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10 Taming the Wild Web Page: A Web Consultant Tells All
Your Web site has an incredible color scheme, fancy fonts, elaborate tables within tables within frames, and no visitors. Shelly West explains why your Webcounter isn’t rolling, and how to give it a jumpstart.

14 Managing Scientific Journals in the Digital Era
Carol Tenopir and Donald King, recipients of the 1995/96 Steven I. Goldspiel research grant, explore the electronic phenomenon in search of scientific journals, pricing policies, and the librarian’s role in educating consumers.

20 1997/98 Candidates for SLA Office
Stop in and meet the 1997/98 candidates for office.

33 50 Years of Silent Service: Inside the CIA Library
Have you ever worried that a delay in filling your customer’s request could end up costing peoples’ lives? Have you ever sent your trash to be burned? Occurrences like these are just part of the job for librarians at the CIA Library.

Executive Outlook
SLA Executive Director David R. Bender shares how the association is positioning itself for the next century, and how we can ensure that these efforts do not become simply “smoke and mirrors.”

Making News
Conference Countdown
Professional Development Outlook
Money Matters
Findings: Research & Your Bottom Line
Government Relations Outlook
On the Net
Special Librarians
Book Reviews
Copyright Corner
Letters to the Editor
Coming Events
In Summary
Classified

Cover: Illustration by Belinda Lee.
Information Outlook

Dear Editor:

Information Outlook is absolutely marvelous! I was a bit skeptical at first—I am not the sort of person who likes change in any way. The new publication has a wonderful look and feel. It really seems like it comes from the association. I particularly like the cover of the new issue and the multi-lingual summaries at the end.

Anne K. Abate
Dinsmore & Shohl, LLP
Cincinnati, Ohio

Dear Editor:

When I arrived home from work today, there waiting for me was a copy of the new publication. It looks great and I am really anxious to get into it. Although I have always liked Special Libraries, I am pleasantly pleased to find Information Outlook more inviting. I did not think a change of format could make such a difference. I am also enjoying the last issue of Special Libraries. The old advertisements and the old articles are very interesting and at times amusing. Well done!

Janet Hall
Association for Healthcare Philanthropy
Falls Church, VA

Dear Editor:

Congratulations on the first issue of Information Outlook. I was so impressed with the cover; the dark background set off beautifully our new logo (which I love) and the earth. Hats off to the designer who kept things so uncluttered, which allowed us to concentrate on the concept of a new era and to easily read what was "inside this issue."

For whatever reason, I actually wanted to sit down and read this magazine—something I never did before. Let's continue to have more interviews with people like Eugenie Prime—she got my thinking wheels in motion! "Knowledge Navigation, or, Why I Taught Tango Lessons" proved once again that creativity is always an asset.

Mary Louise de Sarran
Maryland Historical Trust Library
Crownsville, MD

Competencies for Special Librarians

Dear Editor:

Your article on “Competencies for Special Librarians of the 21st Century” in the November issue of SpecialList is excellent. It captures a thoughtful listing of critical success factors for the special librarian.

In the “Professional Competencies” section, it touched on our core competencies as librarians/information scientists. It also included important services we do and should provide, plus guidance on actions we should be taking to manage our organizations effectively so as to obtain and retain the understanding, and hence support, of our top management.

In the “Personal Competencies” section, the focus was appropriately on those skills and attributes we need to develop to be effective and successful as individuals.

I would encourage the evolution of this thinking to focus on the core competencies of librarians/information scientists in the context provided by C.K. Prahalad and Gary Hamel in their landmark 1992 Harvard Business Review article (C.K. Prahalad and Gary Hamel, “The Core Competence of the Corporation,” Harvard Business Review 68 (3): 79-91, 1990). In your article, these items reflect some of the core competencies of librarians/infor-

continued on p. 46

SLA welcomes controversial, but not inflammatory, letters to the editor. To be included, all letters must be signed. Please include contact information for the editors. The editors reserve the right to edit letters for space and clarity. To submit your letter, send it to: Special Libraries Association, 1700 18th Street, NW, Washington, DC 20009-2514; fax: 1-202-265-9517; Internet: doug@sla.org.
Smoke and Mirrors

SLA has a new look! The dynamic logo selected by our Board of Directors will help position us for the 21st century. This logo resulted from a sort of psychoanalysis of the association. The board considered not only where the association and its members are, but where we want to be.

However, a logo is only a reflection of our identity—not the identity itself. For our association to make the leap into the new millennium, each of us—members, officers, and staff—must put a new spin on our identity as well.

Our board is doing its part to help prepare us. For example, if you haven't seen "Competencies for Special Librarians for the 21st Century," I urge you do so. This document analyzes the major professional and personal competencies that we will need to succeed in the future.

This report, prepared by the Special Committee on Competencies for Special Librarians, was initially presented at the Board of Directors meeting in June 1996. The board felt the report was of such great importance to special librarians that it deserved the widest possible dissemination. Therefore, we have posted it on the SLA Web site at www.sla.org, published it in SpecialList, and mailed brochures prepared by the committee for your convenience. This classy executive summary is an excellent way for us to move our profession forward in the eyes of those for whom we work. Extra copies are available by faxing a request to SLA's Professional Development Department at 1-202-265-9317.

We also focused our very successful 1996 State-of-the-Art Institute on creating the virtual library. Participants learned how to take advantage of the increased capability and reliability of today's technology to revolutionize how their libraries operate. They also learned about the special skills that they will need as managers in this new environment. (Proceedings from the 1996 SLA State-of-the-Art Institute can be purchased by faxing a request to SLA's Nonserial Publications staff at 1-202-265-9317.)

Similarly, the board and I are committed to creating a virtual association. We want you to be able to communicate with SLA and find the information you want when you need it—not just during headquarters office hours. We also intend to create partnerships with businesses, government, and other associations to ensure SLA's electronic presence in the Information Age.

Something you will be hearing a lot about is our "Five Bold Steps" to move SLA into the 21st century. Very simply, these steps are to strengthen relationships with our members, strengthen the global infrastructure of the association, strengthen staff skills, and strengthen our financial position. These steps used together will make this virtual association, our fifth step, a reality.

Our Web site was an important place to start. Sponsored by Disclosure, Inc., I like to think of our site as a work of art in progress. We are continuing to expand and improve the content by adding new features, such as more government relations information, marketing aids that can be downloaded, and a new feedback page. There is also a virtual slide show that presents the association's objectives for 1997 and beyond.

This year, we plan to begin integrating our paper and electronic publishing efforts and to develop an online system to make it easier and faster for you to purchase SLA products and services. For our chapters and divisions, we will enable our Web site to host their Web pages, and we will begin implementing "discussion lists" and "chat rooms." I have one chat room under development which will be titled My Web-Footed Friend (its logo will be a Canada goose). More on this later!

Clearly, all of the changes within our association and profession have necessitated the adoption of a new logo, and I hope that you are as proud of it as I am. I believe it is a very positive step for all of us to take together.

It is now up to us to reinforce the modern, dynamic, forceful image that our new logo conveys. Ultimately, we will be measured by the quality and substance of our work. We must strive to meet the information needs of our organizations harder, faster, and smarter. If we continue to do only what we have done in the past, the new logo will be nothing more than smoke and mirrors.

I am confident, however, that we will not allow this to happen. I look forward to working with each of you in 1997 to shape our future!
Cveljo Published

Katherine Cveljo, Professor Emerita at the University of North Texas at University of North Texas, Denton, had an article, “International Students in American schools of Library and Information Science,” published in Encyclopedia of Library and Information Science (Vol. 57, Suppl. 20, 1996, pp. 209-269). The article focuses on the education of international students in American schools of library and information science and the integration of global professional issues and various aspects of international and comparative library and information services into the American LIS school curricula. Cveljo is a member of the Texas Chapter and the Business & Finance Division.

William J. Condon

William J. Condon, manager, Corporate Library and Information Center, Blue Cross and Blue Shield of Florida, died December 2, 1996 in Jacksonville, FL. Condon was born in Portsmouth, NH, and grew up in Schenectady, NY, where he graduated from Union College with an A.B. in English literature. He attended Western Reserve University in Cleveland, OH, where he earned a master’s degree in library and information science. Condon joined Blue Cross and Blue Shield of Florida in 1981 where he designed and developed the research facility, bringing it to its present high-tech information services level. Prior to joining Blue Cross, Condon was director of Clay County Public Library. He was a delegate to the 1978 Florida’s Governors Conference on Libraries and to the 1979 White House Conference on Libraries. Condon was a longtime member of the Special Libraries Association, active in both the Florida-Caribbean Chapter and the Insurance & Employee Benefits Division.

Joseph N. Whitten

Joseph N. Whitten, Professor Emeritus, Palmer School of Library Science, Long Island University (LIU), died October 25 at his home in Mississippi at the age of 78. He was on the faculty of the Palmer School for 18 years, concentrating on courses in special and academic librarianship. He served as president of the local chapter of Beta Phi Mu, the library honor society, from 1976-1978. In 1979, the Beta Mu Chapter named a scholarship for him and named him a board member for life. Prior to joining the Palmer School, Whitten was librarian at the State University of New York Maritime College in the Bronx, and was on the faculty of Cooper Union in Manhattan. He was an active member of the Special Libraries Association, serving as the advisor to the student chapter at LIU’s C.W. Post campus in Greenville, NY. A memorial service was held on the campus December 14 to honor his memory. He was a member of the Louisiana/Southern Mississippi Chapter and the Science-Technology Division.

Council on Library Resources Awards Five Grants

The Council on Library Resources awarded five grants for studies in the field of economics of information that will broaden an understanding of the cost benefits and efficiency of using electronic technology in order to deliver information in libraries. The grants were given to the University of Michigan, Iowa State University, and Virginia Commonwealth University, with two going to Rutgers University. The deadline for submission for the next round of the Mellon Small Grants in the Economics of Information Program will be April 15, 1997. Guidelines for applications may be obtained by contacting the NHPRC National Archives Building (Archives 1), Room 607, Washington, DC 20408; tel: 1-202-501-5610; fax: 1-202-501-5611; Internet: nhprc@arch1.nara.gov.

To contribute member, chapter & division, or industry news, please submit your item to Assistant Editor Susan Wright at: 1-202-234-4700, ext. 645; fax: 1-202-265-9317; Internet: susan@sla.org.

International is ...

There was a syndicated news columnist who occasionally wrote about what he wouldn’t have known if he didn’t open his mail. If I didn’t open my mail, I would not have known that SLA President Sylvia Piggott spoke at the European Chapter’s breakfast meeting in December 1996. This expression of the international nature of SLA is noteworthy. I applaud the chapter’s officers for recruiting such a inspirational speaker! I would have loved to have been in London to hear her. Actually, I would like to be in London at just about any time, stopping over on my way to the beautiful British countryside!

Am I, perhaps, revealing a secret motive for wanting to be a librarian with international interests? Since I have been so
bold, what are your motives? I’ve heard that most SLA members
work for companies with foreign branches that are headquartered in
the United States. Academic and nonprofit organizations’ interests
focus on supporting the programs they service and learning how
others address common situations. Finally, there are also the many
international and government agencies, whose librarians seem
to have the best of both motives.

In addition to fulfilling members’ personal and professional
motives, associations must have missions within visionary
frameworks. The information society has gone global.
Thus, SLA’s mission “to shape the destiny of our information
society,” is appropriate and should be taken in the context
that “The Special Libraries Association (SLA) is an interna
tional association of information professionals and special librarians...” Note that this does NOT say “an association of in
ternational information...” One aspect of shaping the informa
tion society is librarianship development. Why else are we
discussing a report on competencies for special librarians?

In a book by Gary M. Pitkin titled The Impact of Emerging
Technologies on Reference Service and Bibliographic Instruc
tion (Westport: CT: Greenwood Press, 1995), Charles W. Cono
way describes the activities of 10 organizations and also lists
10 others that support library development activities abroad.
Special Libraries Association is not among these 20. Since SLA
is the second largest library and information-related association
in North America and the third largest in the world, what
should be our organization’s motives for calling itself inter
national?

by Mel Westerman. Westerman is business/economics librarian,
Penn State University, University Park, PA. For more information
on “International News,” or to contribute to the column, please
contact SLA’s International Relations Committee Chair Mary Lee
Kennedy at: 1-508-486-2540; fax 1-508-486-2302; Internet:
maryl.kennedy@ljio.dec.com.

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SLA Student Groups

SLA’s student groups have been very active over the
past few months. In November 1996, student groups submitted bi-annual reports to headquarter
ners. The reports varied in length and format, but all had one thing in common—they contained
outstanding ideas to help increase SLA’s visibility on university campuses.

SLA currently has over 30 active student groups across the United States and Canada. Each
group is working diligently to promote SLA and its mission and to encourage student participation
within the association.

Many groups have been taking advantage of their locations by touring special libraries in
their vicinities. Others are visiting libraries that are a little farther from home. For example, the
student group at the University of Montreal has planned a trip to Washington, DC, where students
will visit the Library of Congress and the National Archives.

Student groups are also up and running on the World Wide Web. Many of them have their own
Web sites or listservs, and most are linked to SLA’s home page. A wealth of information is available
through these Web sites, as well as through SLA’s Student and Academic Relations Committee’s
Web site at ils.unc.edu/sla/home/sarc/sarc.html. Be sure to visit them while surfing the Net.

Many SLA chapters have started working closely with student groups located within their bounda
ries. Chapters and student groups have cosponsored fundraising events and library tours, worked
together to develop resume critiques for students, and planned joint meetings to facilitate networking.
Both chapters and student groups benefit significantly from this increased collaboration.

In order to encourage continued development of new ideas, SLA’s Student and Academic Rela
tions Committee has developed a Student Group Recognition Program. The program is designed to
acknowledge student groups, chapters, and/or divisions which have been extremely active or which
have continually strived to promote professional development for students within their organiza
tions. Recognition will be made each year at SLA’s annual conference. Categories include special
recognition to:

- an SLA student group for outstanding leadership,
- an SLA student group for innovative programs,
- an SLA student group for a well-designed home page, and
- a chapter and/or division dedicated to serving student membership.

Decisions in each category will be based upon bi-annual reports submitted by student groups and
ongoing communication with group advisors. Nominations are also welcome and encouraged.

by Christine Kennedy. Kennedy is director, Membership Development, Special Libraries Association,
Washington, DC. For more information on “Student News,” or to contribute to the column, please
contact Kennedy at: 1-202-254-4700, ext. 648; fax 1-202-265-9317; Internet: christine@sla.org.
Seattle’s Neighborhoods

SLA’s 88th Annual Conference, “Information Professionals at the Crossroads: Change as Opportunity,” will take place at the Washington Convention & Trade Center located in downtown Seattle. While the downtown area offers many interesting places to shop, eat, and explore—all within walking distance or a short riding distance—you'll want to take time out to explore beyond the boundaries of Seattle's downtown area. The Emerald City has many colorful areas worth visiting, all within the city limits, and most are readily accessible from downtown.

Seattle hosts a diversity of neighborhoods, typical of a world-class city. An estimated 532,900 people live in some 100 U.S. Census Bureau-designated neighborhoods. Here are just a few suggested places to consider visiting while you’re here.

Northwest Seattle
On the northwest shore of Lake Union lies Fremont, probably the most bohemian of all Seattle’s neighborhoods. You’ll find many cafes and taverns here, as well as coffee houses and a good share of eclectic shops and other attractions. Be sure to look for the popular public sculptures, “Waiting for the Interurban” and “The Troll,” as well as a more recent addition to Fremont, a statue of Lenin, which has generated some local controversy.

West of Fremont, bordering Shilshole Bay and the Ship Canal, is the neighborhood of Ballard. This Scandinavian fishing-port community offers its own brand of interesting sights and sounds. Check out Market Street, which offers shops of Scandinavian culture and heritage. Another favorite attraction to both tourists and locals alike is the Ballard Locks (officially known as the Hiram M. Chittenden Locks). The locks separate the two different water levels of Puget Sound and Lake Union, and allow boats to move back and forth between these two bodies of water. It’s worth seeing and it’s free to the public. While you’re there, enjoy not only the daily parade of boats, but also the gardens and the salmon ladders—a spectacular sight to see during spawning season.

