

1-1-2001

## Information Outlook, January 2001

Special Libraries Association

Follow this and additional works at: [https://scholarworks.sjsu.edu/sla\\_io\\_2001](https://scholarworks.sjsu.edu/sla_io_2001)



Part of the [Cataloging and Metadata Commons](#), [Collection Development and Management Commons](#), [Information Literacy Commons](#), and the [Scholarly Communication Commons](#)

---

### Recommended Citation

Special Libraries Association, "Information Outlook, January 2001" (2001). *Information Outlook, 2001*. 1. [https://scholarworks.sjsu.edu/sla\\_io\\_2001/1](https://scholarworks.sjsu.edu/sla_io_2001/1)

This Magazine is brought to you for free and open access by the Information Outlook, 2000s at SJSU ScholarWorks. It has been accepted for inclusion in Information Outlook, 2001 by an authorized administrator of SJSU ScholarWorks. For more information, please contact [scholarworks@sjsu.edu](mailto:scholarworks@sjsu.edu).



# information outlook®

www.sla.org

the monthly magazine of the  
special libraries association  
vol. 5, no. 1  
January 2001



understand

# Storytelling

idea

relate

change

connection

Once upon a time, in a very far-off country, there was a man so fortunate in all his undertakings that he was enormous and six daughters, he found that his money would have everything they fancied, as they were accustomed to.

But one day a most unexpected misfortune befell him: his house was speedily burnt to the ground, with all the silver, gold, and precious goods it contained; and all his treasures were lost. Their father, who had until this moment been very rich, lost every ship he had upon the sea, either by dirt or by fraud; he heard that his clerks in distant countries, whom he had trusted, were unfaithful; and at last from great wealth he fell into poverty.

# outlook

## *inside this issue:*

Have You Made Leadership a Measurable Goal?

Meet the Candidates

Steve Denning Tells the Story of Storytelling

Global 2000: Perspectives of a Foreign Delegate





What's the earning potential of a clown?

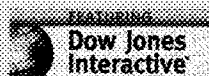
What threat is driving Portuguese cork growers to drink?

## Find the answers in Westnews.

With respected partners like Dow Jones Interactive® and Dun & Bradstreet, it's your best source for news and business information.

In Westnews™, featuring Dow Jones Interactive®, you can find news and background information about virtually any person, company or issue that's important to you or your clients.

Westnews – available exclusively on Westlaw®. For search assistance, call 1-800-207-WEST (1-800-207-9378).



Westnews™  
THE OTHER SIDE OF WESTLAW



# We've changed

The screenshot shows the Nerac.com website as it appeared in 2000. The browser window is titled "Welcome to nerac.com - Microsoft Internet Explorer". The address bar shows "http://www.nerac.com/". The website has a dark header with the "nerac.com" logo and a navigation menu with links: home, company, services, getting started, partners, careers, help, and site map. A "LOG ON" button is also present. The main content area is divided into several sections:

- Business Solutions:** A sidebar on the left with links: "Check Out Our Databases", "It is easy to get Started!", "Click here to see how we can investigate existing patents, monitor newly awarded patents.", and "See How Clients Are Using Us". There is also a "Rate This Site" link at the bottom.
- Information:** A central section with a circular graphic of a hand holding a document. Text reads: "Now there's a **faster** way to find the **solid information** you need... while saving time and money!". Below this is a bulleted list:
  - Think of Nerac as the ultimate "search engine." Going beyond a traditional Internet search, Nerac searches are performed for you by our scientists and engineers who have access to the world's foremost scientific, technical, patent and business databases.
  - For a FREE DEMONSTRATION of how we can help you or a free CD-ROM, [click here](#) or call us at (860) 872-7000.
- Corporate News:** A section on the right with a search bar labeled "search Nerac.com" and a "GO" button. Below the search bar are two news items:
  - [Nerac partners with Fatbrain.com](#)
  - [Looking For A Great Place to Work and Have Fun?](#)
- Business Wire:** A section at the bottom right with a graphic of a globe and the text: "find out the [latest news](#) in your industry here".

The browser's status bar at the bottom shows "Done" and "Internet".

**From technical problem-solving, to technology tracking, to patent images, to document retrieval, make Nerac.com your first stop for information.**



Today, however,  
you need a more  
sophisticated solution.

In today's information-based world,  
researchers and librarians need the  
most reliable tools for article retrieval.  
Your success is directly related to the  
innovative and cost-effective solutions  
provided by your document supplier.

Infotrieve is that company.

Infotrieve's Virtual Library capability is  
proof of our dedication to serving your  
needs with state-of-the-art technology.  
This unique service was created to  
reduce costs and increase efficiency by  
providing end users with the ability to  
access more information immediately  
without overburdening library resources.

As a comprehensive one-stop shopping  
source, Infotrieve offers solutions to all  
aspects of the research and library  
environment, with high responsiveness  
and outstanding cost efficiency:

- Free-to-search Database
- Free Tables of Contents
- Document Retrieval and Delivery
- Outsourced Library Services
- E-content
- Cataloging
- Customized Virtual Libraries

Call 1-800-548-3443 or visit  
[www.infotrieve.com](http://www.infotrieve.com)

# Information Retrieval Used To Be So Simple...



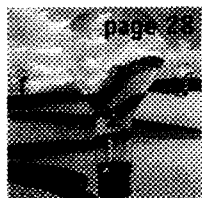
**INFOTRIEVE**

*The Article Store*

10850 Wilshire Boulevard Los Angeles, California 90024

# information outlook®

www.sla.org



page 28

14

## Features

### Meet the Candidates

Make sure to read about your colleagues who are running for the 2001/02 Special Libraries Association Board of Directors.

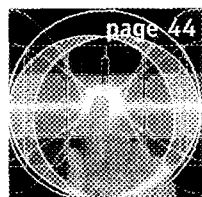


page 36

28

### Making Change Happen: Steve Denning Tells the Story of Storytelling

When we think of storytelling, our minds may return to fond memories of childhood when our parents would read us a favorite fable or fairy tale. But, as Steven Denning of the World Bank discovered, storytelling can also be a powerful tool for catalyzing organizational change. In his book, *The Springboard: How Storytelling Ignites Action in Knowledge-Era Organizations*, Steve tells his own story of storytelling and offers guidance to other change agents on how to master the craft. *Information Outlook* sat down with Steve to find out more about *The Springboard*, and to learn how you can use storytelling effectively in your organization.



page 44

36

### Global 2000: Perspectives of a Foreign Delegate

Brighton, a beautiful city in the south of England, was chosen as the venue for the second worldwide conference on special librarianship arranged by the SLA. Information professionals from all over the world gathered in the Brighton Hilton Metropole Hotel to discuss issues concerning the profession. Marietjie Marais share her thoughts on the conference and its three keynote speakers.

44

### Virtual SLA: A Wrap up of the Association's 2000 Virtual Association Initiatives

The Y2K Virtual Association (VA) initiatives focused on further developing the VA to continue to remove barriers associated with access to information. The VA initiatives were also balanced and considered members' abilities and desires to access information electronically. This was done by assessing the membership's and industry's needs and preferences as related to the electronic dissemination of SLA's products and services.

## Columns

5

### Executive Outlook

Have You Made Leadership a Measurable Goal? Are You a Knowledge Seeker?

48

### Copyright Corner

Anti-Circumvention Rule Making Completed

6

### Making News

50

### Money Matters

Renew Early!

24

### Communications Outlook

What is Your Organization's Core Ideology?

51

### Research Briefs

2001 Salary Survey Now Available

27

### Strategic Learning Outlook

Money for Something...Important!

52

### Conference Countdown

Sports in San Antonio

## Departments

4

### Marketplace

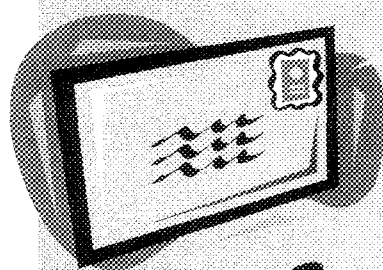
54

### Coming Events

56

### In Summary





# Meet the Candidates

Ballots for the Special Libraries Association spring 2001 election will be mailed following the 2001 Winter meeting on Monday, January 29, 2001. The sample ballot and information on the 2001/2002 Board Candidates for SLA Office is posted on our web page in the Structure of SLA Section  
<http://www.sla.org/content/SLA/Structure/index.cfm>

If you do not receive a ballot within a reasonable time, please call the association office and request a duplicate. Should you have any questions regarding voting procedures, contact Stephanie A. Russell at 1-202-939-3632; e-mail: [stephanie@sla.org](mailto:stephanie@sla.org).

*Let your voice be heard!*

## market place

**LOOKING FOR A CATALOGING PARTNER?** The OCLC TechPro service offers customized cataloging and physical processing of materials in all bibliographic formats and in many languages at prices that can reduce overall cataloging costs. For details, call 1-800-848-5878, ext 4386 or e-mail [marcia\\_stout@oclc.org](mailto:marcia_stout@oclc.org).

**DOCUMENT DELIVERY.** World Wide Sources. Fast, Efficient, Inexpensive. Twenty-three years experience. Let us solve your research problems. CAROLIB. Phone (919) 929-4870. Fax (919) 933-1253. E-mail [carolib@intrex.net](mailto:carolib@intrex.net).

## information outlook®

The Monthly Magazine of  
the Special Libraries Association  
Vol. 5, No. 1  
January 2001

Publisher David R. Bender, Ph.D.  
Senior Editor Douglas W. Newcomb, M.S.  
Managing Editor Susan W. Broughton  
([susan-b@sla.org](mailto:susan-b@sla.org))  
Assistant Editor Candace G. Orsetti  
Layout & Design Melissa C. Lawton  
Advertising Vivian Cohen 301.963.3622  
([vivian@sla.org](mailto:vivian@sla.org))

**Information Outlook®**  
(ISSN 1091-0808) is the monthly, award-winning publication of the Special Libraries Association, 1700 Eighteenth Street, NW, Washington, DC 20009-2514; tel: (202) 234-4700, ext 674; fax: (202) 265-9317; e-mail: [magazine@sla.org](mailto:magazine@sla.org).

**2001 Subscription Rates:**  
Standard subscription \$125 (both US and International) Single issue (January 1997-) \$15. Missing copies will be supplied when losses have been sustained in transit and as supplies last. Claims for missing issues must be filed within four months of date of publication. Claims for undelivered issues will not be allowed due to failure to notify the Membership Department or the Subscription Department of address changes or because an issue is "missing from the files." A copy of the mailing label and/or the subscriber number will facilitate the processing of claims.

**Refund Policy:**  
Due the cost of processing a reimbursement, the association's policy is that "No refunds will be issued for amounts under \$10."

**Change of Address:**  
Allow six weeks for all changes to become effective. All communications should be accompanied by mailing label from a recent issue.

**Postmaster:**  
Send address changes to Subscriptions, Information Outlook®, Special Libraries Association, International Headquarters, 1700 Eighteenth Street, NW, Washington, DC 20009-2514, USA. Periodicals postage paid at Washington, DC and at additional mailing offices.

**Advertising:**  
Acceptance of an advertisement does not imply endorsement of the product by the Special Libraries Association. For 2000 advertising rate cards or other advertising information, contact Vivian Cohen at tel: (301) 963-3622; fax: (301) 869-8608; or e-mail: [vivian@sla.org](mailto:vivian@sla.org).

Information Outlook® is a registered trademark of the Special Libraries Association.



Special Libraries Association  
[www.sla.org](http://www.sla.org)

[www.informationoutlook.com](http://www.informationoutlook.com)  
[magazine@sla.org](mailto:magazine@sla.org)

Information Outlook Online  
Sponsored by  
Standard & Poors

# executive outlook



*To be a knowledge  
leader then, one  
must seek new  
knowledge or, as I  
heard it put recently,  
join the conversation  
on the professional  
issues of the day.*

## Have You Made Leadership a Measurable Goal? Are You a Knowledge Seeker?

Change has always been a significant issue for members of the information profession. However, over the last two decades, at least, professional goals have evolved from coping with change to managing change to, now, leading change and, as this decade begins, to leading the knowledge revolution.

Who are the knowledge leaders among us? All of *us*, I hope. Knowledge leaders are those who are respected for their expertise as evaluators, selectors, organizers, and disseminators of information and knowledge. That's us. While our profession is currently positioned to take this leadership role, it is also experiencing greater competition than ever before from those in other professions who would assume our role. So, how then do we maintain our leadership role? How can we measure our own performance?

To be a knowledge leader one must also be a knowledge seeker, one who is intent on expanding one's involvement with their industry both in terms of education and personal interaction with colleagues. Our need to be knowledge seekers might explain why overall attendance at conferences is up in all professions, why we like sessions that are case studies and why our networks of professional colleagues are so important to us. At a recent conference I attended, a speaker observed that we learn best from human interaction.

To be a knowledge leader then, one must seek new knowledge or, as I heard it put recently, join the conversation on the professional issues of the day. One must seek visibility. French author and critic, André Maurois, wrote, "The most important quality in a leader is being acknowledged as such."

Joining the conversation and seeking new knowledge can mean many things. When is the last time you read the literature of a competing profession? What do you contribute to discussion lists? When will you take the time to write an article to share your knowledge with others or prepare a presentation on a topic? What do you do to get to know a broad range of professionals in your organization? What ideas have you borrowed lately from organizations far different from yours and have you successfully applied them to your environment? Knowledge seeking and visibility go hand-in-hand and add to your stature as a knowledge leader.

We need to ask these questions of ourselves because knowledge leadership is a personal professional development goal that we must monitor like any other performance element. We must set ourselves some personal measurable deliverables in order to succeed and hold ourselves accountable.

There are important conversations taking place today that need your input. How do we educate the information professional of the future? How do we provide remote digital service with a personal touch; how do we most effectively grow our personal networks in a global environment; and how does SLA change to meet the needs of the information professional of the present and future? These are just a few of the conversations you can join. Your profession needs your leadership.

Donna Scheeder, SLA President



## making news

### member news

#### Berger Receives Influential Women in Business Award

Carol A. Berger, president of C. Berger Group, Inc. (CBG) has been selected to receive The Business Ledger's "Influential Women in Business" Award which identifies women who have succeeded in their careers, who exert influence in the community and recognizes the challenges women face in the business world. Berger will be acknowledged as a woman who not only created a specialized business with C. Berger Group, Inc., but has also helped literally thousands of information workers find exciting and rewarding employment. CBG is unique in being the first firm in the Midwest to serve the library and information management professions by providing library outsourcing teams, professional and clerical temporaries, contract and project personnel, executive search/recruiting, and consulting and project management services to clients nationwide. Berger's commitment to excellence extends beyond CBG, to fostering growth of the information professional itself. She actively participates in many professional organizations and has served as an officer in the Special Libraries Association's Library Management Division and Illinois Chapter.

**Judy Field Wins Purdy Award**  
G. Flint Purdy served as Director of the Wayne State University Libraries from 1936-1969. The award established in his memory in 1974, celebrates his years of dedicated service and recognizes the outstanding contributions of others to the University Library System. A nominating committee annually solicits the names of exceptionally qualified individuals. The award is made only if a qualified candidate is identified. There have been seventeen people awarded this honor. Recipients have included a member of Wayne State Board of Governors, The President of the University, the Dean of Libraries and the Associate Dean. One other faculty has received this award. The winner of the Purdy Award for 2000 is Judy Field from the Library and Information Science Program. The Purdy Award Committee cited her outstanding contributions to Wayne State University and to the profession with special emphasis upon her service as President of the Special Libraries Association. Field has been an excellent ambassador to increase the recognition of Wayne State University in the state, across the nation, and around the world. Field is a past-president of SLA. She is also a member of the Michigan Chapter as well as the Business & Finance, Information Technology, and Library Management Divisions.

#### Kitchell Publishes Book

Catherine A. Kitchell, senior reference librarian at the Bureau of National Affairs, with the rest of the BNA Library staff, has just published the 2001 edition of *BNA's Directory of State and Federal Courts, Judges, and Clerks*. The 643-page directory includes listings for 2,139 state

courts, 220 federal courts, 14,087 judges and 5,120 clerks in the federal court system, the 50 states, the District of Columbia, and U.S. territories. This major reference work also includes street addresses, phone/fax numbers, Internet sites as well as court jurisdiction maps, a list of nominations for federal judgeships and state court structure charts. Other members of the BNA Library staff who contributed to the book include Laura Gordon-Murnane, Susan Jones, Rhonda Oziel, Le Pham and Karen Silber. Kitchell is a News Division Member and Treasurer of the Washington, DC Chapter.

#### AJ of the Backstreet Boys says, 'Arthur Andersen Information Professionals Rule!'



The Leadership Team Lucy Lettis formed for the new Business Information Network at Arthur Andersen had a recent meeting in New York. While hanging out in a hotel lobby, the team of info pros noticed the singing group, The Backstreet Boys, were staying at the same hotel! Pictured from left to right: Jan Rivers, Elizabeth Pettit, "AJ," Martha Rankin, and Lucy Lettis

## industry news

### Johns Hopkins Launches Information Security Institute

The Johns Hopkins University, supported by a \$10 million "seed" gift, is establishing a research center to tackle the complex technological, legal, ethical, and public policy challenges of keeping information private and computer systems secure in an increasingly electronic world. The institute expects to complete a formal business plan in early 2001 and will then search for a permanent director, solicit business partners, and set up advisory committees. To learn more about plans for the Information

Security Institute, visit <http://www.jhuisi.jhu.edu>.

### Gale Group Buys KG Saur

The Gale Group, an operating unit of the Thomson Corporation, has bought German reference publisher KG Saur from Reed Elsevier for a sum "not far off \$50 million" on the road to a truly global Gale Group. Gale is enjoying considerable success with its web products in North America but knows that, in the world of global content creation, it is weak outside this region. KG Saur will be a springboard for the group's European development. Further acquisitions in this geographical area are likely. Gale already owns Graham and Whiteside in the UK. KG Saur was founded in 1949 and today employs approxi-

mately 90 people in its offices in Munich and Leipzig in Germany, and Berne in Switzerland. It publishes predominantly in German and English, as well as in French, Italian, Arabic and Chinese, and focuses on reference works and bibliographies for libraries and the book-trade as well as Who's Who publications and biographical reference works. The company also specialises in editing source material and reference works on art, music, film, history, politics, science and technology.

# CyberSkeptic?



**THE CYBERSKEPTIC'S GUIDE**  
To Internet Research

“The *CyberSkeptic's Guide* is a great newsletter; we rely heavily on it.”

— Susan Kloppe, Arthur Andersen

“I particularly enjoy its pragmatism. Frankly, this resource eliminates hype.”

— Susan Detwiler, *Insights on Sites*

“The *CyberSkeptic's Guide* does a good job of weighing the alternatives from an information professional's perspective.”

— Reva Basch, *Secrets of the Super Net Searchers*

**FREE sample issue at <http://www.bibliodata.com>**

The *CyberSkeptic's Guide to Internet Research* is a monthly newsletter from BiblioData. \$159 for one year (ten issues); \$104 for nonprofit or individual subscriptions. Call us at (781) 444-1154 or E-mail [ina@bibliodata.com](mailto:ina@bibliodata.com) to start your subscription.

Dept. B



## chapter & division news

### SLA's Engineering Division Announces INSPEC's Travel Stipend to Attend Annual Conference

INSPEC is sponsoring a \$500.00 travel stipend award for library school students interested in attending the annual Special Libraries Association annual conference, June 9-14, 2001, in San Antonio, TX. The INSPEC Award will be given to the best essay submitted describing how the changing nature of information affects the services special librarians offer their clientele. Interested students must submit an essay of three or less double spaced typed pages. The qualifications for entering the award

competition include having a SLA student membership and applicants must be attending his or her first SLA Conference. All applicants must provide full name, address, telephone number, e-mail address, and a one page double spaced statement of specific qualifications given above. Please type your full name (without any additional personal information) at the top of each essay page. Also include the name of your library school. Deadline for Submission is March 31, 2001. The recipient of the INSPEC Award will be notified by the first week of May, 2001. Submit all entries for the award to: Bette Finn (Chair, SLA Eng. Div. Scholarship Committee) Georgia Tech Library and Information Center Georgia Institute of Technology Atlanta, Georgia 30332-0900 Voice mail: 1-404-894-1790 Fax: 1-404-894-8190 E-mail: [bette.finn@library.gatech.edu](mailto:bette.finn@library.gatech.edu).

### San Diego Chapter Celebrates Anniversary

The San Diego Chapter celebrated its fortieth anniversary on December 2, 2000, at the Marine Room Restaurant in La Jolla, the same scenic location chosen by founding members for the charter meeting in 1960. Four founders were among the sixty participants, including twenty past presidents and current president, Karen Sharpe. The president and president-elect from neighboring Southern California Chapter attended, as did California members, Richard Hulser and Bill Fisher, both candidates for SLA President-elect. Congratulations from SLA Executive Director David Bender and other notables were read. Anecdotes from the Chapters history were presented by eight past presidents. Early members chiefly worked in the military and the aerospace industry; this has changed to electronics, telecommunications, biotechnology, and pharmaceuticals. All who spoke lauded the professional and social benefits of librarians working together to support and learn from each other. The featured guest speaker was SLA President, Donna Scheeder. With the blue Pacific Ocean as a backdrop, she gave a rousing talk on the nature of special librarians as drivers of change throughout our history that was a perfect complement to the event.

The anniversary celebration was a great success, enjoyed by all. Martha McPhail chaired event planning, with assistance from Michael Perkins and Karen Sharpe. The San Diego Chapter, with its dedicated leaders and involved members, looks ahead to many years of continuing success.

*Application materials for the*  
**2001 Steven I. Goldspiel  
Memorial Research Grant**

*are now*  
**available!**

Completed applications must arrive at the Special Libraries Association no later than February 14, 2001 and must conform to the published application guidelines to be considered.

*http://www.sla.org/content/member-service/researchforum/goldspiel.cfm*

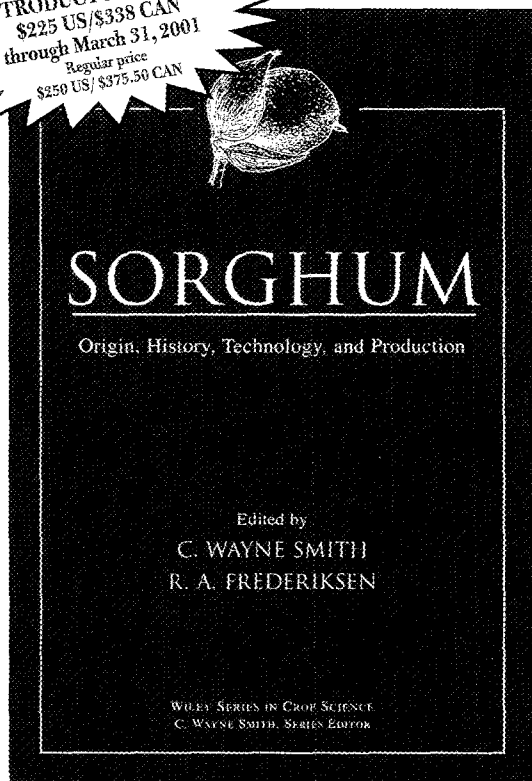
For revised details on the submission requirements and an application form, please visit  
<http://www.sla.org/content/member-service/researchforum/goldspiel.cfm>,  
call Director, Research Rob Pitzer at 1-202-939-3665 or use  
SLA's Fax on Demand Service (1-888-411-2856, items #1401-1406).

