Information Outlook, June 2003

Special Libraries Association

Follow this and additional works at: https://scholarworks.sjsu.edu/sla_io_2003

Part of the Cataloging and Metadata Commons, Collection Development and Management Commons, Information Literacy Commons, and the Scholarly Communication Commons

Recommended Citation
https://scholarworks.sjsu.edu/sla_io_2003/6

This Magazine is brought to you for free and open access by the Information Outlook, 2000s at SJSU ScholarWorks. It has been accepted for inclusion in Information Outlook, 2003 by an authorized administrator of SJSU ScholarWorks. For more information, please contact scholarworks@sjsu.edu.
inside this issue:

The Bodacious Library: No Sissies Allowed!
Selective Outsourcing: A Tool for Leveraging the Value of Information Professionals
Bridging the Digital Divide in Health: HINARI
With KeyCite® Alert, you’re always on top of the law. This exclusive tracking service automatically notifies you of breaking developments in the law – via wireless device, e-mail or fax – so you always have the most current information to support your case. Differences that matter.

Call 1-800-REF-ATTY (1-800-733-2889) or visit westlaw.com/keycite.
SPECIAL PRESENTATIONS AT BOOTH #238

Catch the brightest stars in chemistry publishing at Booth #238, featuring:

- Journal of the American Chemical Society—125 volumes of essential chemistry!
- Chemical & Engineering News—80 years of covering the chemical enterprise with the online version NOW available to institutions.
- Analytical Chemistry—75th anniversary
- Journal of Combinatorial Chemistry and Organic Letters—both celebrating 5-year anniversaries
- Molecular Pharmaceutics—Introducing ACS’s newest journal in 2004

And don’t miss the big show-stopper:

- ACS Journal Archives—celebrating its 1st anniversary with nearly 3 million pages of original chemistry

Stop by booth #238 and get your FREE ACS Journal Archives poster.
Also fill out a brief survey and receive a special gift!
Never underestimate the importance of a librarian.

Okay, chances are you won’t actually find a librarian firing a high-energy laser. But librarians do play a vital role on any engineering team, enabling scientific breakthroughs and real-time solutions. Whether you’re choosing information for specific research communities or decision-support for professionals. Elsevier offers access to a world of information that knows no boundaries. Select from a wide range of scientific, technical and health information available in multiple media, including innovative electronic products like ScienceDirect® and MD Consult. After all, getting the right information into the right hands is critical to the success of any experiment. Building Insights. Breaking Boundaries.

Visit us at SLA 2003 Annual Conference June 9-11, New York City Booths C & 632-633
Toward World Class Knowledge Services: Emerging Trends in Specialized Research Libraries

In this article, the authors identify management trends that world-class specialized research libraries employ to achieve high performance levels. Using knowledge-centric concepts, they rely on the collective abilities of a coterie of information specialists to provide relevant, accurate, and timely knowledge services of the highest caliber to demanding users.

The Bodacious Library: No Sissies Allowed!
Michele McGinnis, personal librarian to Kevin Kelly, co-founding editor of Wired magazine, makes a case for the Bodacious Library Manager, declaring that the consequences of managing a sissy library are dispiriting, while those of managing a Bodacious Library are empowering. In her world, libraries and librarians are bold, brazen, and, yes, bodacious.

Selective Outsourcing: A Tool for Leveraging the Value of Information Professionals
Outsourcing has become a standard business practice throughout American industry. Initially seen as a cost-saving tactic, it is now viewed by many companies as a long-term business strategy. The value of outsourced services in the United States has grown from $140 billion in 1996 to nearly $400 billion in 2002. Cynthia Lesky, president of Threshold Information, explains the benefits of outsourcing for information professionals.

Bridging the Digital Divide in Health: HINARI
Biomedical libraries in developing nations operate on slim-to-nothing budget allocations for journals. Through the Health InterNetwork Access to Research Initiative (HINARI), some libraries in countries with a gross national product less than $1,000 receive free access to bioscientific journals for trial periods of three years. Sherrie Kline Smith, a consumer health information specialist, describes this initiative led by the World Health Organization.
9:29 a.m. Receive Hoover’s News Alert that chief competitor has acquired software company.

9:30 a.m. Log in to Hoover's Pro account. Research competitor’s new acquisition.

9:40 a.m. Quickly compile custom report including product offerings and industry snapshot.

10:45 a.m. Present report to executive committee.

11:50 a.m. Look like hero. Receive “nice work” e-mail from CEO.

A Hoover's subscription gives you instant access to the up-to-date competitive intelligence and sales prospecting you need. It's your best single source for business information.

- Focused: In-depth information on businesses, industries and people
- Fresh & Accurate: Real-time database updates
- Fair & Impartial: 70 dedicated, full-time business researchers
- Fast: Time-saving tools & easy-to-use Web site
- Far-Reaching: Millions of public and private companies
- Affordable: Just $1.09 per person* per day

www.hoovers.com

The Business Information Authority™

Get started now, it’s easy! Call 1-866-281-5967, mention Information Outlook and Save 20% on Hoover's Pro or Pro Plus.

Offer ends 6/25/03. *Based on current 12-month annual Hoover's Pro Subscription price. Not valid with any other offer. Must mention ad at time of purchase to receive discount.
Time to Reflect

The summer solstice is rapidly approaching. The word solstice is Latin in origin and means stand still, in that the sun appears to stand still. A little before and during the winter and summer solstices, the sun appears to rise and set at almost exactly the same places.

The summer solstice also represents a time when energy reaches its peak. It is an optimum time to stand still—to reflect and enjoy the fruits of our labor from the past seasons. Many of the traditions and rituals of ancient civilizations live on today. Summer is the peak time for vacations, marriages, and festivals. Summer is often a restful time, for outdoor activities, for gathering with family and friends, for renewal, for preparation for things to come. Somehow, the summer weather makes us feel better, more relaxed, and more open to activity. Summer is a time for celebration and renewal at SLA. Our signature event, the annual conference, provides an unrivaled opportunity to learn, share, network with colleagues, gain exposure to new opportunities, and advance our professional competencies. It is an ideal time to reflect, celebrate the successes of the past year, and gear up for the coming year.

If you cannot attend the conference, we have created several opportunities for you to benefit from the experience. Discussion lists, virtual presentations, and online access to handouts are just a few ways for you to participate in the experience.

As I reflect on SLA and what the past few seasons have entailed, I celebrate our current position. Most organizations have gone through economic fluctuations in the past few years, and so has SLA. I am happy to report that we have weathered the storm. I offer a few of our successes:

- Our budget deficits are gone. We posted a $20,000 surplus this past year after projecting a $200,000 deficit earlier in the year. We are committed to a break-even, or better, fiscal year for 2003.
- We have right-sized our staff to create an effective group that can produce quality products and services without additional levels of bureaucracy.
- Our membership counts are on the upswing, with record numbers of new members and lower numbers of deactivations. We are back over the 12,000 membership mark and growing!
- Our annual conference numbers are strong in attendance, exhibits, and programs.
- Our professional development program includes both face-to-face and virtual programming to better meet the needs of the membership and the profession. The virtual seminars are growing in popularity. In addition, we have created a programming guide to help the chapters deliver cutting-edge professional development to members at a cost-effective price.

These are just some of the many high points of the past six months. We are proud of our accomplishments and could not have achieved them without the support and input of the membership.

However you choose to spend your summer, I hope that you take time to relax, celebrate, and find a renewed energy to tackle your personal and professional goals.

Lynn Smith, CAE
Acting Executive Director
Visit us for a demo and further information at the 2003 SLA Annual Conference
June 9-11, Booths C & 632-633

Elsevier
Reference
Works on
ScienceDirect

- Definitive reference validated by prestigious editors.
- Vast coverage. Online. At your fingertips.
- Rich functionality from a proven platform. Intuitive interface.
- Extensive cross-referencing and dynamic linking with 4 million journal articles, bibliographic databases and over 170 other publishers' platforms via CrossRef.

The 11-volume Comprehensive Clinical Psychology and the 26-volume International Encyclopedia of the Social & Behavioral Sciences are part of an expanding program of reference works now available on ScienceDirect.

Due for release on ScienceDirect 2003/4
- Comprehensive Composite Materials
- Encyclopedia of Materials: Science & Technology
- Comprehensive Structural Integrity
- Encyclopedia of the Neurological Sciences
- Encyclopedia of Cancer
- Encyclopedia of Food Sciences and Nutrition
- Encyclopedia of Hormones
- Encyclopedia of Genetics
- Comprehensive Coordination Chemistry II
- Encyclopedia of Separation Science
- Treatise on Geochemistry
- Encyclopedia of Ocean Sciences
- Encyclopedia of Atmospheric Sciences
- Encyclopedia of the Human Brain
- Encyclopedia of Psychotherapy
- Encyclopedia of Physical Science & Technology 3rd edition

Due for release Fall 2003

www.sciencedirect.com
Authoritative, Extensive, Online Reference At Its Best
Copyright Corner

Archival Materials and Copyright Ownership
by Laura Gasaway

Identifying, tracking, and managing archival items is a huge issue for library and archival collections. Although copyright is just one part of archives management, it is a critical one. Maintaining an inventory of the artifacts is something libraries historically do well, but identifying the rights the institution has in each item, managing these rights, and explaining them to users present considerable challenges. One of the problems is the difference between ownership of the physical item and ownership of the copyright.

While the copyright in a work such as a letter, diary, or other one-of-a-kind item is in the literary work, the tangible object in which the literary work is embodied might be a typed letter, a computer disk, or a handwritten journal. Librarians and archivists have not always understood this distinction, and the result has been problems for the institution and confusion on the part of those charged with managing archival works.

The status of many of the items in an archival collection is uncertain because of poor record keeping, especially in the past. Consider a common example in which the owner of a letter from a literary figure donates that letter to a library. The deed of gift relates only to the transfer of the physical object—the letter—and normally does not deal with transfer of the copyright. Today, librarians are more likely to recognize that the library may own the only existing copy of a letter but may not own the copyright in the work. In this case, the donor is more likely to have been the recipient, not the author, of the letter, and the recipient does not hold the copyright and cannot transfer it to the library. Recipients of letters have often assumed that because a letter was sent to them, they owned the copyright. A donor who is neither the recipient nor the author of the letter is less likely to assume that she owns the copyright, unless she is the heir or other beneficiary of the author.

A typical situation for a library was illustrated by the Salinger case, in which a donor, the recipient of letters from reclusive author J. D. Salinger, gave a library letters written by Salinger. The case dealt with Salinger's attempt to prevent publication of these letters and was the first in a series of cases holding that the fair use doctrine had only limited application to unpublished works. The library owned the physical copies of the letters, which the recipient had given to the library; Salinger, however, owned the copyright and was able to restrain publication of the letters by a scholar who was writing an unauthorized biography. The court focused on the author’s right of first publication to hold that publishing these unpublished letters was not fair use.

Many libraries and archives behave as if they do hold the copyright to the archival materials they own. They often require scholars who seek access to an item to sign a contract that gives the scholar the right to publish the item (such as a photograph). If the archival collection does not hold the copyright, it has neither the right to publish the work nor the right to grant a researcher permission to publish. Sometimes these works are even in the public domain, yet the library requires scholars to seek its permission to publish them. Certainly, a library or archives may control access to a work in its collection. In fact, the institution may totally prevent access to the work for a number of reasons, such as the fragility of the artifact or restrictions placed on access by the donor. The reason most archival collections exist, however, is to make publicly available the works they house, and institutions do not want to deny the public access to these works. Restrictions beyond protecting the physical integrity of a public domain work go beyond the rights of the institution. Unless the library also holds the copyright, it cannot restrain publication but should refer the person seeking to publish the work to the copyright holder.