A favorite of locals in the pursuit of fitness and fun is Green Lake Park. You'll find many Seattle-ites walking, running, bicycling, and rollerblading around the more than 3-mile path circling Green Lake. Green Lake itself accounts for almost half of the neighborhood’s geographical area. Restaurants and shops dot the small commercial strips around the lake. While there, be sure to check out the Honey Bear Bakery, a local favorite.

Northeast Seattle
Seattle’s University District, located northeast of downtown, serves a community which includes some 33,000 students of the University of Washington (UW). University Way, popularly known as “The Ave,” is the main thoroughfare and offers theaters, music clubs, taverns, cafes, and shops. Check out UW’s Burke Museum and the Henry Art Gallery while you’re there. If you’re a sports fan, visit UW’s Husky Stadium located on the east end of the campus.

Central Seattle
Just east of downtown toward Lake Washington is the colorful and vibrant neighborhood of Capitol Hill. A walk along Broadway, Capitol Hill's main thoroughfare, will give you a taste of this neighborhood’s proud heritage of diversity. The heart of Seattle’s large and visible gay and lesbian communities, Capitol Hill offers a jubilant, artsy, on-the-edge atmosphere. Enjoy the many shops, restaurants, and other attractions on Broadway and 15th Avenue. While on the Hill, be sure to check out Volunteer Park and the Seattle Asian Art Museum located on the park’s grounds. If you're a martial arts fan, you might want to pay your respects at the grave sites of Bruce and Brandon Lee, located in Lakeview Cemetery just next to Volunteer Park. A walk around the area will give you a chance to admire the many refurbished Victorian residential houses on Capitol Hill.

Across Lake Union from Capitol Hill is the neighborhood of Queen Anne. Lower Queen Anne is home to the Seattle Center, the Space Needle, and many arts attractions including the Seattle Opera, Pacific Northwest Ballet, Seattle Repertory, and Seattle Symphony, to name just a few.

Seattle’s International District is heart of the city’s many Asian American communities, including Chinese, Japanese, Vietnamese, Filipino, Korean, and Thai, among others. From restaurants and street-front markets to cultural museums and herbal apothecaries, you will find much to delight

by Rex Reyes. Reyes is news researcher, Seattle Times, Seattle, WA. For more information about the conference, please view the 88th Annual Conference home page at sla.microsoft.com. For your added convenience, SLA is now accepting American Express as a conference payment option in addition to Visa and MasterCard.
your senses here. Check out Uwajimaya, a Japanese supermarket; Wing Luke Museum, a museum devoted to Asian-American cultural history; or take a walk through Hing Hay Park. Not surprisingly, there are plenty of restaurants to satisfy many culinary tastes.

Southwest Seattle

A favorite place of local Seattle-ites is Alki, the birthplace of the city of Seattle. Enjoy this special meeting place of earth, sea, and sky with spectacular views of the Olympic Mountains and the downtown Seattle skyline. Bring your rollerskates or just your feet and enjoy the shoreline path along Alki Beach. While you’re there, check out Alki Monument, Alki Point Lighthouse, and Schmitz Park. Alki also offers some notable eating places like Alki Bakery, Phoenicia at Alki, Pegasus Pizza, and Spud’s Fish ’N Chips—Seattle’s oldest fastfood restaurant.

More? Yes, there’s plenty more to see. For suggestions on where to go in Seattle, introduce yourself to a friendly SLA delegate from the Pacific Northwest Chapter. Those of us who live and/or work in the city will certainly have our own personal suggestions and helpful ideas on making your visit to Seattle a memorable one.

In June 1997, the SLA Board of Directors will select the location of the annual conference for the year 2000. Selection is based on a set rotation schedule, staff recommendations, and member input.

The rotation schedule moves the annual conference around the United States and Canada in a pattern that covers defined geographical locations, i.e., north, south, east, west, and central. One exception to this schedule includes a board mandate to hold the annual conference in Canada at least once every 10 years. The annual conference for the year 2006 is scheduled to be located in the east. The last east coast meeting for SLA was held in Boston last year. Our next east coast conferences are scheduled for Philadelphia in 2000 and New York in 2005. The following is a list of potential locations for the 2006 annual conference:

- Miami, FL
- Atlanta, GA
- Boston, MA
- Baltimore, MD

The list above is based strictly on the cities’ logistical ability to hold the SLA conference and house its attendees. Finalists from this list will be determined and presented to the board. The final list will be developed by staff and is based on a strict set of criteria which includes, but is not limited to: member input; date availability; cost factors to both members and the association; available facilities such as hotels and exhibit halls, as well as proximity; accessible transportation to the site and around the city; SLA membership concentration; location of attractions; and expansion/growth potential. Over the past decade, the SLA annual conference has grown, not only in member attendance, but in meeting size, complexity, and exhibits. The above-mentioned sites have the potential to absorb a moderate projected growth of the annual conference.

SLA would like to solicit the opinions of its membership on the above site recommendations for the 97th Annual Conference in June 2006. Members who wish to express their thoughts are requested to contact Jim Mears, sr. director, Conferences & Professional Development, SLA, 1700 18th St., NW, Washington, DC 20009-2514; Internet: jim@sla.org.
Taming the Wild Web Page:

A Web Consultant Tells All

by Shelly T. West

Now that your CEO, the CIO, your department manager, your local VFW, ASPCA, or your spouse has requested a site, your objective should be to create an exceptional Web presence. What do you need to consider if you want to ensure your voice will be heard? There are billions of places to go on the World Wide Web, and your site will be just one among many.

The prospect for getting attention is unfortunately no easier in the ether than it is in real life. The easiest way to get attention is to be useful. Excellent resources for information are always welcome, particularly when they provide a one-stop spot for unique or heretofore uncataloged subjects. Whatever the subject matter, a site must do something: inform, assist, entertain, or otherwise occupy a mind. For a user to come back to your page, you must create something useful.

Being useful is one of the four pillars of

Shelly T. West is a web consultant currently living in Silver Spring, Maryland. She may be reached via the Internet at: stw@clark.net.
an excellent site. This, along with the other three aspects—change, organization, and appearance—should be applied to any site, regardless of size or content.

Usefulness

Take a look at your bookmarks to determine what it is about each of your sites that makes them bookmark-worthy. My list includes ProFusion, a meta-search engine out of the University of Kansas (www.designlab.ukans.edu/profusion). It’s the best meta-search engine I’ve encountered because it compares results and eliminates duplication. Of course the usefulness of a search engine is obvious. Other sites in my bookmarks offer information, such as www.phish.com, which covers the complete tour schedule of this funky Vermont band, as well as merchandise and other fan information. One laundry detergent’s Web site, www.clothesline.com, offers an automated response when you describe your problem stain and the type of fabric soiled. The cleaning solution is zipped back to you via e-mail and you can wash your troubles away.

According to a Web convention I attended in the fall of 1995, the key to Web success was purportedly to give something away on your site. Every Shmoe Dot Com was hawking cheesy t-shirts or spring-loaded kewpie doll pencils. Replacing real information with marketing tactics like these won’t make your site successful. Instead, place emphasis on what would keep the visitor, rather than what brings them to you in the first place.

It’s important to think of your organization’s needs as well. Many organizations consider their online presence an extension of their customer service. By making executives and staff accessible to the customer 24 hours a day, your organization gains from the loyalty that an ongoing conversation creates. Instead of a cold computer interface, customers can view your organization as friendly, concerned, and helpful with the personal touch of e-mail.

To maximize a page’s usefulness, an index or site search engine creates immediate links to all the information you have so carefully arranged. I particularly like the U.S. Department of Commerce’s index (www.doc.gov). The Special Libraries Association (www.sla.org) is another familiar example of a site with an excellent internal search engine.

Change

Part of the allure of the World Wide Web is its dynamic capability. With all the other possible sites to see, yours must be consistently new and vigorous in order to bring a browser back. Assuming that you have provided a particular service to initially entice them to stop by, the rest of your content should never become stale or, worse, inaccurate.

Because your promise is to provide comprehensive information, you might find yourself overwhelmed by the repetitious task of keeping up with new data, articles, or news. Any seasoned professional will tell you that updating is a 40-hour job in and of itself. This is where knowing Perl or some other scripting language comes in handy. ActiVeX is reputed to be the hottest new language, while ColdFusion attracts non-tech people who are more familiar with HTML. These same functions that power search engines can be used to automatically update your Web pages. Configure a script that can pull new data from your server and slap on a header and footer as well.

Admit it ... you have no interest in delving further into scripting oblivion. That’s fine. There are easier, sneakier ways of getting around having to write everything out by hand, even if you’re not using some new-fangled page-design program. (I have a good copy of HoTMetaL Pro, but I rarely use it.) By creating separate static files of the constant information on your pages, you can simply cut and paste the coding and reduce production time. On some platforms cut and paste will do the trick, on others you will have to read the smaller files into your new page. Being sneaky requires you to cover your tracks. Make sure that the repetitive parts work well for you and don’t become boring or hackneyed. If your welcoming page is graphics-heavy, consider changing the jpeg/gif files to give the site a fresh opening. If your site takes a long time to load, browsers will think twice about coming back.

The most important part of the change concept is periodic evaluation. Many commercial companies require at least weekly check-ups, while some sites get a daily shine. In most cases, that’s not necessary. A schedule of investigation should make the analysis routine. Some things to consider when taking a thorough look through your site are:

Dated information—Look for actual dates, as well as contact information that may have been changed. If the date is not relevant to the text and you want to retain the content, take off the date so viewers won’t think you have forgotten you have a Web page. Many surfers won’t go back to a site that hasn’t been updated in three months.

Other links—Your list of the best sword-fishing sites is archaic and has been stagnant since June. Make sure all your links link!

Reports and stories—Review any document that has been up for more than a few weeks. Leave it if it serves a purpose, but if it’s old news, consider an archive. Create a separate page with each file represented in an organized fashion: by date, subject, author, or department. And by all means, if you don’t need it, delete it.

Incompatibilities with old and new browsers—Netscape and Microsoft continue their struggle to be the top dog, and the upgrades keep coming. Make sure that any specialized coding you have still works or looks the same from the old to the new versions. Always remember that what you see on your screen is often not at all what someone else sees on theirs.

Appearance

By checking the look of your page from various browsers, you will have a better idea of how the browser affects what customers see. The look of a site will also vary from PC to PC, even with the same browser. If your service provider supplied you with their home-cooked version of a Web browser, compare how your page looks there with how it appears on Internet Explorer or Netscape. Certain high-level HTML codes are active only on either Explorer or Netscape, but not both. Using these observations, you can decide which elements to focus on most. In my experience, tables, font sizes, colors, and frames are often represented differently. Microsoft’s browser is less likely to respond to <i> or <font size=**> tags, while Netscape is dragging it’s feet on table border colors.
While sculpting your masterpiece, keep in mind that not everyone has your widescreen PC. Horizontal scrolling is plainly irritating. Although specialized features can make your site zippy, some viewers may prefer an alternate, lower-maintenance "text-only" option. I configure my browsers to avoid many high-end features to make my surfing more efficient and speedy.

Some features are more problematic than others. When playing around in the realm of frames, keep a close watch on your screen space, and remember that some browsers don't have the ability to see frames. The \texttt{<BLINK>} tag is also irritating. If you must use \texttt{<BLINK>}, try to keep yourself to just one word or a very, very small graphic. Entire paragraphs or huge .gifs have a really hard time blinking well—it's like asking a giant to jump rope. Be kind to your visitors and resist the urge to \texttt{<BLINK>}.

You have an incredible color scheme, with fancy fonts and elaborate tables within tables within frames. So why does your Webcounter need a jumpstart?

Poor use of color is very common. Besides being unattractive, bad color combinations can seriously distract from your content. Don't get me wrong, however; colors can add a lot to a page, whether applied to the background, text, links, or table cells. Keep a good contrast between your text and background so the print remains legible. Complex or patterned backgrounds are an excellent void for your text to fall into, so make sure the background is light enough and your text dark enough, or vice-versa.

If you're having a hard time conceptualizing color combinations and backgrounds, slide on over to \url{www.hidaho.com/color-center/cc.html} for an excellent color chart site. This page uses Java Script and frames that allow you to adjust the background, text, links, and active and visited links. I've found that Internet Explorer doesn't support the entire page, so your only choice of browser for this site is Netscape (sorry, Mr. Bill). The page has a palette along the bottom frame for visual selection, and \texttt{HEX} controls at the left for precise control. There's nothing else like it. As you might imagine, the first thing I did when I realized the caliber of this site was to stop what I was doing and bookmark it ... then I zipped off an e-mail to everyone I know.

Organization

Now you know what your page needs to keep that information fresh in order to keep people coming back. You have an incredible color scheme, with fancy fonts and elaborate tables within tables within frames. So why isn't your Webcounter rolling up the figures?

It might be because your site doesn't make sense. If the message seems convoluted or you have several different sections with subsets and external and internal links, you might want to start with a table of contents. A very common version of this is a single graphic map on the opening page. You can graphically represent your information and use that to direct the flow of traffic.

One of the best uses of a frame is to keep a static table of contents while the browser accesses your different pages. Sometimes a simple navigational bar, represented either graphically or in text, can be used as a common footer, preventing your visitor from getting lost. In addition, there should always be a way for the user to get back, either to the previous page or to an upper theoretical level. A single page should always have at least one hyperlink, even if it just leads back to the previous page.

A common problem in content-heavy sites is overly long pages. While having all your information in one file can be useful for printing purposes, such a large file can be difficult to load and tiresome to scroll through. Think in bits of information and divide your content into easily digestible pieces. Having a list of all the possible links from that page in a small font at the bottom can be helpful, especially with this approach.

Getting the Word Out

Even after you've followed all the rules for the supreme Web site, you still can't stop. Advertising and getting the word out come next. If you want most search engines to find you, you'll have to let them know you're there. There are a couple of sites that allow you to trumpet your presence to many engines at once, such as Submit-It (\url{www.submit-it.com}). Don't get your hopes up however, there's still plenty for you to do. Submit-It only gives you the initial interface to the places taking down your name. The differing collection points all have different requirements, so block out a good chunk of your day for this task. Without it, you'll be a mere grain of corn in a whole henhouse.

Search engines aren't the only ones looking for good sites. Computing and Web-related e-zines are often happy to hear about new hosts, as well as some e-mail services—such as the Weekly Bookmark—that specialize in broadcasting interesting Web sites. Take your case to the listservs you're on and let your friends and colleagues know you've really got something.

Often, even all this won't seem to get you very far. The best advice I can give is to include your URL on every piece of paper and e-mail that goes out of your office. Include it on letterhead, business cards, and fax cover sheets. Have some novelty pens or pencils printed up with the URL and pass them out at trade shows or leave them at the front desk. One exuberant Web designer has a vanity license plate frame for his car with his Web address in bold, bright red letters. I'm sure lots of people passing him jot it down as they drive by.

So go ahead, cast your net and see if you catch any virtual fish. You can configure a hit-counter or borrow one from a Web company to see how much traffic you actually have. The most accurate measure of your site's success will be the responses you get from the people who drop in. Your constituents will tell you how you're doing, so make sure you listen. Keeping an open mind and ear is essential when trying to please the whole wide World Wide Web.
SLA President Featured in Three Articles

SLA President Sylvia E. A. Piggott has been featured in three Montreal newspaper articles: one focusing on her election to president of SLA, one on the importance of special librarianship as a profession, and another on her term as president of the Montreal Association of Black Business Persons and Professionals.

The first, announcing Piggott's election as president, positively describes how the association and profession is at a turning point because of new technologies and the vast amounts of information available ("Bibliothecaire montrealaise reconnue," ["Montreal librarian recognized"] La Presse June 11, 1996, p. A7). According to Piggott, organizations need the experience and knowledge of a professional to help them find the right information.