# COMING IN JANUARY

## A brand new title in the Wiley Series in Crop Science

C. Wayne Smith, Series Editor

**SPECIAL  
INTRODUCTORY OFFER**  
\$225 US/\$338 CAN  
through March 31, 2001  
Regular price  
\$250 US/\$375.50 CAN



0-471-24237-3 • January 2001

Cloth • 736 pp. • \$250.00 US / \$375.50 CAN

***Sorghum: Origin, History, Technology, and Production***

is the latest volume in the Wiley Series in Crop Science.

With comprehensive, up-to-date coverage of key topics in the field, the references in this series are a vital addition to today's agricultural science and industry literature.

## SORGHUM Origin, History, Technology, and Production

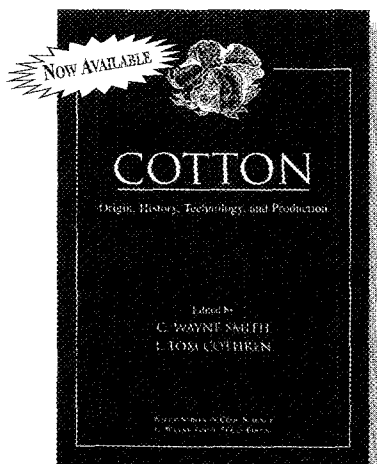
Edited by C. Wayne Smith and Richard A. Frederiksen  
(Both of Texas A&M University, College Station, Texas)

A complete reference work on one of the world's eight major crops. Invaluable for scientists and professionals working in all areas of the sorghum industry, this unique resource explores a full range of important subjects, from new technology to practical advice on planting techniques and rates, nutrition management, grading, and worldwide utilization.

### CONTENTS:

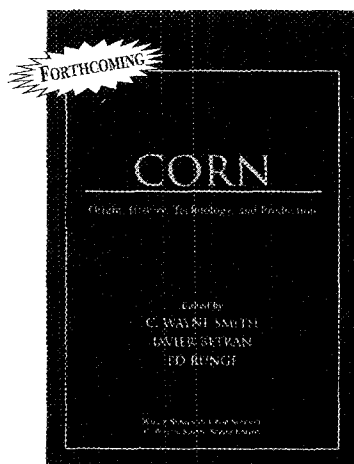
- Origin and History
- Production and Production Hazards
- The Sorghum Plant
- Processing and Products

## ALSO IN THE WILEY SERIES OF CROP SCIENCE . . .



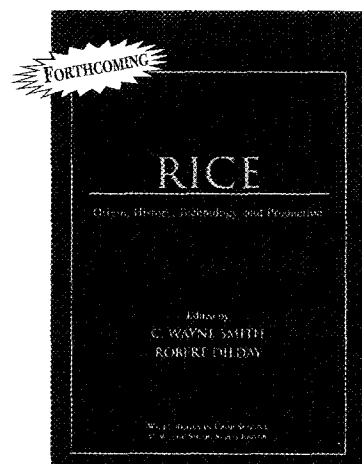
0-471-18045-9 • 1999

Cloth • 864 pp. • \$250.00 US / \$375.50 CAN



0-471-41184-1 • October 2002

Cloth • 1,000 pp. • \$250.00 US / \$375.50 CAN



0-471-34516-4 • September 2001

Cloth • 800 pp. • \$195.00 US / \$292.50 CAN

 **WILEY**



## sla news

### The SLA Endowment Fund Grants Committee Has Announced Two Grant Recipients

The purpose of Endowment Fund Grants is to support programs developed by SLA Chapters, Divisions, or Committees that will further the scientific, literary, and educational purpose for which the Special Libraries Association is organized and operated. Funds may be given for publications, research projects, study grants, continuing education programs, public awareness activities, special studies and reports, or information dissemination efforts.

The Hudson Valley Chapter's project will create a template for evaluating and invigorating small and medium sized chapters within SLA. Activities will include a membership survey to establish a baseline portrait of the chapter members; analysis of the survey and focus groups input; development of a strategic plan for the Chapter; and reports to their members and SLA leadership. This is a fact-finding, solution-oriented project to ascertain the viability of small chapters, the "virtual role" and direction the Chapter should take to best meet the needs of its members, and provide a better understanding of the dynamics of a small chapter. The Chapter was awarded \$7,000.

The Geography and Map Division's project will establish an Association-wide resource for Geographic Information Systems (GIS) awareness. SLA membership will benefit as a whole by increasing the understanding of the various applications of this

new information technology as more libraries and information centers incorporate GIS into their patron service operations. As more information users become aware of the potential of GIS, information professionals will be called upon to assess, acquire, and access geospatial information. SLA annual conferences will be the venue for this project. The division was awarded \$5,700.

### The Much-Anticipated 2000 Edition of the SLA Annual Salary Survey is here!

Regular customers tell us they use the information in this yearly publication to help calculate annual budget allowances—and to arm themselves when asking for a salary increase. As always, the figures in this edition are completely updated and are broken down by job title, area of responsibility, years of experience and education, geographical region, and more.

SLA accepts orders by phone, fax, and mail. To order, call 1-202-234-4700, or send your completed order form (which can be found on our website, [www.slapublishing.org](http://www.slapublishing.org)) by fax to 1-202-234-2442

### New Student Group

SLA welcomes Florida State University as a new student Group. The Faculty Advisor, Dr. Elizabeth Logan from the School of Library and Information Studies at Florida State University and the Student Group President Selinda Stout have developed a plan to familiarize, promote and provide information about the benefits of SLA membership. Their message is to inform and encourage students to see the long term benefits of membership and the advantages of participating in chapter meetings and at Annual Conference.

### International Special Librarians Day Coming Soon! April 5, 2001, Theme: A World of Information Within Your Reach

International Special Librarians Day (ISLD), held the Thursday of National Library Week, provides an opportunity for information professionals to promote their libraries' services and accomplishments within their organizations. ISLD was created in 1991 by the Special Libraries Association. The first celebration was so successful that the Board of Directors approved making it an annual event. The year 2001 marks the tenth anniversary of ISLD. Celebrate your day! Help change people's attitudes, perceptions, and understanding about what you do and the value you add. Large or small, your observance of ISLD 2001 will make a difference. International Special Librarians Day is sponsored by Factiva and the Freedom Forum

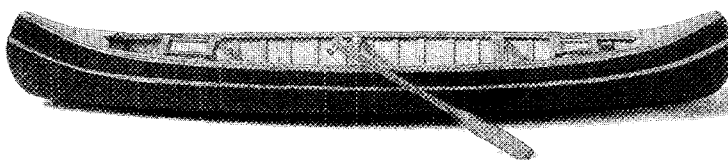
### Global 2000 International Contributed Papers

Special librarians and information professionals from around the world attended the Global 2000 Worldwide Conference on Special Librarianship in Brighton, England. In this conference publication, we have collected a number of presentations which pertain to a wide variety of issues facing information professionals today. While there may be vast differences in implementation from one corner of the world to another, these papers clearly illustrate the global nature of the challenges and responsibilities of information professionals. We accept orders by phone, fax, and mail. To order, call 1-202-234-4700, ext. 673, or send your completed order form (which can be found on our web site, [www.slapublishing.org](http://www.slapublishing.org)) Fax to: 1-202-234-2442.

**The regulatory information is there.**



**We craft it into something useful.**



Of course, you could gather regulatory information on your own... and spend hours poring over website after website. Instead, RegScan does the hunting and gathering for you. We provide extensive coverage of the most current state, federal, and international regulations available — then package it so you can instantly find what your company needs to stay in compliance. E-mails, summaries, and

electronic newsletters keep you informed of changes before they take effect. And we can even put your manuals and data online for easy updating, comparisons, and distribution. So you'll have everything in one instantly accessible, continuously current format. Effortlessly. Contact RegScan at 1-800-734-7226 ext. 1415 or [www.regscan.com](http://www.regscan.com), or e-mail [info@regscan.com](mailto:info@regscan.com) — and find out how useful we can be.



**REGScan.**

the smarter way to know

RegScan™ is a trademark of RegScan, Inc. ©2000 RegScan, Inc.

## in memoriam

### Sangster Parrott

Sangster Parrott died on Sunday, November 5, at her home in Greensboro at the age of 77. Among her many professional activities, Sangster was a long-time active member of SLA belonging to the North Carolina Chapter and Social Science Division. Miss Parrott graduated from North Texas State College and received her master of science in library science from UNC-Chapel Hill. She studied administration at N.C. State University, Raleigh, and law librarianship at UNC-

Chapel Hill. She served on an ad hoc committee to study distribution of state documents. Miss Parrott was a member of Sigma Tau Delta, national honorary society for English majors and Beta Phi Mu, international honor society for library science. She was president of the Epsilon Chapter of Beta Phi Mu at UNC-Chapel Hill, a member of Delta Kappa Gamma, honorary society for women educators, a member of American Library Association and of its descriptive cataloguing committee and its public documents subcommittee. In the N.C. Library Association, she was chair of the resources and technical services division. She was a member of Southeastern Library Association

and Special Libraries Association. She published a number of professional articles. Miss Parrott was a consultant for the N.C. Sites Commission and for numerous public libraries in North Carolina. In her career, she conducted many workshops for public libraries. From being a student library assistant in high school, she focused her career on library services in Texas and North Carolina. She retired as associate professor of library education at UNCG. Since retirement, she was an active volunteer with Shepherd's Center of Greensboro and a driver for Senior Wheels.



Special Libraries Association  
STRATEGIC LEARNING  
AND DEVELOPMENT CENTER  
WWW.SLA-LEARNING.ORG

HELPING INFORMATION PROFESSIONALS  
BECOME INDISPENSABLE THROUGH LEARNING

#### For information contacts:

Strategic Learning and  
Development Center  
Phone: (202) 939-3627  
Email: learning@sla.org

*Receive the Early Decision Discount  
when submitting a reservation  
before January 26, 2001.*

## ACT TODAY!

Limited to 50 participants

## MLS RENEWAL for SPECIAL LIBRARIANS



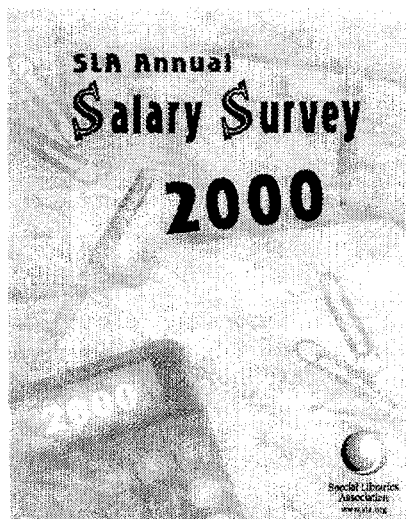
An executive education opportunity for  
experienced information professionals

March 7-11, 2001  
Boston, Massachusetts USA

*Simmons College Graduate School of  
Library and Information Science*

www.sla-learning.org/mls2001





**SLAPUBLISHING**



Special Libraries Association  
www.sla.org

# SLA Annual Salary Survey 2000

A powerful benchmarking tool that no special librarian should be without!

Order today and use your's to compare and contrast wages and other earnings of thousands of special librarians in various regions in the U.S. and Canada.

## New features!

In addition to the data you've come to depend on, this year we've included more breakdowns by industry, size of library, title, responsibility and geographic region. The book also contains salary data on the dynamic and expanding responsibilities of special librarians.

Find out how much you could get paid if you did this:

- Knowledge Management
- Intranet/Internet development
- Database software design
- Marketing
- IT administrator

Find this information and more in the latest salary survey!

Prepayment is required for all orders. Orders are shipped via UPS and should arrive within 2-4 weeks.

Name \_\_\_\_\_ Org. \_\_\_\_\_ Phone \_\_\_\_\_

Street Address \_\_\_\_\_

City \_\_\_\_\_ State/Province \_\_\_\_\_ Zip/Postal Code \_\_\_\_\_ Country \_\_\_\_\_

☐ Check enclosed    ☐ Bill to credit card    ☐ Visa    ☐ Mastercard    ☐ AMEX    ☐ Diners Club  
(US dollars only)

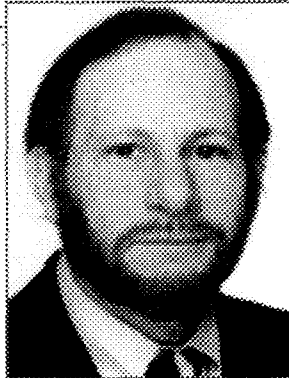
Account # \_\_\_\_\_ Expiration \_\_\_\_\_

Signature \_\_\_\_\_

Qty.	ISBN	Title	Member	Non-Mem	Total
	0-87111-519-0	SLA Annual Salary Survey 2000	\$45.00	\$54.00	

Phone 1-202-939-3673, Fax 1-202-234-2442, Email books@sla.org, Virtual Bookstore www.sla.org.  
Special Libraries Association, Order Dept., 1700 18th Street, NW, Washington, DC 20009 USA

## For President-elect



### BILL FISHER

is Professor, School of Library & Information Science, San Jose State University, San Jose, California (2000 - present)

*SLA Member Since: 1982*

**Past Employment:** Associate Dean, Graduate Studies & Research, San Jose State University (1997-2000); Visiting Professor, School of Library, Archival & Information Studies, University of British Columbia, Vancouver, BC (1997); Professor and Associate Director, School of Library & Information Science, SJSU (1988-97); Assistant Professor and Assistant Dean, Graduate School of Library & Information Science, UCLA, Los Angeles, California (1981-88).

**Education:** Ph.D., Library & Information Management, University of Southern California (1981); M.L.S., State University of New York, Geneseo, NY (1974); M.A., History, University of Arkansas (1973); BA, History/Political Science, University of Arkansas (1972).

**SLA Chapter Activities:** *San Andreas Chapter:* 20th Anniversary Planning Committee co-chair (1999-2000); past president (1997-98); president (1996-97); president-elect (1995-96); various activities including programs, nominations (1989-95); *Southern California Chapter:* past president (1987-88); president (1986-87); president-elect (1985-86); various activities including programs, long range planning (1982-88).

**SLA Division Activities:** *Business & Finance Division:* conference program planner (1991-92); bulletin associate editor (mid-1980s); *Library Management Division:* leadership committee (1999-present).

**SLA Association Level Activities:** 2002 Annual Conference Planning Committee chair (2000-present); Membership Task Force member (2000-present); Scholarship Committee chair (1996-1998); Special Committee on Competencies for Special Librarians member (1995-96); Board of Directors [Chapter Cabinet] (1993-95); President's Visioning Committee chair (1992-94); Special Presidential Commission on Recruitment, Ethics, and Professional Standards (1991-92); Professional Development Committee chair, co-chair, member (1986-93); Statistics Committee chair, member (1984-87).

**Other Professional Activities:** Membership and a variety of activities in: American Library Association; Association of Library & Information Science Educators; American Society for Information Science & Technology; California Library Association; Council of Graduate Schools.

**Awards & Honors:** Fellow, Special Libraries Association (1998); Mark Baer Award, San Andreas Chapter (1997); Member Achievement Award, Southern California Chapter (1989).

**Publications:** numerous books, presentations, and articles in journals such as *Special Libraries*; *Library Trends*; *Library Administration & Management*; *Journal of Library Administration*; and *Bulletin of the Medical Library Association*.

**What are the keys to the growth of the information profession, its stature and its image?**

I believe our profession will be as good as the people who are part of it—both now and in the future. By providing our members with opportunities for continuous growth and development, and encouraging our members to be creative and to see "beyond the box," we will remain in a position to be the knowledge leaders of our respective organizations. Our document, *Competencies for Special Librarians of the 21st Century*, provides a blueprint for practicing information professionals, as well as those just coming into the profession. If each of us continues to support those competencies and keep our focus on the needs of our respective organizations, our stature and subsequently our image will flourish.

**What is your vision for the association during your time in office, and what legacy would you like to leave behind? What is your strategy to implement this vision?**

Our next board will have an opportunity to reshape the Association as we begin to work with a new Executive Director and the changes recommended by our current task forces. It will be a time to try new things, however, as an Association we should not lose our focus on why we are here and those we serve. I would like to see SLA become even more focused on its members. As president I would work with the Association's membership and staff to insure SLA is known as an organization that welcomes and embraces our new members, champions and supports our current members, and respects and learns from our veteran members. Working cooperatively with all units of the Association and keeping our members' needs foremost on our agenda will make this happen and be a worthwhile legacy for any member of the board.

**Explain a career-related accomplishment and how its outcome will relate to your success on the board of directors.**

I believe my previous activities on our board of directors, our Visioning committee, and our Competencies committee, as well as my participation with similar efforts such as my current involvement with our Membership task force and our 2002 Conference Planning committee, reflects on my ability to work cooperatively with a diverse group of people, help keep the group focused, and produce something of value. One of the major roles for our president is to keep the board on track addressing the business of the Association; I believe my record of accomplishments demonstrates my capabilities in this area.

## For President-elect



### RICHARD P. HULSER

is content development director, Infotrieve, Los Angeles, CA (2000-present).

SLA Member Since: 1982

**Past Employment:** digital technologies product marketing manager (1998-2000), technology strategy planning consultant (1996-98), consultant, libraries and museums (1993-96), industry specialist, libraries and museums (1989-93), library industry specialist (1986-89), senior librarian (1984-86), IBM Corporation; library director (1981-82), assistant librarian (1979-81), Snow College, Ephraim, Utah.

**Education:** B.S. State University of New York at Stony Brook, (1976); M.Ed. Utah State University, Logan, UT (1979); M.A. (librarianship & information management), University of Denver, CO (1983).

**SLA Chapter Activities:** *Connecticut Valley:* president (1995-96); program chair/president-elect (1994-95). *Rio Grande:* keynote speaker, International Special Librarians Day (2000). Invited speaker: Boston, Cincinnati, New York, and Philadelphia chapters. Professional development workshop leader: Southern California and Texas chapters. Member: Connecticut Valley, New York, San Diego, Southern California chapters.

**SLA Division Activities:** *Museums, Arts & Humanities:* member, Membership Committee (1996-97). *Library Management:* member, Homepage Committee (1994-95). *Science-Technology:* chair, Nominations Committee (1994-95); division liaison, SLA Professional Standards Committee (1993-94); past chair, chair and chair-elect (1991-94); chair, Strategic Planning Committee (1988-91, 1986-87); member, Long Range Planning Committee (1985-86); Awards Committee (chair, 1984-85; member, 1983-84). Speaker and moderator for: Business & Finance, Library Management, Museums, Arts & Humanities, and Science-Technology Divisions. **SLA Caucus Activities:** *Information Futurists:* convener (1995-97); founder (1995). *Gay & Lesbian Issues:* co-convenor and newsletter editor (1995-96). *Professional Librarians in Non-Traditional Careers:* member (1995-98).

**SLA Association-level Activities:** Networking Committee (chair, 2000-01; member, 1999-2000); Board of Directors (1997-99) division cabinet chair/chair-elect; member, Strategic Planning Committee (1995-96); DACOLT workshop moderator (1996, 1994); Nominating Committee (chair, 1994-95; member, 1993-94); member, Special Committee on Examination of Conference Change to Weekend Format (1993-94); Speaker, SLA SOTA Institute (1999).

**Other Professional Activities:** Coalition for Networked Information: IBM Delegate (1993-99), IBM representative to SLA (1992-5); ASIS: treasurer, Metro-NY Chapter (1988-89). Member: ACRL, ALA, LITA, AAM, ARLIS/NA, ARMA. Keynote speaker for Wisconsin Library Association and Colorado Library Association.

**Awards & Honors:** SLA Fellow (2000); judge, MCI Cybrarian of the Year (1998). Member: Beta Phi Mu, Phi Delta Kappa Professional Education Fraternity, Phi Kappa Phi Honor Society.

**Recent Publications:** "Interdependence Outlook for Information Professionals at SLA's Annual Conference" *Library Hi Tech News*, vol. 17 no. 8, (2000); "Knowledge Leaders Discuss Roles as Creators of Information Future at SLA Annual" *Library Hi Tech News*, (Sept-Oct 1999); "Integrating Technology Into Strategic Planning" *Information Outlook* (February 1998).

**What are the keys to the growth of the information profession, its stature and its image?**

Growth will come from a cooperative effort with the new generation of information colleagues and users across all disciplines and cultures. Incorporating traditional skills with new, expanded expertise for working in a virtual environment is an essential part of success in the information world today. The amount of information and speed of change requires flexibility and adaptability to deal with such change and to embrace it. The key to increased stature and a more positive image of the profession is to match the strength of our skills and expertise with the needs of our organizations and users, even while in the midst of constant change and new challenges.

**What is your vision for the association during your time in office, and what legacy would you like to leave behind? What is your strategy to implement this vision?**

My vision is to see our Association providing programs and services which support the changing needs of current members in enhancing their skills and knowledge, while also attracting many new types of information professionals. The legacy I would like to leave behind is one of having lead an effort to promote and strengthen the capabilities of the Association to match the needs of current and potential members in traditional and new information services roles. I believe the strategy to accomplish this is through teamwork among all the members, staff and our vendor colleagues, as well as with other professional associations. The virtual association capabilities can be used as a key part of accomplishing this vision. We need to be interactive, think globally, and implement programs and services that can be adapted to match local requirements and situations.

**Explain a career-related accomplishment and how its outcome will relate to your success on the board of directors.**

I have been involved with a number of digital library and other information management technology initiatives in my career as both a librarian and later in a variety of enhanced roles. I have been able to champion the information professional as a key participant in information technology initiatives, especially to high level executives in many types of organizations and in various parts of the world. These initiatives required working with people in person, and increasingly with many as virtual team participants. Whether members are across the room or across the world, all should be able to participate in some level of activities, as well as take advantage of services provided by the Association. My experience working with people of many cultures and backgrounds, dealing with technology, and past work on the SLA Board of Directors, provides a solid base for leading the continued success of the Association.



## For Chapter Cabinet Chair-elect



### ELIZABETH (LIZ) BIBBY

is Director of the Business Information Services Center, Baker Library, Harvard Business School.

