


Spring 1989

Special Libraries, Spring 1989

Special Libraries Association

Follow this and additional works at: https://scholarworks.sjsu.edu/sla_sl_1989

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

Recommended Citation

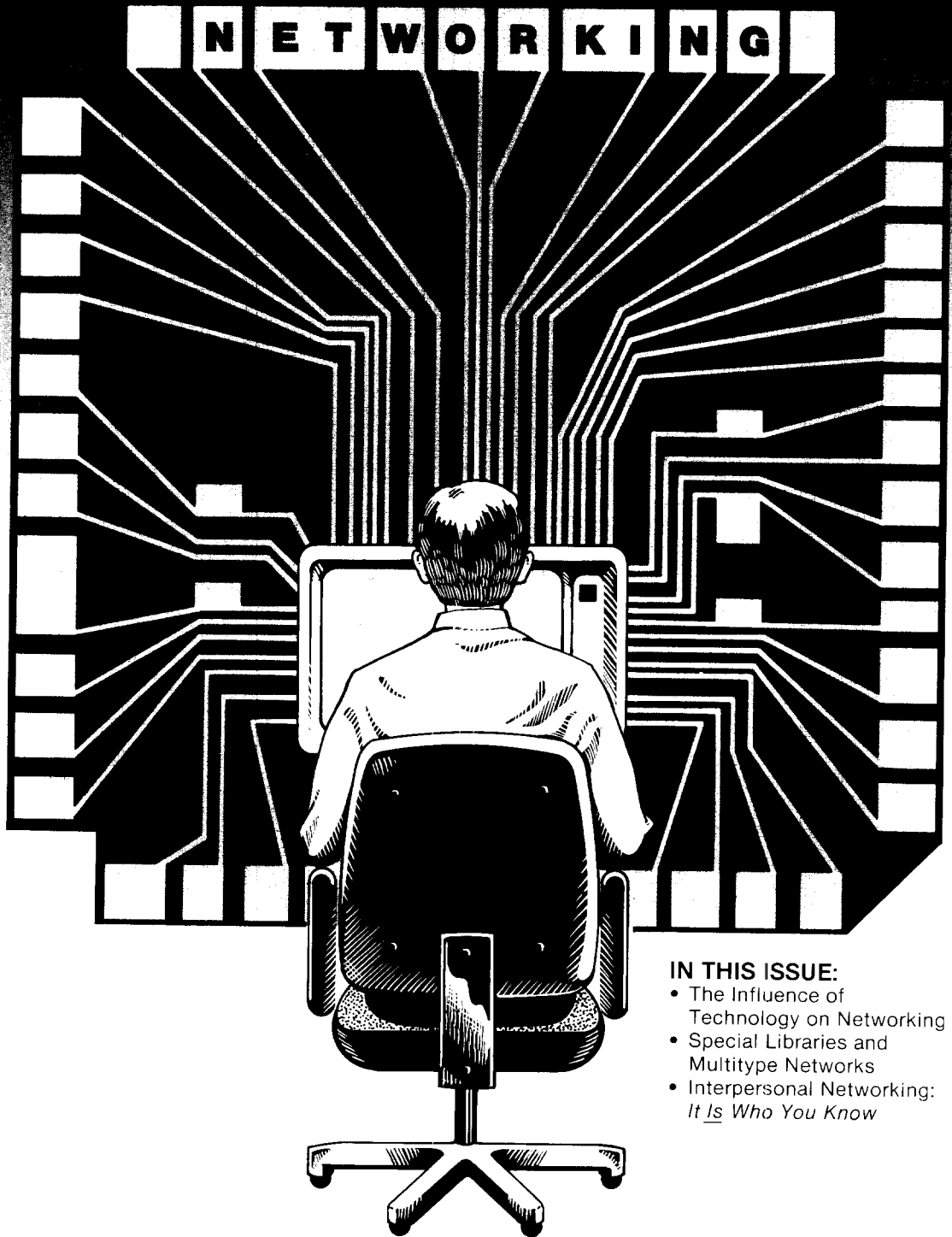
Special Libraries Association, "Special Libraries, Spring 1989" (1989). *Special Libraries, 1989*. 2.
https://scholarworks.sjsu.edu/sla_sl_1989/2

This Magazine is brought to you for free and open access by the Special Libraries, 1980s at SJSU ScholarWorks. It has been accepted for inclusion in Special Libraries, 1989 by an authorized administrator of SJSU ScholarWorks. For more information, please contact scholarworks@sjsu.edu.

special libraries

Spring 1989, vol. 80, no. 2

SPLBAN 80(2) 82-156 (1989)
ISSN 0038-6723



IN THIS ISSUE:

- The Influence of Technology on Networking
- Special Libraries and Multitype Networks
- Interpersonal Networking:
It Is Who You Know



HOW TO TAME YOUR LIBRARY.

Even the most efficient library can be a real jungle.

But no more. Data Trek can help you cut through the tangle of managerial and clerical drudgery with high-performance, fully-supported microcomputer automation software.

Regardless of your library's size, specialty or budget, Data Trek can provide everything you need to streamline your operation. Like microcomputer and LAN hardware. Comprehensive training. Technical expertise. And outstanding online support. Data Trek makes automation

very affordable, too, thanks to a unique software design which allows you to put individual modules to work, or combine them into a fully integrated system.

Still not convinced? Then consider this: our state-of-the-art Card Datalog™ System is being used by more special librarians than any other microcomputer system in the world. And, right now, you can get a preview of exactly what it will do for you. Just fill out the coupon below

and mail it in. In return, we'll send you a free Card Datalog Sampler so that you can take your own self-running, guided tour.

If greater efficiency and productivity are what you're hunting for, check out Data Trek.

We think you'll find the difference anything but tame.

data trek

We wrote the book on library automation

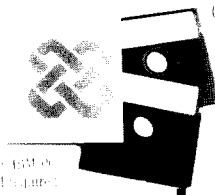
621 Second Street
Encinitas, California 92024
Telephone 619-436-5055

Explore The Data Trek Demo

Free Card Datalog Sampler

Our Card Datalog Sampler, all our programs, attached to our letter case, and return to Data Trek, 621 Second Street, Encinitas, CA 92024. *NOTE: This is not a "No Cost" offer. A \$10.00 shipping charge will be added to your order.*

Name _____
 Title _____
 Library Name _____
 Address _____
 City _____ State _____ Zip _____
 Phone (____) _____
 E-mail _____



Turn to Highsmith

For Satisfaction That's Guaranteed

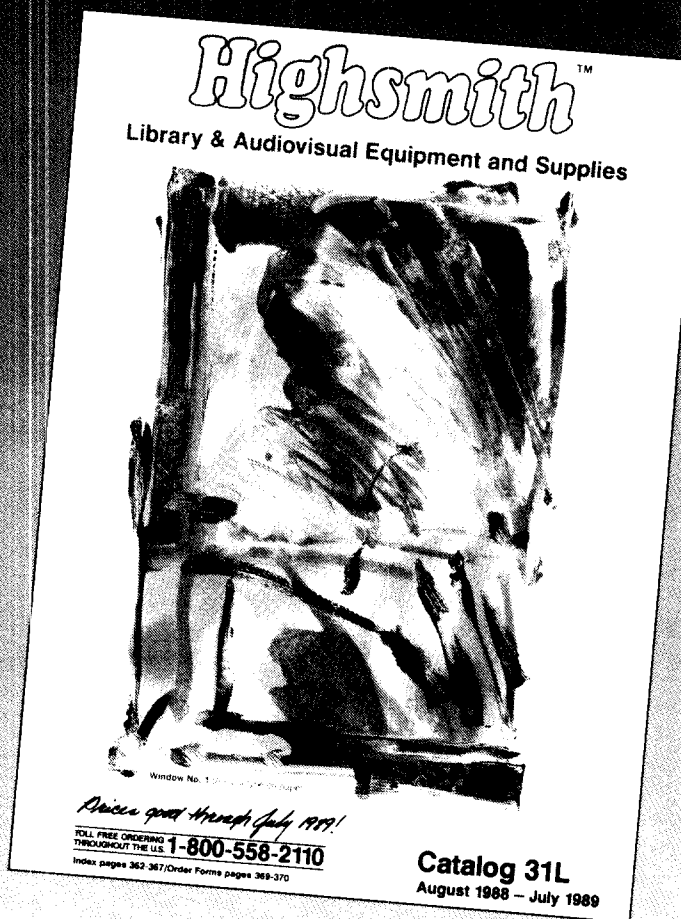
We guarantee that you will be satisfied with our products. And we guarantee our service as well—before, during and after each purchase you make. If you have a problem, we'll solve it. We offer you convenient toll-free telephone service for ordering and customer communications. And we have a reputation for fast and accurate delivery.

For Prices That Fit Your Budget

When you see a price in one of our current catalogs, that's the price you pay. While other suppliers talk about holding the line on prices, we guarantee it. Our prices don't change during a catalog's life cycle unless they go down!

For New Products And Great Service

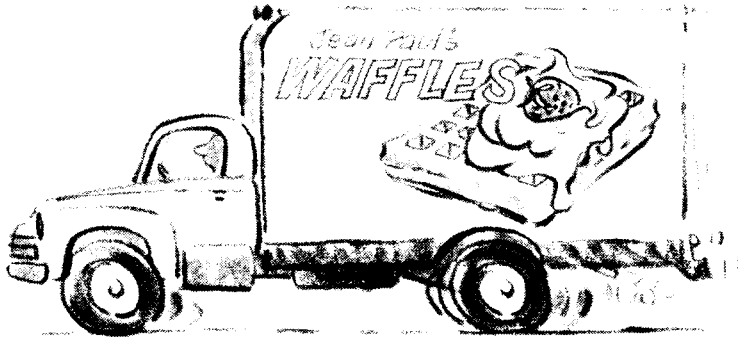
See for yourself. For a catalog, product facts, or to place an order, call or write today!



Highsmith™

Toll Free 1-800-558-2110

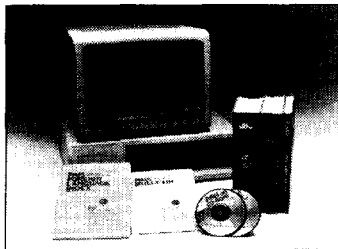
The Highsmith Co., Inc.
W5527 Hwy. 106, P. O. Box 800
Fort Atkinson, WI 53538-0800



Where can you find statistics on the weight, capacity, and fuel requirements of trucks in Belgium?

Next time you face a tough question, next time you need an answer other print and electronic indexes can't provide, start your search where you're bound to find the right answer: PAIS. Only PAIS' acclaimed public/social policy indexes give you:

- Selective coverage of the public/social aspects of business, economics, finance, law and legislation, international trade and relations, public health, and much more.
- Eclectic coverage of literature published around the world in English, French, German, Italian, Portuguese, and Spanish.



- Precise indexing of monographs, periodicals, directories, government documents—in all, nearly 300,000 stringently edited items in the electronic formats and more than one million items in the print indexes.

- A treasure trove of references to hard-to-find statistics, demographics, business trends, and background information.
- The indexing format that meets your needs best: print, online, or CD-ROM.

For more information on PAIS' family of public/social policy indexes, call today.

PAIS

Public Affairs Information Service, Inc.

521 West 43rd Street • New York, NY 10036-4396 • 800-288-PAIS
212-736-6629 (outside the U.S.)

In Print: PAIS BULLETIN • PAIS FOREIGN LANGUAGE INDEX • PAIS SUBJECT HEADINGS
Online: PAIS INTERNATIONAL *On Compact Disc:* PAIS ON CD-ROM

—special libraries—

Spring 1989 Vol. 80, No. 2 SPLBAN 80 (2) 82-156 ISSN 0038-6723

- | | | | |
|-----|---|--------------------------|---|
| 82 | The Influence of Technology
on Networking
<i>Pat Moholt</i> | 113 | U.S. Agricultural Information
Network: Genesis
of a Cooperative Network
<i>Sarah E. Thomas</i> |
| 85 | Special Libraries
and Multitype Networks
<i>JoAn Segal</i> | 118 | Networking by Special
Libraries and the Role of the Special
Libraries Association
<i>Sharyn Ladner</i> |
| 94 | Networks and Networking:
How and Why Should Special
Libraries be Involved
<i>Beth Paskoff</i> | 125 | Networking Among Chevron
Libraries
<i>Margaret Linden</i> |
| 101 | Coalition for Progress:
The New York State Library and
State Agency Libraries
<i>Marilyn Douglas</i> | ----- On The Scene ----- | |

- | | | | |
|-----|---|-----|--|
| 107 | Interpersonal Networking:
It Is Who You Know
<i>Guy St. Clair</i> | 130 | Herbert White Addresses
SLA's D.C. Chapter
<i>Jean Tatlias</i> |
|-----|---|-----|--|

Cover design by Art Landerman

Guest Editor: Beth Paskoff

Editor: Maria Barry

Publisher: DAVID R. BENDER
Director, Publishing Services: Helen L. Pile
Secretary, Publishing Services: RAVEN C. MELVILLE

Special Libraries (ISSN 0038-6723) is published by Special Libraries Association, 1700 Eighteenth St. NW, Washington, D.C. 20009 202/234-4700. Quarterly: Winter, Spring, Summer, Fall. Annual index in Fall Issue.

© 1989 by Special Libraries Association. Material protected by this copyright may be photocopied, with credit, for the noncommercial purpose of scholarship or research.

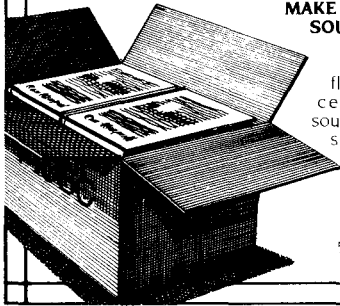
Second class postage paid at Washington, D.C., and at additional offices. POSTMASTER: Send address changes to *Special Libraries*, Special Libraries Association, 1700 Eighteenth St. NW, Washington, D.C. 20009.

- | | |
|-----|--|
| 132 | Special Report From a
Preconference Meeting
<i>James Matarazzo</i> |
| 135 | Review of Special
Libraries in New York City |
| 141 | User and Information Dynamics:
Managing Change
SLA's 80th Annual Conference
June 10-15, 1989
New York City |
| 150 | Actions of the Board |
| 153 | Book Reviews |
| 155 | Information For
Contributors |
| 40A | Index to Advertisers |

OUR SPEED IN DELIVERING GPO PUBLICATIONS FILLS VOLUMES

OVERNIGHT DELIVERY FROM AOBC. Up till now, waiting weeks for GPO publications to be delivered was standard procedure. AOBC changed that standard with our overnight delivery, a service available to you at special rates. Even if you do not specify "overnight," AOBC ships your GPO publications via UPS within 5 days, instead of 6 to 8 weeks — the time frame considered customary for GPO publications — with no prepayment or deposit account required.

MAKE AOBC YOUR SINGLE SOURCE FOR GPO PUBLICATIONS. Fast delivery. Simple and flexible ordering procedures. Unlimited sources. All these reasons stack up in favor of choosing AOBC as your single source.



for all U.S. Government publications, including books, pamphlets, maps, Congressional hearings and regulations.

ORDERING MADE SIMPLE.

There is no easier way to order your GPO publications than through AOBC. Simply send your purchase order via letter, telex, phone, FAX, computer or any way you find most convenient. If you do not have a GPO stock number available, just give AOBC as much bibliographical information as possible. Should you miss reaching AOBC during the day, FAX your order through our 24-hour service.

MANY SERVICES. MANY SOURCES. Not only is AOBC a source for GPO publications, but we handle all domestic as well as all foreign publishers. With its virtually limitless resources, no wonder AOBC has become "the publication source the world refers to."



THE PUBLICATION SOURCE THE WORLD REFERS TO

550 Walnut Street, Norwood, NJ 07648 USA • 201-767-7600 • FAX 201-784-0263 • TELEX 882384
CLASS OnTyme: AOBC • OCLC: 62817

Subscription Rates: Nonmembers, USA \$48.00 per calendar year includes the quarterly journal, *Special Libraries*, and the monthly newsletter, the *Specialist*; add \$10.00 postage for other countries including Canada. *Special Libraries* is \$12.00 to members, the *Specialist* is \$3.00 to members, included in member dues. Single copies of *Special Libraries* (1981-) \$9.00; single copies of *Specialist* (July 1980-) \$3.00. Membership Directory (not a part of a subscription) is \$25.00.

Back Issues & Hard Cover Reprints (1910-1965): Inquire Kraus Reprint Corp., 16 East 46th St., New York, N.Y. **Hardcopy, Microfilm & Microfiche Editions (1910 to date):** Inquire University Microfilms, Ann Arbor, Michigan. Microforms of the current year are available only to current subscribers to the original.

Changes of Address: Allow six weeks for all changes to become effective. All communications should include both old and new addresses (with ZIP Codes) and should be accompanied by a mailing label from a recent issue. **Refund Policy:** Due to the cost of processing a reimbursement, the Association's policy is that "No refunds will be issued for amounts under \$5.00."

Members should send their communications to the SLA Membership Department, 1700 Eighteenth St., NW, Washington, D.C. 20009.

Nonmember Subscribers should send their communications to the SLA Circulation Department, 1700 Eighteenth St. NW, Washington, D.C. 20009.

Claims for missing issues will not be allowed if received more than six months from date of issue. No claims are

allowed because of failure to notify the Membership Department or the Circulation Department (see above) of a change of address, or because copy is "missing from files."

Special Libraries Association assumes no responsibility for the statements and opinions advanced by the contributors to the Association's publications. Instructions for Contributors appears in *Special Libraries* 79 (no. 1): (Winter 88). A publication catalog is available from the Association's Washington, D.C., office. Editorial views do not necessarily represent the official position of Special Libraries Association. Acceptance of an advertisement does not imply endorsement of the product by Special Libraries Association.

Indexed in: *Book Review Index*, *Computer Contents*, *Cumulative Index to Nursing and Allied Health Literature*, *Historical Abstracts*, *Hospital Literature Index*, *International Bibliography of Book Reviews*, *International Bibliography of Periodical Literature*, *Library Literature*, *Management Index*, and *Science Citation Index*.

Abstracted in: *Cambridge Scientific Abstracts*, *Information Science Abstracts*, *INSPEC*, *Library & Information Science Abstracts*, and *Public Affairs Information Service*.

Membership

DUES. Member or Associate Member \$75.00; Student Member \$15.00; Retired Member \$15.00; Sustaining Member \$300; Sponsor \$500; Patron \$1,000.

From the Guest Editor

By definition, the SLA Networking Committee is expected to "...keep informed of current developments in networking at the national, state or provincial, and local levels, and disseminate information about these developments to the members." Networking Committee members discussed various means of informing SLA members about issues and accomplishments in the area of library networks at the 1988 SLA Winter Conference in Williamsburg. We talked about submitting an article to *Special Libraries*, but as the meeting progressed it became clear one article would not be sufficient. After the meeting, I presented ideas for two articles to the editor of *Special Libraries*, and was delighted when she suggested we do an entire issue on different aspects of networking and cooperation among special libraries.

Our authors have contributed articles describing several specific networks. As guest editor, I present definitions of networks, types of networks, and reasons for networking. JoAnn Segal provides an additional look at multitype library networks and the role of special libraries within them. The important influence of technology on library networking and the effect technology has had on access to information is addressed in an article contributed by Pat Molholt.

Margaret Linden's article is on the Chevron Library Resources Network, and will interest other information professionals interested in intralibrary corporate networks. Marilyn Douglas describes the network of state agency libraries in New York state and the effect the network has had on improving access to quality information throughout the state. Although agriculture librarians have cooperated informally in the past, only recently has a formal network of agriculture librarians been considered. Sarah Thomas describes the development of an agriculture network, the United States Agricultural Information Network.

Most definitions limit library networks to formal agreements among member libraries, but informal relationships are as important. Guy St. Clair examines various aspects of interpersonal networks and discusses their importance in providing quality library and information services. Finally, Sharyn Ladner reviews the involvement of SLA in networking issues and concerns of SLA members.

Our authors' articles on different aspects of networking are welcome contributions to the growing body of literature about networking activities by special librarians. They review the past and define the present, and may help special librarians identify appropriate networking activities for the future.

Beth Paskoff

From the Editor

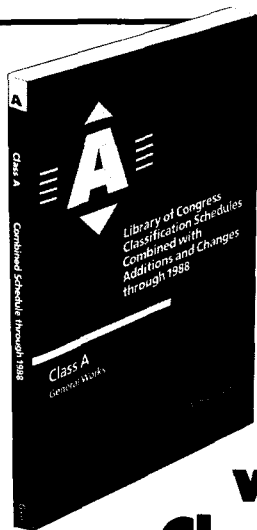
Networking, whether a librarian is calling a neighboring information professional on the phone or using OCLC or UTLAS to obtain information for the user, enhances the special information profession. This issue of *Special Libraries* was put together to inform you, members of the special library and information profession, of the different types, aspects, advantages, and disadvantages of formal and informal networks.

I would like to thank guest editor Beth Paskoff for her assistance in compiling this special issue. Ms. Paskoff is a faculty member of the School of Library and Information Science at Louisiana State University and a past member of SLA's Networking Committee. Ms. Paskoff was a tremendous help in obtaining and revising articles.

I would also like to thank Raven Melville, SLA Secretary of Publishing Services, for her assistance in producing this issue.



Maria C. Barry



Why look *twice* for your classification schedules?

Get it together with Gale's SUPER-CUMULATION!

1st Schedules Ready March!

LC Classification Schedules **COMBINED** with Additions and Changes through 1988

Gale combines the basic schedule and all its additions and changes into one simple schedule ...

Catalogers everywhere have recognized Gale as **the source** for work-saving cumulations of the additions and changes to the L.C. Classification Schedules. With the help of these cumulations, librarians working on a particular subject no longer have to consult both the current schedule and up to 80 or more quarterlies. Searching involves only two sources: the basic schedule ... and Gale's cumulation.

Now there's an even greater timesaver: everything in ONE source and ONE sequence!

Gale's "super-cumulation" slashes your work load even further. Each schedule is integrated with its current additions and changes into one sequence in a single volume providing readily available, complete, and up-to-date classification information.

► **Increase Productivity!**

Determine the classification number for a book by using just one source.

► **Reduce Classification Errors!**

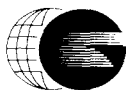
Eliminate multiple source searching for basic cataloging.

► **Improve Search Efficiency!** Obtain all classification information in one sequence.

NOTE: Classes PJ-PK / PN, PR, PS, PZ / Q / and PT PART 1 will not be included since the Library of Congress has recently issued new editions of these schedules.

"An indispensable timesaver." —American Reference Books Annual

If you would like to cut your cataloging time in half, call **toll-free 1-800-223-GALE** and order your combined schedules today! Be sure to mention Order # 04111.

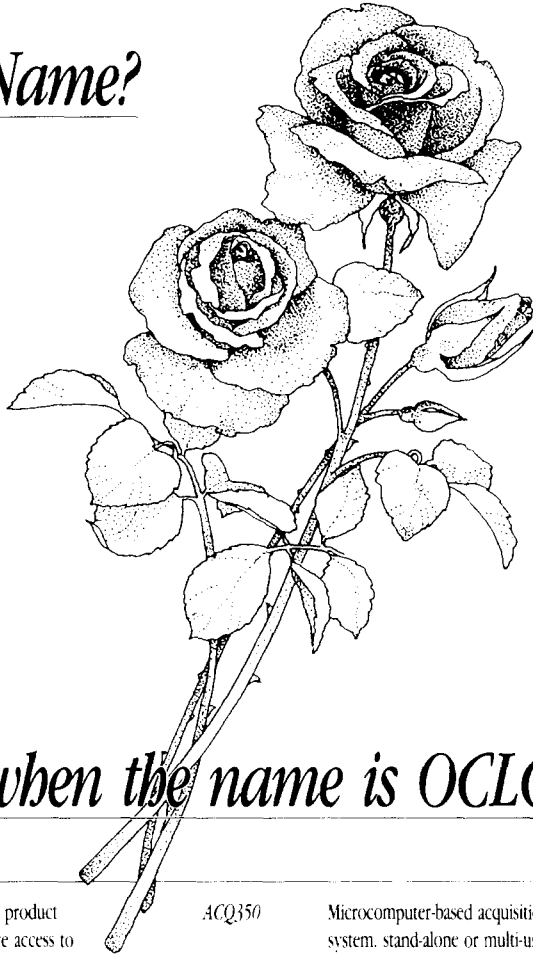


Gale Research Inc.

Book Tower • Dept. 77748 • Detroit, MI 48277-0748

What's in a Name?

EPIC
Search CD450
CAT CD450
LS/2000
CD/2000
ACQ350
SC350
RETROCON
MICROCON



Plenty, when the name is OCLC

<i>EPIC</i>	OCLC's newest reference product provides online interactive access to databases	<i>ACQ350</i>	Microcomputer-based acquisitions system, stand-alone or multi-user
<i>Search CD450</i>	Series of 15 CD-ROM reference databases	<i>SC350</i>	Microcomputer-based serials control system, stand-alone or multi-user
<i>CAT CD450</i>	Compact disc cataloging with the OCLC Online System advantage	<i>RETROCON</i>	Customized retrospective conversion
<i>LS/2000</i>	Integrated local system with sophisticated authorities control	<i>MICROCON</i>	Batch processing retrospective conversion
<i>CD/2000</i>	Compact disc back up to the LS/2000 OPAC		

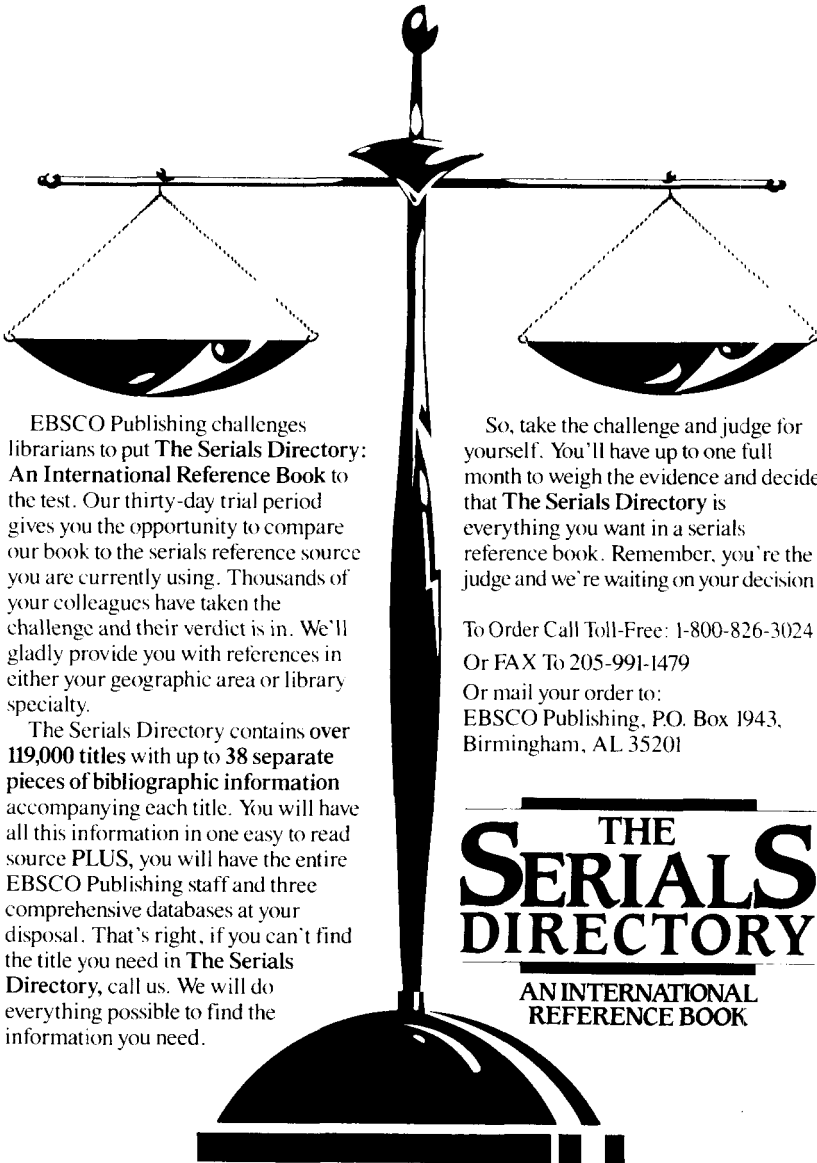
*OCLC: Helping you manage changes in user and information dynamics.
Visit our booth at the Special Libraries Association Conference.*



OCLC Online Computer Library Center, Inc.
6565 Frantz Road
Dublin, Ohio 43017-0702
(614) 764-6000

OCLC Booth Number **305**

You Be The Judge



EBSCO Publishing challenges librarians to put **The Serials Directory: An International Reference Book** to the test. Our thirty-day trial period gives you the opportunity to compare our book to the serials reference source you are currently using. Thousands of your colleagues have taken the challenge and their verdict is in. We'll gladly provide you with references in either your geographic area or library specialty.

The Serials Directory contains over **119,000 titles** with up to **38 separate pieces of bibliographic information** accompanying each title. You will have all this information in one easy to read source **PLUS**, you will have the entire EBSCO Publishing staff and three comprehensive databases at your disposal. That's right, if you can't find the title you need in **The Serials Directory**, call us. We will do everything possible to find the information you need.

So, take the challenge and judge for yourself. You'll have up to one full month to weigh the evidence and decide that **The Serials Directory** is everything you want in a serials reference book. Remember, you're the judge and we're waiting on your decision.

To Order Call Toll-Free: 1-800-826-3024

Or FAX To 205-991-1479

Or mail your order to:
EBSCO Publishing, P.O. Box 1943,
Birmingham, AL 35201

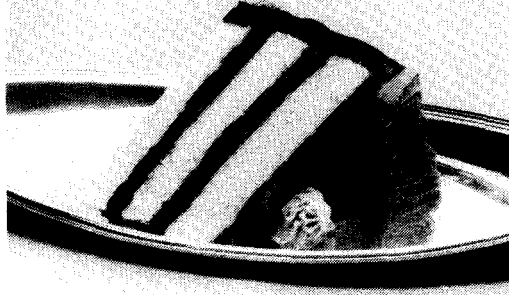
THE SERIALS DIRECTORY

AN INTERNATIONAL
REFERENCE BOOK

We'll provide the trial period . . . call toll-free 1-800-826-3024.



INFORMATION MANAGEMENT WITH INMAGIC:



INMAGIC's recipe for effective library management: a decade of research and field-testing, and the input of a highly-qualified library professional... you!

With INMAGIC and the BIBLIO GUIDE, you can create custom online catalogs and bibliographies, and manage serials, acquisitions, loans and more.

As the industry's first truly comprehensive "textbase" management software, INMAGIC combines the easy-to-learn structure of dedicated library software with the flexibility of a database management system.

But what makes INMAGIC unique is the ease with which you can set up or change databases and reports to accommodate your own working procedures for every aspect of library information management.

Maybe that's why over 60% of our new customers are referred from fellow librarians. Library management may never be "a piece of cake," but INMAGIC users are saying some pretty sweet things!

Inmagic, Inc • 2067 Massachusetts Avenue, Cambridge, MA 02140 • 617/661-8124

- Please send me more information on INMAGIC and the BIBLIO GUIDE.
- Have a dealer or representative call me.
- Send TESTMAGIC demo disk for _____ computer.
I have enclosed payment or purchase order for \$45.

Name _____ Phone _____

Library or Firm _____

Address _____

City _____ State _____ Zip _____

MAIL TO: Inmagic, Inc, 2067 Massachusetts Ave., Cambridge, MA 02140-1338.

SL

INMAGIC® and the BIBLIO GUIDE™ are available for the IBM PC and compatibles, Wang PC, DEC VAX and MicroVAX. Online help and tutorials, quarterly newsletters, and 45-day free telephone assistance are included.



**I have the best job
in the serials
subscription business...**

**because it offers so many
opportunities for service
to my colleagues
in academic libraries.**

"I spent 16 years in an academic library where I experienced firsthand the complexities of serials management, the challenges of collection development and the great demands placed on academic librarians. At EBSCO I've found a significant way to put that experience to work for our customers.

"I'm an Account Services Manager, a position that's unique to EBSCO in the serials subscription business. It's my job to see that you get all the help you need from EBSCO to manage your serials responsibilities effectively. So I listen ... I advise ... and I solve problems.

"Like my counterparts in EBSCO Regional Offices across the country, I work with the other members of your serials support group—the EBSCO Sales Representative, General Manager and Customer Service Representative—to ensure that the routine aspects of your subscription program are

handled promptly and efficiently. But I'm also available to help with the more sophisticated, non-routine needs you might have—like customized budget analysis reports, collection development reports, training seminars, reviews of services provided and of others available through EBSCO ... whatever your special needs may be."

*Lee Ketcham, MLS
Account Services Manager*

At EBSCO, we think *academic librarians deserve qualified personnel who know and understand the challenges they face.* Isn't that what you expect from a professional subscription agency?



International Headquarters
P.O. Box 1943 • Birmingham, AL 35201
1-800-635-4350
In AL call collect 991-1182

CALL US TOLL FREE AT 1-800-635-4350 TO LEARN MORE.

Nobody else gives you so much patent information, so clearly, so fast.

Rapid Patent Service™ is the world's largest private supplier of patent and trademark information, with enough patent research products and services to fill a book—our new free Info-Kit. Order it now if you need:

Same-day or overnight copies of patents from our in-house database of over 6 million patents.

Automatic monitoring of U.S. patents you need to follow with weekly delivery of documentation.

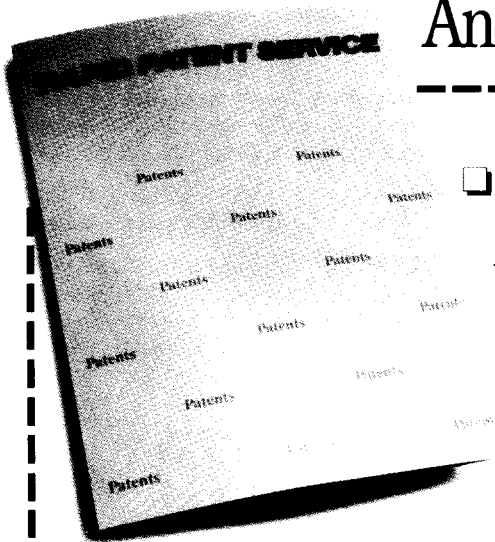
Fast delivery of file history/wrappers with more and better-organized information than any other source.

Instant access to post-issue changes long before decisions are reached or other sources spread the news. Revolutionary **Patent Status File™** publication alerts you to over 21 actions. **LitAlert®**, available in print and online, details pending litigation.

Plus patent and trademark searches, translations, customized patent services, and more.

See what you're missing...

And here's the proof.



Write or call now.

Yes, please send me the FREE Rapid Patent Service™ Info-Kit today.

NAME _____

TITLE _____

COMPANY OR FIRM _____

ADDRESS _____

() _____
TELEPHONE

OR CALL 1-800-336-5010. IN VIRGINIA, (703) 920-5050.

RAPID PATENT SERVICE™

Box 2527 Eads Station ■ Arlington, VA 22202

123 56

Patent Status File™, LitAlert® and Rapid Patent Service™ are trademarks of Research Publications, Inc.

