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Information OUTLOOK®

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JANUARY 2000 THE MONTHLY MAGAZINE OF THE SPECIAL LIBRARIES ASSOCIATION VOL.4, NO.1

INSIDE THIS ISSUE:

Creating the Value Proposition Through Correlation and Collaboration

Candidates for SLA Office

Outsourcing the Portal

Flexible Workstyles of Corporate Librarians

KeyCite It!

organ, or the like. **2.** a set of keys, usually arranged ... for operating a typewriter, typesetting machine, computer terminal, or the like. — **Key/board/ist, *n.***

Key•Cite (kē/sīt) *v.* 1. To determine the subsequent history of a case by using the online citator of the same name, often known informally as establishing that a case is still "good law"; — ***n.* 2.** the act of locating those documents which cite a given case, statute or other document. — ***KeyCiting.***

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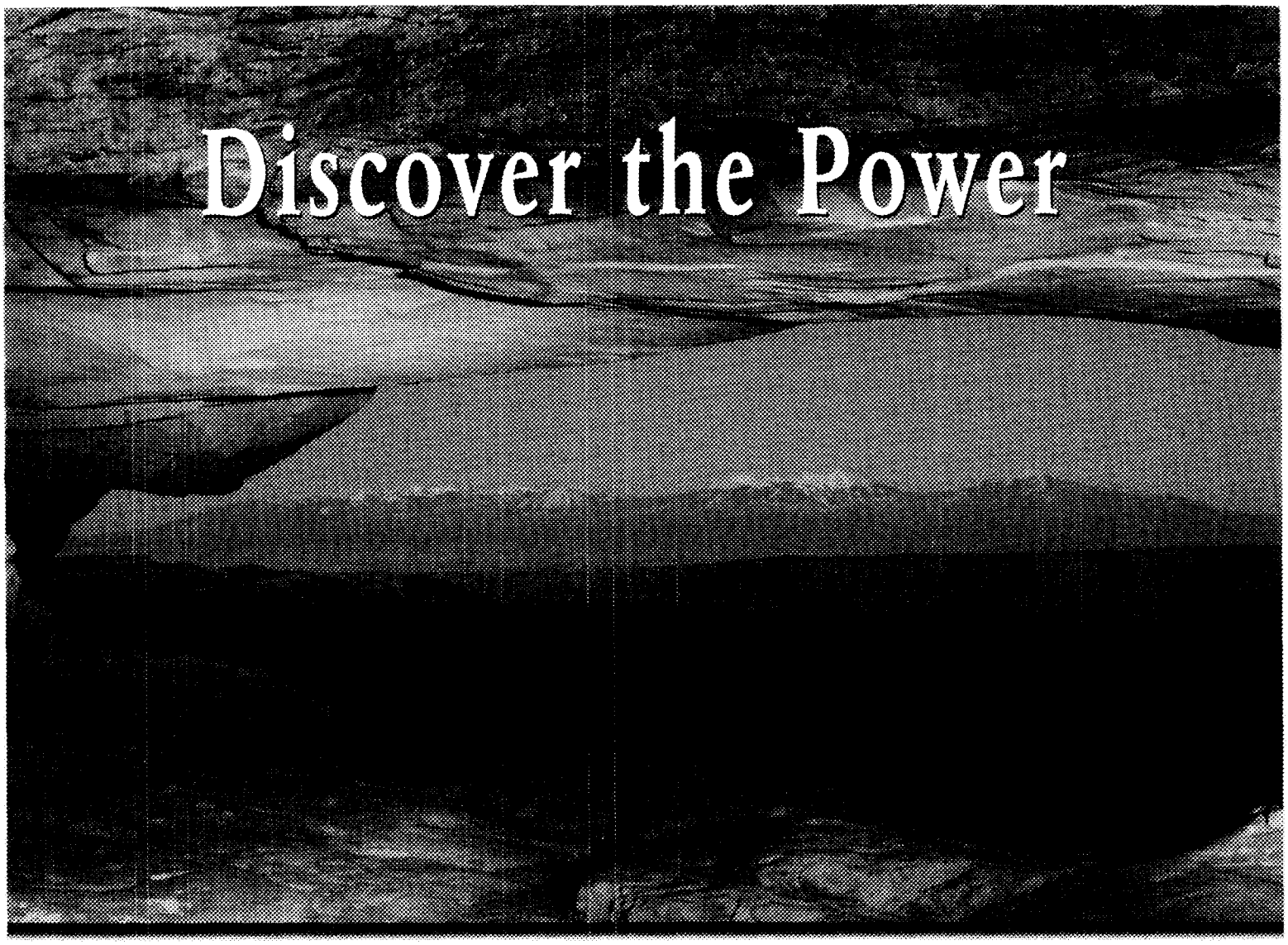

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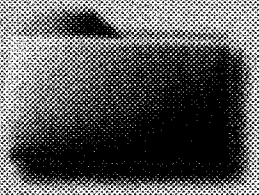

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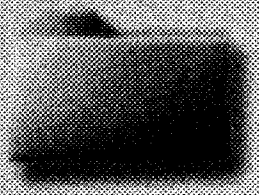
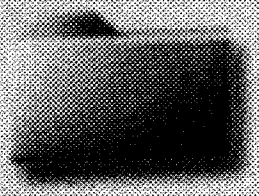


computer gloats over its ability to



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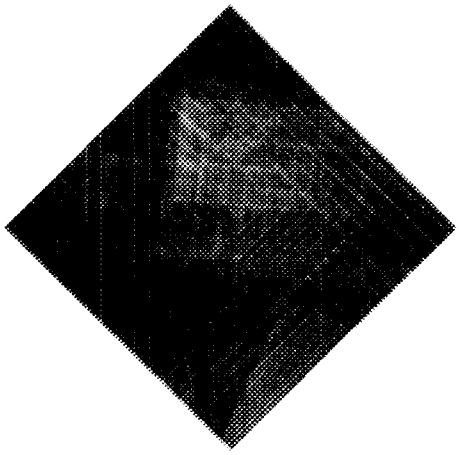
FEATURES



10 Meet the Candidates 2000/2001
Make sure you cast your vote for the 2000/2001 board of directors. Don't miss this opportunity to read about your colleagues who are running for board positions. Let your voice be heard!

23 Outsourcing the Portal: Another Branch in the Decision Tree
Intranets are often so severely under funded that they actually cost organizations dearly in lost time and resources. Tim McMahon explains why organizations need to employ a second-generation intranet that allows members of the organization to access more data then they have in the past.

28 Flexible Workstyles in the Corporate Research Center
The changing role of the corporate librarian has been the topic of much discussion in recent years. These changes are largely the result of expanding technologies. Katherine Baker explores the reasons why today's corporate research center is appropriate for those seeking flexible work arrangement and provides insight into the benefits of flexible work arrangements in other industries.

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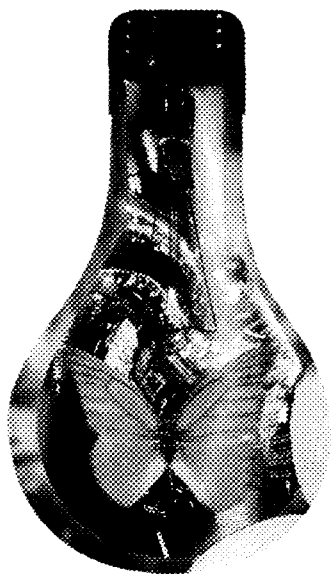

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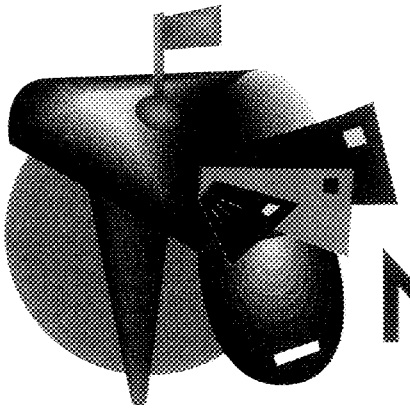

Meet the Candidates

Ballots for the Special Libraries Association spring 2000 election will be mailed Monday, January 24, 2000. The sample ballot and information on the 2000/2001 Board Candidates for SLA Office is posted on our web page in the Board of Directors section. Also please note that several biographical statements had to be shortened because of space constraints. To view full information on the candidates go to www.sla.org/assoc/board/candid00.htm.

If you do not receive a ballot within a reasonable time, please call the association office and request a duplicate. If you have any questions regarding voting procedures, contact Stephanie Russell at 1-202-234-4700, ext. 632; e-mail: stephanie@sla.org.

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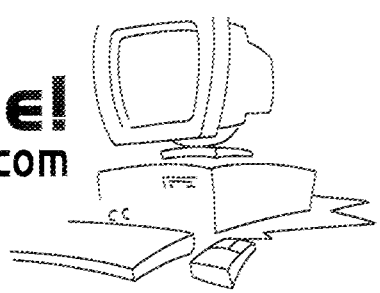

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No man is an island,

entire of itself;

Every man is a

piece of the continent,

part of the main.

—John Donne,

"Upon Emergent Occasions,"

1624.

Creating the Value Proposition Through CORRELATION and COLLABORATION

At the turn of the century, major periodicals have done feature stories on the events, achievements, and milestones of the twentieth century. Nearly every one of those achievements required more than one mind, more than one set of hands. John Donne's concept of everyone as part of a larger entity is more appropriate now than it was in 1624. The world is too complex to go it alone.

Starbucks coffee shop staff members wear T-shirts with the word *team* on the front. The back of the shirt has the letters listed in a column, with the slogan *Together Each Achieves More.*

To succeed, you need me, I need you, we both need a supportive work environment. Part of the supportiveness is a sense of trust and value. The sense of interdependence has to be present.

I watched two squirrels in my backyard the other day. The first to arrive was seeking out goodies when the second one came along. There ensued a turf battle-royal. Wherever one squirrel went, the other would follow, to chase the first one away. The result was that neither squirrel had time to hunt for what would sustain them over the rough winter ahead. The claims for turf were inconclusive. Both squirrels wasted time and energy running around in circles. Why didn't they agree to each stake out a segment of my yard then pool their findings when they got back to their tree? It would have taken less time, energy, and aggravation, been more productive, and given them a partner for future collaborations. Trust and sane minds were not prevailing.

One of the greatest benefits of SLA membership, people have told us for years, is the networking opportunities it provides. What is networking but creating correlation and interdependence? It is among the things we do best. We have always been outstanding at collaborating with each other. If my backyard squirrels were SLA members, they would have figured out how to get the job done to benefit both of them.

Somewhere in our history, we realized the value each of us brings to the others. Why not convey that value consistently to the management of our organizations? Why not polish our skills for communicating with those who are outside our profession? The trust and understanding required for the cross-cultural/cross-professional communication of value to be successful will begin with small collaborations, strengthened over time. What was, years ago, a sense of "us versus them" in the LIS/MIS battle for dominance, for example, has given way to a true collaborative atmosphere where each group is recognized for its expertise—for the value it brings to the total picture. What brought us to this new correlation and collaboration? Each side had to reach an accommodation. Instead of wasting time, energy, and smarts chasing each other away, we have used those resources to prove our value in the ubiquitous networked environment.

Look around your organization, campus, towns, and identify the three most important people or groups with whom to form collaborative relationships as we begin the new century. Make a "New Century Resolution" if you must. Recognize that making successful collaborations will take energy, flexibility, and an ability to sell your value to the doubters, but in the long-run, everybody is a winner. HAPPY NEW YEAR!

Susan S. DiMattia

Susan DiMattia
SLA President

News Making

MEMBER NEWS

Price Called "Web Guru"

Congratulations to **Gary Price** who was recently featured in TOURBUS as a "web guru". The November 9 issue of TOURBUS is available in their archives at http://www.tourbus.com/archives. htm. The write-up quotes Price and points to his site at http://gwis2.circ.gwu.edu/~gprice/direct.htm. Price is a member of the Washington, DC Chapter and the Business and Finance Division.

Whitemarsh Honored

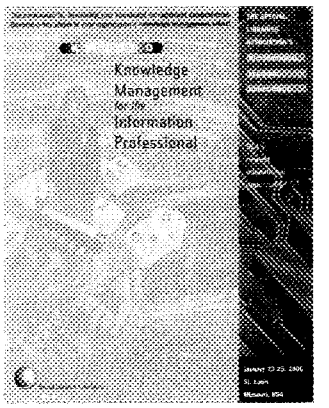
Thomas R. Whitemarsh, associate technology principal at the Oscar Mayer Foods Division of Kraft Foods, was honored as one of the industry's "unsung heroes" with a special Meat Industry Research Conference (MIRC) Award for Service to the Industry. The award was made during a luncheon at the MIRC, held at the Drake Hotel October 26-27, 1999. The MIRC is the premier annual gathering of meat and poultry industry scientists and is co-sponsored by the American Meat Institute Foundation and the American Meat Science Association. Whitemarsh has managed the Technology Information Group Center at Oscar Mayer since December 1972. He is an active member of the Wisconsin Chapter, as well as the Advertising & Marketing, Business & Finance, and Food Agriculture & Nutrition Divisions.

Ben-Shir Named Manager of Scientific Information

Rya Ben-Shir was recently named as the new manager of scientific information for Takeda Pharmaceuticals America, based in Lincolnshire, IL. From 1981 to 2000, Ben-Shir was the manager of the Health Sciences Resource Center of MacNeal Hospital, Berwyn, IL. She was awarded the 1989 Hospital Librarian of the Year by the Hospital Library section of MLA. She is a member of the Illinois Chapter and the Information Technology Division.

SLA NEWS

KM2000: Don't Miss It



The Special Libraries Association will present its newest educational opportunity for information professionals "KM2000: Knowledge Management for the Information Professional," January 23-25, 2000, in St. Louis, MO, USA.

KM2000 will focus on developing knowledge management competencies and expanding leadership roles in the information arena from a practical perspective. KM2000 links competencies from the *Competencies for Special Librarians of the Twenty-first Century* to the leadership effort that all information professionals must practice.

The three-day event will offer stimulating keynote presentations, subject-focused seminars led by experts in the field, a technology fair featuring leading information technology vendors demonstrating their latest products and services, insightful workshops organized through SLA's popular Strategic Technology Alliance series and a networking setting conducive to stimulating conversation.

Peer Reviewed Journal in *Education Libraries*

Looking to submit an article to a peer-reviewed journal? The Education Division has published *Education Libraries* since the late 1970s, and this journal has been refereed since 1993.

Education Libraries' mission is to provide "a forum for new and challenging ideas in the education field, as well as in the field of library and information science education. It also deals with the new technologies as they affect the library profession and their changing role in the library and information curriculum. These are presented in scholarly fashion..." (Education Division, *Manual of Procedures*, 1997).

The refereeing process is rigorous, and ensures high standards. Referees do not know the identity of the authors whose articles they receive. In addition, the editor submits constructive critiques to the author. This feedback results in better and stronger articles.

While the articles are education-related, the topics covered are as diverse as our profession. Each issue has a theme, and our most recent ones were on outreach services, specialized collections, research in education and electronic publishing. Future issues will be devoted to learning in retirement, and distance education. *Education Libraries* is indexed in H.W. Wilson's Library Literature, and ERIC's Current Index to Journal in Education.

Subscriptions are available for $40 in the United States and Canada, and $60 abroad. Education Division members receive the journal as part of their membership. Past issues are available at $15 per issue.

For additional information, please contact Debbie Bogenschutz (Cincinnati Technical College Library, 3520 Central Parkway, Cincinnati, Ohio 45223), bogenschutzd@cinstate.cc.oh.us.

NCLIS Launches Survey

The U.S. National Commission on Libraries and Information Science (NCLIS) is launching a survey of U.S. participation in international forums that address major policy concerns and issues of importance to the library and information (LIS) communities. A key objective of the survey is to create a database that can be used as a research and reference tool to help ascertain which individuals and institutions, if any, are already participating in international activities that are addressing such issues and concerns.

The Commission has become aware of many individuals who are actively participating in international library and information science (LIS) policy issue discussions and debates, and who have established and maintained contact with various kinds of international organizations to facilitate participating in and tracking those debates. A few of the many topics of keen interest to our field are information and telecommunication standards, intellectual property rights, privacy and confidentiality, security and encryption, evolution of the Internet and the global information superhighway, and differences in national information policies.

The end-result sought from the survey is to sharpen, strengthen, extend and make more cost-effective both the collective and individual future U.S. participation in these forums and activities. After the data have been compiled, the library and information communities will be able to access the inventory electronically.

1999 Excellence in Writing Award

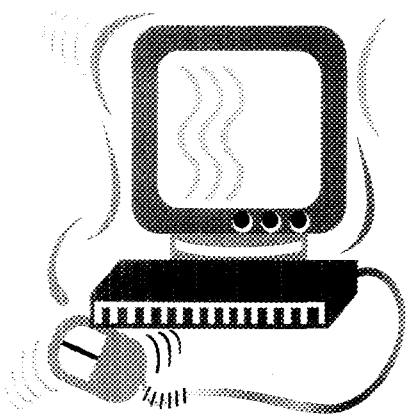
Bell & Howell Company's Information and Learning business unit announced the winner of its annual Excellence in Writing award. The award, founded in 1982, recognizes writers whose works advance the use and understanding of information technology. The winning author is Steve Coffman for his article "Building Earth's Largest Library," appearing in the March 1999 issue of *Searcher* magazine. Coffman's article examines the possibility of creating a common information resource by combining library resources, in the same way amazon.com has expanded beyond the traditional bookstore boundaries to create a "super-bookstore." The article challenges librarians and information industry vendors alike to begin developing the "earth's largest library." The award was presented during the opening session of the Online Information conference in London on December 7, 1999.

GSLIS Building on Its Success

The Graduate School of Library and Information Science (GSLIS), in Champaign, Illinois, celebrated the ground breaking for the construction project that will double its size. With the help of LEEP3, GSLIS's distance education program, the student population has doubled, the school budget has tripled to $5.6 million, and grant funding to faculty and students has grown ten times to $2.5 million.

The Illinois Library Computer Systems Organization has donated $2 million toward the building fund and will move its headquarters and training facilities to the building.

ARE YOU LOOKING FOR A WAY TO BRUSH UP ON YOUR SKILLS IN A FLEXIBLE, AFFORDABLE, AND CONVENIENT FORMAT?