*SLA Member Since: 1976*

**Past Employment:** *Boston College:* Head, Reference & Instructional Services (1997-99); *Labat-Anderson Inc:* Head Librarian/Coordinator (1991-94); *Federal Home Loan Bank of Atlanta:* Manager, Library & Information Services (1987-91); *TAPPI:* Information Resources Administrator (1983-87); *Life College:* Instructor & Librarian (1982-83); *Canadian Consulate General:* Information Manager (1976-81).

**Education:** M.S. in Information Science from the University of Tennessee; Certificate in Management Development, from Oglethorpe University; Bachelor's degree with highest distinction from Northwestern University (Psychology); First Professional Examination of the Library Association, School of Librarianship, Liverpool.

**SLA Chapter Activities:** *Illinois:* Bulletin Editor (1978-81); *Georgia:* Chair, Education Committee (1984-85); Program Chair (1985-86); Chapter President (1986-87); Director (1990-91); *Boston:* member, Logistics Committee (1997-99); Treasurer (1999-01).

**SLA Division Activities:** *Library Management:* Chair, Marketing Section (1988-89); Division Chair Elect (1989-90); Chair (1990-91), Chair, Bylaws Committee, (1991-92); Chair, Nominating Committee (1992-93); Chair, Awards Committee (1992-93); Chair, Membership Committee (1994-95); Listserv Administrator (1995-96); *Business and Finance:* Director (1997-99); *Diverse Issues Caucus:* mentor, EBSCO Minority Scholarship program (1998). Chemistry, Science and Technology, Information Technology, and Environmental and Resource Management Divisions past member.

**SLA Association-Level Activities:** *Public Relations Committee:* member (1991-92); *Research Committee:* member (1995-96); *Conference Planning Committee:* Deputy Chair (1994); *Nominating Committee:* Chair-Elect (1997-98); Chair (1998-99); *Task Force on Simplification:* member 2000-2001.

**Awards & Honors:** Library Management Division Leadership Award (1994); Primark Award for Outstanding Achievement in Business Librarianship (2000); Fellow of the Special Libraries Association (June 2000).

**Other Professional Activities:** *ASIS:* Secretary, Georgia Chapter (1996-70); Conference Chair (1998). *Chicago Library System Affiliates Council:* Board member (1980-81); *Georgia Governor's Conference on Libraries and Information Services:* Special Libraries Delegate (1991). Member of AIA, ACRL, RUSA, LAMA and BAABL (Boston Association of Academic Business Librarians).

**Publications:** "Using Ready Reference [software] on the Region 4 LAN," *EPA InfoAccess*, Number 23, (November 1992): 8-9. "Supersurvey Results," *Library Management Quarterly*, 14 (Spring 1991): 15-16. "Learning to Improve Your Management

Skills," *Library Management Quarterly*, 12 (Fall 1989): 5,7. Book review: "Creating an Information Service" by Sylvia F. Webb, *Journal of Documentation*, 40 (December 1984): 292-293.

What are the keys to the growth of the information profession, its stature and its image?

There may never be a better era for this profession. Its growth is all but guaranteed—unless we are too fearful to seize the opportunities today's information explosion offers. Our environment presents many new ways to apply our expertise. Our stature will grow in direct correlation with our ability to align our expertise with the missions and strategic goals of the organizations where we work. This is what has always made special librarians different and is what will save us now from floundering in a sea of too many options. We must focus on the activities that will make a difference. To promote and improve our profession's image, each of us must take bold steps to communicate our own value and to be proud, not apologetic, about what we do. We must stop whining among ourselves about being under-appreciated and underpaid and go out and get better jobs.

What is your vision for the association during your time in office, and what legacy would you like to leave behind? What is your strategy to implement this vision?

My vision for SLA is to attract and retain a diverse group of bright, energetic young people, who view the association as a vital part of their professional experience. I would like to leave the legacy that I fostered a dialog among our members, designed to promote the recruitment and mentoring of the next generation of leaders. To attract new winners, SLA needs first to be very clear which benefits its membership values most. Are we in danger of trying to be all things to all people? Have we lost sight of the key reasons people continue to belong to SLA? I would enlist the Chapters to conduct a series of Town Meetings to discuss "SLA—what's in it for everyone?" Our leaders meet and talk often, but it's in our Chapters that the grass roots membership, especially our younger and/or newer members, can articulate its hopes and dreams.

Explain a career-related accomplishment and how its outcome will relate to your success on the board of directors.

Several years ago, I decided that, after spending the majority of my career in small special libraries, I thoroughly enjoyed full time management. I'd just spent three years managing the Atlanta based operations of LABAT-ANDERSON, at the EPA. I wanted to continue to manage in a new setting, so I decided to target academia. Many advised me it would be difficult to break into academia at a management level, but I chose to listen to those, including many SLA friends, who provided encouragement. Armed with a new degree, I was soon able to embark on a new phase in my career and now have exactly the sort of job I'd envisioned. I will bring my 'can do' attitude and work ethic to the SLA Board if you elect me. If we articulate our goals together, then formulate a realistic strategy, I have no doubt we will be successful in reaching them.

## For Chapter Cabinet Chair-elect



### STEPHANIE D. TOLSON

is Library Director, St. Louis Community College, Florissant Valley Campus (1992-present).

*SLA Member Since: 1976*

**Past Employment:** Cataloging Manager, St. Louis Community College, Technical Services Department (1988-1992); Information Specialists, McDonnell Douglas Information Systems, (1981-88); Librarian Consultant on Library of Congress Conversion Project, Electronic Keyboarding Inc., (1980-81); Cataloger, Peoples Gas of Chicago (1976-80); Librarian, Procon/Universal Oil Company (1975-76).

**Education:** Doctoral student, Saint Louis University (1999-present); M.L.S., Emporia Kansas University (1975); B.A., Park College (1974).

**SLA Chapter Activities:** St. Louis Metropolitan Area Chapter, Past-President (2000-2001); Public Relations Committee Chair (2000-01), President (1999-2000); Program Committee Chair (1998-99); Affirmative Action/Diversity Liaison (1992-present), Nominating Committee (1988-89 and 1995-96); President (1984-85); Long-range Planning Committee (1982-85); Hospitality Committee Chair (1981-82); Illinois Chapter member (1976-80).

**SLA Division Activities:** *Library Management Division:* Professional Development Committee Chair (1988-89); Career Guidance Committee Chair (1987-88); *Information Technology Division:* member (1976-81).

**SLA Association Level Activities:** H.W. Wilson Award Committee Chair (2000-01); Winter Meeting Local Arrangements Coordinator 2000, Public Relations Committee (1996-98); Candidate for the SLA Board (1994-95); Atlanta Conference Program Planning Committee (1992-94); Cataloging Committee (1990-94); Affirmative Action Committee Chair (1985-89); Standards Committee (1982-84).

**Other Professional Activities:** American Library Association member (1988-present); Missouri Library Association Member (1994-present); MLA Legislative Committee Member (1997-present); University of Missouri-Columbia, Library School Advisory Council (1994-98).

**Awards & Honors:** National Institute for Leadership Development Participant 1998; Kaleidoscope Leadership Development Participant 1997; SLA Diversity Leadership Development Award 1997; Elizabeth Owens Professional Award 1997; Mathew-Dickey Boys & Girls Club's Rhodia Miller Memorial Award 1992; Who's Who Among American College and University Students 1975.

**Publications:** (Nov. 2000). Wireless laptops and local area networks. Presented at the League for Innovation's Conference on Information Technology, Anaheim, California; (Jan. 2000). Diversity in a global environment. Presented at the Leadership Development Institute, Special Libraries Association, St. Louis, MO; (Jun. 1998). Mentoring up the career ladder. *Information Outlook*, 37-38; (Sep. 15, 1990).

**What are the keys to the growth of the information profession, its stature and its image?**

Proactive responses versus reactive—Information professionals should stay abreast of changes in the corporate world and make positive moves that will advance initiatives. We should identify alternatives and offer sound thinking that is proactive and creative.

**Strategies—**Information professionals should develop action plans. We should realize that if a plan is not advanced immediately, it is not always because it lacks value. At a different time your plan may be just what is needed.

**Competencies—**Information professional should continuously acquire new skills to maintain a competitive edge.

**What is your vision for the association during your time in office, and what legacy would you like to leave behind? What is your strategy to implement this vision?**

During my tenure, I want to embrace membership development. I want to help the association redefine itself, embracing a wider group of information professionals, who are involved in information policy-making, planning, web development, and knowledge work. My vision is to add a different perspective to the association's board. The legacy I hope to leave behind is that of positive actions in the area of membership development. With your vote, I plan to serve as the Chapter Cabinet Chair-elect. I want to serve the membership, and what better way is there than to serve the local leadership. I will work to serve information professionals through collaboration, networking and professional development.

**Explain a career-related accomplishment and how its outcome will relate to your success on the board of directors.**

During my time as a librarian with McDonnell Douglas (now Boeing), I worked with systems analysts, corporate librarians, and others to develop detailed specifications for a new library automation system that would meet our corporate needs. The team effort to design, specify, develop and implement the automated system took several years, but in the end it proved to be a collaborative success. I was pleased to have my supervisor complement me on my ability to understand and interpret details to others who were not familiar with the techno-jargon. I have tried to develop good communication skills, especially listening, because I realize that there are varying levels of understanding in every environment. As a member of the board of directors, I will use detail-oriented skills to stay abreast of the issues and decisions that need to be made for the association. I will also utilize listening skills to open to communication and solicit information from the chapters regarding concerns that should be addressed at the chapter cabinet or association level.

## For Division Cabinet Chair-elect



### KAREN BLEAKLEY

is Manager, Knowledge Services,  
PricewaterhouseCoopers, Montreal, Quebec,  
Canada (1998- present)

*SLA Member Since: 1988*

**Past Employment:** Assistant Manager, Reference Librarian, Price Waterhouse (1993-98); Reference Librarian, KPMG, Montreal, Quebec, Canada (1989-93).

**Education:** B.A. (Psychology) McGill University, Montreal; MLIS, McGill University, Montreal; Certificate in Computer-Based Information Systems (M.I.S.), McGill University, Montreal.

**SLA Chapter Activities:** *Eastern Canada Chapter*; Secretary (1993-94); Chair/member of the Continuing Education, Nominating, Technology, Public Relations committees; SLA Student Group President, McGill University

**SLA Division Activities:** *Information Technology Division*: Chair (1998-2001), Program planner 1995 Annual Conference, Montreal, Chair, Information Systems Section (1997-98); also member of the Advertising & Marketing, Business & Finance, Library Management, Transportation, Communications Divisions.

**SLA Association-Level Activities:** Member, Simplification Task Force (2000- present), Member, Information Today Award Committee (1996-98).

**Other Professional Activities:** Society for Competitive Intelligence Professionals, member (1998-present); guest speaker, McGill University library school; Curriculum Advisory Committee member for Montreal-area library technician program.

**Awards & Honors:** SLA Meckler Award for Innovations in Technology (1993); SLA Eastern Canada Chapter Award—highest standing in Special Libraries course (1989); McGill University Janet Agnew Scholarship (1988).

**Publications:** Regular contributor to SLA newsletters and bulletins (ECC and ITE), *Library Hi-Tech News*, *Business Information Review*, *Journal les Affaires* (Quebec business newspaper).

**What are the keys to the growth of the information profession, its stature and its image?**

Probably the primary key to growth is partnerships. The information profession must establish partnerships with corollary professions and become more inclusive. Partnering with professionals from other disciplines such as computer science, business and education would have the effect of infusing our profession with fresh ideas while growing the profession as a whole. Partnerships could be as simple as joint conference sessions or other educational opportunities. Partnering would also be a key to enhancing the image of the profession. Other professionals would come to know and better understand the information profession thereby helping to update the image of the traditional library and librarian.

**What is your vision for the association during your time in office, and what legacy would you like to leave behind? What is your strategy to implement this vision?**

I would like to see more active participation from SLA members. In order for this to happen, individual members must better understand the association, and come to feel that this is really their association. All too often, at both the chapter and division level it is left for the same few people to keep doing all the work. While these people are greatly appreciated and needed, there is also a need to train the next generation of information professionals to run this association. I know that there are incredibly talented SLA members who have yet to volunteer their time and share their expertise with SLA. The goal is to reach out to these people and help them see how enriching it is to work with other SLA members on committees or projects. The best strategy is communication. We all need to "talk up" SLA to our colleagues, to mentor new information professionals and to get people excited about the profession and the association.

**Explain a career-related accomplishment and how its outcome will relate to your success on the board of directors.**

My firm recently merged with another to become the world's largest professional services organization. During this process I successfully combined two corporate libraries. This entailed discussion with the firm's new leadership about our services, why they were important and why the new firm needed to keep them. It was a delicate balancing act to keep everyone's best interests in sight as we built the new service. The role of Division Cabinet Chair is to act as a liaison between the division and association leadership. The Chair must keep both the interests of the division and of the association leaders in sight and be able to strike a balance between them. SLA is a very dynamic and global organization. The Division Cabinet Chair must be adept at communicating with people from a variety of professional milieus and from a multitude of regions. I think my experience managing the aforementioned merger will accelerate my effectiveness in this role.



## For Division Cabinet Chair-elect



### KAREN KREIZMAN

is Manager, Information Resources Center,  
ACTS Testing Labs, Inc.

*SLA Member Since: 1988*

**Past Employment:** Senior Information Scientist, Research Library, Bristol-Myers Squibb Co., (1988-96); Technical Information Center, Occidental Chemical Corp. (1987-88).

**Education:** M.L.S., State University of New York at Buffalo (1987); B.S., Double Major, Social Sciences and Humanities, Clarkson University (1985).

**SLA Association-Level Activities:** Strategic Planning Committee, Member (1996-97).

**SLA Chapter Activities:** *Upstate NY Chapter:* Bulletin Editor (2000/01-present); Consulting Chair (2000/01-present); Business Manager for Programs (1999-2000); Membership Chair (1998-99); Nominations Chair (1997-98).

**SLA Division Activities:** *Biological Sciences Division:* Professional Development Committee, Chair (1994-95); Member (1992-93 & 1993-94); *Engineering Division:* Standards Roundtable Chair (1998-present); *Pharmaceutical Division:* Strategic Planning Chair 1999/2000 - present); Archivist (1998-99); Past Chair (1997-98); Bylaws Chair (1997-98); Division Chair (1996-97); Chair-Elect (1995-96); Bulletin Editor (1993-94 & 1994-95).

**Other Professional Activities:** In addition to the following positions and appointments, Karen has given numerous presentations at local, regional and national library conferences. Beta Phi Mu, Member (1987-present); Medical Industry Information Report, Editorial Board (1997-99); Medical Library Association: Academy of Health Information Professionals, Senior Member (1998-2003); Upstate NY and Ontario Chapter, Government Relations Chair (1998-99 & 1999-2000); Society of Competitive Intelligence Professionals, Member (1996-present); Standards Engineering Society, Member (1999-present); Visiting lecturer, SUNY Buffalo (1994); Western NY Library Resources Council: Board of Trustees (2000-05); Regional Automation Committee, Chair (1993-94 & 1994-95); Member (1989-2000); Continuing Education Committee, Chair 1992/1993; Member (1991-92); Western NY Health Sciences Librarians, Past President (1995-96), President (1994-95), President Elect (1993/94), Newsletter Editor (1992/93-1993/94); Executive Board Member-at-Large, (1990/91-1992/93).

**Awards & Honors:** SLA Pharmaceutical Division, Distinguished Member Award (2000); Westwood-Squibb Pharmaceuticals MIC Award of Excellence (1988).

**Publications (selected):** *Establishing an Information Center: A Practical Guide.* London: Bowker-Saur, 1999. In addition, Karen has published several articles and book reviews in library science journals and newsletters.

**What are the keys to the growth of the information profession, its stature and its image?**

How we are perceived by others directly impacts the profession's image, stature and potential for growth. SLA must work with other library and related organization to educate "outsiders," particularly business executives, on the critically important and unique skills information professionals bring to an organization. It is also important for SLA to provide concrete tools, diversify programs, and provide services that support the varied professional positions and responsibilities our members undertake. SLA should create model job descriptions that accurately reflect these changing roles in a variety of sectors. Many industries look at position descriptions in comparative companies. Our roles and skills sets have evolved; it is time SLA provided prototypes descriptions and set the standard.

**What is your vision for the association during your time in office, and what legacy would you like to leave behind? What is your strategy to implement this vision?**

There are two areas that I would take an active role in coordinating:

I would like to see the association reach out directly to library school students, and play a more significant role in influencing library school curricula. SLA should increase involvement with library schools and lobby at the ALA-accreditation level to make sure that coursework in special library skills such as knowledge/content management, business intelligence, and strategic planning and analysis are required as part of re-accreditation. Ensuring new librarians have the necessary competencies is critical to the future success and positive perception of our profession.

The work of the SLA Information Services Panel on benchmarking needs to be further developed. A solid body of information regarding staff size, budgets, including roles and responsibilities for like industries, will enable members to justify and improve their positions within their organization.

**Explain a career-related accomplishment and how its outcome will relate to your success on the board of directors.**

I started the Information Resources Center at ACTS Testing Labs as a one-person library. Four years later, I was managing a staff of seven. Through speaking, consulting, mentoring, and writing (including publishing a book on the topic), I have been able to share information on the "how-tos" of establishing the value of the information center and the information professional. I think I have been particularly successful in providing "practical" information and techniques, which can be adopted and immediately applied in a variety of settings. A position on the Board will enable me to influence policy and program development, and provide a forum for guiding SLA members on effectively communicating the personal and professional value they bring.

## For Director

**HEATHER GALLEGOS-REX**

is Director of Library Development Services for the state of New Mexico (1996-present).

*SLA Member Since: 1992*

**Past Employment:** Librarian Senior with the New Mexico State Highway and Transportation Department and the Alliance for Transportation Research (1992-96); Head of Map and Geographic Information Center (MAGIC), Centennial Science and Engineering Library, University of New Mexico (1988-92); Map Room Manager with Government Publications and Maps Department (1981-88), University of New Mexico Zimmerman Library; Clerical Specialist Government Publication and Maps, University of New Mexico Zimmerman Library (1979-81).

**Education:** M.L.S., University of Arizona (1990); M.A. Geography, University of New Mexico (1989); High Performance Teams Management Skills Training, University of New Mexico (1990).

**SLA Chapter Activities:** *Rio Grande Chapter:* past president (1996-97); president (1995-96); president-elect and program chair (1994-95); strategic planning chair (1997-present); government relations chair (1999-present) *Regional Activities:* Planning Committee (1994-96) for Southwest Regional Conference, Albuquerque, NM Oct.30-Nov.2, 1996 and Local Arrangements Committee (1995-96).

**SLA Division Activities:** *Transportation Division:* member (1992-96); *Library Management Division:* member (1997-present).

**SLA Association Level Activities:** DACOLT session discussion leader 1995 Annual Conference; Government Affairs and Intellectual Property Committee, 1999-2002.

**Other Professional Activities:** American Library Association (1984-92, 1996-present) Map and Geography Round Table (MAGERT) Secretary (1985-89); MAGERT Membership Committee (1984-90). Western Association of Map Libraries, (1984-92), New Mexico contributing editor to *Information Bulletin* (1987-92); New Mexico Geographic Information Council (1984-94), Chair Public Awareness and Education Committee (1985-94). Board of Directors (1992-94); New Mexico Library Association (1984-present); Mountain Plains Library Association (1999-present).

**Publications/Presentations (selected):** "Exploration as Odyssey: the Mapping of Carlsbad Caverns National Park," In *Exploration and Mapping of the National Parks*, Jenny Marie Johnson, ed. Winnetka, IL: Speculum Orbis Press, 1994. Seavey, Charles A. and Heather F. Rex, "Users and geographic area of interest in an academic map collection: 1983-1989: implications for collection development," *Meridian*, no. 7, 1992. "A Value Study Model for a State Agency Library" presented to NM state agency librarians (March 1996) and Legislative Research Librarians of the National Conference of State Legislatures (October 1997). *Sourcebook for New Mexico Geographic Information*, New Mexico Geographic Information Council, 1991. Numerous book reviews, software reviews, and newsletter articles in local and national publications (1985-present).

**What are the keys to the growth of the information profession, its stature and its image?**

We the practioners are the keys to the growth of the information profession. The specific qualities we need to grow our profession, its stature and its image are flexibility, passion, creativity, care, and extreme pro-activity. While most of our services may be client-driven, we must also be flexible enough to be client-defined to a large extent. Although we come into our organizations with a set of well-known skills, we must passionately promote the creative possibilities of utilizing our skills in non-traditional ways and displaying skills not so well known. We must show the value-added benefits and the bottom line good sense that comes of making information professionals strategic partners. If we will leap pro-actively into parts of organizations not considered "library territory," we will change perceptions, we will increase stature, and we will insure the future of the profession.

**What is your vision for the association during your time in office, and what legacy would you like to leave behind? What is your strategy to implement this vision?**

I am an SLA believer; I love and whole-heartedly support this remarkable association. If I would be fortunate enough to be a Director, I would like to see the association actively promote its benefits to information professionals everywhere who may not see SLA as pertinent to them or their careers. There are many who believe they must work in a special library to benefit from SLA membership. They are unaware that SLA International is the premier global organization for professional development and their best bet in a professional organization. I would work with SLA colleagues to grow membership among multi-type librarians and other information professionals through partnerships, shared meetings, and through direct marketing and promotional campaigns. I would like my legacy to one of eucumenical growth and progress toward the commonalities in our future.

**Explain a career-related accomplishment and how its outcome will relate to your success on the board of directors.**

In the current phase of my twenty-year career, Director of Library Development Services for the state, I lead a six-member team that promotes excellence in New Mexico libraries through training, consulting, advising, resource-sharing, marketing, and funding. We design and librarians from multi-type libraries attend over a dozen annual library management workshops as well as the hugely-successful biennial Library Leadership Institute. My success on the SLA board of directors would be served by the collaborative and administrative experience I've gained through 1) partnering with hundreds of colleague librarians and public officials across the country, 2) creating dozens of effective leadership opportunities for librarians in the state, and 3) putting together and administering a high-energy, highly-committed team of professionals.

## For Director



### JOHN GANLY

is Assistant Director for Collections, Science, Industry and Business Library, New York Public Library (1993-present).

*SLA Member Since: 1970*

Past employment: Chief, Economics Division, New York Public Library (1984-92); Librarian, New York Public Library (1970-83); Purchasing Agent, Phillips International (1966-70).

Education: Master of Arts, Political Science, New School for Social Research (1974);

MLS, Pratt Institute (1970); Bachelor of Business Administration, Baruch College (1969).

SLA Division Activities: *Business and Finance Division*: Chair (1997); Fundraiser (1998- present); Roundtable Coordinator (1993); Member (1970- present); *Advertising and Marketing Division*: Member (1970-present).

Other Professional Activities: Adjunct Professor, Rutgers University, School of Library and Information Science (1976-present); Adjunct Professor, Palmer School of Library Science (1998); Adjunct Professor, Columbia University School of Library Science (1982-86).