COPYRIGHT 1987 Research Publications, Inc.

Fast Access to Worldwide Business Information

Predicasts Business Reference Services include:

Abstracting Services

Predicasts Overview of Markets and Technology (PROMT)

Multi-industry, international, substantive abstracts

Aerospace/Defense Markets & Technology (ADM&T)

Abstracts from the world's key aerospace and defense literature

Indexing Services

F&S Indexes—the reference library standard. Broadest scope of source coverage. Concise one- and two-line entries. Four editions are available:

United States
Europe
International
Index of Corporate Change

Statistical Services

Forecasts

Projections for U.S. products, industries and economic indicators: sales, shipments, consumption, etc.

Worldcasts

Same as Forecasts but international. Available in Product and Region volumes, or as a set.

Basebook

Historic data for U.S. products, industries and economic indicators. Complements Forecasts.

Predicasts Business Reference Services: a series of abstracting, indexing and statistical services designed to help you and your patrons quickly find answers to research questions and identify sources of information.

Access to Information from a Broad Range of Sources

With coverage of nearly 2,500 trade and industry journals, major business newspapers, business magazines and special reports and publications issued by government agencies, industry associations and independent organizations, **Predicasts Business Reference Services** help you find information regardless of where it originally appears.

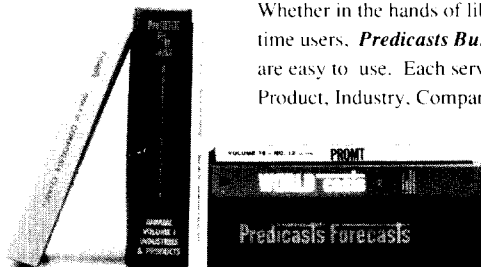
Many Users, Many Uses

Librarians, students, consultants and business patrons from all industries use Predicasts publications to research:

- New Products and Technologies
- Market Share/Market Size
- Corporate Ownership Changes
- Government Policies/Regulation
- Facility Capacities/Expansions
- Price Trends
- Competitor Activities
- New Business Opportunities
- End-Use Industries
- Industry Trends / Forecasts
- Social/Political Climates
- Economic Environments

Logical and Efficient Data Organization

Whether in the hands of library professionals or first time users, **Predicasts Business Reference Services** are easy to use. Each service is fully indexed by Product, Industry, Company and Event.



Complimentary Issues for Evaluation — Yours for the Asking

See how **Predicasts Business Reference Services** can be put to work in your library. Write us to request evaluation copies of any of our Business Reference Services, (excluding Statistical Services, for which sample pages will be sent) or for a catalog describing each service in detail.

Predicasts® The first source for information on business and technology

North America: 11001 Cedar Avenue · Cleveland OH 44106 (216) 795-3000 (800) 321-6388 Fax (216) 229-9944

When it comes to service, Faxon means business.

Faxon's Business Division provides the fast, responsive serials management service you need. Only Faxon offers you an entire division devoted exclusively to serving business clients.

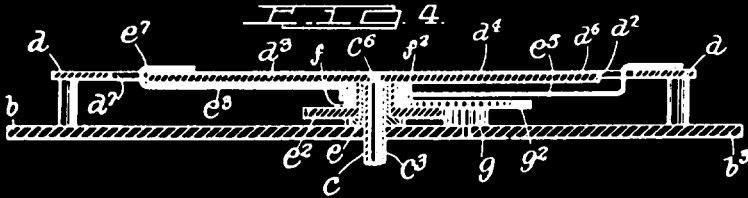
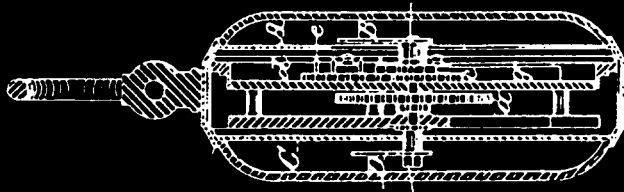
That means sales professionals who understand your needs and a wide range of flexible services to help you, whether you need to find information quickly or make your budget go further. Above all, you'll appreciate the consistent, personal service you get from your assigned client service representative – someone you can ask for by name, who handles your day-to-day service needs.

To find out how we can help your business, visit us at Booth 400.

faxon

Business Information Services

15 Southwest Park
Westwood, MA 02090
1-800-225-6055
(In MA, call collect, 1-617-329-3350)



Whodunnit?

Find out with United States Patents from Research Publications – your single source for patent information.

U.S. Patents help you to stay on top of technological developments in any field. A full 80% of the material in U.S. Patents isn't published anywhere else. They are **the** essential tools for patent attorneys, researchers and inventors.

Research Publications has the current subscriptions and backfiles to the U.S. Patents you need.

- **U.S. Utility Patents:** general and mechanical, chemical, and electrical
- **U.S. Utility Chemical Patents Only**
- **U.S. Design Patents**
- **U.S. Reissue Patents**

● The Official Gazette of the United States Patent and Trademark Office

All U.S. Patents are available in space-saving, easy-to-use microform, with document "blips" to facilitate automatic retrieval.

In addition to complete U.S. Patents in microform, you'll also find Patent Status File™, a print publication that tracks over 25 post-issue actions to U.S. Patents since 1969, and identifies where the documentation is located on RP's microfilm. And, our **Rapid Patent Service®** customized search and alert services make patent research quick and convenient.

No other single source offers you more U.S. Patent information than Research Publications. **For a complete catalog and price list, call toll-free 1-800-REACH-RP (1-800-732-2477).** In Alaska, Connecticut, and Canada, call collect (203) 397-2600. Or use the coupon below.

Please send me information on these custom patent services:

Copies of U.S. or Foreign Patents

File History PLUS™


Search Services – Patents/Trademarks

Patent Alert Services – Technology/Inventor/Assignee

Litigation Alert Service

Classification Order Watch Service

Translations



infofile #26

12 456789

research publications®

12 Lunar Drive/Drawer AB
Woodbridge, CT 06525

Please send me your complete patent catalog and price list.

Please have a sales representative call me.

Name _____ Title _____

Institution _____

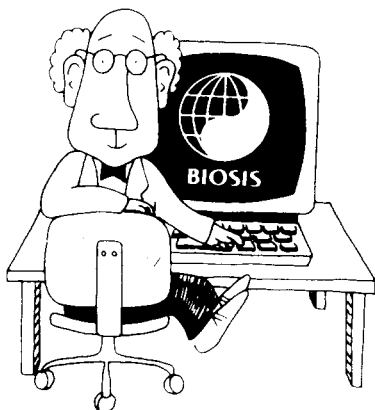
Address _____

City _____ State _____ Zip _____

Phone _____

1-800-REACH-RP

We've Put Our Reputation Online!



You know us as the producer of **Biological Abstracts**[®]. For over 60 years we've been providing coverage of the latest research findings in the life sciences.

We also produce **BIOSIS Previews**[®], the online database offering you the largest collection of biological and biomedical references available. This database monitors over 9,000 serial sources from more than 100 countries for news of important life science research findings, noteworthy clinical studies, or discoveries of new organisms. We'll process over 500,000 new items this year. Over 6.5 million citations will be included in the **BIOSIS Previews** database by the end of 1989.

Whether you're looking for current life research findings, or the historical background of a particular topic, **BIOSIS Previews** can provide you with references to a massive and diverse body of scientific literature. It's the life science research database that will answer your questions.

For more information or to find out how to access **BIOSIS Previews**, return the coupon below.

Biological Abstracts and **BIOSIS Previews** are registered trademarks of BIOSIS. BIOSIS is a registered trademark of Biological Abstracts Inc.

Name _____

Title _____

Organization _____

Address _____

City _____

State _____

Postal Code _____

Country _____



BIOSIS[®]

Return to:

BIOSIS Marketing Section, 2100 Arch Street, Philadelphia, PA 19103-1399
USA. Telephone (215) 587-4800 worldwide; toll free 1-800-523-4806 (USA
except PA); Telex 831739; Fax (215) 587-2016.

SL489R0

Are your serials always cliffhangers?

Introducing Local Systems SC350—the serials system that won't leave you hanging.

Local Systems SC350 system—a complete serials control package—gives you the benefits of extensive support and expertise that OCLC is uniquely qualified to offer. At the same time, you are given the ability to control serials costs with the benefit of total automation.

Busy library staff will find SC350 easy to use because it is menu-driven and uses simple function keys. The SC350 system offers: online prediction and check-in of serials; hierarchical fund accounting; bindery records; a sophisticated system-flagged claiming function; and provides controls for regular and irregular serials. Reports are

flexible and able to provide valuable financial and cost information. SC350 operates as a stand-alone system or in a multi-station environment and is designed to use national serials standards.

SC350 also serves as the serials subsystem of a completely integrated LS 2000 system package and is backed by OCLC, the leader in library automation support. Let your next serial search have a happy ending, give us a call.



**Local
Systems**

6565 Frantz Road, Dublin, Ohio 43017-0702
Phone (614) 764-6000 or (800) 848-5878, or
in Ohio, (800) 848-8286. Ask for extension 6403

The Influence of Technology on Library Networking

Pat Molholt

■ Networking, the sharing of information resources, is dramatically enhanced by telecommunications networks. To continue their historic success in resource sharing, librarians must recognize both the potential and problems that result when the classic and modern concepts of networking merge. Successful cooperation is closely related to adherence to standards. In the electronic environment this is doubly true.

Introduction

LIBRARIANS have been familiar with the concept of networking for decades. They have predicated a portion of their service goals on networking—the ability to obtain needed materials from other libraries. What has changed in the 1980s is the ability to carry out such resource sharing more efficiently with the use of telecommunications networks. Such progress is not without cost, however. In addition to the hard dollars associated with network connections, there is perhaps a greater cost in the form of adherence to standards. Successful cooperation is directly related to librarians' willingness to conform to cataloging standards, interlibrary loan standards, and the like. As the technology of electronic communications pervades increasing amounts of our work, the question of cooperation is seen to rest on shaky ground. Technology changes networking. To continue their historic success in resource sharing, librarians must recognize both the potential and the problems resulting when the classic and the modern concepts of networking merge.

A Bit of History

Librarians were drawn into telecommunications systems at a remarkably early stage, and for the most part, remained quite unaware of the development itself. From the start, telecommunications services were folded into the access and use agreements of OCLC and RLG. Libraries purchased such services with little knowledge or understanding of their capabilities or potential. Had the deregulation of the telephone company not occurred, librarians would have lived in well-served, but ignorant bliss several years longer than they did. Deregulation, coupled with the need to move increasing amounts of information ever faster, threw librarians into a marketplace they were ill-equipped to handle, a marketplace unprepared to handle librarians' demands for systems that were both reliable and easy to use. The standard by which librarians measured their telecommunications options was, and remains, far above that accepted in the computer world. Library administrators may be ignorant of how OCLC, for example, delivers a product to their catalogers desks, but they do

know it is reliable enough to base an entire operation on with little fear of serious technical failure. In computer jargon that is known as a production system and is rare in the telecommunications world at large.

A second factor comes into play when we look at the merger of networking and telecommunications, namely standards. As the library community and the computing/programming community cross paths, there is genuine wonder in the latter about the existence and use of the MARC record. In a world with a consistent lack of conformity (note the multiple variations of programming languages and the variety of electronic mail address formats), the notion that thousands of libraries conduct their daily business along well-defined norms is a marvel. As one looks back over the history of library standards, it is truly remarkable that libraries cooperated in adhering to the MARC format, with all its fields, subfields, and codes, often with little or no idea of the eventual benefits to be reaped years down the road. The immediate benefit of receiving catalog cards in sorted and alphabetized order used only a small portion of what was required to catalog a book in full MARC format. It was labor saving enough, and future use of the rest of the record was apparently accepted on faith. The profession owes the creators of MARC an incredible debt of thanks, yet we must now ask, "Where do we go from here?" Thought is currently being given to merging all record types, creating a single MARC record, and to devising a record for classification systems so that subject searching can eventually be enhanced with structured classification access. These are exciting ideas requiring even further cooperation on the part of librarians.

Technology and Networks

Fundamental economic principles govern the behavior of libraries. Although we do not often speak of cost/benefit ratios they are, in fact, at work in the decisions we make. We have gone so far as to embed them in some of the regulations governing our resource sharing; for example, the "rule of five," which governs borrowing activity is written into the copyright law and limits our borrowing a given title to no more than five times in a year. The rationale is that we should then purchase the title because borrowing is costly and de-

prives the publisher of rightful profit from another sale.

Technology in the form of photocopying has complicated more than our borrowing and lending of materials. Technologies such as microcomputers and CD-ROMS have given libraries a kind of independence not experienced since the isolation of medieval times. This odd juxtaposition reflects back to a time when independence was a by-product of the isolation brought on by physical distance between libraries and the inability of most to read or write. Today's independence is one of choice, and it causes isolationism in place of an independence forced by isolation. Technology has given libraries choices and made life more complicated. It no longer suffices to ask, "Do we provide a particular service or not?"; if the answer is yes, there are further choices as to how it will be provided. An easy example is found in access to indexing and abstracting information. Initially the question was, could we afford a particular index? 'Yes' meant you bought it and shelved it, 'no' meant you spent your money on something else. Today a 'yes' leads to questions of format with trade-offs between speed and cost. There may be a CD-based product, a tape service, or dial-up access to a remote computer file. In the case of selecting the last-mentioned, additional questions arise regarding the vendor and the method of access to that vendor. In any of the yes-scenarios the library patron is served to the best of the library's ability. There is no reason for concern for the patrons of other libraries in these matters.

Let us look at another example where networking in both the classic and modern sense comes into play and where the responsibilities of the players change—union catalogs. Librarians are often finding it more costly to catalog using a shared catalog file such as RILIN or OCLC than to purchase records from vendors. The vendor usually has a single purpose—providing cataloging data. Vendors have no interest in creating a national database of cataloging records and item-location information. In such cases, records are purchased from a vendor and loaded into local, stand-alone systems. Nowhere is information recorded in a shared, openly accessible file to indicate that library X owns item A. Library X inadvertently, but nonetheless effectively, is limiting access to its resources to local use,

rendering such resources unavailable for sharing across the state and the nation. This is a case of technology opening up cost-saving possibilities for the individual library that results in a narrowing of the library's focus to its own immediate patron community. Although it can be appropriate for the library to focus on its immediate patron community, not sharing holdings information with the larger library community is an inappropriate limitation. Each time this scenario is repeated the library community, as a whole, loses the ability to rely on its members for interlibrary lending of materials. This negative side of technology reminds us how flexible technology is, its effects not inherently good or bad, but dependent on use and interpretation.

Networks enable librarians, faced with clients' information needs beyond their local resources, to identify and obtain materials and services for those clients. Network access is an enfranchising mechanism that can not be viewed as a luxury. As long as we operate with print-on-paper collections we need to share those collections. As we move increasingly into electronic-based information we can see technology and networks working together to reduce the physical movement of materials.

Libraries as Vendors

Telecommunications networks are already blurring the distinctions between what's in a library and what's accessible to library patrons. Ownership is becoming a secondary issue as we develop end-user services accessing remote databases, and eventually full-text files. An interesting possibility, enabled by desk-top publishing and telecommunications, is developing. Libraries have vast amounts of material in common—if not identical items at least similar coverage of core topics. There are, however, unique collections built up over decades that distinguish particular libraries from each other. It is possible to develop specialized access tools, much like archival finding aids, that offer users detailed information about the content of a unique collection. The usual publishing mechanisms will take profitable responsibility for devising tools to handle that information held in common by libraries. It has been suggested, however, that the libraries themselves will need, and want, to take responsibility for the remainder of the scholarly material.

In August 1988, the Council on Library Resources (CLR) hosted a meeting at UCLA on the future of the research library. Attendees were "graduates" of the Senior Fellows program, sponsored annually by CLR. From those meetings several models of the library in 2000 emerged. The concept of libraries providing in-depth access to their unique collections emerged as a natural result of wanting to improve access to existing print-based collections. It is likely that these tools will be in electronic form and, with the aid of telecommunications technology, the library could also provide access to individuals entirely outside their primary user population, most likely on some form of cost-recovery basis. Creating something profitable as the result of a necessary process appears to be a good deal for all concerned.

Challenges Ahead

With this and other examples one can see the potential for technology not only changing how libraries operate but opening up new possibilities for future activities. The problems, however, are long standing. For all the adeptness librarians have demonstrated in adapting technologies to the needs of information handling, telecommunications technology is a different animal. First, librarians have already taken a leadership role in directing its development. The work of individuals like Henriette Avram, and her staff at the Library of Congress, is in the forefront of the Open Systems Interconnect network protocol standards activity. This represents a departure from the norm of following technologies. Second, libraries represent a major segment of telecommunications users. In some instances, the participation of the library community is critical to the success or viability of regional telecommunications networks. Yet the players, those who operate networks as well as librarians, while they are certainly not enemies are likewise not usually seen as allies. With new ground rules the game is open and if the winner is to be the library patron there must be leadership in the library community and cooperation on both sides.

Pat Molholt is Associate Director of Libraries and Affirmative Action Advisor to the President at Rensselaer Polytechnic Institute. She was SLA President in 1984, and is a Fellow of the Association.

Special Libraries and Multitype Networks

JoAn S. Segal

■ Special libraries' unique approach to collection development, stressing access versus acquisition, recommends their participation in multitype networks, despite dependency on net lenders. This paper examines the history of multitype networks and cites a philosophy that transcends the concept of net lending. It is argued that, despite some barriers, special libraries belong in multitype networks because of their special collections, expertise, and because they can therefore provide better service to users. Other interesting, though less tangible, benefits to special libraries and other networkers are also reported.

Introduction

ELSEWHERE in this issue, guest editor Beth Paskoff describes the universe of special libraries and their networking needs. Special libraries are part of the corporate, government, not-for-profit, and academic world. Corporate libraries have a history of self-sufficiency based on their companies' needs for privacy and on the proprietary nature of the materials used in them. An increased demand for service on the part of users, however, constantly obliges special librarians to seek resources outside their own walls. Increased requests for information placed special librarians in the forefront of the burgeoning online searching movement in the 1970's. Now, an ever-increasing number of available online databases provide resources the special librarian could never have drawn upon in past years. As numerical and full-text databases continue to grow in size and number, special librarians will have direct electronic access to large amounts of machine-readable information.

While the mainstay of online searching in the late 1980s (except for law and, to a lesser extent, medicine) is still bibliographic in nature, retrieving bibliographic references is only part of the process of providing service, and the need for networking relationships that enable the special librarian to acquire items or photocopies for users is increasing.

The "access vs. acquisition" model, now a major issue in academic libraries, was successfully faced by many smaller special libraries years ago. A special librarian, whose philosophy is to provide service to users, has never been as oriented to collection development as academic librarians. The nature of the mission of their libraries drives them in opposite directions with regard to developing collections. Acquiring a collection in anticipation of its use is an important philosophy in all libraries. Any library's working collection is the result of a conscious decision to select materials that will be in constant use. However, librarians in small special libraries have long realized that the cost of acquiring significant runs of journals may not be worth the

benefit of having the particular article a user requests immediately available. Except for the large special libraries that are specifically charged with developing collections in certain fields, the special librarian's goal is access to a well-defined information subset for a particular user or group of users.

This mission led to early participation of special libraries in interlibrary loan networks and a realization that, for libraries with the same mission, access costs less than acquisition. Not only are excessive subscription costs saved, the need for space to store collections is reduced. The heavy use of technology, with its accompanying costs, and dependence upon other libraries for supplementary resources caused by buying access is still more cost effective and, consequently, more acceptable to management than storing acquisitions.

Dependence is a two-edged sword, however. If special libraries find it economically advantageous to purchase access rather than to acquire materials, it is because other libraries already acquired those materials. Sensitivity to the perception that one is behaving like a parasite is unpleasant; interpersonal relationships under such situations may be unsatisfactory, with the special librarian being made to feel like an inferior, poor relation. There may be unpleasant feelings from the lending institution as well. In an environment where there is already high demand from the primary clientele—students and faculty in an academic library—added work load from an outside source is usually not welcome. In these days of accountability, many administrators carefully calculate the capital investment value of their collections. They usually know the average cost of an ILL transaction, and they have the capacity to derive a transaction price that represents a reasonable return on that investment. They may wish to pass such a price on to non-primary users. Some large academic libraries establish fee-based service centers to help them recover investment costs and the costs of personnel to handle requests and provide special services. But, where service centers are in tax-supported institutions, librarians in taxpaying businesses chafe at what they see as “double-dipping.”

Establishment of networks where librarians in different types of libraries can participate is a creative way for collegial sharing and negotiation of these issues. This brief paper is an

overview of the role of special libraries in such “multitype” networks.

Multitype Networks

The most carefully-researched definition of multitype networking in recent library literature comes from McClarren. (1) Breaking the phrase into three parts, he defines “*multitype*” as an interlibrary activity involving two or more types of libraries, (i.e., academic, public, school, and special); he defines “*library*” as including not only functional locations with the name “library,” but also related sites and activities such as archives, educational and school media centers, school and learning resource centers, information reference, and research centers; and he defines “*network*” as involving cooperative activities, whether computerized or not. McClarren points to the uniqueness of cooperative library activities, noting that librarians deserve praise for the “development of interlibrary cooperation, of which the multitype library network is the most modern vehicle.” (2)

Hamilton and Ernst's (3) definition embraces the philosophical basis of multitype cooperation. They see it as “a means of mobilizing total library resources to meet the needs of the user without regard to the type of library involved and without classifying the user as a public, school, academic, or special library patron. The goal is to help all library users make more effective use of all library resources and services related to education, work, and recreational needs.” This is the ultimate concept of networking and the loftiest goal toward which library cooperative efforts can strive. In the philosophical scenario, the special library user's needs for work, education, or recreational information and materials are considered together, and receive validation by being treated the same as similar needs of users in other types of libraries. Cooperation is seen as the most effective means for serving library users, not just as a convenience for libraries and librarians.

Historically, many current multitype networks were created to serve a single type of library or to provide a single service for several types of libraries. According to Crockett, (4) they evolved into multitype units as librarians from different kinds of libraries asked to join them. Other networks began as multitypes as

the result of local, state, or multistate initiatives. Currently, the trend is toward organized multitype library cooperation leading to ever higher levels of networking.

McClarren (5) cites the Library Services Act (LSA) of 1956 as the first federal recognition of a responsibility for encouraging library development on a national basis. In the implementation of the LSA, New York state first established public library systems in 1958. In 1965, Kansas authorized the first multitype library systems, followed by Kentucky in 1966. By 1985, 28 states had such authorization and provided some state funding. Sevigny (6) describes the incentives under Title III of the Library Services and Construction Act, (LSCA) beginning in 1966, and the increasing public demand for information as contributing to the rise of library cooperation. He deplores the haphazard growth of networks, suggesting the need for guidelines that include a firm legal basis, solid planning, maximum input from the total constituency, a firm funding formula, and a mutually-agreed-upon role respecting the statewide network. He notes that an intensive period of public library system development in the 1960s was scarcely complete before it was recognized the system did not go far enough. According to Sevigny, the first unified system for multitype cooperation was the Indiana Library Services Authority Act of 1967, which established Area Library Systems Authorities (ALSA's); ALSA's could consist of any group of libraries of any type, joining together in a region within the state. INCOLSA was established as the statewide agency for library automation in Indiana.

Ferguson and Mobley (7) point out how the changed emphasis of Title III of the LSCA affected special libraries. This title provided funds which were administered at the state level "to establish and maintain local, regional, state or interstate networks of libraries for systematic and effective coordination of the resources of school, public, academic and special libraries or information centers." Title III funding, they note, was "the impetus for many states to recognize the existence of special libraries and their place in networks because of the emphasis on multitype library networks." In 1976, Crockett (8) asserted that state librarians were generally committed to multitype networking, and pointed to the then

newly-established California (later Cooperative) Library Agency for Systems and Services (CLASS) as a model of such activity. In 1982, Kidder (9) stated that LSCA interlibrary cooperative funding supported multitypes and provided the first access of special libraries to other libraries and mainstream library events. Writing of the Illinois situation at the time, she noted that its Public Library Systems Act was amended in the early seventies to promote and develop a cooperative network for all types of libraries. But, she noted, in Illinois conversion from a public library to a multitype system required agreement of the existing system board and a majority of the public libraries.

Despite a variety of obstacles, multitype networks grew rapidly. The Association of State Library Agencies' (ASLA) 1976 networking report (10) brought the first realization of the extent of the growth in the cooperative arenas.

The Special Library Reaction

In 1983, a report issued by the Joint Task Force on Networking of the National Commission on Libraries and Information Science (NCLIS) and the Special Libraries Association (SLA), chaired by Patricia Wilson Berger, indicated special libraries were active network participants. (11) Later, in 1988, the *Directory of Special Libraries and Information Centers* listed approximately 800 organizations to which special libraries belong. (12) But, as correctly noted by Christianson, (13) special library cooperation has been characterized by informality.

Special librarians had been in the forefront of technology in the area of database searching, which enlarged their immediate capacity to serve users, but they perceived certain barriers to their active participation in network activity. Some of the barriers are, or were, real at one time. Most have been eliminated or were never actual barriers. Bailey's (14) drawbacks to special library participation in networks includes:

- Failure of expected cost savings to materialize;
- One's cataloging is available for all to see;

- Requirements that interlibrary loan activities follow certain rules;
- Evening and weekend work to accommodate computer schedules;
- Changes in traditional roles of acquisitions, interlibrary loan, and reference staff; and
- Blurred lines of responsibility between the library and the computer department.

Ferguson and Mobley (15) list other deterrents to network participation:

- A sense of second-class citizenship;
- Little incentive to share or announce acquisitions, especially in the highly-competitive sectors such as business;
- Smallness of many special libraries;
- Lack of time to contribute to networking activities; and
- Long-term informal cooperative efforts which are so comfortable, librarians are reluctant to replace them with the more complex or different methods required by formal networks.

They conclude, however, special librarians have hidden behind what Ferguson and Mobley characterize as self-imposed fears—proprietary rights, fear of being inundated with requests, and the concern their collections are too specialized to be of use to others. While cost could be a factor for the small special library, they suggest two or more small libraries consider joining together to take advantage of the benefits of networking.

Kidder's (16) list includes fear of a loss of autonomy, the need to prepare required reports, and concern the library will be inundated with requests. Of course, a good network guarantees the right of each library to set its own policies regarding circulation and gives all participating libraries a voice in setting network rules. Hamilton and Ernst (17) question whether special libraries are too widely diverse to really share resources, serv-

ices, and good ideas. Davis (18) finds special librarians do not join networks because benefits do not justify the cost, current collections meet user needs, or the librarians don't understand how networks function.

Hill (19) characterizes special librarians as falling into six categories with regard to attitudes toward networking:

1. They are not yet using automation;
2. They don't know where to begin;
3. They are too busy with a demanding home-grown system;
4. They were ahead of their time and now have too much invested in an existing system;
5. They are dominated by the corporate data processing system; and
6. They are convinced their corporate secrets would be endangered.

Hill also mentions the difficulty of meeting standards in an eternally understaffed situation, membership obligations, and justifying networking to management. Discounting as a red herring the fear proprietary material will be used for corporate espionage, she suggests the cost of networking is not high in relation to benefits received, but acknowledges the dominance of academic and public libraries in networks. She cites the problem of branch libraries, or libraries in different geographically dispersed branches of a corporation, and how best to serve these libraries through networks in different jurisdictions. Also, she notes, corporations approach contracts very differently than do nonprofit networks with a minimal budget for legal services. She points out potential difficulties in the interface between a full-blown system, such as OCLC, and a local corporation's computer system with its proprietary software. She mentions the need for specialized subject headings in special libraries, and, while acknowledging that modifications of shared cataloging are possible, recognizes the implications for authority control and sharing. Finally, Hill points out the frequent delays in initiating service which are common to networks who must schedule

telephone line installations, link lines into multiplexers, and carry out other time-consuming activities before the library can begin using the utility or network and its systems.

Reaction of Other Multitype Network Participants

Some of the resistance to special libraries networks has been a reluctance of the special librarians to participate, for the reasons mentioned above. But the resistance of other multitype network members to the participation of special libraries, especially those in the for-profit sector, has also been an obstacle. McClarren's (20) list of "fundamental questions" for networkers includes, "How will the public interest be protected if libraries in for-profit companies and institutions are eligible for membership?" Public library fears of loss of funding because of special library participation were unfounded; the fears were based on the notion that networking was a zero-sum game in which, if some gained, others lost. But in some ways, the greatest resistance on both sides, though unspoken, has simply been the fear of change, natural to all humans. Ferguson and Mobley (21) attribute the rise of some barriers to the fact that networks are chartered as not-for-profit organizations, with restrictions growing out of their tax free status and/or government funding rules. Hill (and others) refer to the network worry that their tax status might be jeopardized by the participation of libraries in for-profit institutions. (22) Since the IRS operates through regional agents, who do not always agree with one another, each network has sought rulings from its own IRS agents on the matter. While no definitive answer exists, there is no case in which a network's tax exemption has been challenged because of its corporate members.

The economic realities of the relationship of a special library with a small, specialized collection to a large academic library, as described in the first section of this paper, often causes serious discomfort on the part of librarians with large collections to maintain. Their feelings of being exploited cause resentment; their proprietary feelings about their collections become personal; their relationships with librarians who have come to depend on them for resources are impaired. Most writers on the subject indicate a need for some

sort of compensation for large net lenders. Compensation for net lending is controversial, not because anyone believes it unfair, but because it is so difficult to determine who is a net lender. The issue may be avoided by paying for all lending to those in the network, rather than net lending, but the ideal solution has not yet been found.

Characteristics of Multitype Networks

Multitype networks may exist at several levels. Brunnell (23) identified five levels at the BCR 50th Anniversary Networking Seminar in 1985. Local networks are often very successful in creating important interpersonal links supporting librarians in their search for resources. "At the grass roots level," writes Robinson, (24) "there are hundreds of cooperatives, many of which include special libraries." Substate regional networks, such as the Library Systems in Colorado or Kansas do a yeoman's service in providing cooperative technical services and interlibrary loan referrals. A recent article by Davis (25) describes the network of Missouri systems, in which 64.2 percent of all Missouri libraries other than school libraries participate. Services provided include newsletters, interlibrary loan, continuing education and workshops, courier service, cooperative purchasing, professional reference inquiries, cooperative collection development, and retrospective conversion.

Statewide networks are growing in importance, with many states building inclusive bibliographic databases for cataloging and interlibrary loan purposes. The rise of the state networks over the past ten years has been the most significant networking trend of the 1980s. These networks have the healthy effect of bringing even the smallest libraries into contact with large databases of bibliographical and holdings information from several types of libraries. Not all states include special libraries in their databases, but those that prepare such databases do not deny use of them to special libraries. Trezza (26) enunciated the principle that state libraries should be the cornerstone of national library networking in the NCLIS report of 1974. Therefore, emergence of strong state networks is not surprising. Many state networks are based on multiple levels, with systems providing services at

the substate regional level, a coordination function and database building at the state level, and a link to a national utility. Services include manual and machine-assisted reference assistance, production of cooperative tools such as union lists, COM catalogs and directories, bibliographic access via cataloging and processing services, training, consulting, delivery of materials, cooperative purchasing, and interlibrary cooperation. In 1985, Duane Johnson (27) reiterated Crockett's earlier suggestion that state librarians favor multitype networks. He asserted that state government has the capacity to fund such networks, using the Kansas Library Systems tax as an example. In Kansas, as in many other states, all types of libraries are involved in the state systems and the statewide network. Services provided are a state documents depository, a Talking Books program, a legislative action network, interlibrary loan, a union catalog of bibliographic and holdings records, and the regional service systems.

Multistate regional networks are fewer in number; many are linked with OCLC. All have special libraries as members, all are not-for-profit organizations and although they may have grants or contracts, most are not governmentally funded. Services provided include contracts for shared cataloging via one or another of the "bibliographic utilities" and discounted rates for online searching of the bibliographic databases of vendors such as Dialog and BRS. Many provide retrospective conversion and database building services, all multistate regional networks offer training and continuing education. Publications that assist the member in using a variety of systems are usually produced. Technical assistance on all systems, often including microcomputer systems, is provided.

National networks include the "bibliographic utilities" mentioned above. For most libraries, special or otherwise, participation in a state or regional network gives access to a national multitype network. A few international networks exist at present. UTLAS, a "bibliographic utility" located in Canada, has major customers in the United States, Japan, and Europe; OCLC has many European members, WLN has been emulated in Australia.

The future of networks is somewhat uncertain at present. As far as shared cataloging and

resource sharing is concerned, trends in library automation have led many libraries to use their local systems, augmented by CD-ROM versions of the MARC records, in place of the utilities, and to fail to upload original cataloging to the utility. A predictable, and already apparent, result of this practice is the reduction of the completeness, and therefore the usefulness, of the utilities' databases. The hit rate on the utilities was markedly lower for many academic libraries at the end of 1988 than two years ago. If this trend continues, the entire principle of resource sharing on which these networks are based will be negated and their fate will be jeopardized, together with the advantages they have offered libraries over the past 20 years. But whatever happens at the national level, multitype networking at the local, regional, and state levels is increasingly strong and the possibility of useful participation by special libraries continues.

Special Libraries Belong in Multitype Networks

Some arguments for the participation of special libraries in multitype networks are both practical and mundane. Kidder (28) suggests networking is a viable alternative for special librarians to cope with budget constraints and an ever-increasing flow of information. She also points out that single state systems are accessible and efficient both in themselves and as regional nodes of national networks. Libraries may realize savings on systems, supplies, and continuing education programs, according to Kidder. Similarly, Hill (29) and Bailey (30) mention the benefits of interlibrary loan, reference, cataloging services, and the use of the databases for verification purposes; Brunnell (31) argues that libraries are in networks because they save money; Simpson (32) suggests the ideal network economic formula occurs when the cost to the network is less than the network's price to the member, which is, in turn, less than the price paid by nonmembers. McClarren (33) cites increased access to library materials and reduced cost of local service through group and quantity purchasing and shared staff. Several authors point out the advantage gained by having access to additional resources, thus extending the resources available to serve users. Strable (34) expands on this point,

noting that networks provide access to additional and needed valuable resources for users because networking opens up many library resources that were difficult or impossible to reach before the advent of formalized resource sharing. To some extent, he notes, this access is achieved through directories of members and resources that identify those who will share and, by omission, those who may not.

Many authors also note benefits which are more imaginative and theoretical. Christianson (35) remarks that shared cataloging, which was not a motivator of networking for most special librarians, has proved to be an unexpected gain. This was emphasized by Hill (36) and others, who noted that file building services provided through the shared cataloging function prepare the library for the next round of automation. Hill and McClarren (37) also point out, as an advantage, that librarians in networks have the opportunity to participate in developing the systems they wish to see furthered, and in the encouragement and facilitation of network-wide planning. Kidder (38) lists the development of standards, comparative statistical data, a broader view for planning, and collective lobbying efforts as benefits of taking part in networking. McClarren (39) characterizes networking as allowing special librarians to provide library services not possible on an individual basis and points out how the improvement in the sharing of information that results from participating in networks benefits library administration. Networks also provide opportunities for legislative action and contribute to the socialization of an area's librarians, he says.