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Arabian Gulf Chapter Hosts Seventh Annual Workshop and Conference

Muscat Oman provided a beautiful backdrop for the Seventh Annual Special Libraries Association/Arabian Gulf Chapter Workshop and Conference between 24-29 October 1999. It was a successful annual workshop and conference taking the chapter to a new peak. The workshop and conference were organized in co-operation with Sultan Qaboos University in Muscat Oman.

Prior to the conference, two workshops were held. The British Council—Oman— sponsored one entitled "Developing Managers in the Library and Information Sector" from 24-26 October 1999. Sultan Qaboos University co-sponsored the second workshop titled "Introduction to Internet" from 24-25 October 1999. Both workshops were well attended and well organized. The "Introduction to Internet" session was especially popular with newcomers to the electronic age. Search engines provided both a light-hearted and fast approach to learning how to use the Internet. The other workshop was more specialized and it targeted a more advanced audience.

Inaugurated by HH Ebrahim Al-Swaid, the main theme of the conference this year was "Towards A Network of Electronic Libraries: A Gulf Perspective."

The conference papers addressed various aspects of the conference theme, namely, the advent of the electronic age and its impact on special libraries, as we know them. The increasing use of multimedia was also a common subject among many papers. Papers were presented either in English or in Arabic with some proceedings in both languages. Twenty-seven papers were presented including two guest speakers from Tunisia and the United States and three invited speakers, two from the United Kingdom and one from the United States.

The SLA/Arabian Gulf Chapter Strategic Planning Committee Chair presented the chapter's Strategic Plan for the next five years. The strategic planning session emphasized the need for professional development and networking opportunities with other information organizations and libraries to advance the role of information professionals as knowledge managers.

Another highlight of the conference was a teleconferencing session that was broadcast live from the United States, showing another emerging use of Digital Technology in libraries. The U.S. Embassy in Muscat hosted this teleconference. A questions and answer session that ensued was conducted live between the U.S. Embassy in Muscat Oman and the United States

The SLA-AGC Annual Banquet was held under the patronage of H.E. Sheikh Salim binNasser Al-Maskary, Secretary General of Council of Higher Education in Oman honoring individuals who have contributed to the success of the SLA-AGC. The SLA-AGC Business Meeting and Elections concluded the conference on Friday.

In total over 330 librarians, information specialists and exhibitors attended this year's conference. The ever-popular exhibition that accompanied the conference had an international presence with twenty-seven companies displaying their wares. The exhibitors ranged from service and information providers, to library system developers and library hardware and accessories. It should be noted that the increasing presence of an international array of exhibitors from North America, Europe, Australia and the Middle East underline the importance of the annual conference as a regional platform for the information professionals.

The presence of the SLA Booth was a noticeable centre for displaying the SLA's chapter activities. The booth, similar to last year, was the hub for members to meet and discuss issues. The conference also provided an opportunity for the chapter to attract more members.

This year's Annual Workshops and Conference marked another successful year in the chapter's history with the courtesy and hospitality of the Omani people encompassing the entire event.

Submitted by Kawther Dashti, public relations chair, Arabian Gulf Chapter. She may be reached at Kawther_dashti@bapco.net.

The Great American Book Buying Guide
No 912

Back On the Continent

Ah, Dusseldorf. A crackling fire, amiable conversation around the rough-hewn table of local beer Stube.

Tales of recent adventures in far-off lands give way to verses of pub songs and calls for another round of the local brew.

As the night wears on and friends begin to release themselves from the warm confines of the tavern to head home, conversation dwindles to gestures and facial expressions.

Just as the last of us were preparing to don our coats and face the damp night air, Gunter suggested we call Corporate Book Resources and order a copy of Sax's Dangerous Properties of Industrial Materials.

List Price $500.00, Discount * 15%, Shipping Free.

---

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for President-elect

Stephen K. Abram

Stephen K. Abram, M.L.S. is Vice President, Micromedia Limited / IHS Canada (1994-present).

Past Employment: *Carswell, Thomson Professional Publishing:* publisher, electronic information (1992-1994); *Thomson Electronic Publishing:* senior product manager, electronic information (1991); *Hay Management Consultants / The Hay Group:* director, information & marketing resources and director, administration (1989-1991); director, information resources (1985-1989); *Coopers & Lybrand / Currie Coopers & Lybrand (Auditing, Taxation, Consulting):* head librarian, national information centre (1980-1985).

Education: M.L.S. Faculty of Library & Information Science, University of Toronto (1980); B.A. (hon.) University of Toronto (anthropology) (1978).

SLA Member Since: 1980

SLA Chapter Activities: *Toronto Chapter:* public relations committee chair (1999-2000); past president (1991-1992); president (1990-1991); president-elect (1989-1990); assorted positions including PR, nominations, continuing education (1988-1995).

SLA Division Activities: *Library Management Division:* bylaws chair (1999-2000); nominations committee chair (1993- 1994); chair-elect, chair, past-chair (1991-1993); *Business & Finance Division:* roundtable (1990); directory committee (1985).

SLA Association Level Activities: Committee on committees member (1999-2000); board of directors (1996-1999); strategic planning committee chair (1997-1998); public relations committee chair (1995-1996); President's Visioning Committee member (1992-1994); President's International Inter-Association Task Force to Enhance the Image of the Information Professional member (1988-1990).

Other Professional Activities: Internet World Canada, and Computers in Libraries Conferences, Internet Librarian, ASIS, Internet Librarian International (1990-2000).

Selected Publications: "Pushing the Pay Envelope, Y2K Compensation Strategies", *Information Outlook*, Oct. 1999 "Content and Technology", Information Today, Nov. 1999; "The Strategy Game at SLA", *Information Outlook*, Feb. 1998 (Issue Guest Editor); "The Best Library Event I Ever Saw". *MLS Marketing Library Services*, July/August 1999; "Shift Happens", OLA Access, Winter 1998/1999 and NASIG Proceedings Fall 1999; "Post-Information Age Positioning for Special Librarians: Is Knowledge Management the Answer?", *Information Outlook*, June 1997.

Awards & Honors: Fellow, Special Libraries Association (1995); SLA Library Management Division Management Leadership Award (1999); Canadian Special Librarian of the Year (1998).

**For more information go to www.sla.org/assoc/board/bioboard/candid00.htm.*

What is the most critical issue(s) facing SLA today and do you, as a candidate for the Board of Directors, see yourself formulating policies addressing these issues?

Our key issues are (1) positioning the key role our members play in the success of their employers and the knowledge economy, and (2) preparing the membership for increased expectations of employers. It is essential for SLA to develop a comprehensive marketing/communications plan and to implement it effectively. For increased success, our members must be provided with the tools, the context, and the power to effectively position themselves with key decision-makers in the environments where our members practice our profession. This means, to me, we must review our too-traditional public relations activities. In a broader context we need to develop a coordinated and assertive plan for marketing SLA and communicating the value and role of special librarians. That would necessarily mean professionally reviewing our 'brand name' and integrating this with a reinvigorated professional development plan that enables members to recognize SLA as their first choice for continuous learning.

How do you see technology affecting the way SLA provides service to its members?

The time is now to take our valuable, virtual SLA infrastructure and turn it outward, positioning our members, and SLA, as leaders in the knowledge economy. I have been a strong proponent of SLA as an incubator, where our members experience emerging or recent technologies and practice their implementation and use in a non-threatening environment. Members are consequently empowered to take such competencies back to their organizations in the context of their deep understanding of information behaviours. When I proposed the term 'Virtual Association' to describe our strategy, I hoped that the strategy would provide a focus for the development of an association that extended beyond headquarters and also broke the boundaries of networking only at annual conferences and chapter events. The strategy - 7/24/365 - has evolved through excellent financial management and planning, without our Association having to discontinue or diminish any of our traditional and valued print offerings.

Where to you see the information profession going in the new millennium?

As every century turns, history finds the fools of the moment. At the turn of this millennium we can identify them easily by their rallying cry—"I can find information I need on the web for free." Some of them lead our organizations and some are our clients. As fools are recognized for what they are, and as their decisions are made public through the mistakes they make in basing decisions on low-quality or false information, we will find our knowledge and competencies in high demand. SLA knowledge professionals help our clients 'turn information into knowledge and put knowledge to work'. We are being handed a great millennial gift of information chaos that will ensure that our profession will prosper and ensure the success of our enterprises. We must have the courage and belief in our profession to take this gift and allow our profession to soar.

for President-elect

Hope N. Tillman

Hope N. Tillman is Director of Libraries at Babson College, Babson Park, Massachusetts (1991- present)

Past Employment: *Tufts University Arts and Sciences Library:* assistant director for public services and access (1990-1991); head of reference services (1989-1990); *Rider University Library:* coordinator of information services (1982-1989); reference librarian (1971-1982); *Trenton Public Library:* branch librarian (1968-1969); *Free Library of Philadelphia:* library trainee (1965-1966) *Fels Institute of Local and State Government at the University of Pennsylvania:* special librarian (1963-1964).

Education: M.B.A., Rider University School of Business Administration(1979); M.L.S., Rutgers Graduate School of Library Service (1966); B.A., English, University of Pennsylvania (1964). Also attended Goucher College and Middlebury College.

SLA Member Since: 1974

SLA Chapter Activities: *Boston Chapter:* president (1993-1994); president-elect (1992-1993); program committee (1990-1992); nominating committee chair (1995-1996); awards committee chair (1995-1997); discussion list manager, 1993-present). *Princeton-Trenton Chapter:* twentieth anniversary committee chair (1987); director (1985-1986); president (1984-1985); president-elect (1983-1984); networking committee chair (1982-1983); hospitality committee chair (1980-1981, 1982-1983); bulletin business manager (1981-1982); nominating committee chair (1978-1979).

SLA Division Activities: *Information Technology Division:* chair (1998-1999); chair-elect (1997-1998); networking section chair (1992-1993); liaison from SLA Networking Committee (1991-1992); discussion list manager (1993-present). *Education Division:* chair (1988-1989); chair-elect (1987-1988); *Education Libraries* editor (1986-1990). *Information Futurists Caucus:* discussion list manager (1996-present). *Business & Finance, Education, Information Technology, Library Management Divisions:* member; *Information Futurists Caucus:* member.

SLA Association-Level Activities: Board of directors (1994-1997); strategic planning committee member (1994-1996); strategic planning committee chair (1995-1996); networking committee chair (1990-1993).

Other Professional Activities: President, WEBNet (West of Boston, MA) Library Consortium (1993-1994, 1997-1998); Member of the Massachusetts Board of Library Commissioners Statewide Technology Committee; Served on Executive Board of the Metrowest Massachusetts Regional Library System (1998-1999).*

Awards and Honors: SLA Business & Finance Division Disclosure Award for Outstanding Achievement in Business Librarianship (1994); SLA Education Division Award for Excellence (1992).

Publications (selected): Evaluating Quality on the Net, (1995-1999), *Internet Tools of the Profession: A Guide for Special Librarians.* Washington, D.C.: Special Libraries Association, 1st edition, 1995, 2nd edition 1997.

**For more information go to www.sla.org/assoc/board/bioboard/candid00.htm.*

What is the most critical issue(s) facing SLA today and how do you, as a candidate for the Board of Directors, see yourself formulating policies addressing those issues?

The most critical issue facing SLA today is ensuring the relevance of the Association to a membership whose profession is undergoing continuing fast-paced evolution. Change will continue. As President, I intend to keep watching and listening to members in order to provide responsive leadership. We need to balance association unit needs with the best interests of the membership as a whole. As information professionals grow and assume new roles and careers, we need to adjust to their new needs and provide relevant services. I feel strongly that we need to continue to build bridges and partner with other professional organizations as well. Finally, I support the efforts of the Board to look at our governance structure to make sure bureaucracy doesn't get in the way of our initiatives as we move forward. I want to participate in SLA's development as a flexible, responsive, dynamic organization.

How do you see technology affecting the way SLA provides services to its members?

Technology is a tool, and we need to use it to members' advantage. The virtualization of the association is not an end in itself; it is designed to make us more responsive and enhance face to face activities. Early results include the discussion lists, chat services, and members' only section of the SLA web site. I see technology as an enabler of two-way communication, increasing the ability of association leaders at all levels to interact regularly with one another and the entire membership, not bounded by time and place. It can provide a way for those who cannot attend annual or local meetings to stay in touch or get involved. Technology can be used to provide customized professional development opportunities to meet member needs. We need to encourage and support members to embrace technology whether or not they have access from their workplace. Technology is only a tool and will help us only if members use it.

Where do you see the information profession going in the new millennium?

SLA members belong among those charting the course for the future of the information professions in the new millenium. We bear little resemblance to librarians at the beginning of the twentieth century, and we will continue to evolve. We will continue to provide services to best meet content needs of customers. More of us will not work within a library building. Services will continue to move out of the library and to the most convenient locations for customers. Some aspects of our jobs will be virtual and some face to face. We must track and anticipate organizational needs, and provide answers without waiting for specific requests. What will endure in our profession is our role in adding value to our organizations by our ability to evaluate information and create knowledge. I truly expect we will continue to enjoy our profession and be able to celebrate our increased value.

2000 Candidates for SLA Office

for Treasurer

Richard G. Geiger

Richard G. Geiger is Library Director for The San Francisco Chronicle, (1984- present).

Past Employment: *San Jose Mercury News:* library manager (1980-84); *The San Francisco Chronicle:* librarian (1976-80); *San Francisco National Historical Park Library:* librarian (1975- 76).

SLA Member Since: 1974

Education: M.L.I.S. University of California, Los Angeles (1975), B.A. (environmental biology) and B.A. (art) University of California, Santa Barbara (1970).

SLA Chapter Activities: *San Francisco Bay Region Chapter:* president (1991-92); awards committee chair (1992-93); nominating committee chair (1993-94); strategic planning committee chair (1995-96); advertising committee chair (1979-80).

SLA Division Activities: *News Division:* chair (1989-90); annual conference program chair (1988-89); awards committee chair (1990-91); treasurer (1986-88); public relations committee chair (1983-84).

SLA Association-level Activities: board of directors (1993-96); strategic planning committee chair (1994-95); public relations committee chair (1992-93).

Other Professional Activities: Region II, Core Planning Group, Library of California (1999-present); Internet Librarian conference, organizing/review committee (1997-); BayNet board of directors (1996-); California State Library Networking Task Force Steering Committee (1990-92); Associates of the National Maritime Museum Library president (1989-92).

Awards & Honors: San Francisco Bay Region Chapter Award for Professional Achievement, (1996); News Division Agnes Henebry Award (1994); News Division Ralph J. Shoemaker Award (1989).

Publications: "Copyright Corner: Reprints and Permissions," *Information Outlook*, May 1998. "Newspaper Database Pricing and Revenues," Seybold Publishing Conference, 1996. "Digital Photo Archiving," Digital '96 conference. Contributor, Media Libraries: A Management Handbook (1993). "Library's Role in the Age of the Electronic Darkroom," SLA Annual Conference, 1990. "Managing the News Library," SLA, Annual Conference, 1990. "Coping with Change," Online, '87 conference, 1987.

**For more information go to www.sla.org/assoc/board/bioboard/candid00.htm.*

What is the most critical issue(s) facing SLA today and how do you, as a candidate for the Board of Directors, see yourself formulating policies addressing those issues?

SLA must continue to develop a global strategy for our organization. As our member organizations become more and more international in facilities and focus, the Association needs to respond in kind. We need to chart a new course for SLA on this new global landscape. But there will be a number or challenges. The "digital divide" within the United States, between information "haves" and "have nots" is magnified several times in the world information marketplace. Will SLA have a strategy to serve the full range of possible members, or will it serve only the information elite? We need to consider the pros and cons of the various positions on this issue. It is my hope that we will be able to offer at least some services to the widest range of possible members and not close off avenues for greater communication, education and understanding.

How do you see technology affecting the way SLA provides services to its members?

Thankfully, our increased need for quick communication and information sharing has been paired with the development of the Internet. Within SLA we have used this new technology to better serve members, and potential members. SLA's web site is an excellent first step to provide access to information about our profession. It also provides a proving ground and model that we can build on as we strive towards excellence. The use of chat as an avenue for communication in our organization will lead us to audio and video conferencing over the Net, as more and more members gain access to more powerful computers and electronic pipelines. Tools on the Web and electronic forms of publication will allow SLA to consider less expensive ways to service members and avoid increasing dues to levels that are unacceptable to potential members. A cafeteria style of member benefits could work in certain categories of membership, providing electronic access to needed information, and avoiding expensive print versions.

Where do you see the information profession going in the new millennium?

The information profession, like virtually all other professions, is in a state of continual change. The old librarian stereotypes do not ring true today and soon, will seem as antiquated as the horse and buggy. The image of a librarian in a library is fading away as the amount of material available electronically continues to mount. Information professionals are moving out into the organization, working in teams and doing what needs to be done. They certainly are not sitting in a room waiting for a call. Members are spending their time training and coaching our increasingly "end-user" searchers. They are working as information consultants at the ground level of organizational planning. They are creating and contracting electronic research tools on the organizational intranet. They are managing their organization's digital assets for maximum benefit. And they are continually changing their roles in this fast-changing world. No position in the organization is beyond their purview.

Agnes K. Mattis

for Treasurer

Agnes K. Mattis is the Head of the Corporate Library for the international law firm of Skadden, Arps, Slate, Meagher & Flom LLP in New York, NY (1998-)

Past Employment: *Santander Investment Securities:* library manager (1996-1998); *Brown Brothers Harriman & Co.:* head librarian (1982-1995); *Ernst & Whinney:* reference librarian (1980-1982); *Donaldson, Lufkin & Jenrette:* reference librarian (1977-1980)

SLA Member Since: 1979

Education: M.L.S. Pratt Institute, Brooklyn, New York, (1978); B.A. York College (CUNY), New York, (1975)

SLA Chapter Activities: *New York Chapter:* past president (1994-1995); president (1992-1994); secretary (1991-1992); treasurer (1997-1999) Ways & Means committee chair (1999-2000); employment committee chair (1995-1996); nominating committee chair (1996-1997); membership committee chair (1990-1991); Northeast Regional Conference Steering Committee member (1992-1994); Northeast Regional Conference Fundraising committee chair (1992-1994).

SLA Division Activities: *Business and Finance Division:* Seattle Conference chair and program planner (1996-1997); chair-elect (1995-1996); awards committee chair (1997-1998); nominating committee chair (1998-1999). *Legal; Library Management; and Museum, Arts and Humanities Division:* member.

SLA Association-level Activities: Finance committee member (1996-1999); conference planning committee member (Boston Conference) (1994-1996).

Other Professional Activities: Conflicts Administrators Group member (1998- present); Law Librarians Association of Greater New York (LLAGNY) member (1998-present).

