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Information Outlook, March 2000

Special Libraries Association

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Librarians Need Relationship Marketing

Libraries and E-Commerce

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17 Upsize This! Libraries Need Relationship Marketing
What do libraries have in common with John Deere tractors, Mary Kay cosmetics, Harley-Davidson motorcycles, and Prada haute couture? Along with many other businesses, they each appear to have committed to relationship marketing, a deceptively straightforward switcheroo on traditional marketing methods. Larry Besant and Deborah Sharp introduce the topic of relationship marketing to the library audience.

24 Libraries and E-Commerce: Improving Information Services and Beyond
No longer the sole domain for corporate America, e-commerce is now being employed by governments, libraries, museums, and non-profit organizations around the world. Is e-commerce for your library? Lesley Ellen Harris explains how you go about incorporating e-commerce into your special library.

33 Spotlight on SLA Members: An Interview with Kaycee Hale, Executive Director, Resource and Research Center, The Fashion Institute of Design & Merchandising
Kaycee Hale is the founder and executive director of the world's largest network of educationally affiliated fashion research centers which are located at the fashion Institute of Research and Design. She is responsible for all program planning development, strategy implementation, divisional organization and services coordination throughout the state of California. Hale has been an active member of SLA since 1978. In this interview she shares some of the exciting happenings in her library.

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Wear an ISLD pin during the weeks leading up to the event.

Include International Special Librarians Day on your voice mail greeting, announcing this event to your callers, and wishing members a happy ISLD on April 13.

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Culture & Storytelling: Another Line in the Value Proposition

Culture is what makes us what we are, defines us, and makes us unique. A list of competencies defines what each of us, individually, is capable of; culture explains where we come from in developing those competencies. Communicating the strength of our culture will have a positive impact on the perceived value of information professionals.

January is a month of back-to-back immersion in the cultures and dilemmas of two major associations for information professionals. The content of conference programs of the American Library Association (ALA) Midwinter Conference and the Special Libraries Association (SLA) Winter Meeting makes it immediately obvious that the cultures of the two organizations are significantly different. At this year’s ALA conference, a proposal for an ambitious long-term media campaign was introduced, with the goal of positioning ALA as the representative of librarians from public, academic, school and “specialized” libraries. After some rather pointed objections by yours truly, ALA representatives insist that it is not their intention to represent members of SLA. The project will require substantial outside funding, significant additional internal staffing, and program development. Assuming that it passes all of those hurdles, its existence will once again blur the image of the special librarian/information professional in the minds of the public. It’s more important than ever to find ways to stress the value SLA members bring to their organizations, and to differentiate us from traditional librarians.

“The Documentation and Special Libraries Movements in the United States, 1910-1960,” by Robert Williams, in the *Journal of the American Society for Information Science*, volume 48, no. 9, 1997, examines the “splinter movements” in the information professions. The splintering was due, according to Williams, to “the inability and reluctance of the larger library profession to welcome nontraditional materials, new technologies, and subject-based personnel and approaches to the field,” in other words, a culture clash.

The SLA Winter Meeting was dedicated to three categories of activities: board meetings, where significant new strategic directions were set in motion; leadership development training, unique to SLA; and continuous education opportunities. A major strength of SLA, a significant part of its culture, is professional development. That one cultural element alone is a story that needs to be told.

What good is all of the culture and uniqueness represented by SLA and its members, if we don’t utilize it to enhance the perception of the value we bring to our organizations? We have commitment to continuous learning, service excellence, ethics, teamwork, subject expertise, and a host of other competencies. That is our culture. That has value.

Nick Morgan, editor of the *Harvard Communications Update*, wrote in the March 1999 issue about corporate culture and the importance of storytelling to strengthen the future of that culture. “It is the job of each generation to tell its best stories to the next... The groups that tell the most interesting stories to their heirs will thrive... We call the collection of corporate stories ‘culture.’ Companies with strong cultures have an easier time recruiting and retaining top-notch employees.”

The *IDC Knowledge Management Factbook*, by Gerry Murray, contains an example of one of the types of “stories” we need to be telling. “Fortune 500 companies will lose $12 billion in 1999, from intellectual rework, substandard performance, and inability to find knowledge resources.” Using that example, we should step up and say, “Insuring that you minimize that $12 billion waste is what we are all about, and here is one specific, local example.”

Michael Hammer, writing in *Information Week* for August 9, 1999, says that discussions of knowledge management focus “on the how rather than the why.” He continues, “The values of sharing and teamwork...must be instilled throughout the business if people are to behave in the way that a knowledge management process demands.” Sharing and teamwork are part of the culture of information professionals, but we have to let our organizations know about it.

What stories do you need to tell today, to convey a sense of our culture, to enhance perceived value, or to attract the next generation?

Susan A. DiMattia
President, SLA
Kitt & NAACP Image Award

An anthology named GIRL-FRIENDS, that includes Sandra Kitt’s story “The Heart of the Matter” has been nominated for the prestigious NAACP Image Awards. Besides being a librarian at the American Museum of Natural History in New York, Kitt is also a published author of twenty novels, and five novellas. The anthology has three novellas, which tells a story about the relationship between women friends. The concept is a follow up to a very successful earlier anthology, SISTERS (Signet, 1996). Kitt attended the awards presentation and dinner in Los Angeles on February 11 and the taping for FOX TV on February 12. (It will be aired on April 8, 2000). Kitt is president of the New York Chapter of SLA.

Miriam Drake to Retire

After seventeen years of dedicated service, Miriam A. Drake, Dean and Director of the Library & Information Center at the Georgia Institute of Technology, will retire on January 1, 2001.

In addition to handling the operation and management of library and information services, Drake currently serves as the Institute’s archivist and records manager. She is responsible for the Georgia Tech Electronic Library (GETEL), full text information systems, digital libraries and multimedia products, information training and consulting services for faculty and students. After receiving a BS degree in economic analysis and an MLS from Simmons College, Drake completed graduate work at Harvard University. She spent fourteen years in the private sector as a management consultant, transportation economist and marketing research analyst before becoming Assistant Director for Library Support Services at Purdue University. She signed on with Georgia Tech in 1984.

Drake is the author of more than one-hundred journal articles and conference presentations and serves on several editorial and advisory boards for publications and universities throughout the nation. Upon retirement, Drake will continue to serve as the editor of the second edition of the Dekker Encyclopedia of Library and Information Science. She received the American Library Association/Hugh Atkinson Award for innovation and risk taking in 1992 and she received the first Allen Kent/Mecklermedia Award for lifetime achievement. She also holds an honorary doctorate of human letters from Indiana University and an honorary doctorate of library science from Simmons College.

Drake is past president of the Special Libraries Association.

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IN MEMORIAM

Sallie Ellison

Sallie Ellison, director of the Purdy/Kresge Library at Wayne State University, died December 26. She was 55 years old. Ellison joined Wayne State University in 1989 as assistant director of Purdy/Kresge Library. Ellison was named director of the Purdy/Kresge Library in 1991 and also served as Director of Media Services from 1991 to 1996. She was a member in the American Library Association where she served on the International Relations Committee of the Association of College and Research Libraries and was deeply committed to the Black Caucus. She was also active in the Special Libraries Association, the Michigan Library Association, the Michigan Libraries Research Triangle, and the Michigan Library Consortium.

Beyond her active professional life, she found time to support several community groups and her church. A graduate of Fisk University and Drexel University, Ellison worked at the General Motors Technical Center and the Industrial Technology Institute in Ann Arbor before joining Wayne State.

A scholarship is being established in the Library and Information Science Program in honor of Sallie Ellison. Donations may be sent to the University Libraries, attention Nancy Galster, 3100 Undergraduate Library, Wayne State University, Detroit, MI 48202.
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CI Expert to Address SLA’s Global 2000

The Special Libraries Association has confirmed that Yves-Michel Marti, a world-renowned authority on competitive intelligence, will be a speaker at Global 2000, the Worldwide Conference on Special Librarianship, October 16-19, 2000, in Brighton, UK (www.slaglobal2000.org). Marti will address an audience of more than 1,000 delegates from around the world at the Stakis Brighton Metropole Hotel, Wednesday, October 18 at 9:00 a.m.

Marti is the founder and president of EGIDERA, a leading business intelligence company in Europe. He has co-authored “L intelligence economique et concurrentielle: les yeux a les oreilles de l’entreprise,” which won the award for Best European Book of the Year from the Financial Times and Booz, Allen & Hamilton and “The Art and Science of Business Intelligence Analysis,” a collective work written by the world’s top ten experts in the field of business intelligence. In 1992, he co-founded the French branch of the SCIF. In 1995 he founded EGIDERA.

Information Professionals Seek Fellowships to Global 2000

Nearly 400 information professionals from around the globe have submitted applications for fellowships to Global 2000, the Worldwide Conference on Special Librarianship, which will be held October 16-19, 2000, in Brighton, UK. Over 1,000 people are expected to attend the Global 2000 Conference to discuss the future of global information management in the digital age. SLA, through its Washington, DC Chapter, has raised over US$50,000 to provide transportation, lodging, and conference expenses for a select group of Global 2000 Fellowship applicants from developing nations. SLA reports that information professionals from over fifty nations applied before the January 31 deadline. The recipients for the Global 2000 Fellowship will be notified in early April, and will be announced publicly at SLA’s 91st Annual Conference in Philadelphia, June 10-15, 2000.

ISLD 2000

Special librarians and information professionals will ask the world to honor their pivotal roles in the information economy on International Special Librarians Day (ISLD), which takes place on April 13, 2000, the Thursday of National Library Week. The theme for ISLD 2000 is “Navigating the World’s Knowledge,” a moniker created by SLA member Jerry Baldwin. Baldwin is a nine-year member of SLA and is library director for the Minnesota Department of Transportation. Baldwin’s winning theme captures the adventurous nature of information professionals in the new millennium, tackling the overload of information and managing it for the benefit of their clients. SLA is also pleased to announce that Factiva, a Dow Jones and Reuters company, and the Freedom Forum will serve as co-sponsors of ISLD 2000. A special event is planned for Tuesday, April 11, 2000, at the Freedom Forum in Washington, DC, self-guided tours of the Newseum (an interactive news museum in Rosslyn, VA).

Created in 1991 by SLA, International Special Librarians Day provides an opportunity for information professionals to promote their libraries’ services and accomplishments within their organizations with promotional materials provided by SLA. For more information on ISLD, the ISLD Award, or promotional materials, please visit the public relations section of the SLA web site at www.sla.org, or contact the public communications office at 1-202-939-3633.

Swap & Shop in Philadelphia

The Swap & Shop Competition has taken place at the SLA Annual Conference for over ten years, but many SLA members are still either unaware of this fun event or are not quite sure what it means to them. The annual event provides an opportunity for SLA members to share their marketing know-how with their peers as well as compete for cash prizes. Originally a relatively casual event at the SLA annual conference with only a few participants, this event has evolved into a serious competition with over seventy members from the U.S., Canada, and Europe competing last year and attended by more than 300 SLA members.

The Swap & Shop provides a forum for attendees to exchange different marketing ideas across varied media: Print Materials (such as newsletters, brochures, posters, and fact sheets); Non-Print Materials (past entries have included customized pens, mugs, notepads, candy, stress-busters, videos, and the like) and content/layout samples from Library/Information Center Intranets.

