Information Outlook, February 2003

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Start spreading the news:
Our annual conference is fast approaching!

Why do so many members and colleagues attend the SLA conference? Face-to-face meetings provide an opportunity for people to connect in a most meaningful way. To that end, the planners for this year's conference have created a productive, enjoyable, high-energy series of educational, networking, and social events so you can learn and grow professionally and personally.

Your feedback from recent surveys has enabled us to focus on what is important to you and your career. Our goal is to provide the platform for turning information into knowledge and Putting Knowledge To Work. The following are some of the program highlights:

The Strategic Technology Alliance Series is a joint effort of SLA and the participants in the INFO-EXPO: SLA Information Partners, aimed at helping information professionals better understand technology and its beneficial impact on their careers and their organizations' success.

In the Hot Topic Sessions, SLA offers you continuous learning opportunities to keep up with the latest issues in the information industry.

The ever-popular Association Series highlights programs, including virtual programs that look at the information profession as a whole.

Great learning experiences await you in New York! SLA's Professional Development Team offers rich, meaningful, and high-impact learning experiences through SLA and division continuous education sessions during the conference. We invite you to take part in one of the half-day SLA Workshops, one-day SLA Learning Forums, or two-day SLA Academies, or division-sponsored courses.

The very popular Tech Zone—sessions and workshops specifically designed by and for the information professional—will continue in full force. Throughout the week, you will find learning opportunities that deal with creating websites, Web databases, multimedia presentations, and much more.

INFO-EXPO: SLA Information Partners is the marketplace for buyers and sellers. This year's exhibit hall has attracted longtime vendors as well as new players in the industry. You can visit the ever-popular online searchable database and conference planner, and the Virtual Exhibit Hall will help you plan your itinerary in advance.

SLA is also excited to bring you three dynamic keynote speakers: Pulitzer prize winner David McCullough, futurist Stewart Brand, and former secretary of state Madeleine Albright will share their expertise and unique experiences.

The annual conference is witness to the depth and integrity of our membership and profession. I urge you to participate in one of the best venues for information professionals looking to make an enormous impact in their organizations and careers.

June will be here before we know it. Start spreading the news!
FOR STEWART BRAND, IT ALL STARTED BACK IN THE LOOSE, FREE-ThINKING 1960s. In those days, many of his friends, fresh from their liberal arts educations, were looking to reinvent civilization. However, Brand found that these liberal arts educations did not give his friends the practical background—in areas like planting crops and building things—that they needed to start their own civilization.

In an effort to remedy this situation, he created *The Whole Earth Catalog*, which he called a compendium of basically everything. This turned out to be the start of a visionary career. He went on to become a self-described "serial co-founder," starting organizations that are tuned in to watching for future trends and preparing humanity for what's ahead. He has done this repeatedly with organizations like the Long Now Foundation, WELL, and the Global Business Network (GBN).

Now, he is planning to bring his version of the future and the librarian's role in it (a pivotal one) to New York for SLA's annual conference. Here he takes time to talk about the future, the past, and the importance of the librarian.

LS: Can you tell me a little bit about *The Whole Earth Catalog*?

SB: It was 1968, and many of my friends were starting communes. In their view, they were restarting civilization, and they were doing it with college liberal arts educations. This did not fit them well for building new buildings and gardening. The spirit was willing, but the skills were weak. The catalog was initially conceived as a way to build in all of the skills for creating a civilization. It offered the tools for making a basket or a guitar. It also had things about the world and the future. It was a compendium of basically everything. It turned out that a lot of people other than people in communes wanted to know that stuff. I still talk to people who say that their life was changed by *The Whole Earth Catalog*.

LS: Where did you get all of this information?

SB: I started with the things I knew about and could find out about pretty easily. It was very much set up as a customer-generating system. There are many things on the Net that function like that now, like Google. I credited and paid people who suggested things and reviewed them. It was only $10, but it was their name in print. We would second-guess everything to find out if it was really wonderful. Sometimes it really was not, but sometimes it was more wonderful than the reviewer thought. The wide range of people who worked on this project helped it become very comprehensive.

A similar thing is going on now at the Long Now Foundation with our Rosetta project, which was initially just a project to collect a thousand languages and micro-etch them on nickel disks as an example of the kind of hardcopy that is available to the world now. Jim Mason, the anthropologist and artist who is running that project, put the material online as we got it, adding to the ability for linguists and translators to improve it. It's a collaboration engine. It's now this massive collection of the world's languages, which is being improved by users.

LS: When did librarians first start taking note of your work?

SB: I first started getting invited to librarian conferences in the late 60s and early 70s because of *The Whole Earth Catalog*. They noticed that more than two-thirds of the products in the Catalog were books. Ever since then, I've found that librarians have adopted me as one of their own, which is a tremendous honor.

I did another book called *The Media Lab*, which librarians had a great interest in. This was in 1987, when the media lab was pushing in new directions with information technology. I think librarians are the most open to all the new information technologies. What I found is that personal computer people are only interested in personal computers, and telecommunications people are only interested in telecommunications. But the librarians are interested in everything. My theory at the time was that they are less interested in the commercial potential of these technologies, which tends to focus people into being very specialized. Instead, they are concerned with how this technology will help citizens manage their information better. They tend to be much more integrative with all these new technologies. In a sense, the media lab and the book about the media were also doing that. There was a real convergence there.
More recently, I did a book called *How Buildings Learn*, which came out early in the 90s. There are a number of library stories in there, because libraries have the famous problem of their collections expanding while their space typically is not. I went out and found some cases where this was well managed, like with the Boston Athenaeum, and very poorly managed, like the Library of Congress. It was probably the most library-driven book I have ever done because I spent much of six years in the stacks going through photographs of buildings over time. Most of that came from libraries.

The Global Business Network, which specializes in scenario planning, turned out to be of interest to librarians because they are having to plan further ahead in many cases than many other professions.

There is also a book, which Peter Schwartz co-wrote, called *The Art of the Long View*. Increasingly, I have been involved with the long view, with the 2,000-year clock we are building.

**LS**: What was the common thread for all of these libraries that successfully managed their space?

**SH**: The successful libraries were private libraries. The London Library and Boston Athenaeum seemed to have a more direct connection with their customers and had spaces that they are free to be highly innovative with, whereas more public-type libraries like the Library of Congress had to go through these tremendous lags of getting Congress’s attention, and by then they are vastly overflowing their space and way behind in managing their collection. It’s a tremendous national treasure that is not acknowledged as such by Congress or as well-funded as it should be.

**LS**: When did you become focused on looking into the future?

**SH**: Well, I am trained as a biologist. I was called that back in the *Catalog* days. I never knew why I was then, but I guess I am a professional futurist, being paid by the GBN to do that. The Long Now approach, where we are taking the next 10,000 years very seriously, is a futuristic activity.

**LS**: Do you like the word “futurist”? It seemed as though you paused when you mentioned it the first time.

**SH**: I have no problem with it. I wrote a chapter about it in *The Clock of the Long Now*. I think there is a form of futurism that is almost a sectarian belief system that is in low repute. What I detected drives futurism is where people basically have an agenda, and they use their idea of future studies as a way to push that agenda. But that is usually wrong, because our desires don’t decide things.

There is something called “fate,” where things occur outside of people’s fears and desires.

The kind of futurists I am interested in are the ones who may have an agenda on the side, but this does not interfere with the way they think and talk about the future. Herman Kahn, who was a friend, was a very strong conservative, but he loved being surprised by events. He loved surprising his audiences and making them think. He could do this with a liberal audience or a conservative audience, or anybody.

**LS**: Why did you chose 10,000 years as a frame of reference?

**SH**: It’s actually geological. It’s the period of time when the ice receded in the northern hemisphere. Not coincidentally, it’s when humans began domesticating animals and plants, and started using agriculture. Then they started towns, and that is where civilization happens. The customer we’re serving with the Long Now Foundation is civilization. Since, in broad terms, civilization is 10,000 years old, we figure we are in the middle of the story. If we mirror forward 10,000 years, that is “the long now.”

**LS**: What do you mean by “taking the next 10,000 years seriously”?  

**SH**: I mean you should take them as seriously as next week. On the one hand, this is very serious, but on the other hand, who knows what’s going to happen next week? We are encouraging people to take the long term seriously and personally.

**LS**: Does this lead to predictions about the future or ways of preserving things for future generations?

**SH**: You think about consequences of actions. One of the things that emerges is that you don’t want to tell the future what to do. Typically, the utopian schemes, including those that have been played out in the real world, like the Thousand-Year Reich and the Soviet ideas, do not work. If you try to tell the future what is good for it, it will not work. But if you try to reserve as many options as possible for the future, it turns out to work quite well.

It’s just like talking to a kid who is deciding whether to go to college or not. It can be kind of a nuisance and expensive, but you can think they will be many more things they can do with a college education under their belt. You can say the same thing for civilization. Having a good climate, a good ozone layer, and a wide selection of species are things you will be glad to have if you keep your options open.

This is a good way to look at the future, because it does...
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not force anything. It acknowledges that if you enjoy the freedom of options, your descendents probably will as well.

LS: But it does take into account that you will have to make decisions now!

SB: It is definitely a framing of present action—a way to get past the immediate stuff to the crucial stuff...to the concerns that will really bite you. It gives you permission to take on things like digital preservation, for example.

Digital preservation is not an issue to most people, certainly not in the high-tech world. Most digital stuff takes about 10 years to disappear. But if you are handling knowledge and data, having it all evaporate in 10 years is really bad. Taking the long-term future seriously gets you past the first level of thinking about digital preservation. This gets you past the silver bullets, because they’re part of the problem. This is something we’ll have to bear down on for several decades. You think about how much money you allocate for digital preservation. If you’re forward-thinking, you’ll allocate more, and the future will thank you. We’re glad a few monasteries kept 10 percent of the classics from ancient Greece and Rome.

LS: With this future orientation, do you become involved in political issues?

SB: Long Now is an organization that takes no sides. Having longevity as an organization requires that. In the long now, I think many situations take on a different light. One of the great limitations of democracy is that many things are thought of in terms of the next election, and when you have a two-year cycle for Congress and four for the presidency, it almost forces a short attention span in major portions of your government. But you need to be sure the other parts of the government are taking the long term into mind. I love working with the National Park Service, because it is mandated to provide these portions of the continent to future generations. They refer to their customers as future generations. That clarity gives them a frame in which to make their decisions and budget allocations, which are pretty benign.

Another thing that emerges is that if you take the short time frame, a lot of large and important problems seem insoluble. You can’t solve world hunger or whatever in two years. But you can say this one will take 30 or 40 years to solve, but if we bear down on it for 30 or 40 years, it can actually get solved. It can be difficult, but it is not impossible. The difference between difficult and impossible is enormous. With impossible, you give up; with difficult, you bear down. The only thing that changed in changing this attitude was the time frame. Some things are 40-year problems, so you can’t get too enthusiastic.

But you can’t give up on them either, if we’re going to solve them in our lifetime.