His point is an interesting one, particularly for special librarians in one-person environments. As difficult as it is for these librarians to find the time to take part in networking activities, just as important is their participation in the wider world of library development. With little or no opportunity for professional development in librarianship in their work environment, network participation with librarians in other special libraries and other types of libraries presents an invaluable method for maintaining and updating one's professional competencies. This benefit is aptly expressed by Robinson, (40) who remarks that librarians can gain a good deal professionally and personally from participating in networks and cooperatives whose

mandate is to bring librarians together to solve problems, pool resources, and jointly purchase services. Librarians can expand their horizons, meet other librarians in other types of libraries, may find more parallels than they expect, and derive surprising benefits from widening their networks. "Special librarians," Robinson says, "cannot afford to be left out of the policy discussions on the resource pool of the national network." (41) Kidder (42) exhorts special librarians to be exemplary, serving as facilitators and lobbyists for the development of multitype networks and showing that networks can and do work for all types of libraries.

Another interesting and valid argument of participation deals with the special librarian's image. Bailey (43) points out that network activities enhance the image of the librarian, of the organization in which the library is located, and of special librarians in general. Participation in networking at the local, regional, and national level gives the librarian prestige at the corporate level and among librarian colleagues in special and other types of libraries. It allows the librarian to contribute personal expertise and resources, despite the fact the library's resources may not be as considerable as those of the other members. Strable (44) argues that the give and take of the network environment may have a balancing effect on the perception of dependency mentioned earlier. He, too, stresses the "melding" of special librarians into the library community.

But it is not only to special librarians that this exhortation to include themselves in networks is addressed. Networkers must consider the advantages special librarians bring to all types of libraries and their users. Christianson (45) lists unique resources—special librarians' service on governing bodies, their willingness to lend resources, and their reputation for "advanced thinking"—as some advantages of including them in networks. Strable (46) notes that special librarians are used to going beyond their own resources, but are not as accustomed to being used by others. He also proposes information professionals rethink the notion bigger is better in terms of locating resources; often the move to a smaller unit of service may be a better strategy in solving an information problem. Robinson (47) cites the enrichment of the

network bibliographic databases by special libraries with specialized collections as well as the specialized expertise of their librarians as reasons for joining a network.

Conclusion

Ferguson and Mobley (48) identify the inclusion of special libraries in multitype networks as a trend that will and must continue if special librarians are to be responsive to the needs of users in their parent organizations. In addition, multitype networks that include special libraries will be able to offer to their members the specialized collections and unique personal resources these libraries have to offer. The lofty goal of meeting user needs—wherever the user and wherever the resources to satisfy the needs—is within reach.

References

1. McClarren, Robert R. "Improving Access Through Multitype Library Networking: Structure, Governances, Funding, and Services," in *Public Libraries and the Challenges of the Next Two Decades*, ed., Alphonse F. Trezza. Littleton, Colorado: Libraries Unlimited, Inc., 1985. pp. 219–226.
2. Ibid.
3. Hamilton, Beth A. and William B. Ernst, eds., *Multitype Library Cooperation*. New York: Bowker, 1977. 216 pp.
4. Crockett, Ethel S. "The Role of the State Library," in Hamilton and Ernst, op. cit. pp. 55–59.
5. McClarren op. cit., p. 221.
6. Sevigny, Allen. "Emergence of the Multistate Region," in Hamilton and Ernst, op. cit. pp. 48–54.
7. Ferguson, Elizabeth and Emily R. Mobley. *Special Libraries at Work*. New York: Library Professional Publications, 1984. p. 150.
8. Crockett, op. cit., p. 55.
9. Kidder, Audrey J. "The Role of Special Librarians in the Development of Multitype Library Systems." *Special Libraries* 73 (no. 1): 33–38 (January 1982).
10. American Library Association, Association of State Library Agencies and Interlibrary Cooperation Subcommittee, comp. and eds. *The ASLA Report on Interlibrary Cooperation*. Chicago: ALA, 1976. 279 pp.
11. U.S. National Commission on Libraries and Information Science and Special Libraries Association Joint Task Force on Networking. *Report*. Washington DC: Government Printing Office, 1983.
12. *Directory of Special Libraries and Information Centers, 1988*. 11th ed. Detroit: Gale, 1988.
13. Christianson, Elin B. "Special Libraries," in *ALA World Encyclopedia of Library and Information Services*, 2d ed. Chicago: American Library Association, 1986.
14. Bailey, Martha J. *The Special Librarian as a Supervisor or Middle Manager*. New York: Special Libraries Association, 1986.
15. Ferguson and Mobley, op. cit., p. 151.
16. Kidder, op. cit., p. 36.
17. Hamilton and Ernst, op. cit., p. 7.
18. Davis, William P. "Missouri Library Network Study Results." *Show-Me Libraries* 39 (no. 3): 28–30 (December 1987).
19. Hill, Linda L. "Issues in Network Participation for Corporate Librarians." *Special Libraries* 76 (no. 1): 12–10 (Winter, 1985).
20. McClarren, op. cit., p. 224.
21. Ferguson and Mobley, op. cit., p. 151.
22. Hill, op. cit., p. 30.
23. Brunnell, David. "Interfacing Levels of Networking." *Colorado Libraries* (no. 12): 6–10 (Winter 1985).
24. Robinson, Barbara M. "The Role of Special Libraries in the Emerging National Network, Critical Issues." *Special Libraries* 72 (no. 1): 8–16 (January 1981).
25. Davis, op. cit., p. 28.
26. Trezza, Alphonse F. "Relationship and Involvement of the State Library Agencies with the National Program Proposed by NCLIS." Related Paper No. 1, Washington DC: Washington National Commission on Libraries and Information Services. November 1974. 11 pp.

27. Johnson, Duane. "State Networking—A Kansas Perspective." *Colorado Libraries 11* (no. 12): 11–12, 31 (Winter 1985).
28. Kidder, op. cit., p. 33.
29. Hill, op. cit., pp. 8-9.
30. Bailey, op. cit., p. 42.
31. Brunnell, op. cit., p. 13.
32. Simpson, Donald B. in Hamilton and Ernst, op. cit.
33. McClarren, op. cit., p. 222.
34. Strable, Edward G. in Hamilton and Ernst, op. cit.
35. Christianson, op. cit., p. 781.
36. Hill, op. cit., p. 9.
37. McClarren, op. cit., p. 222.
38. Kidder, op. cit., p. 36.
39. McClarren, op. cit., p. 222.
40. Robinson, op. cit., p. 11.
41. Ibid., p. 12.
42. Kidder, op. cit., p. 38.
43. Bailey, op. cit., p. 43.
44. Strable, op. cit.
45. Christianson, op. cit., p. 781.
46. Strable, op. cit.
47. Robinson, op. cit., p. 12.
48. Ferguson and Mobley, op. cit., p. 154.

JoAn S. Segal is executive director of the Association of College and Research Libraries, a division of the American Library Association. Her interest in networking dates to her work at BCR, a library networking agency in Denver. A long-term SLA member, JoAn has held leadership positions at the chapter and division level and was a member of the SLA board, 1983–86.

Networks and Networking: How and Why Should Special Libraries Be Involved

Beth M. Paskoff

■ When used by librarians, the word “network” can refer to formal or informal cooperative efforts by libraries or individuals. Participation in a network can involve selection and acquisition of information, organization of information, storage of information and, most importantly, access to information. There are many benefits to network membership, and most barriers are not substantial. Special librarians have been leaders in some networking endeavors, and are encouraged to continue taking an active role in the future.

What Is a Network?

The word “network” has different meanings in the library profession. Some librarians believe the only networks are bibliographic utilities such as OCLC. For others, a network refers to various types of cooperative relationships among similar libraries such as VALNET, the network of libraries in Veterans Administration Medical Centers, or networks of different types of libraries such as regional or statewide multitype networks. Librarians can also “network” with other individuals or librarians.

The Special Libraries Association (SLA) Networking Committee defined a network “as a formal arrangement whereby several libraries or other organizations engage in a common pattern or exchange of information, materials, services, or all three for some functional pur-

pose.” (1) An additional definition from the American Library Association (ALA) refers specifically to a “library network,” which is, “A specialized type of library cooperation for centralized development of cooperative programs and services ... and requiring the establishment of a central office and a staff to accomplish network programs rather than merely to coordinate them.” (2) Compare “library network” with “library consortium,” a form of cooperation which may have subject or geographic restrictions, and is established to improve resource sharing with formal administration and procedures. Librarians may be unaware of the differences between the two, and may be further confused when other terms such as cooperative systems or federated systems are used. There are so many specific—and similar—terms used to describe the types of networking arrangements librari-

ans establish, the Network Development Office of the Library of Congress issued a 34-page *Glossary for Library Networking* to make sure network developers used consistent terminology. (3)

Martin recognizes that individuals, not just organizations, can network; she broadens the definition, describing a network as, "a group of individuals or organizations that are interconnected to form a system to accomplish some specified goal." (4) Her definition, like those cited above, involves a formal relationship among network members, with a definite plan for what each participant receives in exchange for membership.

The term "network" is also frequently used to refer to interpersonal relationships among individual librarians. On the first page of text in the SLA directory, *Who's Who in Special Libraries*, a boldface heading states, "SLA is a very special network of people." The text goes on to describe ways SLA members network with other special librarians by meeting them at conferences, hearing them speak at various programs, learning from them through publications and continuing education courses, sharing their professional expertise, or finding help for personal information problems. (5) Librarians can also establish interpersonal networks with non-librarians within the corporation or organization that employs them. With the increased use of microcomputers, local area networks (LANs) have become another type of network for librarians to learn about. LANs will not, however, be discussed in this paper.

Why Do Libraries Network?

Libraries cooperate with other libraries for all the same reasons individual libraries exist—selection, acquisition, organization, and storage of and access to information. In a study by Murphy, (6) access to information through expanded interlibrary loan services was identified as a priority for network involvement by 68 percent of special librarians. Special libraries usually have subject depth in their collections, but often do not have the

breadth of subjects to meet all the information needs of their users. Access to information, rather than ownership of information, is essential to special librarians; Benson notes, "No special librarians think of their resources as limited to their own institutions." (7)

Librarians in a network can agree to provide access to their collections to member libraries, offer preferential service to each other, or eliminate or reduce borrowing fees. Their cooperation may grow out of an interpersonal network, where a friend helps out another librarian whose collection does not contain everything users request. As these librarians invite other professional colleagues to join the venture, the additional resources of each library improves access to information for all members. Such networks may exist among libraries within the same organization or geographic area, nationally or internationally.

To facilitate such lending services, libraries may develop a union list of their holdings in paper, microform, compact disc, or online. Developing a union list eliminates delays caused by blind guesses about which library within the network owns a particular item. Delays caused by mailing requests between libraries are reduced when members can accept requests by telephone, telefacsimile, or electronic mail. It is now possible, using networks such as OCLC or the National Library of Medicine's DOCLINE, to request to borrow an item owned within the network and the request is automatically sent by electronic mail to a library that owns the requested item. If that library is unable to loan the item, further requests are automatically sent in sequence to other appropriate libraries within the network until the request is filled.

Document delivery can be another outgrowth of lending services. Initially, network members may rely on the postal service or other commercial carriers to deliver information from one library to another. As the volume of lending increases, it may prove to be cost effective for members within one geographic area to pay for a courier to visit each library on a regular schedule to pick up or deliver information. If a telefacsimile ma-

chine is available in member libraries, it may replace other forms of document delivery when time is a factor, or over distances greater than a courier can serve.

In most instances, lending is between libraries who assume responsibility for items they have borrowed and then pass the needed information on to the individual user. When mutually satisfactory conditions for identification of borrowers and financial responsibility can be arranged, some libraries have been able to permit their users to visit and borrow directly from other libraries in the network. Such reciprocal borrowing is useful when rapid document delivery is not available, when the needed information can not be loaned, or when a very large volume of information is involved. Reciprocal borrowing privileges have been established among public libraries in several states, such as Illinois and New York, and the academic and special libraries in the Research Libraries Group (RLG) offer reciprocal borrowing to researchers from member institutions.

Another aspect of access to information offered by networks is assistance with reference questions—an area where special librarians have excelled. When a timely answer is required and published information not available, special librarians make use of other librarians within their interpersonal networks who can provide the fact or name of an expert to consult. Within formal networks, difficult or unanswered reference questions are forwarded to permit others an attempt to answer. This may be handled through an electronic bulletin board where reference librarians browse for questions with which they can help, or through an individual library that assumes responsibility for advanced reference assistance for the network.

Organization of information is an important reason for networking among libraries. Original cataloging and card preparation are labor intensive activities duplicated by each library that acquires a copy of the same item. From the time of Melville Dewey, there have been efforts to eliminate the need for this duplication of effort. In 1902, the Library of Congress

began to sell catalog cards to other libraries so the libraries would not have to catalog and type cards for each item acquired, a service now offered through regional and national bibliographic networks. Through large databases, such as OCLC, WLN, and UTLAS, libraries have online access to existing bibliographic records for citation verification or cataloging. The shared responsibility by member libraries for inputting bibliographic records permitted rapid growth of the databases.

Martin reports, "the chief reason for library directors' involvement in networks was to alleviate the problem of decreasing financial resources." (8) Access to information they do not have to purchase and use of cataloging records they do not have to create are significant ways information managers stretch budgets. Cooperative purchasing is an additional financial advantage that can make networking attractive to librarians. Networks can negotiate favorable reduced rates for members to access online reference databases, purchase supplies, or for subscriptions and book orders. Some networks also provide continuing education and training programs for the staff of member libraries, and are able to offer courses and speakers individual libraries could not support.

Cooperative collection development is a relatively recent addition to services networks offer. As with other network services, informal cooperation in the area of collection development existed among libraries for many years. Only recently have libraries begun to cooperatively identify responsibility for collection development. Danelly has reviewed cooperative collection activities, and notes most activity has been by academic and public libraries. (9) The well-defined, in-depth collections of many special libraries should make them attractive participants in future cooperative efforts.

Benefits and Barriers

Martin has stated, "Cooperation and networking are endorsed by all," (10) but she goes on to add, "Networking ... can be termed an

unnatural act" because it is difficult for one network to satisfy all its members' demands. Among frequently cited benefits of networking are access to information sources beyond those within the individual library's collection, staff confidence and support from increased professional contact, access to automation, opportunities to develop innovative solutions to problems, and combined financial resources that make it possible to share risk when investing in or developing new applications of technology. Ferguson and Mobley note, "financial considerations have had both a positive and negative effect on network development." (11)

Strable (12) identifies several perceived barriers to cooperation, but notes most are not substantial. The barriers include concern that collections in special libraries are primarily proprietary information which cannot be identified in a union list or database; if a small special library does join a network they will receive more requests for items than they can actually lend; and management will reduce library budgets if they learn the library can borrow, rather than purchase, necessary books, journals, and reports. One barrier to formal networking by special librarians more difficult to overcome is the librarians' satisfaction with their informal networks; they do not always see any advantage to joining the more formal networks.

For the first years of their existence, some bibliographic utilities preferred membership by large libraries who would contribute many new records to the database. Smaller collections in many special libraries were not as attractive as those in large public or academic libraries. In recent years, however, there has been an effort to encourage smaller special libraries to become members of bibliographic networks. Hill (13) has reviewed benefits and problems of OCLC membership by libraries in for-profit organizations. She suggests many of the problems are those of other small libraries, and she offers possible solutions. Reynolds suggests opportunities for small libraries to cooperate as OCLC members to reduce the initial cost of membership. (14)

Some not-for-profit networks have been closed to special libraries in for-profit organizations. This barrier was created because network managers thought their network's tax status would be jeopardized if there were too many members from for-profit organizations. Special librarians were often denied full membership and could not vote on network issues or be represented on the network board. Many formal barriers have been eliminated in recent years, (15) although special librarians still have difficulty in achieving full representation in some networks.

Examples of Networking by Special Librarians

How successful have special librarians been at becoming involved in networks? In some cases, special libraries are considered leaders in the field. Ferguson and Mobley mention the cooperative efforts to establish a lending network for translations started by SLA's Science and Technology Division in 1948 which developed into the National Translations Center. (16) Henkle (17) cites the cooperative efforts of special libraries in the 1950s to produce significant bibliographies such as the *Guide to Cartographical Research* and *Union List of Periodicals in Pharmaceutical Libraries*. In 1980, a conference on the special library role in networks took place at the General Motors Research Laboratories. Papers presented at the conference described innovative library networks such as Exxon's international network of information centers, (18) or the contributions of special libraries to Metro, the New York Metropolitan Reference and Research Library Agency. (19)

Since 1965, the Regional Medical Library (RML) Program has been an excellent example of a nationwide, multitype network serving a single subject interest. Coordinated by the National Library of Medicine (NLM), the RML Program divides the United States into regions, each of which has a major medical library to administer regional programs. Within each region, there are several resource libraries which form a layer between the

Regional Medical Library and the basic units such as hospitals. Services offered by RML include a stratified system of interlibrary loan and document delivery, union lists, continuing education and training programs, and grants. Individual libraries do not actually join the network, but are considered members because they choose to borrow, lend, and use the services offered by the network. Regional governance includes representatives from both resource and basic unit libraries, and regional administrators meet with the NLM for network policy decisions.

The Winter 1987/88 issue of *Science and Technology Libraries* was devoted to library networks within organizations such as corporations or the federal government. In that issue, Penniman and Hawkins describe the library network at AT&T. The services offered by the network of 37 libraries include discounted acquisitions of monographs and serials, centralized cataloging of monographs and indexing of serials, current awareness bulletins, and corporate archives. The authors note that in the future, users will expect more information with shorter document delivery times and with the application of technology, network services will make this possible. (20) The Federal Library and Information Network (FEDLINK), with more than 1000 federal libraries and information centers as members, is the largest library network in the United States. Access to OCLC, BRS, DIALOG, and other database vendors at a substantial discount is a primary service offered to FEDLINK members. FEDLINK also provides OCLC training across the country through contracts with eight regional networks. Future services will include cooperative book ordering and serials subscriptions. The introduction of integrated library systems using minicomputers and microcomputers is expected to increase the number of interagency agreements within the FEDLINK network. (21)

How Can Special Libraries Become Involved In Networks?

Most librarians have never taken a formal

course about networks, and when they must evaluate different networking opportunities they are not familiar with the options. There are many books explaining aspects of networks. Martin's books on library networks (22) or the current *ASCLA Report on Library Cooperation* (23) provide recent information about specific library networks. Because networks do not remain static and the services offered, types of members, or fees charged will change, current sources are important. In 1977, the SLA Networking Committee prepared an SLA State-of-the-Art review entitled *Getting Into Networking: Guidelines for Special Librarians*. (24) The publication provides step-by-step advice for special librarians who want to learn more about networking opportunities, or who must decide whether to join an existing network, or create a new network. The procedure for identifying objectives, organizational structure, and program plans for a new network can also be useful in evaluating the success of an existing network.

Finally, librarians should make use of their own interpersonal networks to learn from colleagues what works best for them. Special librarians considering membership in a bibliographic utility should discuss advantages and disadvantages with librarians from libraries of similar size and type who are or have been members of the utility. Librarians who want to expand the role of special libraries in local multitype libraries should find out who has done the same in other geographic areas, then talk to them about how and why they were successful.

The SLA Networking Committee frequently offers informative programs at the annual conference. Other library associations also offer similar programs, such as the International Association of Marine Libraries and Information Centers' (IAMSLIC) conference on Marine Science Library Networks, in 1986. At that meeting, it was observed networks were, "still a new area for study in librarianship. As more special librarians make the decision to participate in the various types of library networks, as these libraries and networks are studied, and as results of their re-

search are made available, we may be able to draw some conclusions about the best network paths for special librarians to follow.” (25)

The Future

There is no one stereotypical special library. The SLA “Super Survey” reported that while 48.4 percent of special libraries are in a corporate setting, 14.5 percent are in not-for-profit organizations and 13 percent are in government agencies. (26) Just as there are many types of special libraries, there are many types of networks to meet different needs. Library managers must look at the information needs of users and then identify which networks can be used to best meet these needs. It may be the library should join two or more different networks, a solution that has proven successful for many libraries. (27)

Much of network development in the 1970s was made possible by computers. As the computers changed, the networks changed and were able to offer a greater variety of services in a more timely manner. Networks are still changing, in part because of the most recent opportunities created by technology. Online national bibliographic access can be replaced by cataloging information available on compact disc or local networks on powerful mini or microcomputers. Increased use of electronic publishing will change demands for document delivery among libraries. Special librarians need to remain aware of the changing opportunities and work to ensure network managers are aware of special librarians’ needs.

In 1980, Trezza challenged special librarians to become active in networks, “Special librarians must not wait to be invited to participate in networks, nor wait to be told what role to play. You must take the initiative. You have a right to be included in local, state and regional networks. You must participate as full partners in services and governance.” (28) Some special librarians have met his challenge; others are still searching for opportunities to be active. Special librarians have much to gain from networks, and can also contribute

to the continued planning, growth, and development of these important efforts.

References

1. Special Libraries Association, Networking Committee, Guidelines Subcommittee. *Getting Into Networking: Guidelines for Special Librarians*. New York: Special Libraries Association, 1977. p. 1.
2. Young, Heartsill, ed. *ALA Glossary of Library and Information Science*. Chicago: American Library Association, 1983. p. 131.
3. Dataflow Systems. *A Glossary for Library Networking*. Washington, DC: Library of Congress, 1978.
4. Martin, Susan K. *Library Networks, 1986-1987: Libraries in Partnership*. White Plains, NY: Knowledge Industry Publications, 1986. p. 2.
5. Special Libraries Association. *Who's Who in Special Libraries, 1988-89*. Washington, DC: Special Libraries Association, 1988. p. 7.
6. Murphy, Marcy. “Networking Practices and Priorities of Special and Academic Librarians: A Comparison.” Occasional Paper #126. University of Illinois Graduate School of Library Science. 1976.
7. Benson, Joseph. “Why Special Library Participation in a Metropolitan Network?” *Special Libraries* 67 (1): 18-22 (1976).
8. Martin, Susan K. “Balancing Needs: The Ideal Network of the Future.” *Journal of Library Administration* 8 (3/4): 131-141 (1987).
9. Danelly, Gay N. “Coordinating Cooperative Collection Development: A National Perspective. The LAPT Report.” *Library Acquisitions* 9: 307-315 (1985).
10. Martin, Susan K. *Library Networks, 1986-87*. p. 1.
11. Ferguson, Elizabeth and Emily R. Mobley. *Special Libraries at Work*. Hamden, CT: Library Professional Publications, 1984. p. 149.
12. Strable, Edward G. “The Illinois Experience: Special Libraries,” in *Multitype Library Cooperation*, ed. Beth A. Hamilton and William B. Ernst, Jr. New York: Bowker, 1977. pp. 138-144.

13. Hill, Linda. "Issues in Network Participation for Corporate Librarians" *Special Libraries* 76 (1): 2-10 (1985).
14. Reynolds, Dennis. "Cooperative Group Membership in OCLC." *Special Libraries* 73 (1): 27-32 (1982).
15. Ferguson and Mobley, op. cit., p. 152.
16. Ferguson and Mobley, op. cit., p. 148.
17. Henkle, Herman H. "Cooperation Among Special Libraries." *Library Trends* 6 (3): 343-351 (1958).
18. Graham, Margaret H. "Exxon's International Network of Information Centers," in *The Special Library Role in Networks*, ed. Robert W. Gibson, Jr. New York: Special Libraries Association, 1980. pp. 37-56.
19. Carhart, Forrest F., Jr. "Metro and Special Libraries," in Robert W. Gibson, Jr. op. cit., pp. 95-115.
20. Penniman, W. David and Donald T. Hawkins. "The Library Network at AT&T." *Science and Technology Libraries* 8 (2): 3-24 (1988).
21. Beachell, Doria M. "FEDLINK: The Federal Library and Information Network." *Science and Technology Libraries* 8 (2): 63-73.
22. Martin, Susan K. *Library Networks, 1986-87: Libraries in Partnership*. White Plains: Knowledge Industry Publications, 1986 and previous editions.
23. *The Report on Library Cooperation, 1986*. Sixth edition. ed. Nancy L. Wareham. Chicago: Association of Specialized and Cooperative Library Agencies, 1986.
24. Special Libraries Association. Networking Committee. Guidelines Subcommittee. op. cit.
25. Paskoff, Beth M. "Networking in Special Libraries," in *Marine Science Library Networks*, ed. Francis Swim and Judith Brownlow. Newport, OR: International Association of Marine Science Libraries and Information Centers, 1988. p. 8.
26. *SLA Member Survey. Final Report*. Washington, DC: Special Libraries Association, 1986. p. 14.
27. One study found that the average special library belongs to 1.9 networks, cooperatives, and/or on-line users groups. Murphy, Marcy. op. cit.
28. Trezza, Alphonse F. "NCLIS and the Role of Special Libraries," in *The Special Library Role in Networks*, ed. by Robert W. Gibson, Jr. New York: Special Libraries Association, 1980. p. 281.

Beth M. Paskoff is a past member of the SLA Networking Committee. She is on the faculty of the School of Library and Information Science of Louisiana State University.

Coalition for Progress: The New York State Library and State Agency Libraries

Marilyn E. Douglas

■ Twelve years ago, the New York State Library created a special unit which would serve as a focal point for providing services to agency staff and for relating the needs of state agency librarians to the State Library. This relationship has been helped by the growing strength of the New York State Interagency Information Group (NYSIIG), an organization of New York state employees engaged or interested in the exchange of information among state agencies. As agency staff become more information literate and agency libraries become more computer capable, a mutual interdependence among themselves and with the New York State Library will be realized.

Background

THE New York State Library has a tradition of service and scholarship dating back to 1818 when it was created by an act of the Legislature as a "library for the government and people of the state." Since then it has continued to give state government and researchers access to an extensive and continually growing knowledge base. It offers users the enviable combination of a superb collection, a modern physical facility, and dynamic programs. From its modest beginning with 669 books in a small room of the original State Capitol, the library has grown to six million items housed in the Cultural Education Center on the Empire State Plaza in Albany, New York. (1)

The New York State Library's research library consists of four units: Reference Services, Legislative and Governmental Services, Collection Management and Network Services, and Collection Acquisitions and

Processing. All units support the information needs of legislative and governmental clients. Approximately 62 percent of reference questions come from New York state employees. Like all reference users, these clients have certain basic expectations, including appropriate collections, knowledgeable librarians, and accurate, unbiased information. In addition, reference staff must also respond to the extraordinary requirements imposed by the special nature of government information needs which include speedy response to requests, providing the most current information available, and recognizing the need for discretion and confidentiality in working with clients. (2)

Specialized Service to Government

Building on a history of special service to the state Legislature, the State Library, in 1977, established the Legislative and Govern-

mental Services unit—directed by a member of the top level administration—to aggressively promote library service to state agencies, provide special research and bibliographic support, and conduct orientation and other programs for legislative and agency staff. (3) Impetus for the creation of this unit came from a 1975 study funded by the Council on Library Resources, which helped identify what services would most successfully meet the information needs of state government. Any planning for improved services should be undertaken in close cooperation with state agency libraries, the study concluded. The library's impending move to the Cultural Education Center in 1978 and computer technology offered an unprecedented opportunity for reorganization and made the new service unit possible. (4)

Legislative and Governmental Services provides an array of activities and services to its agency librarians and governmental clientele. The unit has no subject or reference affiliation but works with all other units of the library to provide effective service. Through publications, seminars, orientations, and satellite service points, Legislative and Governmental Services strengthens the State Library's visibility as an information resource for state government. Publications range from brief information pamphlets such as *Information Services for State Agencies* and *Information Services for the Legislature* to detailed listings of relevant collections. These publications are mailed to New York state legislators and their staff, offices of counsel, state agency librarians, and agency research units. The most regularly issued title is *Legislative Trends*, an annotated listing of recent acquisitions received in the Library which are of special interest to the legislature and state agencies. *Legislative Trends* is published monthly during the legislative session months of January through June, and bimonthly from July through December. To ensure clients have access to the titles described in *Legislative Trends*, the library maintains a reserve shelf for two months after the issue is published. Other publications for state government include the *Topic* series; short annotated reading lists of 30–40 carefully selected items on subjects of current interest. Recent *Topic* lists have included "Government and the Media," "Passive Smoking," and "DNA Fin-

gerprinting." The *Bibliography* series is an annotated list of 100–150 items based on broad and more extensive bibliographic research. *Sources* provides detailed narrative and bibliographic treatments of special subject matter. Recent *Sources* include "The New York State Legislative Document Series, 1919–1976, vols. I–VII" and "Annotated List and Indexes of Reports of New York State Governors' Committees and Task Forces, 1925–1985." The *Spotlight* series provides basic guides for research in the State Library on a particular subject. The guides permit a researcher to study the subject at any depth desired. Examples of *Spotlight* guides include "The Constitution, a Selected Bibliography," "Legislative Ethics," and "Materials on New York State Government Research Available from the New York State Library."

In addition to regular mailings of publications, special efforts are made to get these titles to those agencies or individuals who will most benefit. Legislative and executive hearings are regularly scanned, and contacts are made with staff to ensure they receive special mailings of pertinent publications. Legislative and Governmental Services also sponsors seminars on issues of current interest to public policy makers. These programs have two purposes, to present a panel of experts on a topic and inform audiences about State Library collections and services related to these subjects. Speakers include representatives from government, the private sector, the academic community, and the State Library. Recent seminars have discussed local laws, state administrative rule making, and business trends and forecasts. To increase the benefit of these programs, the State Library videotapes the seminars and deposits copies in its own collection and at the Legislative Library. The tapes are also available for loan or reproduction for nonprofit audiences.

Since there is a continuing turnover in the state government research workforce, Legislative and Governmental Services provides an ongoing program to introduce staff to the collections and services of the State Library. These orientations attempt to familiarize permanent and temporary staff with the library and research techniques. Tours include an orientation to the public service floor, a demonstration of database searching, an introduction to the online catalog, a description of

services to state government, and the issuing of borrowers' cards. For those with specific research needs, customized tours and training sessions are available. A Legislative Service Point, a State Office Campus Service Point, and an Education Resource Center provide convenient access to the services of the State Library for legislative and state agency staff unable to come in person to the Cultural Education Center. At these locations, clients may search the library's online catalog, pick up and return materials, and consult a librarian on their information needs. (5)

The State Library recently acquired the STAR database management system, and Legislative and Governmental Services is entering bibliographic citations of interest to the Legislature and state agencies into the database. Consequently, both the creation of an online database and the generation of printed publications is possible. Subject searching capability allows customized bibliographies to be produced without additional typing. The possibility of dial-up access for selected legislative and agency clients is being explored. A software package designed to provide off-site access to the library's online catalog has been developed. Twenty-two locations have full author, title, and word search capability with more locations being added regularly. Other specialized services include priority treatment for interlibrary loan requests. In consultation with state agency librarians, a customized interlibrary loan form has been developed to simplify status reports and referrals of requests. Messenger service is provided twice daily to legislative and state agency offices in the Empire State Plaza and adjoining areas; and a Shared Cataloging Service (SHARES) using the OCLC database is available. Cataloging and processing services are provided to subscribers on a cost recovery basis using OCLC equipment at the State Library. OCLC records can be used to generate card, microfiche, or online catalogs for the subscribing library. Assistance is also provided on a consultant or contractual basis to agencies interested in developing a library program, setting up a library/resource center, or organizing a collection. (6)

State Agencies and Their Libraries

There are over 180,000 workers in the New York state government. Of this number,

58,640 persons work in the professional, scientific, and technical fields. Approximately 22,000 employees work in downtown Albany and 13,000 work at the State Campus, an office complex located about five miles from downtown Albany. These employees work in 95 executive department agencies (including councils, commissions, and authorities), the Legislature, and the judiciary. They are involved in every facet of human endeavor and a wide variety of activities that require an enormous amount of information for support. They often form networks to satisfy their information needs. They identify sources—people, organizations, publications—in order to locate information. They subscribe individually and collectively to journals, acquire government documents, review professional literature, examine manuals of standards, and seek opportunities for training and development. They purchase books and other materials to satisfy their need for legal and regulatory information, to locate information on comparable government activity in other agencies, and to develop a current awareness of research in progress. (7)

According to a current survey of government librarians, there are approximately 260 librarians in the State Library, the Legislature, 23 agency libraries, 23 psychiatric and developmental centers, 41 correctional facilities, and 37 court libraries. These librarians, by education, training, experience, and expertise are adept at identifying, acquiring, and organizing resources. They develop delivery systems needed to place these resources into the hands of those who need them and they have developed a network to meet library and information requirements of a highly trained staff who must respond to a population beset by accelerating technological, social, economic, cultural, and political change. To accomplish this, the New York state agency librarian:

- Has access to an in-house collection of material specifically oriented toward and supportive of those mandated programs which staff are directed to carry out;
- Involves staff in collection development;
- Makes the necessary connections between agency requests for information and

those who have the resources to answer those questions;

- Coordinates purchase requests to encourage the sharing of resources;
- Provides a current awareness service;
- Educates and informs staff of library services and access to information;
- Contributes to the history of the agency and its programs by maintaining an archival collection of its publications;
- Provides immediate, priority service in handling reference requests;
- Centralizes the processing of orders along with the centralized receipt, distribution, and inventory control of purchases for cost-effective management of resources; and
- Creates an environment that is convenient and easy to use. (8)

Agency libraries provide a unique link to specialized resources for use by the State Library and other agencies. For example, over half the journals in agency libraries are not available at the State Library. They support the interdisciplinary links between agencies and connect to other information sources as appropriate. This includes the New York State Data Center which provides access to U.S. Census Bureau products and the Data Center's electronic bulletin board, making communication easier among agencies. Agency libraries can also provide access to the New York Library Association/Government Documents Round Table (GODORT) Serials Indexing Project, which is currently indexing 55 state government serials with reference to citations available in hard copy and online. A GODORT Committee on New York State Documents is also working with the State Library and agency libraries to strengthen the New York state document depository program.

Interagency Networking

Resource sharing and making connections

are probably the most effective skills an agency librarian develops. To enhance their skills and increase their effectiveness, librarians and other state government employees belong to the New York State Interagency Information Group (NYSIIG), whose purpose is to foster the sharing of information needed for governmental decision-making and provide a forum for continuing education and development in areas of interest to its members.

NYSIIG began in 1974 as a volunteer organization formed by a group of librarians and others interested in identifying and pursuing the information needs of state government. In the late 1970s, the group moved toward a formal structure with monthly meetings, officers, bylaws, and committees. NYSIIG has always encouraged its members to share their problems, concerns, and ideas. It provides an opportunity to interact with other information professionals, to make contacts, and to receive feedback often lacking in one's own environment. Another way of sharing is provided through programs usually devoted to a single topic. Recent programs have included the role of counsel in the legislative process, "INFO NEW YORK," an economic and demographic information retrieval software package, preparing budget proposals, and organizing a state agency library. On occasion, these programs will reflect the collective concerns of librarians. Many libraries have low visibility and guest speakers have been invited to cover such issues as public relations, "information brokering," and other marketing strategies. On a broader scale, the role of the information professional in state government has been addressed by Karen Burstein, commissioner and president, Civil Service Commission; Senator Hugh Farley, chair, Senate Subcommittee on Libraries, and Secretary of State Gail Shaffer. (9)

Information sharing within NYSIIG extends beyond the confines of the single meeting room. As it exists now, resource sharing among state agency libraries is informal. Currently, little is known about the valuable and often unique material in these agencies. Through its committee structure, NYSIIG is working toward full information and resource sharing among its members. An Automation Committee is exploring a link with OCLC, working to establish an automated inter-

agency network, investigating union listing of serials, and examining options for an online catalog. A NYSIIG Serials Committee sponsored the production of a preliminary union list of 1,500 serial titles held by nine agencies. Almost 60 percent of these titles are not available at the State Library.