How can you participate? Any SLA member is welcome to submit his/her work to the event. To enter, just visit the Marketing Section page on the Library Management Division’s (LMD) web site at http://www.sla.org/membership/divisions/market.html, where the entry form and additional information is provided. Send it along with your entry—it’s that simple! In addition, due to generous sponsorship from LEXIS-NEXIS, we will be able to award each first place winner with a cash award and a plaque.

Mark Your Calendar for the Annual Conference Closing Gala

“A Celebration of Time”

Philadelphia is a place where past, present, and future converge. Time has seen this venerable city grow from its status as the center of western social upheaval to a hub for the new economic revolution. Philadelphia is rooted in the past but aiming for the future, as is the information profession.

And in this new millennium, it is only fitting that we come together to celebrate time in a venue steeped in timeless elegance. The Crystal Tea Room is a beautiful downtown landmark and historical host to many dazzling events of yesterday.

Join us as we honor contributors to the Association and celebrate the future of the Association.

The Crystal Tea Room is conveniently located in the famous John Wanamaker Building, across from the Philadelphia Marriott and the Pennsylvania Convention Center. The gala will take place Wednesday, June 14, 2000, from 7:00 p.m. - 10:00 p.m.
Engineering Division Announces Award

The Engineering Division of SLA and INSPEC are offering library school students a $500.00 travel stipend toward payment of expenses incurred while attending the annual Special Libraries Association conference, June 10-15, 2000, in Philadelphia, PA. The INSPEC Award will be given to the qualified student who submits an essay of three or less double spaced typed pages that is judged to be the best essay submitted describing “How Library Education Should Change to Meet the Challenge of New or Emerging Technologies”. Qualifications for Entering Award Competition:

1. Be a student member of the Special Libraries Association.
2. Be attending his or her first SLA conference.

Deadline for Submission: March 31, 2000. The recipient of the INSPEC Award will be notified by the first week of May, 2000.

Submit Entries for the award to: Bette Finn (Chair, SLA Eng. Div. Scholarship Committee) Georgia Tech Library and Information Center, Georgia Institute of Technology, Atlanta, Georgia 30332-0900.

For more information, send e-mail to: bette.finn@library.gatech.edu.

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SLA's Salary Survey: Who Participates?

Gender, 1999 SLA Salary Survey
N=2463

Female 86%
Male 15%

Institution Group, 1999 SLA Salary Survey
N=2463

Federal Government 8%
State and Other Government 5%
Public Libraries 2%
Academic-Subject Dept. 8%
Academic-General Campus Library 6%
Other 7%

www.informationoutlook.com
SLA's Strategic Learning and Development Center
Helping Information Professionals become Indispensable through Learning

For more than two decades, the Special Libraries Association has offered a variety of professional development opportunities for information professionals. During this twenty-year period, the context in which SLA members operate has changed dramatically. Rapid and discontinuous change, the shift from an industrial to a knowledge economy, the advent of breakthrough technologies, and the changing face of the global workforce are just some of the profound trends that are altering the modern organization forever.

Over the next decade and beyond, information professionals must confront the challenge of staying ahead of change and becoming distinctive and indispensable contributors to their organizations. To enable you to meet this challenge and to create a more remarkable future for yourself and the profession, SLA is pleased to announce the emergence of its new Strategic Learning and Development Center (SLDC). The SLDC looks forward to being your partner in learning and our goal is nothing less than to set the standard for learning and development throughout the global community of information professionals.

What is SLA's Strategic Learning and Development Center? It is a grand aspiration, an inspirational vision for the future of learning for information professionals, informed by extensive research on learning and guided by two fundamental and critical questions:

How can information/knowledge professionals affect positive change and create their most desired futures through learning?  
How can information/knowledge professionals become indispensable in the twenty-first century?

In the months ahead, SLA's learning and development offerings will begin to reflect our core principles of learning. We want to present learning experiences that will deliver greater depth, richness, and impact to help SLA members become more capable learners, more capable professionals, and more capable people.

SLA's Strategic Learning and Development Center will exist primarily in cyberspace, although we do plan to bring a new look and feel to SLDC's in-person learning experiences. We're already working to create an online learning and development gateway for information professionals worldwide (www.sla-learning.org), which will offer abundant and dynamic learning and development resources. Moreover, we are investigating a number of new learning initiatives for the year 2000 and beyond.

Our exploration of new and varied directions for the Strategic Learning and Development Center is just beginning, and we are excited to receive your input. Still, as we strive to discover the vast possibilities of learning before us in the months ahead, we want to challenge you, all SLA members and the broader global community of information professionals to adopt a new perspective on learning. We believe that learning is personal, social, and collaborative. We believe that learning is a holistic process, not a series of discrete activities. SLA's Strategic Learning and Development Center looks forward to being your partner in this process.

The future is, by definition, unknowable. The future is also bright, however, if each of us is willing to embrace the possibilities of the learning gift we are given. Each of us, then, must ask ourselves the same question: are we? We certainly hope you will, and we look forward to initiating a dialogue on learning with you. Please check out our website at www.sla-learning.org and give us your feedback. You can reach us by e-mail at learning@sla.org to share your ideas and suggestions for how SLA's Strategic Learning and Development Center can help you create your most desired future.

Upcoming SLDC Learning and Development Experiences

April 27, 2000
SLA's Spring Video Conference  
(sponsored by Factiva)  
Topic: Information Portals with Howard McQueen and Jean DeMatteo of McQueen Consulting

June 10, 11 & 15, 2000
SLA's 2000 Annual Conference CE Courses  
(Philadelphia)  
Management Competencies Institute  
(Philadelphia)

Late June 2000
SLDC Information Outlook  
Real Time Desktop Seminar  
Topic: Competitive Intelligence

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A SLA study reveals that in 1998, corporations that were ranked higher on the Fortune 500 list were significantly more likely than those ranked lower to have a corporate library or information center ($z=.257; \gamma=.0001$; accurate 99 times out of 100).\(^1\)

When examining the Fortune 500 companies by groups of 100, it was found that 85% of those in the top 100 had libraries/information centers. Among companies ranked in the bottom 100, ranks 401 to 500, on the other hand, only 50% of the companies had libraries or information centers. Examining the highest ranked companies more closely revealed that 90% of the top 50 companies, and 93% of the top 15 companies had libraries. Overall, 65% of the Fortune 500 companies had libraries.

**How the Study was Conducted**

The Fortune 500 list used in the study was presented in the April 27, 1998 issue of *Fortune*. Subsidiaries of the companies were also included in the study, as assessed by examining *America’s Corporate Families* (1998), since it was considered important to identify libraries in all segments of the company. Several sources were used to determine whether there were libraries or information centers in the Fortune 500 companies or their subsidiaries. The Business Index of *Who’s Who in Special Libraries, 1998-1999*, a directory of members in the Special Libraries Association, was first utilized to assess whether there were any SLA members in the companies. For those Fortune 500 companies in which there were not SLA members, the *American Library Directory 1998-99* and the *Directory of Special Libraries & Information Centers (1998)* were used to ascertain whether the companies had libraries.

It is becoming more frequent for information professionals to hold positions outside traditional libraries. Although SLA may have members working at a particular organization, they may be using their information organizing and research skills in departments other than libraries.

Therefore, a subjective assessment of the departments of SLA members working at Fortune 500 companies was made to determine whether the departments were libraries. It was determined that there were 22 cases where it was unclear, with department names as Marketing Research, Strategic Planning and Research, and Clinical Information and Outcomes. However, since it was a small number of companies (4.4%) and since the individuals in these departments probably were, at a minimum, using their library and information science training in some capacity, these companies were coded as having a library or information center for the purposes of this study.

**Analysis by Industry**

When examined by the 59 industries used in the Fortune 500 ranking, 37 industries (63%) were more likely
to have libraries than not to have libraries, 4 industries (7%) were equally likely to have and not have libraries, and 18 industries (31%) were less likely to have libraries than to not have them. This indicates that the likelihood of Fortune 500 companies having libraries varies by industry, a proposition supported by the data. The Utilities, Gas and Electric industry had the highest number of companies, 36, within the 1998 Fortune 500. Within this industry, 78% of the companies had libraries. However, among Wholesalers, the second most common industry in the Fortune ranking, only 14% of the 28 companies.

Why are some industries more likely than others to have libraries or information centers? The answer is probably partly due to distinctions in the use of data, information and knowledge for growth, diversification and technological innovations. Variations in the proportions of highly educated staff which promote growth to the organizations in these areas may also be factors (Portugal, 2000, forthcoming). Examining some of the other industries prominent in the Fortune 500, more than 75 percent or more of the companies had libraries: 100% in the Pharmaceuticals, 95% in the Chemicals, 92% in the Computers-Office Equipment, 88% in the Motor Vehicles and Parts, 81% in the Electronics-Electrical Equipment, 80% in the Insurance: Life & Health-stock, 80% in the Metals, 79% in the Telecommunications, 77% in the Insurance: Property & Casualty-stock, and 75% in the Petroleum Refining industries. The focus of many of the industries in the Fortune 500 which did not have libraries or information centers had to do with selling products, such as Wholesalers, Specialty Retailers, and Food and Drug Stores, which may not have had extensive Research and Development components at their companies.

Conclusions

All companies have a use for data, information and knowledge, as well as for being able to locate the information that is needed in a timely fashion. These are some of the roles at which information professionals are experts. Even companies that do not have considerable R&D being conducted should use the skills of information professionals for locating marketing, financial and technological information which will help them sell their products and services. The majority of Fortune 500 companies have libraries or information centers, especially those closer to the coveted number 1 spot. How does your company rank?


To view the complete table, go to www.informationoutlook.com and click on Research Briefs.

---

Are You Anticipating Dramatic Changes and Developments in the Information Industry?

Do you want to learn about the importance of interdependence in the new millennium?

Mark Your Calendar!
SLA's 91st Annual Conference
Philadelphia, PA, USA
June 10-15, 2000

Independence to Interdependence: The Next Phase in the Information Revolution

Terry Gross of National Public Radio interviews
David Talbot, Founder, Chairman, and Editor-in-Chief of Salon magazine

Visit our web site periodically for updates
http://www.sla.org/conf/philly.html

www.informationoutlook.com
Looking at the study conducted by Frank Portugal for the Special Libraries Association (SLA) on the existence of libraries at Fortune 500 companies, I'm left with mixed feelings. While the upper echelon of America's corporate community clearly believe that libraries and information centers are critical to their success, the raw numbers reveal that over 180 companies in the United States do not fund and operate their own libraries.

Let's look at the optimistic side of things first, shall we? It's a no-brainer that the most successful companies—the ones that sit atop the Fortune 500 listing—are benefiting from their libraries and information centers. This is particularly true in research-heavy sectors such as health and science, technology, and financial services. These companies are taking full advantage of organizing their resources and knowledge so all employees benefit. Conversely, far fewer companies are making the list but failing to break into the top half. This, it would seem, indicates that you can survive without libraries or information centers, but they are essential if a company is to thrive.