The second La Presse article, a column by Jacques Benoit, describes the role of the librarian as very important and rapidly changing because of the crucial role information plays in organizations' decision-making processes ("Les bibliothecaires sortent de l'ombre," ["Librarians come out of the shadows"] La Presse, June 14, 1996). The article also features Claire Kelly, SLA member and past-president of the Eastern Canada Chapter, and SLA member Daphne Dufresne.

The Gazette article discusses Piggott's role as full-time volunteer president of the Montreal Association of Black Business Persons and Professionals, a 14-year-old association "to encourage the pursuit of excellence in black-owned businesses and by black professionals" ("She's boss: Piggott is no-nonsense head of business group," The Gazette September 26, 1996, p. G2). Piggott is the first woman to hold the post of president and part of her focus is to increase the association's outreach to women.

New Director, Public Relations on Board

Jennifer Stowe joined the Special Libraries Association as director, public relations in December. With over six years in public relations, Stowe will be providing new directions for the public relations program and advancing public awareness of the important role special librarians play in today's information economy. "I look forward to increasing the communication between members and the association as well as creating exciting possibilities for association and professional recognition in the media," Stowe said.

Marketing Outlook

Start thinking now about your marketing campaign for International Special Librarians Day (ISLD). To be held April 17 during the U.S. National Library Week, ISLD is your chance to feature and publicize the services of your library and the contribution it makes each day to your organization. Whether you chose to sponsor contests, speakers, or an open house; write articles for your organization's publications; or simply post creative flyers, remember to enter SLA's International Special Librarians Day public relations award competition. Publicity materials featuring the 1997 ISLD logo and theme—Putting Knowledge to Work—and award nomination forms will be available on the SLA Web site February 17 at www.sla.org/pr.

SLA Member Aides Girl Scout Troop

SLA member Peter Moon, manager of technical resources at the library of the Hartford Steam Boiler Inspection & Insurance Company in Hartford, CT, taught Girl Scouts how to use Internet resources for a troop project, according to a Hartford Courant article ("Girl Scout troop's focus is on life careers," November 26, 1996, p. B-4). A picture accompanying the article featured Moon and Girl Scout Kadian Gray researching stock information on the World Wide Web. The Girl Scout troop meets weekly at the company to promote their awareness of all types of careers.

by Jennifer Stowe. Stowe is director, public relations, Special Libraries Association, Washington, DC. For more information on "P.R. Outlook," or to contribute to the column, please contact Stowe at: 1-202-234-4700, ext. 634; fax: 1-202-265-9317; Internet: jenni-s @sla.org. Please be sure to include complete citations with each submission.
by Carol Tenopir and Donald W. King

The introduction and subsequent growth of electronic publishing provides special librarians with a challenging new opportunity. Scientific and other scholarly journals—a particularly important resource in organizations served by special libraries—are in a state of flux. New technologies are creating a complex variety of media, sources of access, and pricing options from which organizations must choose. When choosing among these alternative sources, mistakes can be—and indeed sometimes have been—extremely costly. They may also deny readers access to essential information. Special librarians must take a lead role in assisting with difficult decisions concerning access and use of articles throughout their organizations. To assume this role, special librarians should apply their unique knowledge of 1) how information is acquired and used by their community; 2) the availability of alternative media, sources, and pricing options; 3) the economic trade-offs among these alternatives; and 4) what is generally best for the entire organization.

Under a Special Libraries Association Steven I. Goldspiel grant, the authors of this article have produced information that will assist special librarians in assuming this important role. In order to make appropriate decisions in these areas, special librarians must understand the trends in information seeking, the current electronic publishing environment, and how special librarians can contribute to this environment in the future.

**Trends in Traditional Scholarly Publishing**

To evaluate electronic journal publishing, it helps for special librarians to understand how information seeking and economics are changing with regard to traditional publishing. A look at trends over the past 20 years of scientific scholarly publishing reveals that:

* Scientific journals are essential. Scientists served by special libraries spend over 100 hours per year acquiring and

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reading scholarly articles (Griffiths, José-Marie and Donald W. King. *Special Libraries: Increasing the Information Edge*, Washington, DC: Special Libraries Association, 1993). While time is valuable, they are willing to spend it in this way because the information in these articles achieves far greater savings. This information helps them work more productively and produce higher quality products. For example, five indicators of scientists' productivity are found to be positively correlated with the amount of reading they do. Often, reading scholarly articles results in savings achieved by avoiding unnecessary research, stopping unproductive lines of research, and so on.

* Authorship and readership remain high. The number of articles authored by U.S. scientists increased from 312,000 in 1975 (King, Donald W., Dennis D. McDonald and Nancy K. Roderer. *Scientific Journals in the United States: Their Production, Use, and Economics*, Stroudsburg, PA: Hutchinson Ross Publishing Company, 1981) to about 577,000 in 1995. These results show a slight decrease in the average number of articles written by scientists, although scientists with access to special libraries appear to write about as much now as in 1975 and the overall number of articles is greater because there are more scientists (Tenopir, Carol, and Donald W. King. "Trends in Scientific Scholarly Journal Publishing in the U.S." *Journal of Scholarly Publishing*, Forthcoming April 1997. Von Seggern, Marilyn, and Janet M. Jourdain. "Technical Communications in Engineering and Science: The Practices within a Government Defense Laboratory" *Special Libraries*, vol. 87, no. 2: 98-119. Spring 1996). Scientists served by special librarians read about as much now as they did in 1975 (about 90 to 100 readings per person per year).

* Information seeking patterns are changing. In 1977, scientists served by special librarians relied on special libraries for only about 10 percent of the articles they read. This increased to 21 percent in 1984 and is currently at about 37 percent. This increase in proportion is not surprising because the average number of personal subscriptions per person in these organizations has decreased from 6.2 personal subscriptions per person to 2.6 subscriptions in recent years. Just as individuals are shifting from personal subscriptions to the use of library journals and other sources, libraries are shifting from institutional subscriptions to greater use of document delivery services. However, this shift has not been nearly as dramatic.

* Journal prices have escalated beyond inflation. Library journal prices have increased more than seven fold since 1975. While it's true that journals have also increased in size, inflation and costs due to increased sizes account for only about one-half of the increase in subscription prices. A plausible explanation for the remaining 50 percent increase is that the drop in personal subscriptions has resulted in escalated prices that libraries alone have had to bear. Due to the decrease in personal subscriptions, each year the publishers collectively lose nearly $1.8 billion in revenue—or about $270,000 per journal.

* Price increases have consequences. Higher prices affect the number of both library and personal subscriptions, although library subscriptions are not as affected by these price changes. To demonstrate this, assume that there are 2,500 library or personal subscribers
prior to a price change. Our study shows that increasing a price from $150 to $250 would reduce the number of personal subscriptions from 2,500 to 719 (a loss of 1,781 subscribers). Library subscriptions would drop from 2,500 to 2,284 (a loss of only 216 subscriptions).

Special librarians must deal with these consequences. As prices go up, library copies should be—and are—used more often. One of the most important roles of special librarians is to ensure that professionals in their organizations have optimal access to information through a combination of the library, shared collections, personal subscriptions, or external sources. To do this, special librarians must inform scientists (and others) of the economic trade-offs involved and how the parent organizations can best be served by adhering to rational economic choices. More specifically, when faced with high journal prices, special librarians must consider the economic trade-offs between purchasing versus using an alternative source, such as document delivery. The best practice generally is to subscribe to frequently read journals and rely on document delivery for infrequently read ones. There is a break-even point based on the amount of reading that is done. An amount of reading above this point makes it less expensive to subscribe to the journal and an amount below this point makes document delivery the better choice (Tenopir and King, 1997). Kinngma, B.R. "Economics of Access Versus Ownership: The Costs and Benefits of Access to Scholarly Articles via Interlibrary Loan and Journal Subscriptions." Report to the Council on Library Resources. Albany, NY: State University of New York at Albany, 1995). A mistake in choosing whether or not to subscribe can be costly to a parent organization. A special library can have a significant impact on costs to their parent organization by understanding and applying economic analysis in collection development and access. This will become even more important as electronic publishing becomes more prominent. However, the economic principles developed in our study should apply.

The Complex Nature of E-Journals

The emergence of electronic publishing and communication technology has resulted in a variety of available media, sources of access to these media, and pricing options offered by these sources. When selecting scientific journals, organizations must choose from among this complex array of alternatives. The optimum choice may actually be a mix of these alternatives (including traditional print-on-paper), directed toward groups of individuals and the library. To make such decisions, one must consider the alternatives available and their economic implications. Below, we describe current alternative media, sources, and pricing options.

Although the number and availability of electronic journals are increasing dramatically, there is still far less scholarly scientific material available in various electronic forms than there is in print. Of the electronic materials that are available, some are still merely imperfect electronic equivalents of print journals, used mainly for document delivery purposes. Others are unique electronic journals available only in electronic form.

Scientific and other scholarly journals are now available in several media including print, online, CD-ROM, listservs, World Wide Web, and hybrid versions. However, no single medium will solve all of the information needs of today's scientists, and no scientific field is covered by a single medium. Electronic equivalents of print titles may be distributed by traditional text online services such as LEXIS-NEXIS, OVID, and DIALOG; distributed on CD-ROM or magnetic tape for local loading; or made available on so-called "desktop filtering" services such as Hoover or Lotus Newstand tied to local area networks (LANS). Most of these electronic versions do not include extensive archives, nor do they include much of the peripheral material, letters-to-the-editor, or short articles found in the print equivalents. Many are ASCII-text only, excluding charts, graphs, and special characters, although image article collections are becoming more common. Whether electronic versions of print journals are made up of ASCII or image files, they tend to be of articles rather than full journals. They are most often used for document delivery purposes or to supplement print collections.

Other scientific journals are created for electronic distribution only, often with no print equivalent. The Internet is the main source for electronic-only scientific journals. Many of these are also text-only, particularly Internet listservs or newsgroups. These provide a way of communicating current information, however some lack the peer reviewing and quality controls found in print scholarly journals.

Although it does not solve the archiving problems, the World Wide Web offers the most promising possibilities for true electronic journals to replace print because it combines multimedia capabilities, interactivity, and ubiquity of availability. Web journals are typically complete entities, rather than mere collections of articles. They may include extensive editorial and subscription information, instructions to authors and readers, and copyright and use restriction information. The articles in these journals usually include multimedia, complete graphical and tabular information, and links to related or cited material. They also typically include an online forum for discussion—whether it be directly between readers and authors, or in the form of letters to the editor.

Sources for accessing electronic journals are also more complex than print sources. In the past, scientific journals were available from publishers and libraries. In the electronic world, these are only some of the sources providing access. Now, access can also be obtained from second party distributors, such as document delivery services; third party distributors, such as online or CD-ROM vendors; gateway organizations, which provide hardware, software and telecommunication links only; subscription agents; information brokers; and multi-type library cooperative networks. The title you're looking for may be available from many different sources.

In addition, pricing policies for these include not only traditional subscriptions, but also payment for article separates, site licenses based on simultaneous users, site licenses based on potential users, online fees, and a combination of all of the above. Site licenses based on likely read-
ership are becoming the most common option and offer advantages to special libraries in that they can be based on a unit cost per reading.

**There is a Small But Growing Number of E-Journals**

To adequately describe electronic publishing, each type of electronic journal must be counted separately. There are several directories that can assist with identifying and counting electronic versions. According to *Fulltext Sources Online* (1996), there are currently 2,107 scientific, technical, or medical full text sources available from commercial online vendors.

Almost all of these are text-only versions or image and text versions of articles which are also distributed in print journals. Based on an examination of titles, about 220 of these are scholarly journals. That means that of 6,771 scientific scholarly journals published in the U.S. in 1995, only about three percent of those were available as full text databases from traditional text-based online services.

According to the *Directory of Electronic Journals, Newsletters and Academic Discussion Lists*, published annually since 1991 by the Association of Research Libraries, the number of scholarly electronic listservs, newsgroups, and discussion forums in the sciences grew from 175 titles in 1991, to 853 in 1995, and then to more than 2,375 in 1996. Several scientific disciplines—specifically high energy physics and mathematics—have transferred much of their scholarly communication to an electronic environment, though archives may be awkward to access, if available at all. In the 1996 edition of the directory, 352 scholarly scientific Web journals are listed. An estimated 84 percent of these are refereed. Of these, many are Web versions of print journals, although the number of electronic-only journals is growing.

Of a sample of 83 Web journals studied by Hitchcock et al. between the years 1990 to 1995, 35 were electronic-only journals (Hitchcock, Steve, Leslie Carr and Wendy Hall “A Survey of STM Online Journals 1990-95: The Calm Before the Storm.” In *Directory of Electronic Journals, Newsletters and Academic Discussion Lists, 6th edition*, ed. Dru Mogge. Washington, DC: Association of Research Libraries, 1996, 7-32). Many of these 35 electronic-only journals were free of charge. Of those that did require payment, most personal subscriptions were priced under $100.

Currently, Web journals represent the smallest group of scholarly electronic journals because they are the newest. However, this category will continue to grow. Examples of Web journals include: *Physics Review Letters Online, Journal of Artificial Intelligence Research, Electronic Journal of Differential Equations, and Electronic Research Announcements of the American Mathematical Society*.

Traditional publishers are beginning to use the Web to distribute redesigned versions of print titles as well. Elsevier, Current Science, The Johns Hopkins University Press, and others have major Web initiatives. Pricing policies are still being refined for most of these early Web journals, but pricing will most likely involve site licenses based on potential users within an organization.

**The Responsibility of Special Librarians**

Our intent for this study was to provide concrete decision rules concerning acquisition of electronic publications in the future. However, examination of emerging electronic publishing and communication revealed a much more complex picture than we had anticipated. This picture, which is merely a snapshot of a rapidly changing environment, shows an array of newly available media and sources of articles embedded in a historically entrenched traditional print journal system. The picture is muddied by indecisiveness in pricing policies, licensing agreements, and copyright arrangements. We have attempted instead to provide some insights and guidance for special librarians and other participants for their future decision making.

Over the years there has been a shift in the role played by special libraries in providing access to scholarly journal articles. There is sound economic rationale behind acquiring and using journals from a variety of sources, depending on how often subscription copies are used and the comparative cost per reading from each source. From the parent organization's standpoint, the overall costs of readers' time, payment for subscriptions, and library operations can be substantially reduced through proper allocation of these resources. In fact, special librarians have recently become more involved in such resource allocation.

At one time, special librarians devoted most of their efforts to developing a centralized collection. Now, many special librarians order personal subscriptions (and desk copies of books) because they can do so less expensively than individuals. They help maintain unit or department collections and manage branch libraries in addition to their centralized collections. Special librarians also provide journal routing systems, current periodical rooms or space, and access through central CD-ROM collections that are sometimes distributed through LANs. They are also much more active in providing access to external collections through document delivery services and multi-type library resource sharing. Special librarians should broaden their perspective and responsibility to include all such aspects of electronic publications as well.

To do this, special librarians must know how publishing and access are changing. Another essential issue which must be addressed is the economic implications of journal article access and use throughout their organization, including the price paid, the cost of processing and maintenance, and the cost to readers. These costs must be considered for all media and sources of articles. Our final report (a book) will provide examples of these costs. Armed with this information, special librarians can help make rational decisions concerning any of the multitude of electronic alternatives they will confront in the future. Monitoring all of the options, selecting the best form and format for each title, negotiating site licenses, and optimizing information use throughout the organization are all essential roles for the special librarian. Access to scholarly scientific and other journals remains vitally important to researchers and others in organizations. Providing the best and most cost-effective way to access these resources is more complex than ever and requires someone who can weigh all of the alternatives for every title and every potential user.
Mastering Middle Management

According to the most recent SLA Super Survey, more than 60 percent of SLA's membership feel that mid-level course offerings best meet their professional development needs. In response to this overwhelming continuing education need, SLA's Professional Development Program is highlighting the Middle Management Institute.

The SLA Middle Management Institute concentrates on five subject areas vital to the successful operation of an information center: information technology and applications, human resources, marketing and public relations, management skills, and analytical tools.