Sometimes the library or archives does own the copyright. For example, a novelist donates her papers—consisting of letters, published and unpublished manuscripts, research notes, and the like—to a library, and she also transfers the copyright to the institution. The deed of gift of the physical item usually does not include the copyright, so transferring the copyright requires another document. Just as with all transfers of ownership, the transfer should be in writing. An author's transfer of the copyright to all of his works, both published and unpublished, it is an ideal situation for the library, but it is not the most probable scenario. For published works, most likely the author has assigned the copyright to the publisher, which will continue to hold copyright in...
PERFECT INFORMATION RESEARCH COMPLETES THE PICTURE

REQUEST YOUR FREE HOUR OF RESEARCH WORTH $80 BY CALLING 1866 845 2080 (toll free)

24 Hour Service, Monday to Friday

GLOBAL RESEARCH INCLUDING:

- **TAILORED U.S. RESEARCH**
  - Edgar SEC Filings
  - Non-Edgar SEC Filings (including Insider Transactions)
  - Precedent Research on SEC Filings
  - Tailored email alerting service

- **GLOBAL DESK RESEARCH**
  - Global Company Report & Accounts, Confidential document acquisition, International Bonds, Articles of Association, Historical documents, Trust Deeds, Competitor Intelligence and Multilingual Telephone surveys

- **CUSTOMIZED REPORTS**

- **GLOBAL PRECEDENT RESEARCH**

- **BUSINESS TRANSLATION SERVICES**

- **AUDIO TRANSCRIBING SERVICES - conferences/webcasts**

To claim your free hour of research (worth $80) call 1866 845 2080 (toll free)

Perfect Information Inc
245 Park Avenue
39th Floor
New York NY 10167
T: +1 212 792 4305
F: +1 212 792 4307

Perfect Information Ltd
Michael House
35 Chiswell Street
London EC1Y 4SE
T: +44 (0)20 7892 4200
F: +44 (0)20 7892 4201

www.perfectinfo.com

total commitment in an imperfect world
Know the new standards.

From the publishers of Architectural Graphic Standards

With the same attention to detail and thoroughness as Architectural Graphic Standards, this extensively illustrated resource created by designers for designers provides a wealth of all new information on every aspect of designing for building interiors. Topics include space planning, material selection, acoustics and lighting, air quality, accessibility, the selection of fixtures and furniture, and more.

Thorough enough to use every day, Interior Graphic Standards offers:
• More than 3,000 new illustrations
• 100 color plates on color theory, artificial lighting, wood species, and veneers and finishes
• New coverage of more than 170 topics
• Guidelines to selecting, specifying, and detailing materials for commercial interiors

WILEY
Now you know.

these works. For unpublished manuscripts and letters, however, the author may directly transfer the copyright to the library or archives, and some have done so. Why would a library or archives want to hold the copyright in these artifacts? First, the library may then publish these works in either print or digital form. Second, it can control reproduction and distribution of copies of the works by publishers, educational institutions, museums, and so on. Third, copyright gives the library a potential income stream through licensing certain uses of the works or selling copies of the works. Many libraries and museums reproduce works of art on which they hold the copyright on T-shirts, notecards, posters, and bookmarks, and sell them in the museum or library store. Finally, a library may want to hold copyright in a work to maximize its investment (especially if the artifact was purchased) and to maximize its cachet as the institution that owns such a unique object.

Donors may place restrictions on use of the work even if they transfer copyright to the library. Although normally the owner of the copyright owns all the exclusive rights, in order to acquire a work and its copyright, an institution may agree to refrain from exercising certain rights for a period of time. For example, a library may agree to restrictions such as not making the work available for a certain number of years.

Libraries that work with donors to acquire works on which the donor holds copyright should consult with legal counsel and should be honest with the family about the effect of transferring the copyright to the institution. Further, the institution needs a policy in place to deal with archival materials of both types: those on which it does not hold the copyright and those on which it does.

2 Others of these cases included New Era Publications Int'l v. Henry Holt and Co., (New Era I), 873 F.2d 576 (2d Cir. 1989) and Wright v. Warner Books, 953 F.2d 731 (2d Cir. 1991). In 1992 Congress amended § 107 of the Copyright Act to make it clear that unpublished works were subject to fair use just as published works are. Courts are directed to apply the four fair use factors to unpublished works as well.

June 2003
Toward World-Class Knowledge Services: Emerging Trends in Specialized Research Libraries

Part One: The Management Perspective

World Class Knowledge Services

by Guy St. Clair, Victoria Harriston, and Thomas A. Pellizzi

Guy St. Clair, consulting specialist for knowledge management and learning at SMR International, New York, NY, is a past president of SLA. He is the author of Beyond Degrees: Professional Learning for Knowledge Services, recently published by K.G. Saur. He can be contacted at GuyStClair@cs.com. Victoria Harriston is library manager, the National Academies (National Academy of Sciences), Washington, DC. She can be contacted at vharrist@nas.edu. Thomas A. Pellizzi is president, InfoSpace Consultants, New York, NY, and serves on the executive board of the New York chapter of SLA. He can be contacted at thomas.pellizzi@infospacconsultants.com.
SUCCESSFUL MODERN ORGANIZATIONS ARE, BY DEFINITION, KNOWLEDGE-CENTRIC.

In these organizations, the business of the enterprise takes place in an environment in which employees conduct research and make decisions or develop products based on the results of that research. To achieve its institutional mission, the knowledge-centric organization also employs a coterie of knowledge workers: librarians, content managers, staff development specialists, archivists, records managers, information technology professionals, and others. Their job is to work with information, knowledge, and learning, as professionals and on a full-time basis, to see that the critical elements that support the successful transfer of information and knowledge are well managed.

Successful modern organizations are, by definition, knowledge-centric. In these organizations, the business of the enterprise takes place in an environment in which employees conduct research and make decisions or develop products based on the results of that research. To achieve its institutional mission, the knowledge-centric organization also employs a coterie of knowledge workers: librarians, content managers, staff development specialists, archivists, records managers, information technology professionals, and others. Their job is to work with information, knowledge, and learning, as professionals and on a full-time basis, to see that the critical elements that support the successful transfer of information and knowledge are well managed.

Knowledge services is the term used to describe the management practice that provides the theoretical, intellectual, and philosophical foundation on which this success is built. In the knowledge-centric organization, knowledge services include the following:

- Information management—the organizational methodology that is concerned with the acquisition, arrangement, storage, retrieval, and use of information to produce knowledge;

- Knowledge management—the management practice that helps an enterprise manage explicit, tacit, and cultural information in order to reuse the information and, when appropriate, create new knowledge; and

- Strategic (performance-centered) learning—the achievement of skills, competencies, knowledge, behaviors, and other outcomes required for excellence in workplace performance.

In knowledge-centric organizations, specialized research libraries are expected to offer services that are characterized as “world-class.” What does this characterization mean?

A world-class specialized research library is one that provides a borderless service in which the library is a function (and not always necessarily a place or a physical location) where information can be sought from wherever it exists, to be used immediately by local or remote customers. When we speak of “the world-class specialized research library,” we mean libraries that offer specialized, mission-specific services of the highest caliber, however library service is measured and judged in that kind of organization. In many cases, we are speaking of a library/information center/knowledge center that embraces knowledge services as its own management approach for achieving its specific mission. It also offers—it almost goes without saying—an approach to knowledge services that meets the highest standards upon which the organization, its management, its library staff, and its library’s users have agreed.

When we seek to describe the world-class specialized research library, another connotation comes to mind. In today’s management milieu, information management, knowledge management, and strategic learning are all connected to the larger, societal globalization that is affecting all our lives. It is now well established that the attention given to acknowledging and dealing with the global society—our modern international focus—affects all efforts in the workplace and provides an even stronger reason for research organizations to seek the highest levels of service delivery. In today’s society, any serious research organization, whether its community is academic or commercial, must be supported by a world-class specialized research library.

Consider, too, how the term “specialized research library”
reflects the services provided. Many organizations use the term “research library” to describe the specialized library, simply because the library exists to support research conducted in the parent organization and because the term matches the employees’ understanding of the library’s role.

There is a contradiction, however, especially for library managers in academic organizations. In higher education, the term “research library” has traditionally been applied to a library that has at least one million volumes. Such a description obviously does not make sense for many specialized libraries that exist to support research in their organizations. Today, that distinction is practically irrelevant anyway, as so many research transactions processed through an organization’s library are not related to seeing a book held by the library. The number of volumes the institution and its library owns is not really related to the services the library offers, and the term “research library” – in the academic sense – has become something of an artificial discriminator.

What these world-class libraries do offer is very heavily service-focused support for research. For them, the best model for the successful delivery of knowledge services can be found in the specialized library community. A specialized library is directly connected to the achievement of the organizational or enterprise mission; in fact, the mission critical concept is the basis for the specialized library’s very existence. Such a library characteristically offers services geared to the interests of the organization and the information needs of its personnel. It exists to obtain and exploit specialized information for the advantage of the organization that supports it, and the scope of its collection and services is determined by the parent organization’s objectives. It is thus appropriate to refer to such a service function as a specialized research library.

Emerging Trends

Working in a variety of settings and with a number of projects, we have identified emerging trends in the management of the modern, world-class specialized research library. These findings are based on interviews and research conducted in strategy planning projects, management reviews, information and knowledge management audits, learning audits, content management/collection development studies, information sharing and analysis projects, physical access and space-planning studies, and similar activities. We studied libraries and information/knowledge centers in commercial research and development organizations, public scientific institutions (including those managed along academic lines), journalism and editorial libraries, international financial organizations, scientific and research organizations in the defense community, professional associations and trade groups, philanthropic organizations, and organizations (or “think tanks”) that conduct research and provide reports and documents that influence or aid in the implementation of policies developed for the larger societal good.

The following is a general and broad-based picture:

- The modern specialized research library is understood within its organization to be managed from a holistic perspective, and its work is integrated into the larger business purpose of the parent organization.
- Cross-functional collaboration (with no disincentives for collaboration) is a critical feature of the library’s operation.
- The library performs a strategic function within the organization that is usually spelled out in the library’s mission statement.
- The library is recognized as the central information/knowledge connection for the organization.
- The library operates in a specific environment. It provides only mission-specific services.
- A vision of library services has been established, either formally or informally, linking information management, knowledge management, and strategic (performance-centered) learning in a knowledge services construct.
- Awareness building within the constituent user base is a given, as is marketing. There is no assumption that everyone who can use the library knows about it or knows and understands all the services that are available through the library.
- The service ethos in the library builds on higher-value services. Queries that reach the library demand highly intensive approaches to research. There are few “simple” queries, as users generally find such information for themselves.
- Adding value to information services, products, and consultations is standard practice in the library.
- Customer needs are tracked on an ongoing basis, as is customer satisfaction with service delivery. Customer service and client relationship management are key elements of the management picture.
- New paradigms of service delivery (including the development of specific products and services by internal staff, or purchased from external vendors) are recognized as opportunities for enhancing knowledge services for the library’s parent organization.
- Advocates and users recognize the value of the library and make efforts to see that it is supported.

Research support is, of course, the primary focus of these
we're about to change the way you look at online business information...

There is no shortage of business information available from an ever-increasing number of online sources.

