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Cover: Illustration by Belinda Lee.
Letters

Information Outlook readers surprised us with an overwhelming amount of mail this month. The issues on readers' minds? Information Outlook, the farewell issue of Special Libraries, SLA's new logo, and the possibility of a name change. While readers were generally pleased with the introduction of Information Outlook, some also expressed concern over the legibility of the January "On the Net" column. We apologize for the production snafu, and have placed the column on our Web site for your viewing (please see the Table of Contents for the March issue, which is found in the serial publications section). To view this or any of the other excellent materials on SLA's Web site, stop by www.sla.org.

Information Outlook

Dear Editor:

The first issue of Information Outlook has just arrived, and I want to congratulate the executive director, the entire staff, the officers, the Board of Directors, the special committees, and all who worked so hard over these last few years to bring the magazine to fruition. I knew it was an easy task, and the amount of sheer labor that went into the product that I have before me was surely monumental.

As Sylvia says in her fine column, it's time. I think all of you have done a wonderful job, and as a member of the association, I thank you.

And I send you all my very warm and sincere congratulations. I hope all of you who have worked so hard to produce this new and exceptionally fine benefit of membership will stop in your busy lives and just reflect for a moment on what you've accomplished. This is a very important moment in SLA history.

Our association, which has now for some years been established as the preeminent international professional organization for all information services workers, has a very fine publication to represent it to the world. It's a publication that looks good, feels good, and—as important as anything else—carries important information for and about our members to all who see it. What a wonderful feeling of pride you must all have right now!

I am honored to be associated with you.

Guy St. Clair
InfoManage/SMR International
New York, NY

Dear Editor:

I would like to congratulate you on the new magazine Information Outlook, replacing Special Libraries and SpecialList. The magazine looks attractive to the eye, with its use of color and also its use of photographs. Well done.

One thing which I would like to ask, though, is that news of chapters, divisions, and caucuses is adequately covered. If SLA intends to be a truly international group, I would very much hope that the journal covers, for example, news of the European chapter—we are a small proportion of the whole membership, but I do hope that you can help us to grow in number by giving greater prominence to things happening in Europe, eg: the Hawley Committee's continuing work on "Information as a Asset," the Reuters report on "Dying for Information" about information fatigue syndrome, the UK government's Initiative called Government Direct, the work of ISPO on the information society, and much more which should be of interest to the wider SLA membership.

continued on p. 45

SLA welcomes controversial, but not inflammatory, letters to the editor. To be included, all letters must be signed. Please include contact information for the editors. The editors reserve the right to edit letters for space and clarity. To submit your letter, send it to: Special Libraries Association, 1700 18th Street, NW, Washington, DC 20009-2514; fax: 1-202-265-9317; Internet: doug@sla.org.
Technology—The Great Facilitator

Our association has rocketed into the era of cyberspace communication. It is utilizing the potent mix of people, process, and technology successfully as it changes the way it does business with its customers in general, and its members in particular. Through the implementation of technology, the association is now well-connected with its customers, its suppliers, and its competition.

At this year’s Winter Meeting held in Ft. Lauderdale, FL, Maurice Harris, SLA’s senior director, computer services & technology, reported on the great strides the association has made in refining the association’s Web site which has had over 350,000 “hits” since its debut on May 13, 1996. The major concern of the association in this area is to keep up with the rapid upgrades in hardware and software, as well as the new and improved electronic ways of doing business.

One way the association has been able to get this far with its technology strategy has been through superb partnering with some of its “friends” in the vendor pool. With the continued virtualization of the association, one thing is certain—location is becoming less and less important in accessing the association as it can be done from anywhere, anytime, and anyhow. The Virtualization of the Association Committee and SLA headquarters staff are working to further refine the ways in which we make connectivity to the association and delivery of its goods and services even better.

The board of directors has been able to achieve a great deal more than it could have without technology—The Great Facilitator. Some of the things which we were able to do in collaboration with headquarters staff were 1) expedite the development and completion of the new logo in record time; 2) develop, print, and distribute the executive summary of the Competencies for the 21st Century document; 3) react quickly to membership concerns; 4) place significant documents of the association on the Web for membership consumption and reaction; 5) problem-solve with the executive director; and 6) chat with committees and resolve problems quickly.

Many board members come to meetings “wearing” their PCs—in essence bringing their offices with them. After all, what is an office but a place to do your work, a place to create, deliberate, and make deals and decisions. The computer with access to a wired or wireless infrastructure can indeed be your office on the road as is evident at our board meetings. These board members now carry PCs and required paraphernalia which seem large enough to deter some of us from lugging the extra load. Soon they will be able to achieve the same level of connectivity by simply carrying all the equipment necessary in a fanny pack or a coat pocket. At that time, I too will be connected to the office while on the road.

Of course, The Great Facilitator can also create nightmarish problems, although for our association, we hope that we will face nothing as horrendous as what some business and government agencies will face at midnight December 31, 1999, when the computing folly of the past catches up with the future. The drama revolves around the fact that computers programmed in the 1960s and onward only reserved two digits for the year field and made no provisions for the year 2000. The speculation concerning how different computers may read this field at midnight at the turn of the century gives one the impression that chaos will reign when computers and calendars clash. We’ll see.

Sylvia Piggott, President
Internet: spiggott@accent.net
Listserv: sla-pres@listserv.sla.org
Schmuckal's Collection Presented

Christine Schmuckal, Library and Research Services, Detroit Free Press, had her archival collection on Grand Ole Opry member Justin Tubb presented to the Country Music Foundation's Library and Media Center in Nashville, TN, on December 6, 1996. Schmuckal, Tubb, country music artists, and music industry officials attended the ceremony and reception. The Nashville Network (TNN) taped the proceedings and showed highlights during a broadcast of TNN Country News on December 10. Schmuckal is treasurer of the Michigan Chapter and a member of the Business & Finance and News Divisions.

Wagner Honored

Betty Wagner was recently honored with an endowment fund in her name at the University of Washington (UW). Wagner has given 45 years of outstanding service to their profession as head of the UW Architecture Library. The Betty L. Wagner Endowed Library Enrichment Fund was launched by the College of Architecture and Urban Planning on December 11, 1996. Wagner is a member of the Pacific Northwest Chapter and the Social Science Division.

Estrada Appointed University Librarian

James Estrada was appointed university librarian and executive director of Academic Computing at Fairfield University in Connecticut effective November 15. Before joining Fairfield, Estrada served as assistant director for Regional Campus Libraries and director of the H.B. Trecker Library at the University of Connecticut from 1990-96. He is a member of the Connecticut Valley Chapter and the Information Technology Division.

EII Will Honor Engineering Division Member

For the fourth consecutive year, Engineering Information Inc. (EI) will join with the Engineering Division of SLA to honor a member of the division for distinguished achievement in the engineering library profession. The honor carries with it a $1,000 stipend and a plaque, both of which will be presented in Seattle at the division's business meeting this June. The winner of this award will be selected by members of the Division Awards Committee. Nominations and completed applications must be received by the committee by April 7. For applications and additional information, please contact: Bette Finn, EI/SLA Awards Committee, c/o Georgia Tech Library, Georgia Institute of Technology, Atlanta, GA 30332-0900; tel: 1-404-894-1790; fax: 1-404-894-8190; Internet: bette.finn@library.gatech.edu.

Rhode Island Chapter Presents Award

The Rhode Island Chapter of SLA recently presented the 1996 Alice Breident Student Membership Award to Pamela Wunderlich and Carolyn White. Both students are enrolled in the Graduate School of Library and Information Studies at the University of Rhode Island. They were selected based on winning essays describing the personal value of membership in the Special Libraries Association. Both will be receiving a student membership in the association for one year. The award was established in honor of former chapter secretary Alice Breident to commemorate her professional dedication and caring spirit in the library world.

International Program Receives Mellon Support

The Andrew W. Mellon Foundation has awarded an $800,000 grant to support new activities of the Commission on Preservation & Access' International Program from 1997-99. The grant will fund preservation and access initiatives in specific regions of the world, focusing on Southern Europe, South Africa, and Latin America. Ongoing activities in collaboration and advocacy, bibliographic access, publications, and training will also continue.

To contribute member, chapter & division, or industry news, please submit your item to Assistant Editor Susan Wright at: 1-202-234-4700, ext. 643; fax: 1-202-265-9317; Internet: susan@sla.org.

SLA Worldwide

SLA exhibited at the Online London Conference, held in London the first week of December 1996. This first attempt at exhibiting internationally was a huge success. It provided an opportunity for a broad audience of information professionals to learn about our organization and the members we represent. Valuable contacts were made with potential members as well as vendors interested in supporting the efforts of SLA either by exhibiting at our annual conference, sponsoring special projects, or advertising in our various publications. It was also an excellent experience for the people staffing the booth to meet and interact with members of the European Chapter.

There was a genuine interest in SLA among the attendees of the conference. Many had heard about our organization and anxiously sought more information about the various membership benefits our association offers. In comparison with other membership organizations in Europe, there was overwhelming agree-
ment that the cost of SLA membership is quite low, and yet, the services which SLA provides are greater. Moreover, there really is not a European counterpart meeting the needs of special librarians at the level SLA does.

If you consider the niche that SLA fills in our professional careers, it can be said that there is a need for this organization worldwide. There are special libraries throughout the world and the individuals who staff and manage them can all make use of the networking, educational, and other benefits that our membership enjoys. Certainly, challenges arise when you try to provide a level of service to such a diverse membership, but those challenges are surmountable.

Events are taking place at a whirlwind pace that are shaping our futures and the futures of the organizations for which we work. Not that long ago, who would have thought that a tunnel would have connected Great Britain to the Continent, that Russian and U.S. astronauts would work side by side in a space station, or that China would open its borders and consider a limited experiment in a free marketplace? Each of these events have eliminated barriers that previously existed. Eventually, the only borders that will exist are those we create in our minds.

If we are truly dedicated to our mission of putting knowledge to work and shaping the destiny of the information profession, it is only logical that we best accomplish this by being inclusive of all of our colleagues, taking advantage of the diversification that is offered, and eliminating all borders. If we strive to accomplish this goal, then there will never be a question that SLA is the international organization representing special librarians around the world.

by Fred Casey. Casey is assistant executive director, programs & development, Special Libraries Association, Washington, DC. For more information on “International News,” or to contribute to the column, please contact SLA’s International Relations Committee Chair Mary Lee Kennedy at: 1-508-486-2540; fax: 1-508-486-2302; Internet: marily.kennedy@fo.dec.com.

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**STUDENT NEWS**

Your Student Scholarship is Waiting for You!

The spring semester is now in full swing. So too is the SLA Scholarship Program. Each year, the association grants over $30,000 in scholarships for study at accredited schools of library and information science. The Scholarship Program is an ongoing, year-long process, which results in the awarding of several different scholarships ranging in size from $1,000 to $6,000. Scholarships are available to students at both the master’s and doctoral levels.

The application process is a relatively painless one. Applications, containing transcripts, letters of recommendation, and a statement of financial need, must be submitted by October 15th. They are then forwarded to the president of the SLA chapter nearest the applicant. Personal interviews are conducted by the chapter presidents, who then forward their comments to the Scholarship Committee. The Scholarship Committee, which is responsible for all final decisions regarding winners, notifies applicants of its decision in April, and announces the winners at SLA’s annual conference in June. The presentation of award checks is made by the SLA president at the annual Awards Banquet.

Several association units grant various forms of scholarships also. In lieu of monetary awards, chapters and divisions will sometimes sponsor student memberships or subsidize trips to SLA’s annual conference.

The Rhode Island Chapter of SLA, for example, recently awarded the 1996 Alice Brendel Student Membership Award to Pamela Wunderlich and Carolyn White. Both attend the Graduate School of Library and Information Studies at the University of Rhode Island. Wunderlich and White were chosen based on their essays describing the personal value of membership in SLA. Both winners were awarded a year-long student membership in the association.

The Philadelphia Chapter has also recently announced the winner of its 1996 Knowler Scholarship. Kathryn Zimmerman, a student in the Master’s of Science, Library & Information Science Program at Drexel University, is a student member of SLA. She will receive a $1,000 award.

SLA strongly encourages eligible students to apply for these various scholarships. In past years, certain scholarships have not been awarded, simply because too few applications were received. If you are a student, or know of one who could benefit from the broad range of awards available, please contact SLA’s Membership Assistant Taunya Ferguson at: 1-202-234-4700, ext. 641; Internet: taunya@sla.org. You may also visit SLA’s Web site (www.sla.org) to obtain additional information. Please contact your chapters and divisions directly for information on potential scholarships.

For more information on “Student News,” or to contribute to the column, please contact SLA’s Director, Membership Development Christine Kennedy at: 1-202-234-4700, ext. 648, fax: 1-202-265-9317; Internet: christine@sla.org.
Bookstores in Seattle: Independent, Unique, and Virtual

Book Company in historic Pioneer Square, Seattle's original business neighborhood. The Elliott Bay Book Company occupies a series of interconnected rooms in an old brick building. Take a deep breath as you walk in—the aroma of new books, cedar shelves, and fresh coffee waft through the store. Adding to its character is the old wooden floor that creaks under your feet as you stroll about.

The Elliott Bay Book Company prides itself on being a literary center where people can browse, find a special book, or hear authors read their works. Over 400 authors per year participate in an ongoing "Reading Series" held in its downstairs café. Throughout the store are free copies of publications written by the staff for customers highlighting books beyond the New York Times Bestsellers' List. Remember to give yourself plenty of time to browse through any of the six neighboring bookshops in Pioneer Square which specialize in mysteries, flora and fauna, and antiquarian books.

Elliott Bay Book Company is open from 10 a.m. to 11 p.m. Mondays through Saturdays, and 12 p.m. to 6 p.m. on Sundays. However, the store is always open on the Web at: www.elliottbaybooks.com/ebbo. While you can't enjoy a cup of coffee, the 19th century surroundings, or the chance to search their inventory on the Web, you can find book reviews and the schedule of authors for the Reading Series. The staff takes pride in developing relationships with patrons who may share a common interest. If they don't know you by name now, they certainly may by the end of SLA's annual conference.

University Bookstore

The University Bookstore was founded by two students in 1900 to allow fellow students at the University of Washington to purchase books, supplies, and other materials necessary to their studies. You can do all that and more today. Located next to the University of Washington, it is among the top three college bookstores in total sales volume, but leads all college stores in sales of books and supplies. The University Bookstore retains characteristics of its student origins. It is run much like a consumer cooperative. There's even a yearly patronage refund to students, faculty, and university staff.

University Bookstore has the most depth in technical areas of any bookstore in town. It sells the largest selection in law, engineering, architecture, or computer science? Visit the downtown branch, which also carries a large selection of out-of-town newspapers. Looking for a wide variety in children's books or books on the Northwest? Come to the main branch. University Bookstore buyers are experts in stocking their shelves with books you won't find at the big chains.