Now, the pessimistic side of the story. The cynic in me looks at this survey and says, "Sure, the most successful companies can afford to fully integrated a library strategy into their operations because they are successful and have plenty of money." Companies that have yet to reach the top are more likely to be leaner, meaner, and generally more thrifty with their resources. Only half of the lowest 200 companies in the Fortune 500 actually have libraries or information centers. When analyzed by industry, we find that businesses that are less reliant on research typically do not have libraries or information centers.

So, how do we convince these companies to invest in knowledge management by hiring information professionals? As mentioned in Research Briefs page 12, all companies have a use for data, information, and knowledge. Additionally, they all have a need to locate such things quickly and easily. The trick is to give them a reason for hiring staff specifically to manage their resources. The most popular reason you can give them is how you can improve "the bottom line." In the coming months, SLA will release more information on how you can answer that question.

Will Click-On Licenses Become Enforceable Contracts?

They will in the United States, if the Uniform Computer Information Transactions Act (UCITA) is passed by the fifty state legislatures. This legislation came into being due to the inability of the National Conference of Commissioners on Uniform State Laws (NCCUSL) to approve its revisions to article 2B of the Uniform Commercial Code, which harmonizes state commercial laws. Having failed in that effort, NCCUSL has convinced many state legislatures, including Virginia, Oklahoma, New Jersey, and Maryland, to consider the measure as a proposed law rather than an amendment to commercial code.

The proposal will, in effect, make shrink-wrap (software) and click-on licenses fully enforceable contracts under the law. Currently, such licenses are considered unenforceable contracts of adhesion (they throw it at you and hope it sticks), except in the Seventh Federal Court Circuit, which includes Chicago, Illinois. This legislation is questionable to the point that, in the State of Washington—which is, shall we say, very supportive of software and content licensors—the state's attorney general opposes the bill. It's going to get interesting.

What can you do? Contact your state legislators and let them know your thoughts on this matter. Stay tuned to the government relations section of the SLA website for detailed analysis of UCITA and updates on what's happening. SLA is participating in a national coalition of business, academic, and library interests to seek improvements to the legislation or defeat it altogether.
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What do libraries have in common with John Deere tractors, Mary Kay cosmetics, Harley-Davidson motorcycles, and Prada haute couture? Regrettably libraries have no special link with these diverse businesses, which share a common business reputation for top satisfaction ratings from their customers. Along with many other businesses, they each appear to have committed to relationship marketing (RM), a deceptively straightforward switcheroo on traditional marketing methods.

The lead of a 1998 Harvard Business Review article put it provocatively, “Relationship marketing is in vogue. Managers talk it up. Companies profess to do it in new and better ways every day. Academics extol its merits. And why not? The new, increasingly efficient ways that companies have of understanding and responding to customers’ needs and preferences seemingly allow them to build more meaningful connections with customers than ever before. These connections promise to benefit the bottom line by reducing costs and increasing revenues.”

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What is relationship marketing? It is a mutual interest between company and customer. It is not a new concept. In fact, it is as old as the merchant trade itself. It is the demonstration of a deep and abiding regard for the customer and this is displayed in the product and services sold, in the interaction between company and customer, company and potential customers, company and suppliers, and so on. And in this case, the word company encompasses every employee that represents that company. It transcends the product or service being sold.

Why have libraries not jumped on the RM bandwagon as they have jumped through the hoops of other business fads such as total quality management (TQM)? The disjoint may be because librarians have never really “got it” about traditional marketing methods, never mind newfangled relationship marketing, which is only about two decades old. As our very own management guru, Herb White, stated in Library Journal, “. . . it should be fairly clear that librarians do not market and that they never have marketed.” He concludes, “What we need to tell people is not how wonderful our public libraries are but rather how wonderful they could be. The awakening of these dreams is the purpose of marketing . . . “ The purpose of this article is to introduce the topic of relationship marketing to the library audience.

We believe that Herb White is right. All libraries, not just public libraries, have been inept marketers. Traditional library marketing methods are mired in transactional muck; the number of items circulated, the number of searches performed, the number of documents ordered and so on. The transactional marketing approach places the emphasis on quantity vs. quality; on the product rather than the customer. Relationship marketing emphasizes customer retention and long term customer relationships.

A Paradigm Exchange

The flood of business verbiage and pontificating about marketing is enough to dissuade even the most dogged M.B.A., let alone a librarian seeking a businesslike way over troubled waters. For example, the American Marketing Association formidably defines marketing as: “the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives.” Adrian Payne, a RM pioneer, pinpoints the elemental difference between RM and old-fashioned marketing this way, “Traditional marketing has been about getting customers. Relationship marketing addresses the twin concerns—getting and keeping customers.” A working definition of RM is more elusive.

Christian Gronroos addresses the concept in this way: “Marketing is to establish, maintain, and enhance . . . relationships with customers and other partners . . . so that the objectives of the parties are met. This is achieved by a mutual exchange and fulfillment of promises.” Tony Cram’s definition is that, “Relationship Marketing is the consistent application of up-to-date knowledge of individual customers to product and service design which is communicated interactively, in order to develop a continuous and long term relationship, which is mutually beneficial.” Ian Gordon proposes that, “Relationship Marketing is the ongoing process of identifying and creating new value with individual customers and then sharing the benefits from this over a lifetime of association. It involves the understanding, focusing and management of ongoing collaboration and sharing through interdependence and organizational alignment.”

A useful précis of RM may be the conclusion of an article by Tim Ambler titled misleadingly, “Building Brand Relationships,” in The Complete MBA Companion (1997). “Brand equity and relationship marketing, in various forms, have emerged from the 1980s as key concepts, fundamental to all forms of marketing. The two are linked in that both shift attention from short-term transactions and immediate profits toward a process of creating value through building and managing a network of value-added, long-term relationships. In this perception, marketing is the function of building brand relationships. This network can also be seen as the store of future profits.” Ambler’s punch line delivers much for librarians to ponder. “Following this paradigm, practitioners are advised to identify the network of their brand’s relationships. Resources (money, energies, and time) should be focused on those relationships that are more important and/or more capable of beneficial change. The impact of these activities on relationships should then be tracked, directly and indirectly, in a consistent fashion over time.”

How Well Does Your Marketing Plan Work?

The library literature, as White so trenchantly notes, is replete with articles, books and how-to-it manuals earnestly attempting to deal with marketing the library and its services. Unfortunately, the best of these contributions are, in our opinion, superficial. Planning and marketing manuals for libraries are intended to be grounded in business marketing and planning principles. But most fail to meaningfully deal with the complexities and peculiarities of libraries, library users and information seeking behavior. The Winter 1995 issue of Library Trends is devoted to “Marketing of Library and Information Services.” ALA offered a 1998 text titled,
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Future-Driven Library Marketing. We believe that these publications confirm our pessimistic view of the state of library marketing.

A thoughtful study of Australian special libraries reached the following negative conclusion: "In practice, though, very few libraries undertake formal marketing planning and prepare marketing plans. The most commonly used element of marketing is still promotion... This view suggests a lack of understanding of the marketing process, of which promotion is but one element."

Ambler asserts that, "Relationship marketing has emerged in a number of guises. It is not just another form of marketing... Rather it is a way of understanding marketing itself." Can there be a more straightforward way to create a vigorous library of value to users than by understanding and cultivating relationships with users? Whether library users are referred to as customers or patrons or clients may, or may not, be an important psycholinguistic clue to the extinction or survival of libraries as we know them today. But whatever the nomenclature, users are the most basic ingredients in a working library.

The devil here is not in the details. The devil is the detail of how to think and act about what constitutes the bottom line for libraries. Libraries' relationships may be the yardstick needed to plan and measure our future. Just measuring user encounters or transactions isn't getting the job done for libraries anymore. The Dynamics of Service by Barbara Gutek is a good starting point to begin thinking about library service and RM. The book's goal is, "...to describe and explore relationships and encounters as social mechanisms for delivering goods and services to customers." Gutek discusses encounters versus relationships and notes that "Encountennes allow people to slip into anonymity..." and argues against pseudorelationships that are simply an attempt to personalize an encounter. The true value of RM is in building real relationships and not pseudorelationships. In other words, not simply giving lip service to the idea. A cardinal tenet of RM applied to libraries would be that relationships, broadly defined, thoughtfully categorized and painfully prioritized, become the engines for achieving the library's main values or contributions to the parent institution's purpose.

The essence of RM as it might apply to libraries is best summarized by Payne, who generalizes three characteristics distinguishing RM from "transaction marketing," as he labels marketing which is focused on new customer acquisition: (a) "A move from functionally-based marketing to cross-functionally based marketing," (b) "A shift from marketing activities which have an emphasis on customer acquisition to marketing activities which emphasize customer overlap." He has strummed the marketing complexity chord by expanding the four Ps to the thirty Rs and writing a book about the latter (where R = 30 "tangible relationships that exist in business and other organizations"). His definition of RM is "marketing seen as relationships, networks and interaction."

RM is based on a notion of trusting cooperation with known customers. This is the basic concept of a library. A library operates routinely with a known set of customers. A library also operates on trust. When a client walks into your library, he trusts that you will find the material or information that he needs. The library in turn, trusts that the client will return the items you borrow within the specified borrowing period.

Is our relationship-rich profession being eroded by encounter-based management philosophies? RM can possibly help counter the trend of disintermediation of librarianship by the WWW. Steve Coffman writes in American Libraries, "Perhaps the primary experience people look to 'buy' at their public libraries is a personal relationship with a staffer." Libraries are built around relationships with booksellers, database providers, library consortia, and of course, our customers. Customers are why libraries exist. It follows then that the way to create a dynamic library organization is by understanding and cultivating customers. Relationship marketing looks to be an obvious fit for libraries.

20 Ways To Leave Your Old Paradigms

How then can we begin to incorporate relationship marketing into the librarian's psyche? We must first understand exactly how it relates to libraries. In order to help visualize relationship
marketing in libraries, we have combined the two different models developed by Payne and Gummesson and placed them within the library context.

Payne, Peck, et al., have created a structure for understanding the concept of relationship marketing as the interplay among six different markets. Gummesson has compiled a list of thirty possible relationships that could exist in a business or organization. In the following illustration, we have merged Payne’s six markets and twenty of Gummesson’s thirty Rs to form a model for practical application to libraries. For the complete list of the thirty Rs see “Making Relationship Marketing Operational” by Gummesson.

1. Customer Markets

Customers are at the heart of all marketing. But it is not only attracting new customers that is important. Retaining existing clients is equally important. Creating loyalty in existing customers is the ultimate goal. A loyal client base is the best defense against budget cuts and the best offense for expanding services.

The relationship between library and customer. R1

The service encounter: interaction between the customer and front line personnel. We do this every day. R7

The electronic relationship. An important volume of marketing today takes place through networks based on IT. Libraries were in the forefront here until the advent of the web and the succeeding commercialization of it. Could also be included under Influence Markets. R13

The knowledge relationship. Knowledge can be the most strategic and critical resource and “knowledge acquisition” is often the rationale for alliances. R28

2. Internal Markets

Internal markets are the employees and departments within the library. There are both internal customers and internal suppliers in the library organization. A good working relationship among all departments and employees is essential for the smooth operation of the library.