The Bylaws Committee is considering a dues structure and developing a resolution relating to the confidentiality of library records. The Cooperative Roundtable of Agency Librarians (CORAL) is creating a directory of all state government librarians. It is also exploring the idea of an annual conference of state government librarians. The Legislative and Governmental Committee is exploring the idea of becoming a nonprofit organization, looking for sources of funding, developing persuasive arguments for internal (agency) support, and investigating legislation relating to agency libraries in other states. The Membership Committee is preparing a brochure describing NYSIIG. A 'generic' agency librarian/library brochure which would describe the benefits of both an agency library/resource center and an agency librarian, is also being considered.

The Future

NYSIIG is strongly committed to improving access to quality information through its agency library network and its partnership with the State Library. Agency libraries, institution libraries, court libraries, and the State Library together with government form a not yet fully developed relationship. Both the institution and court libraries have umbrella units which coordinate their activities, address their needs, and seek funding. Agency libraries, as individual entities, establish needs and secure funds within their own governmental structure. They have no outside sources of funding. Although many enlightened agencies consider an agency library as cost effective, an instrument in breaking down institutional barriers, and a research enhancement to long-range strategic planning and policy analysis, many do not. Most agencies have one-person libraries and when the librarian leaves or takes a promotion elsewhere, the library is in jeopardy. There is no one to speak for library service in that agency and, as a perceived 'overhead,' the library may be

eliminated to reduce costs.

As a coalition, the State Library, agency libraries, and NYSIIG have the opportunity to strengthen their relationship, to define and classify the information needs of government, to enhance resource sharing through automation, and to seek legislation, if necessary, to develop and secure library service in government. As more government libraries become computer capable, the sharing of unique resources and information will increase. Working with agency librarians and the State Library staff, the government work force has the opportunity to improve its ability to locate, evaluate, and communicate information; to know the information tools and resources; and develop a persistence and willingness to re-define goals. When these abilities are fully developed, the potential to become truly information literate will be realized.

Acknowledgments

The author would like to thank the following people for their assistance: Michael A. Esposito, senior librarian and agency library services consultant, New York State Library; Peter J. Paulson, former director, New York State Library, currently chief executive officer, Forest Press, a division of OCLC Online Computer Library Center, Inc.; Mary Redmond, principal librarian and administrator, Legislative and Governmental Services, New York State Library.

References

1. Paulson, Peter J. "Tomorrow's Library in Today's World." *CLIC Quarterly* 1 4-5 (June 1982).
2. Redmond, Mary and Lee Stanton. "Reference Service to State Government: The New York State Library Program." *Reference Services and Public Policy, The Reference Librarian* (no. 20): 131-148 (1987).
3. Paulson, Peter J., et al. "Development and Coordination of Library Services to State Government." *Library Trends* 27 (no 2): 165-73 (Fall 1978).
4. Paulson, Peter J. and Roger C. Green, eds. "Meeting the Information Needs of State Government in New York: A Survey and Report," ERIC Document Number ED 156 148. Albany: 1977. 62 pp.

5. Redmond, op. cit.

6. "Legislative and Governmental Services Annual Report, April 1, 1987–March 31, 1988." New York State Library. 1988.

7. Esposito, Michael A. "Organizing a State Agency Library/Resource Center, Guidelines and Recommendations, Report to the New York State Department of Agriculture and Markets." New York State Library, August 1988.

8. Ibid., Appendix 6.

9. McNamara, Kathleen. "New York's NYSIIG" *Interface* 8 9–10. (Summer 1986).

Bibliography

1. Aronson, Ruth. "New York State Interagency Information Group: What, Who, Why, and How." *The Bookmark* 41: 170–172 (Spring 1983).

2. *New York State Library Plan for Improved Services to the Legislature and State Government*. Legislative and Governmental Services, New York State Library. Albany. 1984.

3. Roseberry, Cecil R. *For the Government and People of This State: A History of the New York State Library*. New York State Library, Albany. 1970.



Marilyn E. Douglas is coordinator of State Agency Services for the Legislative and Governmental Services unit in the New York State Library. She serves as president, New York State Interagency Information Group (NYSIIG).

Interpersonal Networking: It is Who You Know

Guy St. Clair

■ Interpersonal networks are defined as informal networks, created through personal relationships between library and information professionals. Interpersonal networking takes its value from personal relationships, including connections (professional and otherwise) made in inter-disciplinary contacts, activity in professional associations, attendance at continuing education and professional development programs, mentoring, seeking relationships within the library's parent organization and, when possible, setting up individual informal networks. All of these steps lead the special librarian to other individuals who are important resources for the effective pursuit of excellence in the service provided by libraries and information centers.

INTERPERSONAL networks can be defined as informal networks, to distinguish them from the more formal, contractual arrangements described elsewhere in this special issue. While the NCLIS definition (1) emphasizes network interaction between institutions, informal networking takes its value from relationships between people.

Any librarian/information professional is already part of an interpersonal network, and each individual has the opportunity to decide the extent to which he or she will take advantage of the network. The interpersonal network was defined in simplest terms in a recent publication for public librarians who manage small institutions:

"Do you ever eat lunch with a neighboring librarian or call with a question about the best

supplier of catalog cards? If so, you have just created an informal network. Librarians routinely need to know how to resolve an enormous variety of questions. Quick answers are rarely available. A search through library literature would provide many answers, yet the item in shortest supply is time . . . Networking allows us to share this type of knowledge with one another." (2)

On a level more relevant here, Ferguson and Mobley, in their important work on special librarianship, find networking to be an almost natural characteristic of special librarians:

"Networks emerged from the tradition of cooperation among libraries, and special library cooperation is an integral part of this history. It is almost too obvious to say that special librarians have always been involved

in informal cooperative efforts . . . Special Libraries Association chapters themselves come close to being networks in that they provide an ideal framework for such efforts.” (3)

Ferguson and Mobley give credit to Edward Strable for a 1980 paper in which he coined a special term for these informal networks, “resource sharing creations.” He identified several characteristics of informal networks: they aren’t really organized, but just “come into being”; they are usually found in metropolitan areas; one doesn’t really join but just sort of melds into [the network] after a period of apprenticeship which can vary in length; major communications devices are limited to face-to-face contact and the telephone; there are no written rules (“although codes of conduct are severe, automatically sensed, and carefully adhered to by all”); illegal and unethical methods are not used; and most important, the product of these networks is “usually” information. Strable also found that, “In the exchange of information, the similarity to the ‘old boy network’ is very apparent.” (4)

It is in the similarity to the “old boy/old girl” networks that interpersonal networking is most effective. But where the term “old boy” carries dangerously elitist connotations, the concept is actually preeminently egalitarian. In the information profession, literally anyone has the potential to be an “old boy” or “old girl.” Rather than lean on past or inherited relationships—school, professors, and so forth—special librarians have the opportunity to make virtually every colleague a new link in a chain of resources. If professional success is defined in terms of excellence of service—really the only criterion appropriate to describe professional success—does it not naturally follow that whatever efforts and techniques employed, including shared information communicated in the personal relationships with colleagues, are appropriate for the attainment of that excellence? There is need for care, and decision making—particularly in what are considered “judgment” calls—requires cautious analysis, but the personal relationships, the “old boy” and “old girl” networks, do not have to lead to abuse. If networks are not manipulated to produce success at the expense of another professional who deserves equal consideration, they do not label

special librarians as elitists. If they are used to enable information professionals to offer the best service possible in libraries and information centers, networks define the special librarians’ excellence.

Networks are really no more than connections, and since it was highlighted prominently in *Managing the One-Person Library*, (5) the idea of using connections has become something of a rallying point for success in the one-person/one-professional library. Though now established for the one-person librarian (according to Mount (6) and others, as many as one-third of SLA’s members supervise from “zero to one employees,” defining them as one-person/one-professional librarians), the concept of connections and their value is equally valid for all special librarians—regardless of the size of their libraries. Using personal connections as a technique for contributing to the excellence of service in libraries is not a new idea and has been written about before. Credit for the concept goes to SLA member Carol Nemeyer, then associate librarian of Congress for National Programs. (7) Nemeyer chose it as the theme for her term of office as president of the American Library Association, and while she was looking at more formal connections (i.e., with the business community or the heads of state agencies), her theme can be adapted to any library situation.

In seeking connections, “one simply observes which people or organizations may be useful in one’s work, and when the need arises they are approached. . . It is not a complicated idea, and it is certainly one which most of us exploit informally from time to time, but it is something which should be considered as a regular resource for the innovative librarian. Connections can make our lives much easier, and certainly improve the results for our users . . . There is nothing wrong with this, and there is no reason to be reluctant, as long as each librarian is . . . prepared to be as generous with his or her specific subject specialities and professional time as he or she expects others to be. One does not have to apologize as long as one is willing to share one’s own strengths in the same way.” (8)

Special librarians have long taken advantage of such cooperation, and Herbert S. White identifies “their small size, the limitations of their collections and the uniqueness of some of

their problems" (9) as the characteristics of special libraries which account for their professional collaboration. These institutional characteristics have equally contributed to the success of informal networks, the interpersonal "resource sharing creations" Strable identified. Members of informal networks are people who share a vision of what library service can be for users and for the organizations which support them.

Today, in the library community at large, that vision is changing, as is clearly stated by Michael Gorman in a particularly important paper published in 1986. Gorman's thesis is "libraries and cooperation cannot be separated." Cooperation is "not an activity libraries may or may not choose to engage in," and, he asserts, what most people think of as a library is in fact a "fusion of all libraries through cooperation." A library is also, Gorman states, "library service from the library user's point of view" because, "to any library user, the question is not a building, or a collection, or an administrative structure." It is "are the materials and services available to me when I need them?" (10) Gorman advocates returning "library service to the local and small units favored by library users," and suggests "selflessness" as the new ethic of librarianship. "Selflessness in librarianship would not only be 'right' but also would be of practical benefit—to librarians, individual libraries, and most importantly, to the users of libraries," Gorman states. (11)

What does Gorman's idea of cooperation mean to special librarians and information professionals? They must recommit to seeking out personal relationships which, because of success with large systems, contractual arrangements, and the many benefits of size (tangible and otherwise), may be forgotten. And, while becoming reacquainted with some of the tried and true techniques for seeking interpersonal network relationships, special information professionals will come to recognize some new ways by which the profession and their own jobs can benefit from interpersonal networking.

The list of techniques begins with professional associations. They bring collegiality, literature, continuing education and professional development, and perhaps more than anything else, professional affirmation to any occupation. Again, in Ferguson and Mobley,

who state, "one important mark of a profession is that it has an organization addressed to its concerns," membership in a professional organization is considered "vital" in developing a professional career. (12) Professionals go through their careers taking from the professions' organizations; they are learning, making connections, growing, and enjoying the benefits of professional affirmation all by belonging. Yet professional associations are vital not only for the services they give, and there comes a point when professionals must give something back. Specifics will be different for each person, but all should participate in professional associations by serving on committees, attending (or teaching) professional development programs, or even running for political office within the organization. All ways of participating continue and increase interpersonal relations; each librarian and information professional colleague met is a potential resource—a person who can be the basis of valuable reciprocal network connections.

In SLA (and perhaps in other organizations where there is interest in interpersonal networking), networking through professional participation can be a splendid growth opportunity, for both the information professional/member and the organization. Attention will be given to the concept in the New York chapter in 1989–1990; if it works, other SLA units may also use the idea.

Chapter members are suggesting the following networking method. It has long been accepted that the most successful way for the association to attract members is the one-on-one meeting; the experienced professional meets a new librarian, calls him or her, has lunch or goes together to a chapter or group meeting, and hopefully membership in SLA seems so beneficial the new librarian sends in an application. The current proposal is something slightly different; instead of emphasizing membership growth for the organization, the one-on-one concept is expanded. A pair of SLA members who value the organization and the benefits of membership, seek others in the community who are not members but who could benefit from membership. Members will team up and approach the other person, invite him or her to meetings, meet socially (if appropriate), and form a three-member interpersonal network. If that person decides to

join SLA, the Association benefits. If, however, he or she does not join, the three people continue the relationship, watching as its professional benefits to each expand and grow, and the relationship will be valued for what it brings to each special librarian as a professional information specialist. While limited membership growth for the SLA may result, it is not the primary goal.

If some of the people in these experienced interpersonal networks are young and relatively new to the profession, the experienced professionals will be engaging in one of the most valuable relationship activities in career development. Mentoring is something that cannot be planned (although some organizations do seem to have something akin to a structured mentoring program), and the benefits to the older professional, the newcomer to the profession, and the profession itself, are incalculable. These relationships are so valuable in advice sought and given, jobs suggested and applied for, and introductions offered and accepted that they have become standard operating procedure for many in the information profession. In fact, mentor relationships have become so expected that when, as sometimes happens, younger members of the profession do not attend meetings, or are shy about volunteering, established members of the profession seek them out. Encouraging young members has become a priority recently, because many older members in the profession are concerned by the lack of younger, newer librarians participating in library organizations' work. Consequently, several informal groups are working (casually now but probably in a more structured way later) to set up situations where young people can meet prospective mentors, either in their own companies and parent organizations, or in the professional community at large. This approach utilizes the talents of older, successful librarians and information professionals and often brings together retired librarians who are still interested in being active in the profession. Such mentoring, as one part of the information profession's interpersonal networking, is a goal to be achieved at all levels of the association.

Information professionals often talk about the value of cross-disciplinary interests; another approach to interpersonal networking is to look into continuing education programs

not necessarily associated with the profession. A librarian who takes advantage of extension courses offered at the local university or adult education classes at the community college or public library will make contacts and meet people who will be useful to that librarian on the job. The same can be said for people met in social situations, service organizations, and so on. While people outside the information profession may not be particularly adept at speaking in library terms (why should they?), in terms of the shared subject interest, basic management and human resources techniques, and the providing of other names which can be useful, the value of non-library colleagues cannot be overlooked.

Yet there is a collection of professional colleagues often overlooked, or whose value is minimized—librarians and information professionals working in different types of libraries. It is only expected the local hospital librarian will find value in contacts with other medical librarians, but no hospital librarian should neglect librarians working at the local public library, the academic librarians in the community, or even corporate librarians in the area who share many of the same professional concerns. Efforts to build communication among librarians in different libraries have recently been organized, and are paying off. A recent gathering put together by the Business and Finance Group of the New York chapter of the SLA and the Law Librarians Association of Greater New York is a perfect example; in these meetings the interpersonal networking becomes almost more important than the program themselves. Everyone brings their business cards, turning the occasion into interpersonal networking at its best.

Another source for interpersonal networking opportunities is found in formal network activities, a fact which surprises many who sign a contractual arrangement with an established vendor or semi-commercial network or consortium. At SLA's Third State-of-the-Art Institute, which studied global information, Dr. Noreene Janus, executive director, CARINET, made a strong case for membership in the network by referring to the interpersonal advantages for the employees of the various member organizations. (13) CARINET, an international computer and communications network for business and development organizations in Latin America, the Caribbean, Af-

rica, the Middle East, Asia and Europe, encourages staff of member organizations to seek opportunities to work together on an interpersonal basis and discuss mutual problems and concerns. This type of staff networking has been a valuable advantage of membership to many who have joined.

Finally, there is much to be said for seeking contacts and colleagues within the parent organization. While these people will not have the advantages of the information professionals' sophisticated understanding of the management of collections and information, they will have another precious asset; non-librarian colleagues understand how *they* use the information and services the library provides, and for that reason alone must be cultivated as part of the librarian's interpersonal network. Arley Ripin MacDonald has recognized a tendency of "librarians and information professionals . . . to hold aloof, or distance themselves from groups outside the library context which provide information to corporate managements . . . (14) These attitudes can be changed, but the change must be initiated at the library. If the information professional sincerely wants to understand what goes on in the organization, he or she must use effectively whatever opportunities arise for networking with other managers. Only through this interpersonal networking will the librarian/information professional know what a librarian must do to provide the excellent services he or she wants to provide.

Conclusion

Interpersonal networking is something all professionals engage in, but a greater awareness of the value of interpersonal networking can lead to skillful handling of the techniques which are part of the process. In the library/information profession, regardless of the size of the collection managed or the number of people on staff, interpersonal networking is the key to excellence. Information professionals should seek whatever networking methods are successful, whatever engages them in valuable interactions with other professionals. Librarians and information specialists must

accept these relationships as resources which add to the value of their work, to the parent organizations which employ them, and to their profession. They must recognize that interpersonal networking provides the means for the successful attainment of the excellent service for which they strive. What special librarians know is important, but *what* they know must be combined with *who* they know—together, it is an unbeatable combination.

References

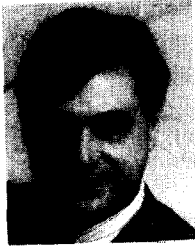
1. "Two or more libraries and/or other organizations engaged in a common pattern of information exchange, through communications, for some functional purpose. A network usually consists of a formal arrangement whereby materials, information and services provided by a variety of libraries and/or other organizations are made available to potential users." Rouse, William B. and Sondra H. Rouse. *Management of Library Networks: Policy Analysis, Implementation, and Control*. New York: Wiley, pp. 4-5. 1981. Cited in Ferguson and Mobley.
2. Fox, Beth Wheeler. *The Dynamic Community Library: Creative, Practical and Inexpensive Ideas for the Director*. Chicago and London: American Library Association, 1988. p. 19.
3. Ferguson and Mobley, op. cit., p. 147.
4. Strable, Edward G. "The Way it Was," in *The Special Library Role in Networks*. ed., Robert W. Gibson. New York: Special Libraries Association, 1980.
5. St. Clair, Guy, and Joan Williamson. *Managing the One-Person Library*. London and Stoneham, MA: Butterworths, 1986. p. 20.
6. Mount, Ellis. *Special Libraries and Information Centers: An Introductory Text*. New York: SLA, 1983. p. 3.
7. "President Nemeyer: Seeking Good Connections [1982 Annual Conference Inaugural Address]," in *American Libraries* 13 (9): 1982. p. 531.
8. St. Clair and Williamson, op. cit.
9. White, Herbert S. *Managing the Special Library*. White Plains, NY: Knowledge Industry Publications, Inc., 1984. p. 113.
10. Gorman, Michael. "Laying Siege to the Fortress Library: A Vibrant Technological Web Connecting Resources and Users Will Spell Its End." *American Libraries* 17(5): 325-328 (1986).
11. Ibid.

12. Ferguson and Mobley, op. cit., p. 161.

13. Janus, Noreene. "International Networks and Third World Business Development," unpublished remarks presented at the 1988 State-of-the-Art

Institute "Global Ties Through Information," SLA, Washington, DC: October 1988.

14. MacDonald, Arley Ripin. *Managers View Information*. New York: SLA, 1983. p. 67.



Guy St. Clair is president, OPL Resources, Ltd., a New York-based management consulting firm. He is the publisher of *The One-Person Library: A Newsletter for Librarians and Management* and co-author (with Joan Williamson) of *Managing the One-Person Library* (Butterworths, 1986). He frequently lectures on library management and teaches SLA's Regional Professional Development programs on one-person/one-professional librarianship.

United States Agricultural Information Network: Genesis of a Cooperative Organization

Sarah E. Thomas

■ Informal networking has been a tradition in the agricultural information community. In the last five years, however, the National Agricultural Library (NAL) has worked assiduously to bring a formal organization into being. NAL's efforts have led to the formation of the United States Agricultural Information Network (USAIN), an association whose goal is to provide a forum for discussion of agricultural information issues. Under the leadership of four librarians elected as first officers of the organization in 1988, a structure to achieve this goal is being proposed for consideration by potential members.

IN the spring of 1988, officers of an agricultural libraries information network, a network so new that it is as yet without a formal name, were elected. With their election a loose affiliation of agricultural libraries and information centers began to take a more distinct shape. Agricultural librarians, unlike law librarians or medical information professionals, have always lacked a professional organization that concentrated solely on the interests of agriculture and its related sciences. The Science and Technology Section of the Association of College and Research Libraries of the American Library Association (ALA) has provided one forum for discussion of agricultural information issues, and the Food and Nutrition Division of the Special Libraries Association (SLA) has served as another outlet. Yet there has been no single group specifically targeted for agricultural librarians that considered significant issues facing agricultural information specialists. Within the ALA and SLA, a broad range of interests were

defined, but agriculture per se occupied a less prominent role. Furthermore, agricultural librarians tended to support one organization or the other, but they did not usually attend meetings of both associations; there are few individuals who have both the financial resources and time to be deeply committed and active in both the ALA and SLA. Consequently, there has been a divided constituency for agricultural interests.

An informal agricultural information network is a long tradition. Land grant libraries and the National Agricultural Library (NAL) have worked together "in varying degrees of effectiveness" since the early 1900s. (1) The NAL did recognize the need to formalize the relationship in the late 1960s, and with the aid of EDUCOM, developed a network development plan which was submitted to NAL for implementation in 1969. (2) Although an Agricultural Sciences Information Network Committee was appointed in 1971, and a Conference for the Implementation of the

Agricultural Science Information Network took place in 1975, efforts to create a viable network were not successful. (3) The 1977 Farm Bill contained language strongly supporting cooperative agricultural information activities, but funding that would have secured the existence of an agricultural information network never materialized. (4)

A little over six years ago, a review group, convened as the Blue Ribbon Panel on the National Agricultural Library, planted the seed for the re-emergence of the concept of an agricultural information network. The Blue Ribbon Panel, more formally known as the Interagency Panel on the National Agricultural Library, was comprised of leaders from the library and information fields and from the United States Department of Agriculture. In 1982, its members assessed the role of the NAL for the secretary of agriculture and strongly recommended the NAL "coordinate a national network of public and private agricultural libraries and information centers, including libraries of land grant colleges and universities, state supported colleges and universities, and other public and private sector organizations involved in agricultural information." (5)

Since the Interagency Panel first transmitted their recommendation to Secretary of Agriculture John Block in August 1982, the NAL, under the leadership of Director Joseph H. Howard, has endeavored to bring a network to life. The NAL has hosted numerous meetings in conjunction with the annual and mid-winter meetings of the ALA and SLA, during which NAL staff met with librarians and information professionals representing a broad spectrum of the agricultural information community. At the ALA meetings, NAL participants came mostly from the land grant universities; at the SLA meetings attendees were librarians from food and feed industries as well as from universities and information centers. At these meetings, the NAL attempted to form a group of information specialists and managers interested in the agricultural sciences. Although the NAL often dominated the meetings with reports of its own activities, other members of the agricultural information community had opportunities to speak on relevant projects going on outside of the NAL.

One of the most significant milestones in the

genesis of an agricultural libraries and information network was the preparation of a planning document for the National Association of State Universities and Land Grant and Colleges. The NASULGC Subcommittee on Agricultural Information requested a network planning document in which strategies and plans for networking among agriculturally-oriented colleges, universities, and the NAL would be outlined. As a result, the NAL compiled a 20-page document, the "National Agricultural Library and Information Network Plan," which detailed possible areas of cooperation. According to this NASULGC planning document, circulated in draft form to agricultural librarians in 1987, "The goal of network development is to assist all potential users in accessing and utilizing agriculturally-related information, through the provision of comprehensive, effective, and efficient library and information services, and useful information products, while minimizing wasteful duplication of effort and resources." (6) Potential participants spanned a wide number of groups, including land grant universities, historically black colleges and universities, the MacIntyre-Stennis Forestry School libraries, veterinary medical libraries, USDA, state, and federal libraries and information centers, rural public libraries, special libraries in agribusiness and industry, and international agricultural information systems. Cooperative collection development, shared cataloging and indexing programs, collaborative projects utilizing new technologies, and training were envisioned as potential networking activities. The NAL would act as the coordinator of the network, and "would take the lead in seeking authority and appropriations, as well as other funding, to support development of the network and its component organization," (7) according to the document.

NAL Director Joseph H. Howard invited discussion of the network plan at a meeting of interested agricultural librarians on January 12, 1988 in San Antonio, Texas. Through comments made at this meeting and letters received at the NAL, librarians and others working in the field of agricultural information made clear they supported the concept of an agricultural libraries and information centers network. Understandably, there were many different perspectives on the exact nature of the proposed organization, but a com-

monly shared value was that the development of a new organization was necessary. Assuming its role as network coordinator, the NAL tapped leaders in the land grant library community to serve on a nominating committee. In the spring of 1988, a nominating committee consisting of Arlene Luchsinger, assistant librarian, Science and Branches, University of Georgia; Joanne Harrar, director, University of Maryland Libraries; Shelly Phipps, acting librarian, University of Arizona; and Michael Kinch, then assistant head, Sci-Tech Library, Oregon State University, solicited nominations for officers for the as yet unnamed network and produced a slate of candidates who were elected by mail ballot in June 1988. Officers are president, Nancy Eaton, director of libraries, University of Vermont; vice-president, president-elect, John Beecher, director, North Dakota State University Library; secretary, Carol Boast, agriculture librarian, University of Illinois; and treasurer, Melvin George, director of libraries, Oregon State University.

Following their election, the officers met in New Orleans during ALA's annual meeting in July 1988 and were introduced to those attending the NAL update session that took place in conjunction with the meeting. Foremost in the discussion of the officers and participating NAL staff were concerns about the exact nature of the organization. These four librarians and representatives from NAL were to be pioneers in establishing a new entity, and their challenge was to develop an effective structure for accomplishing the stated objectives of the network—fostering and advancing access to agricultural information through cooperation of agricultural librarians and information specialists. At the end of October 1988, the officers joined Director Joseph Howard and other NAL managers to think intensively and creatively about the shape and future of the network. On their agenda were such items as bylaws, membership criteria, organization name, and the relationship of the network to the NASULGC Division of Agricultural Libraries Liaison Committee. Their task was to define, for themselves and for a somewhat amorphous constituency, an organization both effective and capable of earning support from those working in the field of agricultural information.

One of the first and most important items

considered was what the organization was and was not. It was strongly believed the network should not be a network in the sense that OCLC or RLIN was, nor should it be a separate professional organization that competed with the ALA or SLA for membership. NAL wanted to play a part in the organization, it did not presume to always be in the leadership role. The officers agreed dues should be kept to a minimum to avoid members having to choose between the agricultural libraries network and their primary professional organization. Another important membership consideration was whether memberships should be institutional or individual. Eventually the board recommended there be three categories of membership: individual, institutional, and non-voting associate. This mix seemed to profile the best basis of support and commitment, as well as the greatest flexibility, for allowing participation in the network. Thus, an individual agricultural librarian could be active in the network, even if his or her employer chose not to belong. At the same time, the officers concluded, solid support from major agricultural libraries is required to get a fledgling organization off the ground, so the category of institutional membership is essential.

From the outset, the group unanimously agreed the network should be open to any person or institution interested in agricultural information. The NAL's primary connection had been with land grant university libraries, and there was sensitivity on the part of other librarians and agricultural information professionals that they were being excluded or not given an equal forum for expression and articulation of their perspectives. From a pragmatic point of view, the officers' challenge was in bringing together a group of people with a common focus on agriculture while keeping costs low. Since there was no desire to form a wholly separate professional organization similar to the Medical Library Association or the American Association of Law Libraries that would significantly add to participants' travel budgets, the officers tried to develop a solution that would account for the divided professional loyalties currently existing. Consequently, they recommended an annual meeting of the institutional assembly should take place as designated by a council, or governing board, but that business meetings

would take place at ALA and SLA events with mailed ballots following. The officers tried to balance the representation of groups and individuals involved, finally arriving at a proposal for a council comprised of three representatives from land grant institutions, two representatives from other institutions, two selected at large from the individuals belonging to the NASULGC, and the director of the NAL, who would serve in an ex officio capacity. Council members would serve two-year terms and would elect their own officers. Responsibilities of the council would be to oversee fiscal affairs, budgeting, and overall planning for the network. To carry out the work of the organization, the officers advised the formation of three standing committees: nominating, legislative and government relations, and telecommunications and networking. They also envisioned a structure incorporating various interest groups such as collection development, bibliographic control, resource sharing, and education and training. Through the committees, the membership could expect to influence federal legislation promoting agricultural information objectives and raise its voice in support of federal funding of cooperative endeavors in the agricultural information community, while the interest groups could address actual programmatic areas. Enough funding had been added to NAL's appropriation for fiscal year 1989 to bring officers together for planning sessions and to fund some of NAL's role in coordinating the network. Ideally, NAL would be able to fund several aspects of network cooperation, perhaps offering grants to strengthen collections along the medical model.

One of the most difficult topics of discussion was the name of the organization. After considerable debate, the officers selected "United States Agricultural Information Network" as a working name to stand until the organization and its bylaws could be approved by the membership. With the details of membership, bylaws, and general structure reasonably fleshed out, officers began to work on a timetable for official recognition and incorporation of the network. An opportunity to present their proposals to potential membership would come in January 1989 at the ALA midwinter meeting in Washington, DC. Because of the NAL's proximity to Washington, those interested in the network were invited to

attend an open house at NAL, where they were promised a chance for open discussion with network officers about the purpose and function of the new network. A similar program is planned to take place in conjunction with SLA's annual meeting in New York in June. After these open discussions and wide distribution of the proposed bylaws for comment, the officers plan to revise the documents to reflect new insights gained through the input of potential members. Members will be formally recruited throughout 1989, and a new nominating committee will convene in January 1990 to prepare a competitive slate of candidates for a mail election targeted for April 1990. New officers will take office on July 1, 1990.

As with any new organization, it is expected the United States Agricultural Information Network (USAIN) will be a dynamic association that will evolve and change as it matures. Initially, those involved in its creation are trying to keep its structure as simple and flexible as possible. Their foremost concern is to maintain a forum for the discussion of agricultural information issues. The network's goal is to promote and facilitate access to agricultural information for those who use and need this information. Essential for the completion of this goal is cooperation; by working together, libraries and information centers can accomplish far more than they can do as separate entities. By sharing resources, joining in cooperative programs for collection development, cataloging, indexing, participating in joint endeavors exploring new technologies, and using their collective talents and strengths creatively, a strong agricultural information community can be bonded together to better serve and assist all agricultural information professionals.

References

1. EDUCOM. *Agricultural Sciences Information Network Development Plan*. Boston: 1969. p. 3.
2. National Agricultural Library. *National Agricultural Library and Information Network: Outline of a Plan*. Beltsville: 1987. p. 2.
3. Ibid, p. 3.
4. National Agricultural Research Extension and Teaching Policy Act, Sec. 1411, as amended, 7 U.S.C. 3126, Sec. 1411. (a) It is hereby declared to

be the policy of Congress that—(1) cooperation and coordination among, and the more effective utilization of, disparate agricultural libraries and information units be facilitated; (2) information and library needs related to agricultural research and education be effectively planned for, coordinated, and evaluated; (3) a structure for the coordination of Agriculture libraries, and their closely allied information gathering and disseminating units be established in close conjunction with private industry and other research libraries; (4) effective access by all colleges and universities and Department of Agriculture personnel to literature and information regarding the food and agricultural sciences be provided; (5) programs for training in information utilization with respect to the food and agricultural sciences, including research grants for librarians, information scientists, and agricultural scientists be established or strengthened; and (6) the Department of Agriculture establish mutually valuable working relationships with international and foreign information and data programs.

5. Interagency Panel on the National Agricultural Library. *Assessment of the National Agricultural Library—Final Report to the Secretary*. United States Department of Agriculture, Science and Education. Washington, DC: 1982. p. 1.

6. National Agricultural Library. *National Agricultural Library and Information Network: Outline of a Plan*. Beltsville: 1987. p. 2.

7. *Ibid*, p. 10.

Editor's note: No copyright is claimed on this article, which the author wrote as part of her official duties as an employee of the United States Government.

Sarah E. Thomas is chief, Technical Services Division, National Agricultural Library.

Networking by Special Libraries and the Role of the Special Libraries Association

Sharyn J. Ladner

■ A survey of 113 SLA members by the SLA Networking Committee shows several perceived obstacles to using library networks; these obstacles include cost, various technical problems, and lack of familiarity with networking opportunities and benefits. Networks historically have not addressed the needs of special libraries; but, technological innovations are forcing changes in network structure and organization. It is important for special librarians to become more actively involved in network planning and governance and for SLA to take a more active role in networking issues.

Introduction

Special libraries have been participating in formal networks and cooperatives for years, but they do not have input into network decision making proportionate to their numbers and participation. This paper reviews special library participation in networks and cooperatives and explores the role of the Special Libraries Association (SLA) in library networking issues affecting special librarians. Data from a survey done in 1988 by the SLA Networking Committee will focus thinking on ways which the SLA can more effectively serve members facing networking decisions and influence the direction library networking will take in the 1990s.

Networking by Special Libraries

There are many references to special library involvement in networking in library literature of the 1970s. The theme of SLA's 1975

annual conference was "Systems and Networks: A Synergistic Imperative." (1) In his remarks at the 1979 conference on Special Libraries and Networking, (2) Edward Strable provided an excellent overview of special library participation in informal "old-boy/old-girl" networks and formal cooperative arrangements. In 1982, Jim Webster chronicled the role SLA played in networking during the 1970s. (3)

In 1980, the SLA and the National Commission on Libraries and Information Science (NCLIS) formed a joint task force to study the benefits and constraints of special library involvement in a national program of libraries and information science. At the time, special library participation in formal networks and cooperatives was not well documented, so the task force conducted two surveys. A survey of SLA members to determine the extent of members' library involvement in networks and cooperatives, and a survey of the directors

of 17 state or multistate networks and the three bibliographic utilities—OCLC, RLIN, and WLN—were conducted in 1981. The task force produced a report in 1984. (4)

Data from the survey of SLA members indicated the large, regional networks which provided access to the bibliographic utilities had not replaced local consortia. Consequently, the task force recommended the SLA further study these local cooperatives to determine what needs they satisfy and what constituencies they serve. The task force also recommended the SLA conduct biennial updates of SLA members' participation in networks and cooperative programs—using the task force survey as a baseline—and that SLA divisions monitor network participation by their members to obtain information on subject-based networking by special librarians. The SLA member survey produced valuable information on networking concerns and use by special librarians, but suffered from a geographic sampling bias which limits its usefulness as a descriptive study of special library involvement in networks. (5)

In the second task force study, directors of 16 regional networks reported that 35 percent of their member libraries were special libraries; the three bibliographic utilities reported a 20 percent special library membership participation. Since these figures do not include health science or law libraries, they probably underrepresent the actual number of special libraries in the regional networks or bibliographic utilities in 1980.