No, you can't yet order books or search the inventory through the Web site at www.bookstore.washington.edu, but you can special order books that are not in stock at no charge, pay no shipping and handling (or even Washington State taxes if the books are shipped out-of-state), and still get a free gift wrap. Don't forget to enjoy the store's large gift selection—you don't know someone who would love a stuffed Husky dog, the university's mascot?

Left Bank Books is just one of the many independent bookstores you will find tucked away in Seattle.

What better way to get to know Seattle than to visit its bookstores? We're not talking about the big chain bookstores—although they are well-represented here. No, we're talking about bookstores with soul—bookstores that are unique, possess individuality, and are independent.

Seattle is one of the largest markets for books in the country. It was ranked number eight in 1992, despite the city's medium size. Seattle's bookstores also claim to draw the most traffic, as the city has many avid readers. Here, even a panhandler can be found reading a book.

Elliott Bay Book Company

A good place to start is the Elliott Bay Book Company in historic Pioneer Square, Seattle's original business neighborhood. The Elliott Bay Book Company occupies a series of interconnected rooms in an old brick building. Take a deep breath as you walk in—the aroma of new books, cedar shelves, and fresh coffee waft through the store. Adding to its character is the old wooden floor that creaks under your feet as you stroll about.

The Elliott Bay Book Company prides itself on being a literary center where people can browse, find a special book, or hear authors read their works. Over 400 authors per year participate in an ongoing "Reading Series" held in its downstairs café. Throughout the store are free copies of publications written by the staff for customers highlighting books beyond the New York Times Bestsellers' List. Remember to give yourself plenty of time to browse through any of the six neighboring bookshops in Pioneer Square which specialize in mysteries, flora and fauna, and antiquarian books.

Elliott Bay Book Company is open from 10 a.m. to 11 p.m. Mondays through Saturdays, and 12 p.m. to 6 p.m. on Sundays. However, the store is always open on the Web at: www.elliottbaybooks.com/ebbo. While you can't enjoy a cup of coffee, the 19th century surroundings, or the chance to search their inventory on the Web, you can find book reviews and the schedule of authors for the Reading Series. The staff takes pride in developing relationships with patrons who may share a common interest. If they don't know you by name now, they certainly may by the end of SLA's annual conference.

University Bookstore

The University Bookstore was founded by two students in 1900 to allow fellow students at the University of Washington to purchase books, supplies, and other materials necessary to their studies. You can do all that and more today. Located next to the University of Washington, it is among the top three college bookstores in total sales volume, but leads all college stores in sales of books and supplies. The University Bookstore retains characteristics of its student origins. It is run much like a consumer cooperative. There's even a yearly patronage refund to students, faculty, and university staff.

University Bookstore has the most depth in technical areas of any bookstore in town. Looking for a large selection in law, engineering, architecture, or computer science? Visit the downtown branch, which also carries a large selection of out-of-town newspapers. Looking for a wide variety in children's books or books on the Northwest? Come to the main branch. University Bookstore buyers are experts in stocking their shelves with books you won't find at the big chains.

No, you can't yet order books or search the inventory through the Web site at www.bookstore.washington.edu, but you can special order books that are not in stock at no charge, pay no shipping and handling (or even Washington State taxes if the books are shipped out-of-state), and still get a free gift wrap. Don't forget to enjoy the store's large gift selection—you don't know someone who would love a stuffed Husky dog, the university's mascot?

by Ruth Van Dyke. Van Dyke is library manager, Hewlett Packard Co., Everett, WA. For more information about the conference, please view the 88th Annual Conference home page at: sla.microsoft.com.
**Amazon.com**

You've probably already visited the Internet's largest bookstore, Amazon.com, located in Seattle. With no retail outlets, the Web site is the bookstore at www.amazon.com. Amazon.com offers 1.1 million book titles to Internet shoppers searching the company's database. It's hard to say what Amazon.com's share of the $9 billion-a-year retail book business is. But Jeff Bezos, Amazon.com's founder and president, states that sales have increased 35 percent per month for the past 18 months. You'll be able to learn more from Bezos directly—catch his session at the annual conference.

The "virtual" bookstore isn't all that virtual. A staff of 150 occupies an office and a warehouse. Amazon.com is the master of just-in-time delivery. With the exception of only a few hundred bestsellers, the warehouse stocks no inventory. After a customer enters an order, Amazon.com requests it from a wholesaler or publisher. When the books arrive at the warehouse, they are usually packaged and sent out the door to the customer within a few hours.

Amazon.com is competing on price, a few services (gift wrapping), and the fact that it has a huge searchable inventory. Their extended product, however, includes comments by authors about their titles, reader reviews, "See" references to other titles with the same subject(s), and an electronic mail notification service when similar new titles arrive. While the staff may not be able to make a single reader advisory, the company's computer knows you by name.

More? Of course there's more. But half the fun is finding a special bookstore by chance. Take a turn through the streets and neighborhoods of Seattle and enjoy the serendipity.

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**Conference Planning Media Corps**

Do you have questions about Seattle? Do you need to contact one of the Pacific Northwest Chapter Officers to get the inside scoop on Seattle in preparation for the conference? Here's how to get in touch with the 1996/97 officers.

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SLA makes registering for the conference even more convenient with the announcement that American Express will now be accepted as a conference payment option in addition to Visa and MasterCard. Providing flexible payment options is just one of the many ways SLA is striving to better serve its members.

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**IRC Needs Sample Documents**

In order to expand and update the Management Documents Collection, the Information Resources Center at SLA headquarters needs contributions of sample documents in the following areas:

- Acquisitions/Collection Development
- Budgets (percentages)
- Mission Statements
- Strategic Plans
- User Survey Forms
- Library Brochures
- Fees for Services

The name of your organization need not appear on the documents; however, identification of the organization type would be helpful.

The MDC is a very useful and popular vehicle through which colleagues can share their knowledge and expertise, but it must be kept up-to-date.

Please send samples to John Latham, Manager, Information Resources, Special Libraries Association, 1700 18th Street, NW, Washington, DC 20009-2514.
by Lucy Lettis

Chances are that few will be surprised to hear that the business professional and the information professional are the latest odd couple of the century—though which is Felix and which is Oscar may well still be debated. When two quite different characters or groups find themselves thrown together in a living or working relationship, the differences usually seem, at first, far more important than any similarities, and the coexisting goes on for a time with a sense of strangeness, doubt, and even suspicion.

Obviously, if the two are to work together for mutual benefit, both must struggle through their apparent differences to a recognition of the potential for symbiosis, which can be achieved only if both parties strive to know each other, and to become known. Since the information specialist works for the business professional, instead of being the spouse or partner, clearly the information professional must lead out, and subsequently follow through, with the process of knowing and becoming known. More bluntly, if you are in a business information center, you damn well better show your company all of the ways in which you are essential to its success, or you will find yourself stalked by that fearsome monster, the Dreaded Downsizer.

This need to be known is not a new thing—every library should make its resources known to its potential patrons. There is, however, a new intensity. Just as the university scholar must publish or perish, so the business information center must either serve or succumb. The only question is that frightening one: "How do we do it?" How do we reach busy men and women whose long days are already filled with too much to do? How do we get them to read a description of our services, seduce them into spending fifteen minutes looking at the center, lure them into that first request for information that may make them one more of the many users who prove to your superiors that you not only deserve a raise but the purchase of additional CD-ROMs and, shortly, another professional in the center to handle the overflow?

I wish I could say "Easy," but I can't. Still, there are things that, with hard work, can be done, will prove successful, and do not require the most innovative or imaginative minds to attempt. The first of these, of course, is to know the business in which you work. The good writer understands his audience and writes for it; the head of the business information center must know the needs and interests of users before they appear at the door, and should chant the ability of the center to meet those needs. But the information professional must also learn which of the users may be most helpful to the center—in terms of political, economic, and personal support—and must become especially proficient in providing information to such individuals. To do this, obviously, it is necessary to learn about and focus on their interests and areas of specialization. Then, you must seek them out.

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not wait for them to come to you—keep going to them, in any way you can. “Knowing of your interest in ____, I thought you might like to hear a) that we have acquired ____ b) of a study published in ____ c) about the recent changes in ____ or d) ____.” Not long ago, I read a memo from my office managing partner asking me to share in the welcome of a new partner and mentioning his work background and area of specialization. That memo did a good part of my work for me: all I had to do was write to the new partner, offer my congratulations, and mention that I had been attempting for some time to acquire some industry-specific CD-ROMs in his special field. I followed this up with stacks of product literature, and soon enlisted him in my effort to purchase this very expensive information material.

All of this may seem cynical or subservient to some (“You advise me to pander to the powerful”), but I suggest that it is not. The strongest people in the company are probably the most productive, and will best use the services you provide. Find out—by surveys, records, careful networking, and the inevitable company grapevine—which of these people have never used the information center, and why, and then devise a strategy to show them what they are missing. Find out, too, by getting out of your safe little office, out of your comfortable center, into the flow and matrix of the company, and be seen and in contact with those who can help. The information specialist must be a political animal.

When you know your customers, start advertising. I don’t know of a public or university library that ever put an ad in a paper, and I imagine most would react with horror to the idea. But then, these libraries don’t need to. We do. Our ads, of course, will appear not in the Times Help Wanted but in any place where they may catch the eye of a potential user. For my last open house, I put colorful posters (may you have a design department half as good as mine) at the elevators on every stop of our building. On the day of the event, I had balloons attached to the posters. Of course I have also used fliers to announce open houses, presentations, vendor demonstrations—never the dull “To: From: Subject:” memos that serve only to waste trees, but attractive sheets designed to catch the eye and arouse the interest.

Open houses at my company are never somber little displays of efficiency, but well-decorated, lively events, designed to make the visitor feel as much at a party as at a business function (when we remember enjoying ourselves in any location, we are far more inclined to go back there). The seminars and scheduled tours of the center are by necessity not as festive, but we do our best to make them lively as well as informative. Don’t forget that you have a work force of Santa’s little helpers to assist you here—database vendors will welcome the opportunity to demonstrate their wares at your open house, and will provide funds for decoration and refreshments. At one of my recent events, for example, LEXIS-NEXIS, in addition to helping in the areas just mentioned, offered a quiz, complete with prizes, to all interested individuals in the firm. The quiz covered such things as connectors, search statements, files, and libraries, but I made sure to add two more questions at the end: 1) What is the Arthur Andersen BIC?
2) Where is the Arthur Andersen BIC? Some of the people who answered those questions correctly became my prize (as in "prized colleague").

It may seem odd to call such things advertisements, but that is what they are. So also (and more obviously), are brochures. They are essential to the thriving information center, especially if none have been put into the hands of potential customers within the past couple of years. The brochure should stress not only the kinds of information available in the center, but the expertise with which the staff can retrieve it, help the user to determine what kind and what amount of information is needed, and suggest additional areas in which the user may be interested. Above all, the brochure should give the reader the location of the center, the hours it is open, and the phone number of each professional. To demonstrate to you how strongly I feel about users knowing your location, I once placed footsteps that ran from the elevator on our floor to the door of the center. If possible, get pictures of the center and of its personnel into the brochure. People are more likely to go to a place they have seen and feel more comfortable talking to a face with which they are familiar. They will also feel more comfortable with the brochure if it (and all written communication with potential users) expresses itself in the vocabulary and style of the organization, rather than that of your favorite English instructor in college or best professor in graduate school. By all means, do not "write down" to people, but do write in the same kind of English that you see in all the correspondence about you.

Also remember that without continuing contact, the best-designed brochure will wind up—if not in the trash—at least in the bottom drawer of the user's desk, where it is as useful to the user and to you as the collectibles in your bottom drawer. So keep the ads flowing, in the form of fliers, newsletters, announcements of new personnel and acquisitions ("You'll want to come in and see the exciting new letter-opener we've just picked up!"), regular reviews of activity, and special bits about new Web sites on the Internet. It would be foolish to flood potential users with useless paper they will impatiently fling away, annoyed that you have wasted their time, but careful appraisal and common sense will ensure that the information center stays in their minds and remains of interest to them.

Then there is the Internet. It is a threat to us all, of course, with its promise of all of the information that can be easily retrieved. However the Internet is the biggest thing to come along in our profession, and though it may be feared, it must also be utilized. Begin by attracting users to the subject. I recently wrote a syllabus for a series of classes on "How to Do Business Research on the Internet"—classes which I am sure will draw many people to the center who would never otherwise have visited us. The classes will help my business colleagues use the Internet and will also make it clear that the business information center can help the user even after he acquires his own ability. The information professionals will focus, supplement, complement, enhance, and add value to the data the user has acquired on his own.

Another historic insight to building up clientele comes from the Bible. "Train up a child in the way he shall go, and he shall not depart from it." Translation: make certain that each new employee of the firm knows all about the information center. Send a personal note to each new colleague welcoming him/her to the firm and suggesting how vital the information center will be to the success of their work. If there are orientation classes for new employees, be sure either you or your most personable and persuasive staff member is given the chance to speak at these occasions. If new workers are routinely shown around the building, be certain that the information center is on the tour, give your best talk when they arrive, and get your brochure into each hot little hand.

Let everything you send out from the information center announce its presence. Certainly the center should have its own stationery, but the center's logo (What do you mean, you don't have a logo?) should also appear on your request forms, note paper, memos, and any other kind of correspondence. Consider everything you send out as one more ad, reminding a potential customer to visit and use your center or an old client to come back again.

By all means you will want to advise your superiors of the success all of your efforts have gained for your center. Make quarterly or more frequent reports of the ever-greater number of requests you have handled, the greater hours of research, the staggering growth of your clientele, and the astonishing resources you have acquired (despite the perhaps stingy budget with which you've been saddled), all to better serve the needs of the firm. Demonstrate the increasing efficiency of the center—users are provided with the information they request in far less time than it used to take, owing to your development of x, y, and most certainly z. If you can work the magic of getting people to fill them out and send them in, inhouse surveys will help in the acquiring of such information. If you are lucky, the surveys (as well as personal follow-ups to VIPs on the information you have provided) will supply you with some compliments and testimonials during the year. Be sure to quote them—with becoming modesty.

The strongest and most important ad you can send out for your information center is, naturally, your work. Seen from one perspective, all work is an advertisement seeking buyers for future work. A good first novel sells the second, one well-made chair means there will be more customers, and the senator who sees that potholes are filled gets re-elected. My first special library job was in a corporate library that had lost its reputation for good work. Key executives of the firm had lost confidence in the information specialist, and had finally showed her the door. For a fair amount of time in that position, I did not worry very much about brochures or fliers or orientation tours. When the first of those disgruntled executives decided to test the waters with the new information worker, I bent every effort not only to meet his need but to exceed it. I got everything I could find, I organized it, I noted key factors, I highlighted, and I summarized. I knew that little packet of information was my first really important ad, and I gave it everything I had. I knew there was not much sense in sending out any other kind of advertising until I was certain I had something good to sell.