Market mechanisms are brought inside the company—profit centers in an organization. Document Delivery for profit. R6

Interfunctional and interhierarchical dependency: the relationship between internal and external customers. Bringing departments together through teams. R8

The relationship among library employees. R10

3. Supplier & Alliance Markets

Supplier and alliance markets refer to relationships with sources of organizations—raw materials and basic equipment or systems. Library collaborations rather than adversarial negotiations with publishers, system vendors, and booksellers are becoming more and more commonplace. The easy trick is folding these relationships into a marketing plan. The hat trick is changing attitudes, adopting new approaches, and defining new ways of rewarding these relationships. In this connection, “defining” probably means, “contracting.”

Alliances and collaboration between companies. OCLC, consortia among libraries. R5

Physical distribution: the classic marketing network. R12

The relationship to the customer’s customer—e.g., vendors of info products. R19

4. Referral Markets

Referral markets are the groups that do marketing on behalf of the library, those who act as intermediate marketers for it. “Word of mouth” by satisfied customers is generally accepted as the best kind of advertising. Planning to make it happen is elusive and long term. Thinking through the chain of referral possibilities, organizing the links and budgeting the campaigns will yield results, but they may be a long time coming in the real world. On the net in the cyberworld referral markets may be fast acting, e.g. Amazon.com’s return on their profit sharing offer for all books sold via web pages linking to theirs.

Personal and social networks such as exist in professional organizations—e.g., SLA, ALA, state library associations. Could also be included under Influence Markets. R16

The mass media relationship. The media can be supportive or damaging to the marketing. The way of handling the media relationships is often crucial for success or failure. Don’t have. SHOULD have. R29
6. Recruitment Markets

Recruitment markets, following Payne’s model, are just that; recruiting relationships designed to attract and retain the best people to do what needs to be done, to work in the firm or the profession and help it “live long and prosper.” “The great secret of the computer revolution is that people now matter more to information systems than ever not less.” [Thomas H. Davenport, Information Ecology] Librarians know this, but they continue to ignore incorporating it into their strategic plans at their peril and their professions!

Parasocial relationships via symbols and objects. What mental image does the library conjure and is that image conducive to recruiting bright young librarians? R21

6. Influence Markets

Influence markets are the people and groups who can benefit the library, such as boards of directors, friends groups, trustees, state legislatures, and corporate executives. It is a mistake to think that simply by following your library’s mission, the result will be an expansion of influence.

The principles of relationship marketing naturally intersect with many existing library relationships.

Megamarketing: relationships above the market proper as with governments, legislators, influence individuals. Applies to all types of libraries both publicly and privately funded. R3

The non-commercial relationship. This is a relationship between the public sector and citizens/customers, but it also includes voluntary organizations and other activities. R11. Related to R5

The library and financier relationship. The library board of Trustee friends of the library groups, Bill Gates! R20

The law-based relationship. A relationship to a customer is sometimes founded primarily on legal contracts and the threat of litigation. e.g. Censorship or ADA. R22

The customer as member. Friends of the Library. R25

The green relationship. Make recycling efforts visible and easy for the customer. R27

From Concept to Reality

What some may believe to be an arcane academic exercise is actually grounded in reality. The principles of relationship marketing naturally intersect with many existing library relationships. Applying these principles begins with looking differently at how we operate within our current framework. Currently, Herb White is right. Librarians do not market and they never have. Librarians count and report. Librarians advertise. Librarians orient and teach. But librarians do not market. Why? Just as Ma Bell is no longer the only phone company in town, so too is the library. Today choices abound for information, reading, and entertainment. Today there are alternative sources to libraries. Today, as never before, libraries need relationship marketing.

References


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LIBRARIES AND E-COMMERCE:
Improving Information Services and Beyond

by Lesley Ellen Harris

No longer the sole domain for corporate America, e-commerce is now being employed by governments, libraries, museums and non-profit organizations around the world. Sometimes called the “web entrepreneurs” of the future, many of these institutions are using e-commerce for everything from distributing documents to selling images online to collecting fees for fishing licenses or evening education courses. But is e-commerce for your library? And if so, how do you go about incorporating e-commerce in your special library?

In order to initiate e-commerce in your library, you must understand what exactly is this new omnipresent term—e-commerce. We will then discuss the variety of goals of special libraries, both before the Internet, and in the online world, to determine whether e-commerce may still meet these goals, or whether these goals need to be re-examined in light of new technology and the changing role of libraries. And, as a major goal for many libraries is the improvement of information services, this article will explore how your library may use e-commerce to achieve this goal.

What is E-commerce?

Despite popular conceptions, electronic commerce, or e-commerce, involves more than just financial transactions taking place on your web site. It is really about using the web to generate revenue in a variety of ways for your library. E-commerce may involve conducting financial transactions electronically as well as paying online for a product or service that is delivered offline. However, e-commerce goes much beyond these financial transactions and exchange of services and goods. It also includes marketing products or services online while delivery or payment is made offline, and promoting your library online, influencing people to visit your library, and make a voluntary contribution or pay a membership fee or use your services.

Lesley Ellen Harris is a copyright and e-commerce lawyer/consultant and author of a series of four e-reports on e-commerce for libraries, archives and museums to be published in 2000 (see http://copyrightlaws.com.) She is also the author of Digital Property: Currency of the 21st Century (McGrawHill). She may be reached at lesley@copyrightlaws.com.
For purposes of this article, e-commerce is divided into three categories:

1. Direct E-Commerce – refers to conducting financial transactions online. It may include providing online ordering and payment for various services, where payment is usually made online, while delivery of the products or services is done offline.

2. Indirect E-Commerce – refers to using the web to make money without collecting actual payments on your web site. For example, online promotion leading people to visit or use your services would be considered indirect e-commerce.

3. Digital E-Commerce – refers to activities taking place exclusively on the Internet. Payment and delivery of products and services both take place in an electronic medium. An example would be content like text, images, video, or services like consulting and research that are purchased (e.g., via a credit card) and delivered (e.g., via e-mail) online.

Using E-commerce to Accomplish Your Special Library’s Goals

E-commerce may be used to accomplish a number of different goals of a special library. Some common goals include: increasing revenue, improving efficiency, providing better service, marketing products and services, and providing access to information.

Although the online bookstore, Amazon.com (www.amazon.com), is one of the most popular examples of e-commerce. Most Americans are familiar with the site and many have ordered books from Amazon.com. There are many other organizations—profit and non-profit—in the United States and around the world that have successfully used e-commerce in a number of different ways. For example, the U.S. Postal Service (www. estamp.com) uses direct e-commerce to sell stamps. Various government organizations, such as the U.S. Copyright Office (www.loc.gov/copyright) use e-commerce to provide government forms to the public. Museums such as the Louvre (www.mistral.culture.fr/louvre/louvre.a.htm) let the public take a virtual tour. The Smithsonian Institute (www.si.edu/resource/faq/volunteer/starr.htm) lists volunteer opportunities on its web site. The U.S. Mint displays the new U.S. dollar coin on its web site (www.usmint.gov/dollarcoin/index.cfm) so that it may receive feedback from the public.

As may be seen, e-commerce is used in a variety of different ways by very diverse organizations. It may be used for anything from increasing revenue to getting public feedback.

Why Should Special Libraries Use E-commerce?

As the examples above demonstrate, e-commerce may accomplish many different goals for a variety of organizations. In short, e-commerce should be one of the many steps toward realizing your library’s goals. However, each library has a different set of goals, needs and expectations and your first step should be the examination of these goals. This is not a one-time process. These goals and priorities will change as the Internet evolves as does your involvement with it, and you will need to constantly re-visit and evaluate your own needs.

In order to best evaluate your e-commerce goals, it is important to determine what the goals of your library are in general—or before the Internet. What does your library aim to achieve offline? What is your library’s mission statement? Is it to make money? What about to inform, educate and entertain your patrons/clientele? Once you have established your offline goals, then you must go through the same brain-storming process to determine your online goals. Then, the ultimate questions: do your offline and online goals intersect? Is it appropriate to go online (if you haven’t already) or to increase your online or e-commerce activities? And finally, you must ask yourself: is e-commerce the best way to achieve the goals of your library?
Here are examples of common online and offline goals to consider. Which goals apply to your library? Are there others?

- Increase revenue
- Build a database and provide access to database
- Increase efficiency
- Develop new information resources
- Provide better quality service
- Market your institution – both the physical premises and its services
- Support curriculum
- Teaching/Instruction
- Consolidate your services
- Increase speed of delivery of information
- Provide equal access to information
- Increase your market size
- Develop a community among groups and individuals
- Find alternative revenue streams (online revenue may be additional to other revenue such as memberships, etc.)

- Serve customers better
- Increase productivity
- Lower administration costs
- Filter information
- Provide value added services
- To become more approachable and available on the Internet
- To develop new ways of satisfying your library’s mandate
- To increase your library’s client base and create a sense of community in the sometimes “unfriendly and vast” online world
- To improve access to information

**Successful Uses of E-commerce**

Libraries are successfully using e-commerce in a number of different ways to accomplish various goals. A good example of a library using direct e-commerce is the Library of Virginia. The Library of Virginia uses direct e-commerce in two different ways. Patrons of the library may adopt a book (i.e., one that is damaged) by faxing or mailing in an online form with credit card payment from the library's web site (www.leo.vsla.edu/foundation/adform.html) Visitors to the Library of Virginia’s web site may also shop on-line from the library’s gift shop (www.leo.vsla.edu/shop/index.html).

An example of a library using e-commerce indirectly is the Seattle Public Library. The Seattle Public Library will answer questions of library card holders and allow new patrons to apply for a library card online (www.spl.org/quickinfo/formexpl.html) The Library of Congress has also used indirect e-commerce by including its catalogue holdings on its web site (www.locweb.loc.gov/homepage/online.html) Another example is Central Washington University Library. The web site of Central Washington University Library (www.lib.cwu.edu/circulation/renewals.html) provides individual circulation records, a listing of items patrons have checked out and allow patrons to renew materials online.

**How E-commerce Can Improve Information Services**

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Access to Information

With the proliferation of computers and Internet access in homes, libraries and workplaces across the world, increased access to information is possible for many people throughout the world. Global marketing is now a reality for many libraries. Libraries worldwide such as Stanford University (http://digib.stanford.edu) and Yale University (www.library.yale.edu) have comprehensive web sites that reach patrons throughout the world. E-commerce opens up a whole new global market for your library. Anything you choose to place on your library’s web site will be available for anyone to access at any time of the day or night (sometimes referred to as 7/24). For example, you may want to place information regarding your library’s hours, services, the collections the library has, and documents for sale.

New Information Resources

E-commerce may be used to develop new information resources for your library and increase access to information for your patrons, as well as build your clientele and online community. Your library’s web site may include links to other useful web sites or may include information geared toward specific patrons. For example, if your library is located in an area with a large South Asian community, you may want to include information geared toward this community specifically and links to other useful web sites. This has been done by the Library of Richmond, British Columbia, Canada (http://www.rpl.richmond.bc.ca/mainPage.htm). The Library of Richmond also allows patrons to pay library fines online and to register for courses online.

Libraries which are part of bigger organizations such as a college or university are now including information regarding other departments or campus libraries. For example, patrons of Yale University library (www.library.yale.edu) can access information about the various libraries on the Yale campus through its web site. Corporate libraries with resource centers in different cities, states or countries may also follow this approach.