The biggest challenge facing today's information professionals is finding relevant data and then extracting maximum value from it - turning raw information into actionable intelligence.

anacubis™ is changing the way online information is being delivered and consumed. We're developing new technology to enable online information providers to present their data in a form that is simple to view and navigate; and allow information professionals to explore online information visually and quickly focus in on relevant data.

Don't just take our word for it though; to see how we're about to change the way you look at online business information, visit our website at:

www.anacubis.com
library operations. The collections are primarily for reference and research and are usually restricted to use within the parent organization. Staff members are professional librarians and other knowledge services professionals, including some with degrees in a subject specialty, sometimes in addition to the professional degree. There is usually access to commercial online services, and these libraries usually have an automated catalog and provide access to databases captured on CD-ROM and available online.

The services these libraries provide are similar, although the depth of their collections and the extent of service levels depend on the nature of the parent organization and, in many cases, its specific subject focus. Such activities as reference service (working with and providing consultation advice to the library’s users); electronic desktop access to research tools (both commercial products and products developed in-house); and interlibrary loan/document delivery for materials not available onsite are standard services. What is generally called “expert research support” is also a legitimate library service, in which a library staff member (usually with some subject strength as well as professional expertise in information management, knowledge management, and strategic learning) works with the library’s customers to provide consultation or advice specifically matched to their requirements.

As noted in the description of knowledge services, learning and teaching are critical components of the library’s service offerings. In practically all specialized research libraries, library staff not only share their expertise with the library’s customers, they join with them to learn about subjects and issues that, for benefit to the parent institution, they must understand.

Well-managed specialized research libraries have certain established characteristics, and there are patterns in the kinds of products, services, and consultations these libraries offer. From the management perspective, these characteristics can be described as follows.

**Library Services**

Specialized research libraries offer a full range of library services. They include reference and consultation services (although in some instances, the “reference” terminology has been replaced by a “research services” approach that builds on proactive interactions between the library staff and the library’s customers). Most reference queries come in via e-mail, some come from walk-in customers, and the smallest percentage of queries come via telephone. Customers are asking more challenging questions of the professional librarians on the staff, and they are not usually seeking “easy-answer” information (telephone numbers, addresses, short biographical data, etc.) that they can find for themselves.

In-depth literature reviews continue to be a standard service, and book purchasing and journal subscriptions continue to be valuable to the library’s customers (often for both the library collection and for individual program studies or researchers). Many libraries are moving away from traditional collection development methodologies, preferring to work with customers in a concept of “proactive anticipation.” Some libraries are purchasing fewer books, because the emphasis has switched to document delivery and the purchase of special reports and other special publications.

Interlibrary loan (ILL) and document delivery services are considered primary and essential activities in some specialized research libraries. Contracts with full-text vendors are standard, with the costs charged back to individual researchers’ projects. In some libraries, the number of ILL requests has dropped, as users have access to e-journals and e-reports and do not make as many requests as they did in the past. Still, there is high demand for photocopies of articles and PDF files.

Several libraries have subject specialists who are assigned to specific programs or projects as “insourced” internal information specialists or research liaisons. In some cases, library staff participate in projects to help set up an information-handling or access application, but generally, library employees are insourced to particular projects on a case-by-case basis. There are exceptions in the profit sector, however, where such insourcing may be automatic, already established in the working groups, and in place as each new project begins.

Many libraries are actively involved in product development, frequently with one or more dedicated staff members whose work is primarily devoted to managing the library’s IT services (in conjunction with the larger organization’s IT department). The ongoing development of library Web pages is common in world-class specialized research libraries, and much attention is given to
Together

our Web-based services

meet your information access and management needs. EBSCOhost® provides full text and secondary research databases in a wide variety of subjects, including a new comprehensive TOC database. Extensive linking capabilities join our databases and our Electronic Journals Service, which can serve as a portal to your e-journal collection. Our new A-to-Z service puts all your titles in one convenient list so your patrons can quickly see what’s available to them and easily link to the content they need.

EBSCO's Web-based services — working together for you.

www.ebsco.com
205.991.6600

EBSCO
INFORMATION SERVICES

CUSTOMER FOCUSED CONTENT DRIVEN
providing user-friendly desktop access to library services such as bibliographic and resource databases, as well as access to instructional and informational material. Content management looms large on the horizon; for most specialized research libraries content management is becoming more and more important—and requiring more and more attention—all the time.

Customer Base
When asked to describe the library’s primary users, most library managers say that the library serves the organization’s key business activity. Library clientele are very well educated, and they have high expectations for library and research services.

Some specialized research libraries are obliged—for various institutional reasons—to serve the public (usually limited to onsite research and reference services). Others offer fee-based research services to nonaffiliated researchers working in the parent organization’s field. None offer services to anyone but their own clearly defined constituent users, although many participate in interlibrary loan/document delivery programs.

Asked about secondary or “fringe” users whose information needs are incorporated into the library’s service delivery program, some managers say that their services are available to all organizational staff, including such departments as human resources and finance, and other information resource or knowledge management professionals. In many cases, all staff (including, as one library manager noted, “the security guards and facilities workers”) are welcome to use the library, but the material and services provided are expected to support the organization’s key business activities.

Several library managers say that they would like to offer more specific services for nonresearch units of the organization, but they either have not been encouraged to do so or do not feel that they and their staff have the appropriate subject expertise. Others, though, pick up on the idea when the subject arises, and indicate that they would like to promote the library’s services more seriously to organizational units that might not normally use them.

Library Management
Generally speaking, specialized research libraries function as part of such units as the Information Resources Division (in some cases headed by the chief information officer, in others headed by another senior manager). In some organizations, a high-level steering committee has oversight responsibility for a number of units, including the library. In others, the library manager is part of the corporate communications section and the research effort is seen as part of the organization’s overall communications work. In several organizations, the library manager reports to senior management.

Library managers are seeking to reduce the amount of time devoted to “backstage” and “processing” activities as opposed to direct interactions with the library’s customers. They would like staff to be working directly with the customers.

One challenge for library managers is the organization’s view of library services. In many cases, this view is, as one manager put it, “fairly traditional and old-fashioned.” Senior (older) staff tend to think of the specialized research library as a book museum, while newer staff, “who are more WWW-savvy,” forget about the library completely. The latter perception relates to another challenge that is frequently described—the popular misconception, recognized by all serious researchers, that everything is available free on the Web.

For many specialized research libraries, a major challenge is to become more relevant to the organization’s research process and to maintain a viable presence in the organization. In some organizations, the library has fairly low visibility. Related to this situation is the challenge of the library’s participation as a major player in the organization’s developing knowledge management efforts. Many organizations do not acknowledge the expertise that professional librarians can bring to the knowledge management effort.

Planning as a management tool is sometimes problematic—not only finding the time to plan, but having support to plan. In some of the libraries studied, management is not much interested in working with the library to plan for the future; rather, there seems to be a “don’t-worry-about-it” attitude for library planning. On the other hand, in some libraries efforts to improve services or systems are organizationally mandated. For example, one organization’s CEO mandated electronic record keeping throughout the enterprise, so library efforts are migrating as quickly as possible to an all-inclusive electronic format, to the delight of the more forward-thinking members of the library’s staff.

Finally, though, simply embracing the new is often a management issue. At one specialized research library, the management challenge is to find staff resources to do the new things “while we do the old.” The “old” services
BEFORE THE PATENT EXAMINER STAMPS IT "APPROVED,"
BEFORE THE APPLICATION GETS FILED,
BEFORE THE RESEARCH GETS UNDERWAY,
BEFORE THE LAB SPACE GETS ALLOCATED,
BEFORE THE OPPORTUNITY IS RECOGNIZED,
SOMEONE HAS TO GET THE BEST INFORMATION.

THAT'S WHERE WE COME IN.

STN provides the world's most successful companies with comprehensive science and technology information critical to their business. That includes the most current and complete information available on patents and chemical substances—CAplus™ and CAS Registry™ Because to get where you want to go, you have to start at the right place.

FOR MORE INFORMATION, CONTACT THE APPROPRIATE STN SERVICE CENTER LISTED BELOW.

IN EUROPE
STN International
c/o FIZ Karlsruhe
Phone: (+49) 7247/808-555
Fax: (+49) 7247/808-259
E-mail: helpdesk@fizkarlsruhe.de
www.stninternational.de

IN JAPAN
STN International
c/o Japan Science and Technology Corporation (JST)
Phone: (+81) 35214-8414
Fax: (+81) 35214-8410
E-mail: helpdesk@mr.jst.go.jp
http://pr.pl.go.jp/db/STN

IN NORTH AMERICA AND ELSEWHERE
STN International
c/o CAS
Phone: 800-753-4CAS (4227) or 614-447-3731
Fax: 614-447-3751
E-mail: help@cas.org
www.cas.org/idc.html
must, of course, be provided as long as they are bringing benefit to the organization or as long as the organization’s leadership expects them. This situation creates a challenge for library managers who would like library staff and customers to be proactive when thinking about library- and research-related issues.

Financial Considerations
Most specialized research libraries are managed very tightly. Only one manager commented that finding necessary funding is not a problem, but others said that senior managers in the organization with resource allocation authority are not inclined to “nickel-and-dime” the library’s operation if it is managed carefully.

Many libraries charge back for services. Some charge back for all services; in others, library budgets are divided into overhead and cost center, usually in something like an 85:15 percent ratio. Typically, basic library services are provided through general overhead, and the library charges for services such as extended reference services, external document delivery and interlibrary loan, and some cataloging work.

Among the libraries that do not charge back for library services, the primary reason given was that the process is too labor intensive. In some very fortunate organizations, the research program is endowed, and library services are supported through endowment income.

Finding support for library and research services among the various programs of the organization is a problem for some libraries, particularly when program officers discover after a project is under way that research costs will be incurred or that those costs will be higher than anticipated. To prevent these situations, some libraries have a staff member who sits in on project development meetings to advise about possible research costs, what the library can provide without charging, and the estimated charges for other research work. Including library costs in a program’s early planning stages eliminates unpleasant surprises.

In some libraries, unanticipated research costs are not an issue because the organization’s project management budgets include a line for research costs. Some organizations have formulas for determining research costs, and they educate project staff on how to apply these formulas. In other organizations, the project’s content development team is responsible for establishing the budget for the project, including research costs. A member of the library staff works as part of the team or advises the team.

The difficulties of operating in an economic downturn are a continuing theme for managers of specialized research libraries. In one organization, the president of the organization (himself a great supporter of the specialized research library) has suggested that instead of trying to “do more with less,” staff adopt a philosophy of “let’s do enough with less.” However, the expectations of the library’s customers have not changed, and they are often reluctant (or refusing) to give up or even cut back on library services they’ve become accustomed to. These expectations are translating into frustration for the library staff and its management.

Physical Access/Space Planning
In most cases, managers of specialized research libraries are aware that space needs change as organizations change, and they expect to work with both internal facilities managers and external consultants to resolve space planning and physical access issues.

It is now generally accepted that libraries are both a place and a gateway. In addition to their physical collections, libraries now offer access to information resources not located onsite—the “virtual collection.” However, a library’s physical materials are still important to meet customers’ needs.

Space planning for specialized libraries is generally the responsibility of the senior library manager or, in some organizations, a task force or planning group. The planned space includes appropriate space for library staff; a variety of group and individual study spaces; comfortable, functional, and ergonomic furniture; wired (i.e., laptop ports) study areas; quiet spaces for research, study, and collaboration; and spaces for strategic learning and training activities.