Awards & Honors: New York Chapter Distinguished Service Award (1995).

**For more information go to www.sla.org/assoc/board/bioboard/candid00.htm.*

What is the most critical issue(s) facing SLA today on how do you as a candidate for the Board of Directors, see yourself formulating policies addressing those issues?

As I see it the critical issues are Globalization and Remaining Relevant. SLA must continue to reach across borders with programming and services to attract and keep members outside of North America. At the same time the association must be viewed as the preeminent organization for information professionals. A name change will not be enough. Change must happen at every aspect of service from programming, professional development, research and public relations. This is certainly a tall order. As Treasurer I will work with the association staff and the Board of Directors to continue the 5 year financial planning process, providing a strong financial setting for SLA within the framework of a non profit organization.

How do you see technology affecting the way SLA provides services to its members?

Technology is what drove the concept of the Virtual Association. As members and information professionals we must support and encourage the continuing efforts of SLA to provide us with cutting edge technology based services. The association has come far from simply having a Web site to the point where so many services are available at the click of a mouse, membership information, Who's Who, conference information, chat rooms just to name a few. Technology has made the association more responsive to members needs and more able to change in a constantly changing environment.

We must continue the plan for the virtual association. It will make SLA's services more valuable to members especially those outside the borders of North America. Most of our members are ready for the newest technology today. SLA must provide services for these members while encouraging all members to be at the very edge technology.

Where do you see the information profession going in the new millennium?

Where no man has gone before—and at warp speed. As each technology developed there were those who predicted the end of the librarian. When research was begun on computers, some predicted the end of books and the end of the librarian. When organizations put a computer on every desk and desktop access to research some said there would be no need for the information professional. With the Internet available on every desk and in every home there are those who say the librarian will go the way of the dinosaur. But so far none of these predictions have happened. The role of the information professional has evolved. We have gone from providing information, to synthesizing information, to analyzing information.

Our roles will continue to evolve in the new century. We are now managing the information in addition to providing, synthesizing and analyzing. I believe the 21st century will see more of us changing the information into knowledge and managing the knowledge. I believe that we will become creators of content. Whatever happens I know it will happen at a faster rate than ever before and all of our skills and experience will be challenged.

for Chapter Cabinet Chair-elect

Daille Pettit

Daille Pettit is Director, Information Services, American Hotel & Motel Association, Washington, DC (1996-present).

Past Employment: *American Hotel & Motel Association:* manager, information center (1994-1996); senior information specialist (1990-1994); *Helen F. Kellogg Library, Santo Domingo, Dominican Republic:* librarian (part-time), (1988-1990); *American Embassy, Tokyo, Japan:* embassy community liaison officer (1986-1988); *Sacred Heart University, Tokyo, Japan:* cataloging librarian, (1985-1986); *Joint Library of the International Monetary Fund and World Bank Library:* library clerk, (1985).

SLA Member Since: 1991.

Education: M.L.S., University of Maryland, College Park, MD (1984); B.A. (English), University of Wisconsin, Madison (1967).

SLA Chapter Activities: *Washington, DC Chapter:* past-president (1999-2000); president (1998-1999); first vice president (1997-1998); professional development chair (1995-1996); membership chair (1993-1995); international projects committee member (1998-present).

SLA Division Activities: *Social Sciences Division:* government relations chair (1995-1997); *Association Information Services Caucus:* founding member; presenter SLA convention, Minneapolis (1999); *Library Management Division:* member

Other Professional Activities (selected): American Library Association member (1984-present); Beta Phi Mu Iota Chapter president (1997); Ladies Guild of Santo Domingo president (1989-1990); Association of Professional Librarians, Tokyo, president (1986-1988); Tokyo Community Counseling Service board of directors (1986-1988); American Orientation Program of the Fulbright Commission of Japan co-chair (1986-1988).

Awards & Honors: AH&MA employee of the month (1992); Beta Phi Mu member (1985); Phi Beta Kappa (1967); Phi Kappa Phi (1967); scholastic honoraria.

Publications: In-house newsletters, books, and research projects.

**For more information go to www.sla.org/assoc/board/bioboard/candid00.htm.*

What is the most critical issue(s) facing SLA today and how do you, as a candidate for the Board of Directors, see yourself formulating policies addressing those issues?

To me, the most critical issue facing SLA is the pace of change affecting our profession and society in general. SLA needs to be a change agent in some ways, but also be responsive to the needs of the membership and not lose sight of basic professional values while dealing with change. Other important issues include promoting the value of our profession, providing personal growth and professional development, and mentoring the next generation.

As chapter cabinet chair-elect, I will have an opportunity to deal directly with the entire membership through the chapter leaders. I intend to listen to members' concerns and formulate policies based ultimately on members' needs. My goal is to articulate the direction the association is taking based on where the members want it to go! As a creative problem solver, I offer to the membership an open mind and a genuine interest in responding to member concerns.

How do you see technology affecting the way SLA provides service to its members?

Technology can be a tremendous boon and a great tool when used to accomplish a goal, task, or service. I do not believe that technology itself should be the ultimate goal of the association. Although creating the "virtual association" should improve services to the members, I plan on monitoring the direction SLA takes to ensure that technology (and the money spent on it) does not become leadership's number one priority.

Where do you see the information profession going in the new millennium?

I do not believe that our profession is going to disappear. Our motto, "putting knowledge to work," is as true today as it was 90 years ago and undoubtedly will be 90 years from now. If anything the skills of interpreting, dissecting, and providing valid information will continue to be needed because of the surfeit of data flowing from many sources, including the web. What the information profession may be forced to do is to "reinvent" itself. We cannot always do things the same way or on the other hand, think that we have all the answers because we have adopted the most up-to-date technology. We need to have open minds, think creatively, and anticipate – not react to – the future.

for Chapter Cabinet Chair-elect

Ethel M. Salonen

Ethel M. Salonen is the Director for Public Sector Sales, Primark Financial Information Division (1998- present).

Past Employment: *Knight-Ridder Information Inc.:* director, U.S. academic sales (1995-1997); director, New England sales (1993-1995); *Dialog Information Services, Inc.:* senior account executive (1989-1993); *Arthur D. Little, Inc.:* manager, research and life sciences libraries (1987- 1989); manager, research library (1985-1989); information specialist, research library (1980-1985); *University of California at Riverside:* reference librarian, physical sciences library (1978- 1980).

Education: M.S. (library science), C.W. Post College, Long Island University (1978); M.A. (liberal studies-applied sciences), State University of New York at Stony Brook (1977); B.A. (earth and space sciences), State University of New York at Stony Brook (1974).

SLA Member Since: 1978

SLA Chapter Activities: *Boston Chapter:* logistics committee member (1999-2000); logistics committee co-chair (1990-1993); nominating committee chair (1991); president (1987-1990); Sci-Tech Committee chair (1986-1987); logistics committee chair (1984-1986); program committee member (1983-1987, 1990-1993).

SLA Division Activities: *Information Technology Division:* government relations committee chair (1990-1992).

SLA Association-Level Activities: 2000 conference planning committee deputy chair (1998- 2000); nominating committee chair and chair-elect (1996-1998); board of directors (1993-1996); H.W. Wilson Company award committee member (1996-1997); San Antonio Conference planning committee member (1989-1991).

Other Professional Activities: New England Online Users Group (NENON) advisor (1995-present); New England Online Users Group president (1992-1995).

Awards & Honors: Knight-Ridder Information, Inc. Sales Awards; Arthur D. Little, Inc Director's Excellence Award; University of California at Riverside University Librarian's Service Award; Beta Phi Mu

Publications: Authored a number of training sessions while at Knight-Ridder Information, Inc. Presented "Using Dialog Throughout the Product Life Cycle"at the 1991 and 1995 Dialog Updates and the 1997 Tokyo Update.

**For more information go to www.sla.org/assoc/board/bioboard/candid00.htm.*

What is the most critical issue(s) facing SLA today and how do you, as a candidate for the Board of Directors, see yourself formulating policies addressing those issues?

SLA is an organization undergoing massive transition. The prime issue for the Association is to serve the diverse needs of its member base including membership retention, allocating resources to programs that further the profession, integrating technology advancements into the day-to-day activities of running the association, marketing the value of librarians to all organizations, serving the needs of a global membership, and accomplishing all of this under strict financial guidelines. Another key issue for SLA is to assure its' recognition as a leader within the association community. My role as Chair, Chapter Cabinet, would include working with the global Chapter leaders in identifying ways in which the Association can meet their goals in supporting the needs of their Chapter members. As a voting member of the Board, I must take a global perspective on how the Association will meet the challenges that accompany the above mentioned issues.

How do you see technology affecting the way SLA provides services to its members?

SLA in the past 24 months has done an incredible job listening to the needs of the membership and has changed the way it does business. We are becoming a truly "virtual" association with a service-oriented website, a web-based Annual conference-planning program, and attention to utilizing advanced technology. The Annual conference has been greatly enhanced by the use of advance technology. The Association has successfully identified new technology companies as additional exhibitors and sponsors for our conferences and unit programs. Members can now update their profiles on the website. Unit leaders will soon have the opportunity to access their member lists and access up-to-date address labels for program and newsletter mailings. The leadership discussion list, the Candidates' chat room, the Executive Director's chat room, and unit web sites are examples of the Association embracing technology and applying them to everyday member services.

Where do you see the information profession going in the new millennium?

There are incredible opportunities for our profession in the years to come. The internet economy has enhanced our value. Librarians know how to identify, evaluate, manage, and deliver content. We know how to utilize technology to further the information mandates of the organizations we represent. We utilize networking skills to further our careers and identify new methods of practice in delivering information within our organizations. Many of us attend conferences that are aligned with our organizations to understand how our customers use the information we deliver. We will continue to seek and work with mentors and mentees and will continue to attend Chapter, Division, and regional programs to hear our colleagues discuss their achievements. Although some information centers have closed, resulting in an information "solution" that is aligned with desktop delivery, our profession has responded by moving forward and working with management to ensure it is done right!

for Division Cabinet Chair-elect

Corinne Campbell

*For more information go to www.sla.org/assoc/board/bioboard/candid00.htm.

Corinne Campbell has been employed by The Boeing Company since 1966, and has managed the Libraries for the Puget Sound area from 1979 to 1981 and from 1983 to the present.

Education: B.A. in English with honors from Washington State University, Masters in Librarianship from the University of Washington.

SLA Member Since: 1966

SLA Chapter Activities: *Pacific Northwest Chapter:* past-president and past program chair and has served on many chapter committees.

SLA Division Activities: *Library Management Division:* chair, chair-elect, past chair

SLA Association-level Activities: Chair of the 1997 Seattle Conference, and was deputy program chair of the 1981 Atlanta Conference.

Other Professional Activities: member of the Conference Board Information Services Advisory Council (ISAC) and the Industrial Technical Information Managers Group (ITIMG); member of the Washington Library Network Executive Council (1977-1979). Presentations given at a variety of conferences, including SLA conferences, the Conference Board ISAC, ITIMG, the American Society for Information Science (ASIS), the Association of Information and Dissemination Centers (ASIDIC), and the Online/CD-ROM Conference. She has been both a visiting lecturer and guest speaker at the University of Washington Graduate School of Library and Information Science and the University of British Columbia School of Library, Archival and Information Studies. She has been a loaned executive from The Boeing Company to United Way and served for three years on the board of New Beginnings, a shelter for battered women and was president of that board for two years. Board of Trustees of the Northwest Chamber Orchestra: member, board secretary, vice president, and chair of the marketing committee (1985-present).

Publications: "Reaching the Promised Land," an Interview with Eugenie Prime, *Information Outlook* (1997). , *"Managing Information as a Strategic Asset: Corporate Intranet Development and the Role of the Company Library,"* white paper for the Conference Board ISAC (1998).

What is the most critical issue(s) facing SLA today and how do you, as a candidate for the Board of Directors, see yourself formulating policies addressing those issues?

In my view, the essential and continuing role of SLA-whether at the Association, division or chapter level-is professional development. This is accomplished through the traditional venues of conference sessions, continuing education courses, substantive local chapter meetings, and a vibrant professional journal, *Information Outlook*. Increasingly, professional development also includes the use of distance learning and the exchange of information through listserv discussions and e-mail. One role of the Board is to encourage the Association staff to be aware of member development needs and to provide needed opportunities, to encourage divisions in their educational efforts, and to make it easier for members to find and use these opportunities. We must ensure that the Association budget accommodates this emphasis. It also includes making members aware of new opportunities to use their core competencies and skills to help their organizations manage information and knowledge.

How do your see technology affecting the way SLA provides services to its members?

I believe that SLA has done a good job in communicating electronically with its members. The web site and the various listservs make communication easier and provide up-to-date information. Most chapters and divisions also have well-developed sites and listservs. There are, however, two risks in this approach. One is that the SLA member may become overwhelmed with the vast number of these "communication opportunities," and may suffer from the proverbial information overload. The other is that we still live in an age of unequal access to the web and e-mail. Therefore, my cautionary view is that, for the near term, we need multimedia communication, i.e., electronic and traditional.

Where do you see the information profession going in the new millennium?

As we enter the new millennium we are entering an exciting time for information professionals. For the first time in many years, we are seeing articles that discuss the shortage of librarians. Our strong service orientation and traditional library and information center services are highly valued. In addition, the role of the web, the emergence of knowledge management initiatives, and the need for information management in non-library areas offer new opportunities. Increasingly, information specialists are teaming with customers on a variety of projects, including competitive intelligence and new business opportunities. Skills such as thesaurus development, the development and understanding of classification schemes or taxonomies, the need for metadata, and our understanding of search engines and information retrieval are creating a renewed demand and respect for our professional skills.

Susan M. Klopper

for Division Cabinet Chair-elect

Susan M. Klopper is manager, Andersen Business Research Center, Arthur Andersen LLP, Atlanta, Georgia (1985- present).

Education: M.L.S. Southern Connecticut State University, New Haven, Connecticut (1984); Master of Education, Southern Connecticut State University New Haven, Connecticut (1982); B.A. University of North Carolina Chapel Hill, North Carolina (1977).

Past Employment: corporate business librarian, Turner Broadcasting Systems, Inc., Atlanta, Georgia (1984-1985).

SLA Member Since: 1983

SLA Chapter Activities: *Georgia Chapter*: president (1986-1987); program planner, (1985-1986).

SLA Division Activities *Library Management Division*: program planner,1997 Annual Conference in Seattle, Washington. *Business & Finance Division:* chair, (1994-1995)
chair-elect and program planner 1994 Annual Conference in Atlanta, Georgia.

SLA Association-level Activities: chair, conference planning committee, Annual Conference in Minneapolis, Minnesota (1999); Participated on a panel, "Networking for Shy People" (1999).

Other Professional Activities: American Association of Law Libraries, member (1983-present); Atlanta Law Library Association, member (1983-present). *Presentations at the following:* New York Business Information Conference (1999); Online World Conference (1999); Clark Atlanta University Graduate Library School (1999); Online World Conference (1998).

Publications: "Web-Based Searching: Finding a New Search Rhythm, *Online*, September/October 1999; "Sailing on the AccountanSea: Accounting Research Sources, *Database*, June/July 1998; "Testing, Stretching, Pushing and Pulling the Dialog Web," *Online*, September/October 1997; "Profound for the Internet: M.A.I.D. to Order for Professional Searchers and End-Users," *Online*, July/August 1997; "

Awards & Honors: Library Management Division Management Leadership Award (1998); SLA Public Relations Award for International Special Librarians Day (1998).

**For more information go to www.sla.org/assoc/board/bioboard/candid00.htm.*

What is the most critical issue(s) facing SLA today and how do you, as a candidate for the Board of Directors, see yourself formulating policies addressing these issues?

SLA is in the middle of a profession redefining itself. Challenges from internal ranks of information professionals stretching beyond "traditional" roles, library school students focused on exploring new niches, and competitors from outside the field have fragmented the value of our skills and competencies and led others up the corporate ladder. Also distressing are the number of librarians who have successfully moved up that ladder but no longer perceive a fit in the association. SLA contributed to developing and nurturing their competencies and networks but is perceived as unable to support growth into this next dimension. All of these challenges provide "out-of-the-box" opportunities for SLA to redefine itself. The Board is aware of these challenges and is on the brink of catapulting SLA into the new century. I can't think of a more exciting time to sit on the board and take part in this process. I have a demonstrated commitment to SLA, in particular division programming. I look forward to contributing to the synergy of making exciting changes happen for the newly defined information profession.

How do you see technology affecting the way SLA provides service to its members?

By using technology to reach more people and attract new alliances and partnerships, SLA can redefine itself and modify external and and internal perceptions. Technology is a tool for enhancing personal interactive opportunities, such as improving presentation experiences and establishing access to conference programming via the SLA web. It provides powerful opportunities to reach and educate students and practitioners across all disciplines and create new membership models. Features such as teleconferencing, online chats, and long distance learning can be used to reach larger audiences and provide important global learning, sharing, and networking opportunities. It is in fulfilling its potential as an enabler of people sharing and learning that technology will best benefit the association and its members.

Where do you see the information profession going in the new millennium?

Ours is a profession of bright, imaginative, and passionate individuals. I can not imagine a time when our skills are more needed and in such high demand. Combined with a strong service ethic, the ability to enable trust, and match both people with information and people with people, we are on the brink of shedding our skins and emerging as information drivers and leaders. I see three events coming together to make this happen: We stop hiding behind our image and take more risks. Second, SLA reinvents itself and aggressively targets and re-recruits information professionals who have successfully redefined themselves. This represents a powerful, untapped community of mentors, teachers, and promoters; we need to embrace them before other professions and associations do. And third, we completely transform our image in the eyes of the business community. As members of the profession, we all share the responsibility to work within our organizations, our library schools, and our association to cut with the lip-service and lead our profession, kicking and screaming if need be, into the next millennium.

2000 Candidates for SLA Office

for Director

Lucy B. Lettis

Lucy B. Lettis is Director, Business Information Services, Arthur Andersen LLP, New York, NY (1995-present). She was promoted to Principal in 1999—first information professional at Principal level in firm's history.

Past Employment: *American International Group:* New York, NY manager, corporate information center (1990-1995) *Pall Corporation, East Hills, NY:* marketing research manager (1989-90), manager of library services (1985-89); *Adelphi University Library, Garden City, NY:* automation technologist (1983-85), special assistant, dean of libraries office (1982-83).