Awards and Honors: American Library Association, Gale Award for Excellence in Business Librarianship (1998); Special Libraries Association, President's Award (1993); Special Libraries Association, Disclosure Technology Award (1992); Member Beta Gamma Sigma, Business Honors Society.

Publications: *Data Sources for Business and Market Analysis*, 1983 and revision 1993 Scarecrow Press (LJ Business Books of the year); *Small Business Sourcebook*, Gale Research, 1983 (American Libraries Outstanding Reference Sources); *Serials for Libraries*, Neal- Schuman, 1985; *CIRR Corporate and Industry Research Reports Index*, 1983.

What are the keys to the growth of the information profession, its stature and its image?

Capitalising on the newfound respect accorded to information professionals is key to success. The skills needed to maximize effectiveness in the new information arena are the skill of the librarian and the value of these talents needs to constantly be stressed. Content, its identification, arrangement and delivery is a commodity we have mastered and stressing this mastery is vital to our professional future.

What is your vision for the association during your time in office, and what legacy would you like to leave behind? What is your strategy to implement this vision?

Lessening the arbitrary boundaries between the different areas in which the members work is a goal I would like to follow. I would like to be able to help to strengthen the associations role in defining the information professional as a person who deals with information wherever and whenever the opportunity presents itself and not as a person who works in a particular library venue.

Explain a career-related accomplishment and how its outcome will relate to your success on the board of directors.

I am very proud of the fact that as chairperson of the board of PAIS I was able to lead the organization from a near bankruptcy position to a position as a strong member of the OCLC family. Learning from the complicated legal, business and personal issues that had to be resolved during the long process of the merger and the resolution of these issues will serve me well in dealing with the myriad of association issues facing the board.



## For Director



### MARJORIE M.K. HLAVA

is President and Chairman of Access Innovations, Inc., an international database construction and information management services company she founded in 1978.

*SLA Member Since: 1976*

**Past Employment:** Information Director, National Energy Information Center Affiliate, Department of Energy, University of New Mexico, Albuquerque, NM (1978); Manager of Information Technology, NASA Technical Application Center (TAC) University of New Mexico, Albuquerque, NM (1976-78).

**Education:** Graduate study in Botany and in Information Science, University of New Mexico (1974-76); BS in Botany and certified in Secondary Education, University of Wisconsin (1970) with Field Courses taken at the University of Minnesota, Itaska (1967).

**SLA Chapter Activities:** *Rio Grande Chapter:* chair, Nominations (1983); Chapter President (1979-80); chair, Employment (1978-79); chair, Membership (1978-79); chair, Career Counselor (1978-79); Chapter Vice President (1978-79); chair, Special Projects (1976); numerous other committee positions.

**SLA Division Activities:** *Information Technology Division:* member, Networking Committee (1988-90); DACOLT Committee (1989-90); Nominations Committee (1985, 1991); Division Cabinet Electronic Mail (1984); Executive Committee ITE (1983-85; 1988-89); Chair (1984); Chair Elect (1983).

**SLA Association Level Activities:** SLA Voting Representative for NISO (1992-present); chair, Technical Standards Committee (1992-present); Special Committee for Review of Non-serials Publications (1992); Board of Directors Division Cabinet Chair (1990-92); Nominations (1986); Directory Committee Joint Cabinet (1984); Long Range Plan (1981-82).

**Other Professional Activities:** Local, regional, and national level support and participation in information industry related associations and organizations. Serving or has served on the Boards of the following organizations: American Society for Information Science (Past President); Association for Information Dissemination (Twice President) Documentation Abstracts (Twice President) (Board of Directors 1990-1997); National Information Standards Organization (SLA representative to NISO) Software and Information Industry Association (Treasurer); NEAIS - (Current Treasurer).

**Awards and Honors:** The ASIS Watson-Davis Award (1996); The Special Libraries Association President's Award (June 2000); Guilford's Who's Who, 1994-95 Edition; Who's Who Worldwide Registry, 1994-95 Edition; Who's Who registry of Global Business Leaders, 1993 Edition; Who's Who of Emerging Leaders in America, 4<sup>th</sup> Edition, 1992; Who's Who Registry of Business Leaders, Platinum Edition, 1992; Official Registry of the Who's Who of American Business Leaders, 1991 Edition.

**Publications:** Over 200 articles and papers for professional and scholarly journals, information industry publications, and presentations at conferences, other meetings, and workshops.

What are the keys to the growth of the information profession, its stature and its image?

We must pay close attention to three things in the information profession; standards, regulations and the enabling legislation and the activities in the non US parts of the business. Standards are the underlying infrastructure that make the exchange of information and the accompanying commerce possible. Without them we will not have continued growth. Choose the wrong ones for the US and we will be outdistanced by other nations in this profession. Our standards bodies are being overtaken by the quasi-standards groups such as W3C for excellent reasons. We should take a seat with those who are making a difference in our profession and help drive those actions which affect us. Legislation must take the long view and not be distracted by special interest groups with short term horizons. The delay of the tax on the Internet, clear copyright, compilation and usage guidelines that protect and encourage production and use of materials, easy exchange without encryption of information and a balance of private and public sector roles in provision of information will all take careful study and attention by the SLA Board. The information profession is no longer restricted to the US and a few European Nations. India, Singapore and others are moving quickly to become the Information Nation. The US lacks an Information Policy, while the European Union has come up with exhaustive policies for information and other intellectual property. The European Directive has been adopted by all of their nations. We are starting to fall behind. We will catch up again by paying attention and taking actions to positively affect our futures.

What is your vision for the association during your time in office, and what legacy would you like to leave behind? What is your strategy to implement this vision?

If elected I will help SLA push forward on all three of these fronts for the Association and for the profession. I will ask to work with the Technical Standards, Government Policy and International Relations Committees on these issues and bring items of note to the Staff and the Board. Our futures are at stake and we must pay attention.

Explain career related accomplishment and how its outcome will relate to your success on the board of directors.

I have worked with the SLA standards committee for the last eight years and with the National Information Standards organization as a member of its Board of Directors. I understand the standards issues and processes and how to be effective in that environment. I have only recently realized the impact of government policy and the subsequent activities involved in implementing those actions. The ripple effects on our working environments are not yet known. I am worried enough to read, listen and act to make the workplace for special librarians and all their colleagues in the information profession as effective and efficient as possible. I have divisions of my own company or operating agreements for creating databases in Europe, India, China, Philippines, and formerly in Russia. I understand doing business in a global environment and have been working internationally for over 25 years.

## For Director



### CHRISTINE DE BOW KLEIN

is director of research and development for LifeCare.com, a professional work-life services company based in Westport, CT.

*SLA Member Since: 1990*

**Past Employment:** manager, information services, Towers Perrin (1998-2000); project manager, General Electric Corporate headquarters information research center (CIRC), Teltech (1997-98); manager, information services, National Association of Chain Drug Stores (1992-97); special assistant to the executive director (1991), assistant to the director of scientific and academic publishing (1990-91), Association of Research Libraries.

**Education:** M.S. (library science) Catholic University of America (1992); B.A. (history) Chestnut Hill College (1968).

**SLA Chapter Activities:** *Hudson Valley Chapter:* president (1999-2000) and president-elect (1998-99); *Washington, DC Chapter:* co-chair and chair of the Consultation Services Committee and advisory board member (1993-97), career day program planner and speaker (1995 and 1996).

**SLA Division Activities:** Founding member, Association Information Services Caucus (1995); roundtable leader and program planner (1997-98).

**SLA Association level Activities:** Global 2000 fellowship mentor (2000)

**Other Professional Activities:** Capcon Board of Trustees (1996-97); frequent presentations to library schools to encourage students to choose special librarianship

**Publications:** *Jewelry History: A Core Bibliography and Report in Support of Preservation* (Commission on Preservation and Access, 1991); collaborated and compiled directories and articles for Association of Research Libraries (1989-1991); numerous contributions to chapter bulletins (1994-2000).

**What are the keys to the growth of the information profession, its stature and its image?**

- The health and vitality of the profession requires us to find, encourage and energize professionals to bring variety, inspiration and the courage to discover and appreciate the many diverse directions our profession permits us to take. Publicly recognizing innovation, creativity and success will not only encourage others to enter the profession but will raise our stature.
- Opening our doors to alliances and partnerships will give us all opportunities for the growth and synergy that is crucial for the success.
- Encouraging others to appreciate and use information professionals. Encourage people to enter our profession. We need to supporting programs at library schools to help professionals enter the workplace with the skills they need to succeed.

**What is your vision for the association during your time in office, and what legacy would you like to leave behind? What is your strategy to implement this vision?**

- To clearly define and serve members needs and grow the association to be the leader in the information profession. This means understanding and developing the services of the association as defined by the membership.
- Position the association to publicly address issues/work/professions (outside our natural homogenous community) where we can make a substantial contribution.
- Encourage international participation, absorbing cultures and ideas, sharing our prosperity and supporting our profession worldwide, creating opportunities for exchange of ideas and technologies.

**Explain a career-related accomplishment and how its outcome will relate to your success on the board of directors.**

As Consultation Service Officer and Chair I met with over twenty organizations that were interested in growing or starting an information service or hiring an information professional. Each time I learned more about our profession, how we were perceived and how we can address the needs of diverse situations. By representing SLA and guiding those organizations to information professionals who could provide solutions and help them meet their goals I was rewarded with an opportunity to learn more about our professional opportunities while impressing upon people the competencies and professionalism of the information community. I learned to listen and look for opportunities to provide value and service.

# communications outlook

## What is Your Organization's Core Ideology?

During a staff meeting last month, the staff at SLA International Headquarters spent some time considering what drives the organization. We weren't looking for the external factors; we were determining the internal factors that make our organizational clock tick.

The impetus for this discussion was a book written by Jim Collins and Jerry Porras. In *Built to Last*, Collins and Porras shed light on the qualities and values of visionary companies. Several threads were identical in all of the visionary companies researched by the authors. Most prominent was the presence of a core ideology that firmly rooted the company's direction and focus for the future.

*The American Heritage Dictionary*, third edition, defines *ideology* as "the body of ideas reflecting the social needs and aspirations of an individual, a group, a class, or a culture." In *Built to Last*, Collins and Porras note that a core ideology is made up of a set of core values and a purpose that drive an individual or organization forward, a set of principles that guide them to success and through tough times.

**Core Values:** An organization's essential and enduring tenets—a small set of general guiding principles; not to be confused with specific cultural or operating practices; not to be compromised for financial gain or short-term expediency.

**Purpose:** An organization's fundamental reasons for existence beyond just making money—a personal guiding star on the horizon; not to be confused with specific goals or business strategies.

Visionary companies are inclined to function with a foundation steeped in their core ideology. It need not be considered reasonable or acceptable in the eyes of shareholders or customers or the public. It does not change direction to follow trends or fads. And market conditions are not allowed to affect core ideologies. In fact, most core ideologies make no mention whatsoever of the products, services, or markets served by their respective organizations.

Is there a "right" ideology? NO!! In *Built to Last*, Collins and Porras found no "specific ideological content essential to being a visionary company. Rather, they found that the authenticity of the ideology and the extent to which a company attains consistent alignment with the ideology counts more than the content of the ideology."

Now consider what core ideology exists in your organization. Why does it exist? Who created it? How long has it been in existence? Has it been changed for marketing or financial expediency? Does your department align its operations to the organization's core ideology? Many

So many in the information profession struggle to convey value and worth to decision-makers in their organizations. Could it be that, to effectively communicate such value, we need to ensure that our value is aligned with—and meets the requirements of—the organization's

core ideology? And even if many are attempting to do so currently, is the attempt being communicated correctly? There is much more to the story that Collin and Porras expose in *Built to Last*. But the creation of, and adherence to, a core ideology seems to be the primary starting point for visionary organizations.

Core values + Purpose  
= Core Ideology

If your organization doesn't have a core ideology, consider the following values from several major international companies. Maybe you can learn from them.

3M Corporation

- Innovation: "Thou shalt not kill a new product idea"
- Absolute integrity
- Respect for individual initiative and personal growth
- Tolerance for honest mistakes
- Product quality and reliability

Wal-Mart Stores, Incorporated

- "We exist to provide value to our customers" - to make their lives better via lower prices and greater selection; all else is secondary
- Swim upstream, buck conventional wisdom
- Be in partnership with employees
- Work with passion, commitment, and enthusiasm
- Run lean
- Pursue ever-higher goals

Walt Disney Company

- No cynicism allowed
- Fanatical attention to consistency and detail
- Continuous progress via creativity, dreams, and imagination
- Fanatical control and preservation of Disney's "magic" image

For more information,  
contact John Crosby  
(john-c@sla.org)



inspiring business decisions

factiva

## Intelligent. Resourceful. Proactive.

Meet Factiva Publisher.

A welcome addition to your intranet team.

Make sure your intranet team recruits today's most fully-qualified content integrator: Factiva Publisher. This ready-to-use solution delivers the uniformly-coded content of both Dow Jones Interactive and Reuters Business Briefing—so your intranet meets the critical global awareness needs of each employee.

Best of all, as a knowledge manager you'll extend your indexing expertise to the intranet. Apply Factiva Intelligent Indexing topics—company, industry and geographic terms—to internal documents, so end users receive the critical business facts they need—from a single site.

To find out more, visit [www.factiva.com](http://www.factiva.com).



**factiva**<sup>TM</sup>  
Dow Jones & Reuters

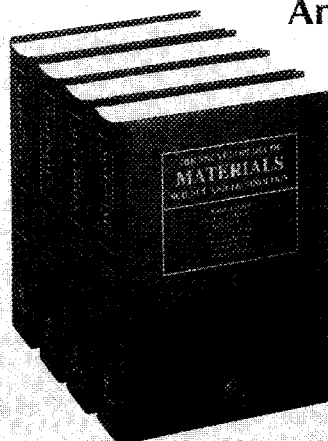


COMING SEPTEMBER 2001



## THE ENCYCLOPEDIA OF MATERIALS: SCIENCE AND TECHNOLOGY

An unrivaled reference-base of knowledge  
and gateway to further research



### Editors-in-Chief

**K.H.J. Buschow**, University of Amsterdam, The Netherlands,  
**Robert W. Cahn**, University of Cambridge, UK, **Merlon C. Flemings**, Massachusetts Institute of Technology, Cambridge, MA, USA, **Bernhard Ilshner**, Swiss Federal Institute of Technology, Lausanne, Switzerland, **Edward J. Kramer**, University of California, Santa Barbara, USA and **Subbash Mabajan**, Arizona State University, Tempe, AZ, USA

**T**he encyclopedia is an authoritative reference source for the increasingly broad and multidisciplinary field of materials. Coverage includes the following materials:

- Amorphous materials
- Building materials
- Ceramics
- Metals and metallurgy
- Optical and opto-electronic materials
- Polymers

ISBN: 0-08-043152-6

List price: \$6,875 | Pre-publication price: \$4,795 (A 30% savings through September 30, 2001.)

Every article in the Encyclopedia has been commissioned and written by an internationally recognized expert and provides a concise overview of a particular aspect of the field including application, characterization, fatigue, plasticity and elasticity, processing and testing.

*For more details, please visit our website.*  
[www.elsevier.com/locate/emsat](http://www.elsevier.com/locate/emsat)

### In Print:

- 11 volumes
- 10,000 pages
- 2,200 articles
- 5,000 illustrations, including color

### Electronically:

- 3 years free access to the encyclopedia on the web
- Regular web updates



**Pergamon**  
AN IMPRINT OF  
ELSEVIER SCIENCE

Contact the Regional Sales Office or your vendor

Elsevier Science, Regional Sales Office  
655 Avenue of the Americas, New York, NY 10010-5107  
Tel: 212-633-3730 (Toll free for customers in the USA and  
Canada: 888-437-4636) • Fax: 212-633-3680  
E-mail: [usinfo@elsevier](mailto:usinfo@elsevier)

# strategic learning outlook

## Money for Something...Important!

During a recent bout with insomnia, I was curled up with the remote aimlessly flipping through TV channels. I had given up my search for "quality programming," when a commercial caught my eye. From what my tired mind could understand the fast talking spokesman was pitching a book. Not just any book, mind you, but a "money detector." I listened, and the pitchman's enthusiasm was contagious. If I didn't purchase the book I would not know about the millions of dollars available to me, to you and to millions of other people. Yes, there is money to be had and this book would help me to learn how to find it.

Well, I didn't buy the book. But it led me to think about the difficulty we sometimes have in finding the money for learning and development activities. Learning shouldn't just be about finding funding, but unfortunately it sometimes comes down to exactly that: Do I have the money to participate? In the coming fiscal year, many of us will have to address this question. What will the answer be for you or your organization? Well, we want to help you make "the case" for learning and development ideas by posing a few critical reflection questions here. We want you to succeed and we know that having the funding for learning and development is central to that effort.

Is learning viewed as an essential "employee benefit" within my company or organization? According to a survey conducted by the International Foundation of Employee Benefits Plans, employees

rank continuing education as more important than childcare reimbursement, flextime and family leave. Is this the case in your organization? If not, begin discussing the necessity for on-going learning with your supervisor and colleagues. By demonstrating a genuine commitment to learning, you are more likely to be successful in your quest to ensure adequate funding for those experiences.

**Does your organization use a performance management system to evaluate its employees?**

Performance management systems operate on the assumption that organizational success results from adding together all the individual outputs. While this may have been true at one time, current research indicates that the real indicator of organizational success is the interaction of people in unexpected and creative ways. The whole is much more than the sum of its parts. The work of major management authors such as Tom Peters and Rosabeth Moss Kanter confirm this perspective.

In this context, learning and development is that much more important. In your role as an information professional, you may need to work with a variety of customers, both internal and external. You may provide support to the organization's most strategic goals and you may be asked to explore new ways of creating value. To do this, you must have the opportunity to step outside broader organizational frameworks and explore new and previously unforeseen possibilities. It is important, therefore, that you emphasize the need for such opportunities when dealing with learning and development funding issues in your organization.

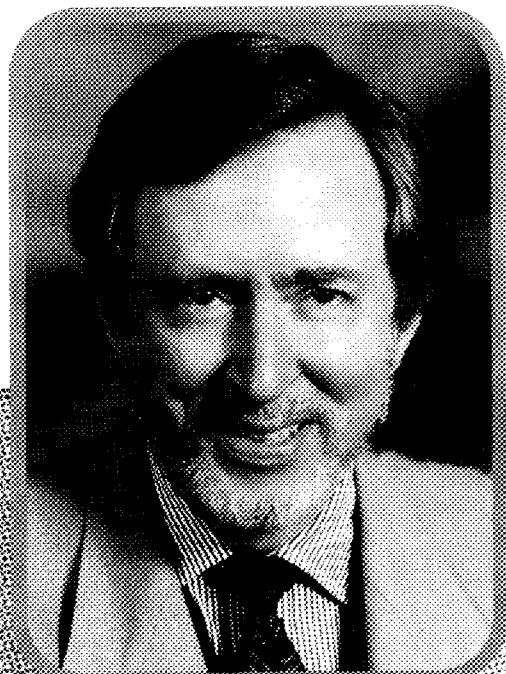
**Does your organization provide employee driven internal training?**

Most organizations today offer training programs to meet very specific learning needs. These programs frequently are problem-driven and mandated from the top of the organization in order to push a need for greater efficiency with the organization's operations.

In general, there is nothing wrong with such initiatives, if the top of the organization is truly in touch with the needs of its staff. Unfortunately, a genuine understanding of the learning and development that is needed is rarely found at the more senior levels. It is incumbent upon you, then, to work to identify your most profound needs and to encourage colleagues to do the same to ensure that our organization's are spending their limited resources effectively. We may wish to think that learning is entirely our employer's responsibility, but the truth is that it is a shared responsibility.

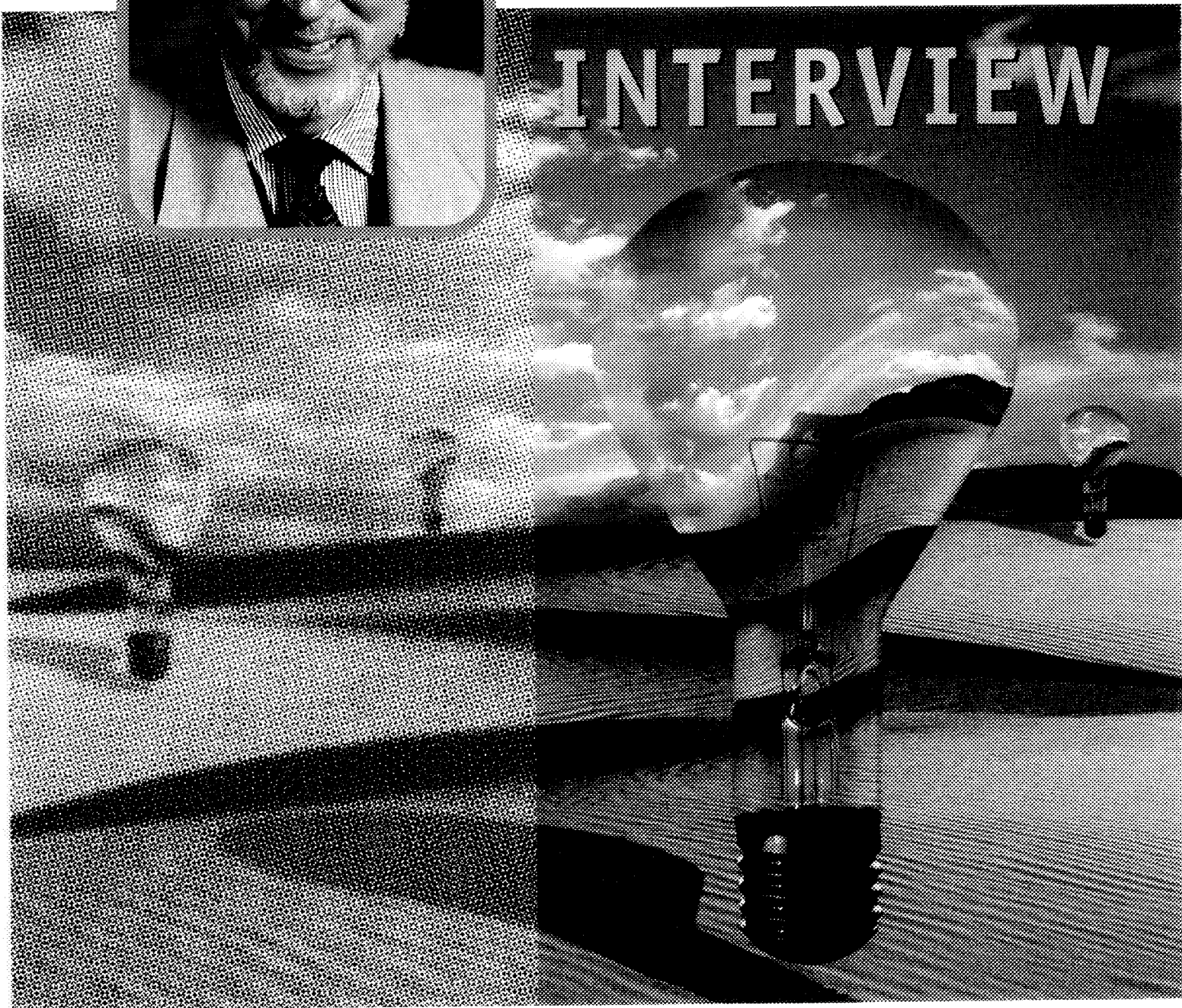
So, while we may not want to look at the lack of money as an obstacle to participating in the learning opportunities we and our organizations demand today, we must never lose sight of the important role that funding plays. Each and everyday, however, you can help guide your organization to a better understanding of the value of learning to ensure that the money will be there for something truly important. Of course, we're here to help you if we can. Please contact us at 1-202-939-3679 or by e-mail at [learning@sla.org](mailto:learning@sla.org).