The success indicators for space planning include an appropriate planning horizon before designing a new space; functional efficiency as a key focus (a layout that “works” for both library customers and library staff); adjacency factors and the relationship of the various library components and functions to one another; and careful quantification of appropriate space for future library components and services.

Conclusion
These are some of the management trends that can be identified in world-class specialized research libraries today. In the July issue, we’ll look at these trends in terms of the library’s customers, and how their expectations affect service delivery in the specialized libraries community.
Swets Blackwell’s E-Journal Access Service simplifies the tasks involved in setting up and managing e-journals.

- Quick start-up agreements with many top STM publishers
- Negotiated grace periods
- Automatic set up of “free with print” titles
- IP address registration

For complete e-journal services from one source, visit us at www.swetsblackwell.com/ejas
ProCite 5 delivers the flexible tools you need to design and build special collections at an affordable price. You can store data in 50 pre-defined reference types or create additional ones easily. With access to hundreds of Internet libraries, you can build a database by simply entering a search query. Hundreds of bibliographic styles are ready to put the finishing touch on your reference list presentation—whether it's chronological or grouped by subject headings.

Access Internet libraries—link to more online content

Use ProCite 5 to search Internet libraries and build a reference collection instantly. Choose from a list of over 250 public and subscription online resources including the Library of Congress, OCLC, PubMed, and university library catalogs worldwide.

Store links to related resources—full-text articles on the Web or PDF files

Your reference information can now reach beyond ProCite with neatly organized links in your database to full-text articles or PDF files on the Internet or any accessible hard drive. It's the best way to organize the numerous PDF files, graphics or related reference information floating around on your desktop. ProCite 5 provides even more useful tools to help you group references and create custom sorts for the reference list. With unlimited database capacity, you can create sizable reference collections without worry.

Create instant bibliographies!

You'll never have to retypede reference list with ProCite's powerful formatting tool. You can format citations in a reference list, footnotes, or create a bibliography organized by subject headings—even produce a call number index. ProCite knows the bibliographic rules for over 600 styles (e.g., APA, MLA, Science) spanning numerous disciplines so you save time and increase accuracy.

Discover ProCite—and start building your reference collection today.


Visit www.procite.com and download a free trial.
The Bodacious Library: 
No Sissies Allowed!

By Michele McGinnis

Michele McGinnis is a full-time research librarian to Kevin Kelly, futurist author and editor at large for Wired magazine. She can be reached at mm@kk.org.

:: Bold, Brazen, and Bodacious

BODACIOUS E-INFO DEPOT: BED. COME TO BED WITH AN EXPERIENCED LIBRARIAN.

The name and slogan for a new cost recovery service. Brilliant! Witty, bold, provocative. I began to envision a whole line of promotional items: pens, coffee mugs, a T-shirt with an image of a librarian lounging back on a four-poster bed, balancing a laptop and answering reference questions via cell phone, stacks of books and journals toppling all around.... Okay, so the name was a joke (mostly), a mosaic pieced together from names suggested by members of our cost recovery committee. The name didn't have a prayer of getting management approval. I knew this, but I let my imagination take me to a place where libraries and librarians are bold, brazen, and, yes, bodacious.

The Bodacious Library holds a place of prominence in the organization. Not necessarily because the highest-level executives have had the foresight, or hindsight, to recognize its contributions, but because Bodacious Librarians aren't sissies. Yes, I said it: sissies. They are proactive and tenacious in tracking and promoting their value and worth within and without the organization. Bodacious Librarians disarm and surpass the genderification (yes, we brazenly make up words) of the library profession that panders to two kinds of gender identification: (1) that its members are predominantly female and (2) that it is a female profession. Out of feminist epistemology (the study of how women know) comes a growing acknowledgment in the field of management of female psychological qualities that facilitate communication, such as cooperation, sense of belonging, expression, and perception of power. Equally effective in management are female leadership styles that typically embody flexibility, teamwork, and collaborative problem solving. According to Marie-Therese Claes, professor at the Catholic Institute for Intercultural Training and Research in Belgium, "Leadership skills of the future are developing into a combination of masculine and feminine traits involving strategic thinking and communication skills." While these "feminine traits" are beginning to receive recognition and reward in corporate management, they are the same quali-
ties that predominate in the helping professions, including librarianship, and that have historically contributed to the genderfication of the profession. Let’s face it: The perception exists that we are sissies.

While the consequences of managing a sissy library are dispiriting, those of managing a Bodacious Library are empowering (see sidebar). A recent case of a library manager acting like a sissy captures my point. A competent staff librarian researched the market for a new product, looking for information on companies developing the product. She performed a thorough Web search, followed up on leads from a previously performed patent search, looked at trademark information, searched several online business and market research databases, and contacted experts identified along the way. Available information was sparse, but her excellent research skills turned up just what the client was seeking. Proudly, she submitted her report to her library manager. The manager agreed that the information was good and would be valuable to the client. However, the manager was reluctant to charge the client for the total number of hours worked to complete the research and compile the report, even though the work was done within the agreed-upon time and under budget. The sissy library manager said, “We can’t charge them that much for this scant amount of information.” What does this tell the librarian who spent several hours on a project that demanded creativity and tenacity and resulted in high-quality work? What false impression does it give to the client about the availability of high-quality information and the amount of effort required to find it? Ultimately, what does this story tell us about the value and worth librarians place on their knowledge and skills, and the message we send to other librarians and to our constituencies?

The Bodacious Library Manager (BLM) would have explained to the client on the front end that he or she would be paying for the library staff’s skill in finding, evaluating, analyzing, and synthesizing information. The BLM makes no promises of results she cannot predict and certainly makes no apologies for excellent work. The BLM places a dollar value on library work and never, never backs down.

<table>
<thead>
<tr>
<th>Sissy Library</th>
<th>Bodacious Library</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depends on the parent organization for funding allocation.</td>
<td>Implements innovative services for cost recovery and profit making.</td>
</tr>
<tr>
<td>Derives and dispenses antiquated, powerless statistics that don’t mean much to decisionmakers in the organization.</td>
<td>Provides and analyzes statistics that really say something, especially those that document correlations between information services provided to client groups and significant business events and successes.</td>
</tr>
<tr>
<td>Library staff are apathetic and ignorant of the parent organization’s competitive environment and the forces that drive it.</td>
<td>Library staff are highly involved in the workings of the organization. They have intimate knowledge of the projects in which their customers are involved. They are cognizant of current and potential issues the organization faces. They are visible and valuable to management.</td>
</tr>
<tr>
<td>Assumes that the parent organization will realize the inherent value and worth of the library.</td>
<td>Time and again, proves and promotes the library’s value and worth by documenting its positive, fruitful impact on the parent organization and by having conversations with customers and management that educate them about the correlation between the library’s products and services and significant financial and business events.</td>
</tr>
<tr>
<td>Devalues the library by undervaluing staff knowledge, skills, time, and effort.</td>
<td>Believes in and communicates its value and worth to its customers. Stands by its products and services and the high-quality performance of its staff.</td>
</tr>
</tbody>
</table>
Perfect Information completes the picture

RECEIVE U.S. ANNUALS FREE UNTIL AUGUST 30TH 2003

Perfect Information, the premier online provider of global company filings, established since 1991

ACCESS DATA INCLUDING:

United States
- U.S. Annuals of top 4000 companies
- SEC Filings both electronic and paper
  (includes 144As, 20Fs, 6Ks)

Rest of the world including Europe and Asia
- Annual and Interim Reports
- Bond Documents
- Shareholder Filings
- Company News

For your free trial call 212 792 4304 or email sales@perfectinfo.com

Perfect Information Inc
245 Park Avenue
39th Floor
New York NY 10167
T +1 212 792 4305
F +1 212 792 4307

Perfect Information Ltd
Michael House
35 Chiswell Street
London EC1Y 4SE
T +44 (0)20 7892 4200
F +44 (0)20 7892 4201

www.perfectinfo.com

[ total commitment in an imperfect world ]
Selective Outsourcing: A Tool for Leveraging the Value of Information Professionals

By Cynthia Lesky

Cynthia Lesky is president of Threshold Information, Inc., a research firm that has been partnering with special librarians since 1993. She is immediate past-president of the Illinois Chapter of the Special Libraries Association. She can be reached at clesky@threshinfo.com.
Outsourcing as a Long-Term Strategy

EIGHT YEARS AGO, IN ONE OF THOSE CRUEL RITUALS OF "RIGHTSIZING" THAT were performed in many of America’s corporations in the 1990s, the information center staff of a prominent consumer products company was reduced from nine people to one at a single stroke. Today, the sole survivor of that purge leads an exciting, revitalized information management function. This unit has replaced some of the people lost earlier, provides more services, and has a larger effective budget than before the downsizing. It is recognized throughout the firm and its Fortune 100 parent company for its contributions. The phoenix-like regrowth of special library functions in this company was driven by assertive marketing and supported by an external team of research partners.

At a leading high-tech company, the services and staff of the research group have expanded to keep pace with the company’s needs. This group relies on a network of independent information professionals and small companies, which enables internal staff to focus on the highest-value services and to manage the ebb and flow of demand.

A former special librarian developed and directs the competitive intelligence and market research functions in a mid-size energy company. As she has been recruited into positions of greater responsibility in different companies over the past decade, she has successfully used the model of a lean internal staff to manage extended teams of external professionals. She depends on a carefully selected group of primary and secondary research suppliers. The model remains the same, but the players change to reflect the industry in which she is employed.

The information centers in these examples all use multiple external partners. They have outsourced selected core services and tasks related to technical services. In each case, they have exercised close oversight of the outsourcing agencies, have developed trust-based working relationships with these external partners, and have insisted on maintaining their own position as sole contact with end-users. These managers lead their companies’ information and intelligence functions, supported by outsourcing arrangements that help them maintain quality services, flexibility, and budget control.

These smart, bold librarians illustrate that in tough circumstances—when staffing is woefully inadequate or in special situations—there is a way to deliver on the promise of excellent information service. Used with other management tools—such as marketing, return on investment (ROI) analysis, cost analysis, and appropriate cost allocation systems—outsourcing can even lead to advancement and increased job security for the library staff.

A long-term business strategy

Outsourcing has become a standard business practice in the United States. Organizations of all types and sizes use it to supply information technology services, manufacturing capabilities, human resource functions, and administrative services, to name just a few applications. The value of outsourced services in the United States was $140 billion in 1996 and was expected to have grown to nearly $400 billion by 2002. ("Outsourcing Index 2000: Strategic Insights Into U.S. Outsourcing," The Outsourcing Institute and Dun & Bradstreet. www.outsourcing.com.) Initially perceived as a cost-saving tactic, outsourcing is now viewed by many companies as a long-term business strategy.

In 1997 and 1998, Mary Ellen Bates and Doris Heller wrote in the pages of this magazine about the threats and opportunities presented by outsourcing of certain library functions, and SLA published a study titled Exploring Outsourcing: Case Studies of Corporate Libraries. In the five years that have elapsed, some special librarians have developed best practices for making the decision to outsource, selecting outsourcing agents, and managing these agents for the benefit of the corporate information center and its clients.

Given the adoption of outsourcing as a standard business practice outside the library and the experience that information professionals have gained with outsourcing, either willingly or not, it is time for more research and discussion in the library community. What have we learned about managing outsourcing relationships? How are outsourced services benefiting managers of information services and their clients? How widespread is the outsourcing of various tasks and services? Although some
of these questions are answered in an Information about Information Briefing from information industry advisory firm Outsell, Inc. (“To Outsource or Not to Outsource: Decision Points in Contracting Out Corporate Information Center Activities,” February 15, 2001), wider discussion is in order. Greater understanding of outsourcing will benefit information professionals who contract for services as well as those who are building careers on the other side, in independent practice or as employees of outsourcing agencies.

