books with it." So began an article on CNN in September 2009 about how both the library and librarians are changing in the modern age. It would also be an apt introduction to Marilyn Johnson's book, *This Book is Overdue! How Librarians and Cybrarians Can Save Us All*.

Written from the bemused perspective of a frequent library patron, this collection of stories offers a light romp through the many facets of public librarians and archivists, from the solo librarian in Deadwood, South Dakota to the librarian - activists in Radical Reference, with plenty of stops in between. And it largely dispels the traditional roles of librarians, introducing to the reader the changed role of the public library as a community and media center as opposed to a book or literature store. Along the way, Johnson chronicles the different backgrounds and paths of our community colleagues, dutifully mentioning the Connecticut Four who stood up against the PATRIOT act, the librarians and non-librarians alike setting up shop in Second Life, and the archivists saving the last of a boxer's memorabilia.

She brings the reader into the library world with all its quirks and inside jokes while describing the current generation of librarians, those frequent bloggers and twitterers who embrace technology as the natural evolution of the librarian. The journey also covers the joyful tales familiar to those in the library, such as MARC cataloging, ILS vendor migrations, book cart drills at ALA, and of course, library poop.

While it is a generally optimistic window into the world of the library for the unfamiliar, it also reads with a hint of foreboding of the library struggles in the changing world. Johnson uncovers the increasing role of both Google and the IT professional in the library, along with the challenges of budget cuts. Further, a chapter is focused on visits to the New York Public Library in the midst of restructuring, where one major branch is closed and entire departments (and jobs) are eliminated.

It is not too surprising that nothing is written about corporate or medical librarians (though certainly there would be many stories to tell!) – but this is not a detailed chronicle, but a snapshot of the library, and one taken at a time when most were in slightly better financial conditions (research done in 2008-2009). Whether you agree or not with Johnson's conclusion, that librarians are the cool, multifaceted, tech-savvy servants of civility who will always be there to help us, her enthusiasm is certainly admirable and makes the book an enjoyable read.

It's a nice item to take along on a plane trip (say, to / from SLA Annual), sure to elicit knowing chuckles drawing from all of our shared experiences as librarians. It's also one of those books to recommend to a know-it-all neighbor who thinks librarians still sit in a closed stack somewhere dusting off books or are all over 60 and practice shushing every day. And for those who might have forgotten why we might have gotten into this career, or just too deeply mired in our own trials & tribulations, it's a gentle reminder of what else is going on in our distinguished profession.

Alex Feng

Alex Feng currently leads the research & information services team at the dd&p group, a medical device consulting firm based in Cincinnati, Ohio. Alex has been in the medical industry for over ten years, having first started as a design engineer but also having been a product manager, software engineer and sales manager at companies such as Johnson & Johnson, Daichii Sankyo, andOlogic.

Advertisers in this Issue