Also, you may also wish to digitize part of your collection, as the University of Chicago has done with a collection of American Environmental Photographs (http://memory.loc.gov/ammem/award97/cht/html/aephome.html). Some corporations are now digitizing many internal documents and presentations for access by others in the corporations; this is something your library may take an active role in.

Delivery of Information

The speed at which information delivered is important. Effective information services depends upon the quick delivery of information. The Internet allows for large amounts of information to be quickly delivered. Using e-commerce will help your library deliver information quickly to large groups of individuals. This may range from information regarding your library’s policies to information on how to access your library’s collections or services. For example, patrons may quickly receive information regarding the Library of Congress collections by searching their web site.

Broaden Information Market

By using e-commerce, your library may increase the market to which information is distributed. With its global nature, the Internet will allow you to reach more people throughout the world than ever before, as time zones and borders are irrelevant in cyberspace. If your library is not currently using e-commerce, it may only be reaching people who live in the same city as where the library is located. However, if e-commerce is used to increase the market to which information is distributed, not only may you reach more local patrons, but individuals throughout the rest of the world. You may also reach those patrons who may be unable to come to your library not only for geographic reasons, but also because of disability or illness. Broadening your market not only increases awareness of your library and the services it offers, but may generate more library clients and possible donations to the library in the future.
Developing an E-commerce Strategy

As is evident, in the twenty-first century, improving your library's information services means developing and continually enhancing your online presence. By doing so, you ensure a large number of people will have access to information that is rapidly available to them around the clock. Before you decide to develop your library's online presence, take a look at your overall picture and develop an e-commerce strategy.

What is an e-commerce strategy? An e-commerce strategy is a well thought-out document clearly setting out how e-commerce and the online environment may assist your organization to make money either directly or indirectly from the Internet. The strategy is based on your current offline and online goals and provides a step-by-step process of either beginning or improving your library's e-commerce and online activities. It should be customized to meet the needs of your library. It should provide a blueprint of how best to implement e-commerce in your library and will help convince others in your library of the importance of your presence online.

There are a number of things to consider when developing an e-commerce strategy for your library:

- Determine your library's primary goal in relation to e-commerce. What is it you want to achieve? Do you want to increase revenue or efficiency? Do you want to market your
library? Decide what your goal is and remember that these goals should be reassessed often, as they may change over time.

- Study how others have met this goal — examine other web sites and ask yourself what you like about their e-commerce and how you would change it. For example, the Central Washington University Library allows patrons to renew materials and provides individual circulation records (see http://www.lib.cwu.edu/circulation/renewals.html). The Seattle Public Library will answer questions from its patrons and will allow patrons to apply for cards online (see http://www.spl.org/quickinfo/formexpl.html).

- Register your domain name — your name is the key to e-commerce, so select and register an appropriate domain name if you have not already done so. Even if you have a URL registered, consider whether it is the best one for you. For example, www.cityofwashingtonlib.com might not be the best URL as it is too long and difficult to remember; maybe www.wlibrary.com would be more appropriate. Also, you may want more than one URL, for instance, one URL for your indirect e-commerce portion, and a separate URL for your direct e-commerce portion or cybershop.

- Determine five non-remunerative services/content appropriate for your web site — will these bring people to your web site who may be interested in your paying services? These are your indirect e-commerce items. For example, giving patrons the opportunity to ask simple research questions or browse your catalogue.

- Determine five remunerative services/content appropriate for your library's web site — why will people pay? Speed? Reasonable pricing? Quality and reliability of services/content? Is it more detailed or customized than what is available for free on the Internet? Examples include allowing patrons to order articles, images, presentations and books online.

- Assess your technical capabilities — do you need to train digital workers, hire employees or work with consultants? If this is your first time developing your online presence, you will need to assess what goes into creating and maintaining a web site.

- What are your monetary realities — what is your budget for setting up an e-commerce site?

- Should you sell from your own web site? — do you have loyal customers to your web site? Do you have a good relationship with an online vendor?

- When is the best time to launch your e-commerce initiative? Should you launch it all at once, or launch it in portions? Partially launching it may provide you with a “test” to evaluate its positive and negative aspects. However, make sure you launch enough of it to make it worthwhile for your clientele.

- Will you be providing goods and services to the public that requires payment, or not? If so, how will you collect payments? — credit card or checks? Digital cash? Offline or online?

- Do you want to make money without “selling” from your web site? You may sell advertising on your web site — banner ads, bounty deals and displaying content on a commissioned basis (i.e., content owner sells content and institution obtains a portion of the moneys obtained)

- Establish both an online and offline marketing plan — mail out, brochures, traditional press, register with search engines every six to eight weeks (i.e., Yahoo!), third party web sites and/or links to your web site, and email broadcasts.

- Examine the legal issues — intellectual property (i.e., trademarks, copyright), taxation, privacy, and advertising. A lawyer specializing in intellectual property or Internet law may be able to advise you on these issues.

**Conclusion**

One consistent goal of libraries is to improve information services — by improving access to information, increasing your market, increasing resources available and delivering information in a timely fashion. However, goals of special libraries may differ and change over time. Once you have established your goals, it is important to keep reassessing them over time so that they remain relevant to your library. Use your e-commerce strategy as a blueprint which needs revision as the “world”, i.e., Internet, keeps changing. And keep in mind, e-commerce is new to everyone, and there is lots of room for innovation and creativity.
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An Interview with Kaycee Hale, Executive Director, Resource & Research Center, The Fashion Institute of Design & Merchandising

Kaycee Hale is the founder and executive director of the world’s largest network of educationally affiliated fashion research centers which are located at the fashion Institute of Research and Design. She is responsible for all program planning development, strategy implementation, divisional organization and services coordination throughout the state of California. Hale has been an active member of SLA since 1978.

Background

What is the mission and role of your library?

The Resource & Research Center of the Fashion Institute of Design & Merchandising is committed to serving the apparel, interiors, textiles, and entertainment information needs of its diverse student, faculty, alumni, industry-related, and general public communities. This commitment is executed by the following: providing quality customer satisfaction; acquiring, organizing, and accessing historic, current, and predictive resource materials; furnishing print and non-print tactile learning tools; creating an environment that transcends the information era and embraces the learning age; and utilizing advanced technology to fuel the creative attributes of our users.
Our vision is to create a preferred future reflective of our potential to exceed the expectations of our clients. It is to establish a living image that changes as FIDM and our respective industries move into the next millennium. Our mission is to respond to the "anytime, anywhere, and no-matter what" demands of our customers.

Who are your clients?
Our users include members of many groups. Primarily we serve on-site FIDM students, faculty, and staff in four California locations—Los Angeles, San Francisco, San Diego, and Orange County. We respond to in-person, telephone, fax, letter, and e-mail requests from FIDM's 20,000+ alumni. We, also, service the information needs of the apparel, interior design, textiles, and entertainment industries. Additionally, we receive numerous inquiries from the general public regarding our industry-related disciplines.

Give an example of a typical request.
A typical request that we receive on a daily basis concerns fashion trend forecasting. The request would be something like..."what are going to be the hottest colors for womenswear for the first season of the new century? what's the best selling pant silhouette for teenagers for Fall '99? what will be the most successful fad for this coming summer"...

What is the most interesting request you ever received?
We receive both fascinating and entertaining requests daily. Some examples are as follows:

- What do silk manufacturers do with the silkworms after it makes the silk?
- Do you have a book on drawing necks and feet?
- What textile companies make fabric that is scented?
- Where can I buy plastic see-thru jeans?
- What company makes disposable clothes?
- Why do men's and women's clothing button on different sides?
- Who's the European designer who makes skirts for men?
- What was the most expensive dress ever made?
- What are Barbies dimensions?
- If the label in my blouse says "handwash only", can I wash it in a washing machine?
- How do you clean lipstick off a man's shirt?
- How do you get candlewax off the carpet?
- What size did Queen Latifah wear in the movie "Living Out Loud"?
- How much is a pair of Ferragamo shoes like the ones Cinderella wore in that last movie?
- How did Tommy Hilfiger make it so big?
- How old was the youngest fashion designer who ever made over 100 million dollars?
- Where can I get a patent on this dress I just designed?

Are requests time sensitive?
Yes. Some of our customers have a microwave mentality. They have a question right now and they believe that the answer should be immediately forthcoming; a 14 second wait for a website download is much too slow. Due to the seasonal changes of our industries' products, everything seems to be "behind deadline" and hence, time sensitive. As an academic library we, of course, encounter students who just don't quite get started on the project that's due tomorrow until 5 PM today.

On FIDM...

What is exciting about working at FIDM?
Working at FIDM is tremendously exciting for a multitude of reasons. To enumerate them would be take every page of Information Outlook. So let me try to narrow the list down to the top 1,000. (only kidding). The excitement is sewn within the fabric of our corporate culture.

We are an accredited two-year college. Our organizational mission is to educate an international populace about lifestyle components that impact us all.

We take our academic and career-making leadership positions very seriously. FIDM is a pro-active pathfinder in four exciting industries—fashion, interior design, textiles, and entertainment. Every person in the universe is excited by one or more of those societal elements. Even in Third World countries, one's adornment of self and habitat and one's entertainment is of major personal importance.

FIDM is an active community citizen. We involve ourselves in everything from politics to K-12 education, from charity events to global projects, and from costume exhibits to cyberspace partnerships.

One of the MOST exciting parts of working at FIDM is the
administrative support that is provided for professional involvement. I'm fortunate enough to be encouraged by both the President and the Education VP to participate actively in all library associations. They are very proud of the fact that I've been invited to speak about libraries, librarians, and related topics in 43 states and on five continents.

What is a typical day like for you?

A typical day for me? Well, part of my day is much the same as that of any other library administrator. That includes staff meetings, budget manipulations, revising departmental policies and procedures, phone calls, e-mail, working with department heads in four locations, the immeasurable "to do" list, and more interruptions of all of the above than the law should allow.

I thought it might be interesting to randomly select a day from last month's calendar and give you a short list of some of the more fascinating aspects of that day. Here are a few of my calendar notes from that Wednesday:

1. Meeting with administrators of the Los Angeles County Library System to discuss their library make-over marketing program
2. Discussion with Fashion Exhibits International President regarding an upcoming costume exhibit at the Vancouver (British Columbia) Central Library
3. Call from Dean Zign (Celebrity Costume Designer for Natalie Cole, Fatty Labelle, Nancy Wilson, etc.) regarding her upcoming editorial spread in Vogue magazine
4. Collaboration with Utah Library Association program planner regarding a pre-conference session I'm presenting for them... "Knock Your Socks Off Service"
5. Strategizing with FIDM's architectural interior designer regarding a facelift for our San Francisco library
6. Call from a local Welfare-to-Work Coordinator who wanted me to talk to a young man wanting to start his own manufacturing company of young men's urbanwear
7. E-mail reply to a Hawaiian Real Estate firm who's looking for someone to hire as an information technology consultant for an upcoming Eco-Spa project in California
8. Discussion with FIDM faculty member regarding the Ferragamo Museum (Florence, Italy) Audrey Hepburn exhibit.
9. Surfing the Net for 100 new hot links to add to FIDM's website feature... Kool Connections.
10. Phone call from Tokyo requesting that I consider becoming a mentor in their International Business Mentor program
11. Reviewing a donation of fashion magazines and hand-painted illustrations that dates back to the late 19th century
12. Telephone call from the Peter Jennings show in New York regarding information he needed before a 5PM broadcast.