SLA Member Since: 1985

Education: M.S., Library & Information Science, Palmer School of Library & Information Science Long Island University (1982); B.A., *summa cum laude*, English Literature, C.W. Post Center, Long Island University (1980); Westminster Choir College, Princeton, NJ, Major: organ and choral music; Minor: voice (1971-1973).

SLA Chapter Activities: *New York Chapter:* past- president (1997-98); president (1996-97); president-elect (1995-96); Insurance and Employee Benefits Group chair (1992-93, chair-elect, 1991-92). *Long Island Chapter:* business manager (1992-93, 1993-94).

SLA Division Activities: *Insurance & Employee Benefits Division:* treasurer (1994-96); government relations committee chair (1992-94); nominating committee member (1991-92).

SLA Association-level Activities: Chair, Steering Committee, *Global 2000:* SLA's Second Worldwide Conference on Special Librarianship to be held October 2000 in Brighton, England, *International Relations Committee:* member (1997-2000).

Professional Activities: White House Conference on Library & Information Services, Facilitator, National Information Policies Group, 1991; member, International Advisory Board, Encyclopedia of Library & Information Science 2nd edition, Marcel Dekker, publication pending; SCIP (Society of Competitive Intelligence Professionals) member (1987-91, 1998-present); IFLA (International Federation of Library Associations) member since 1998.

Publications: Spotlighted Interviewee. *Information Outlook,* Special Libraries Association, October 1999; Spotlighted Interviewee. *Corporate Library Update,* Cahners Business Information, August 1999; "Harnessing the Power of the Corporate Librarian." Talk presented at the SLA Annual Conference, Minneapolis MN, June 1999.

Awards & Honors The SLA/Dow Jones Leadership Award (1999); Sequoia Award for Outstanding Mentoring, presented by Arthur Andersen (1998).

**For more information go to www.sla.org/assoc/board/bioboard/candid00.htm.*

What is the most critical issue(s) facing SLA today and how do you, as a candidate for the Board of Directors, see yourself formulating policies addressing those issues?

Among the many issues we face today I see three major challenges, the most critical being the image of our profession. I am dedicated to shaping others' perceptions of our value as catalysts in the knowledge economy. Ironically, the very emphasis on effective information services delivery in today's economy creates a new challenge for SLA: Other knowledge-related affiliations are competing with SLA to recruit information professionals into their ranks. Membership in multiple associations is invaluable for cross-fertilization and networking. But I want SLA to be viewed as *THE* dominant professional group in the information industry, the entity that decision-makers with issues pertaining to information and the creation of knowledge—even those who are not knowledgeable about our industry—immediately think of. Finally, SLA must expend every effort to operate on a global basis. As a Board member, I will work toward forming global alliances and will focus on initiatives designed to expand our international reach and influence.

How do you see technology affecting the way SLA provides service to its members?

As we globalize, distance learning programs will become increasingly critical to engaging and providing services to our members. Efforts to draw together virtual gatherings of information professionals through functional or topic-oriented chat sessions, seminars, and virtual conferences will proliferate. As a Board member, I will work toward implementing technologies designed to maximize global collaboration and information sharing. For example, I'd like to see SLA establish a best practices database. Users would have access to detailed information about successful information services programs, activities, and management models. The database would serve as a knowledge repository for public, private, corporate, and non-for-profit organizations throughout the world. Technology will be the means through which we increase information partnerships, best practice initiatives, and global project coordination.

Where do you see the information profession going in the new millennium?

A prominent information industry executive has said, "The first thing you should know about your information future is that the walls are coming down." Familiar paradigms and provider/consumer distinctions will no longer exist. Demand for instantaneous, "just-for-you" customization of business-critical information will accelerate while our value as trainers and consultants to our organizations will increase. But we should not pretend certainty about what the future *will* be as we attempt to predict what it *may* be. I want our profession to go where WE decide to take it. We've got to be prepared to shift direction, keep our flexibility, turn when necessary on that thin and narrow dime.

for Director

Gail Stahl

Gail Stahl is the Atlanta Director of Information and Research, The Boston Consulting Group, Atlanta, GA.

Past Employment: *Shorter College:* librarian (1996-97); *Lamalie Amrop:* researcher (1994-95); *Mead Data Central:* information professional support consultant (1992-94); *Institute of Paper Science and Technology:* database manager (1989-92); *Contel Corporation:* corporate librarian, (1988-89); *The Technical Association of the Pulp and Paper Industry:* information resources coordinator (1986-1988); *Kurt Salmon Associates:* librarian (1980-86); *Smith Barney, Harris Upham:* branch assistant (1976-79); *Mudge Rose Guthrie & Alexander:* paralegal (1974-75); *King and Spalding:* law librarian (1973).

Education: M.L.S., Emory University (1987); B.A., (Spanish/library education), University of Georgia (1973); additional workshops and seminars in database management and search tools; SLA continuing education courses.

SLA Member Since: 1982

SLA Chapter Activities: *Georgia Chapter:* mentor, Clark-Atlanta Library School Student (1994-97); nominating committee (1995); corporate liaison (1992-93); treasurer (1990-92); bulletin editor (1988-89); scholarship awards committee chair (1989-90); Task Force on Electronic Communications (1988-89).

SLA Division Activities: *Library Management Division:* business manager, Library Management Quarterly (1997-98); awards committee member (1998-99); nominating committee chair (1997-98); fund development committee chair (1996-97); Knight-Ridder leadership fund committee chair (1996-97); chair (1995-96); strategic planning chair (1994-95); Atlanta conference planner (1993-94); bulletin editor (1991-93).

SLA Association Level Activities: Networking committee chair (1998-2000); networking committee member (1997-98); *Special Libraries* article referee (1989-93).

Other Professional Activities: Internet Librarian International 1999 and Internet Librarian 1998 speaker; fundraising committee member for SLA South Atlantic Regional Conference (1998-99); TAPPI Information Management Committee program co-chair (1991-92); Georgia Online Database Protocol Committee (1989); The Conference Board, Information Services Advisory Council (1989); Textile Information Users Council (1983-86).

Selected Publications: "Librarians as Internal Consultants: a New Role for the Information Manager", 1995 SLA Annual Conference; "The Information Factory: Issues for Management", 1995 SLA Annual Conference Papers; "Strategic Issues: Alternative Sources vs. Internal Sources", 1994 SLA Annual Conference; "The Virtual Library: Prospect & Promise", Special Libraries (Fall 1993); contributing writer, Library Management in Review (1992).

**For more information go to www.sla.org/assoc/board/bioboard/candid00.htm.*

What is the most critical issue(s) facing SLA today and how do you, as a candidate for the Board of Directors, see yourself formulating policies addressing those issues?

SLA faces the challenge of promoting our profession's competencies in relationship to today's world of "dot-coms". To survive and grow as an association of proactive information professionals, it is necessary to use new, changing technologies to support member needs. While all of us have different levels of access to technology and technical knowledge, SLA has the opportunity to use technology as a tool to fulfill our members' need for continuous learning, skill enhancement, human-to-human networking, and, last but not least, presentation of a positive image to the "dot-com" world. SLA's Board of Directors has the opportunity to use technology as a tool, not an end, and to enlarge membership around the world.

How do you see technology affecting the way SLA provides service to its members?

Technology has already affected the delivery of member services. It seems only yesterday that SLA staff installed a fax machine in headquarters! Judicious application of new technologies can benefit members in many ways by: 1) lowering the cost of supplying information, 2) increasing access to more members in more locations, 3) increasing the speed and ease of communication, and 4) providing a "non-judgmental" environment to gain skills in new technologies. It will be somewhat of a challenge to SLA leadership to know when to introduce a new technology and how long to continue offering the "old" technology. One thought to keep in mind is that technology is a tool used to offer a service to SLA members—not the service itself.

Where do you see the information profession going in the new millennium?

Hopefully, when you read this issue of *Information Outlook*, you will have had only a few minor glitches due to "Y2K" issues. I suspect that the new millennium will not change the basic issues facing our profession. Information professionals will always be faced with the challenge of advocacy of our competencies, knowledge, and skills and the value they provide to our organizations and society. We will still be faced with adapting to new technologies faster than our customers. "Internet speed" and "dot-coms" will be replaced with new, more challenging concepts that will provide us with even more need to be lifelong learners. Future changes in technology, organizational structure, and information delivery will not change the basic need for assistance in compilation, organization, and assimilation of information—and the fact that information professionals are needed as an integral part of that process.

2000 Candidates for SLA Office

for Director

David Stern

David Stern is the Director of Science Libraries and Information Services at Yale University (1994-present).

Past Employment: University of Illinois: Associate Professor and Head, Physics/Astronomy Library, (1987-1994); Arizona State University, Noble Science and Engineering Library: Physics-Astronomy-Mathematics Subject Specialist, (1984-1987); Medical College of Virginia (Virginia Commonwealth University): Medical Librarian (1984-1984); James Branch Cabell Library: Reference Librarian/Science Specialist,Virginia Commonwealth University, (1982- 1984).

Education: M.A., history & philosophy of science, Indiana University (1982); M.L.S., Indiana University (1982); B.S., biological sciences, University of Connecticut (1979).

SLA Member Since: 1982

SLA Chapter Activities: *Connecticut Valley Chapter:* member (1994-present); student liaison officer (1995-present); E-List operator (1994-present); WWW site host (1996-present). *Illinois Chapter:* member (1987-1994); *Arizona Chapter:* member (1984-1987); chair, consultation committee (1986-1987); employment chair (1985-1986); *Virginia Chapter:* member (1982-1984); government relations committee (1984).

SLA Division Activities: *Physics-Astronomy-Mathematics Division:* chair, networking committee (1998-1999); American Physical Society liaison (1995-1998); awards committee chair (1995); past-chair, chair, chair-elect (1993-1996); secretary (1991-1993); PAMnet E-List operator (1996-present); WWW site host (1997-present); member (1984-present). *Science & Technology Division:* member (1982-1984).

SLA Association-level Activities: nominating committee (1996-1997); networking committee (1995-1999).

Other Professional Activities (selected): Center for Research Libraries, Science Research Materials Project (SRMP) Advisory Board; American Physical Society Library Advisory Committee; Springer Library Advisory Committee. *Teaching:* Information Networks.

Publications (selected): Editorial Board, *Science & Technology Libraries* (1996- present); Guest editor, *Science & Technology Libraries* "Digital Libraries" special issue, Vol. 17, No. 3/4 (1999).

**For more information go to www.sla.org/assoc/board/bioboard/candid00.htm.*

What is the most critical issue(s) facing SLA today and how do you, as a candidate for the Board of Directors, see yourself formulating policies addressing those issues?

I believe the most valuable service SLA can offer is the provision of proactive continuing education and professional development opportunities as they relate to new tools and techniques required on the job. A combination of current awareness and training sessions/web pages/documents would allow librarians to take advantage of the larger network of knowledge among our professionals and develop more informed leadership skills and vision. Focus areas should include: technology, personnnel/management, instruction, collection development, reference, cataloging, and preservation. I would concentrate my efforts in the following areas: Providing opportunities for growth (across and among disciplines) using the following techniques: (1) annual conferences - by helping to design sessions and networking opportunities; (2) publications - writing short articles to promote current awareness topics; and (3) electronic newsgroups/chat rooms/listservs - organize regular and focused communications (Virtual Association SIGs). Creating enhanced student liaison coordination, following up on my present Chapter and professional activities in an attempt to identify, maintain, and promote information of interest to potential librarians such as: recruitment and job information, award opportunities, and mentoring services. I also believe that each individual SLA member has the responsibility and must take action toward their own improvement. Examples of appropriate action include: informed voting, attending and/or reviewing professional development opportunities, participating in the development of other SLA members and services, and serving as a collaborator with other players in the information industry to implement the most reasonable information delivery systems.

How do you see technology affecting the way SLA provides service to its members?

Technology provides powerful opportunities for delivering services to our members (and endusers). While electronic communication and learning technologies will never replace face-to-face learning, they present great opportunities for rapid and decentralized point-of-need information using web tutorials, online conferencing, chat spaces, listservs, fax, and phone capabilities. Perhaps SLA can develop online current awareness and continuing education offerings in a way that focuses on those members that can not attend the SLA conferences and workshops. In addition, the virtual association can provide better networking capabilities for identifying and consulting with other SLA-based resources.

Where do you see the information profession going in the new millennium?

The old world view of librarianship consisted of cataloging, storing, searching, and retrieving information from an information domain consisting of peer reviewed and commercial publications. The new Information Professional will also proactively provide assistance with information literacy (filtering), knowledge management (personal storage and manipulation of data), and collaboration in developing information databases and delivery systems. These activities should include the entire spectrum of information resources. Professionals should use our knowledge of resources, tools, and classification techniques to develop customized gateways for specific user populations. In terms of association activities, I think SLA should focus on lobbying and public relations, using the leverage and visibility of the organization for protecting researcher and author rights and assisting in the development of logical and long-term sustainable information delivery systems.

Rebecca Vargha

for Director

Rebecca Vargha is Library Coordinator at SAS Institute Inc., Cary, NC (1994-present); member and library liaison: SAS Quality AwarenessTeam (1995-present).

Past Employment: *University of North Carolina at Chapel Hill*: adjunct faculty (1996-1998); *National Humanities Center, Research Triangle Park, North Carolina:* associate librarian (1987- 94); assistant librarian (1980-87); library assistant (1979-80).

Education: M.L.S., North Carolina Central University (1980); B.A.(English Literature) University of North Carolina, Chapel Hill (1979)

SLA Member Since: 1980

SLA Chapter Activities: *North Carolina Chapter:* nominating committee (1998-99); SLA Winter Meeting Task Force (1994-95); nominating committee chair (1992-93); president-elect, president and past-president (1989-91); government relations committee chair (1985-89); education committee chair (1983-85); second vice-president (1983-85).

SLA Division Activities: *Museum, Art and Humanities Division:* awards committee chair (1998- 99); division chair-elect and chair (1993-95); professional development chair (1991-92); long-range planning committee (1989-91).

SLA Association Level-Activities: SLA board of directors division cabinet chair and chair-elect (1997-98); networking committee (member 1994-95; chair 1995-1997); Cincinnati Conference Program chair (1991-1993).

Awards & Honors: member, Beta Phi Mu; North Carolina SLA Meritorious Achievement Award (1994).

Other Professional Activities: President of TRI-Libs (organization of Research Triangle Park Librarians) (1993); Special Libraries representative to North Carolina Governor's Conference on Libraries and Information Services (1991); North Carolina LSCA Advisory Council (1985-1987) Member of American Library Association, N.C. Library Association and Roundtable on Status of Women in Librarianship.

**For more information go to www.sla.org/assoc/board/bioboard/candid00.htm.*

What is the most critical issue(s) facing SLA today and how do you, as a candidate for the Board of Directors, see yourself formulating policies addressing those issues?

Some of the issues facing SLA include rapid technological change, core competencies for librarians/information professionals, recruitment of new members, retention of current SLA members and promoting our profession. The rate of change is occurring more rapidly. To quote Heraclitus, "All is flux, nothing stays still and nothing endures but change."

Last year, it was my privilege to participate in an informal discussion group with an accreditation team for a graduate program in information and library science. We spent considerable time talking about how to train them. The group consensus was that graduates have excellent technical skills from building killer web sites to network administration skills. These skills are very marketable, but are quickly dated.

Like other SLA members, I work in an environment where constant change is always in the landscape. One day you may have a Unix box on your desk then seemingly overnight an NT PC appears. The key to successful change is building on the past while being focused on the task at hand. You plan for the future as well.

SLA policies are an integral part of our organization. To navigate change, I see the Board of Directors as balancing the past, present and future. We can rely on the past without being mired in it. If we only think about planning for future, we risk over-planning it. The critical mission for the SLA Board is to focus on today without losing sight of the past or the future.

How do you see technology affecting the way SLA provides service to its members?

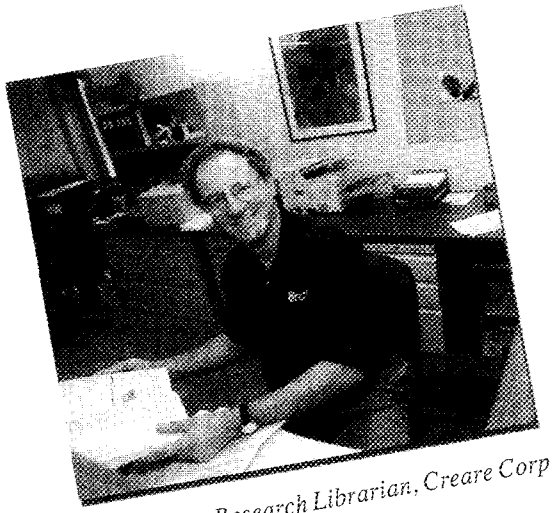
The impact of technology is tremendous. The web page with the "Members Only Section" is invaluable. Membership information and job ads are posted more quickly by harnessing the power of the Web page. The information is disseminated to more members in a timely manner.

There is less reliance on paper and more emphasis on email and listservs. Computers blur borders and shorten geographic distance. This is advantageous for chapters and divisions spread over large geographic areas .

SLA is going global at a rapid pace. The Asian Chapter was created in 1999. Since my last two year tenure on the SLA Board, there have been several chat room sessions for candidates. David Bender has regular chats with members. The world is shrinking and SLA is reaching out to members on a global basis via technology.

Where do you see the information profession going in the new millennium?

We are proactive with our customers and position the information center strategically. Web sites are extensive and rich in content. We telecommute and are part of "global teams." The profession transcends mere physical barriers using technology. We have print collections that co-exist with pdf files and desktop tools. Planning future strategies is challenging and requires great flexibility. It's going to be a great ride!



Dale Copps, Research Librarian, Creare Corp.