For more information,  
contact Corvie Carrington  
([corvie@sla.org](mailto:corvie@sla.org))



# Making Change Happen: Steve Denning Tells the Story of Storytelling

## INTERVIEW



by Jeff De Cagna

*Jeff De Cagna is managing director for Strategic Learning and Development for the Special Libraries Association. He may be reached at [jeff@sla.org](mailto:jeff@sla.org).*

## ... What is Storytelling?

WHEN WE THINK OF STORYTELLING, OUR MINDS MAY RETURN TO FOND MEMORIES of childhood when, tucked snugly in our beds, our parents would read us a favorite fable or fairy tale. We may remember scary stories shared around summer campfires, or even family anecdotes that help us better understand our heritage.

But, as Stephen Denning of the World Bank discovered, storytelling can also be a powerful tool for catalyzing organizational change. In his recently published book, *The Springboard: How Storytelling Ignites Action in Knowledge-Era Organizations* (published by Butterworth-Heinemann), Steve tells his own story of storytelling and offers guidance to other change agents on how to master the craft. *Information Outlook* sat down with Steve to find out more about *The Springboard*, and to learn how you can use storytelling effectively in your organization.

**IO:** What do you think is the most common misconception that we have about organizational change?

**SD:** Well, I would say the conventional wisdom is that you get an organization to change by explaining the reasons for the change as clearly as you can, and that people—being rational beings—listen to what you have to say and weigh the reasons. If your reasons are good and your idea is good, they accept them and they get on with implementing the change. In reality, the opposite is the case. The people usually do not welcome an idea that is going to turn their working lives and personal lives upside down and inside out as something that is positive and the addition of reasons rarely places the idea in a positive light.

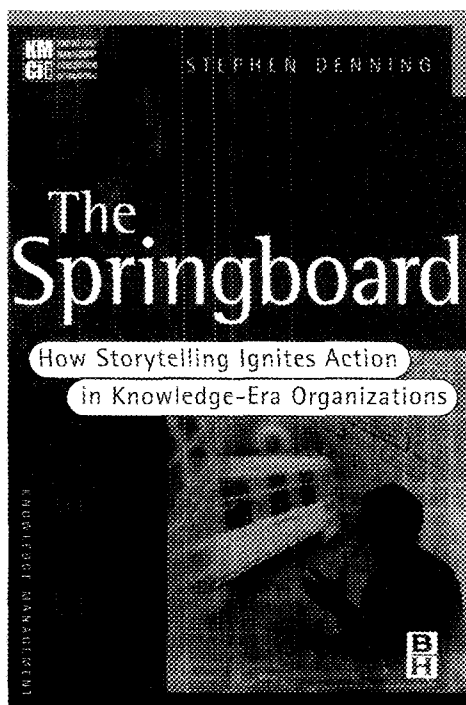
In fact, even before one has explained the change idea, the listeners are already offering their own arguments about why they do not want the change. One of the reasons why this happens is that the idea is coming from the

speaker to the listener. It is the speaker's idea that is invading the territory of the listener, and the listener is wondering what to do with this new idea that is going to have a possibly radical impact on his or her life. This is a remarkably ineffective way to communicate change, although it is the approach recommended by most of the leading books on change in organizations. But then you do it and realize that it doesn't happen that way. It doesn't work.

**IO:** So how does storytelling help overcome that disconnect?

**SD:** What I have stumbled across in my own journey of trying to make change happen at The World Bank is that telling a certain kind of story enables a listener to understand an idea in a way that is much less threatening. So, for example, if I were telling a story about how someone in Zambia got the answer to a question on how to treat malaria from the website of the Centers for Disease Control in Atlanta, I am simply telling them about something that happened in the world a few months before. It is not a frightening idea that is invading their territory. It is simply a story about something that has happened.

What I discovered is that if you have chosen the right story and you tell that story in a certain way, then not only do listeners understand the story about a health worker in Zambia but they also begin to imagine stories in their own lives. They begin to draw on their own experiences, their own knowledge, their own understanding, and they start to imag-



ine possibilities for themselves. They might think, “Well, I am not in health care, and I am not in Zambia, but I am in highways in Latin America and we could do that, too. We could get organized in the same way. Of course, we would have to have a body of knowledge. We would have to have a community of experts to assemble it. We would have to have a website. We would have to have some technology to make it happen. We could, in fact, do that in our environment, and maybe we should think about how we should do that.”

And so a process of imagining in their own lives what this change idea can do starts to take root. If it is effec-

one that is typical in that organization.

At The World Bank, the quintessential predicament is the person who is in a distant place, who needs an immediate answer to a critical question, and who doesn’t happen to have that answer at hand. This is a difficult challenge with which everyone who has worked in World Bank operations has grappled with and agonized about in their work. Therefore, a story that presents such a situation is likely to resonate in our organization. If I worked in an oil company, the story most likely would feature an oil driller as the hero. In a sales-oriented organization, our heroine would probably be a salesperson. In short, the

A springboard story needs to have a certain amount of strangeness, a certain unexpected aspect to it that actually draws in the emotions of the listener. It is this unexpectedness that grabs us and gets the whole body of the human being involved in imagining the story.

tive, the idea sparked by the story quickly can become a very part of the identity of the listener because it is an idea that they have conceived in their own language and in their own context. It is the listener’s idea, not the speaker’s idea, and we are always much more comfortable with our own ideas than with the ideas of others. Under these circumstances, the basis for rapid action can form almost immediately, even while the listener is still listening to the story, as the listener begins to think through implementation. There is greater commitment to change, because it comes from within the person, even though it was sparked initially by someone else’s story.

IO: The kind of story you are talking about—a “springboard” story—is the title of your book. You have spoken about the impact that such a story has on a listener, but what else makes a springboard story special in comparison with other kinds of stories that are shared in organizations?

SD: Well, as I’ve already mentioned, the “springboard” story can, literally, spring the listener to a new level of understanding. I have found that there is a certain kind of story that works best as a springboard story. These stories are always about a single individual—a hero or heroine if you like—who is the protagonist of the story, such as the story of the health worker in Zambia I spoke about earlier. In the story, the hero is in a predicament, and to have the story and the change idea it presents resonate in an organization, the predicament should be

story needs a central character and a dilemma with which the organization and the people in it can identify.

Moreover, the story should embody the change idea you are intending to propose as fully as possible. The story is told from the point of view of the protagonist, even though as the teller of the story, I normally did not hear the story firsthand. Others almost always told the stories to me, and they typically were incomplete versions of what actually happened. So, over time, I would try to fill in the missing pieces and re-create the story and tell it from the perspective of the protagonist.

A springboard story needs to have a certain amount of strangeness, a certain unexpected aspect to it that actually draws in the emotions of the listener. It is this unexpectedness that grabs us and gets the whole body of the human being involved in imagining the story. At the same time, the story needs to be plausible, something that people can believe. In the case of my Zambia story, the World Wide Web does exist, and it is possible that the worker had access to a connection. Of course, the CDC does have a website in Atlanta with information on how to treat malaria. It is a strange story, but one that is plausible, and so it starts to be believable.

The story needs to be told as simply as possible. Unlike someone telling a story for entertainment, I do not immerse the listener in the details of the explicit story. I don’t tell you anything about the health care worker in Zambia,



not even whether that person is a man or a woman, a doctor or a nurse. I don't talk about the sounds or the smells in the office when this happened. I set aside all of the tools of the traditional storyteller because I want to leave enough space for the listener to imagine the larger, implicit story, the story that the listener will imagine for his or her own environment. So I tell the story in a deliberately minimalist fashion.

Finally, I think that Hollywood is right. A springboard story must have a happy ending. I have had absolutely no success with stories with negative endings. If I tell a

much larger quantities of finance than we were, and much more easily than we were. So the question in the air at that time was discussed in many forums around the world: What is the purpose of The World Bank?

It wasn't obvious that The World Bank had very much of a future as a lending organization. So we started to think about something different. What if we shared our "know how," all of the things that we had learned over 50 years about what works and what doesn't work in international development? What if we were to share that knowledge not just with our own staff, but also with all of the cli-

There is a huge difference between understanding something as an external observer—as a phenomenon to be observed but not something in which one participates—and taking an idea and actually living it, feeling it, and experiencing it.

story about an organization that went out of business because it didn't introduce knowledge management, that kind of a story fails to produce this resonating springboard effect. It requires too much of a leap to reach from that horrible ending to a more positive scenario for the listener. By telling a story with a happy ending, however, it requires only tiny leap to their own environment where they begin to imagine what's possible.

IO: Earlier, you said that that you "stumbled" upon springboard stories as part of your change effort around knowledge management. How did you travel this road?

SD: Going on five years ago, I was asked by The World Bank's senior management to look into information, and I could see that after 50 years of life as a lending organization, we were drowning in information. We had information everywhere, and it was very difficult to find what you needed because none of it was very well organized. Clearly, we could save a tremendous amount of money if we organized ourselves better and made things easier to find.

It also became clear to me that if we carried on in the same business—the lending business—simply with more efficient information systems, The World Bank would still be the same kind of organization—more efficient, but pretty much the same. And, in fact, at that point we were facing tremendous challenges as a lending organization from the private sector which was providing very

ents, partners, and stakeholders who make decisions that affect poverty around the world? If we did that, The World Bank could become a very exciting organization, an organization in which knowledge was at least on a par with money. It would be a very different kind of organization.

So this idea began to emerge, but it was difficult to get anyone to listen. It was as though I was speaking a language they couldn't understand. When I tried rational explanations, they didn't seem to work. When I tried charts, people just had slightly dazed looks on their faces. Dialogue made some progress, but was far too time consuming for a large organization. I had a real problem.

When I learned of the Zambia story and the effect it had on people when I told it, I made it a part of my presentation on knowledge management. It quickly became the center of the presentation, and helped us form a coalition of senior managers who adopted the idea. But even with support from senior management, the whole organization did not simply salute and march in lock step to implement it. Most managers and staff still needed a great deal of persuasion that, in fact, knowledge management was the right way to go. I found that stories were tremendously effective in getting people to understand and remind themselves why this was crucial for their future and the future of The World Bank.

I have to say that if someone had asked me five years ago about the value of storytelling in an organization, I would

have said that there was very little. I would not have thought that it was very important because I believed that knowledge is abstract, and that the way to communicate it is through argumentation. That was what I was taught at school, that was the basis of my career, and that was what I would have thought, if you had asked me five years ago. Even as I was telling stories to communicate change, I don't think I was consciously aware of the power of storytelling. It was just something I was trying out and that appeared to be working. Finally, I started to look into the storytelling itself, and I discovered the true power of the idea. I made the connection to everything we had

more memorable and meaningful because we have allowed it to become part of us.

IO: What do you say to skeptics who question whether the future of an organization should be determined on the basis of a story like the kind we're discussing?

SD: Well, I would say that it should not be determined solely on the basis of the story. I am not saying that you should abandon analysis. I think when you are trying to change an organization, you should analyze the hell out of the change idea and determine its costs and benefits.

By using stories to convey important ideas, I think that information professionals can operate at the vanguard of leading constructive change, so that libraries and information centers can continue to play the wonderful role that they have played in organizations throughout history.

been doing within The World Bank and that's what led me to write *The Springboard*.

IO: In the book, you write, "[t]he meaning is not in the story itself, but rather in the meaning that the listeners create out of the story linked to their new context." I gather this is what you mean by "getting inside" the story?

SD: Yes. There is a huge difference between understanding something as an external observer—as a phenomenon to be observed but not something in which one participates—and taking an idea and actually living it, feeling it, and experiencing it. When you actually experience an idea, it is not just your mind that is looking at the idea but your whole body that becomes part of the experience. When I tell you a story about a health worker in Zambia who logs onto a website in Atlanta, Georgia, if you are following the story at all, you are doing so not only with your mind, but you are thinking and feeling what it might feel like to be a health worker in Zambia who, at one moment, does not have the answer to something and then what it must feel like, at the next moment, to have the answer to that problem.

We have great difficulty, in fact, in imagining or remembering abstract ideas because they are unaffected by emotion. They do not register in our emotions, and our brains record and save those things that actually make an emotional impact on us. When we "get inside" the story, it is

So you certainly shouldn't abandon analysis. You should think clearly about whether the idea will benefit for the organization.

What I'm talking about, rather, is communicating the idea. If you could communicate the change idea in a simple, rational and logical way, then there would be no problem. You would simply say, "Well, here is the change we want to make. There are many reasons why we think it is a good idea, and so let's go ahead and do it." But using this approach, we find that even before the explanation of the idea is finished, there are people finding fault and criticizing it. They immediately see it as a problem, because they can see how the change will turn their lives upside-down and inside out. And so, ideas do not get accepted.

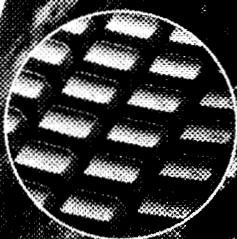
What I am saying is that if you want the idea to get a fair hearing, then narrative can scoop up listeners and bring them inside the story so that they understand it in a different way, and once they have understood it, then they can look at how to analyze the costs and benefits with a more sympathetic bent. Often when people are analyzing change idea, they are looking only for costs and problems because they are think the idea is going to create a great deal of difficulty.

But when I say to you, "Let me tell you what has happened in Zambia just a few months ago," we can start to imagine the story together. The speaker and the listener

# The gateway to a world of information

In a changing world, vision, experience and reliability are the qualities you value in a partner. Whether it be the management of your subscriptions or the delivery of an article to your desktop, Swets Blackwell provides quality services to libraries and information centers all over the world.

Swets Blackwell  
Enhancing the power  
of your knowledge



For further information

please contact:

Swets Blackwell

22 Cortlandt Street • New York, NY 10007-3107

T: 800-221-3306 • F: 212-233-0746

P.O. Box 1459 • Blackwood, NJ 08012

T: 800-458-3706 • F: 856-232-5397

440 Creamery Way, Suite A • Exton, PA 19341-2551

T: 800-447-9387 • F: 800-590-9850

[www.swetsblackwell.com](http://www.swetsblackwell.com)



*Application materials for the*  
**2001 Steven I. Goldspiel  
Memorial Research Grant**

*are now*

**available!**

Completed applications must arrive at the Special Libraries Association no later than February 14, 2001 and must conform to the published application guidelines to be considered.

<http://www.sla.org/content/memberservice/researchforum/goldspiel.cfm>

For revised details on the submission requirements and an application form, please visit

<http://www.sla.org/content/memberservice/researchforum/goldspiel.cfm>,  
call Director, Research Rob Pitzer at 1-202-939-3665 or use  
SLA's Fax on Demand Service (1-888-411-2856, items #1401-1406).

start to imagine what it was like, and it is an inherently collaborative activity, not adversarial. At the end of the story, we can go back and say, "Well, now let's analyze this idea," but you are looking at it through the lens of the possible support instead of the hostile critic who is trying to defend against upsetting his whole world.

IO: So, if someone reading this says, "Okay, I love this idea of springboard stories and using stories to catalyze change. How do I find these stories in my organization," what advice would you offer?

SD: When you talk to people in the organization and when you think about experiences you've had, you need to look out for the stories that you think might work. My advice is to try out a story, but only on a very small scale. Try it out on a spouse, a friend, or a trusted colleague to see what they think. If they don't get it, then you probably need to either re-craft the story or find another one. So, I definitely think that you should try stories out in a very low profile situation. It is unwise to think that this is a panacea, that you should try it out for the first time at a senior management meeting. Even if it is the perfect story, you will need to practice telling it one-on-one so that you can deliver it with maximum impact when it really counts. So find your story, find out whether the story can work, and then work on perfecting the performance so that you get it to a higher level of effectiveness.

IO: To help our readers get to know you a little better, can you tell us about your favorite story, beyond of course the ones you tell about knowledge management. Which stories resonate and really mean something to you?

SD: Well, I certainly love most of Shakespeare's work, both the plays and the comedies. *Hamlet* really resonates with me, as does Leo Tolstoy. The Greek myths are tremendously powerful and very simple stories that still have great meaning for us today. I love Boccaccio's *Decameron*. I love the *Arabian Thousand and One Nights*. Those are wonderful, wonderful collections of stories. I mean there is this huge cornucopia of wonderful stories that we have inherited from many cultures, and it is just such a joy to have them at our disposal. We are so privileged today because we can all have access to any of these stories at any time. And I have tried to add my stories to the heritage, both in *The Springboard*, and in my novel, *The Painter: A Novel of Pursuit*.

IO: Given what you know about our members, what would you say to them specifically about the role they can play in sharing organizational stories and identifying possible springboard stories?

SD: Well, I would say that libraries and information professionals will be facing the challenge of sustained and profound change in the coming decade and beyond. So, your members either can be leaders and helpful in communicating and facilitating needed change, or they can be part of the problem and try to keep things the way they are. By using stories to convey important ideas, I think that information professionals can operate at the vanguard of leading constructive change, so that libraries and information centers can continue to play the wonderful role that they have played in organizations throughout history.

To find out more about Steve Denning and *The Springboard*, please visit [www.stevedenning.com](http://www.stevedenning.com) on the World Wide Web.

**Mark Your Calendars for  
Boston in August 2001  
IFLA IS COMING!**

**Libraries and Librarians:  
Making a Difference  
in the Knowledge Age**

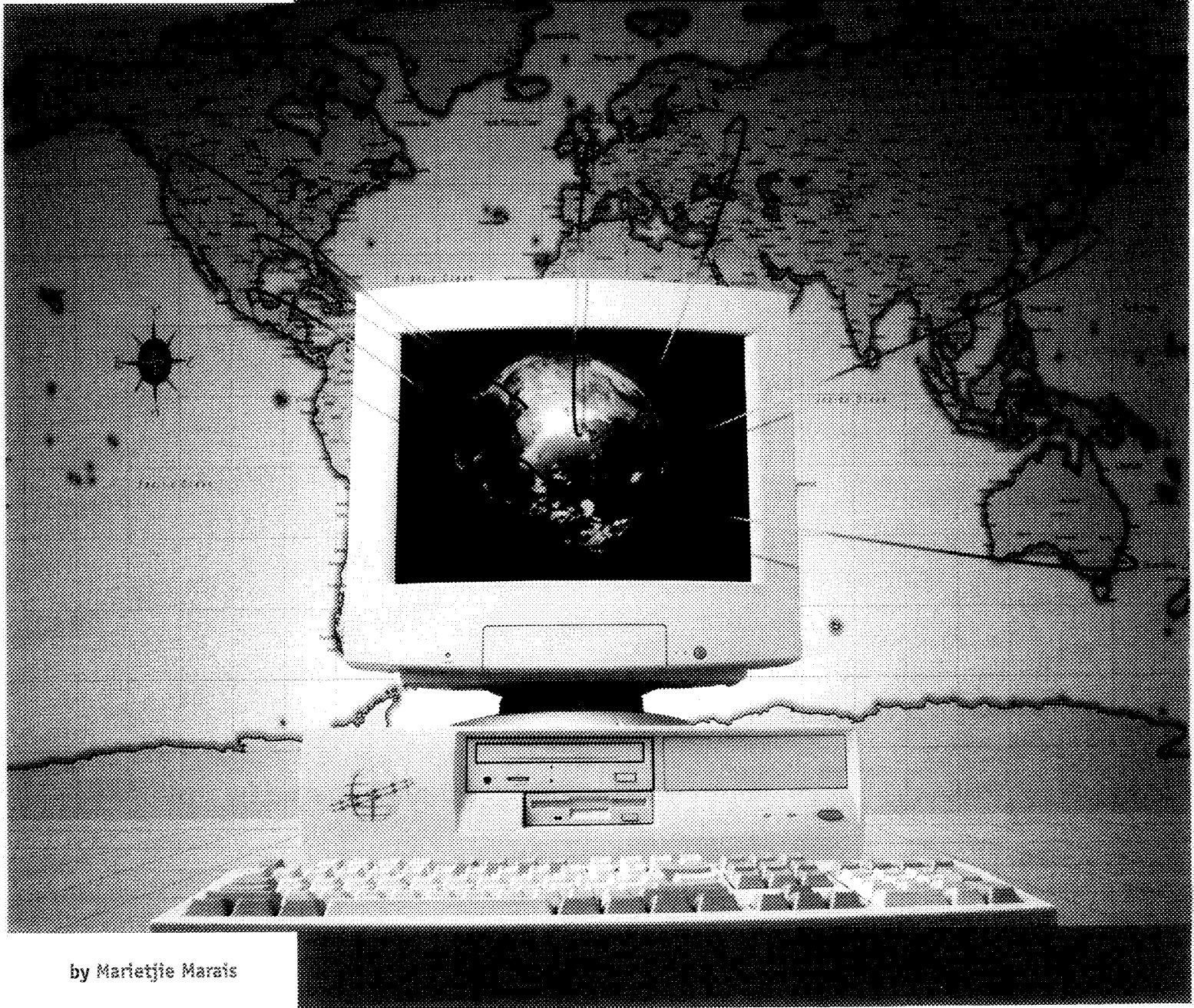
**August 16-25, 2001  
Boston, Massachusetts**

**To learn about IFLA 2001 and  
how you can participate,  
visit the web site**

**[www.ifla2001.org](http://www.ifla2001.org)**



# Global 2000: Perspectives of a Foreign Delegate



by Marietjie Marais

## ... The Information Age: Challenges & Opportunities

BRIGHTON, A BEAUTIFUL CITY IN THE SOUTH OF ENGLAND, WAS CHOSEN as the venue for the second worldwide conference on special librarianship arranged by the SLA. The first such conference was held in 1979, and both the organisers and delegates expressed the opinion that the third conference should definitely not be scheduled twenty-one years into the future. Twenty-one months was nearer to the mark! About 650 information professionals from all over the world gathered in the Brighton Hilton Metropole Hotel in October 2000, to discuss issues concerning the profession. Hardly any other work environment has been touched so deeply by the huge developments in the information industry. The world has indeed become a global village and we are a part of that.