LS: You’re involved in a lot of projects. What is your motivation for doing this?

SB: I am a serial co-founder. I have often indulged in starting things, and I have learned that it often goes better if you get other people involved. Things like the Global Business Network, WELL, and the Long Now Foundation I started with other people. Someone recently asked what I really did, and I said, “I found things and I find things.” In some ways, I’m just seeking good stuff.

LS: What is the purpose of the Global Business Network?

SB: In 1987, a number of us had been working for Royal Dutch Shell. Shell had taken scenario planning to a very effective level in the 1980s. It was one of the largest and most decentralized corporations in the world. Scenario planning was a way for that company to organize its behavior very effectively in the face of quite a lot of fluctuation in the oil market. Thanks to scenario planning, Shell survived a phase of deep flux in the market: While Shell was going up, all of its competitors were going down. This was a brand new idea to a lot of people. GBN was this outfit that was purveying scenario planning, and we were also purveying the Internet as something that was important. All of that became part of the package that GBN brought to its corporate members. We also work for various parts of government—like DARPA, the Department of Energy, and the Central Intelligence Agency—and for other organizations, like the Sierra Club.

LS: I know digital preservation is important to you. What role do you see librarians playing in this?

SB: I think they will play a crucial role, because librarians and archivists are the ones who are most aware of keeping data fit for use over longer periods of time. Because digital storage is cheap and easy, people assume that digital preservation must be easy, too. Of course, it’s the opposite. The easier storage is, the harder preservation is. This is the opposite of the way it used to be back when clay tablets were kind of a nuisance to write, but they’re still good. Now it’s easy to store and make copies but hard to keep stuff preserved.

Librarians are in the thick of that. The Library of Congress is mandated by Congress to get its act together, because it’s responsible for a lot of material that is born digital—and there’s even more material that is being re-born digital. It’s fine for the first few years, and then there’s a real rapid deterioration of this stuff. Librarians are leading the way on this.
LS: We know many of the problems with digital preservations, such as outdated systems for reading the information or the deterioration of digital material. What solutions do you see to these problems?

SB: There is no silver bullet. There are a series of stages that we will have to go through. One is realizing that there is a problem. The second one is taking the problem seriously. The third is deciding to do something about the problem. The fourth is setting about doing something. This could mean migrating something from one platform to the next or working with emulation. However, some groups try to keep you from emulating this.

I think there is an answer, but what needs to be set in motion is a very fundamental architecture of how repositories work and are accessed, are protected from attack and wrongful access, and are redundant (so if you lose one you don’t lose everything that is in it), and how metadata will be used. It is now possible to store everything. There is a new set of priorities that need to be sifted through when managing this stuff. I don’t think there’s going to be a solution; there are going to be stages of solutions. The Library of Congress is stepping up to this issue, and Long Now and the Global Business Network are in the thick of it. I don’t want to anticipate what will happen now, but we expect to have some pilot projects in the next two years of how digital preservation can work. Once you find good examples of that, it will be relatively easy to use. I don’t think preservation will be without costs, but I think we can reverse the trend of preservation becoming harder and more expensive, which has been the trend for the past 30 years. Once you get that reversal of attitude and more people do it, then we are starting to get it covered.

LS: What do you plan to cover at the conference in New York?

SB: It’s far enough from now that I think there will be much more to report on digital preservation. Part of this is an ongoing story, though. I think libraries and librarians are the pillars of civilization. Civilization is a 10,000-year-old story and it has at least 10,000 more years to go, so what is correct “pillar behavior” under that frame of mind? I think some of what I talk about in June will be very timely and some will be out of the present. But I think they will be related—stuff you do in the short now, based on taking the long now seriously.

To find out more about what Stewart Brand has to say, check out his speech at SLA’s Annual Conference in New York City on Tuesday, June 10, 2003, 9:30-11:00 am.
Ad Lib:
The Advertised Librarian

By Jenny Tobias

Jenny Tobias is collection development librarian at the Museum of Modern Art, New York City. She can be reached at Jennifer.Tobias@moma.org.
Based on my study of ads of the past five years, I’ve learned that librarians like comfort foods, particularly as a form of bonding. Yogurt is especially popular as a stimulating oral pleasure. Scandinavian advertisers are big on librarians. Handsome male librarians work in elegant libraries and drive beautiful cars. If you are under 18 and like candy, librarians are goofy.

Goofy or otherwise, librarians have populated advertising for decades. These ads can amuse some and infuriate others, which is exactly what most advertising sets out to do. When poster designer Raymond Savignac said that a good ad should be a “visual scandal,” he was channeling P. T. Barnum, who understood that any publicity is good publicity, and button-pushing ads are good examples of this principle. In other words, they’re designed to make you sit up and take notice. Your reaction signifies the degree of success for the scores of people who create these ads.

Let’s look at a way to approach these ads, one that may help you to think about your profession, your image, your self, and the relationships among these.

Show and Tell
Consider a painting by René Magritte called “La Trahison des Images.” Inscribed beneath the painting of a pipe we read, “This is not a pipe.” Indeed, this is not a pipe. It is a representation of a pipe. Paint on canvas—photographed, then scanned, then projected into your head—results in the idea: pipe.

In the same way, a person in a white coat isn’t a scientist and someone in a tweed jacket isn’t a professor. These are representations of professions and the people who practice them. People are different from their professions, although they may strongly identify with them.

Many jobs are defined in our collective mind by symbols like these. A postal worker totes mail from house to house. A scientist has a lab. A firefighter has all that wonderful stuff. An insurance actuary is as important to society as a firefighter, but try explaining one to your four-year-old. It’s the same with a technical support person, database developer, or fund manager, and the same with the contemporary information professional.

Mr. Hooper and Miss Understanding
We learn professional iconography early. Most young people first encounter a librarian at a public or school library. There we find materials that teach us about social roles, such as Sesame Street. Remember Bob? He sings, “Who Are the People in Your Neighborhood?” The answer: “They’re the people that you meet each day.” The fireman, the postman, the grocer.

Grocers might resent Mr. Hooper, or they might love him and Mr. Whipple and others in grocerland. I don’t know. I don’t really know what it is to be a grocer. It is no doubt more complex than most people appreciate; it requires a certain amount of education and doesn’t pay enough. Grocers probably have interesting, diverse lives, riding motorcycles and composing music. I know through direct observation that grocers are not all grandfatherly white men wearing bow ties.

But for society to function we do need a simple working understanding of what “grocer” and “scientist” and “librarian” mean. We need to understand these professions pragmatically, enough to get through life. To communicate effectively, we need others to have a similar understanding. When you yell “Is there a doctor in the house?” you want everyone to know exactly what you mean.

The traditional librarian image is an efficient way to communicate a certain kind of professional. It’s an effective signifier because it’s understood (and misunderstood) by many people. So I’m not going to dwell on what a “real” librarian is or how stereotypical these images are. Rather, I’m going to talk about representations. I’m going to discuss where they come from, how they signify, and why they’re useful in advertising.

The word stereotype, by the way, comes from the Greek stereos, which means solid, stiff, or firm. Not necessarily true, good, or evil—just firm. In a value-neutral reading,
this translates back into a durable symbol, a communicative unit. And even stereotypes aren't always as firm as they look. Like all signifiers, they're malleable. Stereotypes beg to be co-opted, subverted, satirized, abandoned, romanticized, and reclaimed—and they are—by librarians and advertisers.

Think Like a Creative Director
To the creative director—the person who gives ads their snap, crackle, and pop—this shorthand librarian can come in handy. Advertising has to communicate quickly, using symbols that are easily understood by a broad audience. Traditional librarian imagery readily fits this bill.

As consumers, we know that advertising concerns desires and how to fulfill them. These desires may be practical (how to cure a headache) or psychological (how to be appealing, smart, or cultured), and they're usually intermixed. You'll see all of these desires at play in ad-land libraries.

Ads must also be formally effective, taking the shape of a visual story, question, or joke. Like a good joke, advertising thrives on an unremarkable premise and a buildup contradicted by a surprise ending. Thus the quiet, chaste library—the unremarkable premises—is an advertisement waiting to happen. In a cultural climate that thrives on sensation, individuality, and breaking out of the everyday, the library is a great device. Want to show that your shampoo is exciting? Have hunks burst in and wash a babe's hair in the reading room.

We see creative directors massaging these same elements into commercials over and over again. But, as good advertisers, they often manage to surprise us.

And Now, Some History
Marxism famously gives us the legacy of "commodity fetishism," in which material goods take on a magical power to transform the individual. The cult surrounding these fetishes, Marx would say, is consumer culture.

Advertising historian Jackson Lears reverses Marx's trope, arguing that the emergence of advertising at the turn of the last century industrialized and rationalized earthy, magical notions of specifically American abundance. In pictorial terms, Lears shows how 19th century images of agrarian, fecund Columbia, America, and Mother Earth were replaced in the early 20th century by a "masculine" iconography of industrialization, standardization, and rationality.

All this at the same time that Dewey gets his decimal system together, Carnegie starts building public libraries, and young people leave the farm for urban working life, including work at libraries. For women, this meant modest dress, sensible shoes, and, of course, hair in a bun. But no matter how modest in appearance women
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appeared, workplace mixing of young men and women gave rise to social anxieties and consequent imaginary scenarios, including the laced-up librarian yearning to be free.

Such scenarios could be easily distributed in a nascent image culture, in which cheap printing, chromolithography, photography, and film—much of it underwritten by the new profession of advertising—enabled images of librarians and anything else to circulate widely.

If the first century of professional advertising has contributed to the traditional librarian image, it has also given it a few twists. Fast-forward to the 1950s to find ads like this one—for an ad agency itself. [image #1] “The answer woman” of the headline is the agency’s librarian. In some ways, Miss Treat was ahead of her time, at least as portrayed in the ad. She’s an autonomous, versatile professional, highly valued by her organization:

Who knows when the research department, the media department, or one of our other offices may seek the solution to some problem that can be solved only by intensive and exacting library research?

The 19th century image is still on the job, however. As recently as the 1990s, ALA’s American Libraries had to lay it on the line for freelance illustrators:

Librarians should never be depicted as spinsters or “little old ladies.” Male librarians do not ordinarily wear bow ties. Exaggerated breasts and buttocks, shushing lungers, and SILENCE signs are unacceptable in American Libraries.

I’d love to see what these guidelines were reacting to. Let’s react to some more recent images.

Cues, Class, Cars, and Candy
At the turn of this century, we find advertised librarians of all shapes and sizes selling everything from earplugs to vibrators, from political candidates to the library career itself. In these ads, library culture is used to communicate notions of class, sophistication, and teen coolness.

Two recent ads use libraries to convey ideas about class mobility. In one, 2002 New Jersey Senate candidate Doug Forrester positions himself as a man of the people, someone who worked crummy jobs on his way to the American dream: “I flipped burgers. I was a librarian. I even sat in the street and painted house numbers on curbs.” Shelving for the moment his misunderstanding of professional librarianship, most important here is the equation of library work with low-class work.