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OUTSOURCING THE PORTAL:

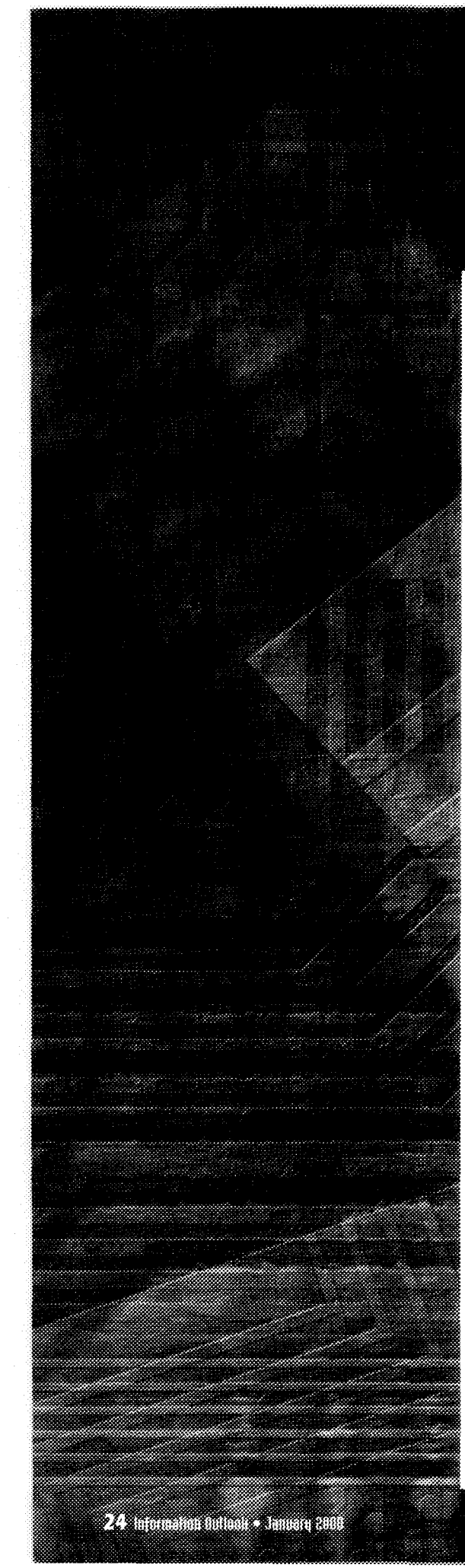
Another Branch in the Decision Tree

by Tim McMahon

Over time, enterprise information resources become fragmented—this is a fact. Organizations deploy structured data in multiple databases and scads of unstructured email and documents on servers throughout the company. Several years ago, many organizations put together intranets that bridged the gap between workers and some of the company's information. However, as time passed most have come to realize that this first generation intranet no longer meets the firm's needs. In fact intranets are often so severely under funded that they actually cost organizations dearly in lost time and resources. Consider Jakob Nielsen's *Alertbox* article from April 4, 1999. In writing about lost efficiency from corporate intranets Nielsen notes:

The cost of poor navigation and lack of design standards is . . . at least ten million dollars per year in lost employee productivity for a company with 10,000 employees. Worldwide the cost of bad intranet usability will grow to about $100 billion by the year 2001 unless better navigation systems are built and much stricter internal design standards enforced.

Tim McMahon is electronic publishing specialist at the American Mathematical Society. He may be reached at txm@ams.org.



While there may be some hyperbole in Nielsen's article, the message is quite clear. First generation intranets, as important as they can be, cost organizations huge amounts in lost time and revenue. When quantified, this outlay can be staggering.

Organizations today, and tomorrow, have a task ahead of them. They need to pull this disparate universe of information into one coherent point of access. In short, they need a second-generation intranet that allows members of the organization to access more data than they have in the past. Fred Hapgood puts things in perspective with his *CIO Web Business* Magazine article about second-generation intranets. He writes that this must be a "collaborative medium that provides users quick, comprehensive access to everything their jobs require-files, programs and people, both inside and outside the organization-while capturing and managing each person's work so that others in turn can find and use it. The new intranet is less a resource itself than the delivery vehicle for all the resources any employee might need."

Therefore, the result of the second-generation intranet must allow workers throughout the organization to quickly and efficiently find the information that allows them to complete their work without wasting time or recreating work others have done. Depending upon the size of the organization, companies could retool their existing intranets to add additional functionality. However, the buzzword in information management is *portals*. Many large size companies are already taking advantage of portal technologies. Smaller and mid-sized companies are also beginning to hear that this technology may provide exactly the kind of fix they are looking for. A portal format will give users a customized view of the organization's services and information, enhanced by additional workflow features, search capabilities and discussion groups.

Outsourcing the Portal

In reviewing the options for portal deployment, decision-makers must take into account an emerging technology trend: application outsourcing. There are several drivers behind today's outsourcing decisions, none of which will be alien to the library community: accelerating reengineering benefits; freeing resources for other purposes; improving company focus; reducing operating costs; unavailability of internal resources.

Accelerating reengineering benefits: Companies implement corporate portals with an eye to dramatic improvements in critical measures of performance such as cost, quality, service, and speed. However, the need to increase efficiency can come into direct conflict with the need to invest in the organization's core business. As non-core internal functions are continually moved to the back burner, systems become less efficient and less productive. Many companies that provide outsourcing for IT applications like portals, promise to have the application up and running inside a few months. The benefits of this time sensitive roll-out are self evident.

Freeing resources for other purposes: Every organization has limits on available

resources and portal development can tax large amounts of those resources. Outsourcing permits an organization to redirect its assets—people, machines and money—toward activities that add value to the core service market. People whose energies would have been focused on infrastructure management and internal application development can now be focused externally on the customer.

Improving company focus: Outsourcing allows a company to focus on its core business by having operational functions assumed by an outside expert. Portal companies, for instance, have researched and developed these applications from the ground up. There is no doubt that their core business is making portal deployment as hassle free as possible to its customers. Freed from devoting energy to areas that are not in its expertise, the company can focus its resources on meeting its customers' needs. With respect to portal development, the company can spend less time thinking about and constructing a complex application and more time working with the data that is now more freely available through the portal.

Reducing operating costs: Companies that try to do everything themselves often incur high research, development, and deployment expenses. Portal applications may run anywhere from $100,000 to $250,000, this figure is for the application alone. Factor into this the cost of system administrators and other staff required during the setup and maintenance of the portal and costs incline on a steep slope. An outside provider's lower cost structure, which may be the result of a greater economy of scale or other advantage based on specialization, reduces a company's operating costs and increases its competitive advantage.

Unavailability of internal resources: Companies will also outsource because they do not have access to the required resources within the company. Complex applications, such as portal programs, may require the expertise of networking specialists, database programmers and network administrators. Depending on which vendor and product are selected, physical resources such as web servers, content creation tools, and other enabling technologies may also be required. Outsourcing is a viable alternative to building the needed capability from the ground up through new hires or expensive training.

Outsourcing: An Old Business Model Becoming Very Big in IT

Application Service Providers (ASPs) are organizations or third parties that provide software applications over the Internet, typically for a fee. ASPs host and manage the applications from their facilities or from co-location center(s), and coordinate the ongoing support, maintenance and upgrades of the applications. By combining software, hardware, networking technologies, and technical expertise, ASPs can provide superior performance and increased security, reliability, and scalability over traditional corporate-owned, in-house corporate-run applications—without a significant upfront financial commitment. Industry analysts speculate that Application Service Provisioning may become the dominant model for software application delivery. ASP customers can rent services on a per-user,

per-month basis (or several other payment models) at a fraction of the cost of purchasing, deploying, and supporting traditional high-end business applications.

Laura Kujubu notes that the drive in outsourcing portals is being spearheaded by Hewlett-Packard and Yahoo. The companies announced plans in August for the creation of Corporate My Yahoo that will provide a set of services and technology designed to let companies meld internal and Internet information into a single secure point of access. The service is set to be available by the end of the year. Others, like Bizee.com and Glyphica are also positioning themselves to take part in this developing market. Epicentric also has its Epicentric Portal Service, in which an application service provider will offer Epicentric's applications on an outsourced basis. Plumtree Software will announce a similar offering by the end of the year. Another vendor, Autonomy, is also evaluating an outsourced portal service. It's a safe bet though, that the subset listed here will grow exponentially over the coming months and years.

Outsourcing concerns

While at first blush, the concept of outsourcing the portal might look like a sound idea, there are some concerns. If products live on multiple ASPs in different parts of the country, you have to wonder what is more expensive or what is worse - trying to integrate software hosted by different people or buying it all yourself and putting it at your location and managing it that way. Other issues include security and retrieval of previous document versions. If the ASP decides to upgrade the portal application, will your organization still be able to successfully discover and retrieve all of the information it could before the upgrade? The answer is most likely yes. However, a skeptic's stance is not necessarily a bad position to take. Stable per-user costs are always another aspect that plays a factor in strategic decisions like collaborating with an ASP for portal deployment.

Launching a corporate portal is nothing to rush into. The commitment of human, machine, and cash resources will be significant. In outsourcing the portal, you are guaranteed that the vendor's expertise will play a major role in assuring your organization a smooth transition. However, those interested in outsourcing should be aware that the most robust technology is not necessarily the most efficient; customers should look for a vendor that understands their business. A large component of the value a vendor brings to the deal is its understanding of what the technology means to your business and to those that work with its information on a daily basis. Inevitably, some vendors will have a better understanding of this than others will. As we look to the future and the looming explosion of information in the workplace, it is becoming increasingly clear that some type of single point access will be needed to provide workers with the tools and information they need to get their jobs done efficiently. Any organization will make hundreds of decisions before it rolls out a major application like a corporate portal. The right application, appropriate vendor, and purchasing strategy are all critical decisions in the deployment process. Outsourcing the portal is just one more branch for consideration in that decision tree.

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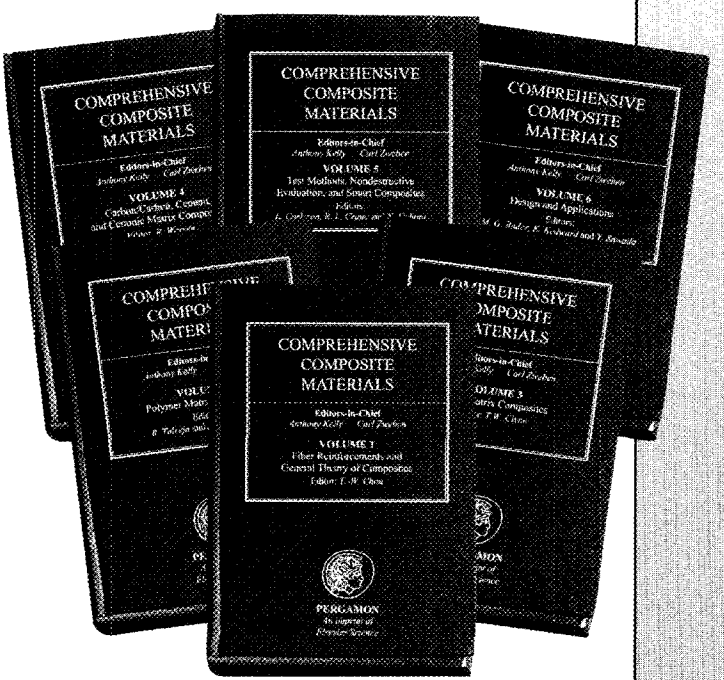

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Flexible Work Styles in the Corporate Research Center

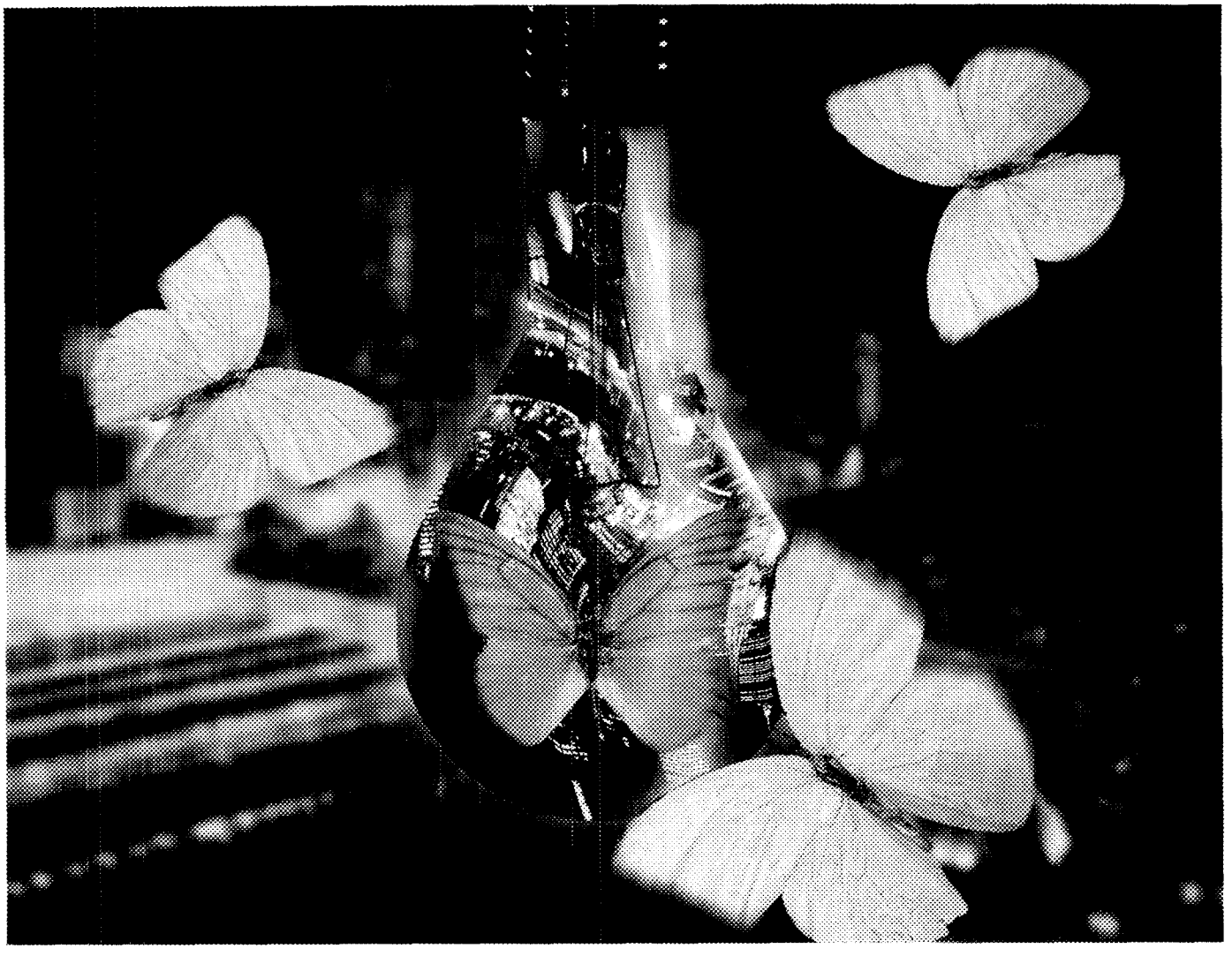
by Katherine Baker

The changing role of the corporate librarian has been the topic of much discussion in recent years. These changes are, of course, largely the result of technological changes in the tools we use to accomplish our tasks. For example, online resources have replaced hard copy materials, thus changing the librarian's required skill set and type of services offered. But in addition to modifying the corporate librarian's roles and responsibilities, recent technological changes have also obviated the need for rigid work styles. This article explores the reasons why today's corporate research center is appropriate for those seeking flexible work arrangements, and provides insight into the benefits of flexible work arrangements in other industries.

A career as a librarian in a corporate research center is well suited for those who are looking for flexible work arrangements such as telecommuting because most of the resources used today are available electronically. Some of these resources include the following:

- Brokerage research
- Company web sites
- Government filings
- Intranet web sites for information within a company
- Proprietary databases containing reports by industry analysts

Katherine G. Baker is a research librarian at Lucent Technologies in New Jersey. She may be reached at kgbaker@lucent.com.



Anyone who has remote Internet access and subscriptions to proprietary web sites can use the resources mentioned above from a home office or any remote location.

Receiving and Answering Requests: A Telecommuter's Perspective

The methods by which requests for research are submitted and answered have also changed over the past several years. In the past, a client in need of research called the research center to submit a request. The librarian was therefore required to be in the center in order to accept the request. Now, in many companies, a librarian's phone can be programmed to forward all calls automatically to a phone outside the company. So the client in need of research can call the research center, and the librarian can answer the call from his or her home office. Also, many requests are now submitted via e-mail, and can be received and answered from anywhere.

As recently as a few years ago, to answer a research request, a librarian typically determined the appropriate source, located the book or document on the shelf, photocopied a few pages, and then faxed them to the client. Or, if a client requested an entire book, the librarian would send it through the mail. Now, however, most resources can be downloaded from the Internet and sent via e-mail in PDF, HTML, or Word format. The disadvantage of downloading PDF files from the Internet over an analog phone line, however, is the slow speed of data transfer. Installing an ISDN line in one's home office is an alternative to the analog phone line, although it is, of course, more costly.

Increasingly, clients of corporate research centers require only a graph, table, or brief summary to answer their information needs. Many clients no longer have the time or inclination to read through a large document, and are satisfied with receiving the information graphically. These graphics can often be extracted from the online document, and sent to the client electronically (pasted into an e-mail message). Again, a remote office environment is perfectly suited to requests that do not involve delivery of large, hard copy documents.

Job Sharing

In addition to telecommuting, flexible work arrangements such as job sharing are becoming more prevalent in corporate research centers. It is the nature of many research requests that they can be answered within a day, or in two days. The work week can therefore be divided in half if two librarians wish to job share. If there are requests

As these studies have shown, there is a demonstrated connection between a balanced life and a more effective employee.

that remain unfinished at the end of a librarian's shift, those requests can be passed on for completion to the librarian who covers the next part of the week. In most cases, this type of arrangement demands that both librarians have some subject matter expertise in the client's subject area. Job sharing requires excellent communication between the two librarians, so that no requests go unfinished; it also requires close communication between the librarians and the client, so that the client knows the status of the request, and who is working on it.

Flexible Work Arrangements and Job Performance

The effects that flexible work arrangements have on job satisfaction and business results have been studied by Flexible Resources, Inc., a leading staffing and consulting firm located in the Northeast and California, and Families and Work Institute, located in New York. A June 9, 1999 *Business Wire* article ("Surveys Reveal How Flexibility Enhances Job Performance") describes how Flexible Resources, Inc. conducted parallel research asking people in flexible jobs to evaluate their job performance. In a separate survey, their managers were asked what they thought. The survey involved just over 200 working women employed in flexible jobs in marketing, finance, human resources, sales, and other professions, in the Los Angeles, Boston, and New York metropolitan regions. The results below show the respondents' assessments of their own job performance:

- A full ninety percent said they were "the same or more" results-oriented in their current flexible job than in a previous, non-flexible work arrangement.
- Eighty percent said they are now "the same or more" motivated.
- Eighty-four percent said they are now "the same or more" loyal to their employer.
- Eighty-six percent said they are now "the same or more" focused.