Stories of information professionals who have not only survived outsourcing but have embraced it and thrived—and their clients along with them—are missing from our conversations at conferences and in our publications. I would like to see more case studies and articles about best practices and success stories, but as someone writing from the supplier side of the equation, I can only review in general terms some of the benefits of selective outsourcing. Not all librarians have a positive view of outsourcing, and this article will touch on the aspects of it that have discouraged some librarian-managers. I believe that acknowledging selective outsourcing (or outsourcing or out-tasking, as it is sometimes called) as another tool to bring the power of information to special library clients can lead to increased security for some positions and increased employment of librarians in rewarding positions on the supplier side.

The strategic argument for selective outsourcing

In her article on the trend toward information professionals being engaged in higher-value research activities (“Teaming for Research Excellence,” Online, November/December 2002), Sinead Williams said, “If information is the capital of the future, librarians/information professionals must ensure they are the bank managers, not the tellers.” There will always be a need for tellers—people who structure and manipulate information capital—but where there are tellers, there must also be one or more bank managers.

And what do tellers and bank managers have to do with outsourcing? The answer is based in the fact that only in the very smallest organizations can one person be an effective manager and a productive teller at the same time. The role of the librarian-manager, whether a solo librarian or leader of a large staff, is to provide the vision and develop the systems by which the customers are served. Although it does not usually show up on job descriptions, this responsibility is the most critical role of at least one position in every organization that employs information professionals.

But the exercise of leadership, or even management, is too often sacrificed to handling a steady stream of seemingly urgent tasks, whether of high importance or not. The better the service one provides, the more impossible it becomes to focus on important activities that are not urgent. The manager is trapped in producing and delivering services on demand instead of engaging with clients and potential clients and senior executives, assessing needs, setting policy, and marketing. As in the classic time management problem, urgent activities crowd out those that are more important but not as urgent.

When selective outsourcing mechanisms are in place, some of these urgent activities can be shifted outside. With careful selection of external partners and well-designed procedures, most activities other than direct interaction with clients are candidates for outsourcing. Although it is probably anti-intuitive for many, selective outsourcing can be used to deliver some of the urgent, important core client services.

Outsourcing can also play a role in enabling new services. As needs are identified by the business development efforts of the manager, selective outsourcing can be a bridge that eventually leads to internal staff increases or a long-term solution in those situations where “running lean and mean” and “sticking to core competencies” are executive mantras. Or, more likely, outsourcing becomes a permanent part of the manager’s tool kit, used as necessary and kept sharp (by maintaining relationships with suppliers) when not in use.

What are some benefits of selective outsourcing?

In 10 years as an external partner to corporate information centers—working with them on an almost daily basis in some cases, witnessing their successes, and worrying with them through challenges—I have become convinced that this tool that is so widely used in other parts of the business world can, when managed properly, benefit libraries in several ways.

Better service. We cannot individually, or collectively as a professional community, afford to compromise the perception of our value by delivering less than excellent service. Unfortunately, sometimes information professionals are too busy to do the job right. An information service may have the best researchers and catalogers in the world, but if it is overburdened with work, the services it renders to clients will not be the best. One option for higher quality services may be to outsource noncore services and keep core services in-house, to free up staff time for tasks to be done at a higher level of quality.

Acquiring expertise. By “renting” the expertise of someone who has skills that are not available internally, an information center can offer services that may not be used enough to justify hiring permanent staff. Occasional help might be needed in a specialized search area such as
IEEE/IEEE Electronic Library (IEL)

IEL combines high quality scientific and technical literature with the power of online searching.

Through IEL you can access:
- More than 4,000 publication titles
- More than 800,000 documents
- More than 2,000,000 full-page PDF images, including photographs and charts
- More than 500,000 authors

Information driving invention... IEL Online

www.ieee.org/onlinepubs
chemical structure or patent searching, or perhaps no one on the staff has the ability to succinctly summarize volumes of material into a PowerPoint presentation. Maybe some type of technology support is required on a short-term or even a permanent part-time basis. Using someone with proven expertise will reduce the risk of producing erroneous data and disappointing results.

Strategic activities become possible. When a manager or solo is trapped at a computer doing routine tasks, or even core services such as research, leadership is more difficult. And without leadership in every organization that employs librarians, the future for all of us is threatened.

How often does it happen that, because of lack of time or hiring freezes or corporate culture, a manager has to choose between strategic activities that may ensure the continued vitality of the information center for years to come, on the one hand, and providing clients with a high level of satisfaction, on the other? If this were a card game, strategic activities that lead to strong relationships with clients and upper management would always trump other activities. Librarians who do not engage in strategic thinking and strategic behaviors will sooner or later lose the game.

With outsourcing, one can gain the freedom to think strategically, to market with more sophistication, and to seize the opportunities that better marketing will bring. You think it would be beneficial to the company to have library staff serve on new product development teams? You are determined to develop a more content-rich intranet site? You have an idea for a competitor monitoring service for top decisionmakers? These kinds of activities—involving content licensing, technology initiatives, knowledge management, user training, and marketing—will cast you as a valued player.

Your external partners can make you look good. You should expect your suppliers to provide services that are of the highest caliber. If you and your clients are not delighted with what you get from your suppliers or contractors, look for new ones. The number and sophistication of service agencies and self-employed information professionals has grown substantially in recent years. The CONSULT Online service of SLA (www.sla.org/consultonline/) and the Association of Independent Information Professionals (www.aiip.org) can help you identify partners. There is no reason to settle for inferior service or an uncomfortable relationship.

You and your internal team will, of course, take credit for the high-quality research or the newsletters or websites that your external partners produce. Everything your client sees should have your information service's name and logo on it. Politicians don't credit their speechwriters, nor should you credit your co-sourcers.

Flexibility. Outsourcing can be justified on this point alone. Even the busiest information centers experience fluctuations in demand. Most external partners understand that demand for the service they supply will vary throughout the year. Depending on the service and the way contracts are written, you need not pay for unneeded or unused services. You have the flexibility to shift allocations of resources throughout the budget year.

Management respect. When information center managers initiate and effectively use outsourcing, they demonstrate fiscal responsibility and show that they are proactive problem solvers.

Addressing the myths about outsourcing
Although there are plenty of challenges to making an outsourcing relationship work, some fears are unfounded. Here are some common myths:

External partners cannot handle sensitive projects. Assigning confidential research or other sensitive projects to nonemployees should not be done casually. For years, however, companies in every industry have used external partners on the most sensitive projects imaginable. Are librarians any less trustworthy than external product development specialists, packaging designers, ingredients suppliers, focus group moderators, advertising personnel, or management consultants? All these specialists work on extremely sensitive projects for their clients. Information professionals can be trusted to do so as well.

The library's external partners need to be carefully chosen on the basis of their reputation for discretion and quality, the testimony of previous clients, and the manager's gut instincts. They should also be bound by confidentiality agreements, as are external partners in other functions.

Notice how your corporate culture operates. Do you see nonemployees working in other functions, not just as temp workers doing specific tasks but as consultants and team members? If so, it is not inappropriate for the information center to similarly deploy external partners.

Contractors will not be loyal or committed to the company.
This objection comes from another era. The idea that employees are loyal to their employers and those employers reciprocate sounds quaint after years of downsizing. We are all urged to manage our careers as if we "work for ourselves." In the current climate, outsourcing agents are as loyal as any employees. They understand that the commitment of the employer company is governed by the terms of a contract but lived in the nurturing of a relationship. This is more information than most in-house employees have for managing their careers.
Medical and science librarians, please take note:

**BLOOD.** the world's leading journal in basic and applied hematology research, is published twice a month, in print and online. The 2001 impact factor has gone up to 9.273.

**ACCESS:** An institutional subscription authorizes unlimited simultaneous access to Blood Online at one geographical site. Access is controlled via IP address range. Access via proxy server is permissible for authorized users. Detailed user statistics are made available to your institution once a month.

**EARLY POSTING:** Through Blood's First Edition Papers, newly accepted articles are distributed at the earliest possible moment, about 3 months prior to their publication in a regular journal issue.

**SEARCHING:** Using keywords and author names, patrons can perform broad-based searches in Blood as well as in 340 other HighWire Press journals and in Medline.

**2003 RATES:** US, $915; outside US, $1,100 (Note: only 5% increase over 2002!)

SEND renewals, subscription orders, single copy orders, and claims for missing issues to:

Blood Journal Subscription Office
PO Box 10812
Birmingham, AL 35202-0812 USA
Tel: 1-800-633-4931 (US and Canada)
1-205-995-1587 (Outside US)
Fax: 1-205-995-1588
E-mail: bloodsubs@ebsco.com

The American Society of Hematology • 1900 M Street, NW, Suite 200 • Washington, DC 20036-2422
Telephone: 202-776-0550 • Fax: 202-776-0551 • E-mail: publishing@hematology.org

Core services should not be outsourced. The experiences of numerous information professionals show that research, a core service for most information centers, can be successfully co-sourced on a long-term basis. A well-managed relationship with a qualified external partner can be the linchpin for providing high-quality, high-profile corporate research services, whether of a business or technical nature.

With the widespread use of the Internet, the questions that information professionals are called on to answer are getting harder. In addition to asking tougher questions, clients are more likely to expect value-added components, such as analysis and executive summaries. High-value, high-touch research service requires uninterrupted, focused think time, and lots of it. In a busy corporate library it is likely to be difficult to carve out that kind of time, especially on a regular basis.

Hiring an external partner enables information centers to meet their clients' expectations while protecting the valuable time of internal information staff. Internal staff can focus on high-value strategic activities that can help corporate libraries, and the organizations they serve, flourish, while clients receive the service they expect.

Who pays for outsourcing?
The elephant in the room is, of course, the question of who pays for outsourcing. As with most financial issues in libraries, there is no easy answer.

Internal chargeback systems can be a great enabler of selective outsourcing. Charging back allows the information center to manage an external partner who does the work, with the client paying the direct costs of projects. The client benefits from the convenience and confidence of having the information center manage the process; the client, as beneficiary of the information service, pays for it; and the accountants are happy to have these costs properly allocated. How close you can get to the ideal of variable costs being entirely allocated to the profit centers that use the services will depend on the firm's culture and its practices in funding other support services.

Tasks that support the library infrastructure or services that benefit many users in different departments must usually be paid for from the information center budget. Here are some tips for financing information center operations, whether outsourcing is part of the operation or not.

**Know where the money flows in your organization.** The
parts of the firm that are growing—where the money is flowing—are most likely to need information support and most likely to be able to afford it. Thus, the profit centers should be your key targets. Here is where you nurture relationships, develop services, participate on work teams, and engage in whatever other activities will help to integrate the information management function into those departments. In some companies, the library service has spun off personnel, whether company employees or contract staff, into the profit centers, which then pay for their work.

Know your costs. Effective outsourcing—indeed, effective management—is based on understanding the microeconomy of the information service function. What is the full cost of every service you provide? Guesstimates and approximations are acceptable; "I have no idea" is not. When you understand how much each service costs to provide, you will be in a better position to decide whether keeping the associated tasks internal or outsourcing them makes more economic sense. Account for all costs: space, staff, training and supervising, equipment and systems, and opportunity costs. What high-value activity could you or your staff engage in if a particular task were handled by an external partner?