In a 2002 Wall Street Journal advertorial section, on the other hand, a venture capitalist couple explains that “We’re like a library card... We tell the companies we invest in to use us for whatever piece of the growth
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process they need." In this case, the library represents discovery and transformation. Here the library card is a metaphorical ticket to upward mobility.

Several recent car ads associate librarians with culture, intelligence, and sophisticated design. In a carefully choreographed ad for the Renault Clio broadcast in Austria in 2001, two young, hip library workers dance through their tasks at an elegant library, one using a cart as scooter. They waltz out of the library into equally elegant, smooth-handling cars. The pair have mastered dork chic: She wears a tartan miniskirt and tight button-down; he sports retro glasses, tousled hair, and carefully disheveled clothes. They are both tattooed, poor things, with the car’s logo.

Another car ad associating libraries with sophistication aired in Denmark in 1999. The ad features a handsome male librarian in a hushed, traditional library. He leaves his “noisy” reading room for the tundra-like quiet of his Toyota Avensis. This librarian is clearly someone to aspire to be: a good-looking, well-dressed, intellectual nature lover of the strong, silent type.

In contrast, this recent ad shows no one at all. [Image #2] Appearing in the role of librarian is a Honda Accord V-6 Coupe, “the automotive equivalent of a really hot librarian.” The ad directly associates the product, and therefore the buyer, with intelligence, sophistication, and understated sexuality. The subtext reads: “Good looking, yet intelligent. Fun, yet sophisticated.” Particularly clever is the way the ad leaves things to the imagination and plays up the car’s image at the same time.

Tricks Are for Kids
At the other end of the spectrum are ads aimed at young people. The closer the target audience is to childhood, the more cartoonish the librarian. Male or female, the librarian is a buffoon to the child’s knowing cool.

A 1999 Canadian-aired television spot for Reese’s Peanut Butter Cups is an extreme example. The librarian is pudgy and visually loud. She wears a bright purple dress, has overstyled bleached hair and too much makeup. She works in a school or public library where a cool, heartthrob teen snacks on the candy. The clownish librarian spends her 30 seconds of fame trying unsuccessfully to trade various imitations for the real thing. The message is clear: People who are young and cool (and slim!) eat this. Adults are so clueless.

You’ll see a similar message for Carambars in France and Joosters Fruit Sweets in the UK. And somehow a clone of the Keebler elf shows up in a Hong Kong library, eating “savoury” cheese-filled biscuits.

To the Trade
Some ads play with the ways librarians think about information. A familiar example concerns two kindly community librarians whispering that Quaker Oatmeal is good for your cholesterol level, relating a target number to the Dewey Decimal System. Then there’s a television ad for online Yellow Pages, broadcast in Denmark in 2001. In a bright, modern library are a bright, modern patron and librarian. The patron asks the librarian to look up an author. The librarian clicks away at the computer and finds the name—in the Yellow Pages rather than the library catalog. Oops.

This brings us to advertising aimed at librarians. In the professional literature, the advertised librarian is rendered most human and most sympathetic. This is probably the case in other professional literature, too. Most of these ads feature quasi-realistic photographs, some from stock photo houses and some featuring real-life librarians. Increasingly, these could be photos of almost any professional confronted with any professional challenge. Increasingly these images also represent ethnic and gender diversity. Finally.

A good example is this LexisNexis ad, featuring a photo of a professional man among three other professionals. [Image #3] The protagonist is personable, a trusted team player you might know and work with. According to the copy, he is a “magician.” He happens to be male and African American. Except for the journal context, there are no clues that this ad concerns librarians—the word appears nowhere in the copy. This ad might have been designed to serve equally well in law, journalism, or finance journals.

Testimonials are another standard advertising technique. In a professional context, the target audience aspires to be as successful as the endorser. A librarian example is this recent ad for a Dialog service. The ad features the manager of the Quaker Oats Information Center. [Image #4] Again, no L-word, no uniform, and the information professional in question is male. Even the library setting is absent, replaced by the cubicle of the tag line.

Quite a difference from the folksy oatmeal librarians described earlier. Thus, Quaker Oats conveniently provides us with two ends of the image spectrum: traditional and contemporary. Do you buy it? Let us know what you think at the program in June.

If you want to find out more about how librarians are presented in advertisements, check out “Ad Lib: The Advertised Librarian” at SLA’s Annual Conference in New York City on Thursday, June 10, 2003, 3:30-5:00 pm.
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Evolution and Survival of the Fittest in Library and Information Services

By Janice C. Anderson with assistance from Kathleen Jordan and Claudette Lloyd

Janice Anderson is president and founder of Access Information Associates, Inc. (A.I.A.), an information services and technology firm in Houston, Texas. She is immediate past chair of SLA's Petroleum and Energy Resources Division. She can be reached at jca@iahelp.com. Kathleen Jordan and Claudette Lloyd are A.I.A. consultants.
THE MESSAGE I SHARE HERE DETAILS MY STRONG CONVICTION THAT LIBRARIANS and librarianship are not yet on the endangered species list. But “times are a-changing,” and anyone who doesn’t adapt quickly and repeatedly to changing conditions will surely not be able to meet the skill requirements for information professionals in the world of tomorrow. We must evolve...or is that e-volve?...to survive as a profession. And it must be our conscious choice. Evolution requires e-volition.

More than 30 years ago, I began a somewhat short and poorly orchestrated search for what to do with my life. I was adrift only temporarily before I settled on library and information science. I decided that a master’s degree was an achievable goal and that the available career opportunities would allow me to continue learning and discovering while still making a living.

As I began my graduate studies, I quickly became comfortable in a traditional path focused on public libraries and government documents. In fact, my working career has been entirely consistent with the discipline and principles of librarianship, but it has been anything but traditional! It moved quickly from brief stints with academic, public, and school libraries to a corporate engineering library and then to an information services and technology consultancy that has weathered business cycles for almost 18 years.

What’s in a Name?
I came up with a number of alternative titles for this piece. Most of them reflect some obvious personal bias about the theme. They also echo the diverse ways we judge the current environment of this 21st century information economy.

• Applying library and information science principles in a changing world
• The more things change, the more they stay the same
• It was the best of times; it was the worst of times
• Chicken soup for the librarian
• You are what you think
• Whiners need not apply
• Have taxonomy, will travel
• So what’s a little librarian like you...

The alternative title list starts with the most mundane and includes references taken from 19th century literature, the self-help press, and 20th century media. The last one is the most personally meaningful, and one I like to use when I’m asked what I do. Despite what I frequently read in the professional library literature, I do not avoid the “L” word. In fact, I start out by saying “I am a librarian by education.”

Then I quickly start enumerating the activities I do and the ways those activities make a difference—“add value,” in today’s business parlance. I do not attempt to dispel the image of the stereotypical librarian for the entire profession. Rather, I describe the application of library and information science principles and practices to solve real business problems. Very quickly I demonstrate that the stereotypes are incomplete and inappropriate for me personally and for my career. In some instances, I may even help change a listener’s perception of “some little librarian lady somewhere.”

What Makes You an Authority?
See if these trends in our economy sound familiar to you:
• The number of knowledge workers is growing.
• Information and communication skills are becoming critical.
• Mergers, layoffs, and downsizing are reducing the demand for traditional librarians.

If information is increasing in importance in the global economy, why are librarians without work? Information is our raw material. The answer is simple—many librarians have not accepted responsibility for their own destiny and have failed to adapt to a changing information environment.

A quick scan of the professional literature uncovers a series of articles, some dating back many years, each attempting to address the issues and challenges of librarianship. Themes like professionalism, image, stereotypes, changing roles, and adaptability repeat themselves. Many of the authors cite structured research, case studies, and well-thought-out approaches to help
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practitioners deal with the situation. In some cases, professional associations and library schools are called upon to lead the charge and "make things better" for practicing librarians.

I have no research to support my thesis, but my experience tells me that nothing SLA, ALA, or library educators can do will make one bit of difference unless I make a difference first. I have to take responsibility for who I am, what I do, and how I present myself. And so do you.

**We constantly discover that the skills and competencies we learned in library school or in that job 10 years ago can be recast to solve a new information challenge.**

I recently signed up for an executive training course. In the process of evaluating the course content, I realized that, in the leadership and business management arena, I have ignored the principles that I have so comfortably and smugly applied in my approach to library science disciplines. My thinking was affecting my behavior and limiting my success in dealing with the challenges of my business. My conclusion was quite simple—if there are limitations in performance (i.e., image, perception, stereotype), guess where they started? My own thinking has affected my actions and limited my ability to achieve. I am committed to changing my thinking. I am optimistic that my actions will follow.

Here are some admonitions to myself that I have found useful in my personal journey:

- Break the mold of old thinking and old behavior patterns. It's scary at first but can become quite fun!
- Get back to your roots—the principles of library and information science. Don't forget who brought you to the party!
- Expand your horizons beyond what is safe and comfortable today. If you don't do it, someone else will.
- Lead or get out of the way. If change is not for you, don't become a hindrance to others.

**Why Change?**

I married a geologist. For almost 34 years, I have been subjected to his pontifications about the origin of the earth, the movements of continents, and the evolution of life. Controversies aside, recently I made the association between Darwin's theory on the survival of the fittest and the struggle of librarians and information professionals to survive in a changing world. Darwin's theory of evolutionary selection holds that variation within species occurs randomly and that the survival or extinction of each organism is determined by that organism's ability to adapt to its environment.

With that association and the magic of an Internet search
engine, I discovered an interesting article by Albert Boekhorst, senior lecturer in library science at the University of Amsterdam, titled *The Survival of the Fittest and Information Professionals.* Boekhorst’s conclusion is that a proactive, maybe even aggressive, approach is needed. This is “not based on violence but on knowledge, knowledge that stems from the librarian’s domain but is adapted to the needs for the present society.” He’s right on the money.

**If we do not adapt quickly and dramatically, we will suffer extinction just like the dinosaurs.**

Clearly, there is recognition that times are changing and a new attitude is needed. More recently, Philip M. Turner, associate vice president and dean of the School of Library and Information Science at the University of North Texas in Denton, was quoted in the *Arlington Morning News* saying, “Sometimes I get wistful when I think about the old days. But they’re gone.” Turner says the new reality is that the half-life of the MLS degree is three years (i.e., during the first three years after graduating with the MLS, one needs to acquire about half again as much knowledge as during the MLS studies). The mandate for continuous learning couldn’t be clearer.

With the pace of change in our environment, it is obvious that if we do not adapt quickly and dramatically, we will suffer extinction just like the dinosaurs. The dinosaurs were not able to adapt rapidly enough to survive a significant decline in their food sources. We must remake ourselves and repurpose our skills for the evolution that is happening in the world of information management and delivery. If we fail to adapt, we will starve for lack of meaningful work and find our ranks among the relics and archived remnants of the past.