SLA Networking Committee Survey

In 1988, the SLA Networking Committee surveyed SLA members to identify networking issues and concerns important to members. Qualitative information obtained from this survey could be used to advise the SLA board of directors as to future directions the SLA should take with respect to networking, both in services to members, research efforts, and interaction with other library professional organizations and governmental units (i.e., the Library of Congress' Network Advisory Committee [NAC]). Survey findings reported here are preliminary in nature and should serve

as a guide for future research into networking issues and practices affecting special libraries and information centers. (6)

Methodology. SLA chapter presidents and bulletin editors received the survey in spring 1988, with instructions to print the questionnaire in chapter bulletins and newsletters. Because of poor response to the first mailing, a second mailing was made in the fall and the deadline extended until November 1, 1988. No attempt was made to obtain a representative sample of SLA members because the survey was not designed to obtain current participation levels in networking activities by special libraries or to replicate the NCLIS/SLA study. Along with basic descriptive questions, respondents were asked to list problems they have had with networking, what SLA should do to improve networking opportunities, and anything else about networking they considered important. In addition, respondents who stated their libraries did not belong to networks were asked why they did not belong. In a matrix of regional networks and the various benefits associated with network membership, respondents were asked to check networks to which they belonged and the benefits associated with each network. Respondents were also given the opportunity to list local and other state-based networks of which their organizations were members.

Analysis. Responses were coded and data entered into a VAX/VMS minicomputer for analysis using SPSS so that survey responses could be examined by library type. Since no attempt was made to obtain a representative sample, the purpose of computerization was to select respondents whose libraries were categorized as corporate, nonprofit, or government-related libraries from respondents in academic or public libraries or who were otherwise employed. A total of 113 questionnaires were received and tabulated; 40 percent of the respondents came from corporate libraries, 17 percent from nonprofit organizations, 12 percent from government-related organizations, 26 percent came from academic institutions or affiliates, and four percent had other occupations. Ten percent of the respondents were in academic medical or hospital libraries;

these surveys were assigned to the academic or nonprofit category. Because of the small sample size, all corporate, nonprofit, and governmental libraries are included in the "special library" category for analysis. Data for respondents in academic libraries are reported separately.

Results and discussion. Seventy-seven percent of the respondents in special libraries and 90 percent of the academic librarians reported membership in at least one network. Respondents in special libraries with network memberships belong to an average of 2.2 networks; respondents from academic libraries reported an average of 3.2 network memberships per library. Table one lists state and multistate networks, bibliographic utilities, and regional and local cooperatives reported by the special and academia library cohorts. As expected, a substantially higher proportion of respondents from academic are members of state or multistate networks, the bibliographic

utilities, and the OCLC regional networks. Note, however, within a state there is little difference between the two cohorts; one-third of respondents in each group reported membership in at least one local network. The finding supports the observation made by the NCLIS/SLA task force regarding the value of local cooperatives for networking activities.

Table two lists networking problems experienced by respondents along with their recommendations for improvement. Costs are a concern for 19 percent of special librarians and 31 percent of academic librarians. For example, a special librarian from the Philadelphia area wrote, "I responded to an OCLC ad targeted to small libraries and received a wealth of data from PALINET. The cost was far too high for a small library like mine (2,000 volumes)." An archivist mentioned the "cost of putting material . . . (into a) national database." A medical librarian stated, "We did not join until state grant funds became available to

Table 1

Respondents' Participation in Networks and Bibliographic Utilities

Network	Special Libraries	Academic Libraries
Number of respondents	79	29
Membership in any network	77%	90%
State or multistate networks	63%	86%
OCLC	34%	59%
OCLC regional networks	35%	69%
FEDLINK	13%	3%
RLIN, RLG	4%	21%
CLASS	5%	3%
Medical or other subject networks	6%	14%
E-mail networks	2%	17%
Other state or multistate	13%	21%
Regional (within state) networks	14%	21%
Local (metro area) networks	33%	31%

Multiple responses possible; percents may total more than 100 percent.

Table 2

Networking Problems and Recommendations for Improvement

Category	Special Libraries	Academic Libraries
Number of respondents	79	29
Networking Problems:		
Cost	19%	31%
Technical problems	14%	10%
ILL problems	8%	3%
Not useful, no need	6%	3%
Inflexible, too bureaucratic	5%	7%
External restrictions	5%	3%
No time to participate	4%	3%
Lack of training	2%	3%
Recommendations for Improvement:		
Education and information	46%	34%
Reduce or monitor costs	10%	3%
Planning, leadership	6%	10%
Innovations, research	5%	3%
Union lists, directories	2%	0
Other suggestions	4%	0

Multiple responses possible; percents may total more than 100 percent.

subsidize equipment and installation costs.” The high cost of networking was also the number one reason for not joining a network, mentioned by 41 percent of the 22 respondents whose libraries are not members of networks. The other reason, mentioned by 27 percent of these respondents, was a lack of need to network.

Technical problems, such as no facsimile or other delivery problems, poor response time, inadequate telecommunications, or outdated records, were mentioned by 14 percent of the respondents in special libraries and 10 percent of those in academic libraries. Over half the respondents in each cohort did not list networking problems or mentioned they had not encountered any problems, indicating that a majority of respondents seem to be satisfied with their networks.

In answer to the question, “What would

SLA have to do to improve networking opportunities for you?”, 46 percent of the special library group and 34 percent of the academic library group stated they wanted SLA to provide education or information on opportunities and benefits of networking, including articles in SLA publications (cf. Table 2). Some respondents’ comments were quite specific. One special librarian suggested SLA could “promote sharing of information between libraries in the Philadelphia metropolitan area for ILL purposes.” Another recommended “a nationwide SLA network similar to FEDLINK’s ALIX.” The need for education was not limited to librarians; a respondent from an academic library proposed “education for government officials, who make dollars available for network activities, with relation to the benefits of networks.” Cost reduction measures, negotiating group discounts to

OCLC or ALANET, supporting legislation to reduce telecommunications costs, sponsoring local consortia to share costs, or making networking financially feasible for small special libraries, were mentioned by about 10 percent of the respondents. Suggestions involving SLA's leadership role in network planning or research, both with existing networks as well as government agencies responsible for library networking functions, were made by about 12 percent of the respondents. One academic librarian recommended SLA "increase the profile of non-public, non-academic libraries in state network planning." A special librarian from Canada suggested SLA "explore/research/develop innovative networking in Canada," including alternatives to UTLAS.

The survey question, "Is there anything else about networking you would like us to know?", provided some eloquent, thought-provoking comments. As a respondent who had recently moved to another city stated, "I would like to be able to have a common database of local materials—similar to what I had access to in Cleveland . . . It was free access to OCLC through membership in the local library consortium. I'd settle for just knowing which materials are where!"

Another special librarian, however, cautioned, "Networks offer/require yet another level of opportunities and necessities for participation. Networks compete for the time of members versus library organizations (national and local) and other networks. Networks offer significant professional development opportunities with relevance to daily operational issues—and working with colleagues. In short, SLA must compete with networks for membership participation and attention."

Finally, pay attention to the following observations made by this special librarian; "The world today becomes increasingly complex. Most people are being stretched to their limits at work, with family, social, civic and professional responsibilities adding another personal burden that may be difficult to endure. Networking should be an aid in reducing

stress, not an additional obligation or time constraint."

SLA and Networking: What Lies Ahead

Networking today is in a state of flux. In a review of networking developments over the past 20 years for the Network Advisory Committee, Barbara Markuson asked librarians to reexamine what they are trying to accomplish through resource sharing, not in terms of existing structures and organizations like OCLC, but in terms of questions such as, "What do we need to do that we can't get done alone?" (7) The final respondent's comments above echo Markuson's concerns. Joining a network should not impose an undue burden in cost or time, rather, network membership should provide benefits not readily obtainable through other means.

Special librarians—and SLA—need to become more proactive in networking issues. Librarians today are dealing with the issue of local versus centralized access to bibliographic records and holdings. Susan Martin sees the period of 1970 to 1990 as "a quirk in the history of library cooperation" and predicts the demise of the regional networks unless they "more closely meet the programmatic needs of their members." (8) Local systems for cooperative interlibrary loan have been around since before automation, and special libraries have always been part of these local cooperatives. Local versus centralized access is an issue affecting all librarians interested in providing their customers with the information they need in the most expedient manner possible.

SLA's well-developed geographic organizational structure of chapters lends itself to effecting change on the state, provincial, and local level. SLA chapters can take the lead in monitoring networking activities within their geographic area and act as advocacy groups with their state or provincial agency responsible for networking. SLA can also do more on the national level. Through representation on

the Network Advisory Committee, monitoring legislation, and coordinating efforts with other national library organizations such as ALA, ASCLA, ACRL, MLA, and AALL, SLA can serve as a more visible and effective voice in networking issues.

At the same time, SLA must respond to the educational and information needs of its members. The biggest need expressed by the SLA Networking Committee survey respondents was for information and education on networking opportunities and benefits. Working with the SLA board of directors and staff, the Networking Committee can help fill this need through information kits, CE courses, conference programs, publicity and promotion of networking activities, and feedback from SLA members through SLA chapter and division Networking Committee chairs.

Finally, SLA needs to be involved in research on networking. More special librarians need to do research and publish in the area, and through its Research Committee, SLA can coordinate and provide funding for research efforts. Information professionals have not come so very far from when SLA and NCLIS formed the task force to study networking and special libraries. It is still unknown how many special librarians participate in networks or the extent of special library involvement in state-based and local networking. It is also unknown how networking costs can be controlled to the point where networking becomes economically feasible for the small, one-professional library.

In 1981, David Bender, executive director, SLA, spoke at an ASLS/ACRL meeting where he stated (9), "Additional ways must be found for including special libraries—both those in the private and public sector—in local, state, regional, national, and international cooperative relationships . . . The challenge which faces us is really not one of inclusion but rather one of impact. Special librarians as a group have not taken a leadership role in the networking movement. Overall, we have been joiners of networks created by others rather than developers or designers."

It's now 1989. It's time to change.

Acknowledgements

I would like to thank Behavioral Science Research Corporation in Coral Gables, Florida, for donating data entry services and providing other technical assistance supporting the analysis of the SLA Networking Committee survey data. I also want to acknowledge the efforts of Linda Wagenveld and Beth Paskoff for their help in developing the survey instrument.

References and Notes

1. Benson, Joseph. "Networks." *Special Libraries* 67 (no. 1): 18 (January 1975).
2. Strable, Edward G. "The Way It Was," in Gibson, Robert W., ed. *The Special Library Role in Networks, A Conference Held at the General Motors Research Laboratories, Warren, Michigan, May 5-6, 1980*. New York: Special Libraries Association, 1980. pp. 1-16.
3. Webster, James K. and Patricia A. Coty. "The S.L.A. Networking Committee." *Education Libraries* 7 (no. 1-2): 25-28 (Spring-Summer 1982).
4. Berger, Patricia W. and Barbara M. Robinson, eds. *The Role of the Special Library in Networks and Cooperatives, Final Report*. Volume 1, 1984. ERIC Doc. No. ED60711. The "Executive Summary and Recommendations" section of the NCLIS/SLA Task Force Report was published as a monograph by SLA in 1984.
5. See chapter 2 of *The Role of the Special Library in Networks and Cooperatives*, op. cit., for a description of the methodology used in the NCLIS/SLA survey of SLA members.
6. A detailed tabular report of the SLA Networking Committee survey will be distributed at the 1989 SLA Annual Conference, New York. Contact the author for a copy of this report.
7. Markuson, Barbara E. "Issues in National Library Network Development: An Overview," in

Key Issues in the Networking Field Today, Proceedings of the Library of Congress Network Advisory Committee Meeting, May 6-8, 1985. Network Planning Paper, no. 12. Washington, DC: Library of Congress Network Development and MARC Standards Office, 1985. pp. 9-31.

8. Martin, Susan. "Networks: Changing Roles," in

Key Issues in the Networking Field Today. op. cit., pp. 33-47.

9. Bender, David R. "The Role of Special Librarians in Networking and Cooperative Programs," in paper presented at ASLA/ACRL, May 15, 1981 (copy kept in the SLA Networking Committee archives).



Sharyn Ladner is the 1988-89 chair of the SLA Networking Committee. She is assistant professor and business bibliographer at the Richter Library, University of Miami, Coral Gables, FL.

Networking Among Chevron Libraries

Margaret J. Linden

■ Corporate mergers are frequently a time of chaos. At Chevron Corporation, librarians used the merger process both to manage the merger of major libraries and to create the framework for an effective network. A Library Resources Advisory Committee (LRAC) with company-wide representation was formed with the responsibility to establish and maintain a network. In three years, the Chevron Library Resources Network (CLRN) has managed to achieve major cooperation among Chevron libraries.

NETWORKING among Chevron libraries is both a formal activity, the Chevron Library Resources Network, and an informal one involving communication at all levels across library lines. To understand the development of this network and its accomplishments over the last three years it is necessary to understand its beginnings. For reading convenience all libraries will be referred to as Chevron libraries. In reality each library reports to a different management within the Chevron Corporation and five of its major operating companies.

History

Within Chevron (formerly Standard Oil Company of California) there had been some informal networking and occasional short-lived attempts at a more formal network with

annual meetings and set agendas. In 1984 Chevron merged with Gulf Corporation. At that time, Gulf's librarians had recently started an informal network. The process of merging the two companies involved study teams to develop recommendations on how to organize various functions within the newly-merged company. After a great deal of effort from librarians at both Chevron and Gulf, a Library Resources Study Team, comprised of three members from each company, was approved. This team took a broad look at both libraries and departmental collections and recommended the consolidation of the 17 libraries and over 50 collections. The team also made some company-wide recommendations which included establishing a Library Resources Advisory Committee, establishing a formal network of all Chevron libraries, developing

and enhancing existing library computer systems, and developing a corporate policy regarding library resources.

The recommendations were approved by both the merger team and the chair of the board, who subsequently chartered the Library Resources Advisory Committee (LRAC) in August 1985 as one of 13 official advisory committees of the corporation. The charter included the responsibilities of:

1. Establishing and maintaining a formal network of all Chevron libraries "to provide a framework to discuss current operations and develop resource sharing and cooperative planning ideas";
2. Implementing, in conjunction with local management, the merger recommendations of the study team; and
3. Developing recommendations to enhance existing library computer systems and initiate a study to recommend corporate-wide standard library systems.

Because the last responsibility was so large, the LRAC quickly set up a Subcommittee on Library Computer Systems (SLiCS). Originally, one of the LRAC members also served as chair of the subcommittee, which was comprised of librarians responsible for or interested in library automation. Since the subcommittee needed to meet at least once a month, membership was limited to librarians near San Francisco. During 1987, a PC Task Force was set up to assist SLiCS on personal computer applications. LRAC also established a modest budget for joint computer projects to which most libraries contribute each year.

Implementation

Study team recommendations and the LRAC Charter set forth tremendous responsibilities and opportunities for Chevron librarians. Their original recommendation included appointing an interim coordinator, who would also chair the committee, to work full time on the opportunities. For a number of reasons the interim coordinator position was not filled and the LRAC chair acted as coordinator, on top of

a full-time assignment managing the Technical Information Center (library and technical files) of Chevron Research Company. The committee had five other members, all heads of their own libraries. The chair and three of the committee members had been part of the original study team, so LRAC was familiar with all the recommendations and implementation started immediately.

The LRAC chair worked intensively with local management and other LRAC members to implement consolidation recommendations. The resulting 12 libraries became the Chevron Library Resources Network (CLRN). Some of the collections also merged into a single library, while others remained independent with varying degrees of help from other libraries. The merger environment set the stage for effective networking between Chevron and Gulf librarians. Individual librarians assumed the challenge and many worked overtime to take advantage of the opportunities. The basic premise of the CLRN is that the network deals with matters entirely within the libraries' control. The LRAC handles both issues involving the libraries' relationships with the rest of the organization and matters libraries can not resolve among themselves. The remainder of this paper will discuss the major cooperative accomplishments without necessarily designating what share LRAC, SLiCS, and CLRN had in each.

Corporate Policy

LRAC developed a corporate policy for library resources which declares "It is the policy of the Company that its library resources be managed with a company-wide perspective to ensure functional and cost-effective organization and utilization of these resources." The policy defines the libraries' role in the network and the responsibilities of local management in the libraries' administration. It also outlines specific areas of responsibility including libraries' role in acquisition of published information regardless of format, coordinating access to commercial databases to ensure group discounts and cost-effective use, and ensuring compliance with copyright laws. Finally, the policy spells out LRAC's responsibility for counsel on library operation procedures, establishment of new libraries or collections, and use of computer technologies

to organize and access information (in conjunction with Chevron's computer company).

Information Exchange

One of the first tasks to help the network flourish was compilation of a directory of libraries and collections. Initially, it included a page for each library and collection. Later, the directory was expanded to include vital policy documents, committee membership information, a directory of which library has responsibility for which collection, and a directory by function (cataloging, acquisitions, reference, etc.). The directory is loose-leaf to accommodate frequent updates.

Chevron librarians were the first group outside Chevron's computer employees to have access to the PROFS electronic mail system. All but one of the network members uses PROFS and most of the librarians and support staff are also active PROFS users. Much of the business of all three groups is done by electronic mail.

A number of surveys have been conducted to determine the state of library automation, priorities for projects, and to develop statistics to measure growth and change among libraries. Some of these surveys are ad hoc and a few are conducted every year.

Publication of a newsletter has begun. *LibWire* contains trip reports, general news, "how-to" articles including tips on searching Chevron's online library catalogs, and other items of general interest. The newsletter is quarterly, but so far has only been produced three times a year.

A major information exchange takes place each year at the network meeting. Also, priorities and projects are established, work done by various task forces is approved, and members share a meal with one of the company executives to get some perspective on company activities. Another important function is visits to Chevron libraries in the vicinity of the meeting. Finally, social occasions are arranged for all the staff of nearby libraries.

Resource Sharing

In an era of declining oil prices (consequently, less money) an obvious network need was resource sharing. When CLRN formed, four libraries already had online catalogs on a

company mainframe computer. One of the earliest projects was to develop a standard bibliographic database format, revise existing databases to meet the standard, and encourage the other Chevron libraries to load their machine-readable records into the same system. The result, LIBINFO, has holdings of six of the ten remaining libraries. (One library did not replace its librarian with another professional and became a collection. Another library was disbanded and its materials shared out to many remaining libraries because of restructuring of an operating company.) A number of libraries include in the system materials belonging to the collections they support. Several collections have independent catalogs which do not meet the bibliographic standard. These are available for searching by library staff, but not employees. A users' guide was developed and company employees are trained to do their own searching. Many can access the databases from their own offices. The retrieval system, STAIRS, allows simple or sophisticated searching as well as searching single databases, all databases, or any combination. A version of the ALA Interlibrary Loan form was developed to enhance sharing and expedite ILL requests in the electronic mail system.

Only one library has a complete catalog database of periodical holdings. Initially, librarians just exchanged periodical lists to share periodical resources. As a second step, Cooperative Library Agency for Systems and Services (CLASS) was asked to develop a union list for the network. Several of the large west coast Chevron libraries were already included in the CULP list. The third step, planned for 1989, is to load the tape of the union list, third edition, as a database in LIBINFO. Most of the libraries produce and exchange monthly accession lists. Each library also has a formal collection development policy useful in anticipating which library will purchase specific materials. Several libraries include "on order" records in LIBINFO. The network and LRAC are working on cooperative periodical retention policies so some libraries can eliminate duplicate back files. Another aspect of resource sharing is personal expertise. A directory by function has been prepared so all individuals engaged in a certain function can communicate more easily. A directory of database expertise is

also being completed. It will include a listing of librarians with expertise in systems for the less frequently used vendors and expertise at the database level for the major vendors.

Cost Control

The network has developed a number of means to reduce costs of library resources and services. Master contracts with major database vendors have been established and contracts with periodical jobbers (FAXON and EBSCO) providing favorable prices and allowing each library to deal directly with the vendor of choice have been arranged. Some contracts have also been arranged with publishers. When discounts can be obtained only through centralized ordering, one library handles orders for all others. An active duplicate exchange program allows for some cost savings. As another cost-saving measure, the network directs joint computer developments. Some are funded completely from LRAC/network funds, other projects involve both individual libraries and joint funds depending on the scope of the project. If three or more libraries want a particular application, joint funds are included and every effort is made to develop an application which will meet all current needs and will be adaptable to future needs.

Publicity

The CLRN is working on a joint brochure to publicize library services and each individual library, to be used in conjunction with each library's brochures and handouts. One of the Chevron house organs recently published an article featuring the network and LIBINFO; several presentations have been made to various management groups at all levels to inform them of LRAC, the network, and their activities. A *Report To Management* was published after the first year and a follow-up report covering the second and third year was also published.

Success Factors

One of the reasons each of the three groups, LRAC, SLiCS, and the CLRN have accomplished so much in three short years is the

electronic mail system. With libraries in three time zones neither the committees nor the network could operate effectively without this resource. Another reason for success was, and is, personal contact. In addition to annual network meetings, LRAC, SLiCS, and network members attend a dinner at the SLA conferences. Library staff in the San Francisco and Houston areas have additional opportunities to meet. Another success factor is efforts to maintain a company-wide perspective in all meetings. Although there is a lot of discussion of individual library problems and activities, conversation and decisions focus on things that can be done as a group to improve operations, use of resources, and efficiency of all libraries. An example is a current major SLiCS project—a detailed requirements document for an integrated library system. The document will be used both to evaluate in-house programming alternatives and commercial library automation packages. Although the needs of each library are different in some respects, this document is and will be useful for each library to balance their own needs with the need for effective resource sharing with other Chevron libraries.

The final success factor is official company recognition, which helps in several ways. The LRAC has a budget for certain activities and as a "pass-through" for the joint computer development funds. It can state the charter gives it authority to give counsel on certain areas of library staffing, operation, and management. The network also benefits by being an officially recognized function within Chevron. Generally, Chevron librarians have the support of their various managements for participation in network events. Top management of the company is aware of and interested in librarians' accomplishments.

Summary

Company librarians took advantage of the merger of Chevron and Gulf corporations to establish the Library Resources Advisory Committee and provide a focal point within the company for coordination of library activities. A major function of the LRAC was to establish and maintain a network. The interest and enthusiasm of Chevron librarians has

made the network an effective tool in improving utilization of library resources and providing more cost-effective library services throughout Chevron.

This article is based on a presentation given at

the Special Libraries Association's 79th Annual Meeting, Denver, June 1988.

Meg Linden is manager, Chevron Corporation Library and chair, Chevron's Library Resources Advisory Committee.

Professor Herbert White Addresses D.C. Chapter

Jean Tatalias

OVER 120 members and guests heard Professor Herbert White address SLA's District of Columbia chapter at a luncheon meeting October 12. Professor White is dean of the School of Library and Information Science at Indiana University. His listeners came hoping to hear the direct and often provocative advice that marks Professor White's journal articles; they were not disappointed. This article is a summary of Dean White's speech as this reporter heard it.

Speaking on the topic of *Selling Your Library to Your Management*, Professor White began with the assumption justification is necessary largely in the financial arena. Special librarians should not depend on management to believe libraries are inherently good—like other services, special libraries should be able to demonstrate their cost effectiveness. A working premise is that in the absence of any contrary information, management will think its good economy to cut the library budget. It is up to librarians to supply the information that proves otherwise. Gathering statistics on the various activities of a special librarian is part of demonstrating cost efficiency. Most special librarians count "how much" their libraries do; but cost effectiveness goes beyond efficiency. It involves making sure library activities support the objectives of the parent organization. Another level of analysis is cost/benefit analysis, where the cost of service measured in dollars is weighed against the benefit of service—also measured in dollars.

Dean White has little patience with cost/benefit analysis as applied to special libraries.

Such analysis requires a controlled environment for information access which libraries cannot create. Users have many information access channels, and sometimes the library is the last resort. Furthermore, the benefits of information are difficult to measure. Surveys of users generate vaguely positive but un-specific results. Sometimes the willingness to pay for library service is based not on any absolute value measure but on the ease or difficulty of paying for library service within the organization's budget structure. Special librarians can, however, work for cost effectiveness. Services must not only be efficient, but the library's goals must support the objectives of their parent organization. By offering centralized services, multiple use of resources, and trained, educated (and often cheaper) staff, special librarians can demonstrate they offer the most effective channels to information access. Special librarians must resist the situation where library costs are measured but other information access and resource costs are not. Many librarians do not feel comfortable in battles over turf; if the library cannot afford an information resource or service, should any other part of the organization be able to afford it?

Encouraging the use of central resources "fits the accountants' agenda." It is an argument for cost effectiveness that fiscal officers understand. If library costs are allocated across other parts of the organization, they should be allocated not on actual use, but on presumed use, suggests Professor White. That is, allocation can be based on the number of

staff to be served. This method has the benefits of being logical to fiscal reviewers, relatively easy to implement, and the added advantage of encouraging library use. Rather than being charged for a specific use, other parts of the organization have already paid for a given level of library service and will be encouraged to use available service. Budgets should be based on programs, according to Professor White, and programs should support the company's missions. It is a special librarian's responsibility to justify the programs, propose meaningful measurements for their services, and to offer optimal information service in a cost-effective manner. It is not their responsibility to take the decision making away from their bosses.

Some bosses will try to get their librarians to assume more responsibility with the same resources or to provide the same level of service with reduced budgets. However, this cost-cutting attempt carries with it the assumption the library was not efficient before. No extra duties are simply "absorbable," and special librarians should make it clear they understand this as well as management. If special librarians talk about useful programs, then budget cuts mean program cuts. Decisions about what cuts will be made to service and pro-

grams if cuts are necessary should be left up to the boss.

Managing the boss is the most important thing a special librarian can do, Dean White told his audience. A special librarian expects the boss to work hard for him in order to get the resources and support required. This expectation demands convincing the boss it is his job and in the organization's best interests to support the special librarian. People need to appear reasonable in their decision making. Special librarians can make reasonable cases if they know *how* their services support the organizations' goals. After all, White concluded, IBM and AT&T have done their job. They have convinced everyone that information is important. All special librarians have to do is convince customers and co-workers that a good special library is the most cost-effective way to get it.

Jean Tatalias is chair, Professional Development Committee, D.C. chapter of SLA. She is manager of Information Services at the MITRE Corporation in McLean, Virginia.

Recruiting for the Profession: A Special Report on a Preconference Meeting

James Matarazzo

In July 1988, SLA member Professor James Matarazzo attended a preconference meeting at the American Libraries Association conference in New Orleans. Following is a report and commentary from that meeting.

DURING the early 1970s, the number of vacancies available to new entrants, as well as experienced librarians, into the library profession tapered off. What had been a huge demand for librarians in the 1950s and 1960s turned into limited, and in some cases, zero demand in the 1970s and 1980s. Recently, in sharp contrast, have been increasing reports of a growing number of vacancies in many locations around the United States. According to projections, an increase was not supposed to happen in the late 1980s. One need only look at the reports from ALA and SLA conferences, however, where for several years openings for librarians have exceeded the number of people seeking positions. With the number of library school graduates down nearly 50 percent in the past ten years, many newspapers carry headlines about the shortages of librarians and library directors are calling for action and assistance to help fill vacancies.

The Conference

On July 7 and 8, 1988, the Office of Library Personnel Resources (OLPR) of the ALA and OLPR's advisory committee sponsored a preconference meeting, "Recruitment for the

Profession." (1) OLPR received the 1987 World Book—ALA Goal Award for its "Each One, Reach One" recruitment campaign. Part of the project was to host an invitational preconference meeting at the 1988 ALA Annual Conference in New Orleans. This report is provided to inform SLA members about the preconference meeting attended by representatives of accredited library education programs, state library associations, national library organizations (Kathy Warye Hackl represented SLA at the meeting), ALA units, and ALISE (Association of Library and Information Science Education) associate schools.

Conference Goals and Introduction

Dr. Margaret Mary Kimmel, chair, OLPR Advisory Committee, set the goals for the conference: to convey the library profession as an interesting, dynamic career choice, provide recruitment strategies, and develop a national recruitment plan. ALA President Margaret Chisholm provided an exciting preview of public service radio and television spots on professional librarians, as well as an advance look at the 1989 National Library Week posters, much to the delight of the more than 200 people attending. For the first time, the National Library Week campaign will focus on librarians, a major shift from past campaigns which traditionally have centered on libraries and reading. Vartan Gregorian, then president, New York Public Library, provided an

inspirational keynote address. Gregorian closed the first meeting of the conference with a call for unity in the profession and respect for all librarians regardless of the type of library in which they work. He is convinced if librarians realize the importance of libraries in history and the background to the shortages, selling the profession will be much easier. The largest audience gathered to hear Kimmel, Chisholm, and Gregorian and as the conference continued, the numbers steadily and progressively declined.

Library School Student Survey

Kathleen Heim, dean, Louisiana State University, reported the declining number of library school graduates and the large number of articles on the librarian shortage appearing all over the United States. She reviewed several points made by the authors of a volume distributed to each participant, *Librarians in the New Millennium*. (2) Dr. Heim referred to a 1983 study (3) done by King Research for the National Center for Educational Statistics and the Office of Libraries and Learning Technologies, United States Office of Education, as a mathematical model. While the model was a good one at the time, Heim noted, new data from around the country suggests demand is up and supply is down. Readers may recall, the King study projected increases in employment of public and special librarians and a decrease in academic and school library vacancies through the 1990s.

William Moen, project director for "The Library and Information Science Student Attitudes, Demographics and Aspirations Survey" (LISSADA), delivered a preliminary report on the results of 3,484 questionnaires returned from 54 library schools—a response rate of 40 percent. The LISSADA survey attempted to cover the entire population of students enrolled in accredited library and information science programs in the United States. The survey revealed that most students attended on a part-time basis, were on average 36 years old, and 52 percent were married or in a "long-term committed relationship." Also documented by the survey was a very low minority enrollment—four percent Black, one percent Asian, and less than one percent Hispanic or American Indian.

Nearly one-third of the students made their

decision to go to library school after working in a library, while one-half of the current students had had previous library experience. Their decision to pursue a degree program was shown to be highly influenced by practicing librarians. These students were found to be geographically bound in the choice of school attended and also in terms of where they will work. After graduation, respondents to the survey indicated, they plan to work in small library settings. Special librarians will be pleased to learn nearly 30 percent want to work in non-corporate or corporate special libraries.

National Strategic Plan

Kathleen Murnion, a marketing professional, developed and presented the outline for a national recruitment campaign. Murnion portrayed the typical library school student as a married woman, in her 30s, with children, who is attracted to the field because of its intellectual appeal and service orientation. She noted, however, the minuses for the profession are low salaries and poor image. Later, representatives of libraries, divided by geographic regions, met separately to discuss needs and recruitment plans.

Commentary

Several participants asked aloud if the shortage of librarians could cause salaries to improve. An answer to this question, and others talked about in small, informal groups, was not forthcoming. Instead, the entire meeting resembled a rally convened to convince those who teach, those who practice, and those who manage professional associations there is a need to bring more students into the interesting and dynamic library profession. It was difficult to determine whether those at the preconference actually had the necessary zeal to recruit more students.

The LISSADA data did reveal several items which concern the profession at large, especially those responsible for recruiting librarians to an area not served by a proximate library education program. The majority of currently enrolled students are not mobile. This same information is useful to library education programs in their recruitment efforts. In the area of specialization, a majority of students will seek positions in reference services.

Indeed, nearly two out of three new library school students, according to the LISSADA survey, appear to favor reference services above all functional areas—leaving the remaining third to consider all other types of vacancies!

Existence of a shortage was not only questioned by some at the conference, it is also the subject of a recent article by Bennet. (4) He claims, as a result of his experience and evidence he collected, the librarian shortage does not exist.

My belief is the number of vacancies will continue to exceed the number of graduates. If librarians continue to retire at or about 65 years of age, demand for new entrants should continually exceed supply. If early retirement takes hold of professional librarians and/or staff sizes continue to expand, the shortage will grow more severe unless the supply of new entrants to the profession is increased in a meaningful way. In those areas where library education programs have closed, and/or where no program exists, shortages are likely to be a long-term prospect.

My principle concern centers around an area not covered in the conference or the 1983 King study. Central to the whole issue is the number of librarians who are *likely* to retire. The data I acquired suggests that between 1980 and 2000, between 60,000 and 70,000 librarians will retire. Since shortages are likely to vary from location to location, a consensus on this subject is going to be difficult to achieve without valid, national data. Consequently, it is time for the Office of Education to influence the Bureau of Labor Statistics (BLS) to again attempt a study similar to its fine 1975 effort. (5) Any new BLS study, however, will have to be completed and published much faster than

the 1972 effort with its three-year publication delay. Also, the weakest section of the BLS report was on special libraries. One hopes this weakness will not be repeated and that the necessary extra effort to gather data will be made as the study is planned. In any event, with national data in hand, the profession can develop a national plan. Currently, no one is sure of the situation. The result is likely to be little action and little by way of acknowledging the problems of a much-needed national recruitment effort.

References

1. John Berry, editor-in-chief, *Library Journal*, called the preconference meeting "very effective" in the August 1988 issue of *Library Journal*, p. 33, and "excellent" in the September 1988 issue of *Library Journal*, p. 6.
2. Available from ALA Office of Library Personnel Resources, 50 East Huron Street, Chicago, IL 60611, \$10.00 per copy.
3. *Library Human Resources*. Chicago: American Library Association, 1983.
4. J. C. Bennet takes the opposite view and provides an account of his recent struggle to find employment. Bennet, J. C. "The Charge of the Library Brigade." *American Libraries*: 724-25 (September 1988).
5. U.S. Bureau of Labor Statistics. *Library Manpower: A Study of Demand and Supply*, Bulletin 1852. Washington, DC: USGPO, 1975.

James M. Matarazzo is a professor at the Simmons College Graduate School of Library and Information Science and fellow of the Special Libraries Association.

Special Libraries of New York City

In honor of SLA's 80th Annual Conference, the special librarians of New York City will open the doors of their libraries and information centers to fellow information professionals during SLA's New York conference.

Conference attendees will have the chance to stroll through the special libraries of Mobil Oil Corporation, the Port Authority of New York and New Jersey, Merrill Lynch and others to see how they operate and deal with the problems shared by all information professionals.

Below are seven descriptions of seven New York City information centers composed by the information professionals who manage and work in these libraries. Their information centers are open for visits during the hours listed or by appointment. Please note hours the library is open or call for visiting times.

The Shea & Gould Library

**1251 Avenue of the Americas
New York, N.Y. 10020;
212/827-3489**

The Shea & Gould Library, located on the 44th floor of the Exxon building, is a "state-of-the-art" research facility which opened in January 1988. Designed by the architectural firm of Perkins, Geddis Eastman, it occupies 9,000 square feet and contains 7,200 linear feet of shelving, including 1,000 feet of compact lateral shelving. There is seating for 52 attorneys, including 27 carrels lining the south wall of 32 windows. The wood finishes are mahogany and the rugs are a dark blue. The shelving and walls are white.

This facility was designed to provide a quiet comfortable environment where access to all of the firm's information resources is in one

place. The reference and circulation desks have been physically separated in an attempt to insulate the reference staff from routine clerical operations, circulation, library maintenance, and ready reference requests. The reference desk is also adjacent to the computer room so professional librarians are accessible to attorneys needing assistance conducting on-line research.

We have provided two types of seating—private carrels and conference tables. The carrels were specially designed for Shea & Gould by the architect and each private carrel is adjacent to a window. Each conference table can accommodate six attorneys. Every attempt was made to reduce noise in the library. All equipment, including photocopiers, microfilm equipment, computer terminals, and printers, is enclosed in rooms. All library service functions are located away from the work areas. Additional features include:

- Computer room - equipped with nine terminals including Lexis UBIQ's, Westlaw WALT terminals, and personal computers.
- Microform room - equipped with two reader-printers and storage facilities for microfilm, microfiche, audio and video tapes.
- Three private telephone rooms.
- Library catalog - computerized version of the library catalog will be available for public access in the near future.