The Middle Management Institute organizes these subjects into five separate twoday units which are offered at various times and places throughout the year. Members seeking to enhance their effectiveness as middle managers can register for just the units that fulfill a specific need, or for all five units in order to earn a Middle Management Institute Certificate of Recognition.

The 1997 Middle Management Institute's next offering is scheduled for April 3-4, 1997, in Chicago, IL. "Human Resources" will explore how to create and manage work teams; use various motivational and leadership techniques; determine various roles, tasks, and accountabilities; and effectively interview and select staff—all with one eye on the information center setting. "Human Resources" is taught by Randy M. Bauer, president of Leadership Training Associates, a management development firm. Bauer's seminars highlight leadership, motivation, communication, and effective supervision.

The Middle Management Institute will then feature two units at the SLA annual conference in Seattle on June 7-8, 1997. "Marketing and Public Relations," instructed by Arlene Farber Sirkin, teaches mid-level information specialists the importance of marketing their services within their organization and the best public relations tools to achieve recognition from top management. This unit will give information specialists the skills they need to create and manage a marketing plan that will maximize usage of the information center, mainstream it into the organization, and gain management support. Sirkin is president of the Washington Resource Consulting Group, Inc., a consulting firm that helps clients maximize their resources through seminars, research, and consulting.

Also available at the SLA annual conference in Seattle is "Management Skills," which concentrates on enhancing key management skills to provide a foundation for the successful operation of an information center. This course will provide formal training in corporate management skills such as management style and group dynamics, management communications, problem solving and decision-making, and the planning process. Course instructor Marianne Hartzell is executive director of the Michigan Library Association. Her extensive management experience and library background has allowed her to focus this unit directly on key management skills and issues that mid-level information specialists grapple with in their natural setting—the library or resource center.

On September 25-26, 1997, in Washington, DC, SLA will offer "Analytical Tools," the last Middle Management Institute for 1997. This course will teach participants how to respond proactively to downsizing, reengineering, corporate restructuring, outsourcing, and the ever-present bottom line. Participants will learn to use financial information for strategic management and decision-making by exploring various types of budgets, cost analysis, strategic budgeting, and positioning of information products and services. The instructor, Barbara M. Robinson, is a management consultant with Robinson & Associates, which specializes in strategic planning and budgeting, project management, and data analysis.

If you missed "Technology and Applications" in Ft. Lauderdale last month, don't worry—SLA offers this unit each year at the SLA Winter Education Conference in January. Taught by Pamela Cibbarelli, this unit is designed to give mid-level information specialists the know-how they need to make informed technology decisions in the midst of constant information advancements. Cibbarelli, M.L.S., is an automation specialist who teams with librarians to plan and implement automation solutions. She is the owner of CIBBARELLI'S, a consulting firm specializing in information retrieval services and assistance with library automation projects.

So, for all of you who wanted mid-level educational programs, here's our top five! As an added bonus, if you register for two or more units this year, you can take 10 percent off your total cost. For more information on the MMI program, or any of SLA's continuing education courses, contact SLA's Professional Development Department (see contact information at left).
The goals of continual improvement in service to the members and in the financial management practices of the association have led to the decision to accept the American Express card as a form of payment. This is one of a series of actions designed to effectively reduce outstanding debt to the association.

Fiscally sound management is one of the primary indicators of an organization's success. The financial management of SLA includes a bevy of policies and procedures to maintain SLA's financial position. The association's leadership and staff utilize these policies and practices and act on the opinion and advice of many external experts. Recently, outstanding debt (more commonly referred to accounts receivable) has been identified by SLA's independent auditing firm and association benchmark surveys as an issue for concern. In the opinion of these experts, SLA carries individual accounts much longer than the industry standard. Their advice is for the association to apply a more stringent implementation of its board-approved credit policy.

The association strives to operate as effectively and efficiently as possible. To address this goal and the advice from our independent sources, SLA will continue to require prepayment for the purchases of all products and services, thus reducing, and eventually eliminating, this outstanding debt. The additional returns will allow the association to invest in new or enhanced products and services to the membership.

To foster this process with SLA's members and other customers, the staff are now accepting the American Express Card (in addition to MasterCard and Visa) and providing more information regarding programs and services via SLA's home page (www.sla.org). In addition, the association's staff is partnering with other associations, the banking industry, and software vendors in order to offer a secure method of online payment for SLA's products and services. We anticipate this service to be delivered in the fall. I encourage each of you to assist in fulfilling our goal of no outstanding debt.

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by Donna Scheeder. Scheeder is acting chief, Congressional Reference Division, Library of Congress. For more information on “Money Matters,” or to contribute to the column, please contact Scheeder at 1-202-707-8939, Internet: dscheeder@crs.loc.gov.

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L. SUSAN HAYES is president, Oak Arbor Publishing, Delray Beach, FL (1996-).


Education: M.L.S., Wayne State University (1972); B.A., Albion College (1970); SLA Middle Management Institute (1987).

SLA Member Since: 1972.

SLA Chapter Activities: Florida & Caribbean Chapter: chair, Nominating Committee (1996-97, 1979-80); chair, Government Relations (1992-93); member, Nominating Committee (1992-93); director (1989-92); chair, Consultation Committee (1987-89, 1975-76); secretary (1985-86); past-president (1978-79); president (1977-78); president-elect (1976-77); bulletin editor (1976-77); chair, Membership Committee (1974-75), Michigan Chapter: student member (1972-73).


Other Professional Activities: member, Information Futures Institute (1995- ); member, Broward County Library Association (1977- ); member, Florida State Library Networking Committee (1994-95, 1985-84); adjunct professor, University of South Florida School of Library and Information Science (1992- ); USF SLIS regional advisory council (1992- ); special libraries delegate to Florida Conference on Libraries (1979); treasurer, Broward County Library Association (1978-79); speaker at SLA annual conferences and chapter workshops, and for the American Library Association, Online, Iowa Library Association, Mid-America Association of Law Librarians, Association of Records Managers and Administrators.

Awards/Honors: Florida & Caribbean Chapter Presidential Citation (1993); winner of various Toastmasters International speech contests.


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

The library information profession is potentially in the wonderful position of having a major role in the future networked economy. The task of SLA is to determine the form and function for our place in the future. I use the word “wonderful” very specifically because at the pace of change, we can’t predict all the ways the information society will evolve, but based on the recent past, it will indeed be full of wonder. Because of the foundation laid by SLA’s recent public relations activities, our organization is becoming well-known. To take advantage of the renown before us, SLA must be able to be creative, flexible, and speedy. The most important part of our future activities is to ensure that our members have the skills and tools to be effective leaders and workers. SLA’s quality continuing education programs at both the association and local level are growing in new ways and should keep on expanding for the benefit of our members. The role of the president of SLA is to coordinate the work of the Board of Directors, the general membership, and the staff so that our policies take advantage of this most interesting time in our profession and our association.

**What has been your most significant contribution to SLA?**

I am one of SLA’s biggest cheerleaders—a professional SLAer. By volunteering to work for the good of SLA at the chapter, division, and association level, I have participated in a wide variety of programs and activities. SLA is not without problems or room for improvement, but I feel working within the organization is the best way to keep moving forward. One of my best skills is seeing the essence in a variety of points of view and helping to consolidate them into a consensus that all participants can be happy with. I’m also proud of organizing the first Engineering Division standards roundtable, which has been held at annual conference for more than a dozen years.

**What has been your most significant accomplishment working within the information profession?**

Promoting the value of the information profession is my most significant contribution. I have done this by teaching graduate students about special libraries. I have done this by educating my employers. At the corporation where I worked for 18 years, there were some two dozen layoffs, but neither myself as librarian nor the library as an entity had ever been considered for removal, because the value had been sold to management. I have promoted the special library profession to public and academic librarians who knew little about the nature of our branch of the profession. I have promoted the value of the profession to the general public through speeches and demonstrations. Ours is an exciting and beneficial occupation, and I want everyone to know it.


Education: B.S.F.S., Georgetown University School of Foreign Service (1969).

SLA Member Since: 1977.


SLA Association-Level Activities: treasurer (1994-97); chair, Finance Committee (1994-97); member, Association Office Operations Committee (1994-97); member, Strategic Planning Committee (1994-97); convener, International Information Exchange Caucus (1993-94); member, International Relations Committee (1991-94); chair, Government Relations Committee (1988-91); member, Nominating Committee (1986-87); member, Government Relations Committee (1985-87).


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

SLA’s mission is to advance the leadership role of its members and to shape the destiny of our information society, lofty goals indeed. The challenge for SLA is how to be both practical and visionary at the same time. On the practical side the question remains, how do we continue to grow as an organization and still provide the highest quality programs and services? What are the goals of our members? How can SLA best serve them? SLA’s membership and their needs are diverse and will become more so as SLA continues to expand its global network of members. While the steady growth of membership in the last five years is a testament to the success of SLA in this area, we must look for new and more efficient ways to keep our members connected, whether it is through distance learning, listservs, home pages, or our more traditional means, including print publications, meetings, and conferences.

On the visionary side, if we are to shape the destiny of our information society, we must lead by example. Our association must be a leader itself in pursuing technological innovations as means to providing high quality products and services. SLA’s emphasis on creating the virtual organization is a very good step in this direction. At the same time, SLA must continue to promote our profession and our association so that our vision of the values and principles that will shape the information society of the future will be both understood and respected. Investment in our public relations program is important to this effort.

Policy formulation requires a teamwork approach from the board which should rely heavily on consultation with the membership, the committees, and association staff. Guidance comes from the long range plan membership surveys and discussions in chapter and division cabinet. As president, I would strive to provide the kind of leadership that seeks and sustains consensus and results in decisions that make both good sense for the association and good sense to the membership.

What has been your most significant contribution to SLA?

Serving as your treasurer for the last three years has provided me with the opportunity to use my expertise as a manager, innovator, and strategic thinker for the benefit of the association. As a member of the board, chair of the Finance Committee, and a member of both the Strategic Planning and Office Operations Committees, I worked as part of a team that was guiding SLA to new directions with such innovative choices as the creation of Information Outlook, the selection of a new logo, and envisioning and implementation of the virtual organization. At the same time, I believe that we have created an increased understanding of SLA’s fiscal affairs. Through both Finance Committee and treasurer’s reports to the board and the membership, I have increased awareness of the budget process, its relation to the SLA strategic plan, and the relationship of SLA’s programs to its overall fiscal affairs. Most importantly, through “Money Matters,” I have tried to provide the membership with information on where SLA’s money comes from and where it goes so that each member has the information that they need in order to hold their elected officials accountable.

What has been your most significant accomplishment working within the information profession?

As a manager, I am most proud of having crafted a position description for the first time gained an additional salary range (GS-13) for a federal librarian ladder. The new position I created described the librarian’s new role as an information researcher and manager. It recognizes that the plethora of information that is now available has made the librarian’s job more complex, challenging, and worthy of greater rewards.

However, on a more long-term basis, I continue to be involved in information policy issues. I was a member of a three-person team that drafted the national information policy issue papers for the last White House Conference on Libraries and was pleased that the final product reflected professional concerns on such issues as access to government information. I have responded to congressional requests to study various aspects of the federal information infrastructure and I continue to be an active player even now as Congress contemplates the revision of Title 44, with the Government Printing Reform Act.
For Treasurer

LYLE W. MINTER


Education: M.L.S., University of Maryland (1976); B.A. (history), University of Virginia (1975).


SLA Association-Level Activities: chair, Tellers Committee (1989-95); member, Tellers Committee (1992-94).


Awards/Honors: Library of Congress Outstanding Performance Award (1994); Library of Congress Special Service Achievement Award (1993); SLA Washington, DC Chapter Board of Directors Award (1991); Department of the Army Sustained Superior Performance Award (1980); member, Beta Phi Mu (1978); member, Phi Beta Kappa (1975).

Publications: two articles in the Military Librarians Division bulletin, Military Librarian; 10 president’s columns in the Washington, DC Chapter bulletin, Chapter Notes. What is the most critical issue(s) facing SLA today and how do you, as a candidate for the Board of Directors, see yourself formulating policies addressing those issues?

The most important issue facing the Special Libraries Association today is the challenge of becoming a virtual association while retaining and building on the traditional strengths of our association. Operating as a virtual association provides distinct benefits: instantaneous communication of news; an open forum for discussion of significant issues and ideas; cost-effective transmittal and delivery of promotional, educational, and training materials; and a seemingly unlimited storage and retrieval engine for information content. While capitalizing on these strengths of virtuality through global connectivity, we must maintain our traditional values of collegiality, networking, and mentoring new professionals.

Working with colleagues on the Executive Board and association staff, as treasurer I would listen and communicate with the membership in order to ensure that the association remained on a sound financial footing, effectively using financial resources provided by membership dues and non-dues revenue such as professional conferences, vendor sponsorships, and encouraging members and supporters to remember the association with legacies.

What has been your most significant contribution to SLA?

My most significant contribution to the association so far has been my service as a member and officer of the Washington, DC Chapter for the past nine years. During my tenure on the chapter board as president and in other elected or appointed offices, I have worked to develop a spirit of collegiality so that people of diverse interests and experiences could work effectively together as a team to advance the chapter’s goals. Specifically, while I was president, the chapter revised its bylaws to streamline operations, provided free and/or low-cost programs attracting increased participation, conducted a successful fund-raising event to double the assets of our Student Loan Fund, and continued efforts to put the chapter on a sound financial footing by making programs self-supporting, increasing advertising and corporate sponsorship revenues, and following through with careful budgeting. I believe that this experience has prepared me to work effectively on similar efforts at the association level as association treasurer.

What has been your most significant accomplishment working within the information profession?

As an information professional, I particularly enjoy opportunities to use my teaching, mentoring, and counseling skills. Given the opportunity to train a new staff member in either a professional or technical support position, I feel challenged to set a good example, to share my knowledge and experience, and to develop a sense of integrity so as to ensure that the trainee will provide high quality service to clients. I have often been complimented by colleagues and junior staff concerning my effectiveness as a teacher of information skills.

Newcomers to the information profession need mentoring from those of us who are more senior. As a mentor, I challenge colleagues to set goals for themselves and plan carefully to achieve them. Seeing a person advance in our profession as a result of such advice gives me a wonderful sense of pride and fulfillment.

Networking among information professionals is a matter not only of success, but of survival in today’s world. We must share expertise with each other to succeed in our work. As a senior manager at the Library of Congress, I am sought out by colleagues to discuss strategies for completing a special project, counseling a problem employee, or resolving some interpersonal conflict. Sharing management experience and observing successful results is crucial to each professional’s success in the information business.
What is the most critical issue(s) facing SLA today and how do you, as a candidate for the Board of Directors, see yourself formulating policies addressing those issues?

Critical issues facing the association continue to include the:

- impact of technology-related issues and developments on the association.
- protection of intellectual property rights which are workable in a continuously changing information environment.
- provision of high caliber programs, conferences, continuing education courses, and publications which enhance members' development and keep members up-to-date with information relevant to their needs.
- communication between members and leaders and between members and vendors, legislators, and employers.
- growth of membership through retention and recruitment.

From my perspective as a candidate for treasurer, the last item is crucial because it has a direct bearing on the association's finances. It leads to a wide disparity between dues and non-dues income (annual conferences, publications, advertising, etc.).

Members are the association's most valuable resource. They are the ones who keep SLA strong, vibrant, and healthy. The retention of present members is important from a financial point because dues represent at least one-quarter of the association's income. However, new members must be recruited and membership increased because too much of the association's finances are dependent upon a varying non-dues income.

I believe it is the treasurer's job to help monitor and evaluate the association's activities to ensure that SLA's limited funds and staff energies are distributed according to member's needs and requests. Through the budgeting process, the treasurer tries to ensure that association headquarters' staff is adequate to offer services which are responsive, even in an environment of reduced financial resources.

By encouraging and helping formulate policies which will help association membership grow, I believe the treasurer can help narrow the gap between dues and non-dues income.

What has been your most significant contribution to SLA?