The process of evolving involves a high risk of failure and may be accompanied by fear. These conditions often become deterrents to change. Missteps and learning from missteps are the springboard to success and are often more valuable than immediate success. Eleanor Roosevelt once said, “You gain strength, courage, and confidence by every experience in which you really stop to look fear in the face…. You must do the thing you think you cannot do.”

**Change Personified**

Personally, I am not satisfied merely to avoid extinction. I want to make a difference and leave a legacy. Fortunately, the road I chose involves inventing and discovering new and unique opportunities to apply what I started learning more than 30 years ago in a course called “Foundations of Library and Information Science.” The professor, then at Florida State University, was Dr. Martha Jane Zachert. I caught a customer- and service-oriented vision from her in that course that has continued to lead and challenge me.

There are many librarian practitioner role models for this new millennium. Linda K. Wallace profiles 11 of them in the March 2002 issue of *American Libraries.* Wallace states emphatically, “Freedom and flexibility aren’t words most people outside the profession associate with being a librarian. But in today’s information-driven society, a growing number of librarians are discovering that their information smarts give them more choices than ever before.” Leslie Shaver describes other role models who demonstrate the key traits of “vision, adaptability, decisiveness, and flexibility” in the June 2002 issue of *Information Outlook.*

With choices available and role models to lead the way, it hardly seems wise to wait for the current Ice Age to pass! “Get over it and get involved.”


If you want to find out more about the evolution of library services, check out “The World Is Changing—So Are We” at SLA’s Annual Conference in New York City on Wednesday, June 11, 2003, 7:30–9:00 am.
### TABLE 1

<table>
<thead>
<tr>
<th>Activities Focus</th>
<th>Skill Sets</th>
<th>Activities Focus</th>
<th>Skill Sets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Traditional Librarianship/Library Management</strong></td>
<td><strong>e-Volving Information/Knowledge Management</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Document formats: Books, journals, microforms, media, and some other physical items (objects)</td>
<td>Knowledge of processes, supplies, and equipment for managing physical items (objects)</td>
<td>Document formats: Hardcopy and electronic items (books, journals, records, and documents plus compound documents, multimedia, Web content, Intranet, and electronic publishing)</td>
<td>Familiarity with multiple media and ability to migrate and integrate as appropriate</td>
</tr>
<tr>
<td>Classification and indexing: At the item level, sometimes performing keyword assignment and abstracting</td>
<td>Ability to develop and maintain file classification and indexing tools, including thesauri and indexing standards</td>
<td>Classification and indexing: At the individual item level; increased requirement for cross-referencing, standardization, and shared models</td>
<td>Ability to define and prioritize requirements across the enterprise and for individual work groups</td>
</tr>
<tr>
<td>Access and retrieval: Requests aligned with bibliographic and descriptive indexing and traditional hardcopy delivery methods</td>
<td>Ability to define and capture descriptive elements and match up with query methods and limitations of available systems</td>
<td>Access and retrieval: Requests aligned with capabilities of search engines and full-text retrieval tools</td>
<td>Ability to define and prioritize descriptive elements across diverse media and match up with query methods consistent with precision and recall requirements</td>
</tr>
<tr>
<td>Automation scope: Stand-alone management systems; some application of microfilm technology</td>
<td>Knowledge of basic database tools plus barcode technology</td>
<td>Automation scope: Enterprise information management/document management system(s) integrated with RM, ERP, financial, HR, etc.</td>
<td>Working knowledge of affected systems and ability to interface effectively with corporate IT and groups/individuals responsible for other tools</td>
</tr>
<tr>
<td>Life cycle/continuum: Active, semi-active, and archival materials</td>
<td>Ability to establish and operate library services for collections of all sizes, both general and specialized, supporting access and retrieval requirements of user groups</td>
<td>Life cycle/continuum: Initial creation (collaboration and publishing), active, semi-active, and inactive</td>
<td>Thorough knowledge of enterprise business processes and ability to integrate and prioritize requirements for access, retrieval, control, distribution, security, retention, etc.</td>
</tr>
<tr>
<td>Primary content sources: Formal publishing sources, internal and external to parent organization</td>
<td>Ability to design, implement, and maintain collection development policies and practices</td>
<td>Primary content sources: Formal, informal, and electronic publishing sources, internal and external to parent organization</td>
<td>Strong working knowledge of evolving technologies, legal and organizational acceptability, and management requirements for managing information objects across the enterprise</td>
</tr>
<tr>
<td>Management interface: Workgroup management</td>
<td>Ability to manage and sell library and information services as part of standard business practices</td>
<td>Management interface: Workgroup management; middle management, corporate-level management, and IT</td>
<td>Ability to sell information management as part of standard business practices and as a critical component of the corporate strategy to manage corporate assets and risks</td>
</tr>
<tr>
<td>User interface: Library users, management, and other information seekers</td>
<td>Ability to train staff and end users to use systems and tools</td>
<td>User interface: IM/KM support staff, end users at all levels</td>
<td>Ability to define and communicate roles and responsibilities across the organization for IM/RM/KM: educate and train all levels of personnel</td>
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Guerrilla Marketing: Agile Advertising of Information Services

By Sara Tompson, MS

Sara Tompson is 2002-2003 chair of the Engineering Division of SLA and was president of the Illinois chapter of SLA in 1999-2000. She is the library director at Packer Engineering in Naperville, Illinois, and a licensed private pilot working on her instrument rating. Aviation analogies have recently slipped into her marketing efforts, to the amusement of her customers. She can be reached at srt@packereng.com.
"RAPID-FIRE MARKETING...STRATEGIC SELLING...ARSENAL OF TACTICS...AGILE advertising." Not typical library terminology! This is the language of guerrilla marketing, a popular approach that has relevance for library and information professionals. The tactics of guerrilla marketing include some key strategies often discussed within SLA, such as the elevator/watercooler speech and branding. The approach draws upon many SLA competencies, including designing and marketing value-added information services, using appropriate business approaches to communicate the importance of information services, and remaining flexible and positive in times of change. However, guerrilla marketing differs from typical marketing practices in its emphasis on rapid-fire techniques and multiple approaches. The idea is to be prepared with a full quiver of marketing arrows so you can use one here, one over there, and yet another if those didn’t hit the targets. Guerrilla marketing also promotes low-cost, easy-to-develop, and easy-to-deploy strategies. This article will present an overview of guerrilla marketing concepts, then illustrate how library and information professionals can use them.

Overview
More than ever before, information professionals need a rapid return on investment in marketing services, given the environment of economic uncertainty coupled with the ongoing, erroneous notion held by many potential customers that “everything is on the Internet.” An understanding of guerrilla marketing concepts can aid in developing new ways to promote the value of library and information services without investing large amounts of time or money, two resources always at a premium. A guerrilla marketing paradigm can also keep one focused on continuous marketing.

Shari Caudron’s “Guerrilla Tactics” (IndustryWeek, July 16, 2001, pp. 52–56) gives a clear definition of the approach: “Guerrilla marketing... simply stated, uses unconventional marketing methods to gain conventional results. Like in warfare, guerrilla tactics are used when an organization is small and/or does not have the resources to deal with a large, entrenched enemy head on.”

Jay Conrad Levinson is the commander-in-chief of guerrilla marketing. Levinson worked for the advertising agency that created Marlboro Country and the Marlboro Man, branding that successfully extended the market for Marlboro cigarettes. While many are not fond of the product, Levinson helped push, the ad campaign was indisputably successful. As Caudron says, “Guerrilla marketing got its start in 1984 when Levinson published a book of the same name that was aimed at entrepreneurs and small-business owners. Since then, Levinson has written 20 guerrilla marketing books that have been published in 37 languages.”

Arsenal Inspection
Guerrilla marketing tactics are designed to quickly get a good return on investment without a large investment of time or money. “For the most part, these tactics rely on creativity, good relationships, and the willingness to try many different approaches,” Caudron says. Library and information services are built on good relationships; they can be enhanced and extended with some creative marketing techniques. And quick-turnaround, inexpensive approaches are ideal for the information profession, as budget and personnel downsizing unfortunately continue.

Guerrilla tactics have to get results quickly. Just like a warrior behind the tree, if the first shot doesn’t hit the target, you move on to a different location and grab another weapon from the arsenal. “Traditional marketers use only a handful of weapons, but guerrilla marketers work continually with many different weapons,” Levinson says (quoted by Caudron). The guerrilla idea is to promote the product or service quickly and continuously, rather than planning and executing a lengthy, unilateral marketing campaign. Camouflage the approach, not the source.

Focus and consistency do count. A guerrilla marketer must be consistent in marketing approaches in order to be able to refine the weapons and strategies. Branding is one way to demonstrate consistency—create a design or logo that can be used throughout the library’s marketing arsenal, so customers and potential customers always know the source of the information. As Laura Claggett recently noted, one of the requirements for successfully selling a
product is "a brand-driven marketing strategy" (Identifying Your Brand, Before You Market, Information Outlook, November 2002, pp. 13–16). Branding with logos, key phrases, etc., also serves a very basic function—giving credit where credit is due. Customers and their clients need to know the library or information department provided them with the resources they needed, so they will come back for more. Our library's Information Assistant developed a logo for us in 2000 and worked with our company's visual media department to put it into electronic form. The logo development did not take a great deal of time, and the documents in which we use it cost next to nothing to create, but we now have a ready icon to use in all our marketing efforts. Even mundane items from us, such as faxes, now serve more of a marketing function with the use of the logo.

Choose Your Weapons
A little over a year ago, Kristine Dworkin noted, "The Web has made it very necessary for company libraries to shed their stodgy traditional corporate image and utilize creative methods in marketing their services or be lost in the crowd" (Library Marketing: Eight Ways to Get Unconventionally Creative, Online, January/February 2001, pp. 52–54). She cited some creative, simple ways to market "outside the box" that she successfully implemented at the Hewlett-Packard Research Library:
- Host coffee "schmoozes" and/or "high teas" ("feed them and they will come" is a tried-and-true axiom).
- Use color and pizzazz in library marketing pieces.
- Use humor and tongue-in-cheek comments to stand out from the crowd.
- Create business card-sized magnets.
- Be a "big-mouth" and "in-your-face" kind of person (also known as "blowing your own horn because no one else will"—not as strategic as some maneuvers, but effective).
- "Join 'em" by providing desktop Web- and/or Intranet-accessible tools to your customers and remembering to note that they are "brought to you by your library" (vendors of many such services will help you market them in this way).
- "Don't shhh 'em"—provide tables and encourage meetings in the library. You can go so far as to list meeting space as a library service—creative and unexpected, a guerrilla approach.

Guerrilla Basic Training
Levinson presents some key competencies for guerrilla marketers in a recent piece for the telecom industry (Inform First, Ask Questions Later, America's Network, February 1, 2001, p. 72). The traits he identifies are similar to SLA's personal competencies:
- Be energetic.
- Be a people person.
- Desire constant learning.