However, with the world being what it continued on p. 46
Using GaleNet, our new online subscription-based service, your patrons will have the freedom and flexibility to find all the business answers they seek... in one place... when they need it.

Timely business analysis, brand strategy, investment opportunities, expertly written, proprietary essays are all easily accessible through myriad Gale databases in these subject areas:

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GaleNet's robust search options and state-of-the-art features let your patrons instantly tap into a full service, online business library with ease - right through your corporate library workstations. You'll reach GaleNet through your World Wide Web connection. It's a fast, easy and trouble-free way to bring new opportunities in business, marketing, advertising, market research, investments and much more to all your patrons.

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At a recent knowledge management conference, Peter Drucker indicated that the most important sources of information to support competitive advantage, strategic decision-making, and knowledge worker productivity are not found in internal data, but in the outside world. (The Knowledge Advantage Colloquium, San Diego, December 1996). Today, information professionals are compelled to use new skills and strategies in order to change, survive, and continue to compete in the world of virtual information. There are four areas around which significant transformation of the information resource function can be developed:
- Information anxiety,
- Intellectual capital and knowledge management,
- Information resource audit, and
- Virtual information networks.

Building on these four areas allows information professionals to identify key partnerships and develop marketing opportunities that will ensure that knowledge workers' needs and expectations are not just met, but exceeded. Radical change is necessary to restructure traditional corporate libraries into knowledge centers which will be recognized for supporting competitive advantage and strategic decision-making. Information professionals must actively reposition themselves and their resources to become strategic partners in the continuous development of their organization's information infrastructure.

In addition, these marketing opportunities will drive information professionals to develop business practices which support priorities characteristic of leading corporations like Xerox PARC, Hewlett-Packard, and Microsoft, such as:
- Increasing the speed or velocity of learning,
- Leveraging decision-making information into knowledge and smart business decisions, and
- Minimizing the daily risk of making bad business decisions from the use of "too much" or the "wrong kind" of information.

Organizations are investing heavily in a range of global information products and services such as: real-time news and update services, market research and business intelligence reports, industry analyst reports, trend and technology updates, legislative and regulatory updates, electronic table of contents and document delivery services, and of course, the Internet. The need to daily and hourly navigate this information maze creates information anxiety for an organization's knowledge workers.

Information anxiety presents an ideal marketing opportunity for information professionals. Corporate knowledge workers suffer from information anxiety when they worry about what they don't know, and further, about what they don't know regarding
the decision-making resources that are available to help them learn—or even who is responsible for these resources. In addition, if information professionals have a low organizational profile, knowledge workers often lack confidence in them and perceive them as unable to help navigate the information maze.

Information professionals can change this perception and reduce information anxiety by taming the technology of information delivery and delivering a packaged “suite” of decision-making information products and services to their customers’ desktops. Establishing partnerships with the corporate Information Technology Department identifies champions who will commit to work with information professionals to enable tools like Lotus Notes, e-mail, and intranets to enhance the productivity of knowledge workers.

The area of intellectual capital and knowledge management provides another marketing opportunity. Intellectual capital is increasingly being referred to as the new corporate asset. Larry Prusak, formerly of Ernst & Young’s Center for Business Innovation, defines intellectual capital as the intangible assets of skill, knowledge, and information—the chief ingredients in the New Economy. According to Prusak, intellectual capital must be formalized, captured, and leveraged to produce a higher valued asset. Intellectual capital is centered in an organization’s knowledge workers.

As consumers of information and the key customers of information professionals, knowledge workers:

- use information products and services to continually create new kinds of intelligence and business opportunities,
- are adaptable and increasingly operate outside the net of “status quo” jobs, and
- are expected to learn more quickly than their competitors and “lever” information into intelligence and action or smart business decisions.

Using information resources to create a knowledge-base to support the development of intellectual capital presents a strategic marketing opportunity for information professionals. By becoming an integral partner in managing their organization’s knowledge base, information professionals contribute to corporate success in a marketplace which is characterized by relentless innovation and global competition. Now that knowledge workers are becoming recognized as key corporate assets, information professionals can seize the opportunity to help them maximize the return on investment with decision-making information.

The relative advantage or gain achieved through the effective use of decision-making information becomes an organization’s information edge. Most organizations are already investing heavily in the development of their intellectual capital. Consider the scenario of 400 knowledge workers spending a minimum of one hour a day, over one working year, just looking for and acquiring decision-making information, at an average salary of $50 per hour. This investment of approximately $5,000,000 has minimal return. Exponentially greater expenditures must then be incurred to leverage this information into knowledge and action. The opportunity for information professionals is to help identify these expenditures as a component of knowledge management, assist in driving down the costs, and increase the accuracy and speed of decision-making. Over the last 10 years, knowledge asset valuation has continued to increase in organizational importance, recognizing a new fiscal relationship between intellectual capital and knowledge management. Information professionals are uniquely positioned to advance this priority as the primary brokers of an essential commodity, decision-making information.

The information resource audit is a strategic opportunity for information professionals to maximize the return on the investment of their organization’s intellectual capital. The information resource audit is a tool which provides both a “snap-shot” and
an in-depth analysis of an organization's information requirements and delivery modes. The information resource audit is a process which links with the corporate practices of continuous benchmarking, evaluation, and validation. While an information resource audit can be planned and conducted by the information professionals within the organization, the analysis and recommendation mapping can be accelerated by working in partnership with an outside consultant. This approach ensures an objective assessment and a politically non-threatening opportunity for information users at all levels in the organization to freely articulate their needs and expectations. The audit process delivers:

- an assessment of the organization's financial and political ability to support the decision-making needs of executives, management, and staff;
- an assessment of knowledge workers' information priorities required to support personal and team initiatives;
- an identification of parallel or competing people, products, and practices supporting the organization's information function;
- an assessment of the impact and value of expenditures related to existing information products and services; and
- a determination of parameters for a suite of customized information products and services.

The audit model used by Ronald Peters & Associates is based on the four integrated components of Product and Service, Data and Information, Communication and Marketing, and Organization and Climate (for a free copy of this model, please contact the author). This interrelated framework ensures that comprehensive analysis is completed for acquisition, distribution, awareness, sharing, and leveraging of an organization's information resources.

The Product and Service component of the model includes what an organization's executive staff, management, and employees expect from business intelligence and information resource products and services. Analysis covers core collections of hardcopy, CD-ROM, and online materials, and the requirements for customized products related to business research and competitive intelligence initiatives.

The Data and Information component analyzes the products and services available for planning and decision-making with the hardware and software systems which manage the acquisition, distribution, and sharing of these resources. A detailed analysis examines the total organizational investment in information resource materials.

The Communication and Marketing component analyzes the strategies and processes in place to ensure that the needs and expectations of customers drive the development and marketing of corporate information resources.

The Organization and Climate component examines the human resources and organizational structure in place to manage the acquisition, delivery, and sharing of decision-making information.

An audit model of this nature provides an opportunity for information professionals to take a proactive role in the shaping of an organization's information solution, rather than risk being perceived as part of the problem. Conducting an audit determines who is investing money for decision-making information and the opportunities that exist for future collaboration and leveraging. The audit process also ensures that a customer focus and sensitivity validates the measurement (timeliness, quality, accessibility, and cost) and priorities related to information resources. An audit delivers an accurate positioning of the impact and value of information resources within an organization and appropriate positioning for the information resource function.

The information services audit suggests opportunities for strategic partnerships within the organization and identifies champions and advocates for financial and political support. The information resource audit serves as a map to measure and manage change. The partnerships developed and the intelligence gathered throughout the information resource audit process defines the components of virtual information networks.

A virtual information network provides relief for organizations struggling to reduce information anxiety and enhances the development of intellectual capital. Virtual information networks replace the need for traditional corporate libraries as repositories. Large centralized corporate libraries are being replaced by electronic "one-stop-shop" for decentralized core corporate collections, CD-ROM juke-boxes, real-time news services, electronic table of contents and document delivery, links to organizational bulletin boards, and a direct link to real people—information professionals. Virtual information networks link with communications platforms like Lotus Notes and organizational intranets to provide personalized and customized information solutions.

The marketing opportunities presented by information anxiety, intellectual capital and knowledge management, the information resource audit, and virtual information networks provide information professionals with a chance to reinvent, re-engineer, and revitalize an organization's decision-making process. By building on these marketing opportunities, information professionals can reposition themselves as information navigators, providers, and strategic partners in their organization's information infrastructure.

Successful and sustainable repositioning of the information resource function depends on the development and implementation of a comprehensive marketing plan. This tool uses a series of templates to enable:

- Identification of advocates and enemies,
- Fine-tuning of the customer base to allow targeted delivery of a suite of information products and services,
- Tracking action plans and determination of results,
- Validation of the investment in information resources and information professionals, and
- Elevated visibility and profile in the organization.

Linking this marketing plan to corporate business plans and strategic initiatives ensures that information professionals do not become isolated from the constantly changing demands for decision-making information.

Information, the essential ingredient in today's knowledge-based economy, is dynamic, expensive, and is continually being reconfigured and repackaged. Survival within the corporate environment demands that information professionals reinvent partnerships and reposition themselves to take advantage of these marketing opportunities. Effectively managing organizational knowledge provides information professionals with the key to personal and professional competitive advantage.
Internationalizing Library and Information Science Degree Programs

Viewing the information profession globally as the predominant profession of the future, it is important to emphasize that at no point in history has there been such a high level of understanding about the importance of global interdependence and the need to establish and maintain strong and harmonious international relations. As we have progressed from the age of agriculture to an age of technology and finally into this age of information, our capacity and need to build strong relationships with other nations has grown exponentially. The need to understand the culture and the values of our customers, enterprises, and professionals in other countries and the relevance of cultural codes to international exchanges is increasingly important. Thus, it is logical to conclude that only dynamic, forward-looking, and globally-oriented information professionals, aided by up-to-the-minute information generated both nationally and globally, can provide quality service in the realm of continuously changing specialized information needs and participate in exchange of information on professional issues and developments globally (Cveljo, Katherine. "Internationalizing Library and Information Science Schools." Encyclopedia of Library and Information Science 57[20]:245 [1996]).

If information professionals both in America and worldwide are going to participate in international exchanges, it will require a greater degree of international knowledge and professional sophistication. Internationalizing American library and information science (LIS) curricula is therefore critical. Attention to international professional LIS education has become a mandatory issue and LIS schools, in responding to the challenge of providing relevant education to all students—international and American—must: 1) consider the concept of world-mindedness, and 2) take more interest in directing attention to the international dimension of the world (Cveljo).

Involving international students in curriculum planning by including information they provide on their home country’s information needs would be beneficial to both LIS schools and the international and American students they educate. LIS schools would positively expand their programs with relevant global information; international students would gain from an education that allows them to adapt to the needs of their home countries; and American students would have a better knowledge of the world and the universality of librarianship.

Implicit in any attempt to globalize the curricula of LIS programs is the expanded opportunity for all students to participate in professional exchanges. By extending friendship and expressing professional interest toward international students, American students bridge cultural, national, and even political gaps. Endless opportunities would open up from communicating globally—colleague to colleague. What better place to begin this “partnership” than in library and information science classroom situation?

When communicating with their foreign counterparts, the challenges and benefits for special librarians are numerous. Through exchanges between special librarians worldwide, the knowledge of special librarians in any country would be enhanced by keeping current not only with professional issues and developments, but also with conditions in the country of interest and developments as they occur globally. For American special librarians, keeping up to date with professional issues and other developments taking place around the world would provide a challenge in addition to professional enrichment.

Special librarians worldwide stand to gain through contact exchanges—partnerships with their counterparts in other countries. SLA is strongly encouraging worldwide partnerships between information professionals. They are exploring ways to broadcast portions of the SLA annual conference to other continents, or “better yet, create an interactive format” (Bender, David R. “Creating a Global Village.” SpecialList 19[2]: 10 [February 1996]). SLA Executive Director David Bender calls upon the ability and the obligation of special librarians to facilitate the interdependence between businesses, governments, and other types of organizations to help make the global village a reality (Bender).

With the above points in mind, we can easily see that: 1) LIS schools need to realize that international students are an invaluable resource, and 2) in addition to changes discussed recently during professional conferences, input from international students regarding relevant ongoing global professional issues in their home countries—and incorporation of this input into LIS curricula—will provide a more meaningful experience for all students, international and American. As emphasized by Martha Boaz, a long-time advocate of international LIS education, “… attention to international and global education is no longer a matter of passive acceptance, but an imperative mandatory issue” (Boaz, Martha. “International Education: An Imperative Need.” Journal of Education for Library and Information Science 26[3]:165-173 [winter 1986]).
SLA’s General and Subsidiary Funds

The association maintains nine separate funds for carrying out the policies and practices of the association. Since SLA is incorporated in the United States, the fund accounting and classification standards are determined by the Financial Accounting Standards Board (FASB). The purpose of the FASB is to provide comparable reporting and regulation of all not-for-profit organizations. Funds are classified by FASB as unrestricted or restricted.

Restricted funds are those for which there is a specific purpose and/or use. Transfers in and out of restricted funds are limited to the specific purpose or use. In SLA’s situation, all fund transfers require approval of the board of directors. Of the nine funds currently in place, the General Fund, which is the only unrestricted fund, is the largest and most active. The General Fund provides money for the association to develop and deliver programs and services to the membership including membership development, serial publications, exhibits and advertising, conferences and meetings, professional development, career services, public relations, government relations, fund development, leadership services, research, informational resources, financial services, administrative services, and computer services. Sources of income include fees charged for programs, dues, and monies from the Fund Development Program. The current budget of the General Fund exceeds $5 million and is growing consistently each year.

The subsidiary funds are reserve and endowment funds established by the board of directors for more specific purposes. There are currently eight subsidiary funds—General Reserve, Information Technologies, Building Reserve, SLA Scholarship, Nonserial Publications, Special Libraries Association Endowment, Steven J. Goldspiel Memorial Research, and Coplen Fund. The statements of purpose for each fund are detailed below:

General Reserve Fund: Serves to augment regular operating funds so that essential association activities and financial commitments can be sustained during unanticipated periods of low income or increased expense due to economic, legal, or regulatory problems. The goal of the fund, as set by board action, is to conform to standard financial practices by maintaining reserves equal to one year’s operating expenses. An annual contribution ($25,000) is made from the General Fund to ensure its growth for future needs.

Information Technologies Fund: Serves as a source of revenue for the purchase of technology, including computer software and hardware, telecommunications equipment, and other critical systems. An annual contribution ($10,000) is made from the General Fund to ensure its growth for future needs.