During the 30+ years I have been a member of the association, I have had the privilege of serving in a number of roles. If I have to choose a significant action, I think it would have to be serving as association treasurer from 1991-94. During this period, the association was in a period of declining income. With the help of a number of members and association staff, we were able to maintain a balanced budget and not dip into the reserves. A successful dues increase vote at the end of my term allowed the association to expand and/or begin programs which had been curtailed too long.

In order to open communication lines with members about the association's finances, I helped begin a bimonthly column in the SpecialList called "Money Matters." This column was to answer questions about where and how members' dues, and other association income, were being spent. I wanted them to be informed about the association's fiscal policies and procedures.

What has been your most significant accomplishment working within the information profession?

I believe volunteering and being active on a local, regional, state, and national level is my most significant accomplishment. I have served on boards of directors, standing and advisory committees, and in leadership roles. I have been able to be a teacher and advisor. This work has allowed me to meet people I would never have met if I had not volunteered. I have been able to learn and to enhance my management and presentation skills. Volunteering has given me an opportunity to have input into the visioning, strategic plans, policies, standards, etc. necessary for the preparation, handling, storage, and delivery of information.

Awards/Honors: SLA Scholarship Award (1980); member, Beta Phi Mu.

For Chapter Cabinet Chair-Elect

Anne K. Abate

Anne K. Abate is librarian, Dinsmore & Shohl, Cincinnati, OH (1988-).

Past Employment: assistant librarian, Lloyd Library and Museum, Cincinnati, OH (1987-88); assistant head, Technical Services and head, Cataloging, Kenton County Public Library, Covington, KY (1985-87); paraprofessional positions at the Cincinnati Milacron Corporate Information Center, Xavier University Library, and Chase Law School Library of Northern Kentucky University.


Education: Ph.D. candidate (computer technology in education), Nova Southeastern University School of Computer and Information Sciences, Ft. Lauderdale, FL (degree anticipated spring, 1997); M.S.L.S., University of Kentucky (1986); H.A.B., Xavier University (1980).

SLA Chapter Activities: Cincinnati Chapter: chair, Networking Committee and OCLIS representative (Ohio Council on Libraries and Information Services) (1994- and 1989-91); past-president (1993-95); chair, Awards Committee (1993-95); chair, Bylaws Committee (1993-95); president (1992-93); president-elect (1991-92); program chair (1991-92); representative for the Cincinnati Chapter to the Ohio White House Conferences on Library and Information Science, Democracy Session (summer 1991); bulletin editor, Queen City Gazette (1989-91); served on various other chapter committees, including Strategic Planning, Ad Hoc Planning and Local Arrangements for the 1993 Cincinnati Annual Conference, Public Relations, and Archives.

SLA Division Activities: Legal Division: secretary (1996-97); archivist (1996-97); liaison with AALL PLL SIS (1995-95); archivist (1989-94); speaker and moderator at annual conference programs.


Awards/Honors: SLA Cincinnati Chapter's Meritorious Achievement Award (1996); named an Information Innovator by West Publishing Corporation (1996); member, Beta Phi Mu (1986).

Selected Publications and Presentations: Numerous articles, book reviews, and interviews, including: "Diary of a Communication Disaster," P.L.I. Perspectives, vol. 7, no. 3 (spring 1996); "Document Delivery Expert," Journal of Interlibrary Loan, Document Delivery & Information Supply, vol. 6, no. 1 (spring...
Ty Webb is head, Strategic Information & Library Services, Hybritech Inc., San Diego, CA (1987-).

Past Employment: proprietor, InfoWebb, Kansas City, MO (1978-86); supervisor of library services, Chemagro Agricultural Chemicals Division, Mobay Chemical Corporation, a subsidiary of Bayer, AG, Kansas City, MO (1970-78).

Education: University of Missouri, School of Library & Information Science; B.S., Mount Union College (1967); SLA’s Middle Management Institute.

SLA Member Since: 1970.

SLA Chapter Activities: San Diego Chapter: chair, Government Relations (1996- ); listowner SD SLA News (1994-96); chair, Networking (1994-96); past-president (1993-94); president (1992-93); president-elect (1991-92); director (1988-91). Heart of America Chapter: past-president; president; president-elect; director; treasurer; chair, Membership; chair, Publicity; bulletin editor.

SLA Division Activities: current member, Pharmaceutical, Biological Sciences, Library Management, and Information Technology Divisions; former member, Science-Technology Division.

SLA Association-Level Activities: member, Technical Standards Committee (1996- ); chair, Government Relations Committee (1995-96, member 1993-96); chair, DACOLT Advisory Committee (1991-93); member, Strategic Planning Committee (1992-93); member, Conference Committee, Local Arrangements, Kansas City (1976).

Other Professional Activities: member, Coalition Council, “Library of California” (a state-wide virtual library project) (1997- ); member, California State Networking Committee Task Force (1993- ); California State Networking Regional Planning Committee (1993-96); member, Kansas City Metropolitan Library Network Board of Directors Selection Committee and Steering Committee; member, KCLN Inc. Board of Directors, Courier Committee; first chair, Area Wide Organization of Librarians Steering Committee.

Awards/Honors: received Hybritech Incorporated’s Harmony Award (corporate TQM award for excellence) twice, first as an individual (1991), then as part of a library services team (1992).

Publications and Presentations: listowner, SD SLA News (1994- ); numerous contributions to chapter bulletins; three articles in Show-Me Libraries regarding special libraries; presentations at SLA conferences and chapter meetings on various topics; presenter, USDA Annual Information Meeting; co-chair, Missouri State Library Summer Institute; presentations to library students on several campuses.

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

Chapters are one of the biggest benefits of membership in SLA. Strong chapters make a strong association, and a strong association strengthens our professional image. Our chapters depend on their officers for their strength, but our chapter leaders are volunteers who, like all of us, are trying to do more with less—less time, fewer resources. We can only ask them to give us strong leadership if we offer them something in return. As chapter cabinet chair-elect, I would develop and implement a stronger leadership training program that will not only increase the leadership skills of our chapter officers within the chapters, but also give them skills to take back to their jobs, thereby impressing employers with our value. We can do this by improving our current leadership training program using technology to facilitate interaction and to make information more accessible.

What has been your most significant contribution to SLA?

For over 20 years, I have actively participated in SLA, both on the chapter and association levels. Due to a relocation, I have had the opportunity to serve as the president of two very different SLA chapters. You’ve heard the saying, “You get out of something what you put into it.” The more I put into each of the chapters, the more I get out of them. President, director, bulletin editor, membership, publicity, treasurer, networking, government relations... Each office taught me more about my profession and about working together with my colleagues to improve our status with our employing institutions. Chairman SLA’s DACOLT (Division and Chapter Officer Leadership Training) Advisory Committee gave me the opportunity to identify the skills our leaders need, and to design a schedule of when each skill should be taught. Serving as chapter cabinet chair will allow me to give something back to an organization that has given me so much.

What has been your most significant accomplishment working within the information profession?

Synergy is my energizer. I get a lot of pleasure from identifying opportunities and implementing systems that result in a whole greater library community. I’ve been an integral part of the development and implementation of two multi library networks resulting in cooperative resource development, resource sharing, and increased purchasing power. And now, I am a member of my state’s Coalition Council strategizing on legislation for the Library of California, a virtual library that will provide access for every California citizen to every California library collection.
For Division Cabinet Chair-Elect

Richard P. Hulser


Education: M.A. (librarianship and information management), University of Denver (1983); M.Ed. (instructional media-instructional product development) Utah State University (1979); B.S. (earth and space sciences) State University of New York at Stoney Brook (1976).

SLA Member Since: 1983.

SLA Chapter Activities: Connecticut Valley Chapter: president (1995-96); program chair/president-elect (1994-95); keynote speaker at chapter’s annual meeting on “The Current and Future Role of Information Technology” (May 1993). Rocky Mountain Chapter: member, Committee for Joint Colloquium on Space Planning (1983).


SLA Association-Level Activities: member, Strategic Planning Committee (1995-96); moderator at DACOLT workshops (1996, 1994); chair, Nominating Committee (1994-95); member, Nominating Committee (1993-94); member, Special Committee on Examination of Conference Change to Weekend Format (1993-94).

Other Professional Activities: keynote speaker on The Future of Information Technology, Colorado Library Association annual conference (November 7, 1994); presentations on digital library technology and the future of information services at various professional conferences, including Computers in Libraries (1996) and the League for Innovation in the Community College conference on information technology (1994-95); IBM Corporation delegate to the Coalition for Networked Information (1993- ); IBM Corporation representative to Special Libraries Association (1993- ); member, Association of College and Research Libraries (1992- ); member, Library and Information Technology Association (1989- ); member, American Library Association (1989- ); member, American Association of Museums (1977- ); member, Association of Records Managers and Administrators (1983-92); treasurer, Metro-New York Chapter, American Society for Information Science (1988-89); president, University of Denver Student Chapter, American Society for Information Science (1982-83); member, Utah Library Association, Government Documents Roundtable, College University Section (1980-83); member, Utah Educational Library Media Association (1981-83, 1978-79); member, Utah College Library Council (1979-82).

Awards/Honors: member, Beta Phi Mu (1984); Association of Records Managers and Administrators Scholarship (1983); Special Libraries Association Science-Technology Division Travel Stipend Award (1983); member, Phi Delta Kappa Professional Education Fraternity (1979); member, Phi Kappa Phi Honor Society (1978).

LAURENCE (LAURIE) R. WALTON


Education: M.L.S., University of Missouri-Columbia (1990); B.S., library science, Washington University (1971); B.A., chemistry, Oklahoma State University (1965); a variety of continuing education courses, workshops, and seminars.

SLA Member Since: 1972.

SLA Chapter Activities: St. Louis Metro Area Chapter: chair, Strategic Planning (1995-96); chair, Career Guidance (1992-95); chair, Consultation Committee (1982-83); director (1982-83); president (1977-78); president-elect (1976-77); treasurer (1975-75); bulletin editor (1972-75).


SLA Association-Level Activities: member, Division Cabinet (1991-92, 1972-73); chair, Washington Conference Program Committee (1978-80); member, Chapter Cabinet (1976-78).

Other Professional Activities: participant (representing the St. Louis Metro Chapter), St. Louis City/County Career Fair (1996, 1993-95); chair, St. Louis On-Line Users Group (1983-84); treasurer, St. Louis Regional Library Network (1988-90); council member (representing Special Libraries Section), St. Louis Regional Library Network Governing Council (1988-90, 1978-79); member, Planning Committee (1977-78). Member, American Society of Information Science, American Public Health Association, Institute of Food Technologists, American Association of Cereal Chemists, and American Oil Chemists Society.

Awards/Honors: Food, Agriculture & Nutrition Division Distinguished Member Award (1990); listed in Who's Who in the Midwest.


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

One of the most critical issues facing the association is staying relevant in the fast-changing information environment. A constant stream of advertisements, promotions, and articles suggests that everything worth knowing is free on the Internet. Whether we call ourselves librarians, information managers, knowledge workers, or research consultants, we are all being asked to justify our existence by those who believe that all information is free and just a mouse click away.

We celebrate small victories whenever an article speaks kindly about us. We must become more aggressive about promoting ourselves. The association is our collective voice. “Competencies for Special Librarians of the 21st Century,” our mission statement, and other association brochures are a great beginning, as are research programs on valuing the contributions of special librarians. However, we are not reaching top management, who view us as overhead or expense. We need to reach them through their associations and publications.

We should be out there speaking as experts on information management and delivery and educating everyone about the value we add to the total information picture. SLA has formed strategic alliances with information-related organizations. We need to do the same with non-information organizations to make our roles better understood. Experts from other organizations speak at our annual conferences, but how many special librarians speak at their conferences? Our vendors address these groups. We should too!

We need a formal speakers’ bureau. Many SLA members are articulate subject specialists who can represent the profession’s voice. Both divisions and chapters play a crucial role. Divisions, with their subject expertise, can provide speakers for national and international conferences, while chapters could provide local professional organizations with information-related program themes. It is urgent that we be proactive and seize these opportunities to represent ourselves as information/knowledge experts.

Many other critical issues face us. This is but one solution to a problem I feel strongly about.

What has been your most significant contribution to SLA?

In my mind, two stand out.

I was one of a group of people who saw the need for a new division to represent their work interests. From this initiative, the Food, Agriculture & Nutrition Division was established. I was privileged to serve as its chair twice. It has been gratifying to watch the division grow over the years and note how many of its members have taken leadership roles in the association.

The other was being conference chair for the 1980 annual conference in Washington, DC. The planning process, the selection of the theme and the coordination of the diverse interests of the divisions were both challenging and rewarding.

What has been your most significant accomplishment working within the information profession?

I view my quarter of a century plus of proactive involvement in the association as my greatest accomplishment. I have also been active in regional and local library information organizations. I organized the first group of St. Louis corporate libraries that participated in an OCLC shared access program. I was involved in the development of the St. Louis Regional Library Network serving as the special library representative to its Governing Council and as treasurer.
For Director

MONICA ERTEL is director, Knowledge Systems Lab, Apple Computer, Inc., Cupertino, CA (1981- ).

Past Employment: manager, Memorex Corporation, Technical Information Centers, Saritata Clara, CA (1977-81); librarian, Acurex Corporation, Mt. View, CA (1976-77); research assistant, Stanford Research Institute, Menlo Park, CA (1974-76).

Education: M.B.A., University of Santa Clara (1982); M.A. (library science), San Jose State University (1976); B.A. (social science), San Jose State University (1974).

SLA Member Since: 1976.

SLA Chapter Activities: San Andreas Chapter member, International Relations Committee (1992-93); chair, Consultation (1986-87, 1983-84); member, Long Range Planning Committee (1986-88); chair, Tour Committee (1985-86); member, Program Committee (1983-85); member, Education Committee (1980-83); chair, Nominating Committee (1981-82); member, Nominating Committee (1979-80).


SLA Association Activities: SLA representative to IFLA Standing Committee on Information Technology (1994-98); member, Public Relations Committee (1994-97); chair, Division Cabinet (1993-94). Other Professional Activities: IFLA Committee on Access to Information and Freedom of Expression (1995-97); member, Information Technology Committee (1989-95); editor and coordinator of the Apple Library Users Group (1983-87); member, American Library Association (1975-81); member, Leadership California (1993); member, Leadership America (1992); chair, Silicon Valley Information Center Advisory Board (1985-89); LITA Technology Showcase Committee (1988); founding chair, Library Microcomputer Template Group, Library and Information Technology Association (1985-87).

Awards/Honors: SLA Fellow (1996); SLA San Andreas Chapter Mark Baer Award (1990-91); Excellence in Publishing Award from NAUGSAW for publication of the Apple Library Users Group Newsletter.


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

We are at a crossroads today. We have incredible opportunities ahead of us as well as huge threats. How we respond to those today will shape the future of our profession tomorrow. Librarians have much to offer in this Information Age.

Strategic information management is more critical and important to our organizations than ever before. "Knowledge management" is the buzzword of the day. Upper management is beginning to understand and think about these issues. Universities are offering specialties within their business schools on information management. We live in an information economy. Now, with internal systems churning out more data and with external connections like the Internet, our companies and organizations are drowning in information waters. Information is firmly in the center of the corporate picture. The person who understands how to access, manage, and control this information is going to play a critical role.

I believe that SLA should act as a liaison between the library profession and other information-related professions. I see my role as a member of the Board of Directors as one of building bridges between librarians and other players in this new information economy to help ensure that special librarians are seen as viable and credible players in the information society.

What has been your most significant contribution to SLA?

As a member of the board from 1993-1995 as division cabinet chair, I have seen the importance of two-way communication and the critical role it can play in creating a strong, relevant association. I worked hard to ensure that information from the board was relayed to the divisions as well as making sure that the divisions' concerns and needs were conveyed to the board. I saw the benefits when this worked and the problems when this did not work. I have also been an active SLA member since 1976 and have served in several capacities in chapter and division activities. Finally, because of my extensive experience in several international information organizations such as IFLA and FID, I can bring a global information perspective to the board.