How much time do you spend reading magazines or trade journals?

On a weekly basis, I spend an average of 10 to 12 hours.

To whom do you report in the FIDM hierarchy?

I report to the Vice President of Education.

Resource & Research Center Staff

What type of staff do you have?

The R&RC staff is our department's most valuable asset. Without a dedicated, enthusiastic, and customer-satisfaction oriented staff, the library would wither into a collection of inanimate objects and electronic tools. It's the staff that makes our division an interactive venue of acquiring, organizing, retrieving, searching, researching, and delivering on our service promise. There's a sign on every public desk that reads... "PLEASE feel free to interrupt me." It is to inform our customers that "they" are our jobs, not whatever paperwork is in front of us.

The R&RC staff is both multi-fold and magic. They are efficient and effective. They are proactive in determining the anticipated needs of our clientele, rather than waiting to react once the user shows up at any public service desk. Our staff members exhibit a constant display of people-, idea-, and action-orientation over process and technical operations. They measure results by discovery, breakthrough, and innovation.

What provides us with a great deal of pride about our staff is the fact that we have many levels of expertise—ranging from specialties in costume, textiles, interior design, and information technology to masters degrees in several disciplines. The age range is 20 to 72. In addition to English, the staff speaks Spanish, French, Italian, and Tagalog.

Martin Luther King once said "The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge, controversy and change." The R&RC staff works to meet the challenge, overcome the controversy between whether we should be technology-driven or tradition-driven, and embrace change in order to service the information/infotainment-insatiable society in which we live.

Indeed, they are a group of individuals who do not suffer from myopia, rather they capitalize on their panoramic view of the future needs of a clientele who have not yet come through our doorways. They believe that "being the best" is, at best, transitional. They know that "quality" was once yesterday's extra, but it is today's expectation and tomorrow's essential. Understanding and embracing the premise that "change is now the norm" accentuates the flexibility they utilize with each moment of truth encounter.

The R&RC staff is firmly ensconced in GREAT customer service/satisfaction. This theory is substantiated by FIDM's organizational leadership. FIDM administrators believe in the potential of every employee to be GREAT. Ours is the belief in the ability of staff members to reach great heights... to supersede their own expectations by expanding their skills and abilities... to hold themselves accountable to be at their best at all times... to develop new skills and to grow by achieving their own level of excellence... to act as role models and teachers for our student body... and to embrace an ownership attitude about their services and about our organization.

I'm very proud to say that the R&RC staff takes on a multitude of roles in any given day. They act as ambassadors, catalysts, coaches, consultants, counselors, entrepreneurs, explorers, futurists, historians,
inquisitors, interpreters, investigators, listeners, logisticians, mentors, motivators, nurturers, planners, tacticians, and teachers. Additionally, they excel in their role as information specialists.

Peter Drucker said, "the only real difference between one organization and another is the performance of its people". The R&RC staff puts on extraordinary performances each and every day.

How many are on staff?
There are a total of twenty-seven on staff in the four locations.

R&RC Projects
Do you outsource any projects? If so, which ones and why?
No projects are outsourced.

Do you get involved in international affairs? Do you do international research?
Yes, we are very involved with international affairs and the R&RC staff does international research daily—whether we are searching for a sock manufacturer in Thailand or the electrical specifications for a computer-assisted design firm about to re-locate in Pretoria, South Africa or obtaining the pattern measurements of a size 4 in Singapore.

FIDM's student body is international and comes to us from over 40 countries; hence, our daily interaction is with the future industry leaders of many countries. Frequently, their class projects are centered on doing library research that involves demographics and psychographics about their native land. Additionally, our alumni live and work in countries on every continent. Our library services are available to them at all times and for their entire lives. As they work in their current jobs and as they progress in their future careers, we have found that their need for our services grows.

Regarding international affairs, FIDM has developed projects that require cross-functional organizational teams with different department heads acting as facilitators. In international affairs, we are project and outcomes driven. It is said that "in a rapidly changing world, change is stability." Thus, the R&RC has become the central core of the international research needed for our organization, our student body, and our respective industries.

What future projects are coming up in which you are directly involved?
The most exciting project in our immediate future is to create a twenty-first century library on all our campuses. Each and every staff member is directly involved. I’ve directed them to think about their respective divisions with "new eyes", to mentally clear their rooms of everything, and to envision what we should be, rather than what we are. I’ve challenged the staff to “dare to dream GREAT dreams”, to be expansive in their vision, and to energize their imagination.

One of my other directives to the supervisory staff is to do field research. They’ve been asked to visit the top ten libraries in their residential communities and to interview the staff and patrons about (1) what makes that library a WOW library and (2) what are their best practices. We’re also reviewing commercial and residential furniture manufacturing catalogs to look for non-traditional furnishings that will function in our learning environment. We want to take advantage of the trend toward "great rooms" that are multi-functional.

We want to increase our value to our customers...not only by what resources we offer, but also by the type of environment we provide for their studies, research, and entertainment. We’ve adopted the attitude that our research centers don’t have to be drab and/or boring. Our customers are creative and we want to establish the type of environment that complements and enhances their strengths.

Is your library becoming more virtual? Do you have an intranet? What role do you play in maintaining it? How was it set up? Were there teams/focus groups? What challenges did you encounter when working on this project? What suggestions do you have for other librarians involved in this process?

We are researching ways to provide services and resources access to all eligible users regardless of their geographic location. We need to provide these services as FIDM enters the realm of distance learning. The challenges abound in determining electronic collections and services, in keeping up with the hardware, software, and connectivity issues, in assessing the staffing and budget requirements, etc. We plan to set up focus groups of various user population segments.
Armed with the knowledge that we must keep up with the hardware and software needs and the expectations of our users, we recognize that there must be a strong focus on our learning everything we can from and about the technology industries.

Does your organization have a website? What is your involvement in that? How is the information on the site coordinated, kept up to date, and where does it come from?

The URL for FIDM’s web site is http://www.fidm.com. Our college established the web site in 1996 and I was directly involved in the initial planning, design, implementation, maintenance, and marketing phases. I worked closely with the Information Technology department to develop content for the site. The R&RC provided research, interviews, and text; we developed three of the current features on the site . . . Kool Connections, the Global Fashion Calendar, and FIDM Style.

Today, we continue to provide the content for those three features. Our site is updated monthly. The site is administered by an onsite Internet Team of which the R&RC is a member.

Are queries from your web site directed to the library staff? What kinds of questions do you typically get from the web site?

Most of the queries that come to our web site are related to our college majors, admissions, and campus sites. We have a feature entitled “Dear Fashion Girl” where internet users submit questions about fashion trends and fashion tips.

Do you get involved in training library clients on library services? The Internet? How does your staff get involved?

The R&RC staff has developed a series of Internet lectures that are provided to four distinct FIDM populations: students; faculty; staff; and administration. Currently about fifty classes are taught by the R&RC each quarter. Internet 101 is for someone who has never touched a computer. Internet 102 is for the user who has surfed occasionally. Advanced Internet searching is for the serious researcher who wishes to refine his/her skills. Our e-mail class teaches our clientele how to set up their own free account, how to use different browsers, and the intricacies of sending and opening attachments.

How do you market your library? Do you print publications, brochures, internal newsletters? What has been a successful marketing tactic for you? Why?

Our library is marketed through a variety of methods: library brochures; instructional handouts; library orientations; faculty forums; instructional offerings; department head luncheons; product demonstrations; library staff participation in organizational teams; monthly meetings with other departments; special events; articles and news briefs in organizational and student publications, etc.

The most successful marketing strategy that we utilize is “knock your socks off service.” We stress customer satisfaction, rather than customer service. We strive to transform our library users into library advocates who will, in turn, become life-long learners who utilize our professional expertise to enhance their career and personal lives. We work to make our clientele feel like life-long partners in exploration and discovery. The library/client mutual support and respect benefits not only our R&RC staff, but also our institution, our profession, as well as our world.

We recognize that the path to successful marketing of our services is not a single one, but at the same time, we are adamant about the strength of our “moment of truth/first impression” contact with each and every library user. That “moment of truth” establishes that we are ready, willing, and very capable of providing successful results for anyone who enters our Center.

What are your financial priorities? Do you spend more money on electronic resources than print resources? Why?

Currently, we are assessing our purchase-percentage ratio of print versus electronic resources. We’re analyzing where we have spent our past dollars and where we will shift our funds within the next three, five, and ten years.

Within the past 18 months, we’ve found that we are putting many more dollars into technological tools and resources that we could have imagined. We feel that thrust of shifting funds will continue until we have reached an above average student-to-computer ratio. Additionally, we have found that our budget requests for this fiscal year have increased monumentally due to the cost of on-line services for the fashion industry. Whereas before, we could purchase one title of a predictive print service for $5,000; now we find that in order to provide a twenty-four hour fashion news service for one site, the price is quadruple.

Armed with the knowledge that we must keep up with the hardware and software needs and the expectations of our users, we recognize that there must be a strong focus on our learning everything we can from and about the technology industries.

Our student body is strongly visual and tactile. They are the MTV generation where color, movement, and where multiple things going on all at the same time are the “norm”. Their skills and intellectual assets are much more right-brained than traditional academic college
students. They've grown up sketching, painting and creating. Our student is the child who instead of using the napkin on his/her lap would take it and make clothes or curtains for Barbie or Ken. Hence, our funds have always been proportioned so that non-print materials provided learning experiences for our students and patrons that were unavailable elsewhere.

The (not so) new kid on the block is the online information resources and the Internet. We have students who've had a computer in their homes before they were out of elementary school. Their expectations about nanosecond information delivery are very different than mine were at their ages. Our funding allocations, therefore, need much closer monitoring than ever before so that we can provide a variety of information access points for our users.

We, here at FIDM, are intent upon building career professionals. Our student body will be with us in pursuit of their educational goals from nine months to three years; however, the Resource & Research Center's intention is to create deep and strong roots within each student so that lifelong learning and the pursuit of relevant information will follow them throughout their professional careers. We want our clientele to leave our campuses with a right-brained attitude toward accomplishment and a left-brained bravado of creative vision. With that as a vision, our budget allocations must reflect a new information age focus.

On SLA...

How do you feel about the word "librarian"? Do you think SLA's name accurately reflects the membership?

What I feel about the word "librarian" is centered in what I feel about reality versus perception. The reality of a profession credentialed by postgraduate education and accredited by public service is noteworthy and distinguished. The perception of us by others outside the profession does not carry the same kind of recognition. The question, then becomes, are we "who we are and proud of it" or are we "who others perceive us to be" predicated on a word that does not necessarily carry societal status, prestige, and esteem.

If the word "librarian" is a stepping stone on a career path leading to the CIO or CEO of an institution or organization, then we're on the right access road. If, however, the word is a stumbling block to career advancement, then we had better reconsider what Max DePree said, "it's important to remember that we cannot become what we need to be by remaining what we are."

As we move into the twenty-first century, our assessment of verbiage may just parallel the transformation of our resources and the related communications systems. The printed word remains our foundation; however, the primary delivery process or vehicle must be more inclusive.