One tool among many
Outsourcing can help information professionals create value. It is a tool that can be most profitably leveraged if it is used as part of a suite of other tools. Marketing—in the broadest sense of communicating a service promise and delivering on that promise—is one such tool. Good fiscal management, including knowing the true costs of delivering every service, is essential for good decisionmaking, whether one outsources or not. ROI valuation is the other side of cost analysis. The tool kit also includes learning to think strategically and act proactively. Decisions about how services are sourced, whether from employees or from external partners, depend on a complex interplay of all of these management practices.

Appropriate and actively managed outsourcing can enable internal staff to provide more and better services. It is not simply a matter of saving money, although that certainly can be expected in many situations. In the business universe, outsourcing is moving from a cost-saving tactic to a long-term strategy for growth and quality service delivery. As in the examples given at the beginning of this article, the same approach can work in information centers, with positive results for the community of users, the internal staff, and the ongoing employment of librarians.

Definitions and Assumptions
Other terms for outsourcing, such as out-tasking or co-sourcing, are assumed to mean more or less the same thing as selective outsourcing. "Out-task" and "co-source" can be useful language to employ to convey the reality that librarian-employees are still in charge.

Some examples of library tasks that are outsourced:
- Shelving and filing.
- Cataloging (cataloging has been outsourced for nearly as long as special librarianship itself).
- Research, both business and technical, with and without value additions such as analysis.
- Specialized primary research, such as name generation in executive recruiting firms.
- Primary research when anonymity is required.
- Newsletter writing and production.
- The management of vendor contracts.
- Database design and development.
- Data entry.
- Taxonomy development.

There are no doubt other common library or technology-related tasks that are outsourced. And, like the example of name generation, other very specialized tasks, peculiar to certain types of operations, are outsourced.

Rarely, outsourcing can mean that total management of information services has been transferred to a firm whose core competency is the development and delivery of business, technical, or legal library services. In this case, information professionals from the library might be hired by the outsourcing agent to essentially continue their role as librarians to their former employers.

Except for tasks dealing with physical materials, most outsourcing is probably done in virtual mode. In fact, technology enables the transfer offsite of numerous functions that could not be considered for outsourcing just a few years ago. Whether work is done onsite or on the other side of the country depends on the task and the circumstances.

"Co-sourcing" of research services is a more common practice than might be generally assumed, but is discussed even less often than other kinds of outsourcing. This may be for competitive reasons: a successful supplier relationship is a competitive advantage and subject to confidentiality.

There is no reason to assume that salaries, benefits, and job satisfaction are less for librarians working in outsourcing agencies. In fact, it might be argued that these jobs can be more satisfying. A lot of validation issues disappear when your competencies coincide with the core competencies of your employer.
The Intelligent Gateway to Biomedical & Pharmacological Information

**www.embase.com**

**Connect**
Access EMBASE.com via the power and immediacy of the Internet

**Explore**
Search over 15 million EMBASE & MEDLINE records simultaneously AND link to full text

**Target**
Retrieve information with pinpoint accuracy - one unique thesaurus (EMTREE) across both databases

---

**The Life Science Thesaurus**

**www.elsevier.com/locate/emtree**

**Connect**
Take advantage of this sophisticated, hierarchically structured controlled vocabulary used for subject indexing in EMBASE, EMBASE.com and customer-specific solutions

**Explore**
Search using more than 45,000 drug and medical terms (preferred terms) and over 190,000 synonyms, including alternative drug names, drug trade names, routes of drug administration, MeSH terms and close to 20,000 CAS registry numbers

**Target**
Use EMTREE’s powerful thesauri entry points to get consistent high-performance record retrieval - with pinpoint accuracy

---

**Building Tailored Drug Literature Databases**

**www.elsevier.com/locate/emscopes**

**Connect**
Develop and maintain customised drug literature databases using our inhouse team of specialists

**Explore**
Create state-of-the-art databases of published and unpublished information combining internal and external information sources

**Target**
Use EMSCOPES Bibliographic Solutions to build effective drug literature databases

---

EMBASE.com features extensive coverage of pharmacogenetics & pharmacogenomics.

**www.elsevier.com/locate/ebd**

---

---
Bridging the Digital Divide in Health: HINARI

By Sherrie Kline Smith

Sherrie Kline Smith (sheriesmith@kclibrary.org) is a consumer health information specialist currently working as a special collections librarian at the Kansas City Public Library (www.kclibrary.org). She has lived in seven countries and traveled extensively.
Expanding Access to Health Information

IN THE EARLY 1980S, LIBRARIANS BEGAN PROTESTING THE SKYROCKETING COSTS of journal subscriptions. Some headlines were “Libraries Stunned by Journal Price Increases” (Science); “Periodical Prices: The Perpetual Problem” (Library Journal); “Research Libraries Mount Campaign to Combat Escalation of Journal Prices” and “University Librarians Promise to Fight High Journal Prices” (Chronicle of Higher Education); and “Journal Prices Lead Libraries to Back Less Costly Initiatives” (Nature).

According to Carol Tenopir and Donald W. King, journal costs escalated beyond inflation. “Library journal prices have increased more than sevenfold since 1975” (Information Outlook, Feb. 1997, p. 15). A study of journal pricing trends in 1997 by the Association of Research Libraries revealed that “compared to 1986, libraries are now spending 124 percent more to acquire 7 percent fewer titles.... Over the past 10 years, scientific information has become ever more costly, with many subscription rates rising by more than 10 percent a year” (“Libraries Join Forces on Journal Prices,” Science, Nov. 28, 1997, p. 1558).

If libraries in developed nations were protesting journal subscription prices, cutting back, or devising other avenues to access health information, consider those in poorer countries that were being charged the same high subscription fees. Operating on slim-to-nothing budget allocations for journals, biomedical libraries in developing countries found themselves falling farther behind in accessing the type of information necessary for improved health and even survival.

El Salvador: Before the civil war, the University of El Salvador’s Faculty of Medicine Library was the premier Salvadoran medical library. During the war, the library suffered great losses to both its collection and its building, as did most of the university’s 14 libraries. In 2000, the medical library subscribed to 19 titles, thanks in part to a grant of $5,000 a year from the Netherlands. Unfortunately, this aid ended last year, resulting in the loss of 10 of the 19 journals. This is the country’s main medical university.

Bulgaria: Like other former communist countries, Bulgaria entered a transition period in 1990 that greatly affected its libraries. Valentina Slavcheva, director of the Central Technical Library, reported, “Our funds have been cut drastically, and the collection has really suffered setbacks. Before 1990, we received 10,000 periodical titles a year. This year [2001] we only have 105, plus 150 subscriptions via exchange with other institutions.” Also in 2001, the Central Medical Library of the Medical University-Sofia, which functions much like the National Library of Medicine in the United States, subscribed to only 20 journals.

Countries with extreme needs, like Sudan, Somalia, and Afghanistan, are not worrying about the cost of journal subscriptions—they just want to survive and have basic health care! (For an excellent discussion of health in Afghanistan, see “Public Health: A Reconstruction Priority in Afghanistan” by Zebra Rakesh in Women for Afghan Women, New York: Palgrave MacMillan 2002, pp. 176-183.)

The digital divide is getting wider.

In September 2000, the secretary-general of the United Nations, aware of the problem, launched a public-private initiative, led by the World Health Organization (WHO), to bridge the digital divide in health. A task force was created and Health InterNetwork was born. International agencies, foundations, nongovernmental organizations, and country partners began working together to ensure equitable access to health information. The network’s main goals are to improve public health by facilitating the flow of health information using the Internet. The three major elements of the project are content, Internet connectivity, and capacity building.

Content

In the first phase, the Health InterNetwork sought ways to provide developing nations with the best and most appropriate medical information available. This initiative consisted of two components: (1) making current and retrospective online journals available through the Internet and (2) electronically publishing local and regional public health information that ordinarily would not be widely distributed in the country or region.

An ad-hoc committee, that included Barbara Aronson, the collection development librarian for the WHO library, met with six of the major bioscientific publishers:
Blackwell, Elsevier Science, the Harcourt Worldwide STM Group, Wolters Kluwer International Health & Science, Springer Verlag, and John Wiley. The result was an astounding breakthrough. Where previous efforts of librarians had failed to affect journal prices, this group reached a consensus to allow countries with a GNP of less than $1,000 free access for a trial period of three years. This agreement was implemented in January 2002 and became known as the Health InterNetwork Access to Research Initiative (HINARI). Sixty-nine countries qualified for free access.

In addition, effective January 2003, countries with a gross national product (GNP) of $1,000 to $3,000 are eligible for significantly reduced subscription rates. This added a second group of 43 countries to the original 69, for a total of 112 eligible countries. Now medical, nursing, public health, and pharmacy schools; research centers; medical libraries; universities; and government offices working in the health sector in developing countries have access to the wealth of information contained in more than 2,200 online biomedical journals. Since the inception of HINARI, 22 more publishers have joined the original 6, and others are anxious to be involved. A list of the participating partners can be viewed at http://www.healthinternetwork.org/src/hinari_partners.php.

Thus, a part of the content hurdle was crossed in a feat of masterful negotiation.

**Connectivity**

Having established a partnership with the publishers, the next hurdle is to ensure access. Technology in many of these countries is costly, sporadic, and, in numerous places, nonexistent. Lack of telecommunications, hardware, and compatible software are only a few of the problems. Paiki Muswazi of the University of Swaziland Libraries writes in “The Internet in Swaziland: Services Under Transformation” (Information Outlook, March 2000, pp. 40–41), “Basic computer literacy is lacking among the ordinary citizens and public Internet services are restricted to the major urban, industrial, and commercial centers.... Unreliable power supplies and limited telecommunications disrupt Internet services for averages of up to two days.” See also Nikki Enright’s article “Connecting in an Uncertain Environment” (Information Outlook, Oct. 2002, pp. 20–26) for a description of the technological problems in Pakistan, which are typical of those in most developing nations.

Sally Wood-Lamont, librarian at the University of Medicine and Pharmacy, Cluj, Romania, sums up the situation: “Internet access is still very limited in the Romanian medical field because it is still relying on the Government-owned RoEduNet, which is, quite frankly, a third world service: slow, frequent breakdowns, and permitting censorship. Before any agreement is signed with any country, it is imperative to ascertain that there is a good infrastructure in place regarding networking between institutions at the national level, a good telecommunications system from the technical point of view and the necessary technical facilities (hardware and software) at each site. If these conditions are met, then this WHO initiative will indeed provide free access to all users of the scientific institutional/hospital/medical/research libraries of each country.”

While content may be available, accessing it poses another formidable hurdle.

But, as Aronson explains as she relates the case in Uganda, enterprising librarians can help solve this dilemma. When the Sir Albert Cook Medical Library, one of seven branches of Makerere University Library Service and Uganda’s major biomedical/health sciences library, got connected to HINARI, the service was so popular and successful that within the first month the library had expended its annual budgeted allotment for Internet connection. Suddenly, users couldn’t access the online journals, and they were unhappy. Library officials encouraged them to complain. The protest was so effective that the university went back to Sweden, which had paid to install cable for the main university, to see if the Swedes would also provide cable for the medical university, located about five miles away. They agreed.

That’s one way of crossing the connectivity hurdle: use
the users for leverage. Major hurdles, however, continue to exist for making content available.

**Capacity Building**

The last step in rendering this project viable is capacity building or training. A component that is often overlooked, training is essential if the project is to be successful. Health InterNetwork has established an advisory group to “guide the development and delivery of training courses adapted to fit the needs of institutions with different information environments.” Training will concentrate on “building the skills needed to put information into action: information access and use in daily work, basic computer and Internet skills, and hands-on training to use specialized public health information, literature and tools” (http://www.healthinternetwork.org/src/millenium.php).