The S&G Library has 17 full- and part-time staff members, including four professional librarians. It serves 259 attorneys in the New York office and provides information services to attorneys located in branches in Albany,

Washington, D.C., Miami, Bradenton, Florida, and Los Angeles. In addition to providing traditional reference services, and online research in hundreds of databases, librarians conduct classes in legal research for the new associates. Assistant Librarian C. Shireen Kumar edits a monthly library newsletter. Patricia Barbone, corporate information specialist, has created a corporate documents file which has an online index. The entire library catalog has been automated using Inmagic software by the technical systems librarian, Lynn Stram. The collection includes 50,000 volumes and reflects the diverse practice of the firm which includes litigation, securities, tax, trusts and estates, real estate, matrimonial, labor, bankruptcy, banking, construction, environmental, and sports law.

American Foundation for the Blind

**M.C. Migel Memorial Library
and Information Center
15 West 16th Street
New York, N.Y. 10011;
212/620-2000**

The American Foundation for the Blind (AFB) is a national nonprofit organization founded in 1921 to help improve standards of service for blind and visually impaired people. Well known as the cause supported by Helen Keller, AFB provides direct assistance and referral services in partnership with over 700 specialized agencies, schools, universities, and businesses. AFB houses the M.C. Migel Memorial Library and Information Center, one of the largest circulating collections of print materials on the subject of blindness in the world. AFB also serves as the legal repository of the Helen Keller Archives and maintains two archival collections of photographs.

For more than half a century, the library has been providing scholars, educators, researchers, practitioners, students, and families with a centralized source of print materials relating to

all nonmedical aspects of blindness and visual impairment. It is now a national resource center, with a brand new facility and state-of-the-art technology. Today, the library contains more than 37,000 titles and offers a wide range of information services. Reference consultations, assistance in locating materials, and referral to other sources of information are provided by the head librarian and the library staff. Bibliographies in specific subject areas on different aspects of blindness, and periodic acquisitions lists arranged by author and subject are prepared for distribution to patrons.

Recent breakthroughs in technology have created the potential for independent access to the printed word by blind and visually impaired persons. An array of computer-based reading devices, including the Kurzweil Reading machine, are now available for in-house use. These devices are capable of converting many of the library's print resources into synthetic speech, paperless braille, and/or large print. Demonstrations and tours are provided by appointment to interested individuals and groups.

In addition to the information provided from sources in the library's collections, online literature searches on the DIALOG and BRS information systems are also available for a fee. Access to these bibliographic databases provides the wide scope of coverage needed for in-depth research in allied fields and disciplines relevant to the field of blindness. Links to online databases and electronic bulletin boards now add a whole new dimension to information services available in the library.

AFB's Rare Book Collection, acquired in 1919, includes such treasures as Denis Diderot's essay on blindness (1749) and Louis Braille's booklet on new writing processes (1839). The unique concentration of titles serves as a political, social, and educational chronicle of blindness in western civilization.

The M.C. Migel Memorial Library offers unique, specialized resources to its diverse clientele—the parents, advocates, teachers, scholars, and professionals who constitute the interested public in the field of blindness and visual impairment. The library continues to

provide access to information in a variety of formats to enable blind and visually impaired patrons to tap the expanding pool of information resources. Hours are 10 a.m.-4 p.m., M-F.

The Brooklyn Museum

Art Reference Library/ Wilbour Library of Egyptology

**200 Eastern Parkway
Brooklyn, NY 11238;
718/638-5000**

The Brooklyn Museum developed out of the Apprentice's Library, founded in 1823. The Apprentice's Library, conceived as an educational institution, was the first free library in the village of Brooklyn, as well as a civic center. Most of the collection was donated by Brooklyn residents and was a circulating library under the direction of such famous people as Walt Whitman. In 1840, the library was renamed the Youth's Free Library and was reorganized in 1843 into a larger association known as the Brooklyn Institute. This institute offered a permanent gallery of art, concerts, lectures, and courses to the general public and developed the Brooklyn Mercantile Library Association (forerunner of the Brooklyn Public Library). By 1868, the Youth's Free Library contained 12,000 volumes and a membership of 1,850 people. At the end of the 19th century, the institute was extended to include the Museum of Art and Natural History and the Children's Museum; the Youth's Free Library was divided between the two museums and formed the beginning of each library. In 1894, the museum had numerous departments ranging from archaeology, astronomy, domestic science, and electricity to psychology, sculpture, and zoology.

The grand McKim, Mead and White structure on Eastern Parkway was opened to the public in 1897 and housed the museum collection made up primarily of natural history, art, and ethnology. A change in collection policy

brought about a removal of the natural history collection in the mid-1930's and now the Brooklyn Museum collects mainly in the areas of fine arts and cultural history. Today, the Brooklyn Museum offers two research libraries, a comprehensive educational program, and a conservation laboratory. Seven curatorial departments oversee two million art objects on display, in storage, and on loan to institutions around the world. Outstanding works of art are exhibited on five floors including fine examples of African and Oceanic art, American and European painting, sculpture and decorative arts, costume and textiles, Egyptian and Classical art, Oriental art, prints and drawings.

The Brooklyn Museum has two reference libraries internationally known for their special collections. The Art Reference Library, with holdings of over 130,000 volumes, was developed to support research on museum collections. It is particularly strong in American painting, sculpture and decorative arts, 19th and 20th century prints and drawings, Oriental art (especially Japanese), African art and New World cultures, and costume and textiles. Special collections include fashion sketches by leading designers from 1900 to 1950, a slide library, and an extensive run of American art auction catalogs. The Wilbour Library of Egyptology, the most comprehensive Egyptological collection in the western hemisphere, contains 35,000 volumes. The books cover the cultural history, art, and archaeology of Egypt from its paleolithic beginnings up to the Islamic period with additional research material on the cultures of Greece and Rome.

In addition, the Brooklyn Museum Archives have been recently organized to enable research on the history and collections of the Brooklyn Museum. The archives contain records dating to the Brooklyn Apprentice's Library Association and include exhibition and administrative files, as well as correspondence from curators and artists. Both libraries are available to the entire museum staff, visiting scholars, and students by appointment. The libraries are a member of the Research

Libraries Group, the International Federation of Library Associations, and METRO, the New York State Library networking association.

Merrill Lynch Capital Markets Library

**Merrill Lynch World Headquarters
250 Vesey Street-24th Floor-North Tower
New York, NY 10281-1201;
212/449-3814**

The Merrill Lynch Capital Markets Library is an integral part of the Capital Markets group at Merrill Lynch (ML) World Headquarters. Located in the new World Financial Center, New York City, the library uses a variety of print and non-print sources to provide information services and support to users.

The library moved to the new complex in 1987. The library had been in the old Merrill Lynch Headquarters Building at One Liberty Plaza building for approximately 15 years. The user population of the library in the new building is a diverse one within MLCM and includes the investment banking, institutional sales, debt financing, broker dealer, and international sales divisions. The new library consists of 10,300 square feet and is furnished with modern office and library furniture, offering comfortable working conditions for staff and users. Windows located along the west/southwest walls provide plenty of natural lighting and a panoramic view of the Hudson River, New Jersey, and New York City Harbor.

The library is staffed by Manager Eva Vanek, Assistant Manager Susan Adinolfi, seven reference librarians, a technical services librarian, and 32 full-time staff.

Presently, the library is divided into three units—reference, corporate documents, and records center. The reference desk handles inquiries for information not document-re-

lated. Requests for corporate documents usually involve Securities and Exchange Commission filings, and these are handled by the document desk. The records center stores and archives internal investment banking documents. In addition to the reference, corporate document, and records center units, the library has several collections including books, periodicals, and subject files that cover business, economics, government, and international topics. A new electronic online catalog enables users to search book titles or authors, as well as Merrill Lynch presentations.

Computers play an important role in the library. They enable reference librarians to access online databases, provide the documents desk with a way to check on the status of SEC filings, and let the records center monitor the flow of proprietary records. HP laser jet printers are used to facilitate high quality printing. Additionally, the library subscribes to a CD-Rom vendor that provides company information.

The Merrill Lynch Capital Markets Library is staffed from 8:30 a.m. - 8:30 p.m., Monday - Friday, but the library doors are open 24 hours a day with unlimited access to selected collections. Information requests can be made by phone, in person, telecopied, or sent via electronic mail.

Public Relations Society of America Information Center

**33 Irving Place
New York, NY 10003;
212/995-2230**

The Public Relations Society of America's Information Center is a lending and reference library primarily designed for the use of public relations professionals. Considered the largest collection of public relations information in the world, the library maintains an extensive reference collection as well as subject files on more than 1,000 topics consisting of articles, brochures, manuals, kits, and speeches deal-

ing with public relations and related subjects. The center provides several levels of assistance:

- Specific material relating to public relations, advertising, and marketing drawn from specialized secondary sources;
- General background information drawn from secondary sources on an industry, issue, or topic;
- Samples of public relations plans, programs, and guidelines from members within those areas;
- Articles on public relations; and
- Historical information on public relations.

Established in the early 1960s, the information center was introduced to meet the growing need for communications-oriented information by public relations professionals. Considered by many PRSA members to be one of the most valuable services the PRSA provides, the information center now responds to approximately 20,000 questions each year and lends its study facilities to approximately 85 visitors each month. In addition to providing assistance to visitors to the information center, library personnel responds to written and telephone inquiries. By defining the user's request for information, the staff is able to "custom design" responses to the user's need and can usually respond within 24 hours.

Typically, users of the library are public relations practitioners representing counseling agencies, corporate, and nonprofit organizations who seek information on public relations issues and trends, and/or public relations techniques. The information center is part of the Professional Services Department which provides a variety of educational and member services to a membership of more than 14,000 professionals. The information center is managed by a full-time professional information specialist assisted by one-and-a-half support staff.

The Public Relations Society of America Information Center is located at the PRSA Headquarters, 33 Irving Place, New York, NY 10003; (212) 995-2230. Visiting hours are Monday-Friday, 9:00 a.m. to 5:00 p.m.

Port Authority of New York and New Jersey Library

**One World Trade Center
55 North
New York, NY 10048;
212/466-4062**

The Port Authority of New York and New Jersey Library is part of the Office of the Secretary at the Port Authority. Founded in 1946, it presently occupies part of two floors of the World Trade Center. Reference and circulation services and the reference, periodical, and index collections are on the 55th floor. Statistical materials, the circulating collection of books and documents, and the cataloging, acquisitions, and technical services sections are all on the 54th floor. There are seven professional and six nonprofessional employees in the library.

The library provides reference, research, bibliographic, and acquisitions services to support the information needs of Port Authority and World Trade Institute staff. The library maintains a collection of over 50,000 books, as well as documents, statistical sources, annual reports, microforms, and 1,200 journals covering all areas of transportation, international trade, public administration, engineering, business and industry, management, urban planning, and police science. Historical materials by and about the Port Authority can also be found in the library.

The library subscribes to a variety of online systems including Dialog, Lexis/Nexis, Vutext, Legislate/Regulate, Dow Jones News Retrieval, Wilsonline, Reuters Textile, RLIN, OCLC, and BRS. In addition, the library uses

NOTIS software for its online catalog and circulation system, and has in-house developed computerized periodical/subscription control systems. Appointments to visit the library are available from 9 a.m.–11 a.m. and 2 p.m.–4 p.m.

Brooklyn Public Library Business Library

**280 Cadman Plaza West
Brooklyn, NY; 11201
718/780-7800**

Business Library, started in 1943, is a special unit of the Brooklyn Public Library located in beautiful Brooklyn Heights—just across the Brooklyn Bridge from Manhattan. The Business Library shares a building, completed in 1962, with the Brooklyn Heights branch.

Ten librarians and six clerks staff the library. The librarians answer telephone reference questions as well as help a varied public do research on the premises. Online searching is available on a cost recovery basis. Corporate libraries in the metropolitan area use the library for help with reference questions as well as for borrowing material. Students, small business people, lawyers, individual investors, and independent researchers are some of the other users. During any given year requests for information are received from throughout the United States and Canada, as well as from far away as Bombay, India! The Business Library has been referred to as “the court of last resort” by other librarians.

The collection consists of 115,000 books, 1,900 periodical titles, 2,500 directories, over 2,000 serial titles, and over 1,500 telephone books, covering the world, as well as extensive financial material. Hours are 10 a.m.–8 p.m. M-W; 10 a.m.–6 p.m., Thursday; and 12 p.m.–6 p.m. Friday.

User and Information Dynamics: Managing Change

SLA's 80th Annual Conference
June 10-15, 1989 New York City

DEVELOPING a sense of true client identity, honing skills to provide quality service, strengthening the commitment to user needs, and developing strategies to compete for users' attention within new arenas will be the focus of many of the sessions scheduled during the New York Conference. These sessions will provide both newcomers and seasoned professionals alike with insights on the user.

General Sessions

Al Ries will address General Session I, "User Dynamics: Meeting the Challenge." As founder of the Trout & Ries advertising agency he has become a specialist in the development of marketing strategy. Having co-authored a series of articles and two books that are credited with making "positioning" the most widely-used term in the field of advertising and marketing, Mr. Ries is well informed in predicting future trends. In his presentation, "Back to the Future," he will talk about how looking back and studying past trends helps a profession predict the future by looking ahead.

At General Session II, "Users and Information: New and Future Roles," Donald Higgins, of Hewlett-Packard Laboratories, will examine how librarians and information specialists

must cope with the problem of getting useful information from an endless supply of information. In his presentation, "Partnership with the User—Year 2000," Mr. Higgins will present ways the information professional has to set up a system that selects only the meaningful information for the user.

Strategy-Sharing Roundtables

The conference-wide strategy-sharing roundtables were first incorporated into conference programming at the 1988 Denver Conference, and response from attendees indicated the sessions should be continued at the New York Conference. The following topics will be discussed on Tuesday, June 13: CD-ROM: Considerations, Costs, and Justifications; Desktop Publishing on a Small Scale; Communicating With Library Clientele—How To Be Most Effective; Marketing Library Services to Senior Management; Measuring the Value of Information—Making It Work For You; Library Phobia—Is It Keeping Potential Clients Away?—How To Overcome It; Selecting and Customizing Software Packages; and Expanding Your Niche in the Organization. The New York Conference Program Planning Committee encourages partici-

pants to take advantage of the roundtables by sharing ideas, questions, problems, and experiences (successes and failures) relative to the topics offered by peers.

Schedule of Events

The 1989 Annual Conference will feature approximately 100 invigorating and educational programs. These events are the result of many months of planning by the New York Conference Program Committee, SLA divisions, and several other committees. A wide range of topics will be covered and are open to all conference registrants at no additional cost. A sampling of program titles follows:

**Issues in Journal Pricing: Part I—
How Journals are Priced**
**Issues in Journal Pricing: Part II—
Increased Journals/Serials Pricing**
**Environmental Concerns and the
Petroleum Industry**
**Machine-Readable Databases in
Education and the Social Sciences**
**Private Sector Involvement in
Establishing International
Information Networks in
Developing Countries**
**Online Problem Solving in
Aerospace and Defense**
**Standards as Tools for Managing
Change for Fast Times**
**Corporate Intelligence: Leveraging
the Dynamics of Value-Added
Information**
**Three Perspectives on Evolving
Information Technologies**
**Legal Issues in Information
Practice**
**Toxicological Information Source
Update III**
**Electronic Bulletin Boards for Fun
and Profit**
Marketing Swap and Shop
**Bureau Reporters: Poor Step-
children of the Library?**
**The Homeless: On the Streets, in
Transit, and in Statistics**
**Food Professionals and Their Inside
Sources**
**Special Librarian and Library
Educator Concerns as Academics**

**Expert Systems—Applications for
End-users**
**Challenge for the Future: Case of
Special Libraries in Japan**
Workshop on MathSci Disc
**Biology Subject Cataloging Work-
shop**
Electronic Publishing
**Reporting the News on the
Voluntary Sector**
**Creative Responses in the Struggle
to Manage Municipal Information**
**Large Industrial Information
Centers—Managing Change**
**Database Management and
Construction**
**Maximizing Access to Information:
Successful Networking by Special
Libraries**
**End-user Training: Views From
the Association, Corporate and
Academic Perspectives**
**Managing Change: Dealing With
Stress and Resistance**
**GEOBASE: The GEO ABSTRACTS
Data Base**
**Opportunities for International
Library Experience**
**Creative Solutions to Library
Dilemmas**
**Employment Challenges: Meeting
Affirmative Action Goals with
Diverse Education and Training
Opportunities**
**Research Perspectives and Mergers
and Acquisitions**
**Downsizing and Restructuring
Revisited**
**Material Safety Data Sheets: Here
Today, Here Tomorrow**
**Global Financial Services: Industry
Trends and Information Sources**
Computer Science Workshop
**Information Services for Senior
Executives: What is the Role the
Library Should Take—and How to
Plan and Implement It**
**Are You Bilingual? Communicating
With Your Systems Support**
**Informing the Nation, Government
Information Dissemination in the
Electronic Age**
**Broadcast Libraries Interest Group:
Economic Outlook**

Maps/Imagery Sources and Products Update
BIOSIS Roundtable
Opportunities for U.S. Business in Europe in 1992: How to Help Your Company Get There
Translations—The End-user and the Librarian
Negotiate Like a Pro
Personal Productivity and the Special Librarian
Business Ethics and Negotiation
The Urban Development Triangle: Citizens, Local Government, and the Urban Developer
Micrographic Standards—Gone by the Wayside?
Understanding Ourselves—And Others
Gateway Links to Electronic Mail Systems
New Food and Drug Products—The Future is Here
Beyond GPO and NTIS: The National Security Archive
Insider Stories: How Librarians Are Pricing Their Information Services
Hypermedia—What's All the Hype About?!
Astronomy Workshop
The Impact of Violent Crime: The Special Librarian's Response
Vital Publications for Utilities
The Search for Elusive Information: Making Online Databases More Accessible to the Transportation Industry Information Professional
Management Education and Educated Managers: Academic and Special Librarians Compare Views of Managers as Users of Information Services
Forestry/Forest Products Roundtable
Physics Workshop
Advertising in Women's Magazines: Mix or Match?
PR Power
The Ups and Downs of Change And Then There's the Law: Avoiding the Legal Missteps in Hiring and Managing Your News Library Staff

Marketing Information Vendors and Their Services
Employee Benefits: Changing Expectations, Changing Needs
New Technologies—The Challenges for Managers
Standards Roundtable
Do the Media Provide the American Public with an Understanding of Foreign Affairs?
Peer Coaching: Making the Most of In-house Training
The Enhancement of the Image of the Librarian/Information Professional
Life in the "Slow" Lane
Acid Rain—Where Do We Go From Here? A Review of Current Issues and Programs
Researching for the Pulitzers: Techniques that Work
Presenting Quality in Your Library
Understanding International Financial Statements

SLA Fundraiser

This year's event will be an art auction conducted by The Fine Art Gallery—critically acclaimed for one of the largest and most comprehensive collections of art in the nation. The auction, along with being lively, entertaining, and educational, will also give you an opportunity to bid on oils, signed prints, and sculptures by famous artists. Bids will start in a moderate price range of \$35-\$90. However, you will also have an opportunity to purchase high quality, well-known works. Come and browse the entire collection during the open preview on Sunday, June 11, 3-6 p.m. Proceeds of the event will go to the SLA Research Fund.

Visit the Exhibits

The SLA Exhibit Hall provides an ideal opportunity for you to keep current on the most recent advancements in the information marketplace while viewing the products and services of approximately 200 exhibiting companies. Experienced booth personnel will be

available to answer your questions and provide demonstrations of featured equipment.

SLA's 1989 Exhibit Hall will be located in the New York Hilton and the Sheraton Centre.

Special Exhibit Hall Events

Monday, June 12
3:30 p.m.—5:00 p.m.

*Exhibit Hall Reception—Sheraton Centre
Free beverages for full conference registrants.
*The New York Hilton Exhibit Hall will close at 3:30 p.m.

Tuesday, June 13
3:30 p.m. - 5:00 p.m.

**Exhibit Hall Reception—New York Hilton
Free beverages for full conference registrants.
**The Sheraton Centre Exhibit Hall will close at 3:30 p.m.

Support These Exhibiting Companies: They Help Support SLA

Aetnastack
Alfred Jaeger, Inc.
A. M. Best Company
Academic Press, Inc.
Accents Publications Service, Inc.
Alert Publications, Inc.
Ambassador Book Service, Inc.
American Banker-Bond Buyer
American Bindery-East
American Business Info./Directory Division
American Ceramic Society
American Chemical Society
American Economic Association
American Institute of Aero. & Astro.
American Institute of Physics
American Mathematical Society
American National Standards Institute
American Nuclear Society
American Society of Civil Engineers
American Society of Mechanical Engineers
Appleton & Lange
ASHP Databases
A.S.R.S. of America
Association for Computing Machinery
Association of Learned Professional Society
Publishers (ALPSP)
ASTM
Baker & Taylor
Ballen Booksellers International Inc.
Bank Marketing Association
Bechtel Information Services

Berman Associates/UNIPUB
Beverly Books, Inc.
Bill Daniels Company
BIOSIS
Blackwell's
Book Clearing House
Book Services International
Boroughs Manufacturing Corp./Wilson
Bookstack
R.R. Bowker
The British Library
BRS Information Technologies
The Buckstaff Company
U.S. Bureau of the Census
The Bureau of National Affairs, Inc.
Burrelle's Press Clipping Service
Burwell Enterprises (sharing w/Alert Pubs.)
C.A.B. International
Cambridge Scientific Abstracts
Cambridge University Press
Carroll Publishing Company
Centel Federal Services Corporation
Center for Intl. Financial Analysis &
Research
Chris Olson & Associates
CIRCA Publications Inc.
CLASS
Color Microimaging Corporation
Columbia Computing Services, Inc.
Combined Consultants
Commerce Clearing House

Comstow Information Services
 Conference Book Service
 Congressional Information Service, Inc.
 Congressional Quarterly Inc.
 Corporate Book Resources
 Corporate Technology Information Services,
 Inc.
 COUTTS
 CRC Press, Inc.
 Cuadra Associates, Inc.
 DataBooks
 Data-Star
 DataTimes
 Data Trek Inc.
 Demco, Inc.
 Derwent, Inc.
 Dialog Information Services
 DIOGENES/FOI Services
 Disclosure Incorporated
 Docutronics Information Services
 Dow Jones & Company, Inc.
 Dow Jones-Irwin
 DRI (Data Resources)/McGraw-Hill, Inc.
 Dun's Marketing Services
 Dynamic Information
 EBSCO Subscription Services
 Elsevier Science Publishing Company
 Engineering Information, Inc.
 Europa Publications Limited
 The Faxon Company
 Federal Document Retrieval
 Federal Publications Inc.
 Follett Software Company
 Fordham Equipment
 Online/Financial Post Information Service
 Fuji Photo Film U.S.A. Inc.
 Gale Research Inc.
 Georgetown University Medical Center Library
 Gerard Hamon, Inc. (O.P.E.F.)
 Global Report-Citibank, NA
 Gordon and Breach Science Publishers
 Gossage Regan Associates, Inc.
 Gralan Distributors, Inc.
 Greenwood Press, Inc.
 Grey House Publishing
 Grolier Educational Corporation
 Gulf Publishing Company
 G. K. Hall & Company
 Harvard Business School Press
 Harwood Academic Publishers
 The Highsmith Company, Inc.
 IDC Financial Publishing, Inc.
 IEEE Computer Society
 IEEE
 Info Globe
 Information Access Company
 Information Dimensions, Inc.
 Information Handling Services
 The Information Store
 Inforonics, Inc.
 Infosel
 Inmagic Inc.
 INSPEC
 Institute for Scientific Information
 Interdok Corporation
 International Monetary Fund
 J. A. Micropublishing, Inc.
 Jane's Information Group
 Japan Patent Data Service
 Kerala Book Promotions.
 Learned Information, Inc.
 Library Automation Products
 Library Bureau Inc.
 U. S. Library of Congress
 Library Wholesale Services
 M.A.I.D Systems, Ltd.
 Majors Scientific Books, Inc.
 Marcel Dekker, Inc.
 Marcive, Inc.
 Materials Information/ASM International
 McGraw-Hill News
 McGraw-Hill Publications Online
 McGraw-Hill Publishing Company
 McGregor Subscription Service, Inc.
 Mead Data Central
 Meckler Corporation
 Meridian Data, Inc.
 Minolta Corporation
 Montel
 Moody's Investor Services
 Morningstar Inc.
 National Agriculture Library, USDA
 National Register Publishing Company
 National Technical Information Service
 U.S. Naval Institute Military Database
 Naval Institute Press
 Nelson Publications
 NERAC, Inc.
 New York Legislative Service, Inc.
 News Bank, Inc.
 NewsNet Inc.
 Nichols/GP Publishing
 Nils Publishing Company
 Norman Ross Publishing Inc.
 NOTIS Systems, Inc.
 OCLC
 OECD Publications and Information Center
 Online Research Systems, Inc.
 The Oryx Press
 Oxbridge Communications, Inc.
 Oxford University Press
 Patent Depository Library Program
 Pergamon Financial Data Services
 Pergamon Information on Demand
 Pergamon ORBIT Infoline
 Pergamon Press
 Personal Bibliographic Software
 Pioneer Hi-Bred International Inc. (CANCELED)

Plenum Publishing Corporation
 Predicasts
 Prentice Hall Legal & Financial Services
 Princeton Microfilm Corporation
 Professional Software
 The Professional's Library
 Public Affairs Information Service, Inc.
 The Publishers Book Exhibit
 Questel, Inc.
 The Ralph McElroy Translation Company
 Readmore Publications, Inc.
 Research Information Services
 Research Publications
 Reuters Information Services, Inc.
 Richards-Wilcox
 Right On Programs
 Rittenhouse Book Distributors, Inc.
 Robert P. Gillotte Company
 Routledge, Chapman and Hall
 Russ Bassett Company
 Sadtler Research
 Scarecrow Press
 Scholarly Publications
 Scholium International, Inc.
 SilverPlatter Information, Inc.
 Simon & Schuster
 Slater Hall Information Products
 SMS America Incorporated
 Society of Automotive Engineers
 South Asia Books
 Spacesaver
 Springer-Verlag New York, Inc.
 St. James Press
 Standard & Poor's Compustat Services
 Standard & Poor's Corporation
 Stockton Press
 S.M. Stoller Corporation
 Strategic Intelligence Systems
 Sydney Dataproducts
 System Integrators, Inc.
 Taylor & Francis Group
 Theresa M. Burke Employment Agency, Inc.
 Thomas Publishing Company
 Thomson & Thomson
 Total Information, Inc.
 Trinet, Inc.
 Turner Subscription Agency
 UMI
 Unisys
 United Nations-Publications
 United States Book Company
 University Products, Inc.
 U.S.A. Information Service
 Utility Data Institute
 Utlas International
 Van Nostrand Reinhold
 VCH Publishers, Inc.
 Vu/Text Information Services, Inc.
 Wadsworth, Inc.

Washington Document Service
 Washington Service Bureau
 H. W. Wilson Company
 John Wiley & Sons, Inc.
 Winnebago Software Company
 The Worden Company
 The World Bank
 Wright Investors' Service

Continuing Education

SLA's Professional Development Section will offer a diverse program of courses designed to advance the knowledge and skills of both new and experienced information professionals. Participants will earn 0.6 Continuing Education Units (CEUs) and a certificate upon completion of each course. CE courses will be conducted Saturday, June 10, and Sunday, June 11, 9 a.m.– 4 p.m.

Several professional development activities will be offered for more experienced information professionals or those with advanced knowledge in the field of instruction. These activities include "Artificial Intelligence: Concepts, Principles, and Applications," "Competitor Intelligence and the Corporate Librarian," "Going It Alone: Managing the One-Person Library, Part II," as well as two Middle Management Institute offerings. Both "Competitor Intelligence and the Corporate Librarian" and "Artificial Intelligence" will be offered twice for all who want to participate in these popular courses. Five new courses will be offered in 1989: "Legal Issues for Information Managers," "Infopreneurs: Entrepreneurs of the Information Age," "Personal Productivity: New Tools for Fast Times," "How to Work with Difficult People," and "Winning Marketing Techniques."

The complete listing of courses is as follows:

Management

- Space Planning/Evaluation for Libraries and Business Information Centers
- How to Work Smarter
- Time Management in the Small Library
- Going It Alone: Managing the One-Person Library—Part I and II
- Impact Your Organization: Creative Management and Effective Communication

- Legal Issues for Information Managers
- Budgets and Libraries
- Corporate Library Excellence
- Evaluating the Company Library Leadership Skills for the Corporate Library Manager
- Making Money: Fees for Information Service

Marketing

- Winning Marketing Techniques Design and Development of Promotional Materials

Technology

- Artificial Intelligence: Concepts, Principles and Applications
- Personal Productivity: New Tools for Fast Times

Information/Information Management

- Competitor Intelligence and the Corporate Librarian - Principles of Records Management
- Infopreneurs: Entrepreneurs of the Information Age

Middle Management Institute

The Middle Management Institute (MMI) is the second phase of SLA's Professional Development Program. The MMI consists of 75 hours of instruction divided into five units:

- Management Skills
- Analytical Tools
- Human Resources
- Marketing and Public Relations
- Technology and Applications

Each unit will include 15 hours of interactive instruction spread over two-and-a-half days. Participants will earn 1.5 CEUs for each completed MMI unit. An MMI Certificate will be awarded to participants who complete all five units within an approximate two-year period. The "Management Skills" and "Analytical Tools" units of the MMI will be offered June 9-11 at the annual conference. "Management Skills" will explore the role of the infor-

mation center within the organization, while participants sharpen their skills in meeting management challenges. Problem solving, decision making, and communication techniques will be emphasized. Budget justification, management styles, and time management are also primary components of the skills unit. "Analytical Tools" will acquaint participants with several important aspects of management, including budgeting, strategic planning, and statistical methods. Through a better understanding of the quantitative tools of management, participants will improve decision-making skills and increase overall managerial effectiveness.

For additional information on any of the Professional Development Programs presented by SLA, please contact Kathy Warye Hackl, Assistant Executive Director, Professional Growth, at 202/234-4700.

Management Cinema

SLA management films will once again be featured at the annual conference. Viewers will have the opportunity to learn more about sophisticated and timely management topics through an interesting format. Titles, descriptions, and times will be listed in the Final Conference Program. For information, please contact Kathy Warye Hackl.

Contributed Papers

Two *Contributed Papers Sessions* will run concurrently on Monday, June 12, and three *Contributed Papers Sessions* will run concurrently on Tuesday, June 13. The titles and authors are as follows:

Monday, June 12: Session I-A

- "Corporate Intelligence: The Strategy for Special Library Survival into the 1990's," Barbara Ashdown, Martin Marietta Energy Systems, Oak Ridge, Tennessee.
- "Fine-Tuning the Corporate Library Survey," Dorothy Gannon and Ron Boehm, Creare Inc., Hanover, New Hampshire.

- "Special Libraries Competing in the Information Age," Paul M. Lane, Western Michigan University, Kalamazoo, Michigan; and Dorian Martyn, Upjohn Company, Kalamazoo, Michigan.
- "Barriers to Effective Information Access—User Perspectives," Renie Cain McVeety, Battelle, Pacific Northwest Laboratories, Richland, Washington.

Monday, June 12: Session I-B

- "The Fishing Trip: Information Search and Management in the Environmental Review Process," Mary Flad, Rudikoff & Rohde, Inc., Poughkeepsie, New York.
- "Working with Information Resources in a Relatively New Field of Information, Facility Management," Valerie Hail, International Facility Management Association, Houston, Texas.
- "Professional Association Libraries: A Resource for the 1990s," Emily Melton, Indiana University, Indianapolis, Indiana.
- "Friendly Merger or Hostile Takeover: The Faculty Views Consolidation," Charles Wilt, Kenyon College, Gambier, Ohio.

Tuesday, June 13: Session II-A

- "Technology, the User, and Technical Services," Mary-Deidre Coraggio, Naval Weapons Center, China Lake, California.
- "Technical Report Descriptive Cataloging—Setting Productivity Standards," Daphne Fawnee Dinsmore, Martin Marietta Energy Systems, Inc., Oak Ridge, Tennessee.
- "The Special Librarian as a Non-Person," Richard Shotwell, Coastal Plain Experiment Station, University of Georgia, Tifton, Georgia.

Tuesday, June 13: Session II-B

- "Keeping the Special Library Volunteer Initiative Going," Anne Fredenburg, Sheppard-Pratt Hospital, Baltimore, Maryland.
- "User-Pay vs. Central Budgeting—Why Grey is Better Than Black or White," Louise Heusinkveld, Nova Husky Research Corporation, Calgary, Alberta.

- "Reference Time Accountability: Searching for Search Time," Stephen C. Johnson, BP America Inc., Cleveland, Ohio.
- "Teaching Roles for Special Librarians: Managing the Change," Martha Jane K. Zachert, consultant, Tallahassee, Florida.

Tuesday, June 13: Session II-C

- "Online Searching at 2400 Baud: Does It Save?," Kurt O. Baumgartner, Pitman-Moore, Inc., Terre Haute, Indiana.
- "Managing Expectations: A Challenge When Implementing New Technology," Pamela N. Danziger, The Franklin Mint, Franklin Center, Pennsylvania.
- "A Star Among Stars: A Comparison of Three End-User Applications of the Cuadra Star Information Management System," Nancy Leclerc, Xerox Canada, Inc., Toronto, Ontario.
- "The Research Scientist as Sophisticated Library User: How Has One Special Library Adapted to the Emerging Sophisticated Information Need?," Sue Wolfman, GTE Laboratories Inc., Waltham, Massachusetts.

New York by Night

Begin your visit to the Big Apple in a "sparkling" way with a champagne toast to New York aboard a glass-topped, deluxe motorcoach. While touring Manhattan at twilight, you will see both the old and new, historic and trendy landmarks of the city. Of particular beauty are the many bridges which link Manhattan with the outlying boroughs. A relaxing way to become familiar with this exciting city!

Hotels

The co-headquarters for the New York Conference are the New York Hilton and the Sheraton Centre. Meetings, as well as exhibits, will take place in both hotels. Sleeping rooms will also be found in the Sheraton City Squire, which is within walking distance of the co-headquarters hotels. A full listing of room rates and the housing reservation form will be

printed in the Preliminary Conference Program.

Transportation

SLA has selected United and Delta Airlines as official carriers to the annual conference. Special fares have been made available, so be sure to use the following file numbers when making your reservations:

United Airlines (File 90341) Call: 1/800/
521-4041

Delta Airlines (File R0316) Call: 1/800/
241-6760

Registration

Registration will take place in the New York Hilton, 2nd Floor Promenade. Advance registration for the New York Conference is strongly encouraged to avoid long, time-consuming lines and to save money. All SLA members will be mailed a copy of the Preliminary Conference Program in early March.

If you are not an SLA member and wish to receive a copy of the Preliminary Conference Program, or if you have any questions about the conference, please contact the Manager, Conference & Exhibits, Special Libraries Association, 1700 Eighteenth Street, N.W., Washington, DC 20009; 202/234-4700.

Actions of the Board of Directors January 25-27, 1989

The SLA Board of Directors met at the LeMeridien Hotel in San Francisco during the 1989 Winter Meeting of the Association. Actions taken and reports of note are summarized below.