What has been your most significant accomplishment working within the information profession?

There are many contributions that I am proud of but the one that has been the most satisfying and the most fun has been the formation of one of the world's largest users groups. When I came to Apple in 1981, I needed help in figuring out how to make the most of this new thing called a personal computer in my library. So I reached out to other librarians for their help and advice. The Apple Library Users Group grew to 20,000 members in its heyday with members from every continent in the world. Our profession is a helping one and it was wonderful to see that we not only help others but ourselves as well.
Cynthia V. Hill is manager, SunLibrary, Sun Microsystems, Inc., Mountain View, CA.


Education: M.L.S., San Jose State University, CA (1979); B.A. (English literature), San Jose State University, CA (1975); Teaching Credentials (elementary), San Jose State University, CA (1975).

SLA Member Since: 1980.

SLA Chapter Activities: San Andreas Chapter: chair, Nominating Committee (1996-97); chair, Public Relations Committee (1993-97); member, Strategic Planning Committee (1991-92); past-president (1985-86); president (1984-85); president-elect (1983-84); secretary (1980-81). San Francisco Bay Region Chapter: member, Program Committee (1980).


SLA Association-Level Activities: member, Public Relations Committee (1984-96).

Other Professional Activities: council member, Partnership for Librarian Continuing Education Advisory Council (1996-97); member, American Association of Law Libraries; member, American Libraries Association; member, American Society of Information Science; member, California Libraries Association; member, Churchill Club; member, Northern California Association of Law Librarians; member, Society of Competitive Intelligence Professionals.

Awards and Honors: SLA San Andreas Chapter Mark Baer Award (1991-92); Distinguished Alumna Award, San Jose State University (1985).


Mary E. Marshall is director, Information Professionals, LEXIS-NEXIS, Dayton, OH (1996-).


Education: M.B.A., University of Colorado (1980); M.L.S., University of Denver (1967); B.A., University of Colorado, Wellesley College (1965).

SLA Member Since: 1990.
SLA Chapter Activities: Central Ohio Chapter: chair, Strategic Planning Committee (1993-95); president (1992-93); president-elect (1991-92). 
Cincinnati Chapter: member, Great Lakes Regional Conference Planning Committee (1991-93); member, Newsletter Committee (1990-91).


Other Professional Activities: president (1977), Lifetime Honorary Member, Colorado Educational Media Association; member, American Library Association, American Association of School Librarians, Annual Conference Planning Committee, AASL Accreditation Standards.

Candidate did not reply to interview questions.

Karen Holloway

Karen Holloway is business director, publications & information services, American Institute of Aeronautics and Astronautics, Reston, VA (1991-).


Education: M.A. (political science), University of Georgia (1978); M.A. (library science), University of Michigan (1972); B.A. (English), Wichita State University (1970).

SLA Member Since: 1978.

Georgia Chapter: president-elect (1987).


Publications: edited four government organization directories and wrote two technical papers on the use of information resources by engineers and scientists.

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

As technology pushes at us from every direction and our organizations are re-engineered and reconfigured, information professionals require new skills and competencies. Often opportunities to grow professionally have to come outside of one's own organization and I believe a primary role of SLA is to be an educational resource to its members. While SLA has exemplary programs such as the Middle Management Institute, I believe there is room for expanding the professional development offerings to appeal to a broader range of members who have ever-increasing needs to learn business and management skills, to hone research techniques on the Internet and in the enduser-driven environment, and to expand knowledge of information-related issues such as copyright and document delivery. An evaluation of the coverage and level of the professional development program as a whole should be pursued to see where additional opportunities can be offered and where SLA resources are best applied.

However, simply creating more course offerings is not sufficient. We need to be innovative in how and where these educational opportunities are delivered to members. Use of the Internet, videoconferences, videotapes, and self-study workbooks, in addition to the more traditional classroom style presentations, are some of the media by which a larger number of members can be reached.

As a director, I will work to define professional development opportunities with members' input and bring them to the board and SLA staff for discussion and action.

What has been your most significant contribution to SLA?

Since 1986, I have been involved in annual conference activities. I have served on three conference committees and most recently was chair of the 1995 conference in Montreal. To see a conference successfully come together over two years of planning by many dedicated SLA members is an experience that is exhilarating and gratifying. Offering the best in keynote speakers, selecting contributed papers, and providing guidance to program planners are just a few of the challenges that a conference committee undertakes. Conference-wide strategy sharing sessions (also known as roundtables) were introduced when I was on the Denver Conference Committee and they continue to be used as forums for discussions of topics that have broad appeal to many members.

What has been your most significant accomplishment working within the information profession?

Creating an engineering information center at Rolls-Royce and over the next eight years making it a resource for the company worldwide has been my most significant accomplishment in the information profession. By employing all of my previous library experience and the tenets of information management acquired in library school, I successfully established a library in a corporate setting.
SLA now offers two on-line distance learning courses:

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April 7, 1997 - May 11, 1997

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For more information, contact Gianna Renzulli, SLA Manager, Professional Development at 1/202/234-4700, ext 649, or by e-mail at gianna@sla.org

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50 Years of Silent Service:
Inside the CIA Library

by Susan L. Wright

In a spirit of new openness, information professionals at the Central Intelligence Agency (CIA) are finally able to reveal, for the first time since its creation 50 years ago, unique aspects of the agency's library, as well as some of what it is like to work in a secret organization. The library, located at the Central Intelligence Agency's headquarters in Virginia, builds and maintains the agency's primary collection of open source materials and serves as the main repository for unclassified as well as classified documents.

Disseminating Privileged Information

The most fascinating and unique part of the CIA library is its classified section. The classified section houses confidential documents that only agency personnel with special clearance may view.

"Working in the classified side of the library is interesting and exciting," explained Joyce, the librarian in the classified section. "If there is a crisis in the world, that's when I get bombarded with requests, because there are many people who cannot make accurate decisions without certain information. It is very high priority. You may have to stay late, work weekends, and basically do whatever is necessary to ensure the proper dissemination of certain information. It is imperative that these people get the documents they need in a timely fashion. There are certain instances when lives could be lost if information was not received when it was needed," stressed Joyce.

Only certain agency personnel are permitted to enter the classified section of the library. Most of the documents are shared with other classified libraries, but the librarian must get permission from the originating office before the information is distributed. "This business of clearances and whether or not someone has permission to see a document is difficult on top of normal library practice. You could get a security violation if you give someone a document who did not have the proper clearance," Joyce said.

The classified library also has subject matter requirements so that other agencies will know what type of information the CIA's classified library is interested in receiving. The process is similar to a procurement officer selecting materials for an unclassified library.

There are several million documents in this collection. Due to the overwhelming amount of documents received each day, the incoming materials are mostly scanned and digitized. "This also ensures that documents will not get lost," explained Joyce. "Sensitive documents come through here and we disseminate the information to various branches of the agency. We also make sure the information is kept in the library so they have the information on file for 5-10 years."

Historical Intelligence

Another special collection housed at the CIA headquarters is the Historical Intelligence Collection (HIC) which is a special library dedicated to materials dealing with...
the intelligence profession. The HIC responds to queries on intelligence topics, alerts offices throughout the agency to newly published intelligence literature, and maintains an extensive unclassified clippings file on primary intelligence topics. Currently, there are about 25,000 volumes in the collection.

“We have all current material as well as older books. Most of the books are obtained by publishers and bookstores. I also attend the American Booksellers Association each year where I gather catalogs and do a lot of reading and research in order to select books that would be germane to the collection.” explains Emma, chief librarian in the HIC. “For example, if a book comes out on biological chemical weaponry, I’m going to buy it. Usually the books are ordered and are available in this collection before they are reviewed in the Washington Post or New York Times.”

Emma is single-handedly in charge of the HIC collection. She does the procuring, the selections, and takes care of the daily functions of running the library. This includes charging out books, recalling books, responding to requests, and answering reference questions that might pertain to the intelligence field. “It’s hard for us to share some reference questions. Although this particular collection is unclassified, the questions we are asked deal with some sensitive issues. Usually, people will come to me if they are putting together a course—something that goes into a little more depth. For example, I did a bibliography of the books that are available which deal with French intelligence. The questions come on a strictly ad hoc basis. If it has to do with the intelligence field, it almost always comes to me.”

The HIC is 99 percent open source—meaning that anybody in the agency can look at or borrow a book. However the library, simply because of the nature of the CIA, still reserves a special confidentiality for its clientele. “We don’t know the names of the people checking out the books. It’s all batch numbers. If a book is overdue, however, we do have a classified database that we could refer to in order to locate the borrower.”

The HIC gets a lot of traffic—approximately 200 books are borrowed per month. “The library is mostly used by people for research, but there is always a lot of browsing. People love to come in here to just relax and read—sometimes for pure pleasure.”

The HIC librarian, who has been with the library for 20 years, has witnessed some changes during her tenure with the organization. “The most significant change I’ve seen has been the implementation of computers. When I first started, computers did not even exist in the library. I think they have made our job easier—information is at your fingertips. However, there are still those people who do not like computers. I think a major part of serving your customers is being able to cater to all of them.”

The HIC still contains a card catalog and has customers who love to browse through it. “It’s important to remember that sometimes the computers do go down. The cards serve as a backup system. I think you need both worlds.”

Global Reference

In addition to the Historical Intelligence Collection, the CIA library also has a research library, available to agency personnel only, which contains some 125,000 volumes and 1,700 serials. Over half of the library’s periodical subscriptions are for foreign materials. Its emphasis is on basic and current information about foreign countries, including foreign newspapers, telephone directories, diplomatic lists, dictionaries, and encyclopedias. The library selects those materials that best meet the current and projected needs of United States intelligence. The selection policy changes as the agency’s priorities and requirements change.

“Since there is an international focus on what we do here, the first thing I must do in the morning is pick up a newspaper and get a feel for what’s going on in the world,” explains Ginny, the reference librarian. Keeping abreast of international issues is a requirement for these librarians because it is difficult to gauge the nature of the questions they will receive on a particular day. Customers of the reference library can go directly to Ginny for quick answers, or they can go to the help desk where questions are collected and answered on a timely basis. “Analysts who use the classified section come here as well. The open source materials help to put those classified issues into context.”

The reference librarians receive a wide array of questions everyday, but the one thing they have in common is that they all have an international focus. Questions on current events, political speeches, and new technologies are fielded continually. More specific questions pertain to world leaders, their political behavior, and their health. The reference librarians also gather infor-
Information for influential leaders who will attend world summits. “For example, in the 1980s there were many bombings in Paris. We received questions about the times of the bombings and their locations. Agency personnel would use this information to determine patterns in order to keep U.S. embassies out of danger.”

The library also has specialized references for regional offices. These references deal with a particular geographical region. They are able to disseminate more detailed information. “There are some references with a European emphasis, while others have an Asian emphasis. It’s difficult for one person to cover the entire world,” explains Ben, a reference in the Office of European Analysis.

The library is using the Internet in order to get this open source information to the desktop. The library also has its own staff of computer professionals to help support their users.

More Than Just Trench Coats

Working at the Central Intelligence Agency is a unique experience. According to the HIC librarian, she does not think about where she works until she comes into the front entrance. “To me this is a job. Sometimes you realize that you have to have your badge on to come through the front entrance and you can’t throw your trash away (everything goes into a burn bag). You have to be aware of those things.”

The Historical Intelligence Collection is bolted every night and the librarian’s materials are kept in a safe. “I guess I don’t think about it because I am so used to it. We do take it for granted that we work in a closed environment.”

The first thing the librarians are taught at the CIA is never to talk to the media. “We are more open than we used to be, however. If I saw you on the street we obviously would not be having the conversation we are having now. This is all cleared through public affairs—that is why I am sitting here talking to you. What we have here is very unique.”

“Knowledge is something we are constantly searching for. I think a lot of people have a deep misconception of what we do. We are librarians. We do research for people. We look for information for people. We don’t all wear trench coats with large hats pulled over our heads,” she commented. “That is a very small part of what we are.”

*By request of the Public Affairs Department at the CIA, only first names will be used in this article.*
Investigating the Impact of New Technologies on Special Libraries

Filtering Methods for Electronic Text

The 1994 research project, "Users' Choice of Filtering Methods for Electronic Text," explored and analyzed the methods that managers and engineers select to filter information from full-text electronic periodicals. The Boeing Technical Library at the Boeing Corporation, Seattle, WA, was selected for the investigation, due in large measure to the personnel using the facility and the wide range of services offered, which allowed for a complete and in-depth analysis of information seeking behavior. The study focused on factors affecting selection of a filtering mechanism and the relationship between the methods individuals use, and their information seeking behavior, their profession, and the types of tasks they perform.

Raya Fidel, Ph.D., and Michael Crandell served as the primary investigators for the study which commenced in October 1994. Fidel is associate professor, Graduate School of Library and Information Science, University of Washington, Seattle. Crandell is external systems requirements librarian, Boeing Technical Library, Boeing Corporation, Seattle, WA.

Electronic Publishing

Electronic publishing could well be the most significant factor affecting special libraries and their clientele over the next 5-10 years. The 1995 Goldspiel Grant recipients address this important trend in "The Impact of Electronic Publishing on Special Libraries in the Future." The primary goal of the study is to synthesize existing and newly gathered data in order to analyze how electronic publishing is likely to affect special libraries, as well as publishers and users, over the next decade. The report analyzes how economics and new technologies are changing the ways in which journal articles, the most important source of external information for clientele, are obtained and used.

Carol Tenopir, Ph.D., and Donald W. King are currently conducting the research. Tenopir is professor, School of Information Sciences, University of Tennessee, Knoxville. King, of King Research, Knoxville, TN, has over 35 years experience in the field of library and information science research. Tenopir and King hope to test the hypothesis that electronic publishing can be a win-win-win situation for readers, libraries, and publishers.

Artificial Intelligence and Expert Systems

The 1996 Goldspiel Grant recipients are examining the applicability of artificial intelligence/expert systems technologies to current and future special library operations. "Potential Applications of Artificial Intelligence and Expert System Technologies in the Special Library of the Future" aims to quell the fears that AI/ES technologies will allow computers to take over many of the activities now performed by professional librarians. It will do this by producing a realistic guide to what AI/ES technologies are likely to contribute to special libraries in the foreseeable future. The research is crucial because most applications of these technologies in libraries have not been objectively evaluated.

The principal investigators, F.W. Lancaster, Ph.D., Professor Emeritus, and Linda C. Smith, professor, Library and Information Science, University of Illinois, Urbana-Champaign, are both recognized experts in the field of AI/ES. Their appraisal of AI/ES systems will be based on a review of successes/failures in the application of these technologies in the library profession and in other environments. A guide of this kind is urgently needed to ensure that librarians pursue projects that have some feasibility/practicability and avoid investment in projects that have little prospect for success.

Recipients of the 1995 and 1996 Goldspiel Grants will present their most current research findings at the SLA 88th Annual Conference in Seattle, WA.

by Laura N. Gasaway and Liana Sayer. Sayer is director, research at the Special Libraries Association, Washington, DC. Gasaway is SLA's research committee chair. For more information on "Findings: Research and Your Bottom Line," or to contribute to the column, please contact Gasaway via the Internet at laura_gasaway@unc.edu, or Sayer at 1-202-234-4700, ext. 615; fax:1-202-265-9317; fax 1-202-265-9317; Internet: liana@sla.org.
International Copyright Victory for Information Users!

Representatives from 160 nations gathered in Geneva, Switzerland near the end of last year to consider three proposals for enhancing international law in the areas of copyright and intellectual property. The meeting was organized as a result of growing concerns over copyright with regard to the "networked digital environment"—the Internet and other communications tools that allow for electronic transmission of intellectual property. One proposal concerning stronger protection for database owners lacked support and never came up for a vote. The others, concerning literary/artistic works and phonograms/sound recordings, were approved after three weeks of wrangling over various controversial provisions.