Building Reserve: Serves as a source of revenue for the unexpected—not for day-to-day operational expenses. An annual contribution (approximately $10,000) is made from the General Fund to ensure its growth for future needs. An amount not to exceed $50,000 may be spent by the executive director in the event of an emergency without prior board approval. A fund balance cap of $500,000 has been established by the Board of Directors.

SLA Scholarship Fund: Serves to support annual scholarship awards to candidates who qualify for accredited library schools. A total of five scholarship awards (four SLA Scholarships, one Affirmative Action Scholarship, and one Mary Adeline Conner Scholarship) at $6,000 each are issued. Scholarships are to be paid from earnings on the principal balance. The SLA Scholarship Committee administers the awarding of monies from this fund.

Nonserial Publications (NSP) Fund: Used for producing nonserial publications. It is intended to be a self-sustaining fund based on the sales of the books produced.

SLA Endowment Fund: Serves to provide programs and services which will further the scientific, literary, and educational purposes for which SLA is organized and operated. Such programs and services include publications, research projects, study grants, continuing education programs, public awareness activities, special studies, and information dissemination activities. Grants are made from 90 percent of the prior year’s principal earnings.

Steven J. Goldspiel Memorial Research Fund: Serves to support the projects which address the goals as identified in the association’s research program, as approved by the board. The principal investment of $75,000 made by Disclosure, Inc. and any subsequent contributions shall remain intact. The Research Committee administers the awarding of grants from this fund.

Coplen Fund: Serves as a source of revenue for the Ron Coplen Leadership Address at the Winter Education Conference or other appropriate meeting. The prior year’s interest on principal earnings only shall be expended.

In the General Fund, several programs and activities typically realize a net income at the end of the fiscal year. These revenue-producers fund the remaining programs and services, in the subsidiary funds, the main sources of revenue are realized from investment income and contributions. Audited financial statements of each specific fund are prepared annually by an independent accounting firm as approved by the Board of Directors. The information then becomes part of the annual report of SLA’s treasurer.

by Donna Scheeder. Scheeder is acting chief, Congressional Reference Division, Library of Congress, Washington, D.C. For more information on “Money Matters,” or to contribute to the column, please contact Scheeder at: 1-202-707-8939; Internet: dscheeder@crs.loc.gov.
Canada's Rocky Road to Copyright Reform

On April 25, 1996, a bill to update Canada's Copyright Act was introduced into the House of Commons. Bill C-32, popularly known as "Phase II," was developed over an eight year period. While the bill aims to balance the treatment of creators and users, it has aroused heated and continuous debate among representatives of both sides. Ultimately, last minute changes were approved by the Canadian Heritage Committee. If the government accepts the committee's report, the bill will head back to the House for a final reading before moving to the Senate, where there is no certainty that it will pass.

Here are some of the main features of the bill:

1. The (first ever) definition: "library, archive or museum means an institution, whether or not incorporated, that is not established or conducted for profit ... in which is held or maintained a collection of documents and other materials that is open to the public or to researchers" (p. 5-6).

2. Fair dealing: "fair dealing for the purpose of research or private study, does not infringe copyright" (Note: there is no context for this, Sect. 29).

3. On single copying: it is not an infringement of copyright for a library or a person acting under its authority ... to make by reprographic reproduction for any person requesting to use the copy for research or private study, a copy of a work that is, or that is contained in a) a scholarly, scientific, or technical periodical; or b) a newspaper or periodical other than a scholarly, scientific, or technical periodical, provided the article was not published within one year before the copy was made (this eliminates the current 12 month rule on use of fiction, drama, poetry, and musical works and current articles published in newspapers and magazines). This also extends to interlibrary loan (Sect. 30).

4. On the importation of books: A person may import directly for personal use two copies of a book, regardless of who holds the rights to distribution in Canada. A library may also order one copy of a book, or (unspecified) copies of used books, directly. Thus, libraries requiring more than one copy of new books are required to go through the Canadian distributor (Sect. 45).

5. On exemption from liability for self-service photocopiers: Libraries with appropriate copyright notices posted over their photocopiers would be exempt from liability for user infringement. However, in the committee, this was amended to include the requirement that the library or institution hold a license with a collective (Sect. 30.3).

6. A collective is required to make available to the public for consultation the repertoire of all its works. This was overturned by the committee, and CanCopy—which has steadfastly refused all along to make its repertoire known—appears to have won the exemption (Sect. 67).

7. On statutory damages: New to this bill, copyright owners engaged in suing a defendant may elect at any time before final judgment is rendered, to recover, instead of damages and profits ... an award of statutory damages for all infringements involved in the proceedings ... from $500 to $20,000. Or, for innocent infringement, the court may assess a minimum of $200 or a maximum of $500. Again the collective becomes involved. If the defendant has not paid applicable royalties, a collective may elect to recover "an award of statutory damages in a sum of not less than three and not more than ten times the applicable royalties, as the court considers just. In a case where the library is a member of a collective, but the copyright owner is not, royalties payable to the copyright owner may not exceed those that would have been payable under license (Sect. 38.1).

Bill C-32, from the perspective of for-profit sector special librarians, is a disaster. Canada is about to split its library community into two sectors, based on their funding. Provisions for library collection maintenance and user exemptions are clearly defined, but are available only to the publicly funded sector. The government has exhibited no inclination to extend library exemptions to the for-profit sector. Instead, the "corporate" library is ignored. One can surmise that such reasoning includes the following views: 1) The Texaco case—American Geophysical Union v. Texaco, 1994—would have achieved the same outcome in Canada; 2) The corporate library "profits" from its activities; and 3) We are not open to the public or to researchers. This reasoning is either not provable or factually incorrect.

Only the Canadian Library Association

by Susan A. Merry. Merry is government relations chair, SLA Toronto Chapter. For more information on "Government Relations Outlook," or to contribute to the column, please contact SLA's Director, Government Relations John Crosby at: 1-202-234-4700, ext. 629; fax: 1-202-265-9317; Internet: john-c@sla.org.
by Christine A. Olson and Suzanne Stewart Moseman

The phone is ringing off the hook. Your inbox is overflowing with work. Your staff is losing weight because no one has time for lunch. Your computer terminals are melting down from overuse. You’ve just ruptured another stress ball. And from behind a mountain of reference books comes your heartfelt cry, “I’ve got more customers than I can handle. I don’t have time to market my services—I have too much business already!”

Rethink that lament for a moment. Marketing offers holistic management tools to resolve many of the dilemmas brought on by too many customers and not enough hands. Marketing helps you to understand your customers, evaluate your products and services, and better manage your library operations. Savvy marketing can streamline your operations, decreasing your workload while increasing visibility and customer support.

Back to Basics

First, let’s differentiate between “marketing” and “promotion.” Most people use the all-encompassing term “marketing” when they really mean to say “promoting.” If you’re overwhelmed with business, you may well want to put a freeze on promotion, but this is the perfect time to concentrate on your marketing activities.

Marketing is not just promotion. It embraces an entire suite of management activities which include determining market niches, defining products and services, setting prices, promoting services, and building good public relations. There’s a reason why these activities are grouped together under the marketing management umbrella—they are interrelated. You can’t separate a product from its price—if you have a horrible product you won’t be able to give it away at any price. Similarly, you can’t separate service from location—if you have a wonderful product but people have to climb a mountain to get it, you won’t have many takers. Marketing brings all the elements together so that you can provide a good product at a fair price, efficiently and consistently.

As a comprehensive management tool, marketing can help you operate the library in coordination with other tools such as financial management, resource allocation, and strategic planning. Marketing is a powerful management asset that encourages you to look at both the big picture of your library business and its details. It also gives you the tools to shift and mold all aspects of your business to fit your market, your products, and your resources.

Who Are You and What Do You Do?

The first critical prerequisite for any marketing activity is an understanding of your customers and what they consider to be valuable and important. Even though you may be busy filling information requests, take a breather for a moment and review the most frequent information requests. What are the top 10 subject areas? Who asked for the information? If you have a recent customer survey, great! That can be the source for this information. If not, common sense can often help you identify your markets and your customers. We’re not talking about a complex study here. Just take a look at your customer base. Who

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uses your services the most? Are your services in line with your parent organization's mission? Are you spending a lot of time on requests that are tangential to that central mission? Be sure you clearly understand your mission and its scope, for it justifies your library's existence and defines the parameters of your marketing decisions.

Marketing encourages a focused approach for meeting customer demands. The non-marketing, shotgun approach has been the downfall of more than one library. Make sure you target specific library products and services to defined, manageable groups of customers. If your library or resource center is swamped with work from dozens of unrelated customer groups, ask yourself, "Are we trying to be all things to all people?"

Maybe it's time to be selective about who you serve and what you provide. Take your cue from the decline in department stores. They try to offer everything, but now their customers are gravitating towards smaller specialty shops with targeted products. For example, gourmet cooks frequent cooking stores, where it's easier to find a lemon zester than it is in a department store.

If you specialize in technical information but your most influential customers need business information, don't try to do it all by yourself. Get some help—outsource. Hire a business research specialist. That's what your managers do. Be selective about your markets. Targeting markets that are rising stars in the organization, have political clout, or influence financial and personnel resources is a good strategy. However, you also need a plan for handling the requests from customers outside your target markets. Here's where your public relations program will come into play.

**Prepackage Your Products**

If you spend a lot of time turning out custom reports and research projects, take a little time to identify the products you provide. Products and services don't grow on trees. They should be carefully developed and monitored. They are the essence of your business. They are the goods for which your customers are willing to exchange their time and money. Product and service definition is a critical area in which marketing can help you simplify your operations while still meeting your customers' needs.

If you can't list all of your products and services by their brand name, neither can your customers. This means that every time someone wants something, you have to spend time explaining what they can get. When you define your products and services, you automatically assist your customers in asking for information from your library, and you permit other staffers to help deliver the product, according to the standards that you have established.

Learn from the fast food restaurants and define your products. Standardize product characteristics so customers know what to ask for and what to expect. Limit choices to the number of packaged formats that will save time. Develop templates so you can quickly plug in the specific facts and figures your clients need. Make it easy for your customers to order standard statistical reports, current awareness services, competitor intelligence updates, or company financial profiles. You should be able to meet most requests with standard products. Have product samples available so customers can preview them. Remember, if photos of hamburgers and fries can instantly convey what food is included in a packaged meal, photos or samples of reports can also convey the information coverage of your library's packaged products.

Information services are intangible until you apply tangible characteristics to them. Packaging is one way to make information tangible and to increase visibility and recognition of your library's services. Wrapping all products in recognizable library packaging (be it cover sheets, binders, folders, ribbon, or electronic transfer notices) takes no more time than dumping a database search printout into a manila enva-
lopes—but the rewards are much greater! With your logo and colors prominently displayed on your packaging, everyone who sees your product will know where it originated. This consistent, memorable packaging is one reason children can recognize McDonald’s golden arches even before they can read. Making your products distinctive and recognizable doesn’t require an enormous effort or much time, yet the marketing benefits are significant.

**Pricing Customer Services**
Are you considered an inexpensive resource that is responsive and courteous?

Take advantage of this environment and let your customers know the true cost of providing online searches, document delivery, or journal routing. Borrow a page from the American Automobile Association’s (AAA) marketing strategy. They provide free tour books as a member benefit. The books prominently display their “retail value” on the front cover. By conveying the non-member price of the tour books, AAA is reinforcing the “value” of its membership fees. With your membership you get as many “free” tour books as you need. So, too, in your library, no matter who pays for your work, or how your bottom line is accounted for, make sure customers know how much your products and services are worth!

**Stand By Your Promotion Efforts**
In a marketing program, promotion is the activity that aims to generate sales. Since you and your staff are overwhelmed with information requests, this is the one marketing activity you don’t want to expand. Instead, stick with your current promotion methods—newsletter, Web site, business cards, flyers, and so on. Just be sure that every item that goes out of your library carries your logo and establishes your identity. Consistency is the key here.

Don’t increase your promotion efforts; just stay on course for now. Later, when your workload changes or your staff and resources expand, you can implement new promotion strategies.

**Messages Support the Marketing Strategy**
The marketing strategy outlined thus far targets a manageable group of customers, offers prepackaged products and services, and educates customers on information service costs. For an overworked library staff, adopting this strategy could result in not all customers being given equal service, fewer customized products and on-demand services, and the loss of some customers because of the cost of information. For many librarians, this is a hard strategy to assume. But let’s face it. Do you want to continue working over your lunch hour or do you want to keep your sanity? We vote for your sanity.

Public relations is where you should put your aggressive marketing efforts to support your prior marketing decisions. First of all, develop a set of messages that convey your market positions. Our marketing strategy requires messages that tell your targeted customers about your services. These messages educate customers on what to expect and how to ask for products by name. You also need a communications strategy for those times when people outside your target markets request services and products that you are not prepared to supply. Consider offering the names of other research services and making referrals to other resources that can complete the information request. If the person represents a market that you would like to target someday when resources are more plentiful, decide what messages would convey that thought when you offer the referral. How do you convey the prices of your services and products? Do you use a formal line item price sheet that breaks down all the costs? Do you use red price tags from the office supply store, informally adhering them to customer packages? Both techniques deliver the pricing message, but in a different way. What’s best for you and your library? What image do you want your customers to have of your library and its services?

Your public relations messages should support your library’s image. This is not something to be taken lightly. If you watch enough TV, you’ll notice a trend in advertising. Companies are not promoting individual products so much as they are promoting themselves. We’re told to think of Maytag as “the dependability people”—not as the manufacturers of a particular model of dishwasher. The ads of BASF don’t tell you precisely what the company does, only that

Savvy Marketing can Streamline Your Operations, Decrease Your Workload, Increase Visibility and Customer Support, and Save You From Rupturing Another Stress Ball. If your staff is losing weight because no one has time for lunch, consider the holistic management tools marketing has to offer.

Being responsive and courteous may be fine, but the inexpensive positioning may be getting you into trouble. Marketing tools can help you set prices and establish pricing strategies that minimize work and build profit margins based on what your customer market can bear. Make sure your prices reflect the actual value of what you provide. Customers should see the price or cost of your work and the product, in terms of time and expense, at the time of delivery. Letting customers know the cost will help them learn the value of your work by the price you indicate.

If you aren’t directly charging your customers for work, let them know how many hours of expert research and analysis were required for each product they receive. Make sure they know the value of your services. With everyone embracing the Information highway concept and being bombarded on the nightly news with Internet stories, the cost of information isn’t quite as transparent as it once was. Your customers go home at night and sign on with commercial vendors and databases that charge for their services.
It improves a lot of products that you currently use.