FY 1988 Budget Surplus—Following a review of the Association's current financial statement, the Board approved an allocation of surplus funds from the fiscal year 1988 budget: \$10,000 to the Special Programs Fund; \$10,000 to Research; and the balance to the General Reserve Fund. Although the actual surplus will be determined after the 1988 audit, estimates indicate the surplus will be about \$70,000.

Awards Recipients—Upon the recommendation of the Awards Committee, the Board approved the following individuals as recipients of Association Awards for their outstanding service to SLA and the special libraries profession.

John Cotton Dana Award :

Pat Molholt
Vivian S. Sessions
Dorothy Beckmeyer Skau

SLA Hall of Fame:

Joseph M. Dagnese (posthumously)
Lois E. Godfrey
James L. Olsen, Jr.
Murray Wortzel

SLA Professional Award:

Guy St. Clair

Honorary Member:

Roger K. Summit

Fellows of the Special Libraries Association:

Jane I. Dysart
Edwina H. "Didi" Pancake
Lou B. Parris
Fred W. Roper
Mary Lou Stursa

Professional Development—The Scholarship Committee reported on its work in developing a

scholarship for the Executive Development Academy (EDA) as requested during the October Board of Directors meeting. The Board approved a change from a scholarship to a "fellowship" to recognize an individual's achievements in the profession. The EDA fellowship will fund both the registration fee and travel stipend. The Board approved in concept the procedures and guidelines for administering the fellowship and assigned the Professional Development Committee the task of awarding the fellowship.

To assist students interested in attending SLA continuing education courses, a discounted student course fee of 40 percent was approved. Student discounts will be offered as soon as is practical for all courses except those designated as "advanced" or programs requiring prior experience. Current fees for students will be \$75 for full-day courses and \$45 for half-day courses.

Completing the report of Professional Development activities, the Board was provided an update on the Executive Development Academy and the computer/self study programs.

Minimum Salary—In reviewing the report on the Resume Referral Service, discussion centered on the low salaries frequently paid for professional positions as listed in *SpecialList*. Board members instructed staff to investigate and develop a policy statement on the requirements of publishing a minimum salary for a professional position and report in June.

Government Relations Activities—Five resolutions were adopted by the Board during the discussion of government relations activities. The Philadelphia chapter submitted a resolution in which the actions of the National Commission on Libraries and Information Science (NCLIS) regarding the FBI's Library Awareness Program were labeled as "inappropriate" and stated the Association "is not satisfied with the Commission's handling of the Library Awareness Program." The resolution instructed the Government Relations Committee to monitor NCLIS activities to provide the Board and the membership with "periodic reviews and recommendations for improving the Commission's activities and its relationship with the Association."

The Board also approved a resolution calling for the Bush Administration and the 101st Congress to create and implement a national information policy. The Association also commended Senator Claiborne Pell (D-RI) for taking a lead in calling for a national policy on permanent (acid free) papers to protect the vast information resources of the United States.

The 1989 Legislative Platform for the Association was adopted. New in the platform is plank five which states, "Encourage the enactment of legislation which would serve to protect an individual's intellectual freedom by guaranteeing the confidentiality of library records maintained in public institutions."

The Chapter Cabinet passed a recommendation to the Board that SLA participate in Freedom of Information Day on March 16, 1989. The Board approved the recommendation.

Committee Activities—The Board acted to change the name of the Positive Action Program for Minority Groups to the Affirmative Action Committee. The Board also approved a policy statement on Affirmative Action: "The Special Libraries Association is committed to Equal Employment Opportunities and supports Affirmative Action programs that will encourage and assist members of minority groups entering, developing, and advancing in the fields of special librarianship and information management."

After considerable discussion, the Board approved the composition of the Strategic Planning Committee as follows: one second-year director as chair of the committee, one first-year director for a two-year term, the second of which will be as chair, and the president-elect. The treasurer will serve as an ex officio member and the Association President will appoint a Chapter president and Division Chair to ensure input from the membership. The Strategic Planning Committee will develop and recommend a strategic plan to the Board at a minimum of three-year intervals, will facilitate regular discussion and selection of Association goals and priorities, provide opportunities for input by Chapter presidents, Division chairs, the treasurer, SLA members, and will monitor progress and report to the Board at the annual conference.

Retired Members Caucus—A Retired Members Caucus was approved by the Board. Twenty-two members will initiate the newest caucus. The purpose of the caucus is "to provide assistance to the Association and its subunits when needed and to provide a forum for exchanging retirement experiences and resource information."

Bylaws Change—The recent attempt to amend SLA's bylaws failed to gain the necessary 40 percent response rate required by the bylaws. The

Bylaws Committee again recommended two changes to SLA's bylaws which were approved by the Board. As a result, the proposed changes will be brought up for a vote at the Annual Membership Meeting. If approved by the membership, a mail ballot election will take place later in 1989.

The new Article III, Section 7 permits mail, telephone, or electronic voting by the Board of Directors in instances when an action needed by the Board cannot await a regular or special meeting.

The change to Article XVI, Section 3 amends the provision stipulating 40 percent of the membership must vote to change the bylaws. The amendment will allow the bylaws to be amended by a two-thirds vote of the mail ballots returned.

Conferences and Meeting—The Board approved the Phoenix/Scottsdale area as the site for the 1993 Winter Meeting.

The Board was informed the American Library Association recently scheduled its 1992 conference in San Francisco which follows SLA's 1992 San Francisco meeting by several weeks. To minimize any potential conflict, the Board instructed the executive director to study the situation, including alternate sites and dates, and to report those findings in June.

The Calendar of Deadlines for Program Information for the 1990 Pittsburgh Conference was approved.

International Federation of Library Associations and Institutions—The Board of Directors approved nine recommendations from SLA Past President Frank Spaulding regarding the Association's role within IFLA, which should result in a greater international role for SLA. The Board approved that SLA:

- should assume a stronger role in IFLA, particularly in the areas of special librarianship and information management;
- should promote the values and benefits of membership in SLA to special librarians who participate in IFLA activities through their generic library organizations;
- members should be strongly encouraged to participate more actively in IFLA by contributing papers and serving in leadership roles;
- should belong to additional sections of IFLA;
- should announce IFLA activities and publications in *Specialist* and seek similar exposure for SLA within IFLA publications;
- should hold SLA caucuses during IFLA meetings to share ideas and coordinate activities which are enriched by group interaction;
- should have well-respected, outstanding information leaders as representatives to IFLA;

- should discontinue the appointment of section representatives to IFLA and encourage members to join sections of IFLA of which SLA is a member, thus expanding the opportunity for individual activities within that section; and
- should create a Standing Committee on International Relations to provide guidance and direction to SLA's role within IFLA, for its international conferences, and for international exchange visits.

Other Business—The Board set the dates of October 25-27, 1989 as the dates for its Fall Meeting to take place at the Association offices in Washington, D.C.

The Board also expressed gratitude to the San Francisco Bay Region chapter for its hospitality and contributions to the success of the 1989 Winter Meeting.

Reviews

Libraries in the '90s: What the Leaders Expect, by Donald E. Riggs and Gordon A. Sabine. Phoenix, Ariz.: Oryx Press, 1988. 198 pp. ISBN 0-89774-532-9. \$24.95

At the 1988 ALA Midwinter Conference in San Antonio, Texas, Gordon Sabine taped interviews with "library leaders" regarding the future of libraries. The 25 leaders—identified by co-author Donald Riggs—work in a variety of settings, which are well represented by SLA fellows Patricia Wilson Berger and Mary Vasilakis. This book consists of edited transcripts of those and other interviews, arranged in chapters by subject and featuring a question-and-answer format. The result is a succinct and readable overview of library trends and expectations expressed by some of the profession's most visible personalities.

Chapters of particular interest to special librarians include "The Effects of Automation," "What Works Best in Getting Your Budget Approved," "The Dream Library," and "Commercial Competition." Regarding automation, there is a consensus among those questioned that technology does not reduce library costs. Furthermore, Berger states, libraries must "find ways to keep the technology humane" while Vasilakis advises hiring staff "with more technical skills." Library leaders also agree that the basis of successful budgeting, not surprisingly, is to cultivate support by keeping administrators informed and users happy. It is in the specifics of funding that individual leadership philosophies show: Richard De Gennaro of the New York Public Library asserts "you've got to have big ideas to sell to big people," while Evan Farber of Earlham College maintains "it's just doing a good job." On other topics, leaders are in general agreement while differing on the fine points and their divergent outlooks give the book its real value. Interestingly, the differences do not necessarily group by library type. In fact, this book aptly demonstrates that all librarians, regardless of their positions or institutions, share many common values and concerns, including library education and leadership.

None of the featured leaders have particularly radical views, so the transcripts are not overwhelmingly stimulating or provocative. There are, however, statements here and there that strike a chord as "quotable quotes" or "fundamental truths" worth noting. For example, Robert Wedgeworth on leadership: "My view of the way you develop influence is through continuity, reliability, being able to understand what other people want, and how that can help you achieve what you want"—good advice for all of us. Much of the book's content has

probably been read or heard before, especially since most of the leaders are prolific authors and/or speakers. However, it does provide an overview of library trends that is not easy to distill from the profession's increasingly specialized library literature. *Libraries in the '90's* would be helpful to librarians thinking through long-range plans, or might be worth passing on to a non-librarian superior or administrator who should know about developments and influential thinking in the field. (Notes might be made in the margins to show where you agree with the leaders.) A final "thumbs up" to Oryx Press for publishing *Libraries* quickly, before the opinions and information become dated; "thumbs down" for the \$24.95 price tag, which seems high for a 198-page, time-sensitive paperback.

Catherine Suyak Alloway
Supervisor, Information Services
St. Louis Public Library

Tapping the Government Grapevine: The User-Friendly Guide to U.S. Government Information Services, by Judith Schiek Robinson. Phoenix, Ariz.: Oryx Press, 1988. 193 pp. ISBN 0-89774-179-X.

Government documents can be the bane of a librarian's existence. Based on personal experience, it takes years for a non-documents librarian to begin to feel comfortable using that substantial portion of many library collections. Once deciphered, however, it then becomes the librarian's task to share the vast stores of information found beneath dull covers. The truly difficult part of a librarian's job is persuading students and researchers the search will be worth their time and effort, then summoning up enough patience all around to dig into various indexes and finding lists.

Tapping the Government Grapevine is an engaging book about government documents. In 16 chapters the reader is taken through the maze of government publications, from depository libraries, to judicial information sources, to regulations, to foreign documents, and a final chapter on the administration of documents collections. Most of the chapters begin with helpful paragraphs explaining what, why, and where. For example, in "GPO, the Mother Lode," the first paragraph answers the question 'what.' "The Government Printing Office (GPO) is the federal government's primary information reproducer and disseminator." (p. 13) In "Scientific Information" the answer to the question 'who' begins "The federal government performs

only about 10 percent of its own research. The rest is contracted out to industry, universities and non-profit organizations." (p. 39) Each chapter concludes with recommendations for further reading. A lively pace is maintained by the use of vignettes and illustrations. A favorite is the story about the chief of patents, who, in 1814, when British troops were threatening to burn down the building, challenged the soldiers, "Are you Englishmen or vandals?" He compared the damage they were about to inflict to the destruction of the Alexandrian Library. The patents building was spared. (p. 61)

Besides being a guide to government publications, the work also outlines the functions of the federal government. The chapter on "Legislative Information Sources" necessarily describes the legislative processes, as each step results in a document. *The Federal Register* and the *Code of Federal Regulations* are presented as integral parts of the regulatory process. The patent, trademark, and copyright processes are explained, as is how to locate the final results.

Several controversial, and, as yet, unresolved issues are discussed. The future of the National Technical Information Service (NTIS) and whether it will become a private enterprise, is an item of

concern to librarians and researchers. The question of the thousands of electronic databases maintained by the federal government must be settled; the federal government is required by law to provide free access to printed material, but only through depository libraries.

Tapping the Government Grapevine will be useful to documents librarians and to others whose work brings them in contact with government publications. Librarians without documents collections will benefit from this book, as it depicts in a clear, concise fashion, understandable to most readers, the operations of a system which affects all of us. Social scientists would be served by reading the chapter on statistics; students of political science and public administration would learn from the chapters on legislative, judicial, and executive information sources. This book should be placed near the public service desk, where it will be seen and used by the library staff, and recommended to library patrons.

**Susan Weiss
Reference Librarian
Florida International University
North Miami, Florida**

Information for Contributors

General Information

Special Libraries publishes material on new and developing areas of librarianship and information technology. Informative papers on the administration, organization and operation of special libraries and information centers and reports of research in librarianship, documentation, education, and information science and technology are appropriate contributions.

Contributions are solicited from both members and nonmembers. Papers are accepted with the understanding they have not been published elsewhere. *Special Libraries* employs a reviewing procedure. When reviewers' comments have been received, authors will be notified of acceptance, rejection, or need for revision of manuscripts. The review procedure will usually require a minimum of eight weeks.

Types of Contributions. Three types of original contributions are considered for publication: full-length articles, brief reports, and letters to the editor. New monographs and significant report publications relating specifically to library and information science are considered for critical review. Annotations of the periodical literature as well as annotations of new monographs and reports are published—especially those with particular pertinence to special libraries and information centers. Articles of special relevance may be reprinted occasionally from other publications.

Full-length articles may range in length from about 1,000 words to a maximum of 5,000 words (up to 20 pages of manuscript typed and double spaced). Reports will usually be less than 1,000 words in length (up to 4 pages of manuscript, typed and double spaced).

Instructions for Contributors

Manuscripts. Organize your material carefully, putting the significance of your paper or a statement of the problem first, and supporting details and arguments second. Make sure the significance of your paper will be apparent to readers outside your immediate field of interest. Avoid specialized jargon. Readers will skip a paper they do not understand.

Provide a title of one or two lines, up to 26 characters plus spaces per line. Write a brief author note, and include position title and address. In the author note, include information concerning meetings, symposia, where the paper may have been presented orally, etc. Submit recent glossy black-and-white photographs of the authors, if you wish.

Insert subheads at appropriate places in the text, averaging about one subhead for each two manuscript pages. Keep the subheads short (up to 35 characters plus spaces). Do not use more than one degree of subheads in an article. Provide a summary at the end of the article.

For each proposed paper, mail one original and three copies (in English only) to the Editor, *Special Libraries*, 1700 Eighteenth Street, N.W., Washington, D.C. 20009. The manuscript should be mailed *flat* in an envelope of suitable size. Graphic materials should be submitted with appropriate cardboard backing or other stiffening materials.

Style. Follow a good general style manual. The University of Chicago Press *Manual of Style* is appropriate.

Format. All contributions should be typewritten on white paper on one side only, leaving 1.25 inches (or 3 cm) of space around all margins of standard, lettersize (8.5 x 11 in.) paper. Double spacing must be used throughout, including the title page, tables, legends, and references. The first page of the manuscript should carry both the first and last name of all authors, the institutions or organizations with which the authors were affiliated at the time the work was done (present affiliation, if different, should be noted in a footnote), and a notation as to which author should receive the galley proofs for proofreading. All succeeding pages should carry the number of the page in the upper right-hand corner.

Title. Begin the title with a word useful indexing and information retrieval. The title should be as brief, specific, and descriptive as possible.

Abstract. An informative abstract of 100 words or less must be included for full-length articles. The abstract should be complete in itself with reference to the paper or the literature cited. The abstract should be typed with double spacing on a separate sheet.

Acknowledgments. Credits for financial support, for materials and technical assistance or advice may be cited in a section headed "Acknowledgements," which should appear at the end of the text. General use of footnotes in the text should be avoided.

Illustrations. Finished artwork must be submitted to *Special Libraries*. Follow the style in current issues for layout and type faces in tables and figures. A table or figure should be constructed so as to be completely intelligible without further reference to the text. Lengthy tabulations of essentially similar data should be avoided.

Figures should be lettered in India ink. Charts drawn in India ink should be so executed throughout, with no typewritten material included. Letters and numbers appearing in figures should be distinct and large enough so that no character will be less than 2 mm high after reduction. A line 0.4 mm wide reproduces satisfactorily when reduced by one-half. Most figures should be reducible to 15 picas (2.49 in.) in width. Graphs, charts and photographs should be given consecutive figure numbers as they will appear in the text. Figure numbers and legends should be typed double spaced on a separate sheet of paper. Each figure should be marked *lightly* on the back with the figure number, author's name, complete address, and shortened title of the paper.

For figures, the originals with three clearly legible reproductions (to be sent to reviewers) should accompany the manuscript. In the case of photographs, four glossy prints are required, preferably 8 in x 10 in.

References and Notes. Number all references to the literature and notes in a single sequence in the order in which they are cited in the text. Cite all references and notes but do not insert reference numbers in titles or abstracts.

Accuracy and adequacy of the references are the responsibility of the author. Therefore, literature cited should be checked carefully with the original publications. References to personal letters, abstracts of oral reports, and other unedited material may be included. However, the author should secure approval, in writing, from anyone cited as a source of an unpublished work. Be sure to provide full details on how such material may be obtained by others.

References to periodicals should be in this order: authors, article title, unabbreviated journal name, volume number, issue number, inclusive pagination, and date of publication.

Smith, John and Virginia Dare. "Special Librarianship in Action." *Special Libraries* 59 (no. 10): 1241-1243 (Dec 1968).

Smith, John J. "The Library of Tomorrow," in *Proceedings of the 34th Session, International Libraries Institute, city, year. 2v. city, press, year published.*
Featherly, W. "Steps in Preparing a Mertification Program in a Company." ASME Paper 72-DE-12 presented at the Design Engineering Conference and Show, Chicago, Ill., May 8-11, 1972.

References to books should be in this order: authors, title, city, publisher, year, pagination.

Brown, Abel. *Information at Work.* New York, Abracadabra Press, 1909. 248 p.

Andrei, M. et al. *The History of Athens.* The History of Ancient Greece, 10v. New York, Harwood Press, 1850.

Samples of references to other types of publications follow.

Chisholm, L. J. / "Units of Weights and Measure." National Bureau of Standards. Misc. Publ. 286. C13. 10:286. 1967.

Whitney, Eli (to Assignee), U.S. patent number (date).

Editing. Manuscripts are edited primarily to improve the effectiveness of communication between authors and readers. The most important goal is to eliminate ambiguities. In addition, improved sentence structure often permits the readers to absorb salient ideas more readily. If extensive editing is indicated by reviewers, with consequent possibility of altered meanings, manuscripts are returned to the author for correction and approval before type is set. Authors can make additional changes at this stage without incurring any printers' charges.

Proofs. Authors receive galley proofs with a maximum five-day allowance for corrections. One set of galley proofs or an equivalent is provided for each paper. Corrections must be marked on the galley, not on the manuscript. At this stage authors must keep alterations to a minimum; extensive author alterations will be charged to the author. Extensive alterations may also delay publication by several issues of the journal.





Special Libraries Association

Middle Management Institute

Programming

Designed to provide a foundation for professional growth and advancement, the MMI provides opportunities to gain practical skills as it grooms participants for leadership roles.

The MMI includes 75 total hours of interactive instruction segmented into five 2-1/2 day units, including:

- Management Skills
- Analytical Tools
- Human Resources
- Marketing & Public Relations
- Technology & Applications

Goals

SLA recognizes that information professionals are increasingly moving into management positions, often without the benefit of this training. Participation in the MMI will enable you to:

- Sharpen decision-making and problem-solving skills
- Increase knowledge of organizational behavior
- Strengthen strategic planning and analytical skills
- Improve effectiveness of marketing and public relations techniques

Faculty

Our distinguished faculty has a combination of academic and business experience:

- Herbert S. White; Dean, School of Library & Information Science, Indiana University
- Travis White; Product Manger, Solbourne Computer Incorporated
- Shirley Hallblade; Associate Director of Libraries, Vanderbilt University
- Christine Olson; Principal, Chris Olson & Associates

Please forward complete information on SLA's Middle Management Institute!

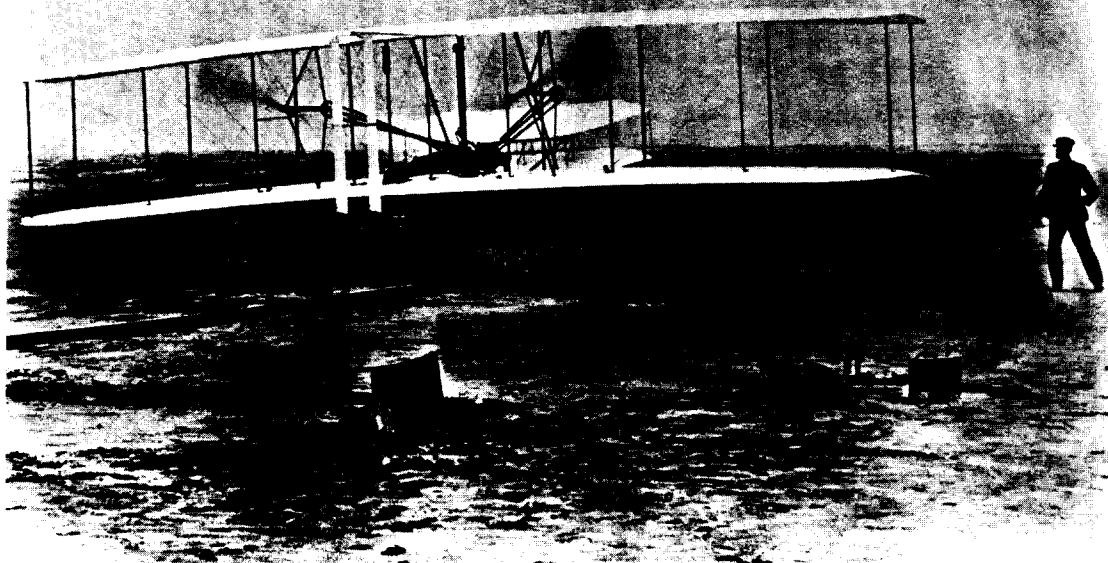
Mail to:

_____		_____
Name		Title

Address		

City	State/Zip	Business Telephone

Return completed form to SLA, Professional Development Section, 1700 Eighteenth Street, NW, Washington, DC 20009.



**Even the best ideas won't get off the ground
unless they're powered by credible information.**

For a report to take off and fly right, it should be properly engineered, expertly navigated and fueled with an effective mixture of information.

And, of course you want that information to be complete, timely and accurate—so it will spark ideas and keep them soaring for short flights of genius and over the long haul.

That's why Dow Jones News/Retrieval® should be part of your online data manifest.

We're the only service that gives you (and those who pilot your organization) online access to the full text of *The Wall Street Journal*. Plus

Dow Jones™ QuickSearch for comprehensive profiles on over ten thousand companies—including up-to-the-minute news, 10-K data, industry facts and figures, and more.

You'll also get Investext®, the full text of over 13,000 research reports from top investment analysts at leading brokerage firms—in our easy-to-use format that can reduce your time online.

If an idea is meant to fly, there's one sure way to give it wings: Dow Jones News/Retrieval. Powerful fuel for the efforts of today's business leaders and leading information specialists.

DOW JONES NEWS/RETRIEVAL

From Dow Jones & Company, Inc.

The information that powers today's business.™

For details on training seminars to help you get more out of our services, call (609) 520-4632.
For free one-day trials available to non-subscribers, call (609) 520-4664.

© 1988 Dow Jones & Company, Inc. All rights reserved. Dow Jones News/Retrieval is a registered service mark and Dow Jones a service mark of Dow Jones & Company, Inc. Investext is a registered service mark of Business Research Corporation.



The small customer.



The small customer
at Ballen.

With some booksellers, a small customer doesn't rate quite the consideration that a large customer might. But at Ballen, the single book customer receives the same service and services that a thousand book customer does.

Which means no matter what size your library, you can expect to have your very own customer service representative to help answer all your questions. And your very own shelf reserved in our warehouse to guard against shipment and inventory mix-ups.

It also means access to our online, interactive BallenNet system for order entry and current status. The ability to reach a Ballen company officer just by picking up the phone. And an ongoing evaluation of library needs so rigorous, it's given us the industry's lowest overall return rate – less than 1%.

All of which we provide with the understanding that what are small fish today, might one day be big ones.

For information or our new brochure, call (800)645-5237.

In New York, call (800)832-4552.

BALLEN

BOOKSELLERS INTERNATIONAL, INC.

66 Austin Boulevard, Commack, New York 11725

THE RESOURCE AUTHORITIES.



**We've preserved 200 years of major International News Events . . .
. . . and can save your library space, time, and money as well.**

Over 200 years of factual reporting ... dozens of acclaimed newspapers like *The Times*, *The Financial Times*, *El País* and *Le Monde*—all of them are preserved forever on high quality, convenient microfilm from Research Publications.

Newspapers on microfilm require 95% less storage space than paper copies, and the problems of deterioration and high binding costs are eliminated. Our newspaper indexes save your patrons valuable time with quick reference and easy access to specific information. And, perhaps best of all, ordering current subscriptions now from Research Publications can save your library as much as 20% when compared to ordering that same material as a backfile.

For further information use the form below, or call: 1-800-REACH-RP (1-800-732-2477). From Connecticut, Alaska and Canada, call collect: 203-397-2600.

Please send me information on other RP products and services checked:

- Newspaper Indexes
- Television News Transcripts and Indexes
- Journals in Microform
- Research Collections in Microform
- U.S. and International Patent Documentation
- Patent Search and Awareness Services
- Reference Books

rp info file #19
research publications® 12 456789

12 Lunar Drive/Drawer AB
Woodbridge, CT 06525
Toll-free: 1-800-REACH-RP
TWX: 710-465-6345
FAX: 203-397-3893

International Newspapers

- Please send me your brochures.
- Have a representative call me.

Name _____ Title _____
Institution _____
Address _____
City _____ State _____ Zip Code _____
Phone _____

For further information, or to place your order directly, call 1-800-REACH-RP (1-800-732-2477).

1-800-REACH-RP

EDUCATION FOR LEADERSHIP IN THE 21ST CENTURY

School of Library Service Columbia University

announces an
exciting expanded
MS program that
will emphasize
specializations in:

- Academic and Research Librarianship
- Archives Management and Organization
- Bibliographic Control
- Conservation and Preservation
- **Health Science and Medical Informatics**
- **Information Science and Systems**
- Information Services
- **Law Librarianship**
- Management and Administration
- Public Librarianship
- Rare Books, Special Collections, and Bibliography
- **Special Libraries, Information Centers, Independent Specialties/Consultancies**



In this dynamic new program priority will be given to methods, principles, and specializations, forty-eight credit hours required. Special internships available.

Qualified students may finance studies with scholarship and fellowship grants from the University and other sources, with educational loans, and with part-time or full-time work/study arrangements.

Deadline for scholarship applications: April 1, 1989.

For information about the Master's, Certificate, or Doctoral programs:

School of Library Service
516 Butler Library
Columbia University
New York, New York 10027
212-854-2292

An Equal Opportunity Educator/Employer

SAVE ON JANE'S UP TO 20% OFF LIST PRICE LIBRARY • WHOLESALE • SERVICES *The Demand-Driven Jobber*

Most special libraries will never get a discount direct from Jane's, but every library that orders five or more Jane's Publications—including the Yearbooks, DMS Studies/Forecasts/Guides/Market Intelligence Reports or Interavia Publications—can earn discount. Discounts are based on quantities ordered at one time. Standing orders gladly accepted.

Call Now. 1-800-423-BOOK
LIBRARY • WHOLESALE • SERVICES
11910U Parklawn Drive Rockville MD 20852
301-881-3500 FAX 301-881-1930

Dialog OnDisc™ OnLine. OnTime. And Now. OnUs.

DIALOG OnDisc products are on top of all the others! And we can prove it! Here are six reasons why. We'd like you to try us for yourself by comparing us with other CDROM products on the market. A new demonstration diskette offering an introduction to DIALOG OnDisc Products is available. **On Us, FREE of charge for a limited time. Simply CALL 800-3-DIALOG.**

1. After viewing the diskette, you will immediately see why our DIALOG OnDisc products are **On Time**. On Time means high speed. The response time of our OnDisc searching retrieval software is the **fastest available anywhere**.

2. Our compression technology makes it possible for us to pack more data on a single disc. For instance, DIALOG OnDisc ERIC from 1966 to the present is now on only two discs! We've been able to put an entire year of the complete DIALOG OnDisc MEDLINE onto one disc – including all subject content, all indexes, and the MeSH Thesaurus. No other MEDLINE CDROM provider can make this claim. This means that more information can be searched with a single command without switching CDROM discs. This also means faster searching.

3. DIALOG OnDisc products are so easy to use that any of your colleagues can begin searching immediately and without any training. DIALOG OnDisc products offer two searching options. Those who are already familiar with DIALOG commands can begin searching immediately. While those unfamiliar with any retrieval system will feel confident searching using the menu option. Overall, our DIALOG OnDisc products give you more time to extend your information support.

4. DIALOG OnDisc products connect **OnLine**. DIALOG OnDisc products have online counter-



Dialog OnDisc products now available

ERIC, NTIS, MEDLINE, STANDARD & POOR'S CORPORATIONS, AGRIBUSINESS, CANADIAN BUSINESS & CURRENT AFFAIRS.

parts and access to other DIALOG online databases where you can access either additional or the most current information. For this online access we include our DIALOGLINK™ Software with every OnDisc subscription.

5. Since 1972, DIALOG, the world's largest online information provider, has been supporting your information needs. We support the latest industry standards such as ISO 9660 data format (International Standards Organization), and equipment standards including CDROM readers and personal computers. With DIALOG OnDisc, you can build a library of CDROMs with consistent retrieval software and documentation.

6. All these benefits, plus our 24-hour customer support and complete documentation keep DIALOG OnDisc products on top.

But see for yourself. To order your FREE demo disc or for more information about DIALOG OnDisc products, call DIALOG Marketing at 800-3-DIALOG (800-334-2564) or write us at 3460 Hillview Avenue, Palo Alto, CA 94304.

DIALOG® INFORMATION SERVICES, INC.
A Knight-Ridder Company

800-3-DIALOG

Announcing the latest DIALOG OnDisc Products:
CANADIAN BUSINESS & CURRENT AFFAIRS
STANDARD & POOR'S CORPORATIONS
AGRIBUSINESSSM

We Think That DataLib Is Quite Simply the Best at Doing for Librarians What Librarians Need to Do.

We Call It:

- Integrated
- Interactive
- Multi-User
- Multi-Site
- Multi-Task

*Omnicompetent, dedicated
library automation.*

Our Customers Call It:

- Indispensable
- User Amiable
- Thought Out
- Bullet Proof
- Career Insurance
- A Patron Pleaser
- A Team Player

*The system they'd design,
if they designed a system.*

DataLib automates corporate and government special libraries at speeds measured in blinks of the eye. Its sole purpose is to provide the finest library management tools to professional librarians and their patrons. We're sure you'll probably come up with your own terms of endearment, but first you'll have to call DataLib so we can start introducing our library manager to yours.

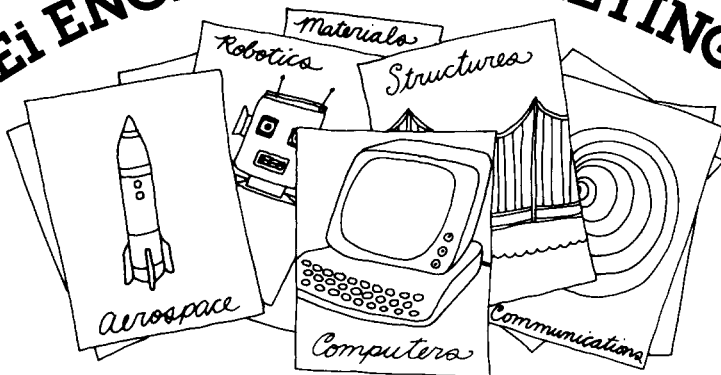
**Call us at 1-800-843-4850 Ext. 7416
or 1-703-758-7000 Ext. 7416**



11400 Commerce Park Drive ■ Reston, Virginia 22091

See us at Booth 171/172 at the SLA Conference

COMPENDEX, COMPENDEX PLUS Ei ENGINEERING MEETINGS



We cover it all.

When you're faced with the problems of increasingly complex search projects, remember that—in engineering and applied science—there is one solution, one source: **Engineering Information, Inc.**

Ei's databases provide the "one source" solution to those multi-disciplinary search questions. No need to search one narrow file after another. From aerospace to artificial intelligence... ceramics, composites, fluidics, robotics... computers, communications and energy... at Ei, we cover it all.

Chemical engineering... civil... electronic and electrical... mechanical. Complete coverage, in depth, and online through all major vendors worldwide:

COMPENDEX®—providing over 2 million abstracts of journal articles published all over the world.

Ei ENGINEERING MEETINGS®—covering the conference literature as soon as it is published—the proceedings *and* the individual papers.

And now, **COMPENDEX PLUS®**—combining journal and conference coverage in one database free of duplicates.

At Ei we not only cover the literature, we deliver it. Through our document delivery service, you can order copies of almost

any publication cited in our databases—journal articles and even those hard-to-find conference papers.

Ei—Serving the online searcher since 1970—with the "one source" solution to your engineering search problems.



SINCE 1884

New Search Manual Available

Now you can receive the all new 1989 **Ei Search Manual** for only \$90 (\$95 outside North America). To order your copy of this completely revised search manual, just mail this coupon or call us at: 1-800-221-1044 (212-705-7615 in New York).

Name: _____

Organization: _____

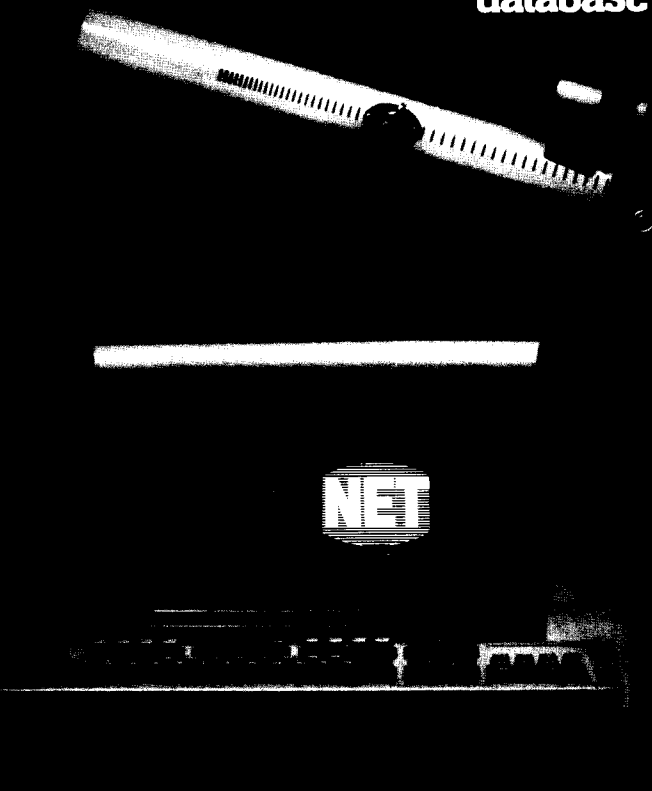
Address: _____

City/State/Zip: _____

- Check or money order enclosed.
 Please bill me.

Mail to: **Engineering Information, Inc.**
Dept. A D
345 East 47th Street
New York, NY 10017

Today, NewsNet lets you view tomorrow's news as no other database can.