By John Crosby, Crosby is director, government relations, Special Libraries Association, Washington, DC. For more information on "Government Relations Outlook," or to contribute to the column, please contact Crosby at: 1-202-234-4700, ext. 629; fax: 1-202-265-9517, Internet: john-c@slc.org.

The most restrictive set of national laws would have governed the conduct in the global information infrastructure. Due to the Information users community, a broad coalition of nations realized the potentially harmful effects that Article 7 would have had on the global information infrastructure.

Other articles were substantially changed to the benefit of information users:

- An article pertaining to the right of communication would have substantially expanded the exposure of online service providers to copyright infringement liability. It could have been interpreted to create a new exclusive right of communication to the public, which would have appeared to be broader than either the distribution right or public performance right now granted by the U.S. Copyright Act. Fortunately, an addendum was inserted to clarify that the mere provision of physical facilities for enabling or making a communication does not in itself amount to communication within the meaning of this Treaty...

- An article pertaining to limitations and exceptions would have undermined many of the exceptions created by Congress in Sections 107-119 of the U.S. Copyright Act. The first paragraph of the article would have permitted exceptions to the new exclusive rights created by this treaty. However, the second paragraph of the article would have limited exceptions now permitted under the Berne Convention to "certain special cases which do not conflict with the normal exploitation of the work and do not unreasonably prejudice the legitimate interests of the author." Yet another addendum was inserted, stating that "Contracting Parties [may] carry forward and appropriately extend into the digital environment limitations and exceptions in their national laws which [sic] have been considered acceptable under the Berne Convention."

The sum of these changes equals a major victory for information professionals. The battle, however, must be rejoined as national legislatures consider treaties for formal approval. SLA will provide regular updates on further developments.
Observations of a "Webliographer"

I love bibliographies. I collect bibliographies. Compiling, maintaining, and distributing bibliographies is an integral part of my work. I often get requests for copies of the materials cited in my bibliographies, which I cannot fill for a variety of reasons. So, as the amount of material reprinted or originating on the World Wide Web increased, I enthusiastically anticipated a double bonus—I would have access to new materials to compile into "webbibliographies," and I could satisfy those requesting copies of the materials by including links to the online copies. My initial excitement was dampened, however, when I realized that there is a price for the "free" riches offered on the Web. I soon found that there are some new challenges for bibliographers on the Web.

I discovered that Web resources augment, but do not replace, print resources. I continue to use older research resources while learning how to use the new ones. When a reference is both in print and on the Web, I usually cite both sources in a bibliography and therefore must verify two sources for a single article.

Search and retrieval skills acquired using older online sources are not always transferable to the Web. Each Web search site has its own set of search commands. This adds to the time the bibliographer spends doing the preliminary research.

Since there are few standard evaluation tools yet available for Web materials, webbibliographers must rely on their own judgment or word-of-mouth evaluations. Help is growing in this area, evidenced by a number of recent articles providing evaluation advice (see “Evaluating Web Resources,” IAT infobits, issue no. 40, October 1996, www.iat.unc.edu/infobits/bitoct96.html).

Information authentication is another problem. The Web has been called the world's largest vanity press, and some Web publishers pretend to be more authoritative than they really are. Some sites are also deliberately designed to mislead users into thinking the site is authentic.

The Web has also presented us with a whole new concept of what "out of print" means. Web pages are notorious for suffering from "link rot." A reference that was cited yesterday may be moved or disappear entirely tomorrow without notice, making maintenance of these resources another headache.

The Web has also changed many users' perceptions of what they should get from online information providers. No matter how exhaustive its coverage, a bibliography is only a snapshot in time of what has been written on a subject and chosen by the bibliographer. Users have accepted the limitations of a traditional bibliography. However, with the increasing hype about the Web's capability to provide immediate gratification for information seekers, webbibliography users have come to expect, and even demand, links to the latest materials—requiring regular updating that would never be expected of a print bibliographer. For example, six weeks after compiling a bibliography with Web links, I received an irate complaint that many of the links were not working, and therefore the bibliography was useless. I was able to reconstruct new links for some of the citations, however much of the material is lost forever.

How does the webbibliographer deal with user expectations and demands? You could have a large staff devoted to regular updating activities, you could put a disclaimer on your material warning that the compiler is not responsible for links that cease to work, or you could use automated tools to check for "link rot" and assist with updates—all of which require extra work or decreased user satisfaction. Finally, you could involve the users as part of your update team. This not only blurs the division between information provider and information users, but enables them to repay you by feeding you new information. This informal collaboration forms an information sharing cycle which benefits both parties.

Now the user not only benefits from the research performed by the provider, but also participates by 1) commenting on the usefulness of materials, 2) creating and making available their own materials, and 3) making suggestions from additional information that they have located on their own. Bibliographies on the Web can require more work for the information professional, but will provide new resources for users and enhance the more traditional bibliographies. When the webbibliographer enlists the user to form an information partnership, the results can enrich the work of both parties and improve the relationship between the information providers and users.

by Carolyn Kotias. Kotias is information resources manager, Institute for Academic Technology, University of North Carolina, Chapel Hill. For more information on "On the Net," or to contribute to the column, please contact Sharyn Ladner at: 1-305-284-4067, fax: 1-305-665-7352; Internet: ladner@umiami.rr.miami.edu.
FEFBRUARY 1997

1997 ALlSE Conference
The Association for Library and Information Science Education (ALISE), in conjunction with the George Washington University, will present the 1997 ALISE Conference, “Reinventing the Information Profession,” February 11-14 in Washington, DC. ALISE '97 will examine the challenges associated with developing the knowledge, skills, and approaches needed to prepare a new generation of information professionals. For more information, contact the George Washington University Office of Conferences and Institutes at: 1-202-973-1110; fax: 1-202-973-1111; or visit the ALISE home page at www.alum.edu/ALISE/.

Library/Publisher Colloquium
The Faxon Institute will present its Colloquium on Scholarly Communication Issues February 12-13 in Washington, DC. The colloquium will provide a forum in which research library directors and scholarly publishers can talk face-to-face about critical issues confronting the various participants in the scholarly communication process—particularly the creation, distribution, ownership, and economics of scholarly information. For more information, send inquiries via the Internet to collogo@faxon.com.

1997 ALA Midwinter Meeting
The American Library Association (ALA) will hold their 1997 Midwinter Meeting February 14-20 in Washington, DC. For more information, please see ALA's Web page at: www.ala.org.

MARCH 1997

Computers in Libraries '97
Computers in Libraries '97 will be held March 9-13 in Arlington, VA. The conference offers a wide ranging program designed to meet the needs of all librarians and information managers. The focus of the conference is on library technology which is transforming the operations, products, services, and roles within all types of information centers. This year's theme encompasses digital libraries, Internet and World Wide Web, education and technology, special and virtual libraries, library systems, information delivery, and more. For more information, contact Information Today, Inc., 143 Old Marlton Pike, Medford, NJ 08055; tel: 1-609-654-6266; fax: 1-609-654-4309.

ASIDIC Spring Meeting
The ASIDIC 1997 Spring Meeting will be held March 16-18 in New Orleans, LA. The topic of the meeting will be "Strategic Perspectives on Change in the Information Industry." For details, contact Jeannette Webb, ASIDIC Secretariat, P.O. Box 8105, Athens, GA 30603; tel: 1-706-542-6820; fax: 1-706-542-0349; Internet: jwebb@uga.cc.uga.edu.

EBIC '97
The Seventh International Conference on European Business Information (EBIC '97) will be held March 18-21 in Berlin, Germany. Topics include the convergence of communication technologies, knowledge management, desktop delivery, intranets, partnerships, emerging markets, and more. For more information, contact Margery Hyde (for international inquiries) at: +44 171 251 552; fax: +44 171 490 498; Internet: 100067.1560@compuserve.com, Dierdre Cossman (for North American inquiries) at: 1-212-213-5990; fax: 1-212-213-6887; Internet: 740.4316@compuserve.com, or visit their Web site at: www.tflp.com.

The Future for Librarians: Positioning Yourself for Success
SLA's newest distance learning program, "The Future for Librarians: Positioning Yourself for Success," will be offered on March 20. If you have satellite video-conferencing capabilities, this program can be sent to you. For more information, contact SLA's Manager, Professional Development Gianna Renzulli at 1-202-234-4700, ext. 649; fax: 1-202-265-9317; Internet: gianna@sla.org.

APRIL 1997

Care of Photographs: A Workshop
The Northeast Document Conservation Center will present a workshop titled "Care of Photographs" at their Massachusetts headquarters April 1. To receive registration information, mail, fax, or e-mail your name and address to Gay Tracy, 100 Brickstone Square, Andover, MA 01810; fax: 1-508-475-602; Internet: tracy@nedcc.org.

MAY 1997

Colorado Interlibrary Loan Conference
The 28th Annual Colorado Interlibrary Loan Conference will take place at the Regal Harvest House in Boulder, CO, May 1-2. For more information about the conference, contact Gayl Gray, chair, Colorado Interlibrary Loan Committee, at: 1-303-497-1185; Internet: gayl@ucar.edu. To receive registration materials, send your address to Leslie Forehand at: 1-503-497-8505; Internet: forehand@ucar.edu.

To contribute to "Coming Events," please forward your event announcement, complete with contact information, to Assistant Editor Susan Wright at 1-202-234-4700, ext. 645; fax: 1-202-265-9317; Internet: susan@sla.org.
Saving $22 Million

In a corporate library a few years back, a member of our legal staff poked his head in at lunchtime and mentioned we shouldn’t worry about our budget this year—the library had just saved the company $22 million. Of course we didn’t let him go to lunch until he explained.

Some months earlier, he and some company officers went to one of our competitors to ask about licensing a process that they owned. Their response was that a license would cost us $25 million. On the way back from the meeting, our director of research and development said he was sure he had seen this process outlined before, in a book he used years ago as an undergraduate in Germany. If it was written up that long ago, he said, our competitor’s recent patent could be challenged and broken in court.

A few days later, he came to us in the library with an old index card citing a physics textbook, written in German and published in 1889, and asked if we could get a copy. We tried the usual sources for purchasing, no luck. We then tried interlibrary loan, and since this was before the days of instant Web access, we were phoning everywhere. We located one copy, but the holding library’s staff said they didn’t want to send it through the mail. We ordered special handling, extra insurance, etc., and finally got a package marked “fragile” with the book in it. The research director took it to his office, and an hour later one of the legal staff asked us to purchase a copy!

We assured him it couldn’t be done, but because the book was in the public domain, we could make copies of any pages without copyright problems. “Good,” he said, “we need two copies of the entire book.” Some time later, we delivered the copies, carefully rewrapped and insured the book for its return trip, and more or less forgot about it. Until now, when we heard the rest of the story.

The same delegation from our company went to visit “for further discussions,” and had the two copies of the book in hand. Early in the proceedings, one copy was pushed across the table, and the research chief of the other company was asked to look at the experiment outlined on pages 78 through 89, which was complete with illustrations. The legal department had prepared a translation, but with the illustrations provided in the book, the translation wasn’t really needed.

Their chief of research groaned, and said “Oh, no, that process cost us $3 million to develop, and it’s all right here!” Our side simply pointed out that it would cost less to take them to court and break their patent than to pay the exorbitant price they were asking. Should we proceed, or would they bring down the cost of licensing the process? In the end, our license cost $3 million, which means we paid for their development costs, but it was quite reasonable compared to the initial price. Finally, we let the lawyer go to lunch. (We did wonder, though, if they only needed pages 78 through 89, why we couldn’t have saved some time and cost in photocopying!)

So, what makes you special, in a corporate information center, library, or a rose by any other name? The ability to pursue, find, and then deliver the information needed, under any circumstances, in a timely manner.

by John Piety. Piety is associate director for learning resources, John Carroll University, Cleveland, OH. For more information on “Special Librarians,” or to contribute to the column, please contact Piety at: 1-216-397-1706; fax: 1-216-397-4256; Internet: piety@jcvaxa.jcu.edu.
Joining SLA's Legacy Club is as easy as including the association in a will, trust, or insurance policy. For more information, contact Kevin Heffner at 1-202-234-4700, ext. 631, or at kevin@sla.org. Confidentiality is assured.

The Congressional Research Service (CRS) invites applications for the position of Chief of its Congressional Reference Division. CRS is the department of the Library of Congress that provides objective, non-partisan policy analysis, research and information to Congress. The individual selected for this position will lead a division of approximately 100 employees that responds to congressional requests for information research and reader/reference services.

Qualified candidates will possess a minimum of one year of specialized experience at the GS-15 level in the Federal Service or at a comparable level of difficulty outside the Federal Service which demonstrates a minimum level of proficiency in the ability to manage an information research and reader/reference assistance program and a knowledge of information technology and resources.

Applicants must obtain a copy of Vacancy Announcement #960176 in order to apply for this position. The vacancy announcement lists the knowledge, skills, and abilities (KSAs) that must be addressed. For a copy of this vacancy announcement and an application form, please call the Library of Congress Employment Office at (202) 707-4315 or (202) 707-5627. One can also obtain copies by visiting the Library of Congress Employment Office in Room LM-107, 101 Independence Avenue, SE, Washington, DC, Mon. - Fri., 8:30 a.m. - 4:30 p.m. Applications must be received no later than March 10, 1997.

For a free one-month trial call 1-800-668-1222 or e-mail: cisti.swetscan@nrc.ca

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Electronic Information Delivery Systems


This book represents the author’s research and thinking after he conducted a nationwide study on electronic information delivery systems and found that information professionals have a keen interest in full text information access. “Full text” as used in this book, should be understood in a broad sense as that which “contains text, images, and in some cases, sound” (p. xi), not in the narrower “text-only” sense which was defined in some older textbooks and catalogs of online service vendors.

The author also differentiates between “information” and “document” in the context of delivery by stating that electronic full text information delivery “will be used as an all embracing concept that includes all forms of delivery, whether the information in question ever existed in hard copy or not” (p. 126).

Kiblerge’s title illustrates the emphasis of the book—the foundation of full text electronic information delivery systems. It describes and discusses foundations rather than providing answers for “how-to” questions or providing a guideline for selecting a system or a set of methods for handling electronic information delivery. The book brings information delivery systems, telecommunications infrastructure, and human factors associated with information access together and presents various aspects of the foundations of full text electronic information delivery systems in an attempt to become not just another book on networks or the Internet.

Although not a “how-to” kit for setting up a full text electronic information delivery system in a special library, the book is recommended because it provides the foundation of knowledge for such systems. The many aspects and issues covered in this 220-page book are described using non-technical language that provides a clear picture of the technologies and policies underlying full text information delivery systems.

by Lei Zeng, Zeng is assistant professor, School of Library and Information Science, Kent State University, Kent, OH.

Corporate Memory


The author of this book suggests that the corporate information professional of the future ought ideally to possess an amalgam of skills associated with several currently separate professions. Like a records manager, the professional profile will include the expertise to assess the value of records, knowledge of the processes and media with which to store them, and the ability to establish and implement retention schedules. Like a librarian, the corporate information professional will have the expertise to evaluate secondary information sources, retrieve information regardless of where it may be physically (or electronically) stored, and be a judge of data integrity. Like an archivist, other skills will include appraising information and the ability to identify historically important materials and develop strategies for preserving them.

This new paradigm of the information professional is, in effect, a “corporate memory manager.” With today’s wide recognition of information as a critical resource—a fourth resource equal in importance to physical, financial, and human resources—organizations will more and more perceive the need for managers who can add value to information by integrating it, distributing it through an organization’s infrastructure, and making it a shared and recyclable asset.

The implications for educating tomorrow’s information professionals are significant. The potential for those of us already in the field to find new career dimensions is equally significant if we are willing and able to take up the challenge.

The author does not provide hints for information management practitioners on how best to deal with the politics inherent in establishing processes for managing the corporate memories of large, complex enterprises. His approach leans heavily toward theory rather than pragmatism. Seasoned corporate researchers may find that certain topics which are typically of greatest interest to us are either treated superficially or are omitted from consideration. The author’s background in and enthusiasm for records management, as opposed to other fields of information services, is apparent throughout.