Flexible Resources, Inc. conducted a parallel survey with more than fifty managers who employ people in flexible positions. Some of their responses include the following:

- Fifty-six percent of employers said the flexible employee was "more productive per hour" than comparable staff working a full-time conventional schedule.
- One hundred percent of employers said the flexible employee was "the same as" or "more" experienced, focused, productive and motivated than those employed full-time.

In 1998 the Families and Work Institute (www.familiesandwork.org) published the "Business Work-Life Study." It is one of the most comprehensive studies of how U.S. companies are responding to the work-life needs of the nation's changing workforce. Funded by several large corporations, this report surveys a representative sample of 1,057 for-profit and not-for-profit companies with one-hundred or more employees. One of their findings is that only eighteen percent of companies offering flexible work arrangements perceive the costs of their investments in these policies as outweighing the benefits, while thirty-six percent perceive these programs as cost-neutral, and fourty-six percent perceive a positive return on their investments. The study also finds that the mere fact that so many companies provide programmatic assistance and supportive work environments indicates that many company executives are aware that meeting the needs of employees not only helps these employees and their families, but also benefits the bottom line.

As these studies have shown, there is a demonstrated connection between a balanced life and a more effective employee. Given the abundance of resources available online and a librarian's skill at using them, as well as the changing nature of research requests, corporate research centers can now encourage their employees to adopt flexible work arrangements such as telecommuting and job sharing. There are indeed occasions when it is advantageous to have a person physically present in the center, for example to loan books or to discourage theft of expensive materials. However, research librarians need not spend all their working hours in the research center. The technological changes that have required us to modify our skills and responsibilities also serve to help us lead more balanced and productive lives.

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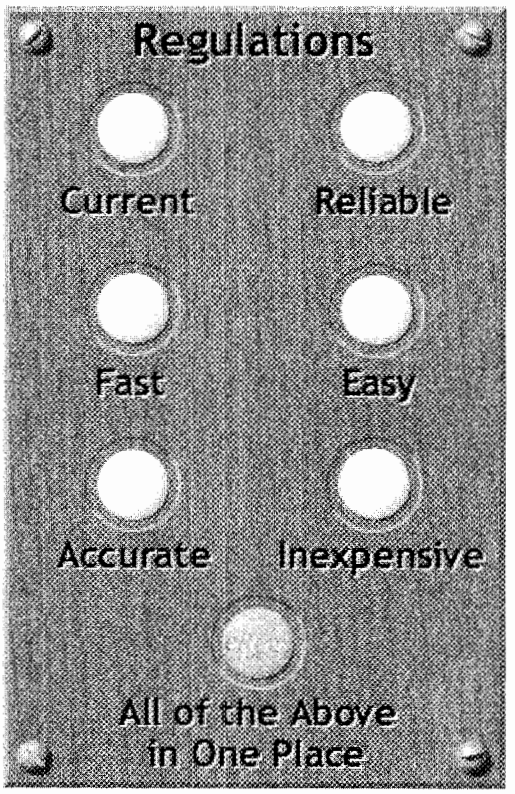

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Money Matters

Finance Committee Meeting Review

The Finance Committee conducted its fall meeting at the association headquarters September 27, 1999. The agenda included the following topics: management letter review; 1999 financial report and budget review; 1999 operating earnings; FY 2000 budget; cost per member statistics; financial forecasts; fund development; investments; independent auditors; and unit financial reports.

The bulk of the meeting was focused on the review and approval of the FY 2000 Draft Budget. Staff concentrates time and effort to produce *shadow budgets* in developing the budget. In the most basic terms, shadow budgeting entails the development of multiple budgets for each program area.

The FY 2000 Budget includes a total gross income of nearly $9 million. This represents a thirty-one percent increase, or $2.1 million, over the FY 1999 Budget. This is due primarily to the increased projected income in the areas of Advertising, Annual Conference, and Global 2000. The FY 2000 Budget also includes the mandates from the Finance Committee's long-range financial plan: increased income from conference and educational registration fees, shipping and handling fees, exhibit booth fees, advertising rates, career services employer fees, and inter-library loan fees, as well as the investments in professional development and technology.

The FY 2000 Budget includes the strategic priorities in accordance with the 1999 dues increase proposal and the priorities established by the Board of Directors primarily in the following areas: technology, professional development, public communications, leadership services, governance, and research.

Last January, the Board of Directors accepted the following generic financial assumptions which have also been incorporated in the FY 2000 Budget:

- The Urban Consumer Price Index is projected to rise approximately two percent. The AIMS Association Financial Index is projected to increase near four percent. This will relate to an across-the-board increase in operational expenses. Growing U.S. trade deficits will actually help hold down inflation and interest rates.
- Staffing costs will increase by seven to eight percent to fund the salary administration plan as approved by the Board of Directors, and will include the expansion of outsourcing.
- Legal and other professional services will continue to rise at a rate of five to six percent.
- Travel and lodging costs will continue to increase five to eight percent.
- Further technological advances and the continued implementation of the virtual association will enable the association to provide more products and services in the digital format, offering potential sources of additional revenue. However, the initial period of changing any delivery method causes uncertainty. Staff will be faced with offering both digital and print formats in undetermined quantities as the initial demand may be somewhat vague.
- The growth in the membership dues base is projected at two to three percent, with a modest projected increase in income of approximately $25,000. Programmatic costs will increase to serve a growing membership base.
- SLA's international interests and exposure will continue to increase (especially in relation to Global 2000). This will create greater demand for the development, implementation, and delivery of products and services to a growing international membership.

The budget includes an increase in the net membership income of more than 13.5 percent as approved by the Board of Directors at its June 1999 meeting. A strong emphasis will be placed on member retention and international recruitment for 2000. The ratio of dues to non-dues income for FY 2000 is 22 to 78, as reflected in the budget (versus 27 to 73 in 1999). The five percent change for 2000 is representative of the significant increases in non-dues revenue activities which are out pacing the increases in dues revenue. As stated in our AIMS reports, this is cause for concern. The Finance Committee will continue to examine the revenue ratios as part of its routine fiscal monitoring and long-range planning.

Some other significant highlights include: The bottom line in the Serial Publications program has improved 178 percent over FY 1999. This is due primarily to the increased advertising income, as well as cost containment in the production and delivery of both *Information Outlook* and *Who's Who*.

The overall profit margin of the Annual Conference has increased forty percent as a result of several factors. The conference is expected to draw record-breaking numbers of registrants, as well as the largest yet SLA exhibit hall. The number of major partners providing significant sponsorship revenue and significant increases in advertising income also contribute to the healthy bottom line.

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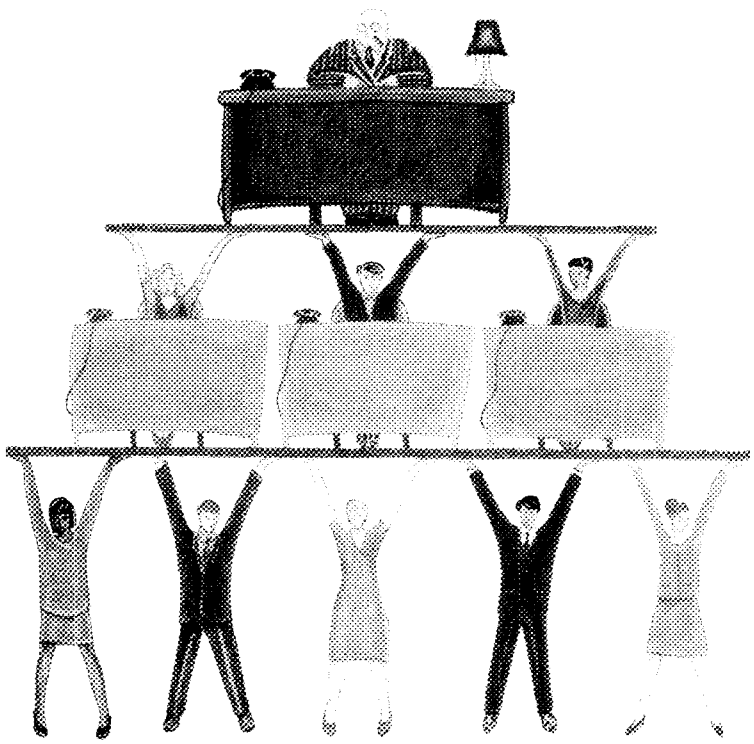
For more information, contact Richard Wallace, SLA Treasurer (rewallace@aestaley.com)

To Whom Do You Report? A Look at Five Industries

In an open-ended question on the 1999 Salary Survey, employee respondents were asked to provide the title and department of the person to whom they reported. This article will examine these data for those respondents who indicated they had the responsibility levels of Directors/Managers, in five industries: Health Care & Social Assistance (hospitals, individual and family services); Associations (professional/business) and Labor Unions; Publishing-Newspaper, Periodical, Book; Legal; and Federal Government. These five industries were some of the most common in which SLA survey respondents worked, and, therefore, there were a high number of titles and departments to analyze. Future research will attempt to examine over 1,000 responses from director/manager employees that work in all forty-five industry categories.



Due to the phrasing of the question, respondents may have indicated that they reported to the person in charge of the library or information resource center. After eliminating twenty such responses, the breakdown by industry of the remaining 305 responses of director/managers and the titles/departments to whom they reported was:

Associations and Labor Unions	46
Federal Government	47
Health Care & Social Assistance	49
Legal	115
Publishing (Newspaper, Periodical, Book)	48

There were noted differences by industry, though some common themes across industries, as well. Results are reported by industry for this article.

In the Associations/Labor Union industry, there were forty-six director/manager respondents who provided the titles and departments of those to whom they reported. Two of the forty-six indicated they did not work in information centers/libraries: one reported to a VP of Marketing Programs, and one to a Director of Publications. Of the remaining forty-four directors/managers, 48% reported to Vice Presidents, 32% to Directors, 16% to Executive Directors, and 5% to Managers.

With seven responses (16%), reporting to an Executive Director was the single most common response. Among the departments of Vice Presidents, Directors, and Managers, director/managers of information centers/libraries were about equally likely to report to Marketing/Communication/Public Relations, Member/Corporate Services, Administration, and Research, with five or six responses each (eleven to fourteen percent). Other departments mentioned were Information Systems, Information Services and Knowledge Management, Strategic Development, Professional Development/Education, Programs and Publications.

Among the forty-seven SLA member directors/managers who worked for the Federal Government, five did not work in an information center. The remaining forty-two information center directors/managers were most likely to report to Directors (38%) or Chiefs (38%). Several also reported to Managers (14%) and Leaders (7%). The departments had a great deal of variety with no apparent patterns, perhaps reflecting the multiple agencies under the government umbrella. A few of the departments have been seen in other industries, such as Information Technology, Administration & Planning, Training & Education, and Finance. Others vary from Appeals Unit to Food Research Program.

Among the forty-nine respondents at the director/manager level in the Health Care and Social Assistance industry, forty-seven worked in information centers/libraries and two did not. Of the two respondents not in an information center, one reported to a President and one to

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For more information, contact Ruth Arnold, Ph.D. (ruth@sla.org).

The State-of-the-Art Institute Proceedings: Reading about Revolutionary Ideas in Technology

On November 18-19, 1999, the Professional Development department presented the State-of-the-Art Institute: The Next Technology Revolution. This two-day professional learning opportunity focused on the advanced technologies which will impact how we do things in the upcoming millennium. Presenters at the Washington, DC based event, included technology experts and those who have put advance technologies to work. Carol Knoblauch, Product Manger for Open Text Corporation, conducted a session titled *Technologies for Managing Content* and presented a paper to be published by SLA in its 1999 State-of-the-Art Institute Proceedings. An excerpt of Knoblauch's article, *Technologies for Content Management: What Do You Really Need*, is provided below.

Technologies for Content Management: What Do You Really Need?

by Carol Knoblauch

Content management is the process of developing, maintaining and deploying web content. There are various stages and tasks involved in a comprehensive content management solution. The areas of interest to you will depend on where your organization is on the adoption curve and the size and scope of your needs. What problems are you encountering today and what problems do you anticipate? What factors should you consider when you are setting goals and identifying requirements? What technologies are available to help conquer your intranet?

Why Manage Content?

Most intranets have grown exponentially; in many cases through the efforts of a few enthusiasts with very simple tools. In some organizations, anyone could set up a web site. With no rules, those intranets quickly got out of hand because no one was concerned about the content.

Research indicates that most companies can use all the help they can get to manage their intranet content. A report from Forrester Research, released in February 1999 found that slightly more than one half of the 50 Web Managers interviewed, do not use any tools to administer their Web assets. ' With most intranets doubling in size every year, it is no longer feasible to manage content without automated tools. Information technology (IT) organizations haven't taken content-creation tools seriously. They need to start getting involved and thinking about an overall content-creation and management strategy.

While IT organizations may not take content management seriously, it is apparent that information professionals do. Applying appropriate principles of information science to your tangled web needs to be a cooperative project with IT. You can advise the technical specialist about matters of organization, of knowledge, and patterns of information use. According to the Gartner Group's Daryl Plummer, "organizations would be wise to appoint a 'cybrarian' to coordinate the management efforts; develop a shared repository for content; and create a system for authorizing people to have access to the providing and changing of content." iii

Components of Content Management

Content management (CM) is the process for controlling web content, in order to develop and organize a large body of information so that everything can be found by anyone authorized to find it. Content management is vague because it can apply to any stage of the content life cycle. By many definitions, if a tool has to do with the intranet, it's called content management. Depending on your perspective, your training, or your role in the organization, CM means something slightly different.

Content is not only found in HTML web pages. There are multiple and heterogeneous sources of valuable content, both inside and outside the organization. Content management is an exercise in content integration that employs tools and services to provide a single point of access to all information resources.

In addition, content management is a process of efficiently moving content through its life-cycle. Content is created, maintained, organized, and published. Each stage of the content life cycle has various associated tasks. There are automated tools available to support many of those tasks.

Creating Content

The first stage in the content life cycle is the creation, selection, or identification of the content. Tasks associated with creating content include designing the appearance, generating or preparing the content, and reviewing and approving items for publication. Static pages might be created using an HTML editor, or word processor and document converters. Structured data- may be derived from existing databases. Unstructured data may be managed in an object database or document management

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For more information, contact Corvie Carrington (corvie@sla.org).

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a Principal. Of the remaining forty-seven, 43% reported to Vice Presidents and 34% to Directors. Next, most common, was reporting to Managers (17%). There was also one respondent reporting to each of the following: CEO, CIO and COO (2% each).

There was considerable variation in the departments of the Vice Presidents, Directors, and Managers to which information center mangers/directors reported in the Health Care industry. Education was the most common department (23%) when all reporting levels were examined: VP (N=1), Director (N=6) and Manager (N=4). The most common department at the VP-level was Medical Affairs (N=4); there were also two VPs of Information Services. The remaining departments, with from 1 to 3 responses, were: Administration/Services, Clinical/Clinical Quality Assessment, Communication/Community Health/Public Affairs, Corporate Services, Development Services/Fundraising, Finance and Planning, Human Resources, Information Services, Medical Records, Operations, Patient Services, Pharmacy and Materials Management, Program Resources, and Research and Strategic Learning Development/Strategic Management.

There seemed to be more consistency in reporting structure among the 115 information center directors/managers in the legal industry. Most reported (51%) to Administrators of various titles/levels: Administrator/Office-Firm Administrator (33%); Director of Administration (11%); Office Manager (4%); and Chief Administration Officer (3%). Partners of various titles/levels were the second most common group (18%) to whom directors/managers of information centers reported: Partner (7%), Managing Partner (6%), and Library Partner (5%). Several respondents reported to Executive Directors (10%) and Chief Operating Officers (5%), and with fewer reporting to CEOs (3%), CFOs (2%), and CIOs (2%). Another 3% of the information center directors/managers reported to Heads of Library Committees, and 6% to other departments.

Among the forty-eight director/manager respondents in the Publishing-Newspaper, Periodical, Book industry, five respondents reported they did not work in information centers. Those to whom they reported varied; Associate Publisher, Copy Chief, Executive Editor, Editor-Information Technology, and VP. Of the remaining forty-three director/manager respondents who worked in information centers or libraries, they predominantly reported (63%) to editors of various titles: editor/senior editor (16%), assistant/associate managing editor (16%), managing editor (14%), editor-in-chief (9%), and VP-editorial division (7%). These were most likely in the departments of editorial or news. The departments of the remaining four VPs (9%) were Corporate Graphics System, Operations & Associate Publisher, and Finance. Of the six (14%) directors, their departments were Newsroom Administration, Editorial Services, Information Services Group, Planning and Administration, and Strategy and Finance. One information center director/manager reported to each of the following: CEO, CIO, and COO (2% each).

Due to the qualitative nature of these data, these findings are not reported in the SLA Annual Salary Survey 1999 publication. Members will be informed as more results become available. For more information about the 1999 salary survey, see http://www.sla.org/research/salsur99.html.

NOTICE: The deadline for the Steven I. Goldspiel Memorial Research Grant proposals is February 28, 2000. Application materials may be received from SLA's fax on demand service in North America (toll-free: 1-888-411-2856) or internationally (toll-charge: 1-415-278-3910), items #1401-1406, or from SLA's web site at http://www.sla.org/research/index.html.

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system. Content may be reviewed through a formal approval. Although we will not cover selection- or licensing for acquired external content, it should be managed using the same techniques applied-to internal content so that access to both can be integrated.

Maintaining Content

Maintaining content relates to the physical aspects of access and control of the information.- To ensure the value of your web-content you need to define ways to: revise information; control versions; authorize users to read, add, update, or delete content; maintain currency; apply retention guidelines; navigate the content without error; and, assure the integrity of the links between resources.

Organizing Content

From the information professionals' perspective, content needs to be organized so that it can be retrieved when it is needed. While of primary importance to information professionals, efforts to organize and access content are not a significant area of emphasis for the IT community. Content needs to be categorized so that it can be accessed easily, and so that related content is easily discovered. During this stage in the content life cycle you might use directories, catalogs, indexes, thesauri (taxonomies), or knowledge maps.

Publishing Content

Finally, you need to present content in a consistent format and be able to distribute and share it with others. Related content, regardless of source or format needs to be assembled for presentation. You need to find ways to disseminate information to authorized, interested users so that they can share information and generate knowledge through collaboration.

Full text of this and other presenters' articles are available in the 1999 State-of-the-Art Institute Proceedings. This complication, includes speaker articles and supplemental reading on innovations in, and the impact of, advanced technologies. Please contact our Publications department at 1-202-234-4700 for price information or to place an order.