We as special librarians, information professionals, cybrarians, whatever you wish to call us, need to change to keep up with the needs of our clients, we constantly have to develop new skills and we must be willing to be facilitators in introducing our clients to the possibilities of the Internet. There have been enormous changes in the way we gather information, as well as in the way we present this information to our users. Competitive intelligence is essential to survive in today's business world. We need to co-operate closely with business leaders and show them the value of what we do and we need to change and adapt constantly. Many a special library, or information centre, was "killed" by the unwillingness, or inability, to change.

This conference gave us an opportunity to network and to learn from each other. We must become used to sharing ideas and taking the profession to an even higher level of excellence. Information professionals are often key players in profitless prosperity. . . bringing success in the work environment and prosperity in life, though not necessarily higher profit.

May I share my perspectives with you

through the keynote speakers of the three days of conference:

The first keynote speaker was Dame Stephanie Shirley, founder and life president of the FI Group, a technology information company, and the top selfmade woman in the UK. What an inspiration it was to listen to Dame Stephanie as she told us the story of why and how her company started and developed. She gave practical advice using her action-oriented management style. She had the audience in the palm of her hand when she started off by saying that she "just loves libraries" . . . because as she perceives things, librarians "are endlessly and selflessly helping others."

Dame Stephanie had a traumatic background as war orphan, but this was also her freedom drive and the driving force to survive. The story of her business success started in 1962 around her dining-room table, a cottage industry for women. From the start they upheld a professional image. FI became a company of women for women. It started off as jobs for women, through jobs for women with children working flexible hours, to careers for



women with dependants. This was a new way of staffing the market and for many households it brought on "profitless prosperity". The company created opportunities for women, the choice of when and where to work. Her company shared ownership right from the start, right through the company. Today 24% of the shares are with the workforce and the company has 5,000 fulltime staff... and seventy millionaires!



Dame Stephanie emphasised the importance of knowing when and how to let go. Since the company was her brainchild, she wanted to do everything herself, be involved in every aspect of the work. This became impossible as the company became so big, and as a result she suffered burn-out. Success is often on the edge of failure. She took stock and realised that while she was strong on technology and had lots of ideas, she was just an average manager. The company hired an excellent manager and went from strength to strength. She stressed how important it is that a leader should act—thinking is not enough. A leader must have physical courage, and must be passionately interested in achieving goals. Leading a company needs discretion, innovation and trust in others. Communication and training, teambuilding and enthusiasm, empowerment and a sense of direction are key issues to success in a company.

After stepping down and taking a lesser role in the running of the company—she retired seven years ago—she worked at going beyond herself. Leaders, women leaders, must be role models for the younger generation and they must work at putting something back into the community. Dame Stephanie advised the audience that success is more about giving than about taking. There must be a set

of morals and values to drive the company. It is after all people, not organisations, who drive the business world! She is still involved in several projects such as information portals and a free site with information on autism.

Dame Stephanie stated that to her mind computers are depersonalising the world, but it is an essential part of work and business. Special librarians should be aware of all the new trends in the information services business. They must adapt to these new trends and become compatible with new developments. Technology outdistanced the community's ability to cope with it, and therein lies the advantage for information professionals today. We must use these new technologies and new ideas to supply even better information more timeously to the correct client and ensure our future in this way.

On Wednesday morning Monsieur Yves-Michel Marti, founder and president of EGIDERIA, the leading business intelligence company in Europe, addressed the plenary session. He was also the co-founder of the French branch of SCIP, the Society of Competitive Intelligence Professionals. Aha, spy stories, we all thought and sat back to enjoy his presentation!

Monsieur Marti spoke on the topic "Librarians and Competitive Intelligence". In the 1970s, he said, Japanese technology worried the CIA. In the 1980s the Society of Competitive Intelligence Professionals was established. The 1990s had the spies of the Cold War era looking for jobs in the private sector, and now, in the year 2000, competitive intelligence is used by most major companies in the world. In a competitive environment it is extremely important to supply:

- the right information
- in the right format
- at the right time
- to the right user

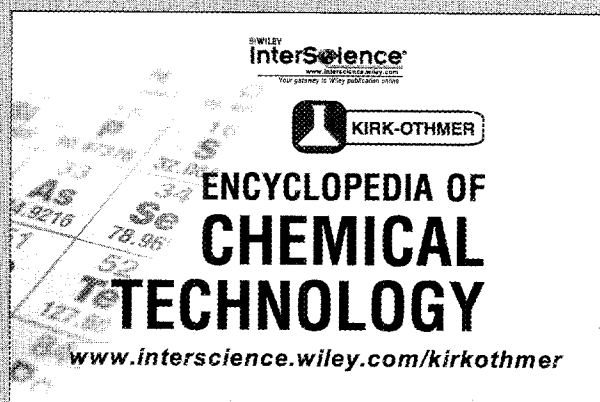
The intelligence process is based first of all on finding and gaining access to the right sources. Mapping these sources results in faster and better search results. Gathering and analysing the information are equally important. Dissemination of the results is necessary. One cannot give random results to executives who suffer from information overload already. Feedback to the customers is the final and probably the most important step. The Competitive Intelligence Professional must be able to ask the right questions to distinguish between the wants (noise) and the needs (serendipity) of his customer. Intelligence planning is actually the overlap of these two areas.

#### *The role of the librarian*

1. In 80% of your time provide information on the strategic axis, strategy-oriented information.

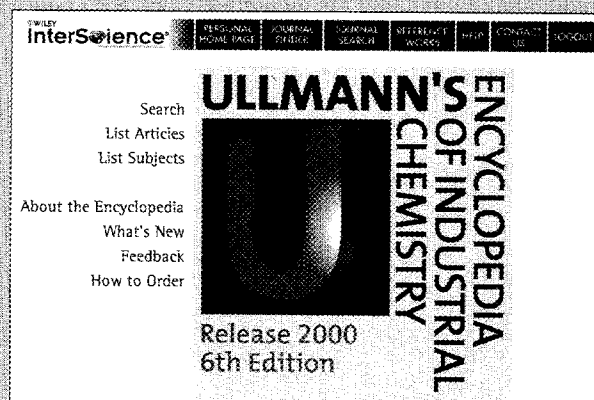
# Get the complete works of internationally acclaimed references **ONLINE!**

A world of knowledge is now available at your fingertips. Featuring cross-references and bibliographic reference links, Wiley provides you with the convenience of retrieving a wealth of information — and you need only pinpoint and click!



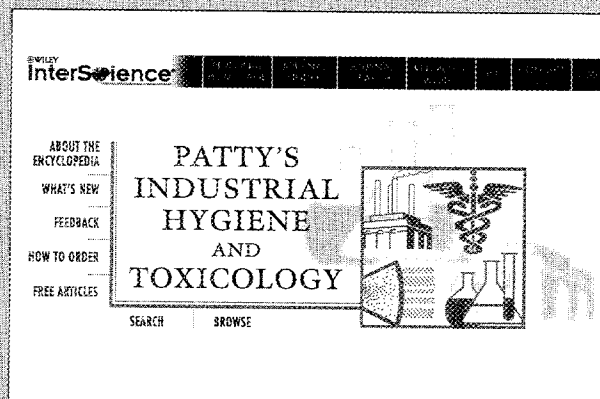
## Kirk-Othmer Encyclopedia of Chemical Technology Fourth Edition

"The most indispensable reference in the English language on all aspects of chemical technology — the best reference of its kind."  
— *Chemical & Engineering News*



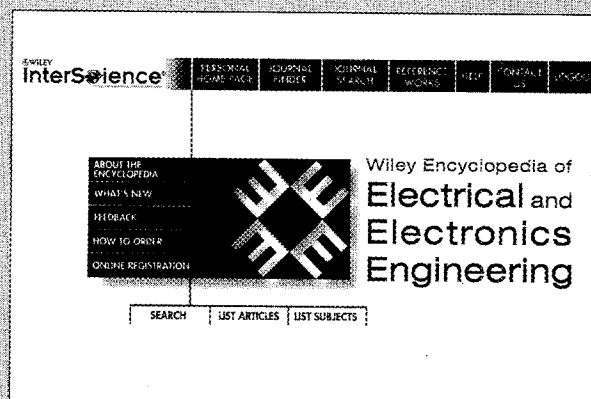
## Ullmann's Encyclopedia of Industrial Chemistry Sixth Edition

"A major work which will prove immensely valuable to institutions and authorities related to the chemical industry."  
— *Chemistry & Industry*



## Patty's Industrial Hygiene and Toxicology Fifth Edition

"The first port of call when you need to access extensive toxicological data."  
— *Toxicology*



## Wiley Encyclopedia of Electrical and Electronics Engineering

"This is the most comprehensive encyclopedia for electrical engineering in existence."  
— *Library Journal* (starred review)

For more information visit us at  
[www3.interscience.wiley.com/reference.html](http://www3.interscience.wiley.com/reference.html)





2. In 20% of your time do and disseminate serendipity and watch the orphan themes.
3. In between, manage your dynamic thesauri by learning new words before the other guys.

The success of information depends to a large extent on how well you do your homework. The following table will show the distribution of sources and their value:



Your priority will obviously be to use the best sources for the best results.

#### *The role of the librarian*

1. Preserve the "precious paper"
2. Access to databases
3. Organise bookmark sharing
4. Identify internal experts
5. Identify external industry experts
6. Identify talent in the industry
7. Network with other librarians

Analysing information for the customer is of the utmost importance. Lead him through the assignment and analyse the different steps. Information is the broad base of the work of the competitive intelligence professional. It becomes a mental model from which recommendations can be made. It will then become meaningful to the customer.

#### *and the role of the librarian*

1. Develop a new approach to classification. Forget about keywords and start thinking projects.
2. Build the company memory by accumulating stories, company folklore and forgotten best practices.

Dissemination and presentation of the information should be balanced. President Pompidou of France once asked his head of secret services to give him the bad news as everyone is presenting him only with good news.

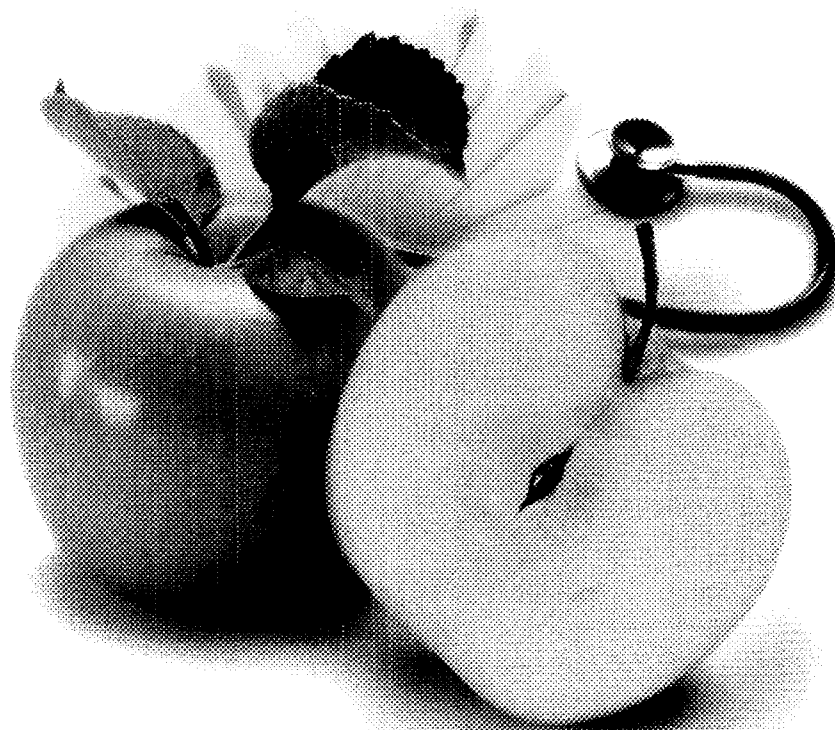
#### *The role of the librarian*

1. Educate the decision makers
2. Use your influence techniques

Continuous feedback to the customer is essential. It keeps you on track and it keeps him involved. One often hears remarks such as "I'll know it when I see it". By showing

	High	Grey	Low
Mass	80%	15%	5%
Value	15%	80%	5%
Source	Paper, Online, Database, Internet	Village Network, Competition	Intrusion, Wiretaps, Corruption, Blackmail, Hacking





*Your online "apple a day..."*

## HEALTH & WELLNESS RESOURCE CENTER

The Gale Group's new *Health & Wellness Resource Center* database is the must-have medical resource center. Whether in a medical, academic or public library, or at a kiosk in a physician's office, the information found within will benefit every user.

### ON CALL, 24 HOURS A DAY

Not only does the *Health & Wellness Resource Center* have more sources of information than the competition, its sources range from full-text medical books and journals to one of the most-comprehensive collections of pamphlets and periodicals found anywhere. This world of frequently updated medical

information is only available in the *Health & Wellness Resource Center* database, including:

- Nearly 400 health/medical journals
- More than 900 pamphlets
- 2,200 general-interest publications covering health care topics
- A collection of Gale Group reference information
- *Alternative Health* add-on module
- And much more

*Health & Wellness Resource Center* is like no other medical resource center available on the Web today. To experience a free 30 day trial, simply visit [www.galegroup.com/HealthRC](http://www.galegroup.com/HealthRC) today.

INFORMATION INTEGRITY

Visit [www.galegroup.com/HealthRC](http://www.galegroup.com/HealthRC)  
and try our free demo

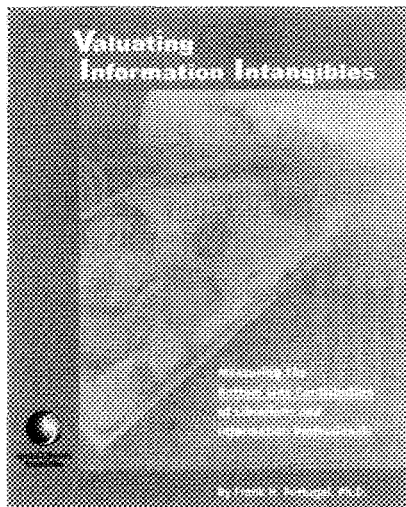
GALE GROUP



# Valuating Information Intangibles:

*Measuring the Bottom Line Contribution of Librarians and Information Professionals*

by Frank H. Portugal, Ph.D.



A determination of the bottom line value of libraries and information centers has proven difficult because of the intangible nature of the value and the use of archaic accounting systems that for the most part focus on tangible or physical assets rather than intangible ones. The problem is that the intangible value of libraries and information centers may be orders of magnitude greater than their tangible value. To overcome some of these measurement difficulties this workbook presents four different approaches to the intangible valuation of information resources.



Complete the form below and return to Special Libraries Association,  
Book Order Dept., 1700 Eighteenth Street, NW, Washington, DC 20009, or by fax at 1-202-234-2442.

For more information, contact SLA's book order department at 1-202-234-4700 ext. 673 or email: [books@sla.org](mailto:books@sla.org).

**Special Libraries  
Association**

ISBN	Title	Price/Mem Price	Qty.	Amount Due
0-87111-512-3	Valuating Information Intangibles	\$79.00 / \$59.00		

Member name: \_\_\_\_\_ Member number: \_\_\_\_\_

Ship to:

Name \_\_\_\_\_

Organization \_\_\_\_\_

Dept. \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State/Province \_\_\_\_\_ Zip/Postal Code \_\_\_\_\_

Country \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_

Payment Options:

Check enclosed: \_\_\_\_\_ Charge my ☐ Visa ☐ MasterCard ☐ AMEX ☐ Diners Club

**SLAPUBLISHING**

Account # \_\_\_\_\_

them something and asking for feedback you will know if you are still on the right track.

### ... and the role of the librarian

#### 1. Manage feedback

Give rough and quick answers, then discuss it in detail

Never accept a request without discussion

Be adamant and never send results through the mail or by e-mail

#### 2. Measure value

Always ask what the return on investment will be – at the beginning of the project

Never ask that question at the end of the year

Monsieur Marti closed this very informative and practical presentation by telling the librarians present they are “not selling information, they are selling gateways to networks and to experts”.

As they say, when people have fun together, extraordinary things happen, and that was exactly the case with this conference. Librarians from across the globe networked with new friends and colleagues. Strategic issues were discussed, new developments were evaluated, knowledge gained and new friends were made. By Thursday, delegates were actually sad to be saying goodbye and sorry to be leaving Brighton. The closing luncheon was an excellent idea. The Oxford Room, where the plenary sessions were held, was transformed with the smartly set tables for the luncheon. An excellent menu, lively discussions and a presentation by Chantal Cuer. . . there was no better way to bring the second global conference to a close.

Cuer is a communications specialist, as well as a TV and radio presenter. She lectures, makes films and chairs conferences. Her French/English mannerisms, expressions, and body language had the audience in the palm of her hand. She was entertaining, but gave delegates excellent advice too. She shared her experiences with the press and politicians with us, and she shared with us her belief in excellence.

Cuer gave some pointers on how to deal with news. One should always avoid propaganda and be honest with the audience. There is the danger of too much news. Journalists should act responsibly, they should not disinform, but always use their moral judgement. While journalists should respect the genius of man, mankind must keep an open mind when dealing with the news.

While entertaining delegates with stories of her working life, Cuer brought honest business principles home. She explained how loyalty, or the lack thereof, can make or break business strategy. She lamented that the old paternalistic way of doing business was still alive in some companies. Top-down decisions still alienate and upset staff.



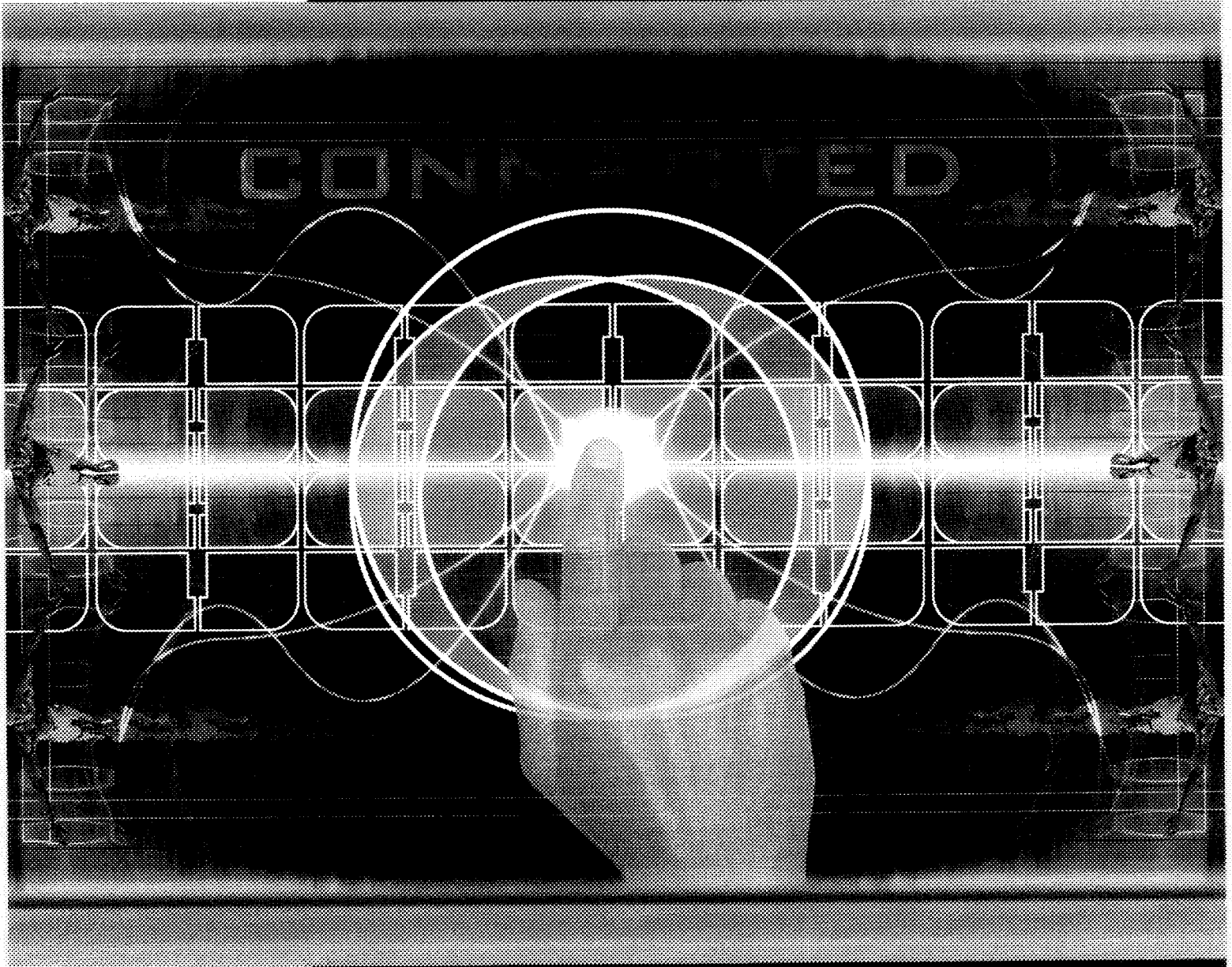
Fortunately companies are mostly run quite differently nowadays. You have informed personnel who have autonomy of responsibility. You have the knowledge, you should use it correctly.

There are several dangers in today's world, and the worst is perhaps the information overload. The human brain is still the same size it used to be centuries ago, yet we expect it to retain so much more. Propaganda is so terribly wrong. We should avoid it at all cost. We must STOP the rape of the crowd.

What a wonderful opportunity it was to attend this conference. Coming from faraway South Africa, I was delighted to be part of a global group of special librarians, to share knowledge, to network and to learn from them. Coming together like this, sharing knowledge and developing the profession is more important now than ever before. I hope to be able to attend the next SLA Global Conference for special librarians in the not too distant future!

*Marietjie Marais has been active in the Library and Information services field for many years as librarian in public libraries, university libraries, and special libraries. For the last twelve years, she has been working in the Sasol group of libraries. Sasol is a large petrochemical company, producing fuel from coal and a variety of downstream chemicals. She is in charge of the Secunda branch of the Sasol Library. They render library and information services to a registered membership of 3500. LIASA, the association she represented at the Global 2000 Conference, is the Library and Information Services Organisation of South Africa. She is the chairperson of the Mpumalanga Branch of the Association. She also serves on the Representative Council of LIASA as well as on the Executive Committee of Council.*

# Virtual SLA: A Wrap up of the Association's 2000 Virtual Association initiatives



by Maurice Harris

*Maurice Harris is Managing Director, Technology at the Special Libraries Association.  
He may be reached at [maurice@sla.org](mailto:maurice@sla.org)*

## ... What is the Y2K Virtual Association?

THE Y2K VIRTUAL ASSOCIATION (VA) INITIATIVES FOCUSED ON FURTHER developing the VA to continue to remove barriers associated with access to the association's information by its membership and customers from anywhere at anytime. As one of the executive director's 1999/2000 objectives in the area of change management, the VA initiatives were also realistically balanced and considered members' abilities and desires to access information electronically. This was done by assessing the membership's and industry's needs and preferences as related to the electronic dissemination of SLA's products and services.