I'm not as hung up on the word "librarian" as I am concerned about the job description of the position. Is a janitor more than a janitor when he becomes re-classified as a sanitation engineer? I think not! Is a librarian more than a librarian when we change the name? It's not as much in the name as it is in the individual responsibility we each should take to climb out of this "name calling/name changing" rut.

Someone once said, "there is no point in doing well that which should not be done at all". Close scrutiny of our individual day planners or computerized appointment books might provide us with a better insight into our professional future than merely the ongoing debate of "what am I going to be when I grow up".

How has the association helped you advance your career? Where do you think SLA should be heading in the future?

SLA has been instrumental in providing me with professional training, chapter/division/national forums for discussion and debate, leadership preparation, access to esteemed colleagues, international networking opportunities, and growth support in achieving my personal goals.

Albert Einstein said, "Our imagination is our preview of coming attractions". SLA not only serves as a professional and global vehicle for those with vision and imagination; it, also, provides a strong and powerful framework for our informational future, the skills to conquer the challenges, and universal guides to help us all get there.

The best way to predict the future is to invent it. With SLA's active members, elected leadership, and association staff collaborating about our future, I'm convinced that we, all, have been met with insurmountable opportunities.

It is not the Special Libraries Association's responsibility to lead us into the future. Indeed, it is our individual energy, enthusiasm, effort and vision that will get us there. Our future is ours to invent!
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The Internet in Swaziland: Services Under Transformation

The Kingdom of Swaziland is a small landlocked country in the east of Southern Africa with a land area of 17,564 km², a population of approximately 900,000, sixty-nine percent of whom live in rural areas, and a telephone density of 2.5 per 100. The economy is based on agriculture, which accounts for about eleven percent of gross domestic product. With a GNP of just over one million U.S. dollars, the World Bank classifies Swaziland as a lower-middle-income country.

Prior to the attainment of Swaziland's independence in 1968, volunteer housewives drawn from the community of colonial officials operated the few libraries that were available. Professional librarianship in the Kingdom only took root in the 1970s and 1980s. This ushered in a new era of service enhancements among which were information technology (IT) applications. However, progress on library IT initiatives has been slow due to pressing financial, human resources, and socio-economic challenges. It is against this background that the Internet experience in Swaziland should be viewed.

Swaziland's IT Situation: A Helicopter View

A study published in 1996 established that the first computer was introduced in Swaziland in 1974. Public sector computerization has been slow, with more than half the sector remaining manual as late as 1989 - the IT function is either absent or weakly developed in many organizations. Most library and information centers in Swaziland fall within the public sector realm and therefore reflect the same general low level of development in their IT infrastructure.

In addition to a file server at the Swaziland National Library Services (SNLS), Mbabane, there are approximately twenty-two personal computers (PCs) distributed among the country's six key libraries. Fourteen PCs are housed in the SNLS and used mainly for word processing and in-house database management. These figures do not cover the IT situation in special libraries such as the United Nations Development Program, United States Information Service, British Council, United Nations Children's Fund, etc.

As of April 1999, only the University of Swaziland Libraries (UNISWA) had automated some of its functions, mainly cataloguing and circulation. Most of the libraries are still in the automation planning stage. However, the basic IT and ever improving telecommunications infrastructure in libraries, and in Swaziland as a whole, has expedited Internet connectivity.

Internet Service Provision

Full Internet access was introduced in early 1996 and Swaziland now has three major Internet Service Providers (ISPs). It is estimated that Swaziland has 397 Internet hosts and 900 Internet users. To date, there is no regulatory body in Swaziland. The spread of the Internet has seen the growth of such services as email, e-commerce, bibliographic and information searches, downloading and printing, online conferencing facilities, training courses for Internet users and Internet advertising and publishing services in Swaziland. The five available Internet cafes offer a full range of computer services, such as hardware and software sales and installation, support and training, as well as photocopying services. Some of the cafes also host public telephone booths.

Excluding special libraries, few institutions have achieved Internet connectivity. The Mbabane and Manzini Public Libraries, UNISWA, SIMPA, and SCOT Libraries are all connected to the Internet. However, exploitation of Internet information resources and services is not yet optimal.

Internet Information

Of all the major catalogs of library materials in Swaziland, only the UNISWA catalog is currently accessible on the Internet at http://library.uniswa.sz, but is not yet linked to other Internet information resources. Further, none of the other major libraries have established their presence on the Internet. Most of the Swaziland Information on the Internet is a result mainly of efforts outside the library community. Thus, the popular Swaziland on the Internet web site: http://www.realnet.co.sz/, which promotes local business, tourism, traditions and culture, is maintained by the ISP, Real Image. Real Image also maintains the official government site: http://www.realnet.co.sz/business/ as well as other commercial sites and publications, including the newspaper, Swazi Observer: http://www.swaziobserver.sz/.

The results of a Yahoo search covering terms and subjects popular with Swaziland users in academic and public libraries, show that search times are slow, information is scanty and hardly relevant to the search subject terms. The Internet is therefore creating a crisis of expectations that
cannot be met during the short term. Having said that, it is evident that it has in some ways come to represent the high water mark of information access in Swaziland.

**Advances Toward Unrestricted Access**

Censorship laws have historically restricted access to materials considered unorthodox. Documents articulating the political orientation of opposition groups such as People's United Democratic Movement (PUDEMO) and the Swaziland Youth Congress (SWAYOCO), which, hitherto, were not readily available, are now accessible on the Internet. This, together with official Swaziland government documents presents information consumers with diverse viewpoints.

The public at large now has access to the online UNISWA catalog, including the Swaziana index, which previously was restricted to the University of Swaziland community and its allied users. Students pursuing studies through the recently established Institute of Distance Education at the University of Swaziland can search online catalogs at Internet cafes and other hosts without necessarily having to physically visit the Kwaluwani, Luyengo and Mbabane campus libraries.

Regarding e-commerce, Internet users now have access to many services that were previously difficult to access. Surpassing the achievements of the telephone system, e-mail has revolutionized communication, the results of which are, improved cooperation in research, business efficiency, and the promotion of social networks, transcending Swaziland’s borders. Overall, the Internet has resulted in major break throughs towards the vision of unrestricted access to information in Swaziland. However, some lingering hurdles remain.

**Obstacles**

Key drawbacks to unrestricted access to Internet information in Swaziland include limited user access in libraries. Policies on public access are still on the drawing boards and are heavily influenced by limited financial resources. User access charges are also an issue.

The various services available from Internet cafes attract considerable traffic, compromising user privacy. Digital library catalogs provide bibliographic details of hard copy texts, which may not be available locally or in a timely manner. This is further complicated by logistical, financial, and staffing constraints. The predominance of English on the Internet denies Swaziland users the benefit of accessing and interpreting information resources in Siswati language terms that are understandable and more appealing to them.

Basic computer literacy is lacking among the ordinary citizens and public Internet services are restricted to the major urban, industrial, and commercial centers. Rural communities do not have ready access to Internet information. Unreliable power supplies and limited telecommunications disrupts Internet services for averages of up to two days.

**Beneficiaries**

Internet use in Swaziland is restricted to the elite, which have the requisite basic computer skills. For example, it is Real Image’s policy to provide free access only for schools and at the University of Swaziland; access is restricted to the campus community. Also, availability of the Internet in Swaziland offices and cafes is shaping the thinking of select civic groups, including women’s and children’s rights groups, the youth, academia, politicians, government officials, students, and entrepreneurs, perhaps more than the analog library ever did. The global widening gap between the information rich and poor is being replicated in Swaziland. The other side of the coin is that by empowering youth and pivotal civic groups with information, the Internet is sowing the seeds of a deeper social transformation, which in the long term will benefit all Swazi citizens. Nonetheless, it is imperative that libraries in Swaziland promote Internet information access so that it touches the lives of all citizens.

**Extending Internet Information Access**

To accelerate the long cherished vision of realizing equitable access to information, libraries in Swaziland should:

- Take advantage of the training programs run by the ISPs and related institutions to develop the requisite Internet skills.
- Launch broad based development programs to empower communities with computer skills to conduct independent information searches.
- Develop library web sites linked to other relevant Internet information resources.
- Use digital imaging technology to convert Siswati texts and other seminal works for access on the Internet.
- Develop and implement a Siswati subject thesaurus for use in classifying Swaziland Internet information.
- In cooperation with other development agencies, advocate for the inclusion of IT components in development projects earmarked to provide basic services to disadvantaged communities.
- Consult with Internet café authorities to influence office redesign to provide for privacy in Internet surfing.

The considerable Internet penetration in Swaziland is widening access to information especially by the elite. Resource constraints are impeding optimal access to, and utilization of Internet information. Proactive approaches by library, information, electricity, telecommunications, and education and training experts in cooperation with the Swaziland government, donor agencies and civil society are required to realize the vision of equitable access to information.

**Works Consulted**


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*Swaziland Business Year Book.* Mbabane: Christina Forsyth Thompson, 1999

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Close of Century Sees New Copyright Amendments

As the twentieth century drew to a close, a number of amendments to the Copyright Act of 1976 were signed into law. Although more in number than last year's, they are not nearly as sweeping or important as those enacted at the end of 1998. None of these amendments should be a major concern for libraries, although some of them have the potential to affect libraries. The new amendments (1) raise the level of statutory damages under the Act, (2) require the United States Sentencing Commission to develop guidelines under the No Electronic Theft Act, (3) add sound recordings to the definition of works for hire, and (4) increase the fees for registering a copyrighted work.

For more information, contact Laura Gower (lgower@unc.edu).

Digital Theft Deterrence and Copyright Damages Improvement Act of 1999

This amendment, Pub. L. 106-160 was signed by President Clinton on December 9, 1999. The major thrust of the amendment is to increase the statutory damages for copyright infringement from the current range of $500 to $20,000 per act of infringement to a range of $750 to $30,000. In cases of willful infringement, the cap has now been raised from $100,000 to $150,000. The amendment was effective immediately upon signing. A copyright owner who sues for infringement may elect to receive either actual damages and profits or statutory damages. The advantage of statutory damages is that the owner is relieved of having to prove the actual amount of damage. However, in order to be eligible to receive statutory damages, the copyright holder must have registered the work with the U.S. Copyright Office prior to occurrence of the infringement. Statutory damages generally are aimed at providing a deterrent for infringement and to compensate the copyright holder for the harm.

The primary reason for the increase in the damages is to reflect general inflationary increases for all types of goods and services. The damages originally were $250 to $10,000; a 1988 amendment increased the damages to $500 to $20,000. It now appears that every decade or so the statutory damages cap will be raised.

The 1997 No Electronic Theft (NET) Act was also amended by this act to direct the U.S. Sentencing Commission to develop emergency sentencing guidelines within 120 days. The NET Act was intended to curb digital piracy by expanding the Copyright Act's criminal infringement liability provisions even where there is no intent to profit from the infringement. The Act makes it a federal crime for anyone to willfully reproduce digital copyrighted works for purposes of commercial advantage or private financial gain. If the works copied are valued at $2500 or more, a convicted defendant may be fined up to $250,000 and sentenced up to five years in federal prison.