Levinson notes that marketing is "far more about people than it is about things." It is necessary to develop the sensitivity to understand a situation from the points of view of customers, potential customers, and competitors. Staff and colleague viewpoints must be considered as well. Communicating with all these populations to better understand them can also enhance one's flexibility, another key guerrilla marketing trait. As Caudron notes, "Relationships Matter" is one of the fundamental guerrilla tenets.

A simple strategy for building and sustaining relationships is mobility—getting out of the library or information center. Personally delivering the results of a research request to a customer greatly increases the likelihood of running into other customers and potential customers along the way. On such forays, be sure to have some arrows ready to use. "Every contact with an existing or potential customer can be enhanced by thinking about what it is that forms the basis of good relationships," Levinson says. The good guerrilla marketer is always aware of interactions, potential for enhancing them, and potential for additional relationships.

The guerrilla marketing approach also promotes relationships with competitors. This can be more difficult, but creativity can provide some assistance. For instance, suppose a firm's marketing department decides to post links on the intranet to outside information resources. Library staff can volunteer to write and update annotations for the links, adding value to the service. Cooperating with marketing rather than creating a competing links page better serves the overall organization. Naturally, the annotations should make it clear that library staff provided them.

A Successful Campaign
While he does not use the guerrilla terminology, Tom Nielsen, in his recent article "Four Steps I Took That Transformed My Solo Corporate Library" (Marketing Library Services, September/October 2002, http://www.infotoday.com/mls/sep02/Nielsen.htm), essentially describes a guerrilla marketing approach when he lists his key steps:
- Establish patterns of communication and service to users.
- Get ahead of the curve.
- Exceed expectations.
- Deliver on promises.

Nielsen's comments about one of his communication vehicles (a new newsletter) succinctly capture information professionals' challenge and leverage in marketing corporate information services:

The first issue of the IRC News was physically distributed to staff in the New York City office only, and it induced some grumbling about billable hours spent reading two pages about the IRC. However, the notion of communicating useful information wasn't challenged.
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The challenge is to promote information services without wasting the time of your customers, who often are the billable members of the firm. Brief and to-the-point anecdotes illustrating how using the information staff can save time for directly billable work can leverage more business for the library. Information staff should keep a few of these anecdotes in mind for when they encounter potential customers in the elevator or the lunchroom. These stories can also be used on materials such as new acquisitions lists, library tip sheets, and so forth.

As Nielsen notes, his customers were not un receptive to the useful information he put forth. This is another point of leverage: in all library/information center communications to customers and potential customers, provide information they can readily use.

Auxiliary Arsenal
There are many online marketing resources that can enhance agile advertising campaigns and other guerrilla marketing tactics. Information Today’s Marketing Library Services consistently provides useful case studies, especially for corporate information professionals. Some MLS content is available online at http://www.infotoday.com/mls/mls.htm, the rest by subscription to the print version. The official guerrilla marketing website, to which Levinson and others contribute articles, is http://www.gmarketing.com. This resource includes a free weekly e-mail newsletter. “Stain” is a New York City-headquartered advertising firm known for its edgy copy for companies ranging from eBay to Basic Furniture. The firm has won guerrilla marketing awards; click through its website—http://www.stainnyc.com—to see summaries of its creative campaigns.

Up the Next Hill
The battle for customers is never over, but with the right strategies, marketing targets will be hit, enabling information professionals to take aim at new customer-oriented goals. Don’t be afraid to be innovative or to borrow and adapt from all sorts of sources. It’s a jungle out there, with lots of competitors. Quick, creative forays can win over customers, enabling the library or information center to survive and thrive.

If you want to find out more about guerrilla marketing, check out “Guerrilla Marketing: Strategy Sharing for Agile Action” at SLA’s Annual Conference in New York City on Monday, June 9, 2003, 11:30 am-1:00 pm.
Customized Products and Tools Provide Value-Added Service to Customers

By Jill Konieczko, MLS, with Cynthia Powell

Jill Konieczko (jill.konieczko@lexisnexis.com) is the manager of Marketing Programs and Cynthia Powell (cp@cindypowell.com) is an independent public relations consultant.
THIS IS THE SECOND IN A TWO-PART SERIES LOOKING AT SIX INFORMATION centers that have used innovation as a pathway to success. The first installment appeared in the January issue.

Whether they are developing a single online tool or product, a research portal, or a complete intranet site, successful librarians customize products to their target audience. They consider not only how technically savvy their users are but also the users’ task or goals.

At Franklin Templeton, Larisa Brigevich, manager of the library, custom-designed a research service with the end product of her customers (research analysts) in mind: the semi-annual investment reports that analysts are required to produce for this global investment management firm. With a thorough understanding of the end product, Brigevich now offers analysts a regular e-mail service called the country and industry information package (CIIP), which yields precisely the data they need to draft these reports: independent country and industry analyses, trends, and forecasts; statistical data; broker research; news; and other documents selected by the library staff from a wide range of sources.

Portals with Custom-Designed Structure
At least two librarians interviewed for this article mentioned using subject-specific channels as an organizing element for research portals to internal or external content. For ease of use by library customers, the topics should correspond as closely as possible to the organization’s actual structure and areas of expertise.

At MITRE, InfoCenter Services manager Dave Shumaker’s intranet “knowledge zones” provide a customer-oriented method of categorizing internal materials and relevant external links. Each zone covers a specific topic relevant to MITRE, and each is managed by a library staff member or “steward.” The stewards work under the direction of an advisory group composed of subject-matter experts from various MITRE strategic business units to ensure the applicability and relevance of sources and content.

The BlueCross BlueShield of Florida (BCBSF) intranet also includes a research portal organized by channels designed to meet the information requirements of each major client group (e.g., clinical medicine, human resources, e-commerce/technology, leadership and management, health care industry, Medicare and senior citizens, and competitor intelligence). Each channel provides access to articles, research, and other information from information providers and Internet resources. In addition, the structure allows for integration of this external information with internal reports—thus fostering information sharing and exchange among staff.

As an example of the customer focus of these channels, the competitor intelligence channel is geared toward the needs and functions of BCBSF’s sales force. Here a salesperson can obtain general health care industry news and business-critical background on competitor health insurance providers, including their products and rates. This channel provides access to competitor Web pages and same-day news stories, as well as a company profile of each competitor. Margie Pace, manager of the Business Research Information Center, is currently exploring development of an online forum where sales staff and others can post information and exchange ideas.

At Franklin Templeton, where specific company information is an integral part of the business process, Brigevich is involved in designing a customized research portal that automatically retrieves and formats business-critical information. The tool will also seamlessly integrate internal and external information and provide research analysts and portfolio managers with electronic collaboration, workflow, and personalization options.

Thanks to its transparent access to multiple databases and predefined automated searches, this streamlined tool is expected to reduce by nearly one-third the time Franklin Templeton analysts spend on such research. The analyst will simply key in a company name, which will then link to different types of information accessible from a single screen, including company tear sheets, earnings estimates, internal research reports, company news, broker research, and other resources.

Working on a cross-disciplinary team to realize this portal project, Brigevich has been building a document repository database as part of the portal’s foundation. She is engaged on a number of fronts, including the following:
To ensure ease of access to a particular topic within this rich repository of information, the Baltimore Sun Web team recently created a “Search the Loop” function that appears on each page across the top.

The Loop’s popularity is evidenced by the number of hits in calendar year 2001: Levy reports 174,891 hits for the homepage; 268,244 for the library page; and 7,064 for Search the Loop. That’s an average of more than 700 hits and 20 searches every day.

At MITRE Corporation, Shumaker spotted an opportunity to use the intranet to leverage research results from the individual queries his researchers receive during the course of a normal InfoCenter workday. If the topic and contents might have broad appeal, he “recycles” the query, along with the information his staff retrieved, by posting it on the intranet. Question-and-answer sections in newsletters or on intranets can turn into time-consuming endeavors for the publisher, but the MITRE intranet Q&A section does not involved increased workload for Shumaker’s staff; instead, he gets additional mileage from work already performed.

At the National Association of Home Builders, which represents the $328-billion housing industry, information is critical to the organization’s success. The association’s intranet provides a user-friendly, intuitive way to access a rich repository of materials and resources. From mold to property rights, from Canadian lumber to air quality, the association’s 350 lawyers, economists, and other staff members must have the very latest news and information on a huge variety of topics to represent and advise members.

Nancy Hunn, director of information resources and services for the National Housing Resource Center, and staff—with input from association colleagues—have developed these customer-focused elements on the intranet:

- Integrated External Industry News with Internal Input: The association tracks key issues in the news, such as brownfields, air quality, wetlands, smart growth, fair housing, and mold. In addition, it follows mentions in the news of the association, its senior officers, and its council. Content managers are able to highlight certain articles, attach or reference related internal documents, and annotate with subject-specific comments.
- Quick Reference Toolkit: A customized, annotated list of resources devoted to general reference topics, including business and government information, dictionaries, encyclopedias, and reference books and directories.
- Hot Housing Issues: A compilation of the latest internal housing-related information from the Sirsi database, including library books, articles, videos, and audiocassettes. Annotations list related websites as well.
- Housing FAQs: A topically organized list of questions and answers on various aspects of residential construction and its related sectors. Contributors include

**Customer-Focused Intranet Tools**
Information centers increasingly include intranet development and maintenance among their responsibilities, and the librarians interviewed shared some creative ideas for what to include and how. Again, a common philosophy prevailed: Base intranet content and structure on user needs and focus.

At The Baltimore Sun, Sandy Levy, director, Library and Information Services Department, has organized the intranet based on the kinds of information reporters need. The Library and Information Services page—dubbed “the Loop”—is a veritable encyclopedia of custom-selected facts and resources for these Baltimore-focused journalists. The Sun-specific intranet resources include the following:

- **General Baltimore and Maryland ready-reference materials** are organized under FAST FACTS. Topics include the gubernatorial and county executive races, famous Baltimore people and things, and a link to SAILOR, the State of Maryland’s public information network.
- **Maryland court records** are available, accompanied by an interpretation of the codes used (a Baltimore Sun library staff member developed a glossary of terms and annotations to help reporters interpret these jargon-heavy documents).
- For business reporters, the Baltimore and Maryland Merchants page includes information and resources about area commercial establishments, zoning, and other relevant facts.
- **Event-specific intranet pages** are developed periodically to provide reporters with background and research materials on hot news topics, such as the September 11 attack, anthrax, military deployment, and the energy crisis. Because such stories typically are covered by a number of reporters from a variety of angles, having access to a range of relevant resources helps the writers get up to speed quickly on complex, ongoing issues and find the specific background material and statistics they need for a story’s focus.
- The **Intranet also provides access to the Baltimore Sun’s electronic text archive back to September 1990 and to any pre-1990 Sun paper clips that have been digitized and are full-text searchable; the library catalog; a host of databases and reports; and an extensive list of websites categorized by subject.**

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**Periodic Industry News Updates**

Several of the librarians interviewed said they scan and compile industry news briefs on a periodic basis—even daily. Many librarians seek technological options for automating this process—at least for the initial sweep of a broad range of publications and other sources. Another technique several interviewees mentioned (which also can be automated) is to sort the results into subject-specific folders, allowing users to scan the day’s selection of articles. Finally, some librarians use a service that allows a content manager to highlight or annotate certain stories and link them to related internal documents.