This article is the last article in a series designed to communicate and prepare membership for changes in the way the association disseminates its Y2K virtual products and services based on the needs and desires of membership and its customers.

The major VA initiative in 2000 was the redesign and implementation of the association's web site—Virtual SLA, released on October 12, 2000. The site went through an exhaustive top down redesign of its content, look and feel, and supporting technology infrastructure. In January of 2000, the content management of the site was transferred to the association's Information Resources Center (IRC), which consists of staff who are also SLA members. This transfer addressed the membership's concern that the site wasn't representative of the capabilities of the profession. The IRC partnered with SLA staff, the Networking Committee, and an ad hoc web redesign committee made up of members to deliver to membership a new site designed by and for membership. Staff also conducted prototype demonstrations at our 91<sup>st</sup> Annual Conference to solicit ideas and feedback from membership before its final release. As a result, Virtual SLA was born, our new virtual community which will serve as a tool for meeting the membership's information needs.

Besides its fresh, new, and professionally organized content with members' perspectives in mind, Virtual SLA boasts many new features such as a dynamic navigation menu, full text search engine, a new site map, centralized calendar of information profession events, a "Share This Page" link for instant sharing of resources, and dynamic unit officer information pages. The secret to the site and its new features is the new infrastructure. The site's content is stored in a database which makes it easier to manage, search, and display. With ColdFusion as the development tool for the web site, selected content or data from the web site database, membership database,

or any linked database can be displayed via Virtual SLA enabling users to view current dynamic information. For example, if a chapter or division officer changes their address information, it will automatically appear in officer information on the officer pages on the site when requested. Under our old static page web site we had to update the site with the change thus creating additional work for staff. The new site map automatically searches the web site database to provide the end user with a site map of the site. The full text search queries the web site database for the desired content.

Virtual SLA now supports online registration for SLA events such as Winter Meeting, Annual Conference, and Strategic Learning and Development opportunities. Members and non-members can register online for all events sponsored by the association. Registrants can view a listing of events that are available and sold out. Using our industry standard secure SSL payment feature, registrants can pay for the items selected with a VISA, Master Card, American Express, Diner's Club, or Discover credit card. Upon successfully registering online, a registrant will receive an email confirmation to confirm the selections made. The registrations are then sent to a holding area that staff review and edit according to our data entry standards. Staff then approve the registration which updates the event system and issues an event confirmation which is sent via mail. This new system will assist registrants and staff. Registrants will be able to quickly register for an event from any web browser at any time. Our data entry volume will also decrease allowing staff to assist membership with other requests.

SLA's Virtual Bookstore was revised to provide seamless integration with the association's membership system to provide members and non-members with an improved e-commerce experience. New members will receive instant access to the store once they are entered into the



association's membership system instead of having to wait for the previous manual daily updates to the bookstore. Users will now know instantly if an item is in stock as it automatically checked against our inventory supply levels. Staff productivity is improved when processing orders because all transactions are sent to staff for review and approval instead of manually re-keying orders from the store into our inventory system.

The Annual Conference online program/session planner located at <http://www.slaconference2000.org>, proved to be a useful tool for our ninety-first annual conference at-

the creation of the Virtual Exhibit Hall (<http://www.slavirtualexhibits.com/>). This new interactive service is designed to provide annual conference participants with a year of twenty-four by seven access to vendor information in addition to saving them valuable time during their conference experience. Visitors can find information on companies that will be exhibiting at the annual conference, create lists of exhibitors to visit, pre-plan schedules and map routes through the exhibit hall—all right from their desktop. The virtual exhibit hall is comprised of four different types of virtual booths. These virtual booths feature product listings and descriptions, access to company

This system enables unit leadership to obtain reports about the members of their unit from anywhere at anytime using a secure interface.

tendees to plan conference their experience. In its second year of use, the session planner tools, allowed registrants to search for and select conference events by name, time, presenters, tracks, keywords, continuous learning (Strategic Learning), and by SLA-UNIT (chapter, division, section, caucus) events. The personal itinerary feature of the online program enables registrants to add their conference events in addition to any personal events or meetings they wish to conduct at conference to their secure personal itinerary. The planner was revised to eliminate the problems that plagued it during the first year of use. The revisions include increased response time, enhanced keyword search, and integration with our new Virtual Exhibit Hall service. In 2001, this service hosted by a new Application Service Provider (ASP) will have a new look and feel and will be compatible with PDA's. The capabilities of the service continues to expanded to meet the information dissemination needs of our conference registrants.

This year, the system used by the conference planners to input their conference session offerings went virtual in 2000. In an effort to streamline the conference planning process by entering information once and disseminating it in the appropriate output formats, a new online conference planners database was implemented. Program planners are now able to access their session information from anywhere at anytime while reducing the amount of administrative work performed by the association staff. Once this information is entered by the program planners, it will be groomed by SLA staff and then used to automatically generate content for the online session planner, the preliminary and final conference programs, and logistics information for hotel and convention staff.

The association's exhibit hall went virtual this year with

news releases, articles, and corporate information; access to software and documents, customer feedback and information requests; links to corporate web sites and updated information on products and services throughout the year. This virtual tool was also integrated with the online conference program/session planner to further enhance a visitor's online and conference experience. In 2001, the virtual exhibit hall will be hosted by the same ASP that developed the online session planner. The new system will provided the same functionality but will boost an interactive site map of the exhibit floor to assist attendees with locating exhibitors they would like to visit during the show.

The ability for Unit's (Chapter/Division/Section/Caucus) to run standard reports via the web was made available to unit officers. This system enables unit leadership to obtain reports about the members of their unit from anywhere at anytime using a secure interface. Unit leaders are now directly in control of managing their unit information. The standard reports that are available are Unit Rosters, Statistics, Allotments, Deactivation Roster, New Member report, and Address/Unit change notification reports. These reports can be produced in various formats such as Adobe Acrobat's PDF, comma ASCII delimited, MS Excel XLS, Word Processing, and ASCII text.

SLA's Strategic Learning and Development Center's new Career Services Online (CSO) site was released in 2000. This new virtual tool replaced the what used to be "SLA Jobline" and offers both job seekers and employers a site with similar capabilities offered by the major job sites found on the net such as Monster and Hot Jobs.

Virtual SLA was also enhanced by integrating SLA CHAT and SLA Messages Boards into the members only area to

provide membership with a single sign access to all of our member only services. This will eliminate the need for members to remember multiple passwords for the various online products and services available in our on-line community.

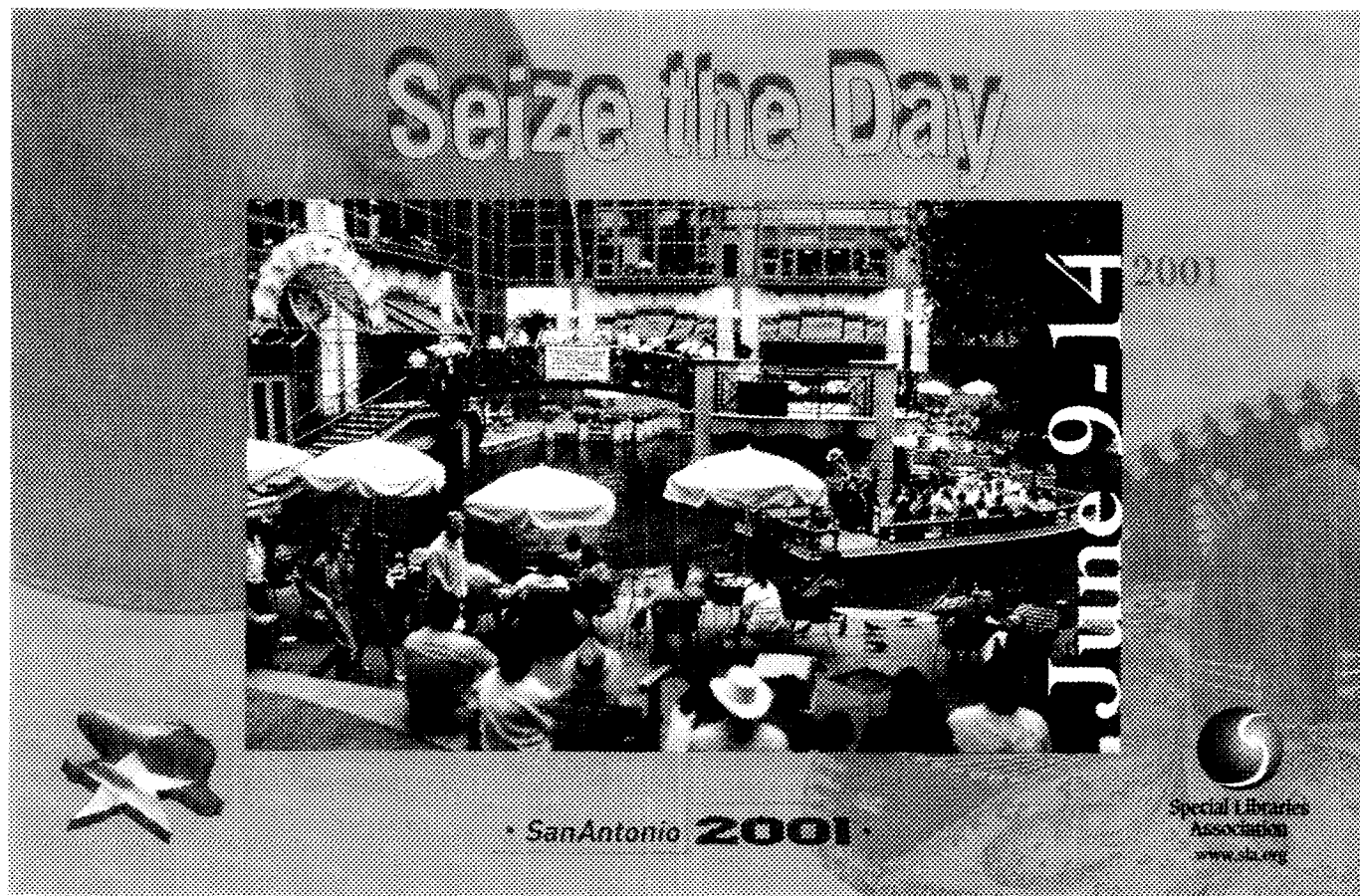
Due to implementation and budgetary constraints, there were some Y2K VA initiatives that were postponed. They are as follows: Enable chapter/division/sections/caucus' to conduct their business via the web using e-commerce; utilize quicken via the web to maintain finances; units to complete annual reports via the web; web database support for online knowledge bases; automated sales and distribution of chapters of association publications; and online web conferencing to enable membership to collaborate virtually using video, voice, chat, and shared applications. The status of these initiatives and 2001 initiatives can found at [www.sla.org/content/interactive/vatimeline.cfm](http://www.sla.org/content/interactive/vatimeline.cfm).

Virtual SLA will be further expanded in 2001 to meet the information needs of membership and customers. Here's a list of items that are slated for Virtual SLA :

- Develop knowledge bases by members for members to share information profession solutions to issues pertaining to the profession

- Expanded support of PDA's for dissemination of Association information
- Utilization of voice-over IP to enable members to communicate with the International Headquarters via the web
- Enhance dissemination of books electronically
- Enhance web hosting service to support template website design for units
- Establish partnerships for discounted computers and ISP services to members without internet access
- Investigate a total online Who's Who model
- Create virtual private networks from SLA to other desired SLA offices, units, etc.
- Explore the utilization of Application Service Provider (ASP) for online access and support of software applications
- Utilization of XML to deliver web content to membership and Vendors

In summary, the association continues to expand the Virtual Associations products and services to meet the varying electronic information needs of its membership and customers. With the building of the virtual association as an implicit component of the priorities in the association's strategic plan, we will continue to expand our virtual association initiatives to address our strategic goals.



# copyright corner

## Anti-Circumvention Rule Making Completed

On October 27, 2000, the Librarian of Congress issued rules on anti-circumvention<sup>1</sup> as required in the Digital Millennium Copyright Act. Much to the disappointment of the library community, the rules do not provide the protection for fair use in the digital environment that libraries and educational institutions advocated. Section 1201(a)(1)(A) of the DMCA prohibits the circumvention of controls that copyright owners use to prevent access or copying of their works. Even in this legislation, however, Congress recognized that a blanket prohibition on circumvention might interfere with the fair use of copyrighted works on which a publisher had used a technological control such as scrambling, encryption, or requiring passwords. So, in 1998, all that was prohibited was the manufacture, importation or trafficking in anti-circumvention devices that might be used to gain access to works. According to the statutes, these devices might include "products, services, device, component, or part thereof, if such device has only limited use except for circumvention." The section prohibits both conduct of circumventing and trafficking in products or services that circumvent. Conduct, however, would not be punishable under the Act pending this rulemaking.

In section 1201(1)(C) the statute calls for the study two years after the effective date of the DMCA, October 28, 1998. The Librarian of Congress was directed to consult with the Register of Copyrights and the Assistant Secretary for Communications and Information of the Department of Commerce in order to determine "whether persons who are users of a copyrighted work are, or are likely to be in the succeeding three-year period, adversely affected by the prohibition . . . in their ability to make noninfringing uses . . . of a particular class of copyrighted work." Considerations were to include the availability of copyrighted works for use, the availability for use for nonprofit archival, preservation and educational purposes, and the impact that circumvention technologies will have on fair use and on the market value of such works.

Librarians and educators had high hopes that this rule-making procedure would result in exemptions for libraries and educational institutions and their users, at least for some types of works. The Register held two hearings, one in Washington, DC, and one in Palo Alto, California, in the spring of 2000 where representatives of library and educational associations testified along with representatives of publisher and producer organizations. Because of the short time period between the enactment of the DMCA and the hearings, and because so few publishers and producers had actually implemented technological controls other than passwords, librarians and others were unable to present much evidence of current harm. Testimony

about the likelihood of harm seems to have been rejected.

The announced rule details only two classes of works that are exempted from the anti-circumvention prohibition. (1) "Compilations consisting of lists of web sites blocked by filtering software applications, and (2) Literary works, including computer programs and databases, protected by access control mechanisms that fail to permit access because of malfunction, damage or obsolescence." While there is nothing wrong per se with exempting these classes, the complaint is that the exemptions are so narrow as to be almost meaningless. The first exemption applies only to users who want to evaluate web sites for purposes of criticizing them, and access controls have an adverse affect on the ability to do this. The purpose of the second exemption is to permit users, including libraries, to have access to the works for which they have paid but for which some malfunction interferes with this use.

Libraries sought a much broader exemption because of the recognition that technological controls can and will not only control access to works but the use of those works. This can destroy the first sale doctrine as well as fair use. Libraries were also concerned about the preservation of digital information and technological controls that prevent libraries from fulfilling their role as the repository and preserver of information. The higher education community supported this view but also suggested in the alternative that two other types of works be exempted: fair use works and those with thin copyrights. Fair use works were defined as those such as scientific and social databases, textbooks, scholarly journals, academic monographs and treatises, law reports and educational audiovisual works. Such works could be tied to the user who is likely

to make fair use of them. Thin copyright works are works such as scholarly journals, databases, maps and newspapers. These works are valuable because of the information they contain, and "information" is not protected under the copyright law.

The narrowness of the resulting rule is of great concern to the library community while copyright holders have stated that they do not believe even these two exemptions are needed. Library associations expressed the fear that pay-for-use now will become the norm with practically no controls, and this eliminates fair use and the other exemptions to copyright which have long protected the public and served the public interest. The Librarian of Congress has recognized that this "places considerable burdens on the scholarly, academic and library communities." He

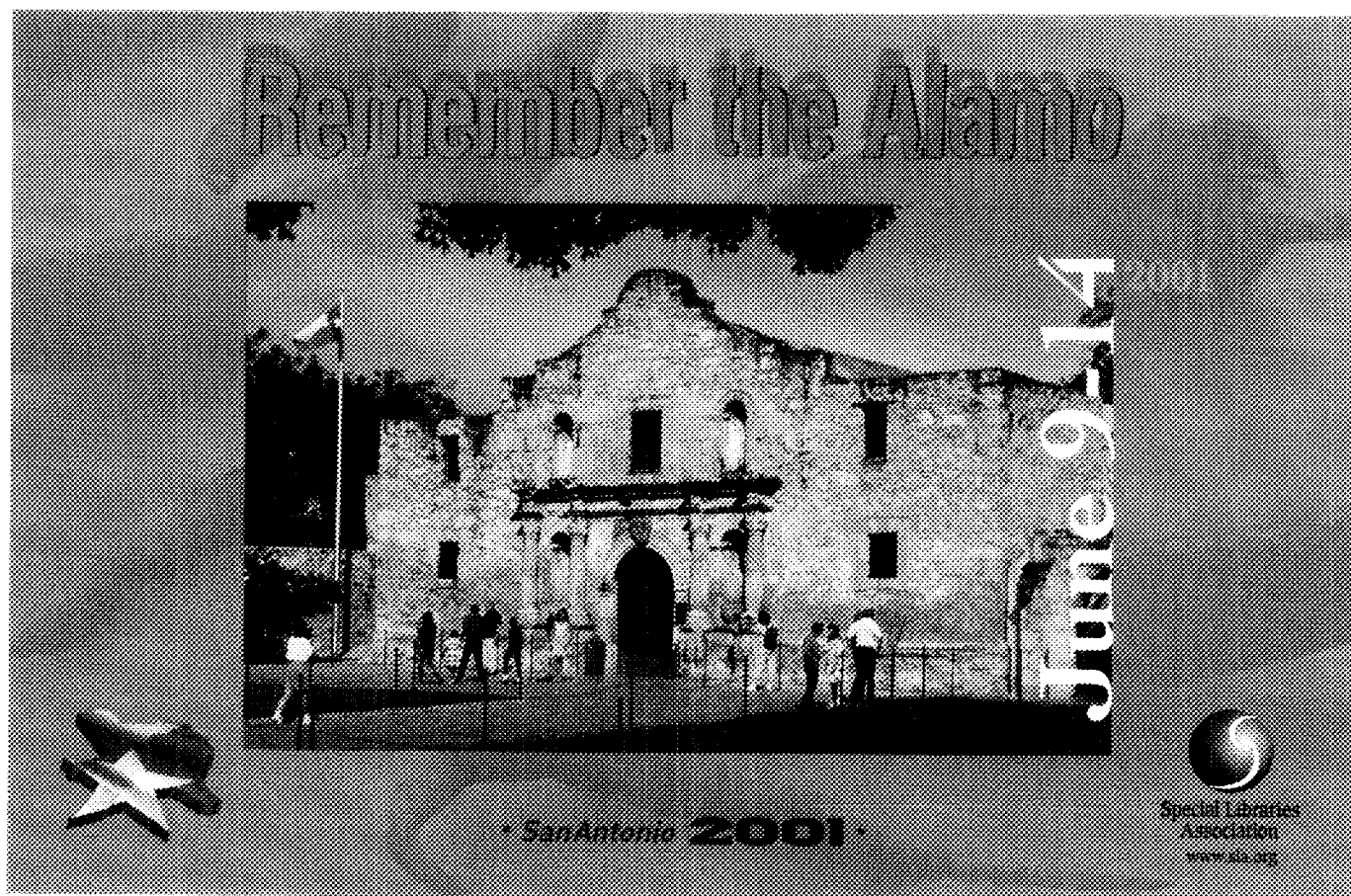
has therefore called for a review of the time frame for rule making as well as of the appropriate criteria for assessing the harm that might be caused to scholarship and creativity by the anti-circumvention provision.

Others, such as the Digital Future Coalition,<sup>2</sup> believe that the rule fails to satisfy the Congressional concern that traditional fair use in the digital environment be preserved, a view supported in this rule-making proceeding by the Assistant Secretary for Communications and Information in the Department of Commerce. Congressman Rick Boucher issued a statement on November 2, 2000, stating that there was little doubt that the 107<sup>th</sup> Congress now will recognize that the balance has tipped too far in the direction of copyright holders. He believes that because of the importance of fair use to society

Congress will consider re-calibrating the DMCA to balance more evenly the rights of copyright holders with the legitimate interest of information consumers.

1. 65 Federal Register 64556, October 27.
2. The DFC consists of 42 national organizations representing libraries and education association, computer and telecommunications businesses, archivists, authors and scientists.

For more information,  
contact Laura Gasaway  
(laura-gasaway@unc.edu)



# money matters

## Renew Early!

For fiscal year 2001, the average cost to provide service to one member is \$229.30, including both program and administrative costs. The per-member statistics also indicate that the average membership revenue collected per member is \$122.85—this amount is due to varying dues and fees rates by membership class. Thus, for each SLA member an additional \$106.45 must be generated to provide SLA's current level of products and services. The cost per member has increased between 2000 and 2001 due to the increased level of service provided to the

membership (especially in publications, annual conference, strategic learning and development, leadership, and research) and the investments made in advancing the virtual association.

It is anticipated that the costs of providing service to the membership will continue to escalate and the level of non-dues income required to sustain the services will also continue to increase. This remains a concern of management and leadership in terms of the long-term financial stability of the association.

*What can you do to help counter this concern? One simple and immediate*

way is to pay your dues when you receive your first renewal notice. The average cost to the association for the dues renewal process is more than \$7.50 per member. If every member paid their dues on the first renewal notice, the association would save nearly \$6.00 per member. This cost savings translates into nearly \$100,000, which would be available for investment into membership products and services. When you receive your renewal notice, make a wise investment by paying your dues on the first notice.

For more information,  
contact Richard Geiger, SLA  
Treasurer (geigerr@sfgate.com)

## SLA's Strategic Learning Symposium 2001 (SLS 2001)



Special Libraries Association  
STRATEGIC LEARNING  
AND DEVELOPMENT CENTER  
WWW.SLA-LEARNING.ORG

HELPING INFORMATION PROFESSIONALS  
BECOME INDISPENSABLE THROUGH LEARNING



Service  
ing  
ispensable  
erships

REGISTER  
SOON!

FOR INFORMATION CONTACT:

SLA's Strategic Learning  
and Development Center

E-mail: [learning@sla.org](mailto:learning@sla.org)

Phone: (202) 939-3627

JANUARY 27-30, 2001

SAVANNAH MARriott RIVERFRONT

SAVANNAH, GEORGIA USA

PRESENTED IN CREATIVE  
PARTNERSHIP WITH



[www.sla-learning.org/sls2001](http://www.sla-learning.org/sls2001)



# research briefs

## The 2000 Salary Survey Now Available

The Research Department at SLA has been busy recently, completing a survey with annual meeting attendees, completing work on the 2000 Salary Survey and revising the applications process for the 2001 Steven I. Goldspiel Memorial Research Grant. Details of each project follow below.