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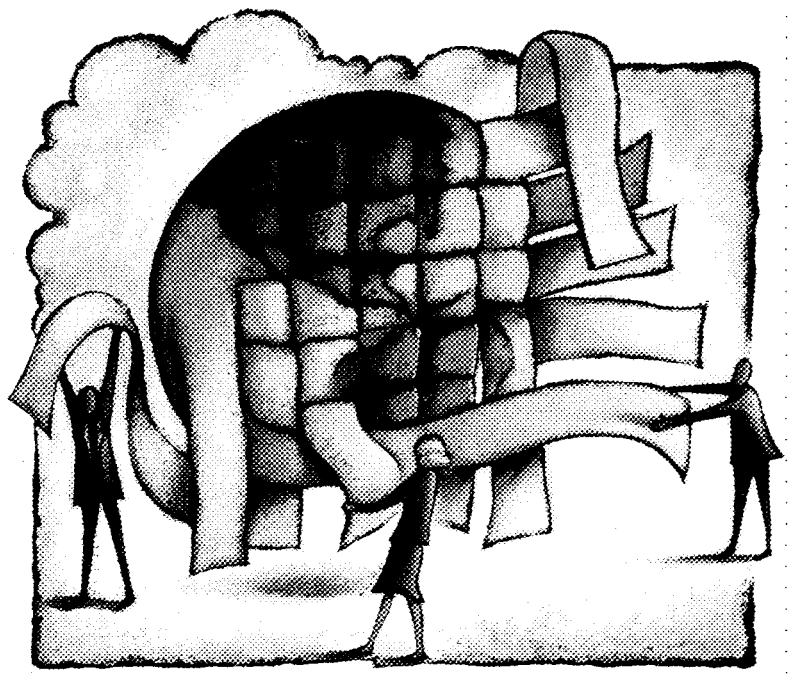
Maps Reveal Patterns Hidden in Databases - Part 2

Author's note: This is the second of two articles examining Geographic Information System (GIS) technology. A GIS links databases to maps, allowing data to be visualized as maps or charts and providing tools for geographic analysis. The first article provided an overview of the technology, described some applications of GIS in business, government, and education, and highlighted some of the advantages in using GIS. In part two, we look at issues of data access and where GIS technology is headed.



What's the Big Deal about Data?

One barrier to the adoption of GIS has been the availability of data. Acquiring data usually is the largest expense in establishing a GIS. Most systems were designed with a "project" focus, meaning that databases were designed to solve the problem at hand and no thought was given to other potential uses. Much effort was wasted gathering similar databases for different departments in an organization or because data had been discarded at the end of the project rather than archived for future use. With the increasing popularity of data warehousing, GIS users have realized the value of maintaining an integrated database for use throughout an organization. Most GIS packages now connect to an industry-standard RDBMS, allowing GIS users access to corporate databases.

Another problem is GIS packages have relied on proprietary data formats. As GIS use has become more widespread, the interest in sharing data has prompted the GIS community to develop open data formats to facilitate data sharing. At a national level, the Spatial Data Transfer Standard (SDTS) was developed by a committee of government agencies, universities, and private companies to provide a format for packaging information that could be transferred between GIS packages without the loss of any information.

As interest in exchanging data grew, the need for a standardized way of describing a data set became apparent. A database without any documentation is useless because one cannot evaluate its accuracy or reliability. It may be interesting to look at but it cannot be used for any decision making. Some types of information that are important to know about a GIS database are: what geographic area is covered, when was the information collected, how precisely are locations recorded, what fields are contained in the database, what units of measurement are used, and what restrictions on the use of the database exist. This information that describes a data set is called "metadata." The Federal Geographic Data Committee (FGDC) developed the Content Standard for Digital Spatial Metadata, which provides a framework for creating metadata. While the standard was designed for federal agencies that create spatial data, other organizations also use it to create metadata for the GIS data they produce. Librarians are familiar with another type of metadata, of course, known as a catalog record. Unfortunately, the standard for spatial metadata is quite different from the US MARC format, but efforts are underway to examine how spatial metadata can be incorporated into standard library cataloging systems.

A Brief History of GIS

Surprisingly, GIS is not a new technology. Attempts to computerize mapmaking and geographic analysis date to the 1960s. Researches at Harvard University's Laboratory

by Angela Lee, industry solutions manager for libraries and museums at ESRI. She may be reached at alee@esri.com. For more information on the Cutting Edge, contact Tim McMahon (txm@ams.org).

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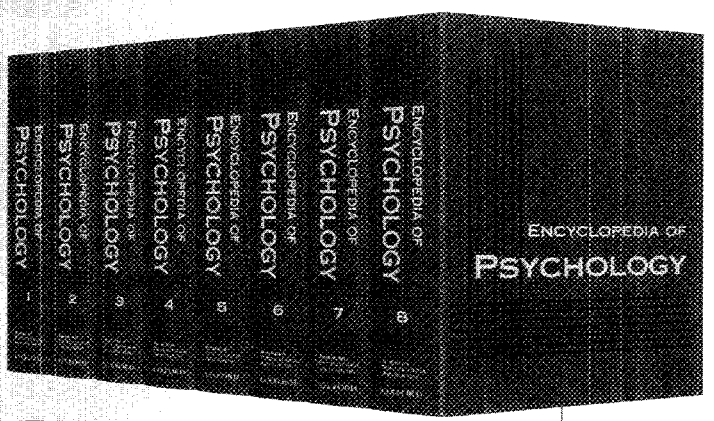

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for Computer Graphics developed a program called SYMAP that created overlays of mapped information. This system was used for urban planning and landscape architecture. The Canada Geographic Information System (CGIS) is credited with being the first system to be called a "GIS." It was designed to help the Canadian government create an inventory of productive land in Canada. However, the computer resources necessary to operate these early systems were enormous, restricting the use of GIS to large government organizations and businesses. As computing power has become more affordable, GIS moved from mainframe computers to workstations and now can be run on a desktop computer. This has made GIS accessible to nearly anyone.

Where is GIS going?

The development of the Internet has influenced GIS profoundly. From the beginning, the Internet has provided a means to exchange information, but in the beginning, that information was largely textual or numerical (e-mail, documents, databases). With the development of the World Wide Web and an orientation towards graphical displays of information, use of the Internet for publishing maps became popular quickly. As an interactive technology, the Web has a great advantage over paper maps and atlases. Maps published on the web are dynamic and can be examined from multiple points of view. A viewer can change the map scale with the click of a mouse, zooming in from a national view to a street map of an individual city. If the area of interest is near the margin of the page, one simply can drag the page a little to the left or to the right - no need to search for the next map sheet.

As the Internet and networking technology in general have become faster and more reliable, the client-server model of computing has become an attractive option for many computer applications, including GIS. In a traditional GIS workstation model, each person wanting to use a GIS installs the necessary software and data onto their personal computer. Any data processing is conducted on an individual's workstation. In a client-server model, the GIS software and data reside on a server that handles the data processing and storage. Individual users connect to the server with a client application, which could be a Web browser or another application. This approach makes it much easier to ensure access to current information because only the server must be updated. In addition, it is not necessary to have many high-end computers because the client workstations do not perform much data processing. One drawback to this model, of course, is that reliable network access must be available at all times.

Another trend in the GIS industry is the move towards software components that embed GIS tools in other applications. A furniture store may already have a database application that maintains information about their inventory, customers, and delivery routes, for example. Rather than transfer data from that application to a GIS to make a map of customer locations, a mapping component can be added to the application. This approach makes GIS accessible to a much wider audience because they are not forced to learn a new system; instead, they only need to learn a new function within their existing system.

What does this mean for libraries?

As libraries continue to develop their digital collections, GIS will provide the tools for managing and accessing geographic information. Working with GIS presents both opportunities and challenges for libraries because digital geographic data are so different from books, periodicals, and even paper maps. The opportunity to educate users about new information technologies is exciting and fits well with the mission of libraries. However, these technologies require new service models and new skills. With all the demands already put on librarians, finding time for training can be difficult. Moreover, librarians often must provide training to users. As GIS becomes more mainstream, however, those demands will decrease and librarians again will focus on information management and access issues.

Libraries no longer are self-contained collections but area increasingly linked together as a network of information access points. Through interlibrary loan services and digital library initiatives, libraries demonstrate the value of enabling distributed access to information. Likewise, GIS technologies are moving towards a vast network of distributed geographic databases and a variety of tools for mapping and analyzing them. This allows users to focus less on the "system" and more on the information and how to use the information to their advantage.

Money Matters, from page 32

The Professional Development budget projects a 157 percent positive change over 1999 through the re-vitalization of the program. The long-range financial plan called for a $50,000 investment into the research and development of new and improved educational offerings. The initial outcome of such investment shall yield more than $130,000 of additional net income for FY 2000.

There is an overall seven percent cost increase in the travel budgets throughout the various programs and activities, as an identified trend in a recent issue of *The Kiplinger Washington Letter* and as one of the 2000 financial assumptions accepted by the Board of Directors.

According to the Association Information Management Service (AIMS), associations with external professional services which are a higher percentage of total expenses usually have a higher level of productivity. Utilizing external professional services is a good way to stretch the capabilities of staff and to meet the special and/or episodic needs of the Association without a long-term staffing commitment. The FY 2000 Budget incorporates outsourcing in the following areas: advertising and list sales, staff recruiting, insurance, payroll, investments, technology, membership recruitment and retention, educational development, logistics, travel, media placement, editing and design, etc.

The Finance Committee will hold its informal winter meeting later this month to discuss financial and operational benchmarking. The spring meeting will be focused on the 1999 audit report and long-range financial planning.

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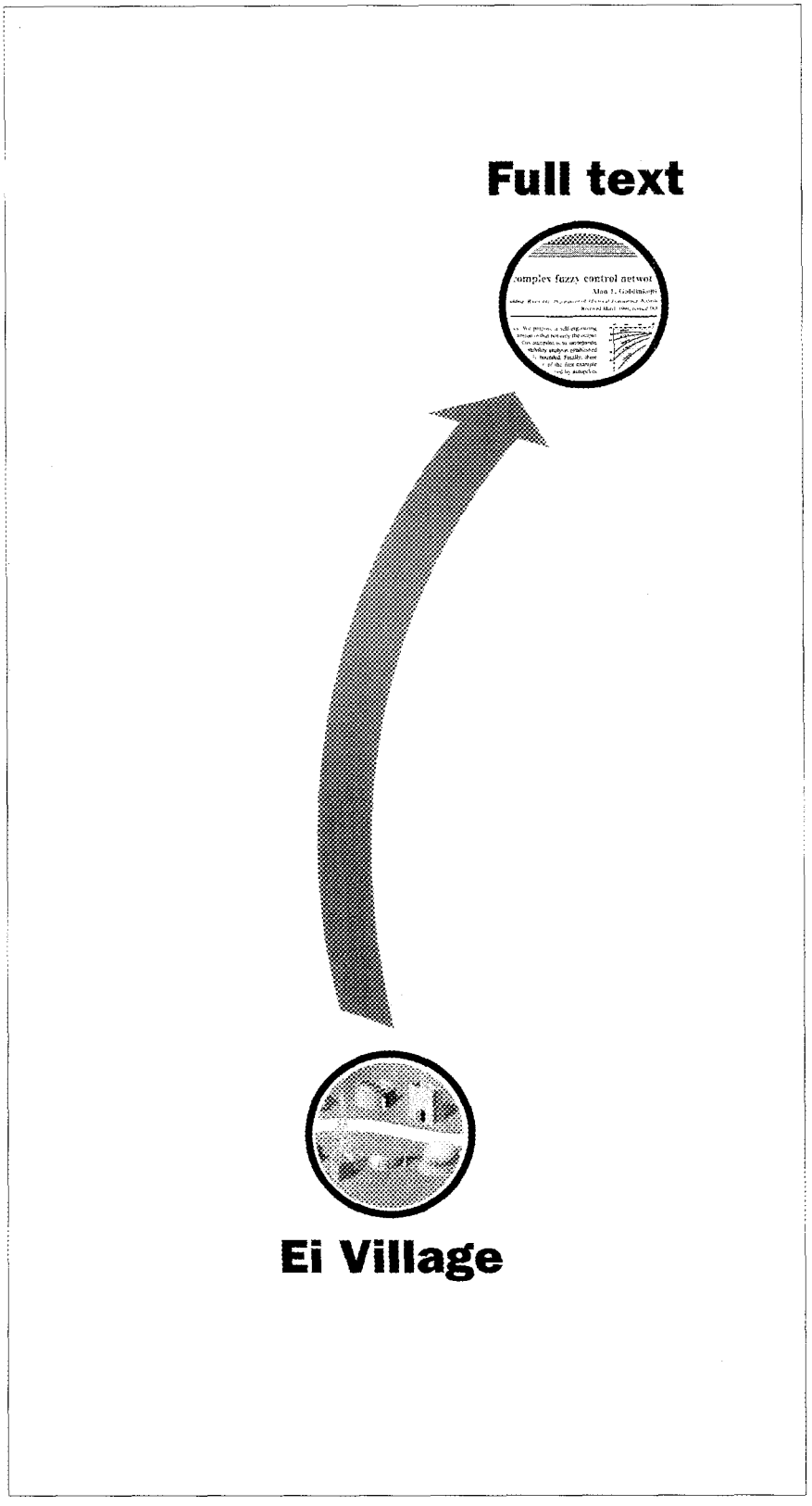

Copyright CORNER

Where Have You Gone, Fair Use: Document Delivery in the For-Profit Sector

In the spring of 1999, LeBoeuf, Lamb, a large New York law firm purchased a multiyear photocopying license and paid an undisclosed settlement to avoid a copyright infringement suit. Apparently, the not-for-profit Copyright Clearance Center (CCC) informed four publishers that employees of the firm were violating the publishers' copyright. The publishers banned together and threatened to sue LeBoeuf. And then, arriving on the white horse (no cloud of dust here, but perhaps some jet fumes) comes the CCC to orchestrate the settlement. What should a private sector librarian do if the CCC knocks at the door? What has happened fair use?

Fair use is alive and well, but so are copyright enforcers such as the Association of American Publishers (AAP) and the CCC. This writer is suspicious of claims by the AAP and the CCC and of other owner-oriented groups such as the Software Information Industry Association that they perform a service by "educating" librarians about U.S. copyright law. Although they usually speak in black and white terms, anyone who knows anything about copyright knows there's a lot of gray.

Gray? Is there anything gray about *American Geophysical Union v. Texaco*? The U.S. Court of Appeals for the Second Circuit affirmed a 1992 federal district court decision holding that it was infringement for a researcher in a for-profit corporation to make copies of journal articles and store them away for later use. The appellate court emphasized the archival nature of the copying. Dr. Chickering, the researcher, may not have even used the copies since he merely stored them away in a file cabinet. Significantly, the court did not adopt the lower court's statement that a corporate library has few rights under the library exemption of the Copyright Act. This devastating statement was dictum—not germane to the issues before the court and therefore can be ignored—because the parties agreed that the case would turn on fair use alone. Thus, Texaco was not a § 108 case.

Section 108 of the Copyright Act permits some copying by libraries for their patrons. The legislative history to the Act is clear that the exemption applies to both the non- and for-profit sectors. Section 108 also permits libraries to engage in interlibrary arrangements such as interlibrary loan/document delivery to acquire a copy of a journal article for a user.

The library first must qualify for the library exemption and comply with other requirements of § 108. (1) The library may only make or acquire a single copy of an article or excerpt for the patron who requests it; multiple copies are prohibited. (2) The copy must become the property of the requestor; the library cannot add it to the collection. (3) The library must not profit directly or indirectly from the copy; it cannot charge clients more for the reproduction than it costs to make the copy, nor can the library profit in any way from such activity. (4) The copy must include the notice of copyright from the copy reproduced, or if it's not available, a legend that reads "THIS MATERIAL IS SUBJECT TO THE UNITED STATES COPYRIGHT LAW; FURTHER REPRODUCTION IN VIOLATION OF THAT LAW IS PROHIBITED." (5) The library must include on its order form, and at the place where orders are accepted, a "warning of copyright." (6) The library also must be open to the public or to researchers in a specialized field. A library in the for-profit environment meets this requirement if it participates in reciprocal interlibrary lending/document delivery.

There is, however, another important restriction in §108(g)(2): A library cannot engage in "systematic reproduction or distribution of single or multiple copies" such that a library that receives copies under interlibrary arrangements "in such aggregate quantities as to substitute for a subscription to or purchase of such work." The Act does not specify when a library might be using ILL/document delivery as a substitute for a purchase or subscription. For this the "Guidelines for the Proviso of Subsection 108(g)(2)," more commonly called the CONTU Guidelines must be consulted.

Some people call the CONTU Guidelines the "Rule of Five," but better terminology is the "Suggestion of Five." In any single year, a library ought not acquire via ILL/document delivery, for any article published within five years of the date of the request, more than five such articles from the same journal title. The "Suggestion of Five" does not apply if the library has entered a new subscription to the journal or if it already subscribes but the item is missing from the collection. Remember, however, this is a guideline not an absolute rule. Might the sixth or seventh article from a journal title requested in a year be permissible? Possibly, especially for a short-term one-time project or if it's nearing the end of the calendar year.

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by James S. Heller, director of the law library and professor of law, The College of William and Mary. For more information on Copyright Corner, please contact Laura Gasaway (laura_gasaway!unc.edu).

What about the fifteenth or twentieth article? Here, the library is well beyond the guidelines and presumably should pay royalties.

Additionally, the guidelines require the library to keep ILL records for three full calendar years. Important information to include in the records includes date of the transaction, the journal name and volume number, the title of the article, its pages in the journal and the name of the individual requestor.

Who needs to pay royalties? Presumably the requesting library. In fact, the guidelines state that a library which requests copies under § 108 should attest that the request complies with the guidelines or with another provision of the Act such as § 107 fair use. The lending library may reasonably rely on the attestation. However, the librarian should be aware that some libraries may abuse the privilege by asking repeatedly for copies of articles from the same journal title. The library should not fill such requests unless the borrowing library is paying royalties and so indicates. Moreover, libraries should avoid filling requests from for-profit document deliverers unless there is clear proof that the document deliverer is paying royalties.

For-profit document deliverers that make money from making copies must pay royalties. There is no § 108-like exemption for them, and their copying is not a fair use. Reputable document delivery companies do pay royalties, and, if they want to stay in business, they will bill royalty fees back to the requesting library or include it in their fee.

What about electronic copies? Sections 107 and 108 are format neutral. If the library can make a photocopy of an article copy from its collection for a researcher or get a photocopy or fax of the article from another library, it should be able to send the user a digital copy. In an interlibrary transaction, one also should be able to receive a digital copy from another library. Recalling that the copy must become the property of the individual requestor, the library may not retain the digital version after delivery to the user.