At Freddie Mac, Lois Ireland, manager of the Corporate Information Resource Center, uses Daily Industry Alerts to automatically retrieve stories that meet very specific search criteria on relevant financial topics. She saves the stories in folders organized by topic (e.g., mortgage insurance, mortgage banking regulations, mortgage technology, and congressional news). Articles are posted on the company intranet and on the Resource Center’s Web page, which all 4,000 employees can access.

At the MITRE Corporation, the InfoCenter publishes a weekly electronic newsletter, *Technology Times*, with roughly two-dozen informative abstracts of recent key developments in technology, defense, information security, and other MITRE-relevant topics. Compiled and abstracted by MITRE’s library staff and edited by the librarian editor, this newsletter provides a high-level picture of interesting and critical developments that affect MITRE’s current or potential work—including a “top story of the week” selected by the editor.

At the National Association of Home Builders, a daily summary of key housing-related news stories is provided to executives and staff. The association’s librarians sort through the daily updates and post the key ones under salient housing-related topics. An indexer uses these articles for an online Web publication called Housing Abstracts. She surveys the listings, pulls relevant ones that she needs for her abstracted summaries, and catalogs and abstracts them on Sirsi. At the end of each month, data from these Sirsi records are exported to Housing Abstracts and made available to all association members, affiliates, and staff through the intranet and the members’ extranet.

Under Pace’s leadership at BlueCross BlueShield of Florida, the Business Research and Information Center each morning compiles and posts a Daily Health News Report on the intranet. A library staff member scans trade and mainstream press for particularly relevant stories and posts that day’s edition by mid-morning. The organization’s staff rely on the newsletter, which attracts regular visitors every day.

**Partnerships Forged with Customers Strengthen Relationships, Encourage Two-Way Exchange**

Successful librarians remain focused on achieving their overarching mission and goals and, at the same time, demonstrate flexibility and a willingness to provide counsel and hands-on assistance to other areas of the organization as needed. Whether the demand is for professional knowledge management expertise or simply “roll up your sleeves” involvement on nonlibrary projects, creative information center managers recognize the value of partnerships with fellow staff in the organization.

Librarians at the National Association of Home Builders and at Freddie Mac say they frequently provide expertise and assistance on various projects, such as taxonomy or intranet development. Hunn reports that she and her staff often work alongside association colleagues on knowledge management initiatives; for example, her staff developed a taxonomy and an index for a 1,000-page public affairs publication. Hunn never hesitates to volunteer her own and her staff’s time to work with colleagues at events such as the International Builders’ Show.

In addition, Hunn and her staff devoted a year and a half to developing an association-wide taxonomy—systematically gathering input and direction from each department. The final product—a 63-page taxonomy on housing and housing-related issues—is now being used as a framework for organizing content in HouseCat—the association’s knowledge base.

At Freddie Mac, Ireland and her staff participate in numerous workgroups and projects outside the Corporate Information Resource Center—for example, serving on committees focused on

- Providing taxonomy input on a document management initiative;
- Developing an overarching intranet taxonomy;
- Mentoring other departments on their own Web page design and content management;
- Serving as liaison between Corporate Relations and other business units in her department on employee communications.

Ireland believes that such committee work provides invaluable exposure for the Corporate Information Resource Center (CIRC)—showcasing her team’s expertise and commitment to participating in key firm initiatives.

At MITRE, which has a long-standing tradition of encouraging open communication and exchange among employees, an InfoCenter staff member recognized an opportunity to enhance the effectiveness of an ongoing organizationwide series of presentation and discussion
sessions. The InfoCenter began sending at least one staff member to take notes and summarize each MITRE Technical Exchange Meeting, where a subject matter expert presents on a hot topic such as homeland security, digital convergence, biometrics, or XML. The InfoCenter staff member’s summary, as well as electronic versions of any handouts or briefing materials, is then posted on the MITRE intranet so employees who could not attend can access the information. Shumaker, who continuously fosters innovation, participation, and collaboration between and among his InfoCenter staff and other MITRE employees, was delighted when one of his librarians and a customer came up with this idea of leveraging content for wider distribution and use.

At BCBSF, Pace emphasizes cross-departmental partnering as a key strategy and focus for her Business Research Information Center. For example, when a BCBSF subsidiary requested counsel in designing and launching a knowledge management initiative, Pace offered the consulting services of Dee Baldwin from the Business Research and Information Center. Pace approved Baldwin’s relocation to the subsidiary for a three-month, onsite “loan” in exchange for funding to hire a temporary librarian to cover for her. Baldwin’s performance left a lasting impression, as did Pace’s willingness to accommodate the request.

Over the years, Pace and her team members have participated in numerous workgroups to design and develop information management applications and services. Among their colleagues on these task forces are members of the Web solutions team, the information technology department, and the public relations office.

Recently, Pace convened a cross-disciplinary workgroup herself when she sought user feedback in creating the BCBSF intranet site and, specifically, in selecting an information services vendor. The group met regularly for weeks, even off-site, to define topics and content, oversee page design, and ultimately realize their collective vision of a research portal for all staff. Each member’s input and perspective were valuable to the process, and the involvement of staff from different areas of the organization facilitated buy-in and support of the intranet site.

**Location, Location, Location**

For single-office organizations or those with a large staff at headquarters, the library’s physical location, design, and appearance can help enormously in positioning it in the minds of staff as a key resource.

Freddie Mac’s information center is in a prime location next to the building’s central escalators, a major thoroughfare for employees moving through the building. Its interior is spacious, with inviting tables and study carrels equipped with laptop hookups. Its most striking and symbolic feature is its glass wall—everyone walking through the building can see this valuable resource and vice versa. This visibility is an excellent metaphor for Ireland’s commitment to full service and information sharing with Freddie Mac staff.

When the Franklin Templeton library relocated in the summer of 2001, Brigevich lobbied for and landed a prime central location not far from the analysts’ offices. Like the Freddie Mac library, this one has glass interior windows, a feature thatmeshes with Brigevich’s inclusive approach to library services.

To publicize and celebrate its new location, the Franklin Templeton library staff hosted an elegant English-style tea party. In the spirit of the analysts’ competitive nature, Brigevich organized a contest: Identify current library staff members from photos taken a decade or more ago. Winners left with impressive prizes donated by generous vendors. All participants got some exposure to the research staff and resources available to them. The resulting goodwill and exposure remains among analysts and other staff members.

**Holidays as Hooks: Weave in a Marketing Theme**

Because of Ireland’s marketing expertise and prowess, Freddie Mac’s CIRC has won first place three times at the SLA Marketing Division’s Swap and Shop session. One of Ireland’s most creative marketing techniques involves leveraging National Library Week by developing a theme and maximizing exposure.

A year ago, she and her team based the week’s publicity campaign on a “survivor” theme. Posters featured a man crawling in the desert, cell phone in hand, with the following text: “In today’s business environment, you can’t survive without the right business information. We have the survival tools you need.” Giveaways at the open house included a “survival kit”—a tin box filled with essentials like chocolate and trail mix—along with CIRC’s logo and contact information. Seven hundred Freddie Mac employees attended.

For National Library Week this year, Ireland played off her library’s acronym: CIRC, the CIRCus of Knowledge. Colorful flyers invited everyone to an open house “featuring in the big tent resources from the four corners of the earth, with ferocious applications” and with a playful warning not to feed the librarians. With a huge fiberglass tiger standing guard by CIRC’s entrance, library staff dressed as ringmasters in colorful suspenders and top hats. Nearly 900 Freddie Mac staff members, including senior vice presidents, happily accepted giveaways—pinwheels and key rings with the CIRC logo.
At Franklin Templeton, Brigevich cleverly leveraged the holiday season to roll out a new research tool. A colorful e-mailed holiday greeting featured Reindeer Land and the following:

In the spirit of the holidays, we in the library would like to offer you a tool to help you manage information glut and complement your research efforts. Custom designed by the library with help from LexisNexis, the Express Search service gives you quick and easy access to company, industry, and country news and research material.

Quantify and Document Library Successes

In addition to coming up with such creative and playful marketing ideas, librarians who can demonstrate to upper management their accomplishments and return on investment are extremely well positioned. Where possible, quantify successes—headcounts, website hits, number of queries fielded, and any other relevant statistics. Anecdotal evidence of success also helps, especially if customers do not object to being quoted.

Every year, Sandy Levy drafts an annual report to The Baltimore Sun senior management, highlighting new products and tools launched, systems revamped or reorganized, and any statistics she has gathered that illustrate library usage. She discusses specific contributions to high-profile newsroom projects, as well as the library’s involvement in significant work outside the newsroom:

- Community service
- Involvement with professional associations such as SLA, ALA, Reforma, and the Guild of Book Workers
- Leadership and participation in seminars and continuing education
- Articles and other works published
- Awards won (including internal awards, such as one library staff member’s receipt of the company’s Extra Mile Award for her work on cost-saving restoration of 70 valuable historic Baltimore Sun financial ledgers)

Superior Library Resources Are Essential: World-Class Content, Updated Technologies, and Qualified Staff

The ultimate success of any library hinges upon three basic building blocks:

1. The breadth and depth of subject-specific and other relevant content.
2. Skilled use and application of current technologies, and
3. Well-qualified, continually trained staff members.

In the constantly changing and rapidly evolving knowledge management industry, ensuring superior resources in each of these three areas is critical, librarians agree.

All the librarians interviewed for this article said that having a collection of high-quality information resources is important, and each strives to ensure that the full gamut of relevant sources is available to the organization through the information center and/or via the users’ desktop. This task is ongoing, as information needs and resources continually evolve. Tuning in to customer needs is essential to ensuring accessibility of relevant content.

Some cost-effective ways of providing access to world-class content include the following:

- Ireland of Freddie Mac has implemented site licenses for a core set of resources; for example, American Banker Online, National Mortgage News, and ABI Inform via ProQuest.
- Third-party content providers at the National Association of Home Builders include Associations Unlimited: Encyclopedia of Associations and Beyond; Online Computer Library Center, Inc. FirstSearch; and ICONDA, the International Construction Database managed by SilverPlatter. Association staff can browse these resources from their desktops.

Whether the library staff numbers 3 or 20, librarians emphasize careful hiring and ongoing nurturing through regular check-ins and trainings. At MITRE Corporation, where the 20 full- and part-time library professionals are split between two offices, Shumaker takes several steps to maintain his staff’s high quality, reputation, and morale. First, in recruiting, he looks for individuals with initiative, excellent interpersonal skills, and a willingness to learn. Once they are on board, he devotes time to personal management: He is based in the McLean, Virginia, office, but he spends at least one week a month at the Bedford, Massachusetts, library facility. In addition, he uses MITRE’s videoconferencing technology to hold regular full-team meetings of both offices’ staffs.