The point is that these campaigns are not trying to sell you on a product as much as they are attempting to instill a positive image about the company and its products. This concept is an important one for libraries with staff who are overworked. Rather than soliciting more business, your public relations campaign can enhance your image and help you maintain a positive presence within your organization. Remember the saying, "out of sight, out of mind"? Well, it's true. So don't put your head in the sand because you have too much work. Put on your thinking cap and develop messages that broadcast the fact that your library provides dependable and timely services and access to critical information—without a sales pitch!

Library Soundbites

One public relations message that most librarians embrace is the one that justifies their existence. Statistics tell that story, but by themselves, they are dull and meaningless. Your customers need a reference point against which to measure and comprehend your activities. Look at your organization's annual report. It's not just numbers. It tells a story of success and future plans. While you may not have the time to create an annual report, you certainly should make the time to compose short "what-we-have-done-for-you-lately" stories.

We call them library soundbites. For example, tell customers how the 15 financial profiles you produced this year saved $ amount of dollars, or how the 149 online searches you completed contributed to the success of certain projects. Print the soundbites inside report covers, attach them as postcard notes to search results, write them on the bookmarks you include with article reprints, and post them as weekly announcements on your Web site. Finally, don't forget that testimonials from satisfied customers make great soundbites and add to your credibility.

Similar to soundbites are notices about your new resources. Don't just list titles in your newsletter. That simply reports quantity and doesn't help the user understand your expertise in selecting high-quality materials for your organization. Instead, quote the review that convinced you to buy the materials. Put copies of book jackets into your handouts. Briefly explain why this is such a great addition to your collection. Liberate these announcements from your newsletter. Place them in flyers and on your Web site; put the soundbites on your products or on posters in the library. No major marketing effort is needed here—just a few quick reminders of your expertise and commitment to obtaining the latest and best information resources for your organization.

The "No" Message

Saying "no" may be the hardest part of the entire marketing effort for an overworked library staff. Everyone likes to be helpful when asked. But you also need to be realistic. You can't be all things to all people. There are some requests you simply shouldn't accept. This flies in the face of the library's traditional role as a service center and may seem like an admission of failure to you, but it makes sense. If you are in the business of providing technical information to a target market, and some customers have a habit of making off-the-wall requests—burdening your already overworked staff—you have to draw the line somewhere. Unless you are being promised more staff and resources to meet demand, not saying "no" could be the kiss of death. Too much work, performed under high pressure, can actually undermine the quality of all your work—which is the worst possible marketing message.

So, put together a policy that defines the requests you will accept and the ones you won't, using your target market and product definitions as guidelines. Then have alternatives ready to soften your "no." Maybe you extend the due date for requests outside your target market. Perhaps you offer a packaged product instead of a custom search. You can also point to other sources your customer can readily access. If the question is outside the scope of your responsibilities, direct your customer to another information provider. Offering viable alternatives with your "no" can make you look like an astute information expert who may be too busy to attend personally to a question, but who does have the professionalism to point a customer in the right direction.

Never Suspend Marketing Activities

Because marketing includes the tools for managing target markets, products, pricing, and public relations, it can be an overworked librarian's best management friend. Almost all of the ideas presented here can be implemented without a lot of extra time and effort, and yet will yield big results. One caveat though: These ideas are meant for understaffed libraries with no immediate hope of additional resources. If your library is overtaxed but there is an opportunity for extending resources, your marketing strategies should be different from those suggested here.

But if you are a librarian with a workload that makes you feel like you're running the Boston Marathon, don't carry excess baggage. Streamline your work, focus on the task at hand, and pace yourself. Marathon runners dress lightly and don't try to juggle while they run the course. They prepare carefully, choose the right equipment, avoid extra steps, and then go for the goal. Attending to your marketing strategies can lighten your load and keep you winning.

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Quality Librarian Web Sites

The Institute for Academic Technology

-- December 15th Edition --

Digital Music Libraries and Online Scholarship Resources are the focus of a new IAT web resource. Find out more about the K-12 initiative: LEARN North Carolina, a professional development and support program for North Carolina teachers and administrators that helps transform K-12 instruction, delivery of instruction, and learning. The Monitor continues this week with an article about recent developments in music education and technology.

More What's New? The Monitor

Whether you are deciding if a particular Web site is the best way to get the information you or your customers are seeking, or determining the value of a site for which you are responsible, you will need to apply the same critical evaluation skills toward Internet-accessible data as you would toward a book, paper index, musical score, or online commercial database. A systematic approach is helpful in evaluating the document or other resource you receive from your Web site search. Internet content is more diverse than other media because of the potential for two-way interaction and the mixing of print with alternative media such as audio and video.

The Special Libraries Association and a number of SLA chapters, divisions, and caucuses are already building Web sites. These can be identified from:

1. the list in the current print Who’s Who for Special Libraries on page 92;
2. the up-to-date list at my Web site: www.tiac.net/users/hope/salist.html; or

There are six key indicators of Web site value that can be illustrated using SLA unit and member Web sites as examples. These key indicators are:

1. Criteria for inclusion of information should be explicitly stated. Many SLA Web sites provide a clear picture of their contents’ scope and criteria. Frequently, the division or chapter scope note is quoted. For instance, the Information Technology Division (ITE) Web site (www.library.miami.edu/ITE/home.htm) displays its scope note and the focus of its Web site on its home page.
2. Organizational design should lead the viewer easily to the desired content at the site, and navigational structure should be logical and easy to maneuver. Viewers need to know where they are at all times and how to get back without hitting the back key five times. Good organization should prevent information from being inaccessible. Site-specific keyword search access and graphical site maps clearly show where different topics can be found. Web designers need to listen to feedback to refine the structure, as the way a site is used may differ from the original plan for its design. Further, typography should enhance the process and not obscure what the viewer is attempting to locate. ITE member Carolyn Katlas is responsible for a very well-designed and organized site for the Institute for Academic Technology.
(www.iat.unc.edu). Navigational elements appear on the left side of each page, as well as on a button bar.

3. Stability of information is important. Viewers rely on finding the same information (or a more updated version of the same thing) in the same place on repeat visits. Today's news may be in an archive tomorrow, but it should be clearly marked so that it can be found again if needed. How long an archive will be maintained should be explicit. Useful cues include statements such as the date last updated and the expected date of the next update. Since the content of a Web site can be radically changed without notice, a viewer needs to treat each visit to a site as if looking at a new edition of a book which has the potential for either major improvement or degradation.

4. Authority should be clear, as should any bias. See, for example, the lists of relevant resources such as the ones done by the Physics-Astronomy-Mathematics (galileo.ifla.hawaii.edu/pamnet/quick.html) and News (sunsite.unc.edu/slanews/) Divisions where the experts in specific areas are clearly identified. There are a number of sites that provide articles or stories of approval for Web sites. These are apt to be based on entertainment value and originality, rather than reputation or authority. Use your own judgment. Viewers must also be aware of the boundaries between a Web site and its external links. Viewers should not confuse something that is part of a Web site with something that is merely linked to it and may not have the same value or be as up-to-date.

5. Comprehensibility and differences from other Web or print resources should be discernible. The information on the Web may include the full contents of chapter or division bulletins or just highlights. The site may have expanded versions that were not accommodated by the space limitations of a print publication, or updated versions of material which had originally appeared in print. The SLA Government Relations section on the SLA Web site (www.sla.org/govt/index.html) is a good source for very current information—information that may later appear in print format. Further, hyperlinks provide direct access to wherever an author wants to point.

6. Print and multimedia formats should be used appropriately. At this point, most SLA Web sites are primarily print with some graphics and very little use of video or audio. Graphics should be used judiciously and should load quickly. Large audio or video files should not be placed on the main page. These files should either be reduced in size or have links provided to them with a warning about their size. An excellent example of a well-constructed multimedia Web site is the James Bond 007 home page (www.mcs.net/~klast/www/bond.html) created by SLA member Kimberly Last, librarian with the Aberdeen Group in Chicago, IL. A discreet icon in the title points to an appropriate short audio clip that plays the familiar, "The name's Bond, James Bond."

Continued on page 46

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Microsoft Librarians: Training for the 21st Century

by Jennifer Choate

These are exciting times for information professionals. The number of print and electronic sources is exploding. Technologies such as the Internet are providing greater options for information delivery to our customers. At the Microsoft Library, we have been fortunate to witness the slogan “Information At Your Fingertips,” coined by Bill Gates in 1990, become a reality for both business professionals and customers alike.

With the excitement comes the challenges. The increasing number of sources makes it more difficult to know which ones are the best. New technologies and complex pricing schemes demand that we have the technical knowledge required to do thorough evaluations and the business acumen to perform complex cost comparisons. As our customers become increasingly savvy, their expectations for the type and quality of services we provide are raised.

At the same time, the rules of employment are changing. Being a “solid performer” is no longer good enough. Job security has been replaced with “employability,” which means employees’ skills should be continually updated so that in the event of a downsizing or restructuring, people can find new positions internally or with other corporations. Re-engineering and reorganizing are daily occurrences, often leaving the newly unemployed wondering where they went wrong.

Even at Microsoft, where employment growth is still brisk, job security is not assured. Shortly after arriving to his post as chief operating officer of Microsoft, Robert Herbold remarked about the company’s need to train and grow employees, stating “We cannot assume that our current level of skills and competencies will allow us to achieve our aggressive business goals over

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the next decade." This comment was not lost on the Microsoft Library director, who in past positions witnessed new technologies and services make current skills obsolete. Her credo to the library staff: "It is up to [us] to not only keep pace, but to be ahead as the bar continues to be raised."

**Staying Ahead Through Training**

To be ahead of this constantly rising bar, Microsoft Library's research group, which employs 15 full-time researchers and five interns/apprentices, instituted a training program which provides guidelines and measurable performance criteria for entry, mid-level, and senior staff members.

The training program is managed by a library education manager in a part-time capacity. Content for the program is centered around two skill guides which list core research, customer service, and workflow competencies as defined by a team of experienced Microsoft Library researchers. These competencies are mastered during an entry-level program. Upon completion, trainees are assigned one of three researcher roles which map to an established career path as described below. A passion for continuous learning and dedication to the industry and profession are requirements for all staff members.

**Agents**

To support the increasing number and complexity of customer requests with limited staff growth, the library supplements its staff with a rotating pool of interns and apprentices who are either in the process of completing or have recently completed an M.L.S. or other relevant graduate degree. Identified as agents, they report directly to and support a navigator or partner serving a dedicated customer group.

Agents complete routine or less complex requests which help them gain experience, while also freeing senior staff members' time to focus on building customer relationships and on more involved projects. Sample agent requests include conducting author searches, obtaining stock quotes, or compiling bibliographies.

**Navigators**

Mid-level researchers—identified as navigators—monitor, analyze, and disseminate targeted information for key customer groups and individuals using state-of-the-art information retrieval tools and research practices. Sample requests range from locating the top competitors and marketshare for products to writing a research summary on how new technologies will influence software support in the year 2000.

Navigators establish close customer contact using excellent communication skills and are high energy, collaborative team players. They have mastered all agent competencies as well as many of the requirements listed in the Navigator/Partners Skills Guide (see sidebar). Additional experience and direct customer relationship building is needed for them to reach the partner level.

**Partners**

A research partner leads and supervises a team of agents and navigators. The team's mission is to provide a dedicated Microsoft customer group with proactive, visible, and customized information solutions. The partner's responsibilities include implementing an information services strategy for the targeted group, marketing the library's products, and evaluating and facilitating the purchase of information sources which address customers' business needs. Partners have mastered all required competencies and possess high energy management, coaching, and presentation skills.

**Entry-Level Training**

Although entry-level researchers come to the Microsoft Library with solid foundations in their respective disciplines, the department also makes a substantial commitment to help them develop specific skills such as searching a variety of third-party databases, navigating internal information sources, gaining familiarity with the computer industry, and improving general technical skills.

To facilitate this learning, new researchers must successfully complete a two-month training program, during which they receive individualized instruction and develop their skills by working with the education manager on actual customer requests. The Agent Skills Guide is used to provide training content and serves as a checklist to measure progress and completion.

The education manager assigns and reviews all work before it goes to the customer. As researchers demonstrate mastery of Level I and Level II skills, they are given assignments of increasing difficulty.

After mastering all Level I skills and 50 percent of Level II skills, the researcher achieves agent status and is assigned to work directly with a more experienced colleague to support a dedicated customer group.

**Agent Training**

The primary training goal for agents is to master all agent competencies while learning the business issues and information needs related to their targeted customer groups. Working with a navigator and partner allows them to obtain guidance and mentorship from a more experienced colleague. This is important to stimulate learning and professional growth.

**Navigator/Partner Training**

Achieving and maintaining navigator or partner status requires maintaining current research skills while developing new competencies. This may mean broadening subject matter expertise, increasing customer outreach, developing innovative customer solutions, attending industry and professional conferences, and participating in a variety of other relevant activities.

The Navigator/Partner Skills Guide provides a benchmark for skill maintenance and is the basis for an annual skills peer review. The education manager works with individual researchers and the research manager to assess specific training needs. Where appropriate, outside vendors are brought in to do training. Alternatively, fellow researchers with a specific expertise provide peer training.

Navigators and partners give two annual presentations at library staff meetings. The first is an indepth review of their customer group's business, including key customers, fiscal year business initiatives, and key product plans. The second presentation is an overview of a new technology and its effect or influence on Microsoft's products or strategy. Giving these presentations allows the researchers to demonstrate knowledge of their customer groups and gives staff members who have little direct customer contact the opportunity to stay informed.
about Microsoft and the industry. It also builds presentation skills.

Participation in a minimum of one professional activity per month is also required. Professional activity is loosely defined to include both traditional library programs such as SLA meetings, as well as internal meetings, presentations, or trade shows of particular significance to a targeted customer group. The education manager distributes a monthly list of upcoming local events to all staff members and coordinates internal speakers for the research group's monthly business meeting.

Assessment

After having the program in place for two years, the group has seen positive results. Researchers clearly understand the skills they are expected to learn and maintain. With checklists to monitor progress, they find it easy to target areas where they need additional training and important skill sets no longer fall through the cracks. Additionally, management's increased expectations and the researcher's accountability for professional development have resulted in improved staff business acumen which is reflected in research quality and customer service.

On the flip side, there have been some obstacles to implementing the program. Successful implementation requires the time commitment to carefully review employees work and the ability to give honest feedback in a non-threatening manner. Employees at all levels in the group must be willing to accept constructive feedback. Additionally, the Microsoft environment is highly entrepreneurial, and implementing standards and procedures sometimes results in a conflict between individual empowerment and quality guidelines.

Finally, process definition and quality standards provide only the foundation for developing research staff. Employees who perceive mastering checklists and guidelines as the end result are missing the point. The difference between an average researcher and a world-class researcher is the ability to leverage skill sets with experience and customer knowledge to provide a true value-added service.