This book would be excellent required reading for students of library and information studies who plan to enter the corporate milieu. It will enable them to get a broad perspective of corporate issues not often recognized prior to entering the workforce. I can also imagine some senior executives gaining valuable insight into key information management issues from reading this book.

Lucy Lettis is director, Business Information Services, Arthur Andersen & Co., New York, NY.
SLA and Other Law Firm Interlibrary Loan Sources

SLA offers special advantages for Interlibrary Loan in a law firm setting: diversity of subjects, business attitude, a legal network, and professional camaraderie.

The perspective from which I am speaking is as an employee at one of Washington, DC’s largest law firms. In such a setting, the legal practice areas are very diverse, and many attorneys are writing articles for legal publications. Every practice area and interest area offers a potential Interlibrary Loan request for supplementary materials.

Many standard requests for law review articles and state codes can be accommodated quickly through Law Librarians of Washington, DC (LLSDC) using the COUNSEL directory of metropolitan holdings. The growing SLA Legal Division offers a potential network for shared resources locally, also.

Nationally, the American Association of Law Libraries (AALL) and new SLA’s Legal Division provide a good network, perhaps connected by the Internet. Law firms, however, are reluctant to lend items out of town because it is difficult to recall them immediately if needed.

Treatises can be searched on OCLC and obtained through law firms, law schools, university libraries, etc. Timeliness is a factor and numerous academic libraries can accommodate the quick turnaround necessary in a law firm setting. Law firm library etiquette suggests a response in one hour. Document delivery services are very helpful in a pinch, as well as Internet sources.

In addition, newspaper libraries are extremely helpful when an article in today’s paper is needed before it is in a database. Company libraries, such as World Book, are an excellent resource when no holding libraries are indicated. Also, SLA libraries can refer one to association proceedings. SLA members are very helpful and respond in a spirit of professional camaraderie, making SLA an excellent resource for Interlibrary Loan in a law firm.

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by Lawrence S. Guthrie, II. Guthrie is interlibrary loan librarian, Covington & Burling, Washington, DC. For More information on "Copyright Corner," or to contribute to the column, please contact Guthrie at: 1-202-662-6158; fax: 1-202-778-8658; Internet: lguthrie@cov.com.

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Summary

In consideration of our international readership, the following summaries of this month's feature articles are provided first in English, then in French and Spanish.

Taming the Wild Web Page: A Web Consultant Tells All
by Shelly T. West

Pondering the effectiveness of your presence on the Web? With the recent Internet explosion, there are now billions of places to go on the Web. Your site is now just one of many. How do you ensure that your site gets the attention it deserves? The easiest way to get attention is to be useful. Excellent resources for information are always welcome, particularly when they provide a one-stop spot for unique of heretofore uncataloged subjects. Whatever the subject matter, a site must do something: inform, assist, entertain, or otherwise occupy the mind. Being useful is one of the four pillars of an excellent site. This, along with three other aspects—change, organization, and appearance—should be applied to any site, regardless of size or content.

Managing Scientific Journals in the Digital Era
by Carol Tenopir and Donald W. King

The explosion of electronic publishing presents special librarians with a challenging new opportunity. Scientific and other scholarly journals—a particularly important resource in organizations served by special libraries—are in a state of flux. Special librarians must take a lead role in assisting with difficult decisions concerning access and use of articles throughout their organizations. To assume this role, special librarians should apply their unique knowledge of 1) how information is acquired and used by their community; 2) the availability of alternative media, sources, and pricing options; 3) the economic trade-offs among these alternatives; and 4) what is generally best for the entire organization. Findings from SLA's 1995 Steven I. Goldspiel grant, shared here by the grant recipients, will explore all of these issues.

1997/98 Candidates for SLA Office


50 Years of Silent Service: Inside the CIA Library
by Susan L. Wright

The CIA Library, which celebrates its 50th anniversary this month, builds and maintains the agency's primary collection of open source materials and serves as the main repository for unclassified as well as classified documents. Now, for the first time since the library's creation, information professionals are finally able to reveal unique aspects of the agency's library, as well as some of what its like to work in a secret organization. In a new spirit of openness, librarians at the CIA Library share with Information Outlook the types of collections maintained, the range of materials included in these collections, and how they are used. These information professionals also share some of the measures taken at their library to ensure confidentiality in this closed atmosphere.

La gestion des revues scientifiques dans l'ère numérique
par Carol Tenopir et Donald W. King

L'explosion de l'édition électronique présente de nouvelles gageures aux bibliothécaires spécialisés. Les revues scientifiques et autres revues savantes—source particulièrement importante de documentation pour les organismes qui utilisent les bibliothèques spécialisées—fluctuent continuellement. Les bibliothécaires spécialisés doivent prendre la tête pour aider à prendre de décisions difficiles concernant l'accès aux articles et leur utilisation dans tous les services de l'organisme. Pour jouer ce rôle de chef de file, les bibliothécaires spécialisés devront appliquer leur unique connaissance de 1) la manière dont les informations sont acquises et employées par leur communauté; 2) la disponibilité d'autres médias, sources et options de tarification; 3) les concessions économiques mutuelles entre ces alternatives; et 4) ce qui est généralement le mieux dans l'organisme entier. Les récipiendaires de la subvention Steven I. Goldspiel de 1995 accordée par la SLA exploreront toutes ces matières et communiqueront leurs conclusions. Cette subvention est divisée entre les récipiendaires.

Somme

Venir à bout de ce farouche Web
Un Consultant du Web dit tout
par Shelly T. West

Vous méditez sur l'efficacité de votre présence sur le Web? Avec la récente explosion d'Internet, il est possible de se rendre sur des milliards de sites Web. Aujourd'hui, votre site n'en est qu'un parmi bien d'autres. Comment assurer que votre site reçoive l'attention qu'il mérite? La meilleure façon de se signaler est d'être utile. D'excellentes sources de renseignements sont toujours les bienvenues, surtout lorsque cette documentation sur des matières qui n'avaient jamais été cataloguées auparavant est concentrée dans un lieu unique. Quelle que soit la matière, un site doit faire quelque chose: informer, aider, amuser, ou occuper l'esprit de quelque autre façon. Etre utile est l'un des quatre piliers d'un excellent site. Ceci, conjointement avec trois autres aspects— changement, organisation et apparence—devra être appliqué à n'importe quel site, quelle qu'en soit la taille ou le contenu.
Candidats aux fonctions de la SLA pour 1997-98

Cette chronique spéciale présente les candidats qui postulent aux diverses fonctions de la SLA pour le terme de 1997/98 et inclut leur biographie et photo, ainsi qu'une brève interview avec chacun d'entre eux. Cette année, la liste comprend : Susan Hayes de Oak Harbor Publishing à Delray Beach (Floride) et Donna W. Scheeder de la Library of Congress à Washington pour le poste de présidente désignée ; Lyle W. Minter de la Library of Congress à Washington et Richard E. Wallace de A. E. Staley Manufacturing Company à Decatur (Illinois) pour le poste de trésorier ; Anne K. Abate de Dinsmore & Shohl à Cincinnati (Ohio) et Ty Webb de Hybritech Inc. à San Diego (Californie) pour le poste de président(e) désigné(e) du cabinet du chapitre ; Richard P. Haisler de la Société IBM à New Haven (Connecticut) et Laurance R. Walton de Mallinckrodt Chemical, Inc. à St. Louis (Missouri) pour le poste de président désigné du cabinet de la division ; et Monica Ertel de Apple Computer, Inc. à Cupertino (Californie), Cynthia V. Hill de San Microsystems, Inc. à Mountain View (Californie), Karen Holloway de l'American Institute of Aeronautics and Astronautics à Reston (Virginie) et Mary A. Marshall de LEXIS-NEXIS à Dayton (Ohio) pour le poste d'administratrice.

50 ans de service en silence
Au sein de la bibliothèque du CIA par Susan L. Wright

La bibliothèque de la CIA, qui célèbre son cinquantième anniversaire ce mois-ci, entretient et ajoute à la collection primordiale de sources accessibles à tous accumulées par l'agence et serv de répertoire principal des documents classés secrets et non secrets. Maintenant, pour la première fois depuis la création de la bibliothèque, les professionnels de l'information peuvent finalement révéler les aspects uniques de la bibliothèque de l'agence, ainsi que ce que c'est que de travailler dans une organisation secrète. Dans un nouvel esprit de franchise, les bibliothécaires de la bibliothèque de la CIA partagent avec Information Outlook les types de collections qui sont entretenues, l'assortiment de matériaux inclus dans ces collections et la manière dont elles sont utilisées. Ces professionnels de l'information partagent également quelques-unes des mesures qui ont été prises à leur bibliothèque pour assurer la confidentialité dans cette atmosphère fermée.

Domando la página salvaje del Web: Un especialista del World Wide Web lo cuenta todo por Shelly T. West

¿Está reflejando sobre la eficacia de su presencia en el Web? Con la explosión reciente del Internet, ahora hay millones de lugares para visitar en el Web. Su sitio (site) es ahora uno de muchos. ¿Cómo se asegura que su sitio llama la atención que merece? La mejor manera de llamar la atención es siendo útil. Siempre son bienvenidos los magníficos recursos de información, particularmente cuando proporcionan una breve parada para temas singulares hasta ahora sin catalogar. Cualquiera que sea el tema, el sitio tiene que hacer algo: informar, contribuir, entreter, o si no, ocupar la mente. Haciéndose útil es una de las cuatro columnas de sostén para un sitio magnífico. Esto, además de tres otros aspectos: el cambio, la organización, y la apariencia—deben ser aplicados a cualquier sitio, a pesar del tamaño o del contenido.

Administrando las revistas científicas de la era numérica por Carol Tenopir y Donald W. King

La explosión de la publicación electrónica le presenta a los bibliotecarios especialistas una nueva y desafiante oportunidad. Revistas científicas y demás revistas eruditas—un recurso particularmente importante en las organizaciones que se favorecen de las bibliotecas especializadas—están en un estado de cambio continuo. Bibliotecarios especiales deben de asumir un papel de jefe para ayudar con las decisiones difícilmente relacionadas con el acceso y el uso de artículos por todas sus organizaciones. Para desempeñar este papel, los bibliotecarios especiales deben aplicar sus conocimientos únicos de 1) como se adquiere la información y como se utiliza por su comunidad; 2) la disponibilidad de los medios alternativos, fuentes, y opciones de precio; 3) los intercambios económicos entre estas alternativas; y 4) lo que es mejor en general para la organización entera. Las recomendaciones de la beca de la SLA Steven I. Goldspiel de 1995, compartida aquí por los recibidores de la beca, explorarán todos estos asuntos.

Los candidatos para cargos en la SLA en 1997/98


50 años de servicio en silencio
Dentro de la biblioteca de la CIA por Susan L. Wright

La biblioteca de la CIA (agencia central de inteligencia), que celebra su 50 aniversario este mes, produce y mantiene la colección primordial de la agencia sobre materia de fuentes de información abiertas y sirve como el almacén principal para documentos que no son secretos tanto como para los que lo son. Ahora, por primera vez desde que se inició, los profesionales de la información pueden al fin descubrir aspectos singulares de la biblioteca de la agencia, tanto como al ser de la manera que se trabaja en una organización secreta. Con un nuevo espíritu de apertura, los bibliotecarios en la biblioteca de la CIA comparten con Information Outlook los tipos de colecciones archivadas, la gama de materia incluida en estas colecciones, y cómo se utilizan. Estos profesionales de la información también comparten algunas de las medidas tomadas en su biblioteca para asegurar la confidencialidad en este ambiente reservado.
Dear Editor:

I have just visited the SLA Web site and want to compliment you on the attractive new logo. It's very 21st century, suggesting both energy and networking—evocative of two of the key features of special librarians.

Barbara Dance
University of Toronto
Toronto, ON

Dear Editor:

In my opinion, the new SLA logo is worthless. It could be anything, thus negating its value as a symbol. The SLA press release states, "The sphere represents our multi-dimensional profession, conveying strength, continuity, and global reach. We are very excited about the new image this logo will project." How does it do this?

While the shading conveys the image of a sphere, I fail to see the jump to "strength, continuity, and global reach." I can presume the white image on the sphere is a stylized "S" and not the symbol for a hurricane, but how does that link the viewer to the Special Libraries Association? Symbols must fit into a common iconography to have meaning. The new logo is arbitrary; by breaking completely with tradition and communal iconography, it has lost its power to convey any meaning. The new logo projects nothing more than a graphic designer's aesthetic whim. How disappointing that an organization representing information professionals has fallen victim to the information equivalent of the emperor's new clothes.

Scott Marsalis
ReliaStar Financial Corp.
Minneapolis, MN

Information Malpractice

Dear Editor:

I was glad to see Special Libraries address the issue of information malpractice again. However, it can only be considered malpractice by the author not to cite Anne Mintz anywhere in the article. You may not be aware that Ms. Mintz wrote the seminal article on the subject and it was reprinted in a book published by SLA.

It is disheartening to note that Ms. Mintz was not given proper credit. I hope that you will find some way to rectify this omission in what purported to be an article reviewing the important literature.

Ruth A. Pagell
Emory University, Woodruff Library
Atlanta, GA

The Author Responds:

I would like to thank Ms. Pagell for her comments. Ms. Pagell writes that my article was a review of the important literature. That was not my intention. If it had been, I certainly would have included Anne Mintz's article. My abstract states that the article "serves as a review of current thoughts and trends." Rather than preparing a historical review of the literature, I concentrated on legal definitions and actual court decisions. In acknowledgment to Ms. Mintz, her article served as a springboard to my desire to explore this topic. Although I did not quote her work directly in the article, it was very influential in my research.

Karl Cremieux
Author, "Malpractice: Is the Sky Falling?"
Special Libraries, vol. 87, no. 3
Chicago, IL

Corrections & Updates from SLA

From the Who's Who in Special Libraries—The zip code for the American Economic Association on p. 47 should read 15213-3661. On p. 3, Quest Technology, Inc. is incorrectly listed as Quest Technologies. Quest Technology Inc. provides translation services rather than training services as listed on p. 70. The e-mail address for Patricia Collins Kelleher, which appeared on p. 178, should read pc@kelleher.com. Kelleher is secretary of SLA's Boston Chapter.

From the Buyer's Guide—The phone number for Counterpoint Publishing on p. 72 should read 1-800-998-4515.

From the Special List—The correct e-mail address for OCLC (whose classified advertisement appeared on p. 16 of the December issue) is marcia_stout@oclc.org.
ASSISTANT LIFE SCIENCES LIBRARIAN (search re-opened): Requirements: MLS (ALA accredited). Bachelor's or advanced degree in biology or related field, or demonstrated knowledge of the life sciences literature through a combination of educational background and experience. Desired Qualifications: User instruction and reference experience in an academic or special library. Experience in using electronic resources in biology and related fields. Demonstrated interest in integrating and applying new and emerging technologies to meet the changing needs of users. Excellent communication and presentation skills. Strong service orientation and demonstrated interpersonal skills. Experience working as part of a team. Responsibilities: Develops and coordinates user instruction program for the Life Sciences Library and the Libraries. Participates in collaborative activities within the Biomedical and Natural Sciences Cluster (Life Sciences Library, Veterinary Medical Library, and Pharmacy, Nursing and Health Sciences Library). Reports to the Life Sciences Librarian. Members of the Libraries Faculty must meet Purdue requirements for promotion and tenure. Salary: $29,000 and up depending upon qualifications. Benefits: Faculty status and responsibilities. Rank of Assistant Professor. Twelve month appointment with annual vacation of 22 working days. Flexible benefit programs with open enrollments annually. Group life, medical and disability insurance programs are in effect as are TIAA-CREFF retirement and Social Security coverage. Application Process: Send statement of interest, resume, and a list of references to: Thomas L. Haworth, Personnel Administrator, Purdue University Libraries, 1530 Stewart Center, West Lafayette, IN 47907-1550. Review of applications will commence March 21, 1997 and continue until position is filled. An Equal Opportunity/Affirmative Action Employer.

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