At Freddie Mac, Ireland’s staff consists of just three professional librarians and a paraprofessional who must serve roughly half of Freddie Mac’s 4,000-plus employees. Nonetheless, this small group boasts an impressive range and depth of research experience in competitive intelligence; legal issues on finance, securities, and intellectual property; human resources management; organizational effectiveness/diversity; information technology; information architecture; facilities engineering; risk management, and personnel/property security technology.

Continual training and professional development for library staff ensures topflight professional service—Brigevich offers her employees such opportunities on an ongoing basis. Through such training, her library staff members remain up to date on the best online searching methods and techniques, as well as new and improved products and services. Levy, who refers to her staff at The Baltimore Sun as “the most valuable treasures” she has, encourages their involvement in professional societies such as SLA and ALA.
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WEBCASTING AND COPYRIGHT

By Laura Gasaway

Recent news reports about the dispute between record companies and radio stations concerning copyright royalties for streaming copyrighted music have highlighted concerns that small radio stations would be unable to continue webcasting; indeed, a number of small Internet webcasters have ceased operations due to the high royalty rates. "Webcasting" is defined as the ability to use the Web to deliver live or delayed versions of sound or video broadcasts. Sometimes the same technology is referred to as "streaming." For a webcast, like a broadcast, it is the transmitting organization as opposed to the listener that determines the content of the program or the playlist. Although video can also be streamed, the controversy has evolved around so-called "Internet radio" and copyrighted sound recordings.

With the advent of the Internet, some radio broadcasters began to simultaneously webcast their radio broadcasts over the Internet. Others offered original direct Internet broadcasts. Radio stations that provided simultaneous webcasting paid royalties to copyright holders for the performance of their copyrighted music. However, the royalties they pay to ASCAP (the American Society of Composers, Authors and Publishers), BMI (Broadcast Music, Inc.), and SEASAC (the Society of European Stage Authors and Composers) compensate the composers or holders in the musical composition and not the owners of the copyright in the sound recording (i.e., the record). Most radio and television broadcasters pay royalties through an annual blanket royalty fee.

The reason that recording companies were not compensated for playing their records over the air is that, historically, there were no performance rights for sound recordings. The Copyright Act was amended in 1995 with the Digital Performance Right in Sound Recordings Act and again in 1998 with the Digital Millennium Copyright Act to provide performance rights for sound recordings performed by digital means. The second amendment covered webcasting. Radio broadcasters opposed the 1998 amendment, but Congress supported the recording industry by enacting this compulsory license provision. If a radio station webcasting over the Internet does not qualify for the compulsory license, then the only option it has is to negotiate individually with each record company whose recordings are being streamed.

There are several detailed requirements that a webcaster must meet in order to qualify for the compulsory license. (1) The webcast may not be a subscription service; in other words, users must not be able to select and play songs on demand. (2) Within a three-hour period, the webcaster cannot play more than three tracks from an album, and no more than two consecutively, nor more than four tracks by a given artist, and no more than three consecutively. (3) If the webcast is archived, the archive must be at least five hours long, and it may not be made available for more than two weeks. (4) If the webcast repeats itself (plays in a loop), then the loop must be at least three hours long. (5) Prior playlists of songs may not be published. (6) The webcaster must identify the song title, album title, and the featured artist during the performance of the song. (7) Finally, the webcaster must not encourage users to copy or record the music being played and must disable copying by users in possession of technology capable of copying the recording.

From 1999 forward, the debate has been over the royalty rates that webcasters must now pay to recording companies in addition to the royalties to composers. In February 2002, the U.S. Copyright Office (Copyright Arbitration Royalty Panel, or CARP) released its proposal for how webcasters should be charged by the music industry. Neither side liked the proposal. The proposal was rejected by the Copyright Office in May 2002, and in June 2002, the Librarian of Congress issued a compromise ruling, which mandated that webcasters must pay 1/14th of a cent ($0.0007) per song, per listener, retroactive to October 1998. The rate was scheduled to go into effect August 1, 2002, but was delayed until October. The Recording Industry Association of America contended that the Librarian of Congress set the rate too low, and that the result would be that artists and record labels would subsidize the webcasting business. Small Internet broadcasters say the .07 cents per song would drive them out of business. More than 200 Internet-based radio stations had shut down before August 1 because of the impending fees. In fact, KPIG of Watsonville, California, the first commercial station to stream its signal over the Internet in 1995, stopped its webcasting for several months but has now returned to the Internet, but as a subscription fee radio station instead.

Many college radio stations have indicated that they will be unable to participate in webcasting due to the fees. In addition to the .07 cents per song fee, the announced fees include a minimum of $500 per year, retroactive to 1998. To stay at the $500...
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annual minimum, the station could average no more than 21 simultaneous listeners. Further, most college stations are noncommercial; they cannot run advertising to offset the additional costs.

A number of bills were introduced to offer some solution to the problem, and finally in mid-November 2002, H.R. 5469, the Small Webcaster Settlement Act, was passed. It suspends all royalties until June 2003 and gives the parties time to work out reasonable royalties for noncommercial webcasters. It also permits small broadcasters to pay a percentage of either their revenue or expenses in lieu of the per song rate. The bill was actively supported by virtually all players on both sides of the debate, ranging from the record industry, artist representatives, both large and small webcasters, college radio stations, and religious broadcasters. It basically allows the parties to mutually agree to override the CARP decision. The bill also protects artists by mandating that a share of the royalties be paid directly to them in order to eliminate the possibility that record companies might use their unfair bargaining position to contract with artists in ways that squeeze them out of their share of the royalties.

SoundExchange, the organization of recording companies that was created to license, collect, and distribute the public performance royalties from digital performance of sound recordings, represents 2,700 record labels and over 400 companies of all sizes. It will negotiate with webcasters’ organizations, such as the National Association of Broadcasters and the International Webcasting Association, for royalties more tailored to the needs of small, noncommercial webcasters while still compensating copyright holders. There are various Web resources to help radio stations understand this complicated issue and calculate their royalties.¹

Internet webcasting has tremendous potential for more than radio broadcasts, and it is already being used for continuing education programs and the like. Both audio and video streaming over the Internet offer expanded opportunities for librarians to update their skills and to develop professionally. Additionally, libraries themselves may want to webcast various user training courses and programs. The Internet radio royalty issue should make librarians realize that the royalties for streaming copyrighted audio and video content cannot be ignored, and may, in fact, be substantial.

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Take a Bite Out of the Big Apple
By Shelva M. Suggs

While you’re taking a “bite out of the Big Apple,” we hope that you’ll seriously consider taking a continuing educational (CE) course at our 2003 Annual Conference. With more than 40 (CE) courses scheduled, there’s certain to be a course to meet every information professional’s needs. We want you to join us in New York to experience one of our many educational programs. As we all know, education is the key to success!

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SLA understands that, because of budget cuts, a lack of free time, or travel restrictions, not all members will make it to the conference in New York. And because users are becoming more comfortable with learning at their desktops, this seems the perfect time for the association to roll out its latest learning tool: the Virtual Association Series. Created to meet the challenging needs of SLA members, the series also relegates more freedom to the presenters.

Two virtual presentations will take place at the conference in New York this June, and both will be available throughout the United States and Canada. They can be viewed from a desktop or at a preselected site in New York. The presentations use Placeware, a system that incorporates audio conferencing and PowerPoint technology. The topics and descriptions of the virtual seminars are listed below:

**Title: XML in a Nutshell**
*Date: Monday, June 9, 2003*  
*Time: 11:30 am–1:00 pm ET*  
*Description:* XML is quickly becoming an essential tool for libraries to both improve basic services as well as offer new kinds of services. This seminar will introduce XML, cover key concepts and terms, describe the required software infrastructure, and highlight specific library uses.  

This seminar is co-sponsored with SLA’s Environment and Resource Management Division.

**Title: The Value of the Information Professional**
*Date: Tuesday, June 10, 2003*  
*Time: 11:30 pm–3:00 pm ET*  
*Description:* This panel discussion—featuring three information professionals who use “traditional” library experience in traditional and non-traditional means, including the director of a library, a knowledge management practitioner, and an information consultant—will provide insights on the role of today’s information professionals and the value we bring to our respective organizations.

Attendees who plan to participate in a virtual presentation onsite in New York will be charged $5.00; however, if you log on offsite to see a presentation, you will be charged in accordance to rates used for the Professional Development Center’s Virtual Seminars. For more information, contact the Professional Development Team at (202) 234-4700, ext. 627 or SLA’s Knowledge Exchange at (202) 939-3639. You’ll be glad you did!

If you are unable to attend any of the live conference sessions, you can purchase a V-Pak within two weeks of any session. The V-Pak includes and instruction sheet to access the PowerPoint slides, a hard copy of the handout and an audiotape of the session. For more information, contact the Professional Development Team at (202) 234-4700, ext. 627.

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Technologies
By Stephen Abram

Conferences do many things well. The pillars of success for conferences and industry events are the program, speakers, attendees, exhibitors, social events, networking special events, and location. What conferences do poorly is connect with those who can’t attend and help attendees remember what they learned at the conference and effectively share that knowledge with co-workers and colleagues.

What impact will new technologies have on the conferences and educational events we librarians so enjoy attending? Will we, in fact, attend them electronically or virtually? Will a logon ID and password replace our airline ticket? Are the days of trying to cram as many sessions as possible into our itinerary coming to a close?

Three trends are converging that will affect our future conference experiences:

1. Attendee expectations are rising as loyalty decreases. Limiting an individual’s personal professional development strategy of continuous learning to an annual stand-alone event just won’t cut it anymore.

2. The convergence of the technologies needed for communication, networking, sharing knowledge, and learning is happening on the desktop. Bandwidth issues of the past are diminishing, and on-demand e-learning experiences are proliferating.

3. The environment for learning opportunities is increasing—hundreds of new entrants are beginning to market technology-based learning products, moving into the distance education arena and competing for seats, time, and dollars.

The challenges conference organizers face are increasing. They must:
- Understand their delegates’ learning needs on an individual basis
- Extend the conference experience beyond a chronologically and geographically defined “event”
- Build customer loyalty that is aligned with members’ changing needs and goals

Most organizers are looking to the new converged technologies to address these challenges.

I think that the conference world is at a crucial point. The learning experience and the need to learn continuously are paramount to high-performing information professionals today. The challenge is to locate suitable learning opportunities; attend the events and derive value while there; assimilate and build on the learning; apply the new knowledge; then seek out the next learning opportunity.

Conference organizers and attendees can begin to implement changes now. First, the core conference event must be improved with the next generation of conference technology to allow attendees to derive maximum benefit while there. Then, these technologies must be applied to the pre- and postconference experience. SLA has experimented with many of these technologies—now is the time to make them part of the normal process for the event.