There are many challenges to implementing a training program, but they are not insurmountable. With staff commitment, consistent reinforcement, ongoing measurement, open communication, and flexibility, these obstacles can be overcome. Changes in customer needs and business requirements must be quickly incorporated into the training program. Ultimately, the ability to adapt service offerings and staff capabilities to Microsoft's ever-changing business environment will be the true barometer of long-term success.

Sample Extract from Agent Skills Guide

**Level One:**
- **Company information:** Uses CD-SEC and Business PhoneDisc to find specific company information.
- **NewsEdge:** Retrieves specific newswire articles electronically.
- **Market Research Collection:** Can identify and locate specific reports from limited citations.

**Level Two:**
- **Company information:** Provides complete company profiles, tailored to user needs using both online and print sources as appropriate.
- **NewsEdge:** Familiar with content and is able to locate articles on specific topics. Uses independently where appropriate.
- **Market Research Collection:** Understands different major vendors, can search and locate reports by topic using print and/or electronic tools.

Sample Extract from Navigator Reference Skills Guide

1. Online/CD-ROM Source Knowledge

<table>
<thead>
<tr>
<th>Source/Service</th>
<th>Content</th>
<th>Technique</th>
<th>Pricing</th>
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<td>Indepth knowledge of subject content.</td>
<td>Can compare/contrast with competing services.</td>
<td>Familiar with pricing structure. Can compare/contrast against competing services.</td>
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<tr>
<td>Computer Select</td>
<td>X</td>
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<td>DataTimes</td>
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<td>Internet</td>
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2. Market Research Services

Has indepth knowledge of library's market research collection, including subject coverage by vendor, can access information both in print and electronic formats where appropriate; manages analyst inquiries in a competent, professional manner; is viewed by peers as an internal "expert" in locating information; can evaluate vendors' methodologies and provide critique of core data/services for quality.

- **BIS Strategic Decisions**
- **Gartner Group**
- **Dataquest**
- **IDC**
It's a first—the powerful partnership of the world's premier financial news service and the leading online information search and retrieval company. And for the first time, you’ll have access to Bloomberg’s broad financial news coverage and key summary financial data using the full-text searching and archival capabilities of the LEXIS-NEXIS services.

Blazing new trails in information isn’t new to either company: LEXIS-NEXIS pioneered online information search and retrieval with the launch of the LEXIS service for legal professionals, then expanded to news and business information with the NEXIS service. Michael Bloomberg introduced THE BLOOMBERG terminal in 1981, a realtime financial information network for professionals.

When it comes to firsts in the information industry, LEXIS-NEXIS and Bloomberg are the first to come to mind. Bloomberg on the LEXIS-NEXIS services. Now available.

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Findings

Exploring Outsourcing

We've all seen the headlines—"XYZ Library Staff Terminated, Services to be Outsourced"; "ABC Library Closed, Internet Available for Information Needs." Most of us have considered the possibility that the same fate could befall our libraries, our staff, and ourselves. Some of us, however, have moved beyond considering the possibilities to planning strategically for the future. Last year, members of the Washington, D.C. Chapter asked then-incoming President Piggott for help in meeting the challenge outsourcing poses for the profession. SLA responded by conducting a pilot study on outsourcing to examine the reasons why senior management decide to outsource and the impact their decisions have on information delivery.

Soon, you will be receiving a copy of the executive summary of Exploring Outsourcing: Case Studies of Corporate Libraries. This summary is designed to be shared with your senior management as the information will help you expose some of the myths and downsides of outsourcing, as well as highlight the essential role your corporate library plays in providing strategic information. While special libraries are by no means immune from the outsourcing trend, the findings from SLA's pilot study indicate that outsourcing has not reached epidemic proportions. Further, understanding the reasons why senior managers decide to outsource library functions indicates the ways librarians can strengthen their defenses against this trend.

Exploring Outsourcing: Case Studies of Corporate Libraries consists of a series of case studies which examine the outsourcing of corporate libraries. Out of an initial pool of 32 companies, seven were selected for indepth interviews. The firms were drawn from the communications, oil, public utility, manufacturing, computer, and service industries. Two companies had completely outsourced their libraries, while the others had outsourced only selected functions. Findings from this pilot project are drawn from interviews with librarians, senior managers, and users of library services at these seven firms.

A key finding of the pilot study was that managers cited four primary reasons for outsourcing library operations. They are cost reduction, centralization of services, control of access to information, and renewed emphasis on business information. The focus of senior managers on cost-effectiveness—more pronounced today than ever—is exploited by vendors who offer companies more information or service at a lower cost. However, issues on the quality and delivery of information are often obscured by this bottom-line mentality. Of more consequence, though, was the finding that no company interviewed in the study had effective measures in place for analyzing anticipated benefits. The decision to downsize or outsource a library frequently depends on management's perception of how much value library services add to business operations—a lack of data available to management makes those determinations more difficult.

An important challenge is for librarians to develop and implement strategies to counter the inconsistencies and discrepancies inherent in outsourcing library operations. Librarians need to employ valid methods for measuring their effectiveness and skills in order to challenge corporate bias and perceptions. The bias should be challenged not only with statistics on library use, but also with qualitative data on who uses library services and how and why this use is of value to the company. Internal data on the value of the corporate library should also be supported by external data. SLA has three excellent publications on the value of special libraries, each based on findings from Steven J. Goldspiel Memorial Research Grants: The Impact of the Special Library on Corporate Decision Making, by Joanne G. Marshall, Ph.D.; Special Libraries: Increasing the Information Edge, by Jose-Marie Griffiths, Ph.D., and Donald W. King; and "Measuring Service Quality in Special Libraries: Lessons From Service Marketing," Special Libraries (Winter 1995), by Marilyn Domas White and Eileen G. Abels. More information on these studies is available on SLA's home page at www.sla.org. Findings on an indepth study of the value of special libraries directed by Dr. Paul Kantor are also antici-

For more information on "Findings: Research and Your Bottom Line," or to contribute to the column, please contact Liana Sayer at: 1-202-234-4700, ext. 615; fax: 1-202-265-9317; Internet: liana@sla.org.
Lending a Hand

It was one of those unusual situations. The new campus library wasn't finished yet, so we were assembling the collection in temporary quarters—rented space on the second floor of a hardware store. In fact, since it was only temporary, we were using concrete blocks and boards for shelving. On a particularly gray fall Saturday, I had come in to do some catch-up chores. Usually, I locked the door at the bottom of the stairs, but this time I left it unlocked because I was sure I'd be done in less than an hour. The door had a rather modest sign that explained that this was the temporary library facility for the university. The average passer-by never gave it a second glance, and that was fine with us. We weren't really set up for the public at large. After about 30 minutes, I heard footsteps in the stairwell. I turned and saw a little girl, possibly a third grader.

"Mister, is this a library?" she asked.

"Well yes, sort of," I said. "We're putting a library together here. We're not really open for business yet."

Her face mirrored her disappointment.

"Oh, I just have to get to a library today."

"The public library has a branch just a block away. Can't you use that?" I asked.

"They're painting it, so it's closed today," she responded. "I just have to find some stuff about Martin Luther King so I can write an essay."

A few more questions elicited the fact that a new city park was soon to be named.

All of the school kids in town were asked to submit essays about famous people for whom the park should be named. To add incentive, the winning student would get a savings bond and the school class would get a pizza party paid for by the sponsors of the contest.

It had been quite a while since I tried to answer a reference request from a third grader, but it was worth a try. I recalled that a special commemorative issue of Life magazine had recently covered Martin Luther King Jr. I got that out and then went on to find some articles from other news magazines. I took them to the photocopier and copied every item she thought she would need.

She was beaming as she walked down the stairs. As it turns out, about six weeks later, I learned from the local newspaper that the new city park would be named for Martin Luther King Jr. I don't know that the little girl I helped was the one who wrote the winning essay, but I like to think maybe she was.

Sometimes doing ordinary library work can seem quite special, particularly if it is in a special circumstance, and for a patron who is not one of your regular clients. If some of you have a tale of a special borrower or special circumstance, let me know. The column is for special librarians, after all.

by John Piety. Piety is associate director for learning resources at John Carroll University, Cleveland, OH. For more information about "Special Librarians," or to contribute to the column, please contact Piety at: 1-216-397-1706; fax: 1-216-397-4256; Internet: piety@jcva.xjcu.edu.
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by David Brin

David Brin, a popular futurist, novelist, and presenter at SLA annual conferences, has been busy working on a new non-fiction book, The Transparent Society: Will the end of privacy bring a new golden age? The book is currently at press and is expected to be released by Addison Wesley in late 1997 or early 1998. Its provocative approach to matters of candor and secrecy was first illustrated in Brin's 1990 novel Earth—which some credit for predicting the Web.

A promoter and supporter of the information profession, Brin has agreed to share a sneak preview chapter of this new book "with the great folks at SLA." "Projections of Cybernetic Paradise" is just one of the many chapters information professionals will find of interest when exploring the future of the Internet.

When John Perry Barlow called the Internet humanity's greatest innovation since fire, he was far from the only messianic prophet singing hyperbolic paens to a bright dawn. Others have expounded on the utopian possibilities, foreseeing an egalitarian realm where race and gender become meaningless, and physical handicaps cease to be any hindrance. As the number of users keeps rising geometrically, some anticipate that by the year 2007, the Net might encompass the entire world population of six billion souls. In his 1993 book, Virtual Reality, Howard Rheingold wrote of a need to redefine the word "community," for in the near future, each sovereign individual will be able to sift among those six billions, sorting by talent or avocation, then choosing the most compatible to consort with long distance—via multimedia telepresence—in voluntary associations of shared interest. No longer will geography or happenstance of birth determine your friendships, but rather, the natural commonality of your passions and pastimes.

Pondering this coming global way of life, some pundits emphasize transnational features of an electronic world, predicting an end (or diminishment) of the nation state. Others proclaim the Internet as a modern oracle, enabling simple folk to query libraries, databases, or even corporate and university researchers—at last breaking the monopoly of "experts" and empowering multitudes with the same information used by the decision-making class.

Brin is an author and freelance scientist working in San Diego, CA. His Web sites may be found at: www.kithrup.com/brin and www-ileand.stanford.edu/~blandon/brin.html.
At one extreme end of the utopian spectrum, Vernor Vinge's concept of "The Singularity" was carried even further by Gregory Stock, in his 1993 book, *Metamana: The Merging of Humans and Machines into a Global Superorganism*. (My own 1989 novel, *Earth*, dealt with this possibility in a fictionalized treatment.) Stock illustrates the transcendent notion of apotheosis-through-technology by quoting from Benjamin Franklin's 1780 letter to the chemist, Joseph Priestley: "The rapid progress true science now makes occasions my regretting sometimes that I was born so soon. It is impossible to imagine the heights to which may be carried, in a thousand years, the power of man over matter."

What might Old Ben have thought of his heirs' accomplishments in a mere quarter of that time? Inevitably, all this gushing hype has led to a backlash. In his eponymously titled book, Clifford Stoll recently coined the term "Silicon Snake Oil" to stand for the recent outpouring of ecstatic forecasts about electronic media. Despite his own substantial background working with computers, Stoll urges skepticism toward the more ex-
travagant arm wavings of Net enthusiasts. Those promises may, at worst, turn out to be no more than a high-tech, razzle-dazzle con game—a distraction from the hard work of building real relationships with the physical people surrounding you.

Taking Stoll's objection to the level of philosophy. UCSD Professor Philip Agre warns that nearly every major technological advance of the Industrial Age was associated with fits of transcendentalism, in which enthusiasts rushed eagerly to blur the distinction between themselves and the machines, and between machinery and the world. (Witness the fervor—and disappointment—that accompanied nuclear fusion and then spaceflight.) Agre calls this a peculiar mental aberration that most often arises in bright excitable males who, faced with complex social problems, all too often seem drawn to miraculous solutions tinkered out of inanimate matter. Matter that is more easily understood than cantankerous, complex human beings. Is it possible to make sense out of these extreme views?

History certainly does warn us to be wary whenever new communication technology arrives on the scene. While some seek to uplift humanity, others will skilfully seize on each innovation, applying it to the oldest of all magical arts—manipulating others.

Take the introduction of Gutenberg's working printing press, ending the medieval control over literacy long held by church and nobility. While this liberated multitudes to shatter old constraints and sample provocative ideas, it also freed demagogues to cajole with new slanders spread effectively via the printed word. According to James Burke, the greatest short-term beneficiary of printing turned out to be nationalism. The following two centuries illustrated this as Europe was wrecked with waves of unprecedented, savage violence.

More recently, in 1930s Germany, the old Junker aristocratic class thought they could control the demagogue, Adolf Hitler, because they owned the newspapers. They were mistaken. The Nazis went around the press, reaching vastly greater masses with the hypnotizing power of radio and loudspeakers. To people freshly exposed, without the technological immunization that comes with familiarity, these new tools seemed to amplify a skilled user like Hitler, making him larger than life.

New communications technologies also have great potential for undermining authority. In pre-revolution Iran, followers of the Ayatollah Khomeini bypassed the Shah's monopoly on radio and TV simply by smuggling into the country a single cassette tape per week. His sermon, soon duplicated a thousand times, was played at Friday services in countless mosques, laying the groundwork for the storm to come.

Fax machines came close to serving the same insurrectionary function in China, during the Tian An Men uprising, which nearly toppled the old communist aristocracy. A few years later, fax and Internet connections did help foil the 1992 attempted coup in the Soviet Union, when the Old Guard tried to reinstate rigorous one party rule by seizing the central organs of communication.

Of course the profound effects of mass media aren't just political. Television plays no favorites, serving tyrants and educators alike, carrying both culture and propaganda, truth and lies, pandered drivel and the most profound ideals. Countless nature shows have given urban citizens a better feel for ecological matters than their farmer ancestors who actually toiled on the land, boosting support for farsighted anti-pollution policies. Meanwhile, overuse of TV effectively shortens the life span of the average sedentary "couch potato" by more years than he saves by voting for clean air laws.

So it often goes with the fruits of science. New communication arts prove at once both empowering and potentially manipulative of the common man or woman.

As for the vaunted Internet, both messianic utopians and pessimist critics may be missing the real questions. For instance—what will the effects be when personal computers become so cheap that citizens of the poorest Third World nations will have greater access to data than clean water? We are bound for interesting times.

"When I began my career as a futurist I believed a free society required promises and dreams—not just by experts, but by everyone.... But now I see uncertainty as the necessary handmaiden of freedom.... instead of being confident in our plans, we can be confident in ourselves."

—Peter Schwartz
The Art of the Long View

1 There is a frequently-cited cartoon from the New Yorker, showing a pook sitting in front of a computer monitor. The caption reads, "On the Internet, nobody knows that you're a dog."
International Special Librarians Day

On April 17, special librarians around the world will celebrate International Special Librarians Day. This is a time to gain recognition for the valuable role that you play in the international sharing of information. It is a time to focus attention on your contributions to enhancing knowledge on a global scale.