Librarians play an important role in this project. J. Michael Homan, director of libraries for the Mayo Clinic and the Mayo Foundation and a past president of the Medical Library Association, said in a recent article that medical librarians are key to ensuring that clinicians have the accurate and timely information needed to prevent tragedies (“The Role of Medical Librarians in Reducing Medical Errors,” Healthleaders Online, Sept. 16, 2002, www.healthleaders.com). With good training, librarians can train others. The librarians at the Medical Academy in Sofia, Bulgaria, were already providing training classes, mainly for students, on how to use computers and the Internet. The 28 publishers that are currently participating in HINARI are contributing the fees collected from the second group of countries to a fund that will provide training for librarians and researchers.

**Conclusion**

When representatives from HINARI talk to groups in industrialized nations, a common response is, “This is so wonderful and so meaningful—what can I do to help?” Yale University librarian Kimberley Parker, electronic publishing and collections specialist, became involved early on as a consultant, advising on an authentication system and how to present the journals on the portal. She says, “What I’ve been conceptualizing is a way to give a very practical answer to those who want to help. I want to develop a database of needs from participating institutions from the HINARI targeted countries. Needed: PCs, Internet access, reliable electrical generator, etc. Then, when someone says, ‘What can I do to help?’ the answer is very concrete: Donate 10 PCs to Institution X. Pay the Internet service provider fee for Institution Y for a year. Help Institution Z write a grant to pay for a reliable electrical generator.”

The huge impact of HINARI is hard to comprehend. There’s no doubt that it means the difference between life and death in many of the 112 countries. Kudos to Aronson and her team for helping make HINARI possible. To learn more about HINARI, go to www.healthinternetwork.org.
GET INSTANT ACCESS TO THE COMPLETE BUSINESS, FINANCIAL AND INVESTMENT INFORMATION YOU NEED FAST...OVER THE INTERNET.

Standard & Poor's
NetAdvantage

The quick search source for comprehensive, reliable financial and business information...

Please visit us at Booth B, second floor, at the SLA Annual in NYC!

Maximize your research efforts with the advanced search engine that is complemented by the timeliness and expedience of the world wide web.

- Brings together eleven of Standard & Poor's most popular products through an easy-to-use graphical interface
- Timely data, analysis and investment advice on companies, industries, stocks and bonds, mutual funds and dividends
- Over 500 searchable fields; across multiple databases
- Print and export multiple documents
- Solution for the corporate, public and academic library marketplaces

STANDARD &POOR'S

Call 877-808-1139, ext. 39400 for a trial subscription of the product or visit the demo site at www.netadvantage.standardandpoors.com/demo. Also available in CD-ROM and print format.
Communities: The Three R’s
Roles, Relevance, and Respect
By Stephen Abram

In this column, I’d like to talk a little about the challenge of new technologies in community creation and advancement.

Libraries have always been part and parcel of their communities. Public librarians can practice in neighborhood libraries – a community branch. Academic librarians support the invisible college and the student community – a collection of communities. The school library community serves at the intersection of the parent, pupil, and educational communities. We special librarians practice as information pros and work with specialized communities: professional practices such as law or accounting; membership communities such as associations; industry sectors such as the financial community; and networks of subject-based communities such as pharmaceuticals or agri-food. Without a doubt, “community” is part of our professional DNA. The health of our community ecosystem (in terms of information and decisionmaking support and knowledge quality) and the health of our networks of learners and researchers (in terms of individual success and organizational strategies and goals) are of critical importance to us.

So what’s happening? Are communities changing? Evolving? Has the Internet changed everything? Yes and no. Humans have a biological imperative to connect, collaborate, and network. Since our genesis, this has been essential to our survival. That won’t change. The mix of tools and environments that we use will continue to change. In the past, the family, the market, and the cathedral met our communities’ needs. Postindustrially, in some communities we connected through shop, factory, business, club, and school. In our technologically interconnected world today we see new patterns of human interaction emerging: chat, threaded discussions, short messaging/instant messaging, multiplayer Internet gaming, electronic discussion lists, blogs, wikis, collaboratories, virtual rooms and environments, and more.

With every change, we discover threat and opportunity. What will be the role of the information professional in these environments? How will we sustain our relevance when key parts of our core communities move to virtual community behaviors? How do we market and intervene to ensure that our profession continues to be respected? There are no clear answers, but the following are some of the opportunities that I see.

Communities of Practice

1. Design for evolution
2. Open a dialogue between inside and outside
3. Invite different levels of participation
4. Develop public and private spaces
5. Focus on value
6. Combine familiarity and excitement
7. Create a rhythm for the community

Clearly, with so many of the enterprises in which we practice being dominated by a particular type of community, we will have a role to play in ensuring the success of these communities. We can create information or introduce information to inform or advance the discussion. We can use our reference interviewing skills to assist in the clarification of questions and debate points. We can link participants to people, networks, articles, and websites at the appropriate time. We can collect and track the results of discussions so they can be learned from or recollected in the future. We can even serve as facilitators or animators of the community. We have always delivered value, provided space for dialogue, and connected public and private information. We have a strong professional justification for our place at the virtual table.

Communities of Interest
Communities of interest are similar to communities of practice but, in my definition, are less likely to be...
Softlink Liberty3 is fully customizable.

SO ARE OUR PAYMENT PLANS

Softlink Liberty3 is becoming the preferred automation software for special libraries all across the U.S. We know your budget may be two generations behind, but we can help you get the next generation of library automation solutions now.

• Fully Web-based
• Full text search and retrieval
• MARC compatible

Let us customize Softlink Liberty3 to your budget today!
1.877.4LIBSALES or info@softlinkamerica.com.

Visit us at booth #252 at SLA for our conference special: FREE installation, conversion or training!

Communities of Information

I think this is one of the more interesting evolutions of the Web. The community that creates - for free - the Open Directory and donates its work to AOL Time Warner builds, collaboratively, the metadata that most of the major search engines use. On a different level, check out Wikipedia, the free encyclopedia (http://www.wikipedia.org/). Wikipedia is a multilingual project to create a complete and accurate open content encyclopedia. According to its site, it started on January 15, 2001, and the community is already working on 114,265 articles in the English version. It’s interesting that new content can be created and evolve continuously through collaborative and team effort. The quality, theoretically, improves as the entries are modified, grow, and link endlessly to more topics to explore. We know something about the components of quality information. Perhaps we can use wiki methods to create specific content and tools for our communities.

Communities of Knowledge

This is where we, as information professionals, need to be. We built the wonderful (and still relevant) bricks libraries and their collections. We participated in the clicks revolution, in which librarians applying their high-level information literacy competencies for the benefit of our communities have created valuable portals and sites. Now we are challenged to go that extra mile and apply our bag of tricks to new kinds of communities. It’s here and it’s real. We have never had such a wonderful chance to exploit this broad wealth of opportunities - to truly be catalysts in our communities.

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

Products mentioned are not endorsed by Stephen Abram, Micromedia ProQuest, or SLA and are used here for illustrative purposes to highlight the types of technology opportunities that are coming to market.
America's first celebrity CEO comes to life in The Maverick and His Machine, the first modern biography of Thomas J. Watson, Sr., legendary founder of IBM and the man whose vision launched the Information Age.

"Watson was clearly a genius with a thousand helpers, yet he managed to build an institution that could transcend the genius."
—From the Foreword by Jim Collins, bestselling author of Good to Great

"Engaging ... [Maney's] fascinating and definitive book ... is replete with amazing revelations and character lessons that resonate today."
—Rosabeth Moss Kanter, bestselling author of Evolve!

"Timely tale of the man who made information into an industry."
—Publishers Weekly

Cloth • 0-471-41463-8
$29.95 US/$45.95 CAN
Available through your vendor.
content + tools + services

Improving your work with the information you demand, the technology you need, and the support you expect.

Because you can't afford anything less.

www.ovid.com

sales@ovid.com (800)343-0064

©2003 Ovid Technologies, Inc. All Rights Reserved
SLA's Global Community

By John Latham

At the Texas Chapter Spring Meeting in Houston in March, I gave a presentation on SLA’s global community. The presentation has been added to Virtual SLA at www.sla.org/content/interactive/globalcommunity.cfm to help members take advantage of this unique community of more than 12,000 information professionals and the benefits of many other virtual resources.

One of SLA’s recent international events was Global 2000 in October 2000 in Brighton, England. Through the immense generosity of SLA members and others, 22 information professionals from developing countries attended the conference as Global 2000 Fellows. The achievements of some of these fellows are summarized below.

Damodar Adhikari, library, database, and Internet consultant from Kathmandu, Nepal, conducted a workshop in March 2001 on “Recent Trends in Information Management and Knowledge Sharing.” Recently, Adhikari was awarded a 2003 SLA Endowment Fund grant for his project “Countrywide Database Networking Plan.”

Innocent Awasom, who is on a leave of absence from the position of deputy university librarian and head of the Research Library, University of Ngaoundere, Cameroon, received a grant from the David R. Bender Fund for International Development to attend SLA’s LAB 2002 conference in Monterey, California. Awasom’s report of his experiences at LAB 2002 can be found at http://www.sla.org/caucus/kie. He has been twinned by SLA’s Library Management Division. (The Twinning Project was set up so that chapters or divisions could provide ongoing assistance to developing country information professionals by sponsoring their membership in SLA.)

Muhammad Yaqub Chaudhary, chief librarian at the University of Azad, Jammu and Kashmir, Pakistan, had the unfortunate experience of being on the plane hijacked from Jeddah to Baghdad on the way to Brighton in October 2000. In June 2002, Chaudhary gave a paper at the International Information Exchange Caucus Breakfast at the SLA Annual Conference, followed by a visit to HQ in Washington, DC, where he was interviewed for the October 2002 issue of Information Outlook. He also was able to attend the ALA conference and the IFLA conference in Glasgow in August 2002. He has been twinned by the Pacific Northwest Chapter.

Lilia Echiverri, assistant law librarian, University of the Philippines, Quezon City, Philippines, is the incumbent vice president/conference chair of the Philippine Society of Librarians and Information Specialists (PSLIS) and has been elected to the board of trustees of the Philippine Librarians Association, Inc. (PLAI). In 2002, she received the service award from the University of the Philippines Law Library and a certificate of appreciation from PLAI for her contribution to the success of the Forum on General Agreement on Trade in Services (GATS) and for being a workshop facilitator for the National Congress on the Emergent Roles of Librarians and Other Information Professionals. She received a certificate of accomplishment for her work on Development of the Internet for ASIAN Law (DIAL)—a regional technical assistance project of the Asian Development Bank.

Lyudmila Farafonova works in the Altai Regional Scientific Library in Barnaul, Russia. Over the past two years there have been considerable changes in her library, with some projects based on new technologies. Her patrons’ access to domestic and world electronic information resources is expanding, and the library is working on document preservation issues and on transferring valuable materials to other formats. She says, “It’s a great pleasure for me to recall the Global 2000 conference; everything I saw and heard there will help me in my work, and I found new friends. I study the SLA online materials as well as everything I receive by mail; it gives me the opportunity to have the latest and best information on what is going on in the library community.” Farafonova is twinned by the Indiana Chapter.