NewsNet is the only online source for newsletters. Complete and unabridged.

With NewsNet you have immediate access to indepth, insider reports from the most respected experts in their fields. In telecommunications, aerospace and defense, electronics, computers, investment, finance, government regulations and more.

And not just abstracts or headlines. You get the full text of these authoritative articles and opinions, so you can see industry trends and potentials clearly. You'll have information that's vital to managing your business most profitably from over 320 industry-specific newsletters and

11 worldwide wire services. *All before it's available in print.*

In fact, most of our information you won't find anywhere else—ever. Because 70% of it is exclusive. Plus, 30% of it never appears in print.

NewsNet alerts you to the latest developments before other databases can.

Because the NewsNet database has virtually no time embargoes, you receive the latest updates in real time with only fractional delays.

Our SDI service, NewsFlash®, continuously clips items on any subject you specify—24 hours a day—and posts them for instant retrieval when you log on.

\$60.00 of FREE online time.

Now, with your annual subscription to NewsNet you'll get \$60.00 worth of FREE online time. Put your business's future in sharper focus today. Subscribe now and see faster, more accurate and comprehensive information that could be pivotal to your continued success.

To subscribe, call toll-free today:

1-800-345-1301

NEWSNET

Before it's in print, it's on NewsNet.

945 Haverford Road, Bryn Mawr, PA 19010
215 527-8030



ORIGINAL BRITISH DOCTORAL RESEARCH

OXFORD YORK ESSEX AND 47 OTHER UNIVERSITIES!

The scope and quality of British doctoral research is recognized as having an international perspective unparalleled in any other country. And now, because of an agreement between UMI and The British Library, researchers in North, South, and Central America can easily access this valuable information.

In July 1988, UMI will begin adding British doctoral dissertations to its world-renowned dissertation database (File 35 on DIALOG; File DISS on BRS), and to its print counterpart, *Dissertation Abstracts International*. Citations and abstracts will also appear in the 1988 Current Edition of *Dissertation Abstracts Ondisc* when it is released in February 1989. This will provide researchers and librarians worldwide with a broader selection of resources in hundreds of subject areas — with an emphasis on the sciences.

British dissertations are available in three formats — paper (softbound/hardbound), microfiche, or microfilm. Full-text copies of dissertations filmed from January 1988 forward are available from UMI; all others from The British Library Document Supply Centre.

Several of the participating universities require completion of a Thesis Declaration Form (TDF) for each dissertation title ordered. This applies only to those dissertations with order prefix "D-". British dissertations purchased through UMI will follow The British Library's worldwide pricing structure.

Contact UMI today to receive pricing information and order forms. Call toll-free 1-800-423-6108. (In Michigan and Alaska, call collect 313-761-4700.) Canadian customers call 1-800-343-5299.

BRITISH DISSERTATIONS

FROM
THE BRITISH
LIBRARY
in association with
U·M·I



Special Libraries Association Resume Referral Service

Goals

SLA's Resume Referral Service is designed to exclusively meet the employment needs of the library/information profession.

- It saves employers time and money by referring only those candidates whose employment objectives match the key characteristics of the position.
- For the jobseeker, it is an effective means of making job contacts, and increasing your chances of obtaining a position, without the high cost of an employment agency.
- The Service is as effective for those wishing to relocate as it is for those limiting their search to a specific geographic region.
- Both job-seekers and employers are assured of confidentiality.

Job-Seeker

To register with the service you must submit a completed application and ten copies of your resume with the appropriate fee. As positions are entered into the database, the computer-coded information from your application will be matched against the corresponding position descriptions.

When a match occurs your resume will be forwarded to the corresponding employer for review. You will receive regular correspondence indicating the number and dates of referrals and if necessary, a request for additional resumes.

Registration with the Service will entitle you to six months of service. Renewals will also be available if you choose to extend service beyond the initial six month period. Fees are as follows:

SLA Members:	\$50
Student Members:	\$25
Non-members:	\$75

Employer

To register with the Service you must submit a completed application form indicating the requirements and pertinent characteristics of the available position. This information will be entered into the Resume Referral Service system and matched weekly against the current database of job-seekers.

When matches occur, the resumes of the corresponding job-seekers will be forwarded to you. As the employer, contact with the jobseeker is at your discretion. You are under no obligation to interview or hire those referred.

A separate application and fee must be submitted for each position listed. Service is for one month from the date of the first computer search. Renewals are also available should you choose to extend a listing beyond the initial month of service. Fees are as follows:

SLA Patrons, Sponsors and Sustaining Members:	\$100 per position
All other employers:	\$150 per position

Please forward complete information on SLA's Resume Referral Service

Mail to: _____

Name _____ Title _____

Address _____

City _____ State/Zip _____ Business Telephone _____

Return completed form to SLA, Professional Development Section, 1700 Eighteenth Street, NW, Washington, DC 20009.

USA TODAY • The Washington Post • AP Newswire • Congressional Quarterly • Chicago Tribune
Times • Chicago Sun-Times • Daily Oklahoman • St. Petersburg Times • The Dallas Morning News •
Louisville Courier-Journal • Harrisburg Patriot & Evening News • Tulsa World • Gannett News S

(Minn./St. Pa
Statesman •
• Arizona Tr
• Orange Co
The Daily R
Service • Ar
Westchester
Colorado Sp
USA TODAY
Times • Chic
Louisville C
(Minn./St. Pa
Statesman •
• Arizona Tr
• Orange Co
The Daily R
Service • Ar
Westchester
Colorado Sp
USA TODAY
Times • Chic
Louisville C
(Minn./St. Pa
Statesman •
• Arizona Tr
• Orange Co
The Daily R
Service • Ar
Westchester
Colorado Sp
USA TODAY
Times • Chic
Louisville C
(Minn./St. Pa

More Newspaper Databases Than Any Other Source.

DataTimes®

Newspaper Library Systems • International Online Network

1/800/642-2525

14000 Quail Springs Parkway • Suite 450 • Oklahoma City, OK 73134
405/751-6400, FAX 405/755-8028

sa Tribune • Wes
ito Star • Color
rieval ® • USA
Seattle Times
Newsday • Lo
r Tribune (Min
stin American-S
ergen Record •
icago Tribune
Morning News •
annett News S
Tribune • Wes
ito Star • Color
rieval ® • USA
Seattle Times
Newsday • Lo
r Tribune (Min
stin American-S
ergen Record •
icago Tribune
Morning News •
annett News S
Tribune • Wes
ito Star • Color
rieval ® • USA
Seattle Times
Newsday • Lo
r Tribune (Min
stin American-S
ergen Record •
icago Tribune
Morning News •
annett News S
Tribune • Wes
ito Star • Color
rieval ® • USA
Seattle Times
Newsday • Lo
r Tribune (Min
stin American-S
ergen Record •
icago Tribune
Morning News •
annett News S
Tribune • Wes

Statesman • Omaha World-Herald • AP Political Service • Montreal Gazette • Toronto Star • Color
• Arizona Trend • CMP Publications • PROFILE Information • Dow Jones News/Retrieval ® • USA
• Orange County Register • San Diego Union & Tribune • San Francisco Chronicle • Seattle Times
The Daily Record • Houston Chronicle • Newsday • The Daily Reporter • New York News Journal



Your Career Is Our Business!

SLA Publications
for the information professional

SLA Triennial Salary Survey 1989

The *SLA Triennial Salary Survey 1989* is the eighth triennial salary survey of SLA members to be conducted by Special Libraries Association. This updated survey displays data on salaries for 1988 with some historical data. Seventy-eight tables incorporate features that make information accessible in terms of: separate data for Canada and the U.S.; comparison of salaries within an industry, broken down by geographical area; and a comparison of salaries with job titles and budget ranges. Professionals in the information field, such as managers, section heads, librarians/information specialists, and support staff members, can compare salaries in their part of the country, as well as nationwide.

72pp. ISBN 0-87111-337-6 \$25.00 (softcover)

Managing Small Special Libraries

This valuable information kit focuses on the operation and management of small (including one-person) special libraries, and is comprised of articles compiled from *Special Libraries*, as well as from SLA non-serial publications. The scope of the articles included ranges from the essentials involved in running a small special library to automation to preservation planning. Human resources issues are covered in terms of time management, sample position descriptions, and the draft report of SLA's 1988 salary survey data. Reprints are arranged chronologically within the following categories: Automation, Human Resources, Management (Broad Issues), Operations, and Preservation Planning. A brief bibliography lists SLA publications in addition to selected non-SLA material.

166pp. ISBN 0-87111-341-4 \$15.00 (softcover)

Tools of the Profession

This is a valuable collection of bibliographies of information resources—books, journals, software, and other information sources—chosen by members of 17 SLA Divisions as being of value to special librarians and information professionals. Chapters include: advertising & marketing; aerospace; business & finance; chemistry; engineering; food, agriculture & nutrition; insurance & employee benefits; metals/materials; natural resources; nuclear science; pharmaceutical; physics-astronomy-mathematics; public utilities; publishing; social science; telecommunications; and transportation. *Tools of the Profession* is a unique reference guide that will assist anyone starting a special library or conducting research in a particular field.

129pp. ISBN 0-87111-338-4 \$15.00 (softcover)

Order from: Special Libraries Association, Order Department, Box SL, 1700 Eighteenth Street NW, Washington, DC 20009; 202/234-4700.



Like the Book? You'll Love the Film!

The *Biological Abstracts*® *Collective Indexes* in microform (film and fiche) provide you with a convenient listing of all references contained in *Biological Abstracts* for the period 1980 through 1984.

Biological Abstracts Collective Indexes:

- Save shelf space
- Give your clients rapid access to the information they need
- Provide convenient handling
- Contain indexing to research in biology and biomedicine from approximately 9,000 literature sources monitored each year by BIOSIS

Biological Abstracts Collective Indexes are also available on microfilm and microfiche for earlier years. For more information contact BIOSIS, Marketing Section, 2100 Arch Street, Dept. SL489LB, Philadelphia, PA 19103-1399 USA. Telephone (215) 587-4800 worldwide, toll free 1-800-523-4806 (USA except PA); Telex 831739; Fax (215) 587-2016.

Biological Abstracts is a registered trademark of BIOSIS.
BIOSIS is a registered trademark of Biological Abstracts Inc.



All the library services *and support* you could possibly need. For less.

Cataloging, Electronic-Mail, Online Reference, Document Delivery, Software, CD-ROM Products, Publications, Library Supplies and Furniture

RLIN, OnTyme, DIALOG, CULP, Federal Document Retrieval, CALLS, DEMCO, CHECKMATE II, Medical Data Exchange, BRS, WILSONLINE, Brodart, VU/TEXT, University Products, The Information Store, Information on Demand, and more!

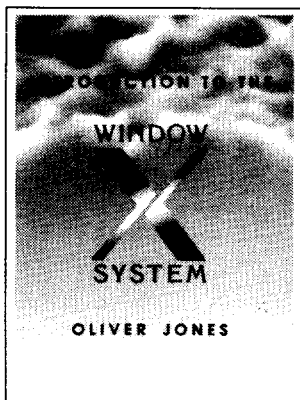
C·L·A·S·S

*Cooperative Library Agency
for Systems and Services*

*For more information call now:
408/289-1756*

1415 Koll Circle
Suite 101
San Jose, California 95112-4698

Scientific, Technical, Management and Reference
BOOKS OF ALL PUBLISHERS



**Recently Published by
Prentice-Hall**

Jones, O. **INTRODUCTION TO THE X WINDOW SYSTEM** (0-13-499997-5)

Jeger, M. **SPATIAL COMPONENTS OF PLANT DISEASE EPIDEMICS**, (0-13-824491-X)

Kanopoulos, N. **GALLIUM ARSENIDE DIGITAL INTEGRATED CIRCUITS** (0-13-346214-5)

Kaushik, S. **MULTINATIONAL FINANCIAL MANAGEMENT** (0-13-605123-5)

Norton, H. **HANDBOOK OF TRANSDUCERS** (0-13-382599-X)

Sorbjan, Z. **STRUCTURE OF THE ATMOSPHERIC BOUNDARY LAYER** (0-13-853557-4)

Toyne, B. **GLOBAL MARKETING MANAGEMENT** (0205-11829-1)

Wolff, R. **STOCHASTIC MODELING AND THE THEORY OF QUEUES** (0-13-846692-0)

Serving
Special Libraries for 26 Years



RESEARCH BOOKS, INC.

38 Academy Street, P.O. Box 1507
Madison, Connecticut 06443
(203) 245-3279 FAX (203) 245-1830

Except from Connecticut call 1-800-445-RELY

Librarians in the U.S. and Canada... there is a foreign agent in your midst!

But not under cover...

In fact we are quite open about it:
For outstanding management of
subscriptions to all your foreign journals,
there is really only one source
you should consider...

Swets Subscription Service
The Resourceful Source



Contact: Dept. N.A.D.
Swets Subscription Service
P.O. Box 830
2160 SZ Lisse-Holland
Tel: (0)2521-35111
Telex: 41325
Fax: (0)2521-15888

Swets North America Inc.
P.O. Box 517
Berwyn Pa 19312
Tel.: 215-644-4944
Telex: 084-5392
Fax: 215-644-4133

Offices in: Abingdon, United Kingdom/Berwyn, Pa. U.S.A./Frankfurt a.M., Germany/Kungsbacka, Sweden/
Lisse, Holland/Milano, Italy/Rio de Janeiro, Brazil/Tokyo, Japan/Trappes Cedex, France



RESEARCH PERIODICALS & BOOK SERVICES, INC.

WE SUPPLY: Your subscriptions, back volumes, books & serials.
WE SEEK: Your surplus journal sets.

Send us a list of the scientific and technical research periodicals that your library no longer needs. We pay top market prices, plus shipping, in cash or credit.

USE THE CREDIT for all our services:

BOOKS from all over the world, in all fields of research.

JOURNALS in back volumes and **IN CURRENT SUBSCRIPTIONS.**

REGULAR SERVICE — We arrange delivery directly from the publisher to you, and claim missing issues as you report to us.

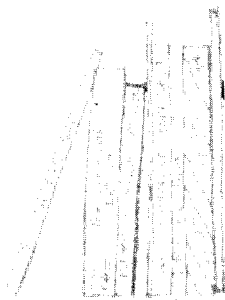
CONSOLIDATED — Periodicals from all publishers come to us first; the issues are repacked for one combined delivery to you. We claim any missing issues from publishers automatically, to maintain our guarantee of completeness and trouble-free shelving for you.

Space-saving **MICROFILM** is also available for many titles.

We invite your inquiries about this and all our services at:

RPBS, Inc.
P.O. Box 720728
Houston, Texas 77272

Telephone: (713) 556-0061
Fax: (713) 556-1406
Telex: 510-600-0921



LEADERSHIP DIRECTORIES

The most current and accurate information available on corporate and government leadership!

CONGRESSIONAL YELLOW BOOK

FEDERAL YELLOW BOOK

STATE YELLOW BOOK

THE CORPORATE 1000

THE FINANCIAL 1000

THE OVER-THE-COUNTER 1000

THE INTERNATIONAL CORPORATE 1000

FACSIMILE USERS' DIRECTORY

THE BLUE BOOK OF CANADIAN BUSINESS

LEADERSHIP DIRECTORIES



A Division of
Monitor Publishing Company
New York/Washington, D.C.

TEACH ONLINE SEARCHING OFFLINE

with STN Mentor,[™] a series of personal computer tutorials

How do you search STN International[®]?

If you can use a personal computer, then STN Mentor disks will help you teach others to search STN International. It's easy. It's economical. It's fun. They'll learn in the privacy of their own office, at their speed, with no risk because they are not really online.

Choose from these STN Mentor disks

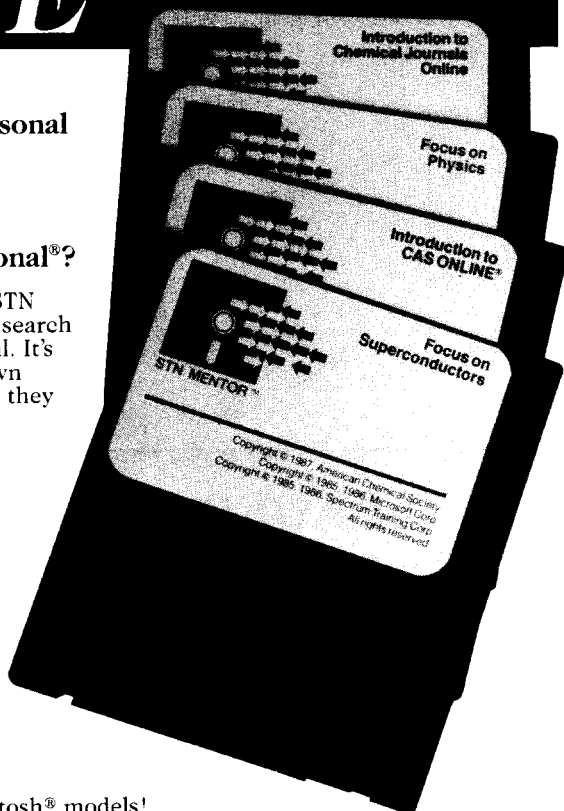
- STN Overview (*Free*)^{*}
- STN Express Overview (*Free*)
- Spotlight on Authors I
- Introduction to CAS ONLINE
- Introduction to CJO
(Chemical Journals Online)
- Focus on Superconductors
- Focus on Biotechnology
- Focus on Health and Safety
- Focus on Physics

^{*}This disk now available for certain Macintosh[®] models!

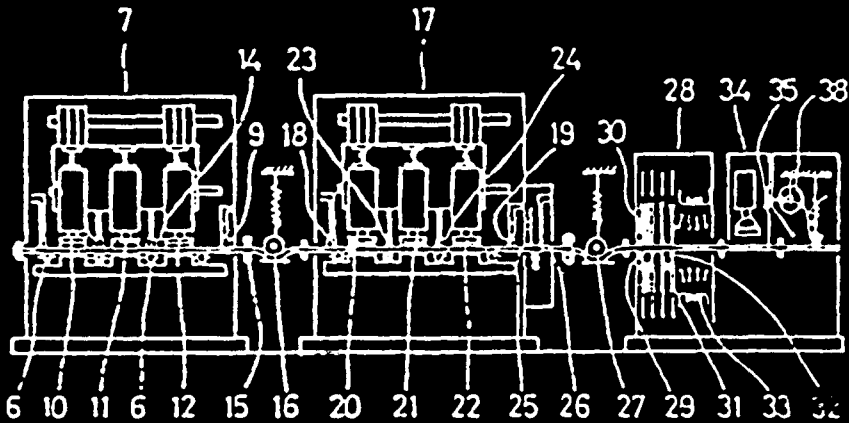
STN Mentor lessons operate on IBM PC and 100% compatibles. Minimum specifications are: IBM PC, PC-XT, PC-AT, PS/2 or 100% compatible microcomputers; 256K of random access memory; one floppy disk drive; MS-DOS 2.0 or higher. Lessons are available on 3½ or 5¼ inch disks.

STN Mentor tutorials cost \$19.50 (STN Express Overview and STN Overview are free.)

Call us today to place your order:
800-848-6538
(ask for Customer Service, extension 3731).



STN International is operated in North America by Chemical Abstracts Service, a division of the American Chemical Society.



Wer war das? (Whodunnit?)

Find out with International Patents from Research Publications – your single source for patent information.

In today's international marketplace, patents are an essential source of information for worldwide industrial research and technological development. And when it comes to patent coverage, Research Publications provides more patent information than any other resource.

Now you can access current subscriptions and backfiles of patents and/or applications from the leading industrialized nations and international filing organizations:

- East Germany
- European Patent Office (EP)
- France
- Switzerland
- United Kingdom
- U.S.S.R.
- Netherlands
- Patent Cooperation Treaty (PCT)
- West Germany

All patents are available in convenient, easy-to-use microform with document "blips" to facilitate automatic retrieval. And, Research Publications provides indexes for patent documents that do not issue in numeric sequence.

Our **Rapid Patent Service**® also provides customized patent search and alert services, translations, copies of any U.S. or foreign patent, and international filing services.

More than ever before, international patents are essential tools for lawyers, researchers and inventors. No other single source offers more comprehensive patent information. **For a complete catalog and price list, call toll-free 1-800-REACH-RP (1-800-732-2477).** In Alaska, Connecticut, and Canada, call collect (203) 397-2600. Or use the coupon below.

Please send me information on these custom patent services:

- Copies of U.S. and Foreign Patents
- File History PLUS™
- Search Services – Patents/Trademarks
- Patent Alert Services – Technology/Inventor/Assignee
- Litigation Alert Service
- Patent Status File™
- Translations

rp

research publications®
12 Lunar Drive/Drawer AB
Woodbridge, CT 06525

infofile #27 12 456789

- Please send me your complete patent catalog and price list.
- Please have a sales representative call me.

Name _____ Title _____
Institution _____
Address _____
City _____ State _____ Zip _____
Phone _____

1-800-REACH-RP

GOVERNMENT INFORMATION FROM ORYX

Tapping the Government Grapevine: The User Friendly Guide to U.S. Government Information Sources

by Judith Scheik Robinson

This "how-to" guide for novice and professional researchers, uncovers the background and uses of a wide range of print and nonprint government resources.

1988 / 200 pages / 8½ x 11 / Illustrated
Clothbound / 0-89774-179-X / \$36.00
Paperbound / 0-89774-520-5 / \$24.50

Federal Statistical Data Bases: A Comprehensive Catalog of Current Machine-Readable and Online Files

Edited by William R. Evinger

NEW! This updated and expanded version of *Directory of Federal Statistical Data Files* (formerly published by the U.S. Department of Commerce) provides detailed information about the content and availability of machine-readable statistical data files.

1988 / 688 pages / 8½ x 11 /
Clothbound / 0-89774-255-9 / \$132.50

Federal Statistical Directory: The Guide to Personnel and Data Sources, 28th Edition

by William R. Evinger

"Recommended"
—*Reference Books Bulletin*

Over 3,000 key people working with or on Federal statistics in the executive branch, independent agencies and selected quasi-government organizations are identified. Available on standing order at 5% discount.

1987 / 136 pages / 8½ x 11 /
Paperbound / 0-89774-389-9 / \$32.50

REFERENCE LEADERSHIP FROM:

THE ORYX PRESS

2214 North Central at Encanto
Phoenix, Arizona 85004-1483

**Order Toll-Free:
1-800-457-ORYX***

*In Arizona, Alaska, and Hawaii,
(602) 254-6156

SLA's Continuing Education Program

Going It Alone: Managing the One-Person Library

Toronto April 3-4

Montreal April 6-7

Indianapolis Oct. 19-20

Baltimore Nov. 2-3

For further information contact SLA's Professional
Development Section, 202/234-4700.

SLA's Continuing Education Program

Competitor Intelligence and the Corporate Librarian

Denver, CO March 31

Milwaukee, WI April 14

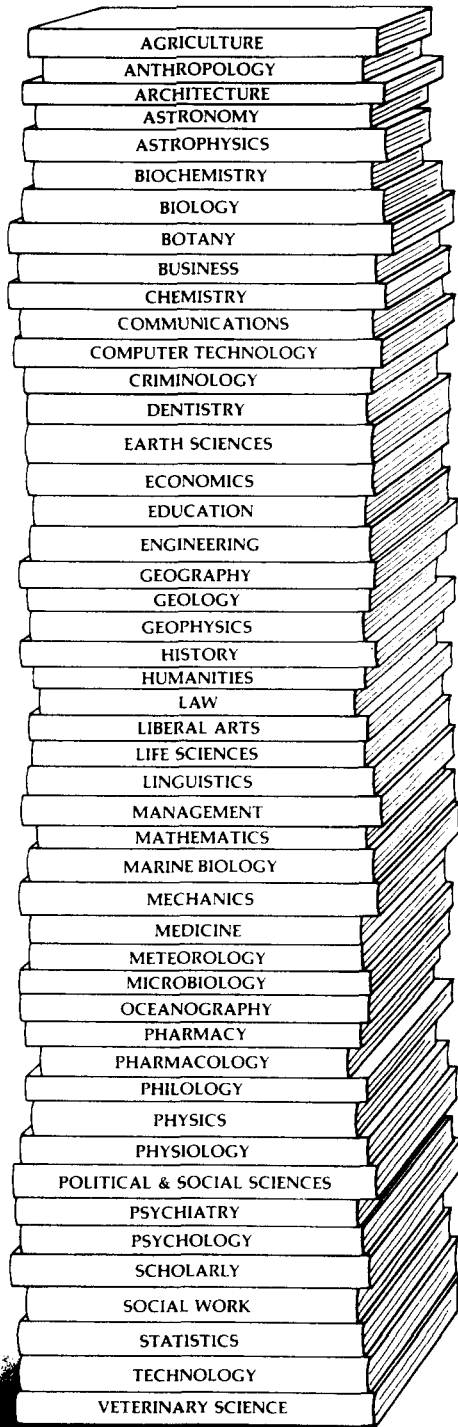
Washington, DC April 28

Providence, RI Oct. 13

Philadelphia, PA Nov. 3

Irvine, CA Nov. 17

For further information contact SLA's, Professional
Development Section, 202/234-4700.



The odds are stacked in your favor that we have the back volumes you need.

We maintain a comprehensive inventory in our warehouse that spans many years of back volumes as well as up-to-date issues.

Our customer service staff is anxious to answer your telephone or written requests. And now you can even access us through the FAXON-LINX network under "Jaeger". For a copy of our current catalog and brochure please write or fill-out and mail the coupon. Or call Toll Free 1-800-453-0011. In New York State 516-543-1500.



**ALFRED
JAEGER
INC.**

66 Austin Boulevard, Commack, NY 11725
Phone (Code 516) 543-1500 • TELEX: 968-189
Cable Address: JAEMAGS, COMMACK

**CALL
TOLL
FREE**

**1-800-
453-0011**
(Outside New York State Only)

ALFRED JAEGER INC.

66 Austin Boulevard, Commack, NY 11725

Gentlemen: Dept. SLA

Please send your latest catalog and brochure.

NAME _____

TITLE _____

COMPANY/FACILITY _____

ADDRESS _____

CITY/STATE/ZIP _____

PHONE # _____

Syracuse University School of Information Studies Summer Courses and Workshops

Information Systems Analysis,
May 22--June 2

Personal Computers for Information Management,
May 22--June 2

Governments & Information,
June 19--30

Bibliographic Instruction,
May 22--June 2

Natural

Language Processing,
June 5--16

Online

Public Access Catalogs,
June 5--16

Information Planning and Use in National Development,
June 5--16

Curriculum Concerns for School Media,
May 22--August 11

Evaluation of Information Products & Services,
June 19-30

Humanities Resources & Information Systems,
July 5--August 11

Organization of Information Resources,
July 5--August 11

Biomedical Information Services & Sources,
July 5--August 11

Media for Children,
July 5--August 11

On-Line Retrieval Services,
July 5--August 11

Seminar in Management for Information-based Organizations,
July 5-- August 11

Seminar in Information Systems,
July 5--August 11

For registration information, please complete the coupon below and mail it to **Syracuse University, Division of Summer Sessions, Suite 230, 111 Waverly Ave., Syracuse, New York 13244-2320.** For information on course content, call **315-443-2911.**

Syracuse University
School of Information Studies

Yes! Please send me information on summer seminars and courses.

Name _____

Address _____

City _____ State _____

Zip _____

It's like having . . .

**The NTIS
Bibliographic Database**
Aeronautics to Zoology . . .
Business to Urban Planning

Use NTIS' 38 subject categories to easily customize your searches.

Call **(703) 487-4650** for your **FREE** Subject Category Catalog, PR-832/ABQ

NTIS National Technical Information Service
U.S. DEPARTMENT OF COMMERCE
Springfield, VA 22161

38

databases

in

one



Special Libraries Association

Self Study Program

"Time Management in the Small Library"

Advantages

SLA's self study courses offer these important advantages:

- Programs are specifically designed for independent study.
- You choose your own schedule and learn at your own pace, when and where you choose.
- Materials may be used repeatedly to instruct your entire staff.
- Content stresses pragmatic solutions using library and information problems and case studies.

Program

In just several hours "Time Management in the Small Library" will help you improve your on-the-job performance. You will learn valuable strategies that will help you to maintain control, stay on schedule and accomplish more, every day.

The Program outline includes:

- Time Management Basics
- Using Time Effectively
- Turning Goals into Reality
- Turning Theory into Practice: Putting Time Management to Work

Format

Time Management in the Small Library is available in both manual and computerized formats. Both formats include:

- Program text and exercise
- Resource Guide containing article reprints and a bibliography for further study
- Program evaluation which may be returned to SLA headquarters for CEU credit

The computerized program is available for IBM, IBM compatible and Apple Macintosh computers.

Please forward complete information on SLA's "Time Management in the Small Library."

Mail to:

Name

Title

Address

City

State/Zip

Business Telephone

Return completed form to SLA, Professional Development Section, 1700 Eighteenth Street, NW, Washington, DC 20009.

INDEX TO ADVERTISERS

<p>American Overseas Book Company Inc.4A Ballen Booksellers 19A Bio Sciences Information Services 16A, 30A Chemical Abstracts Service34A CLASS30A Columbia University 21A DATALIB 23A DataTimes 28A Data Trek Cover II Dialog 22A Dow Jones News/ Retrieval 18A EBSCO Publishing9A EBSCO Subscription Services 11A Engineering Information, Inc24A Faxon 14A Gale Research7A The Highsmith Company 1A Inmagic, Inc.10A Alfred Jaeger Inc.37A</p>	<p>Library Wholesale Services 21A Monitor33A NTIS38A NewsNet 25A OCLC 8A, 17A Online Cover IV Oryx Press36A PAIS 2A Predicasts 13A Rapid Patent Services 12A Research Books 31A Research Periodicals and Book Services, Inc.33A Research Publications 15A, 20A, 35A Special Libraries Association 27A, 29A, 39A Swets32A Syracuse University38A University Microfilms International 26A The H.W. Wilson Co. Cover III</p>
---	---

**When You Need an Answer,
and You Need It Fast,
and It Has to Be Right—Turn to**

WILSONLINE®

ONLINE ACCESS TO THE WILSON INDEXES

"Recommended for all libraries." —REFERENCE BOOKS BULLETIN

"A sophisticated search system that will impress searchers accustomed to the most advanced techniques." —DATABASE

WILSONLINE—Recipient of the 1985 Dartmouth Medal

Current Bibliographic Data

Indexing everything from popular magazines to professional journals, WILSONLINE covers

- More than half a million articles in 3,500 periodicals each year
- 80,000 books annually
- 24,000 government publications annually
- More than 600,000 new records each year
- A total of more than 3 million records to date.

Quality

Updated at least twice each week, WILSONLINE databases contain the same dependable information as the familiar printed versions.

Affordability

WILSONLINE's pricing makes it affordable for more libraries than any comparable service. WILSONLINE becomes even more affordable when you add up the fees you don't have to pay: No start-up fee...No charge for saved searches...No royalty charges added to connect-time rates.

User-Friendly WILSONLINE Features

- Up to 43 different access points to bibliographic records
- Searching of up to 8 databases simultaneously
- Proximity searching
- Nested Boolean logic
- Automatic substitution of preferred form of subject headings and personal and corporate names
- Free text searching
- Controlled vocabulary searching
- A toll-free number for user assistance
- Online help command and explain messages.



WILSONLINE

Databases

- Applied Science & Technology Index
- Art Index
- Bibliographic Index
- Biography Index
- Biological & Agricultural Index
- Book Review Digest
- Business Periodicals Index
- Cumulative Book Index
- Education Index
- Essay and General Literature Index
- General Science Index
- GPO Monthly Catalog
- Humanities Index
- Index to Legal Periodicals
- Index to U.S. Government Periodicals
- LC/Foreign MARC File
- LC/MARC File
- Library Literature
- MLA International Bibliography
- Readers' Guide Abstracts
- Readers' Guide to Periodical Literature
- Social Sciences Index
- Vertical File Index
- Wilson Journal Directory
- Wilson Name Authority File
- Wilson Publishers Directory

To Open Your WILSONLINE Account Call Toll-Free:

1-800-367-6770

In New York State, call 1-800-462-6060; in Canada, call collect 212-588-8400.



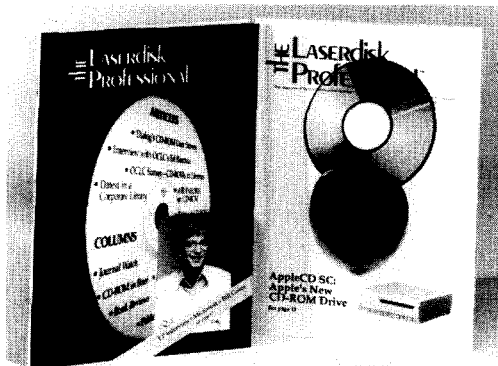
**THE
H.W. WILSON
COMPANY**

950 University Avenue
Bronx, New York 10452
(212) 588-8400

WILSONLINE IS A SERVICE MARK OF THE H.W. WILSON COMPANY
© 1987 THE H.W. WILSON COMPANY

THE LASERDISK PROFESSIONAL

Thinking About CD-ROMs ?
Here's How The *Laserdisk Professional* Can Help You...



- Decide the basic "buy now - wait 'til later?" question
- Compare competing versions of the same database
- Analyze the advantages/disadvantages of specific hardware
- Update yourself on new technologies

Used As Pre-purchase Decision Aid

LP is edited for academic, public and special librarians who need reviews, product tests and case histories to help guide them to intelligent decisions. In fact, many of LP's subscribers are using it *prior* to getting their first laserdisk product.

Article Titles Show Practical Focus

Here's a sample of typical articles, reviews and product tests: • *CD-ROM Hardware Review...* • *ABI/INFORM On CD-ROM (review)...* • *How To Evaluate Compact Disks In An Academic Library...* • *Datext In The Corporate Business Library (review)...* • *Dissertation Abstracts Ondisc (review)...* • *WilsonDisc Reference Workstation(review)...* • *Apple's New CD-ROM Drive...* • *CD-ROM Drives: What's Available And What To Look For When Buying One...* • *The Seven Deadly Sins Of CD-ROM...* • *Dictionaries On Compact Disk (review)...* • *Newspapers On CD-ROM...* • *Beyond ERIC - CD-ROMs For Education Collections...* • *Determining And Recovering CD-ROM Search Costs...* • *Copyright And CD-ROMs...* • *Survey Of Library CD-ROM Usage By OCLC...* • *Science Citation Index On CD-ROM (review)...* • *Using Multiple CD-ROMs On One Workstation: Creating Screen Menus & Batch Files*

Limited Number Of Back Issues Available...Pays For Itself In Better Purchasing Decisions & Effective Searching...Or Your Money Back

Mail To: the *Laserdisk Professional*, 11 Tannery La., Weston, CT 06883

Yes, start my no-risk subscription to the *Laserdisk Professional* with Vol. # ___ ; Iss. # ___

Start with current issue (Frequency: Bi-monthly) Bill Me Later

Price: \$86/yr.U.S. dollars Mexico & C.A. please add \$15/yr. All other international, add \$30 (airmail only). For checks from non-U.S. banks, add \$7

Name _____

Street _____ City _____

State _____ Zip _____ AMEX VISA MC# _____

Exp. date _____ TOLL FREE NO. 800/248-8466