Equally important, when you celebrate the event, you are also creating an excellent opportunity to promote the services and benefits that you are providing to your own organizations. We’ve selected the theme “Putting Knowledge to Work” to incorporate the history of the Special Libraries Association into all the changes we’ve seen this year. The phrase has served as SLA’s slogan since 1915, and serves as an appropriate juxtaposition to the new logo and Information Outlook.

Here are just some of the ways your library can participate in the event:

* Conduct an open house, with demonstrations of new databases or other resources.
* Write an article about the library and its services for your organization’s publication.
* Produce a statement stuffer to go in pay envelopes.
* Have an interesting guest speaker, who does not have to be directly related to the information industry or your organization. Once you have the staff there, you can make a short presentation about the event and the library prior to introducing the speaker.
* Invite a local business reporter to visit your library to find out how your services help the company make better-informed decisions. Try to get a senior staff person from your organization to agree to be interviewed to back up your claims.
* Put up flyers or wear a button that promotes the event. Templates of this year’s design for bookmarks, notepads, and flyers are on the Web site at www.sla.org/pt/isld.
* Sponsor a career day at an area school or college.
* Produce and distribute a users guide for your library describing its resources and services.
* Hold a drawing. This will entice staffers to visit your library to fill out an entry form. Depending on the size of your organization, you could even require that the winner be present at the time of the drawing. Then you could make a short speech prior to picking the winner.

How you participate is not important. What matters is that you do not pass up this opportunity to publicize your library and the profession. Start planning your celebration now.

There is also a special honor to be won—enter the events and creations you use to promote ISLD to SLA for the SLA International Special Librarians Day Award. The deadline is April 24, 1997. Please send the information to ISLD Award, Special Libraries Association, 1700 Eighteenth Street, NW, Washington, DC 20009-2514.

SLA wishes to acknowledge LEXIS-NEXIS for their partnership in the 1997 International Special Librarians Day.

Our Members Are Watching!

We received several notices from members regarding an article in the New York Times (1/6/97, p. 5D), titled “Moving From the Card Catalogue to the Internet: To Control the Information Glut, Librarians Become More Technologically Oriented.” The article was outstanding in the explanation of the new technologies information professionals are utilizing today.

People In The Know

Have you ever wondered where People magazine gets those far-out, little-known facts on the famous and infamous? In the February 10, 1997 issue of People, (vol. 47, no. 5), it was uncovered that SLA members Jim Oberman, Suzy Iml, and Robert Britton are part of the team that researches for arcane tid-bits like Elizabeth Taylor’s shoe size. Landon Jones, managing editor of People writes, “Almost every People staffer is used to late nights. But often, it seems, a member of our library research staff is the last one out the door. No story is written without some information provided by the library.”

Oberman, research operations manager and a graduate of Columbia University’s school of library science, created People’s largely electronic library five years ago, and ever since, digging up those obscure details takes less time than before. “Thanks to speedy connections to the Internet and dozens of online databases, you can find incredible things within a matter of minutes,” Oberman says.

President Clinton Looking Forward

In President Bill Clinton’s 5th State of the Union Address on February 4, 1997, he recommitted himself to bringing the power of the Information Age to all Americans. He stated, “To prepare America for the 21st century we must harness the powerful forces of science and technology to benefit all Americans.” Hail to the Chief!
MARCH 1997

EBIC '97
The seventh international conference on European business information (EBIC) will take place in Berlin, Germany, March 18-21. Topics include convergence of communication technologies, knowledge management, desktop delivery, Intranet, and more. For more information, contact Margery Hyde at +44 171 251 5522; fax: +44 171 490 4984; Internet: margery.hyde@tfpl.com.

SLA Middle Management Institute
The "Human Resources" unit of SLA's Middle Management Institute will be held April 3-4, in Chicago, IL. For more information, contact SLA's Manager, Professional Development, Gianna Renzulli at 1-202-224-4700, ext.649; fax: 1-202-265-9317; Internet: gianna@sla.org.

Teleconference on Electronic Library Resources
Union Pacific Resources, Fort Worth, TX, will be the host site for the video teleconference "Dancing with...Change." April 4. It is a two-part teleconference for library professionals and decision makers concerning the issues and opportunities of electronic library resources. For more information, contact Alexia Strout-Dapaz at 1-817-877-7729; Internet: a стрout-dapaz@uprc.com.

INFO '97
INFO '97, the 12th Annual International Conference and Exhibition, will be held April 6-10 in Tel Aviv, Israel. INFO '97 will offer professional seminars, highlight library and information center management issues, and provide practical how-to sessions. For more information, contact Teldan Information Systems at 972-3-695 0073; fax: 972-3-695 6359; Internet: info97@net.

Meeting on Web Search Engines
"Search Engines and the World of Web" will take place April 10-11 in Bath, England. The conference will discuss exploring the new era of intelligent software for text and data searching on the Web and internal Intranets. For more information, contact Infonotics at +44 1249 814 584; fax: +44 1249 813 656; Internet: bathmeeting@infonotics.com.

MAY 1997

Colorado Interlibrary Loan Conference
The 28th Annual Colorado Interlibrary Loan Conference will take place in Boulder, CO, on May 1-2. Topics will include state and regional networking projects, survey results that tell us what our customers want, and sophisticated record keeping techniques. Registration packets were mailed in February. For more information about the conference, contact Gayl Gray, chair, Colorado Interlibrary Loan Committee at 1-303-497-1183; Internet: gayl@ucar.edu.

JUNE 1997

SLA Annual Conference
SLA's 88th Annual Conference. "Information Professionals at the Crossroads: Change as Opportunity," will be held June 7-12 in Seattle, WA. The conference will feature more than 500 educational sessions, seminars, and tours and an exhibit hall with nearly 500 booths. For more information, contact SLA's Conferences and Meetings Department at 1-202-234-4709, ext. 645; fax: 1-202-265-9317; Internet: lisa@sla.org.

To contribute to "Coming Events," please forward your event announcement to Assistant Editor Susan Wright at 1-202-234-4709, ext. 645; fax: 1-202-265-9317; Internet: susan@sla.org.
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An SLA Information Kit 1997

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Copyright

SLA Copyright: Balancing Rights and Access

When writing an article or book for publication by SLA, the author receives a copyright form to be signed before the piece will be published. Who will retain the copyright of the piece? Who, if anyone, will benefit from the royalties? SLA strives to respect the work of the author while allowing maximum access to the information.

While SLA encourages authors to sign the form giving the copyright to the association, SLA promises to return part of the profits made on the article to the author. The copyright is retained by SLA in order to facilitate quick dissemination of information to professional readers. If, for instance, someone calls SLA at a later date to ask permission to reprint an article, SLA can give immediate permission because they have retained the copyright. To assist authors in retaining the rights they desire, SLA offers four different forms from which the author can choose.

Copyright ownership is becoming an important but contentious issue among authors, especially in the age of electronic publishing. This is an important issue because the copyright holder receives any royalties paid for copying the piece. In the days when a professional article remained in relative obscurity, the author didn't object strongly to signing away copyright ownership. However, with the Internet and the Information Age, an article may shoot into sudden popularity with the author receiving nothing for the effort.

An organization fighting for the rights of authors is the National Writers Union (NWU). NWU's home page can be found at www.nwu.org/nwu. Publications Rights Clearinghouse (PRC) is the new collective licensing project of the NWU. PRC, inspired by the music industry's American Society of Composers, Authors, and Publishers (ASCAP) is a collective alternative for authors to negotiate licenses, publication rights, and royalties with electronic publishers. PRC only licenses articles previously published and has an agreement with UnCover, a company that offers products allowing access to journal information, for providing articles with a royalty fee, which is then paid to the PRC authors.

While this issue continues to draw debate in the larger arena, you can be assured that SLA strives to respect the rights of their contributing authors while assuring access to information.

by Lawrence S. Guthrie, II. Guthrie is interlibrary loan librarian at Covington & Burling, Washington, DC, and chair of SLA's Copyright Committee. For more information on "Copyright Corner," or to contribute to the column, please contact Guthrie at: 1-202-663-6156; fax: 1-202-778-8658; Internet: lguthrie@cov.com.

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Information Consultant
Job Code: BPSLA-4567
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AMGEN
Oscar, Felix, and the Whole Corporate Advertising Thing
by Lucy Letts

When two quite different characters or groups find themselves thrown together in a living or working relationship, the differences usually seem, at first, far more important than any similarities, and the coexisting goes on for a time with a sense of strangeness, doubt, and even suspicion. So it is with business professionals and information professionals, the latest odd couple to fall victim to this scenario. If the two groups are to work together for mutual benefit, both must work through their apparent differences and recognize the value of their partnership. This is done by striving to know the other party and additionally, becoming known to them. This look at advertising in the corporate setting illuminates this process.

Information Partnerships: Marketing Opportunities for Information Professionals
by Ronald Peters

Information, the essential ingredient in today’s knowledge-based economy, is dynamic, expensive, and is continually being reconfigured and repackaged. Survival in the corporate environment demands that information professionals reinvent partnerships and reposition themselves to take advantage of these marketing opportunities. There are four areas upon which information professionals may capitalize for the transformation of the information resource function: information anxiety, intellectual capital and knowledge management, the information resource audit, and virtual information networks. Effective use of these “tools” provides information professionals with the key to personal and professional competitive advantage.

Overworked? Understaffed? Don’t Stop Marketing!
by Christine A. Olsen and Suzanne Stewart Moseman

“I’ve got more customers than I can handle. I don’t have time to market my services—I have too much business already!” This lament, familiar to many, is an all too common misperception. In reality, marketing offers holistic management tools to resolve many of the dilemmas brought on by too many customers and not enough hands. When differentiated from “promotion”—which judging from your workload, is not helpful at this point—marketing helps you to understand your customers, evaluate your products and services, and better manage your library operations. Savvy marketing can streamline your operations, decreasing your workload while increasing visibility and customer support.

Microsoft Librarians: Training for the 21st Century
by Jennifer Chaste

At the Microsoft Library, information professionals have been fortunate to witness the slogan “Information At Your Fingertips,” coined by Bill Gates in 1990, become a reality for both business professionals and customers alike. However, with the excitement comes the challenges—and expectations. To stay ahead of this constantly rising bar, Microsoft Library’s research group instituted an aggressive training program which provides guidelines and measurable performance criteria for entry, mid-level, and senior staff members. Tagged as “agents,” “navigators,” and “partners,” researchers at Microsoft’s library benefit through increased understanding of the skills they are expected to learn and maintain. While this training program is not without its obstacles, researchers at Microsoft are nonetheless hurdling their way towards the 21st century.

Projections of Cybernetic Paradise
by David Brin

David Brin, a popular futurist, novelist, and presenter at SLA annual conferences, is currently working on a new novel, The Transparent Society: Will the end of privacy bring a new golden age? “Projections of Cybernetic Paradise,” a sneak preview chapter from this new book, is shared here in its entirety. Weaving a pattern of projections—and cautions—about the future of the Internet, Brin touches on the “extravagant arm wagings of Net enthusiasts,” the magical art of manipulating others, the Internet’s political implications, and the leveling of the information playing field through global access.

Oscar, Félix et tout le tremblement de la pub
par Lucy Letts

Lorsque le hasard réunit deux personnages ou groupes totalement différents et les met dans une situation où ils doivent habiter ou travailler ensemble, il semble qu’au début les différences surpassent de beaucoup les similarités ; la cohabitation continue pendant un certain temps et donne lieu à divers sentiments : bizarreté de la situation, doutes et même soupçons. Il en est ainsi des professionnels des entreprises et des professionnels de l’information, le dernier couple inscrite qui soit victime de ce scénario. Si les deux groupes doivent travailler ensemble et en bénéficier mutuellement, tous deux doivent surmonter leurs différences apparentes et reconnaitre la valeur de leur partenariat. Ceci est accompli en s’efforçant de connaître l’autre partie et en faisant en sorte qu’elle vous connaisse également. Cet aperçu de la publicité dans un cadre d’entreprise jette une lumière sur ce processus.

Partenariats de l’information : Opportunités de commercialisation pour les professionnels de l’information
par Ronald Peters

L’information, ingrédient essentiel dans l’économie actuelle basée sur les connaissances, est dynamique, chère et continuellement refaçonnée et « remballée ». Survivre dans l’environnement des entreprises exige que les professionnels de l’information réinventent les partenariats et se repositionnent pour profiter de leurs opportunités de commercialisation. Il y a quatre domaines sur lesquels les professionnels de l’information peuvent capitaliser pour transformer la fonction de l’information en tant que ressource ; l’amélioration causée par l’information, le capital intellectuel et la gestion des connaissances, le contrôle de l’information répartie et les réseaux d’information visuelle. L’utilisation efficace de ces « outils » fournit aux professionnels de l’information la clé d’obtenir un avantage à la fois personnel et professionnel.

Surmené? Pas assez de personnel?
N’arrêtez pas de commercialiser!
par Christine A. Olsen et Suzanne Stewart Moseman

« Je n’ai plus de clients que je ne peux servir. Je n’ai pas le temps de commercialiser mes services. Je fais déjà trop d’affaires ! » Cette lamentation, familière à beaucoup, est une idée fausse bien trop répandue. En
Resumen

Oscar, Felix y todo lo de la publicidad
por Lucy Letts

Cuando dos personalidades o grupos bien distintos se encuentran juntos en un vínculo de vivir y trabajar, por lo general las diferencias al principio parecen ser mucho más importantes que cualesquiera semejanzas, y la coexistencia continúa por un tiempo con un sentido de rareza, duda, y hasta sospecha. Así pasa con los profesionales de negocios y de la información, la pareja más reciente a caer víctima de esta situación. Si ambos grupos han de trabajar juntos para un beneficio mutuo, ambos deben de continuar trabajando a pesar de sus diferencias evidentes y reconocer el valor de su asociación. Esto se hace procurando conocer la otra persona y también dándose a conocer a ellos. Este vistazo a la publicidad en la plataforma empresarial aclara este proceso.

Asociaciones en la información: Oportunidades en mercadeo para los profesionales de la información.
por Ronald Peters

La información, hoy el ingrediente principal en la economía basada en el conocimiento, es dinámica, costosa, y repetidamente se configura y empaqueta. El sobrevivir en el entorno empresarial, exige que los profesionales de la información descubran nuevas asociaciones y vuelvan a tomar posiciones de manera que aprovechen estas oportunidades en mercadeo. Existen cuatro áreas sobre las cuales los profesionales de la información pueden aprovecharse para la transformación de la función de recursos de la información: la accesibilidad en la información, capital intelectual y administración de conocimiento, revisión de cuentas de los recursos de la información, y redes de información virtual. El uso efectivo de estos “instrumentos” proporciona a los profesionales de la información con el punto clave para el provecho competitivo personal y profesional.