The Attendee Learning Experience
These technologies are available now:
- Virtual exhibit halls for planning our walks through a trade show followed up with online interactive brochures and demonstrations.
- Itinerary builders that allow attendees to save, update, print, and download their schedules, even to PalmPilots.
- Dynamic registration lists for identifying other people at the conference by name, title, organization, or locale.
- Onsite virtual bulletin boards for creating informal discussion groups.
- Onsite and offsite polling to assess audience understanding and reactions.
- Downloadable MP3 audio files instead of conference cassette tapes. Some of these files can be integrated with the speaker’s PowerPoint presentation. (Check out BrainShark, http://www.brainshark.com, or Presenter, http://www.presenter.com)
- Pre- and postconference discussions—virtual white boards and community rooms that go beyond chat rooms and electronic discussion lists. Building new forms of purpose-based discussion and communities of interest will ensure that conference programs meet the rapidly changing needs of the information- and technology-focused conference attendee.
- Personalized proactive advice on getting the most out of a conference. Using profiling algorithms, conference organizers can provide direction for the first-timer, the geeks, or the manager. By sharing more information about their
needs and profiles with conference organizers, attendees will get a better, more targeted program and increased networking and discussion opportunities.

The Trade Show Experience
Trade shows have always been the place for attendees to build relationships with vendors, ask questions, and get a quickie demo. We need to see technology used effectively to help us:

- Plan our campaign of attack at huge trade shows before we arrive by being able to create a customized exhibit hall plan, with target booths highlighted.
- Identify what’s really new and whom we need to see and avoid booths that don’t fit our needs.
- See who is going to be there in person and plan accordingly—and not just by reviewing a hyperlinked list of vendors.
- Link to the websites of new vendors and do some previsit investigating before we meet them.
- Follow up with vendors to get pricing information on literature we need.
- Arrange trials of products.

As exciting as these technological tools are, we must be careful not to lose the element of personal networking, both social and professional. Networking is one of the key reasons we attend conferences and workshops. Conferences have long been gathering places for information professionals to meet, exchange ideas and experiences, see new products, and learn. Web conferences deliver information, but they fail to put that information in context or "bring it to life" through personal interaction. Information comes to life during hallway, coffee shop, dinner, and bar conversations. For many attendees, these discussions are the source of the most important learning and insights.

Thus, I am suggesting that we continue our experiments with applying technology to our SLA conferences. For starters, everyone should work with the online planner on the SLA website for the New York conference. It was a marvelous tool for me last year, and I highly recommend it.

Stephen Abram is vice president of Micromedia ProQuest in Canada. He can be reached at sabram@micromedia.ca.

Products and studies mentioned are not endorsed by Stephen Abram, Micromedia ProQuest, or SLA; they are used here for illustrative purposes to highlight the technologies that are coming to market.
Web Content Management
By John Latham

By the time you read this article, SLA will have just launched—or will be about to launch—the second revision of its website, Virtual SLA. SLA’s website was originally launched in early 1996 and was state-of-the-art at that time. It was, however, department-oriented and not as user-friendly as it should have been. It also became so large that we needed to install some content management. In October 2000, we launched the current version of Virtual SLA, which concentrated on user access and homepage flexibility. We installed an SQL database for the main headquarters section of the website, which enabled us to standardize the format and ensure that metadata were included on all pages. We added fields in the administration section for expiration dates and ownership, so that reminders are automatically sent out to staff to check currency; one staff member is responsible for the currency and links for each Web page.

Because of the enormous number of Web pages added over the past two years, and in response to feedback from members, we decided to conduct another major revision of Virtual SLA. The goal is to make the homepage a great advertisement for the services and products SLA offers and to facilitate access to those services and products. We will reduce the emphasis on SLA leadership and management issues, an emphasis that has been useful for the small number of people involved in running the association but not a selling point for the majority of members or potential members.

As part of the revision process, we have been reviewing the statistics on the website. In the 18 months between May 2000 and November 2002, total hits increased from 1,020,762 to 2,053,731 per month. The annual increase from November 2001 to November 2002 was from 1.5 million to 2.1 million. Looking at specific page hits, it is clear how important career resources are to users. Career Services Online has the most hits after the homepage, and 9 chapter job or employment pages feature in the top 50 most popular pages. The Toronto chapter’s Librarians’ Resource Center consistently appears in the top five most popular pages; “Having a Successful Job Interview” is its second most popular page. This strong interest in careers and jobs may be a sign of tough times for librarians in the weak economy; clearly this is a topic on which our members are looking for help.

Career Portal
Taking those statistics into account, the Knowledge Exchange created a Career Portal within SLA Career Services Online (CSO). This portal brings together resources that can be used not only by members looking for jobs but also by those considering a career move, looking to improve their competencies, or wishing to offer their services as mentors. The chapters and divisions also have joblines, as well as information about mentoring programs and other resources. In all, there are more than 40 information portals (www.sla.org/infoportals.cfm), including those on Career Planning and Competencies, Library Joblines and Websites, Salary Surveys, and Opinions and Perceptions of the Profession.

One of the goals of the Knowledge Exchange is to become an invaluable tool for members and a conduit for the exchange of resources by members, to help them in their day-to-day work and in career development. If you know of additional resources or have suggestions for this portal, please contact the Knowledge Exchange, kex@sla.org.

Changing Roles of Corporate Information Professionals
Executive summaries are now available for all seven parts of the Outsell briefing on the changing roles of content deployment functions, based on Outsell’s 2002 survey, which included SLA members (see Recent Industry Reports in SLA’s InfoStore at www.sla.org/infostore). Highlights from the briefings are shown, including the fact that corporate information functions continue to do more with less: Corporate information center functions are down by an average of 30 percent; the typical corporate information professional now supports an average of 270 users, compared with 76 in 2001; and many of the “disappearing” full-time information center employees have moved to the business units they once served. In the academic world, teaching users to become self-sufficient is the service paradigm, but even in the digital world, print continues to reign supreme for content deployment and use. Market intelligence (MI) professionals have improved their position at the strategic/executive table, with 34 percent of MI functions reporting to executive management functions, compared with 22 percent in the previous year. The summaries offer a lot of useful information. The full reports are available from Outsell Inc., as indicated on the Web page.

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New Jersey Chapter Announces Member of the Year Award

The board of directors of the New Jersey chapter has selected Laura Antos as Member of the Year. Antos has been actively involved with the chapter at various levels for many years. In 1996 she served as public relations chair; in 1997–98, as secretary of the board of directors; in 1999–2000, as president. In 2002 Antos was director of communications; she supported the editor's work in transforming the chapter bulletin to PDF format and worked with the business manager to create online advertising links and rates for the sponsors of chapter programs.

Creegan Wins New Jersey Chapter President's Award

The New Jersey chapter recently presented its 2002 President's Award to Kate Creegan, in recognition of her generosity, knowledge, and expertise. Creegan serves as the chapter's webmaster and has been instrumental in making improvements to the chapter website. The president of the chapter determines the award.

Deadline Approaching for Stephen I. Goldspiel Memorial Research Grant

The deadline to submit proposals and applications for the 2003 Steven I. Goldspiel Memorial Research Grant is February 17, 2003. The grant is an endowed fund designed to support projects that promote research on and advancement of library sciences, focusing in particular on projects that address the goals identified in the SLA Research Statement (www.sla.org/researchstatement). The Goldspiel grant is available internationally to both practitioners and academics; doctoral students are encouraged to apply. Membership in SLA is not a prerequisite for submitting a proposal. The grant recipient will be chosen at the SLA Board of Directors meeting during the 94th Annual Conference in New York, June 7–12, 2003, and will be notified by June 30. For more information on the Steven I. Goldspiel Memorial Research Grant visit www.sla.org/goldspielgrant or contact the John Latham, director of the Knowledge Exchange, at 202-939-3639; email john@sla.org.

"Orchestrating a World of Information" Selected as Theme of ISLD 2003

SLA has selected "Orchestrating a World of Information" as the official theme of ISLD 2003 (April 10, 2003). This year's theme was submitted by SLA member Linda Morgan Davis, chief medical librarian/manager OE support services, Lovelace Health Systems, Albuquerque, New Mexico. Her theme conveys the message that information professionals are the most qualified experts to handle today's complex world of information. Since 1991, ISLD has provided an opportunity for information professionals to promote their libraries' services and accomplishments within their organizations. To learn more about ISLD, please visit the ISLD section on Virtual SLA at www.sla.org or contact the SLA Public Relations' Office at 202-939-3633.

Pamela Tripp-Melby has been appointed division chief for information services at the International Monetary Fund. In this role she is responsible for leading the joint World Bank–IMF Library and for the archives and records management function for the IMF. She heads a management team charged with developing integrated information services for the staffs of the World Bank and the IMF. Tripp-Melby comes to this position after a succession of library positions at the World Bank.

Heather Maloney Noyes, former chair of the External Relations Committee for the Cincinnati chapter, has an article in the October 21, 2002, issue of the Cincinnati Business Courier. Maloney Noyes describes the range of work performed by special librarians and their value to their organizations. She ends the article with a link to SLA's Career Connection for information on how to hire an information professional.

Read the article online at http://cincinnati.bizjournals.com/cincinnati/stories/2002/10/21/smallb3.html.
March 2003
Alaska Library Association 2003 Conference
March 6–9
Juneau, AK
www.akla.org/Juneau2003/juneau.htm

Computers in Libraries 2003
March 12–14
Washington, DC
www.infotoday.com

Internet Librarian International
March 17–19
London, UK
www.internet-librarian.com

Information Highways 2003 Conference & Showcase
March 24–26
Toronto, Canada
www.informationhighways.net/conference.html

ASIDIC Spring Meeting
March 30–April 1
Las Vegas, NV
www.asidic.org

April 2003
AIIM Conference 2003
April 7–9
New York, NY
www.aiim2003.com

Buying & Selling eContent
April 13–15
Scottsdale, AZ
www.buy-sell-econtent.com

APLIC-I Conference
April 28–30
Minneapolis, MN
http://www.aplic.org/conferences/conferences.htm

June 2003
SLA 2003 Annual Conference
June 7–12
New York, NY
www.sla.org

August 2003
Association for Computing Machinery
HyperText 03
August 26–30
Nottingham, UK
http://www.ht03.org

Keep June 7–12 open on your calendars for SLA's 94th Annual Conference in New York!

* Conference at which SLA will be exhibiting
Inspiration often comes from unlikely sources. That's why epixtech has spent the last two decades helping special libraries manage their unique, ever-changing resources. Now epixtech is Dynix. Dynix empowers special libraries to embrace the challenges of the digital world and deliver the leading-edge services your users now demand. With libraries great things can happen. With Dynix they do.
It's Boolean, only better.

"AND," "OR," and "NOT" are just the beginning. With more than 20 precision search commands, Dialog lets you manipulate your search results to meet your exact needs. SORT to arrange information the way you want it. EXPAND to identify related search terms. RD to remove duplicates. KEEP to make a subset of data that you can use in a subsequent search. And that's just the beginning of the world's most powerful online information service. With Dialog, you search the way you want to search. And find precisely what you need. To learn more, visit www.dialog.com.

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