### The 2000 Special Libraries Association Salary Survey

The SLA Annual Salary Survey 2000 is now complete and available for purchase by calling 1-202-939-3673. The price is \$45 for members and \$54 for non-members.

A summary of the data in this year's publication includes:

- The mean increase in salary from 1999 to 2000 was 4.2% for Canadian respondents and 5.9% for U.S. respondents.
- The median increase in salary for special librarians was 3.8% in Canada and 4.0% in the United States.
- Both mean and median salary increases in Canada and the United States gained relative to the inflation rate (3.5% in Canada, 3.1% in the U.S.) between April 1999 and April 2000.

For a complete table of contents and information about the survey's administration, please visit: [www.sla.org/content/memberservice/researchforum/salariesurveys/salsur2000/index.cfm](http://www.sla.org/content/memberservice/researchforum/salariesurveys/salsur2000/index.cfm).

### The Annual Meeting Survey

In May of this year, the Research Department, working with the Meetings

Task Force and the Meetings and Exhibits Department, developed a questionnaire and disseminated it at the Annual Conference in Philadelphia. In response, SLA received 207 completed surveys. While the dissemination was not random or scientific, a snapshot comparison of respondents to all attendees (by chapter, division and length of membership) suggests that the results are generally representative.

Key findings of the report include: Educational/professional content are, far and away, the most important consideration for potential attendees when deciding whether or not to attend. Networking opportunities and exhibits are also important, while social events are considered the least important of the attributes respondents rated.

- Mirroring the above results, when respondents were asked to rate several types of meeting content, division programming was considered most important, with networking opportunities and vendor presentations also scoring highly.
- Importantly, given the primacy of educational content in the decision to attend, 94% of respondents said that the conference addressed "issues and problems you experience in your daily work" and 88% said it provided "tools to more effectively deal with those problems."
- Generally speaking, those surveyed said they want sessions dealing with cutting edge or best practices as they relate to management and technology issues. Nearly three in four said they would like more hands-on technology training.
- Respondents rated their overall satisfaction with SLA's Annual Conference at 4.8 and rated its overall value at 4.6 on a six-point scale.

Thank you to everyone who responded to this survey! SLA will use the results to improve future meetings for all SLA members. Please look for similar surveys at all future SLA meetings and conferences.

### 2001 Steven I. Goldspiel Memorial Research Grant Application Materials Now Available

The Steven I. Goldspiel Memorial Research Fund was established in 1991, and named in honor of the former President of Disclosure, Inc. (now known as Primark). The Research Fund is an endowment. Research projects are funded solely from investment income generated by the Fund, and recent awards have been close to \$20,000, though projects with smaller budgets are also encouraged. The purpose of the Fund is to support projects which promote research on and advancement of library sciences, in particular focusing on projects which address the goals identified in SLA's Research Agenda.

Application guidelines have been revised and clarified for 2001 and are now available at SLA's website. Please note that the deadline for this year's applications has been moved forward to February 14 to give the Research Committee time to request any needed revisions or explanations. Please read the application carefully as non-conforming submissions will not be considered.

To see the application form and revised guidelines in their entirety, please visit: <http://www.sla.org/content/memberservice/researchforum/goldspiel.cfm>.

For more information,  
contact Rob Pitzer  
([rob@sla.org](mailto:rob@sla.org))

# conference countdown

## Sports in San Antonio

The SLA Annual Conference is quickly approaching and will take place in beautiful San Antonio, Texas, USA. There are many compelling reasons for attending the conference, but unbeknownst to many, San Antonio is a sports mecca! It's home to the 1999 NBA Champion Spurs, the AA San Antonio Missions, and the Central Hockey League Iguanas. While not all of these teams will have home games during the conference, there should be enough sports activity in the city to satisfy any sports fan.

### Spectator Sports

For the armchair athlete, San Antonio has a variety of venues where you can indulge your sports addiction. Perhaps the most recognizable is the famed Alamodome, home of the Spurs and the San Antonio Sports Hall of Fame. It's been a huge part of the city's sports life for over a decade and continues to be the most popular sites for athletic competitions.

Baseball fans who don't want to make the road trip to Arlington or Houston can take a trip out to the ballpark and watch the SA Missions.

Also, if the sound of engines revving and the swirl of the checkered flag gets your pulse racing, head out to the NASCAR sanctioned races at the San Antonio Speedway on Highway 16 or NHRA Championship Drag Racing at the Alamo Dragway. If you prefer racing of a more genteel nature, you may want to venture out to nearby Retama Park and some of the finest quarterhorse and thoroughbred racing in the South.

### Golf (Full Course)

Many people may not realize it but Texas is a golfer's dream. The San Antonio metropolitan area and the surrounding Hill Country has over forty public, municipal, semi-private, military, and private golf courses of all difficulty levels and price ranges. Guests staying at hotels near the Riverwalk (and who don't want to break the bank on greens fees) may want to tote their clubs over to the Brackenridge Municipal Golf Course, the Willow Springs Municipal Golf Course, or the legendary Pecan Valley Golf Club. Die-hard golfers who want to feel like ranking members of the PGA will find much to drool over at the Quarry Golf Course, the lavish La Cantera Golf Club, or the picturesque Canyon Springs Golf Club.

### Fitness & Exercise

If tennis is your game, you might want to check out the McFarlin Tennis Center on San Pedro Avenue or the Trinity University Intramural Facilities for some hard court action. The downtown branch of the YMCA participates in the YMCA AWAY Program for those of you who are members in your hometown. Walkers and joggers may want to join the masses of locals who enjoy the scenic Riverwalk during the early morning hours, take a walk through history with a visit to the San Antonio Missions National Historical Park, or take advantage of the padded jogging track at Trinity University.

### Recreation & Relaxation

There is also a plethora of family-oriented and social sports centers to be found throughout San Antonio. Some fun places to visit include the Cool Crest Miniature Golf Course, the AMF Wonder Bowl on Austin Highway (complete with the 1950s style

atmosphere), Bananas Billiards on San Pedro, Viking Archery, and the very popular Malibu Grand Prix go-cart track. If you enjoy a little 'liquid refreshment' with your sports fix, San Antonio has a great variety of sports bars and clubs around the city and especially downtown near the Riverwalk.

As you can see, San Antonio has much to offer in addition to its well know historic and shopping attractions. The conference will be loads of excitement in itself but if you need a break and a chance to recharge your spirits, take advantage of one of the relaxing athletic options available to you during your stay.

### Sites to Visit

ALAMODOME  
[www.alamodome.com](http://www.alamodome.com)

ALAMO DRAGWAY  
[www.marketdigest.net/alamodragway/index.htm](http://www.marketdigest.net/alamodragway/index.htm)

GOLF SAN ANTONIO  
[www.AmigoGolf.com](http://www.AmigoGolf.com)

RETAMA PARK  
[www.retamapark.com](http://www.retamapark.com)

SAN ANTONIO IGUANAS  
[www.sa-iguanas.com](http://www.sa-iguanas.com)

SAN ANTONIO MISSIONS  
[www.samissions.com](http://www.samissions.com)

SAN ANTONIO SPEEDWAY  
[www.saspeedway.com](http://www.saspeedway.com)

TRINITY UNIVERSITY  
JOGGING TRAIL AND  
INTRAMURAL FIELDS  
[www.trinity.edu](http://www.trinity.edu)

For more information,  
contact Kenneth Carrièreau  
([kenneth.carriereau@baylor.edu](mailto:kenneth.carriereau@baylor.edu))

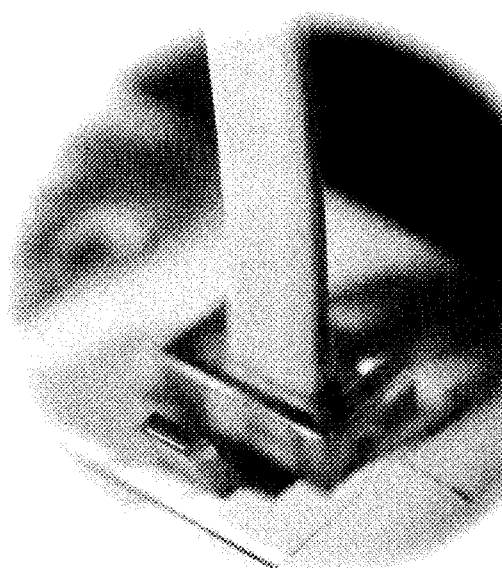
# acm digital LIBRARY

## The Ultimate Online INFORMATION TECHNOLOGY Resource!

The ACM Digital Library includes:

- Over 20 ACM publications and archives
- 15 years of conference proceedings
- Advanced searching capabilities
- Over 50,000 bibliographic citations
- 350,000+ pages of downloadable text

**AN EXCEPTIONAL VALUE**



### FREE GIFT

Contact ACM and receive a **FREE GIFT\*** for inquiring about the ACM Digital Library for your institution (while supplies last). Please mention code ADCH21.

\*Limited to one per institution/organization



Association for Computing Machinery  
The First Society in Computing

### ACADEMIC INSTITUTIONS,

please contact:

ACM Member Services

e-mail: [acmhelp@acm.org](mailto:acmhelp@acm.org)

phone: +1-212-626-0500

fax: +1-212-944-1318

### CORPORATIONS & CONSORTIA,

please contact:

DL Coordinator

e-mail: [dl-info@acm.org](mailto:dl-info@acm.org)

phone: +1-212-626-0518

fax: +1-212-944-1318

**[www.acm.org/dl](http://www.acm.org/dl)**

index of  
advertisers

Association for Computing Machinery	53
Bibliodata	7
Dialog <a href="http://www.dialog.com">www.dialog.com</a>	cover 4
EBSCO <a href="http://www.ebsco.com">www.ebsco.com</a>	cover 3
Elsevier Regional Sales	26
Factiva <a href="http://www.factiva.com">www.factiva.com</a>	25
Gale Group <a href="http://www.galegroup.com">www.galegroup.com</a>	41
Infotrieve <a href="http://www.infotrieve.com">www.infotrieve.com</a>	2
John Wiley <a href="http://www.johnwiley.com">www.johnwiley.com</a>	9, 39
NERAC <a href="http://www.nerac.com">www.nerac.com</a>	1
RegScan <a href="http://www.eregs.com">www.eregs.com</a>	11
Swets Blackwell <a href="http://www.swetsblackwell.com">www.swetsblackwell.com</a>	33
West Group <a href="http://www.westgroup.com">www.westgroup.com</a>	cover 2

coming  
events

## January 2001

## ● SLA Winter Meeting

January 25-27, 2001  
Savannah, Georgia USA  
<http://www.sla.org/conf>

## ● SLA's Strategic Learning Symposium (SLS 2001)

"Powerful Client Service:  
Creating Indispensable  
Partnerships"  
January 27-30, 2001  
Savannah, Georgia USA  
<http://www.sla-learning.org/sls2001>

## ALA Mid Winter Meeting 2001

January 12-17, 2001  
Washington, DC  
<http://www.ala.org/events/mw2001/>

## February

## Music Library Association

Annual Meeting  
February 21-25, 2001  
New York, New York  
<http://www.musiclibraryassoc.org/>

## 2001 VRA Conference

February 27- March 3, 2001  
Chicago, IL  
<http://www.oberlin.edu/~art/vra/conf1.html>

## March

## \*SCIP

March 7-10, 2001  
Seattle, Washington  
<http://www.scip.org/seattle/>

## ● MLS Renewal for Special Librarians

with Simmons College  
Graduate School of Library  
and Information Science  
March 7-11, 2001  
Boston, Massachusetts USA  
<http://www.sla-learning.org/mis2001>

## \*Computers in Libraries

Information Today  
March 13-17, 2001  
Washington, DC, USA  
<http://www.infotoday.com/cil2001/default.htm>

## Internet Librarian

International 2001  
Information Today  
March 26-28, 2001  
London, England UK  
<http://www.internet-librarian.com/>

## EBIC 2001

TFPL, inc.  
March 2001  
Rome, Italy  
[http://www.tfpl.com/bic/conferences\\_fr1.htm](http://www.tfpl.com/bic/conferences_fr1.htm)

## ● SLA's Spring Video Conference

I Told You I'm Worth It: ROI  
and the information  
Professional  
March 29, 2001  
<http://www.sla.org/content/learn/learnwhere/portals/ROI.cfm>

## April

## ● Knowledge Champions Institute

April 18-22, 2001  
Arlington, Virginia USA  
<http://www.sla-learning.org/kci2001>

## Intranets 2001

Online Inc.  
April 30-May 2, 2001  
Santa Clara, CA  
<http://www.intranets2001.com/>

## Extranets 2001

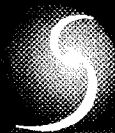
Online Inc.  
April 30-May 2, 2001  
Santa Clara, CA  
<http://www.extranets2001.com/>

## June

## ● SLA 92nd Annual Conference

June 9-14, 2001  
San Antonio, Texas, USA  
[www.sla.org/conf](http://www.sla.org/conf)

\*Conferences at which SLA will be exhibiting



# TOP TEN REASONS

Special Libraries  
Association  
[www.sla.org](http://www.sla.org)

# TO BELONG TO SLA

1. Unrivalled networking opportunities, bringing you into contact with colleagues from sixty different countries, in countless fields of interest;
2. Continuous learning, accessible in person and via distance learning, enabling you to develop and hone necessary professional and personal competencies;
3. Career and Employment services designed to keep you on the fast track to the top of your profession;
4. Access to SLA's Information Resources Center, available 24 hours a day via the Internet, to provide information relevant to the management and operation of your special library or information center;
5. Receive a subscription to *Information Outlook*®, SLA's monthly magazine, featuring cutting-edge feature articles and the most up-to-date news of the information profession;
6. Substantial savings on SLA's renowned publications, geared toward enhancing the information expert's professional knowledge;
7. *Who's Who in Special Libraries*, SLA's annual membership directory, now available in print and electronic format, and connecting you to other information professionals with the turn of a page or a click of your mouse;
8. SLA's Annual Conference, bringing together thousands of information professionals and hundreds of vendors for five days of learning and knowledge sharing;
9. Keep abreast of current issues and hot topics affecting you and the rest of the information profession;
10. SLA's dynamic Public Communications department, educating the public regarding the role of the information professional and promoting the value of the profession.

IF YOU'RE NOT AHEAD, YOU'RE BEHIND



# in summary

## en resumen

## en somme

### Making Change Happen: Steve Denning Tells the Story of Storytelling

When we think of storytelling, our minds may return to when our parents would read us a favorite fable or fairy tale. But, as Steven Denning of the World Bank discovered, storytelling can also be a powerful tool for catalyzing organizational change. In his book, *The Springboard: How Storytelling Ignites Action in Knowledge-Era Organizations*, Steve tells his own story of storytelling and offers guidance to other change agents on how to master the craft. *Information Outlook* sat down with Steve to find out more about *The Springboard*, and to learn how you can use storytelling effectively in your organization.

### Causando el cambio: Steve Denning nos hace la historia del cuento

Cuando pensamos en contar cuentos, nuestras mentes nos llevan a cuando nuestros padres nos leían una fábula o un cuento de hadas favorito. Pero, como lo ha descubierto Steven Denning del Banco Mundial, contar cuentos puede ser también un instrumento eficaz para catalizar el cambio organizacional. En su libro, *The Springboard: How Storytelling Ignites Action in Knowledge-Era Organizations*, Steve nos cuenta su propia historia contando cuentos y nos ofrece dirección en como dominar el arte con otros representantes de cambio. *Information Outlook* entrevistó a Steve para averiguar más sobre *The Springboard*, y para aprender como utilizar la manera de contar cuentos de forma efectiva en su organización.

### Amener des changements : Steve Denning relate son expérience de conteur

Lorsque nous songeons à l'expression « raconter une histoire », nos pensées se tournent peut-être vers le temps où nos parents nous lisaient notre livre préféré — légende ou conte de fées. Mais, comme Steven Denning de la Banque mondiale l'a découvert, raconter une histoire peut également être un outil puissant quand il s'agit de catalyser des changements organisationnels. Dans son livre, *The Springboard: How Storytelling Ignites Action in Knowledge-Era Organizations*, Steve évoque sa propre expérience de conteur et donne des conseils aux autres agents de changement sur la manière de maîtriser cet art. *Information Outlook* a rencontré Steve pour en savoir plus sur *The Springboard* (le tremplin) et pour apprendre comment les histoires peuvent être employées efficacement au sein de l'organisme.

### Global 2000: Perspectives of a Foreign Delegate

by Marietjie Marais

Brighton, a beautiful city in the south of England, was chosen as the venue for the second worldwide conference on special librarianship arranged by the SLA. About 650 information professionals from all over the world gathered in the Brighton Hilton Metropole Hotel to discuss issues concerning the profession. Hardly any other work environment has been touched so deeply by the huge developments in the information industry. The world has indeed become a global village and we are a part of that. We as special librarians, information professionals, cybrarians, whatever you wish to call us, need to change to keep up with the needs of our clients, we constantly have to develop new skills and we must be willing to be facilitators in introducing our clients to the possibilities of the Internet.

### Global 2000: perspectivas de un delegado extranjero

por Marietjie Marais

Brighton, una preciosa ciudad en el sur de Inglaterra, fue elegida como el punto de reunión de la conferencia mundial en bibliotecología especial organizada por la SLA. Como 650 profesionales de la información del mundo entero se reunieron en el Hotel Brighton Hilton Metropole para conversar sobre temas concernientes a la profesión. Casi ningún otro ambiente de trabajo ha sido tan profundamente afectado por los enormes progresos en la industria de la información. En efecto, el mundo se ha convertido en una aldea global y nosotros somos parte de ella. Nosotros, como bibliotecarios especiales, profesionales de la información, ciber-bibliotecarios, lo que desees llamarnos, necesitamos cambiar para mantenernos a la altura de los requerimientos de nuestros clientes; tenemos que desarrollar nuevas habilidades constantemente y debemos de estar dispuestos a ser servidores presentándole a nuestros clientes las posibilidades de Internet.

### Congrès mondial de l'an 2000 : Point de vue d'un délégué étranger

par Marietjie Marais

Brighton, jolie ville du sud de l'Angleterre, a été choisie comme site du deuxième congrès mondial sur les bibliothèques spécialisées organisé par la SLA. Environ 650 professionnels de l'information des quatre coins du monde se sont réunis au Brighton Hilton Metropole Hotel pour discuter de différentes matières concernant la profession. Il n'est guère de milieu de travail qui n'ait été si profondément touché par les énormes transformations dans l'industrie de l'information. Effectivement, le monde est devenu un village planétaire et nous en faisons partie. En tant que bibliothécaires spécialisés, professionnels de l'information, cyberthécaires, ou autre appellation d'emploi que vous désirez nous attribuer, nous devons changer pour parvenir à satisfaire les besoins de nos clients, nous devons constamment acquérir de nouvelles habiletés et nous devons accepter de faire office de facilitateur quand nous faisons connaître à nos clients les possibilités d'Internet.

### Virtual SLA: A Wrap up of the Association's 2000 Virtual Association Initiatives

by Maurice Harris

The Y2K Virtual Association (VA) initiatives focused on further developing the VA to continue remove barriers associated with access to the association's information by its membership and customers from anywhere at anytime. The VA initiatives were also realistically balanced and considered members' abilities and desires to access information electronically. This was done by assessing the membership's and industry's needs and preferences as related to the electronic dissemination of SLA's products and services.

### La SLA virtual: una conclusión de las iniciativas de la asociación, Asociación Virtual 2000

by Maurice Harris

Las iniciativas de la Asociación Virtual Y2K (AV) se enfocaron en impulsar el desarrollo de la AV para continuar quitando barreras asociadas con el acceso a la información de la asociación por sus miembros y clientes de cualquier parte y a cualquier hora. Las iniciativas de la AV fueron también equilibradas sensatamente y tomó en consideración las habilidades y deseos de los miembros a tener acceso a la información de manera electrónica. Esto se hizo asesorando los requerimientos y las preferencias de los miembros y la industria en relación con la distribución de los productos y servicios de la SLA.

### SLA virtuelle: Résumé des initiatives au 2000 de l'Association virtuelle de la SLA

par Maurice Harris

Les initiatives de l'Association virtuelle (VA) élaborées en l'an 2000 se sont focalisées sur la nécessité de continuer à développer la VA pour poursuivre l'élimination des barrières associées à l'accès aux informations de la SLA par ses membres et clients d'où que ce soit à n'importe quelle heure. Les initiatives de la VA ont été équilibrées d'une manière réaliste et ont pris en considération les capacités des membres et leur désir d'accéder électroniquement aux informations. Ceci s'est accompli en évaluant les besoins des membres et de l'industrie et les préférences concernant les possibilités d'Internet la distribution électronique des produits et services de la SLA.



e-journals

full text  
databases

Managing your collection  
can be a puzzling task ...

books

print  
subscriptions

EBSCO is bringing the pieces together.

- **Subscription management** solutions for organizations worldwide from 32 offices in 21 countries.
- **Full text databases** with comprehensive collections of academic, biomedical, business and general interest titles through the EBSCOhost interface, and EBSCO SmartLinks™ from article citations to full text.
- **Electronic journals** via EBSCO Online™, a sophisticated interface for accessing and searching online journals, now with alerting capabilities and pay-per-view article purchasing.
- **Online book ordering** through EBSCO Book Services, coupling a simple interface with invoicing and reporting options that make managing book procurement easier.

For more information,  
visit us online at  
[www.ebsco.com](http://www.ebsco.com).

EBSCO Information Services ... bringing  
together the pieces of your information collection.

**EBSCO**  
INFORMATION SERVICES



# Have you heard?

As you may have heard,

Dialog is now part of the

Thomson Corporation. With their vast resources, we'll be able to meet your

information needs better than ever before. For example, Interactive Searching Solutions

deliver reliable information with pinpoint accuracy. Enterprise Delivery Solutions provide

tailored content to meet the information needs of everyone in your organization. And Desktop

Applications offer specific information solutions that are as easy to access as they are to

integrate with specific job functions. It's all about giving you the kind of information

you need to win more business, bring products to market faster, and streamline

work processes. Of course, we expect this change to create even more new and significant

benefits. But the true benefits of change don't magically appear overnight. They take time,

energy, devotion-and open, active, ongoing dialog. So be sure to share your ideas,

questions, and feedback with us. A N D L E T T H E N E W

D I A L O G B E G I N . [WWW.LETSDIALOG.COM](http://WWW.LETSDIALOG.COM)

**DIALOG**

— ★ —  
**A THOMSON COMPANY**