Trabajando demasiado?
¿No tiene el debido personal?
¿No deje el mercadeo?
por Christine A. Olsen y Susanne Stewart Morseman

“Tengo mas clientes de los que puedo manejar. No tengo tiempo de comerciar mis servicios—ya tengo demasiado trabajo! Esta queja, que les resulta conocida a muchos, es normalmente mal percibida. En realidad, el mercadeo ofrece instrumentos en la administración holística para resolver muchos de los dilemas creados por demandados clientes y falta de manos. Cuando se distingue de la promoción de ventas—que hasta ahora no ayuda, estimando desde el punto de vista de la cantidad de trabajo—el mercadeo le ayuda a comprender a sus clientes, a evaluar sus productos y servicios, y a administrar mejor sus procedimientos en la biblioteca. El mercadeo útil puede modernizar sus procedimientos, disminuyendo su trabajo mientras crece la visibilidad y el apoyo del cliente.

Bibliotecarios de Microsoft: entrenamiento para el siglo 21
por Jennifer Choate

En la biblioteca de Microsoft, los profesionales de la información han sido afortunados de observar que el slogan “La información a su alcance”, ideado por Bill Gates en 1990, se convirtió en realidad para ambos los negociantes y los clientes. Sin embargo con el entusiasmo vienen los desafíos—y la expectativa. Para mantenerse por encima de esta barra gráfica que sube constantemente, el grupo de investigación de la biblioteca de Microsoft ha fundado un programa agresivo de entrenamiento que suministra las normas y el criterio para medir el desempeño de los miembros de menor, media y superior categorías de la plantilla de personal. Calificados como “agentes”, “navegantes”, y “asociados”, los investigadores de la biblioteca de Microsoft se aprovechan de nuevo de una comprensión incrementada de las habilidades que se espera que aprendan y mantengan. Mientras que este programa de entrenamiento no permanece sin obstáculos, los investigadores en Microsoft están sin embargo corriendo sobre las vallas hacia el siglo 21.

Prognósticos del paraíso cibernético
por David Brin

David Brin, un futurista popular, novelista, y presentador en las conferencias anuales de la SAL, está actualmente trabajando en su novela nueva, The Transparent Society: Will the end of privacy bring a new golden age? (La sociedad transparente: ¿Y el fin de la privacidad, traerá una nueva edad de oro? “Prognósticos del paraíso cibernético”, un capítulo de avance de este nuevo libro, se comparte aquí en su totalidad. Tejiendo un patrón de pronósticos y precauciones sobre el futuro del Internet, Brin palpa el “además exagerado de señales de los entusiastas del Net”, el arte mágico de manipular a otros, las implicaciones políticas del Internet, y el emparejamiento del campo de la información a través del acceso global.
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Special Libraries Association
Dear Editor:

I wanted to let you know what a nice job you and your staff did with Information Outlook (Special Libraries successor). I am looking forward to future issues. There was a nice layout and nice balance of articles/topics/categories. Thanks.

Jim Walsh
Tisch Library, Tufts University
Medford, MA

[Information Outlook] is the most “useful” magazine I have ever gotten from SLA. The SpecialList had interesting things in it, but I tended to lose it, and Special Libraries was totally useless to me. I look forward to future issues!

Kimberly Last
The Aberdeen Group
Addison, IL

I just this minute received the NEW and IMPROVED Information Outlook! Congratulations on such an accomplishment; I am sure it is the result of hundreds of hours of hard work by you and your staff at SLA. I expect to actually read many of the articles, unlike—to tell the truth—most of the articles in the old journal.

Anara Guard
Children’s Safety Network
Newton, MA

Dear Editor:

Just a brief note to tell you how much I enjoyed the farewell issue of Special Libraries. The editors did a wonderful job of picking articles from past issues and interspersing them with ads from that time period. What startled me was how eerily similar the issues were and still are. The editors should feel very proud of such a fascinating and fun final issue.

Monica Erte!
Apple Computer Inc.
Cupertino, CA

Dear Editor:

Congratulations to SLA for developing a new logo and finally bringing us into the 20th century (just in time!) with a brand new look.

Mary Hum
Coopers & Lybrand
Toronto, ON

Dear Editor:

I love the logo—the color, the style. It is as vibrant to me as our motto “Putting Knowledge to Work.” And I am not the only one who likes it. My 16 year old’s response to the logo pin was, “Cool, looks good!” It must be dynamic to be recognized that way by a teenager!

Jane I. Dysart
Dysart & Jones Associates
Toronto, ON

Dear Editor:

Congratulations to SLA on the successful introduction of our association’s new logo. I like the fluid, upbeat motion graphic, projecting a sense of vision, forward-thinking and movement. The style is outstanding.

Cynthia Hill

Dear Editor:

Having deliberately chosen to move away from our initialism to something more symbolic, I think the organization has made a good change in our new logo. Any symbol takes time to become known and instantly recognizable—it is now up to us, the professionals in SLA, to imbue our new symbol with the images with which we want it to be associated.

Juanita Richardson
Infomart Dialog Ltd.
Toronto, ON

I was fortunate to be at SLA headquarters the week that the new logo was unveiled, and it greeted me on a large sign as I walked into the main lobby. My reaction was, “That’s terrific!”

Dear Editor:

A new logo for the launch of a new era in our profession and our place in an era in which “putting knowledge to work” is increasingly important.

Further, I can’t wait to receive my own pin [with the logo]. People will no doubt ask what the pin means and that is my opportunity to tell them all about our profession and our association!

Rebecca J. Jones
Dysart & Jones Associates
Thornhill, ON

Name Change?

Dear Editor:

Great new logo! Any chance we’re going to change our name? Surely our “updated, forward-looking image” must include the consideration that the library in SLA is no longer appropriate.

Kate Sherwood
Ernst & Young
Cape Town, South Africa

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Government Relations, from p. 19
(CLAI and the National Library of Canada (NLC) were invited to appear at the hearings on behalf of Canada's library community. As special libraries in the public sector (the "not-for-profit sector") are covered in the bill, CLAI made no attempt to fight for the redefinition of library to include those libraries in the "for-profit sector."

As the corporate library sector is not protected by this bill, we must continue our dialogue with the government in an attempt to restore the definition and our role in the Canadian library and research network. (Note: Bill C-32, as amended, is available only in print form, not electronically.)

SLA will continue to monitor developments in copyright legislation in Canada and other international venues of concern to the membership. If you have concerns or questions regarding such matters in your country or region, contact SLA staff today. For update reports on government relations, visit the Government Relations section of SLA's Web site.

Corporate advertising, from p. 12
is, and we humans being what we are, it is true that often the best possible product will not sell itself. A few restaurants have developed following just by deftly serving excellent food in an attractive environment, but most owners will agree that a well-placed ad or a good review is essential. Some people have trouble with the idea of blaring away on their own horns—especially, it seems, professionals (doctors and lawyers have long resisted placing ads in papers). But even stolid and staid colleges and universities have begun to trumpet their excellence to newspaper readers, and in all honesty the information professional cannot afford to lag behind. To be allowed to work well, we must become known well, which means simply that we must tell the people in the firms in which we work as much about us and about what we can do for them as possible.

So get out your cornet. Don't be content with the few things I have suggested. Look at your own special situation, see the needs, see the potential, use your imagination, improvise, and advertise. And then watch the Dreaded Downsizer, like the Wicked Witch of the West, shrivel up and disappear.

On the Net, from p. 26
While librarian Web sites today are rich in text content, multimedia is not featured on most SLA Web sites because many customers are not yet ready for it. The Web is a new medium, but customer needs are much the same as they have been in the past. We have new tools, but from the sites just examined, it is clear that special librarians are looking for new ways to meet these needs. As our customers develop the means to access new applications, librarians are rising to the challenge to provide better answers.

Findings, from p. 31
published in fall 1997. Watch this column for details on forthcoming publications.

Challenges to corporate librarians include how to best present and use their skills in today's corporate environment. Some librarians have responded by using their expertise as internal information consultants, aligning library operations as part of business services and exchanging traditional services for maintenance of proprietary information activities, records management, and training.

The study found that librarians in these firms were not simply adding new responsibilities, they were also discarding some services. By shedding traditional services and focusing on new ones with greater value to their clients, the librarians were positioning themselves to weather the turbulence of the current business environment. The identification to management of internal information and records, timeliness of provision of key strategic information, and training and access to databases and other external sources of information allowed these libraries to increase their value quotient to senior management. Further, their mastery of internal corporate memory also includes a key function in their portfolio—a function that vendors are incapable of providing.

Exploring Outsourcing found that outsourcing appears to be a trend that the companies in this pilot study are following with little prior strategic planning. Very few libraries have been completely outsourced—most companies are instead relying on incremental outsourcing. The absence of long-term agreements suggests that companies have not made final decisions about which information resources to use and how to use them, and this presents our profession with a key opportunity to profit from this period of indecision.

For information on Exploring Outsourcing, Case Studies of Corporate Libreries, contact Assistant Editor Susan Wright at 1-202-234-4700, ext. 643; fax: 1-202-265-9317; Internet: susan@sla.org.
Mathematics Librarian, University of Minnesota Libraries. The Mathematics Librarian provides reference, instructional, and collection-related services to approximately 100 faculty and several hundred students in the Schools of Mathematics and its applications each year. In addition, the Mathematics Librarian manages and plans for the long-term needs of the Mathematics Library, including an increasing emphasis on electronic resources in a digital environment. Staff includes one professional librarian, one library assistant, and student support. For a complete position description and more information on the Mathematics Library, see http://sciweb.lib.umn.edu/math/math.htm. Required Qualifications: ALA-accredited Master’s degree in library science or foreign equivalent; understanding of collection management in the sciences and trends in scientific scholarly publishing; experience providing reference assistance in mathematics or another science; knowledge in and experience applying information technologies, including the Internet and networked online databases, to address the needs of library users; strong commitment to public service; ability to work effectively and relate well to culturally diverse community of faculty, students, and library colleagues; initiative, self-direction, and an ability to work independently; excellent written and oral communication skills; strong interpersonal skills; ability to meet the University of Minnesota’s requirements for promotion and continuous appointment (see below). Preferred Qualifications: Collection management experience in mathematics or another science strongly preferred; supervisory experience strongly preferred; academic background in mathematics or another science; experience planning and delivering instruction; relevant experience in a mathematics library.

Type of Appointment and Salary: This is a full-time, 12-month academic/professional position, with probationary appointment at the Assistant Librarian rank. Librarians at the University of Minnesota have Professional Academic status. Appointees at the Assistant Librarian rank have six years to achieve continuous appointment, which is based on significant growth and contributions in the following areas: (1) job performance; (2) contributions to the Libraries and the University; and (3) contributions to the profession. Salary range $30,000-$55,000, depending on experience and qualifications. Generous benefits. To apply, send a letter of application discussing how your background and experience fulfill each required qualification of the position (also address preferred qualifications as appropriate), a current resume, and the names, addresses, telephone numbers and e-mail addresses of three references to: Linda DeBeau-Melting, Libraries Human Resources Officer, University Libraries, 453 Wilson Library, 309 19th Avenue South, Minneapolis, MN 55455. Application must be postmarked by March 31, 1997. Please identify application with the number UL61. Questions about the position may be directed to the chair of the search committee: Janice Jaguszewski, Science & Engineering Library, 108 Walter Library, 117 Pleasant Street S.E., Minneapolis, MN 55455; j-jagu@tc.umn.edu. The University of Minnesota is an equal opportunity educator and employer.

University of Minnesota Libraries—Affirmative Action Residency. The University of Minnesota Libraries, Twin Cities Campus offers an Affirmative Action Residency Program designed to attract recent graduates or librarians who might now be working in public, special, or other libraries, to academic research librarianship. The residency begins on or before July 15, 1997. For a full description of the program and specific application information contact Linda DeBeau-Melting, Libraries Human Resources Office, 453 Wilson Library, 309 19th Ave. South, Minneapolis, Minnesota 55455. Applications must be postmarked by May 2, 1997. The University of Minnesota is an equal opportunity educator and employer.
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San Diego State University is the largest of the twenty-three campuses in the California State University system and is especially proud of its diverse student body of approximately 33,000 students and 2,500 faculty. SDSU is a key campus in the California State University system to be designated as "Teaching University III," by the Carnegie Foundation. Home to the 10th Street Library, it offers extensive degree programs in areas such as the humanities, the social sciences, the natural sciences, mathematics, and the arts. The Library's mission is to support student learning and teaching. The Library has a collection of over 1.8 million items, including print materials, electronic resources, and access to digital resources. In addition, the Library provides access to electronic databases, reference materials, and other information services. SDSU offers a variety of professional development opportunities and encourages faculty to actively participate in these activities.

Salary: The anticipated salary range is $50,000 - $80,000. Benefits include a comprehensive benefits package, including health, dental, and vision insurance, and retirement savings plans.

Application Deadline: Applications will be accepted until the positions are filled. Review of applications will begin on January 15, 1997.

Electronic Resources/Sciences Catalog Librarian

Responsibilities: Collect, catalog, and provide access to electronic resources, including digital images, audiovisual materials, and online databases. Develop and maintain online catalogs and databases. Participate in the development and evaluation of electronic resources. Maintain current knowledge of emerging technologies and trends. Serve as a resource for faculty, students, and staff. Participate in library planning and development activities.

Qualifications: REQUIRED: Master's degree in library science from an accredited institution. Knowledge of MARC and non-MARC data entry standards. Experience in cataloging electronic resources. Excellent communication skills. Ability to work independently and as part of a team. Preference given to candidates with experience in a research university setting.

Circulation Librarian

Responsibilities: Provide reference services, collection development, and circulation services. Assist patrons in the use of library resources. Participate in library planning and development activities.

Qualifications: REQUIRED: Master's degree in library science from an accredited institution. Knowledge of MARC and non-MARC data entry standards. Experience in library services. Excellent communication skills. Ability to work independently and as part of a team. Preference given to candidates with experience in a research university setting.

Library Cataloging Specialist

Responsibilities: Catalog library materials, including books, periodicals, and non-book materials. Assist in the development and maintenance of the library catalog. Participate in library planning and development activities.

Qualifications: REQUIRED: Master's degree in library science from an accredited institution. Knowledge of MARC and non-MARC data entry standards. Experience in cataloging library materials. Excellent communication skills. Ability to work independently and as part of a team. Preference given to candidates with experience in a research university setting.

Applications are due by January 15, 1997. Applications may be submitted online at the SDSU Employment website. Please indicate the position(s) applied for in the cover letter. For full consideration, applications should be postmarked by January 15, 1997. Applications will be reviewed as they are received. Additional information is available at http://www.sdsu.edu/employment.
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