In fact, only one person has been charged under the Act. Jeffery Gerard Levy, a 22-year old University of Oregon student had loaded large quantities of copyrighted software, music, games, and movies onto his web site for download. The web site was hosted by the University of Oregon, which feared liability under the online service provider provisions of the Digital Millennium Copyright
Act, and university officials notified authorities after it noticed the high volume of traffic that was generated by the defendant's website. Levy pleaded guilty to posting thousands of works on the site. Although he faced maximum penalties under the NET Act, in early December 1999, it was announced that Levy had received two years probation and would have only limited access to the Internet during that time.

Despite or perhaps because of these fairly draconian penalties, there has been a dearth of prosecutions under the NET Act. The emergency sentencing guidelines are intended to respond to this concern. At the end of December 1999, the Sentencing Commission proposed three sentencing options to serve as the temporary emergency sentencing guidelines. They are now available for comment.

Amendment to the Definition of Work for Hire

A work-for-hire is a work prepared either by an employee within the scope of his or her employment or a work specifically ordered or commissioned for use as a contribution to one of nine types of collective works as a part of: (1) motion picture, (2) other audiovisual work, (3) translation, (4) supplemental work, (5) compilation, (6) instructional text, (7) test, (8) answer material for a test, or as an (9) atlas. Signed by the President on November 29, 1999, the omnibus appropriations bill, became Pub. L. 106-113; it contained an unexpected amendment to the Copyright Act's work-for-hire provision for sound recordings.

This is the same bill that creates a cause of action against cybersquatters who register well-known trademarks and tradenames of others as Internet domain names in order to cause mischief or to exact payment from the lawful owner of the mark or name. The cybersquatter provision of the appropriations bill creates liability for using a living person's name as an Internet domain name, but it exempts using such name in connection with a copyrighted work including a work-for-hire. According to proponents, it was necessary to add sound recordings to the definition of work-for-hire so that sound recordings could get the benefit of the exemption. Some experts say that sound recordings are already treated as works-for-hire including in the registration process, so this was only a technical amendment. The Register of Copyrights believes that the change is more substantial, however.

Increased Copyright Registration Fees

The copyright registration fees increased from $20.00 to $30.00 effective July 1, 1999. Although this was certainly earlier than the other amendments, many people remain unaware of this change. Pursuant to the Technical Amendments Act of 1997, the Register of Copyrights conducted a study on the cost of providing services to the public. On that basis of the study, consultations with the public, authors, and copyright owners, and based on public policy considerations, the basic registration fee was raised to support the activities involved in copyright registration.
Behind the Scenes of the Annual Conference...
Your Registration Fee in Action!

Have you ever considered all that goes into producing an SLA annual conference and all that you receive for your registration fee? Well, as Treasurer, I certainly have, and I thought I would share this knowledge with you since it’s quite impressive.

An amount of nearly $1.5 million of the association’s budget is allocated to be spent on the Philadelphia conference. (see box)

As an aside, I thought I would share some eye-opening figures I have learned in my treasurer’s role of reviewing the detailed conference budgets. You may wonder why a simple thing such as coffee is not served at every morning function. I have discovered the answer to this mystery...the price of a cup of coffee charged by a hotel or convention service center is upwards of ten times the price of the street or coffee shop vendor. A similar pricing structure applies when purchasing meal functions, refreshment breaks, and on-site technology such as computers, audio systems, and projection screens.

There are also substantial rental fees associated with the exhibit halls, ballrooms, general session facilities, and other function spaces. The labor costs associated with the hotels and convention centers also carry a hefty price tag. For example, every time a room is re-set or equipment is changed there is a labor costs attached. By contract obligations, a staff member or program facilitator is not free to make changes without going through the appropriate local labor force.

Do we collect $1.5 million of registration income? Quite the contrary. The registration fees represent only half of the income necessary to produce the annual conference. The remaining funds are derived primarily from exhibit booth sales, sponsorships, and program advertising. Without such support, the registration fees would be exorbitant. The conference partners do more than provide financial support—they are also a significant source of knowledge sharing and contribute to the quality of the conference sessions.

The profit margin of the annual conference contributes to the quality and success of other member products and services as well. If not for the conference, adequate funding would not be available for membership development, learning opportunities, career services, research, public communications, leadership development, and other key membership services.

The budget includes the costs associated with:
- program planning
- session speakers
- interactive registration technology
- totebags
- cyber cafe
- strategy-sharing sessions
- professional papers
- meeting insurance
- promotion
- online conference planner
- networking events
- preliminary program
- exhibit hall
- final program
- refreshment breaks
- sponsor development
- virtual exhibit hall
- tours
- exhibit guides
- receptions
- hot topics series
- strategic alliances
- equipment
- A/V
- security
- webcasts
- conference communications
- exhibit hall events
- staffing
- ribbon cutting ceremony

For more information, contact Richard Wallace, SLA Treasurer (rwallace@nesaleg.com).
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Philadelphia's Most Famous Citizen

Philadelphia's most famous citizen, except for Rocky Balboa, is Benjamin Franklin (1706-1790). If Franklin were running for office today, here is how the tabloid Philadelphia Daily News might report his activities. [Visit the scenes of Franklin's colorful life, all within minutes of conference headquarters.]

Who's the Mom? Franklin Mum.

Little Will Franklin's mother remains a mystery. Ben Franklin refuses to reveal her name, acknowledging "intrigues with low women" in his past. The baby, called a "base-born Brat" by detractors, was born shortly after the printer's marriage to Miss Deborah Reed and will be raised by the couple. [Franklin Court offers an entertaining, dynamic encounter with the private and public life of Franklin. Market St, between 3rd & 4th Sts.]

Formerly Homeless Local Tops Best Seller List.

Ben Franklin's self-help book, Poor Richard's Almanac: The Way to Wealth is a runaway success. As a teen, the 25-year-old author/printer fled Boston, to escape an abusive older brother. Now hundreds are buying his tips on how to be "healthy, wealthy and wise." [Take home a hot-off-the-press souvenir from Franklin's Print Shop, 320 Market St.]

Party Leader Franklin Raps Religion.

Benjamin Franklin admits authorship of a pamphlet which states "hypocritical Pretenders to Religion more injure the commonwealth than those openly Profane." Some members of the Quaker political party, which Franklin heads, disdain his Deist or "free thinker" beliefs. Franklin calls his opponents "stiflnumps." "I spend my Sundays reading." [Locals know it's good luck to toss a penny on Franklin's grave at Christ Church Burial Ground 5th and Arch Sts.]

Philly's Franklin No Cheat, Kite Flying Buddy Says.

Eheneezer Kinnernisy says the claim of plagiarism against his science partner is nonsense. Political enemies are trying to block Franklin's honorary degree from the University of Oxford, on the grounds that Kinnernisy was the real inventor of electricity. [Take a short taxi ride to The Franklin Institute Science Museum for hands-on exhibits of Franklin's scientific accomplishments. 20th and Ben Franklin Pkwys.]

College Of PA Gives Founder Franklin Heave Ho.

Provost Reverend William Smith defends the action, stating "Dr. Franklin took uncommon pains to misrepresent our academy saying that it was a narrow bigoted int-

stitution, got into the Hands of the Proprietary Party as an engine of Government; that the Dissenters had no Chance in it." [The college, now known as the University of Pennsylvania, 34th and Walnut Streets welcomes SLA visitors of any persuasion.]

Big Ben Booed By Brits

(Letter from a London gentleman). "The Ministerial People here are outrageously angry with Dr. Franklin and abused him personally, as if invited to a Bull-baiting. I never was in America, but I do not believe that any of your inferior courts in the Back Counties would have conducted themselves with so little Dignity God give us all a little more Wisdom." [The newly renovated Historical Society of Pennsylvania is a treasure trove of revolutionary artifacts. 1300 Locust St.]

Ben Won't Go To Bat For Will—Leaves Son In Slammer.

Ben Franklin declined to intercede for his son, the Royal Governor of New Jersey, accused of Tory war crimes and seized by the New Jersey Militia. The two have not spoken for a decade, since William joined the anti-revolutionary Royalist party. [Visit the beautifully restored Powel House where British officers were wined and dined by loyalist Philadelphians. 244 S. 3rd St.]

Bigwigs Quash Franklin's Land Reform Plan

The Pennsylvania Assembly rejected Benjamin Franklin's proposed change to the Declaration of Rights. The revision declared "The State should have the right to discourage large concentrations of property as a danger to the happiness of mankind." [Don't leave town without touring the scene of many fist-pounding debates: Independence Hall, Chestnut St, between 5th and 6th Sts.]

Ben Franklin, Won't You Please Come Home!

Ignoring entreaties from friends and family, the retiring diplomat lingers at wine-flowing receptions in the opulent Parisian salons of Comtesse d'Houdetot, Madame Brillon and other French ladies, basking in the admiration of "le culte Franklin." [See Franklin Court, top of list.]

Franklin's "Mind Meddler" Banned In German States.

The statesman's unusual glass and water Harmonia, a new musical instrument popular for its dulcet tones, is believed by some to "excessively stimulate the nerves, plunging the player into a nagging depression." Others blame it for cat and dog convulsions and even premature births. [See and hear this invention (if you dare) at Franklin Court, top of list]
March

Computers in Libraries*
Information Today
March 14-16, 2000
Washington, DC

FORO 2000*
http://www.unm.edu/~foro/
Transborder Library Forum
March 23-25, 2000 Albuquerque, NM

ASIDIC Spring 2000
ASIDIC
March 26-28, 2000
Orlando, FL

Society of Competitive Information Professionals
(SCIP 2000)*
http://www.scip.org/atlanta/
SCIP
March 29 - April 1, 2000
Atlanta, GA

April

eContent Buying & Selling
http://www.onlineinc.com/econtent/
Online Inc. and Outsell
April 2-4, 2000
Scottsdale, AZ

Southwest Regional Conference 2
"Ahead of the Curve"
http://www.sla.org/conf/swrc/index.htm
April 5-7, 2000
San Diego, CA

14th Annual Association of Independent Information Professionals Conference,
Capital Gains: Investing Now for Future Growth
http://www.ailp.org/ailpconf.html
AILP
April 6-9, 2000
Washington, D.C.

May

Infobase 2000
http://www.messefrankfurt.com/
Messe Frankfurt
May 2-4, 2000
Frankfurt am Main, Germany

ASIDIC 2000
http://www.asidic.org/am/am2000/index.html
ASIDIC
May 5-11, 2000
Vancouver, BC, Canada

June

ACM Digital Libraries 2000
http://www.dli00.org/home.html
ACM
June 2-7, 2000
San Antonio, TX

SLAS 91st Annual Conference
http://www.sla.org/professional/index.html
June 10-15, 2000
Philadelphia, PA

July

American Library Association
http://www.ala.org/events/ALA
July 6-13, 2000
Chicago, IL

American Association of Law Libraries
http://www.aallnet.org/events/aall_home.asp
AALL
July 15-20, 2000
Philadelphia, PA

August

IFLA General Conference*
http://www.ifla.org/IFLA
August 13-18, 2000
Jerusalem, Israel

September

Online World 2000
Online Inc.
September 18-20, 2000
San Diego, CA

October

Global 2000
http://www.slaglobal2000.org/
The Information Age: Challenges and Opportunities
October 16-19, 2000
Brighton, England

ARMA
http://www arma.org/
ARMA International
October 25-26, 2000
Las Vegas, NV

ALIA 2000
ALIA
October 24-26, 2000
Canberra, Australia

* Conferences at which SLA will be exhibiting
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