Because this column began with the CCC, it also end with it. Danvers, Massachusetts-based CCC claims that more than 9,000 companies use their Annual Authorizations and Photocopy Authorizations Services. The blanket license agreement enables a company to make an unlimited number of copies of materials in the CCC's repertory of registered works for internal use. And the CCC says that if the company gets a blanket license, the participating publishers will not sue for infringement. The license does not cover materials publishers have not registered with the CCC nor does it extend to external copies such as those requested via ILL/document delivery.

The CCC collects royalties from users and returns the revenues to publishers, less a nine to twelve percent fee. It is no surprise that the CCC interprets fair use and the library exemption more narrowly than this author. A librarian should counsel corporate counsel about any statements and letters from CCC. Fair use and the library exemption exists both in the ivory-towered academic world and in the real commercial world. Justifiably, the §§ 107 and 108 exemptions are interpreted more narrowly for for-profit entities. But Congress did not limit these exemptions to the non-profit sector.

Play fair, and pay royalties when they are due. But remember that just because someone threatens to sue if royalties are not paid does not mean they are factually or legally right.

Research Grant Proposals Sought

Application materials for the 2000 Steven I. Goldspiel Memorial are **NOW AVAILABLE.** Available to both practitioners and academics internationally, the purpose of the grant is to support projects which promote research of interest to special librarians and information professionals. Recent awards have been close to $20,000, though projects with smaller budgets are also encouraged.

Applications are evaluated based on the purpose and objectives of the proposed project, the significance of the topic to the profession, the project's methodology, the qualifications of the researcher, and the appropriateness of the project's budget and timetable. The deadline for the SLA Research Director to receive applications is February 28, 2000.

Application materials may be received from SLA's fax on demand service in North America (toll-free: 1-888-411-2856) or internationally (toll-charge: 1-415-278-3910), items #1401-1406. Alternatively, you may visit SLA's web site at www.sla.org/research/index.html or contact Ruth Arnold, Research Director at:1-202-939-3665; fax: 1-202-265-9317; e-mail: ruth@sla.org.

Yo! Wanna Talk Like a Philadelphian?

Before embarking on any trip it is always important to learn about the area's venues and language. That way the locals can understand you and vice versa.

It was once said that England and the United States are two countries separated by a common language. This article will attempt to provide you with a brief overview of the idiosyncracies of the Philadelphia version of English to make your stay during the conference an even more enjoyable one.

The most eye-opening thing to me as I began my research was the realization that growing up in the 'burbs hadn't really changed the basic city speech patterns. You can take the Philadelphian outta da city, butcha can't take the city outta da Philadelphian. The more I read, the more I realized that the accent that I thought I was sublimating was lurking everywhere in my speech.

To begin, we may as well mention the most well known ones first so you have lots of time to practice them before you arrive. While being known for talking quickly and swallowing letters in the oddest parts of words, there are certain multisyllabic words which we like to give more than their just due.

Read the following sentence aloud:

Anymore, Philadelphians have the attitude that they live in a beautiful municipal area.

To speak proper Philadelphian, it would be pronounced:

Anymore, Philuhdelfins have the ad-dy-tude that they live in a bee-you-di-ful myun-ee-sip-al area.

Everyone's become familiar with the infamous "Yo" thanks to Rocky Balboa. But, there are some equally important phrases for you to use which are best illustrated by this deep conversation:

Yo! Wha's supp? G'eet? No. G'ew? No. 'squeet.

Translation: Yo! What's up? Did you eat? No. Did you? No. Let's go eat.

One article I read really surprised me not because it pointed out unique pronunciations, but because I didn't realize that they were unique. The author provided a list of unusual ways we say the following words:

Powell Avenue	*Pal Avenue*
Towel	*Tal*
Mayor	*Mare*
Eagles	*Iggles*
Legal	*Liggle*

I look forward to many attendees visiting our hospitality booth to explain how else these words could possibly be pronounced!

I was going to end with an explanation of the Philadelphia O (try pronouncing home as heouwm for the nearest approximation) but some things you just have to experience for yourself.

So, now, fully armed with your Philadelphian Lexicon, you're ready for June. To close with our mantra: Philadelphia!! Youse comin' or wha'?

Food Terms

Philadelphianism	**Translation**
wardder	*water*
hoagie	*submarine; hero sandwich*
taffy	*lollipop*
scrapple	*no known equivalent in the universe*
Ackamee	*Acme where you buy the food*

Geographical Terms

Philadelphianism	**Translation**
Down the Shore (as in "Are ya goin' down the shore this weekend?)	*the New Jersey shore communities*
the Boulevard	*Roosevelt Boulevard*
the Ridge	*Ridge Avenue*
the Blue Route	*Route 476*
the Clothes Pin	*Sculpture located at 15th & Market. Official name is "The Kiss"*
East River Drive but no Philadelphian worth their salt can remember whether they renamed the East or West River Drive	*now called Kelly Drive*
Two Street	*2nd Street - Home of the Mummers where you do "The Strut"*
crick	*Creek*
payment	*pavement or sidewalk*

And to keep your bearings while strolling downtown, remember the mnemonic:

My Cat Sam Won't Like Soft Pretzels

It's the main streets in Philly: Market, Chestnut, Sansom, Walnut, Locust, Spruce and Pine Streets.

For more information, contact Peggy Lynch (plynch@mccus.jnj.com).

Mark your calendar!

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January 2000

Association for Library & Information Science Education
http://www.aliise.org/nondiscuss/conference_main.htmlA>
ALISE
January 11-14, 2000
San Antonio, TX

SLA Winter Meeting
http://www.sla.org/professional/index.html
January 20-22, 2000
St. Louis, MO

SLA Professional Learning Conference: KM 2000
http://www.sla.org/professional/KM2000.html
January 23-25, 2000
St. Louis, MO

ACCESS 2000
http://www.bobcatsss.com
Royal School of Library and Information Science
January 24-26, 2000
Krakow, Poland

February 2000

Intranets 2000
http://www.intranets2000.com
Online Inc.
February 28-March 1, 2000
San Jose, CA

March 2000

Computers in Libraries 2000*
http://www.infotoday.com/cil2000/cil2000.htm
Information Today
March 14-18, 2000
Washington, DC

ASIDIC Spring 2000
http://www.asidic.org/spring2000.html
ASIDIC
March 26-28, 2000
Orlando, FL

SCIP 15th Annual International Conference and Exhibit
"Got Competitive Advantage?"
http://www.scip.org/education/calendar.html
SCIP
March 29 - April 1, 2000
Atlanta, GA

April 2000

Southwest Regional Conference 2
"Ahead of the Curve"
http://www.sla.org/conf/swrc/index.htm
April 5-7, 2000
San Diego, CA

AIIM 2000
http://www.aiim.org/events/aiim2000/index.html
AIIM International
April 9-12, 2000
New York, NY

May 2000

MLA Annual Conference
http://www.mlahq.org/am/index.html
MLA
May 5 - 11, 2000
Vancouver, British Columbia

National Online Meeting & IOLS 2000
http://www.infotoday.com
Information Today
May 16-18, 2000
New York, NY

IEEE Advances in Digital Libraries 2000
http://isdis.cs.uga.edu/adl2000/adl2000cfp.htm
IEEE
May 22-24, 2000
Washington, DC

Looking Ahead...

ACM Digital Libraries 2000
http://www.dl00.org/home.html
ACM
June 2-7, 2000
San Antonio, TX

SLA's 91st Annual Conference
http://www.sla.org/professional/index.html
June 10-15, 2000
Philadelphia, PA

American Association of Law Libraries
http://www.aallnet.org/events/00home.asp
AALL
July 15-20, 2000
Philadelphia, PA

IFLA General Conference *
http://sites.huji.ac.il/IFLA2000/66intro.htm
IFLA
August 13-18, 2000
Jerusalem, Israel

Global 2000
http://www.slaglobal2000.org/
The Information Age: Challenges and Opportunities
October 16-19, 2000
Brighton, England

ARMA
http://www.arma.org
ARMA International
October 23-26, 2000
Las Vegas, NV

** Conferences at which SLA will be exhibiting*

IN Summary EN Somme EN Resumen

Flexible Work Styles in the Corporate Research Center

by Katherine Baker

The changing role of the corporate librarian has been the topic of much discussion in recent years. These changes are, of course, largely the result of technological changes in the tools we use to accomplish our tasks. For example, online resources have replaced hard copy materials, thus changing the librarian's required skill set and type of services offered. But in addition to modifying the corporate librarian's roles and responsibilities, recent technological changes have also obviated the need for rigid work styles. This article explores the reasons why today's corporate research center is appropriate for those seeking flexible work arrangements, and provides insight into the benefits of flexible work arrangements in other industries.

Outsourcing the Portal: Another Branch in the Decision Tree

by Tim McMahon

Over time, enterprise information resources become fragmented—this is a fact. Organizations deploy structured data in multiple databases and scads of unstructured email and documents on servers throughout the company. Several years ago, many organizations put together intranets that bridged the gap between workers and some of the company's information. However, as time passed most have come to realize that this first generation intranet no longer meets the firm's needs. In fact intranets are often so severely under funded that they actually cost organizations dearly in lost time and resources. First generation intranets, as important as they can be, cost organizations huge amounts in lost time and revenue. When quantified, this outlay can be staggering.

Meet the Candidates

Make sure you cast your vote for the 2000/2001 board of directors. Don't miss this opportunity to read about your colleagues who are running for board positions. Let your voice be heard!

Méthodes flexibles de travail dans le centre de recherche d'une entreprise

par Katherine Baker

Au cours de ces dernières années, le rôle changeant du bibliothécaire d'entreprise a fait l'objet de maintes discussions. Bien entendu, ces changements sont en grande partie le résultat des changements d'ordre technologique dans les outils que nous utilisons pour accomplir nos tâches. Par exemple, les ressources en ligne ont remplacé les documents papier, modifiant ainsi l'ensemble des talents requis du bibliothécaire et le genre de services offerts. Mais, outre les changements dans le rôle et les responsabilités du bibliothécaire d'entreprise, les changements récents dans la technologie ont également éliminé la nécessité de méthodes rigides de travail. Cet article, d'une part, explore les raisons pour lesquelles le centre de recherche d'une entreprise est adéquat pour ceux qui cherchent des arrangements flexibles de travail et d'autre part, il nous éclaire sur les avantages d'arrangements flexibles de travail dans d'autres industries.

Externalisation du portail : Un autre rameau de l'arbre de la décision

par Tim McMahon

Au fil des temps, les sources d'informations d'une entreprise deviennent segmentées —c'est un fait acquis Les organismes affichent des données structurées dans de multiples bases de données et des tas de courriers électroniques et de documents non structurés sur des serveurs partout dans la société. Il y a plusieurs années, de nombreux organismes ont assemblé des intranets qui ont comblé le fossé entre les travailleurs et une partie des informations de l'entreprise. Malgré cela, alors que le temps s'écoulait, plusieurs personnes en sont venues à se rendre compte que cette première génération d'intranets ne satisfaisait plus aux besoins de la société. Effectivement, ces intranets sont souvent dotés de fonds tellement insuffisants qu'en réalité ils coûtent cher aux organismes en temps perdu et en ressources. La première génération d'intranets, malgré l'importance de ceux-ci, est extrêmement onéreuse pour les organismes en temps perdu et en revenus. Quantifiées, ces dépenses peuvent être formidables.

Faites connaissance des candidats

Ne manquez pas de voter pour le conseil d'administration de l'année 2000-2001. Ne manquez pas non plus cette occasion de lire les informations sur vos collègues qui se présentent aux postes du conseil. Vous avez voix au chapitre !

Estilos flexibles de trabajo en el centro de investigación de la corporación

por Katherine Baker

El papel cambiante del bibliotecario de la corporación ha sido el tema de muchas discusiones en años recientes. Estos cambios son, por supuesto, en gran parte el resultado de los cambios de tecnología en las herramientas que utilizamos para llevar cabo nuestras tareas. Por ejemplo, los recursos en línea han reemplazado a las copias impresas, cambiando así el conjunto de conocimientos que se requerían y los tipos de servicios ofrecidos por el bibliotecario. Pero además de modificar los papeles y responsabilidades del bibliotecario, los cambios recientes de tecnología también han obviado la necesidad de tener estilos rígidos de trabajo. Este artículo explora las razones por las cuales el centro de investigación de la corporación de hoy es apropiado para aquellos que buscan arreglos flexibles de trabajo, y proporciona una visión de los beneficios de programas flexibles de trabajo dentro de otras industrias.

Subcontratación del portal: Otra rama en el árbol de decisiones

por Tim McMahon

En el transcurso del tiempo, los recursos de información de la empresa han sido fragmentados; esto es un hecho. Las organizaciones despliegan datos estructurados en diversas bases de datos y una infinidad de correo electrónico no estructurado y documentos en los servidores dentro de la compañía. Hace algunos años, varias organizaciones formaron redes internas que llenaron vacíos en la brecha entre trabajadores y alguna información de la compañía. Sin embargo, con el transcurso del tiempo la mayoría de ellas se han dado cuenta que esta primera generación de redes internas ya no llenan los requisitos de la firma. De hecho las redes internas cuentan frecuentemente con escasos fondos que en realidad cuestan caro a las organizaciones debido a pérdida de tiempo y de recursos. La primera generación de redes internas, tan importante como pueda ser, han costado a las organizaciones cantidades enormes en pérdida de tiempo y de ingresos. Este desembolso, al cuantificarlo, podría ser asombroso.

Conozca a los candidatos

Asegúrese de votar para la junta de directores del año 2000 al 2001. No pierda esta oportunidad de leer acerca de sus colegas que sean candidatos para cargos en la junta. ¡Deje oír su voz!

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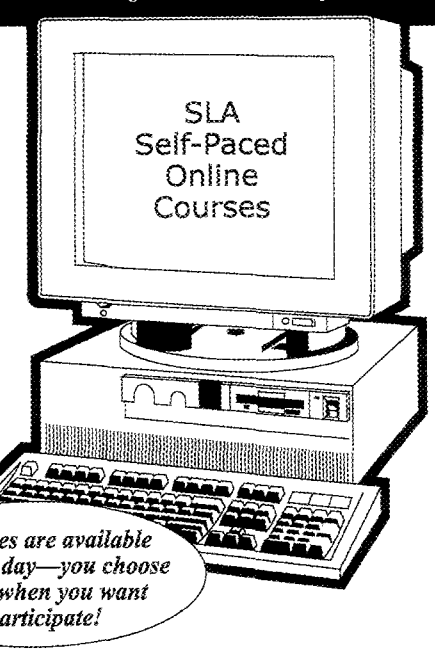

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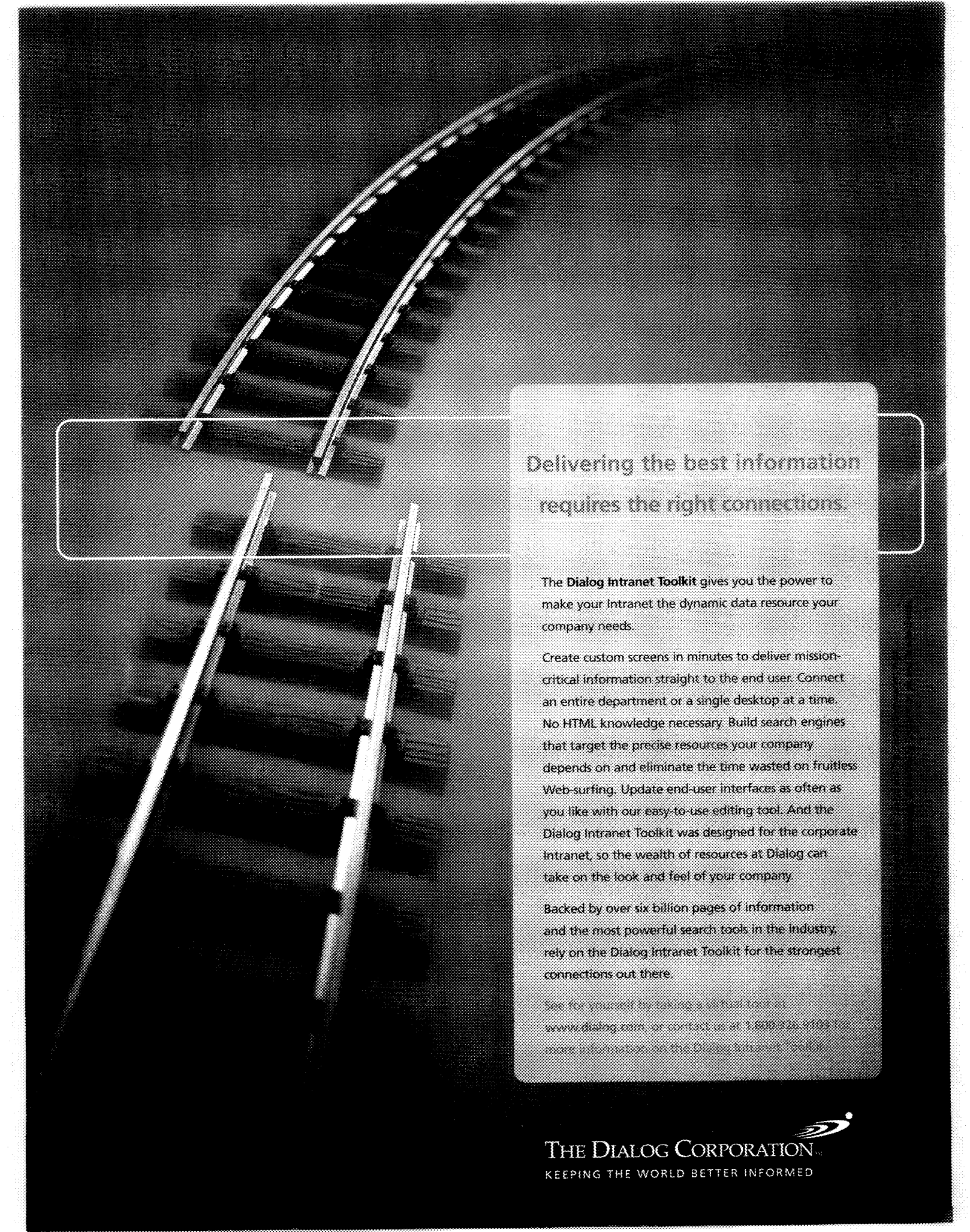
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