Ivan Herasym from the Ukraine, who is emigrating to Canada, wrote that after two years at the Lviv Theological Academy Library, he considers that his team did a good job. He says, “The collection is now twice as large, and the number of registered patrons has increased four times, to around 4,000 registered users and 62,000 bibliographic records in our main database. Our OPAC (Online Public Access Catalog) is available on the Web in both Ukrainian and English at http://opac.lta.lviv.ua, and we are the fastest-growing library in the Ukraine.”

John R. Latham
Director, Knowledge Exchange
john@sla.org
Introducing
The Library Bookstore from
Barnes & Noble.com

www.bnbusiness.com/library

Build Your Collection
* Dozens of bestseller lists and breaking news on book trends
* Author profiles and reading recommendations from today's best writers
* Over 1 million titles in stock and ready to ship
* Plus music, DVDs, and videos

Use Our Library Services
* Purchase Order accounts accepted
* Custom-built bookstores
* Dedicated customer service

Contact sales@book.com to find out more.

BARNES&NOBLE.com

*Restrictions apply. Offer subject to change. Visit the site for details.
Awards and Honors for SLA Members

On Sunday, June 8, 2003, 18 outstanding individuals will be officially honored during the SLA Awards Reception at the University Club in Manhattan.

SLA Hall of Fame
Members of the association who are at or near the end of an active professional career are honored for sustained distinguished service to the association. H. Robert Malinowski is the 2003 Hall of Fame inductee.

Robert is a tenured professor and manager of collection development and reference at the University of Illinois at Chicago. He has been in the library profession for 40 years and active in SLA throughout that time. He graduated from the University of Denver and has worked at the University of Kansas, the University of Denver, and the University of Illinois. He is editor of two electronic journals: E-STREAMS and AIDS Book Review Journal. He has served as president of the Mountain Plains Library Association, Rocky Mountain Chapter of the American Society for Information Science, Geoscience Information Society, SLA Colorado Chapter, SLA Heart of America Chapter, and SLA. Before becoming president of SLA, he was on the association’s Board of Directors, president of the Science-Technology Division, and chair of the Chapter Cabinet. Robert has received the Louis Shores-Oryx Press award for excellence in reviewing from the American Library Association and is a Fellow of SLA. He lives with his partner of 28 years, Charles Crumet, in Berwyn, Illinois.

John Cotton Dana Award
This award, named for the founder of SLA, is conferred upon a member of SLA for exceptional service to special librarianship. Stephen K. Abram is the winner of the 2003 John Cotton Dana Award.

Stephen is vice president of corporate development at Micromedia Proquest in Toronto, Canada. In March 2002, Library Journal named him one of the Top 50 librarians who are shaping the future librarianship. Stephen has held positions nationally and internationally in many information industry and librarian organizations, including SLA, the Canadian Association of Special Libraries and Information Services (CASLIS), the Information Technology Association of Canada (ITAC), and The Electronic Rights Licensing Association (TERLA). He was 2002 president of the Ontario Library Association and is 2003 president-elect of the Canadian Library Association. Stephen was 1992 Member of the Year for the SLA Toronto Chapter and was made a Fellow of SLA in 1995. In 1998 he was CASLIS Special Librarian of the Year. In 1999 Stephen received the SLA LMD Management Leadership Award, and in 2000, the SLA Public Relations Member Achievement Award. He spends his copious amounts of leisure time with his wife and two children, and he enjoys telling off people who talk during movies.

Rose L. Vormelker Award
This award is presented to an SLA member for exceptional service to the profession through mentoring students or practicing professionals in the field. Robert V. Williams is the Rose L. Vormelker Award winner for 2003.

Robert is a professor and director of the Research Center at the College of Mass Communications and Information Studies, University of South Carolina, Columbia. He has been associated with the university since 1978 and teaches courses in government information, business information, special libraries and information centers, and research methods. His research interests are in government information systems, special libraries management, information infrastructures, and the history of information organizations. Robert received a doctorate in library and information studies at the University of Wisconsin-Madison in 1978; an MA in Latin American history at New York University in 1974; and an MS in library science at Florida State University in 1964.

SLA Fellows
The Fellows of the Special Libraries Association are called upon to advise the association’s Board of Directors and alert the membership to issues and trends that warrant action. They are recognized as active SLA members with leadership potential in the association. The 2003 Fellows are G. Lynn Berard, Andrew Berner, Sylvia R. M. James, Trudy Katz, and Mary “Dottie” Moon.

G. Lynn Berard is the head of science libraries at Carnegie Mellon University in Pittsburgh. She holds a BS from Eastern Michigan University and an AMLS from the University of Michigan, and teaches graduate library science courses for Clarion University of Pennsylvania. Lynn has served on the Board of Directors of the International Special Libraries Association in the posts of chapter cabinet chair and director. Recently she chaired the Executive Director Search Committee (2002-2003). In 1999 she received the Rose L. Vormelker Award for mentoring in the field of library science. Lynn has been a speaker at conferences of the ASEE, SLA, CEESE, ONLINE, and ACRL. The author of the engineering and technology section of
Andrew Berner is library director and curator of collections at the University Club in New York City, responsible for the organization's sizable library, rare book collection, and art collection. Andrew has served SLA as chair of the Museums, Arts & Humanities Division and president of the New York Chapter. He has served on a number of SLA committees and was a member of the President's Commission on Professional Recruitment, Ethics, and Professional Standards. He is a member of the Conference Planning Committee for the 94th Annual Conference in New York.

Sylvia R. M. James is an independent management and research consultant. Before that, she worked for financial service and multinational companies, including the position of head of research and information at Credit Suisse First Boston, in London. Her specialty is business research, especially analyzing all aspects of European companies and preparing individual research projects for clients. She speaks and writes widely on the sector in all kinds of training courses and business journals. She lives in Haywood Heath, UK.

Trudy Katz is vice president of the Information Center at MasterCard International in Purchase, New York. She oversees the corporation's electronic and print resources, which serve more than 5,000 employees globally. From 1981 to 1997, she held various positions with NCR Corporation, H.W. Wilson Co., Deloitte & Touche, Kroll Associates, and LexisNexis. In SLA she has served as chair of the ITE Division and director of the Hudson Valley Chapter. She holds an MLS from the University of South Carolina and BS in education from Temple University in Philadelphia. Trudy is also an adjunct professor at Long Island University.

Mary "Dottie" Moon is manager of competitive analysis at Pratt & Whitney in East Hartford, Connecticut. She has held various positions in the United Technologies Corporation's Information Network and at the UT Research Center's Management of Technology Office. Currently, she is concentrating on embedding scenario planning and competitive intelligence capabilities into the way the business units develop strategy. Dottie received a BS in education from the State University of New York at Geneseo and an MLS from the School of Information Studies, Syracuse University.

Factiva Leadership Award
This award is presented to an SLA member who exemplifies leadership through excellence in personal and professional competencies. The 2003 Factiva Leadership Award winner is Robert Bellanti.

Bob is head of the Rosenfeld Management Library at UCLA and associate director of Anderson Computing and Information Services at the university's Anderson Business School. Raised in Queens, New York, he attended the Baruch School of the City College of New York and finished his BA at the University of Nevada, Las Vegas. He earned an MLS from the University of Washington in Seattle. He has been at UCLA since he did a postgraduate internship therein biomedical librarianship, holding positions in the Biomedical Library and the Management Library, where he has been head librarian for 21 years. Along the way, he obtained an MBA at UCLA. Bob first became involved in SLA in 1982; he has held many positions in the Southern California Chapter and the Business and Finance Division.

H.W. Wilson Company Award
This award is presented to authors of outstanding articles published in Information Outlook, SLA's monthly magazine. This year, Lorri A. Zipperer and Sara R. Tompson share this award.

Lorri is a cybrarian at Zipperer Project Management in Evanston, Illinois. She earned her MA in library and information studies from Northern Illinois University. For over a decade, she has worked as an information professional with a focus in medicine. Lorri consults as a project manager on information and knowledge management, publication and content creation, patient safety awareness, and terminology development issues. She has also been an adjunct professor for library management. She has been honored by the Library and Information Science community for her writing on alternative roles for librarians, patient safety, medical reference, information management, and visioning. She fills
FASTER. MORE POWERFUL. MORE EFFECTIVE.

Engineering Village 2

One of today's best engineering research tools just got better.

New in Engineering Village 2:
Combined database searching
of Compendex® and INSPEC®,
including deduplication of records.

For a Free Trial!
Call 1-800-221-1044 ext: 6868

Elsevier Engineering Information
1 Castle Point Terrace, Hoboken NJ 07030 USA
T. 1-201-356-6800 F. 1-201-356-6801
84 Theobalds Road, London WC1 X8RR UK
T. +44 (0) 207-611-4550 F. +44 (0) 207-611-4551
1-9-15 Higashi-Azabu, Minato-ku, Tokyo 106-0044, Japan
T. +81 3 5561-5034 F. +81 3 5561 0451

www.engineeringvillage2.org
recognized as the Diversity Leadership Development Award winners.

Christina Birdie is a librarian at the Indian Institute of Astrophysics Library in Bangalore, India. She received a postgraduate qualification in library and information science from Documentation Research and Training Center (a well-known library school in India) and has worked in special libraries for 20 years. Christina is keenly interested in the networking of electronic information and in consortia arrangements for special libraries in India. A member of SLA for the past four years, she is a founding member of the Asia-Pacific Forum of the PAM division of SLA. In 1999, she received both the PAM International Member Award and International Science-Technology Librarian of the Year Award from SLA's Sci-Tech Division. In 2003, she was elected to the board of the Asian Chapter of SLA.

Persko L. Grier, Jr., is director of library and information services at the Delaware Academy of Medicine in Wilmington, Delaware. He oversees information delivery initiatives in library operations for academy members and participating hospital libraries, and is responsible for archives, consumer health materials, and joint oversight for the consolidation of the academy's medical library with the main library of the Christiana Care Health System. Persko has an information technology background, with training in public administration and library and information sciences, and has worked for Verizon Communications and as a consultant for the Pharmaceutical Research Institute, a Johnson and Johnson company. Persko is a Jesse Ball duPont Fund Executive Institute graduate and a member of the Academy of Health Information Professionals.

Toby A. Lyles is a news researcher for the News & Observer in Raleigh, North Carolina. She grew up in Bayonne, New Jersey, and received an undergraduate degree in journalism and an MLS from Rutgers University, and also holds an MEd in educational technology from Kent State University. Before becoming a librarian, Toby worked in the publishing industry, and she held academic library positions at the University of Iowa and the University of Delaware before becoming a news researcher. Living in the Mid-Atlantic and working as a news librarian is an agreeable combination for her—she hopes to learn more about both.

Lian Ruan is director and head librarian of the Illinois Fire Services Institute in Champaign, Illinois. She received an MA in African history from UCLA in 1988 and an MLS from the University of Illinois at Urbana-Champaign in 1990. Lian served on the inFIRE (international fire libraries consortium) Committee from 1996 through 2001 and has been treasurer of the consortium since 2001. She has served on the Downstate Board of Directors, SLA-Illinois Chapter, since 2001. Through numerous grant projects and in cooperation with the state's 12 regional library systems, Lian developed a library outreach program that provides no-cost library services to Illinois firefighters (42,675), fire departments (1,293), and the general public.

Pradnya Yogesh is a librarian at Mahindra-British Telecom Ltd. in Pune, India. After majoring in science, she found that her curious nature and fascination with words led her to a degree in library science. Pradnya began her career with the National Centre for Radio Astrophysics 13 years ago; today she heads the library of one of India's premier software companies. She believes that enthusiasm, perseverance, and moving from being an information provider to becoming a knowledge enabler have been key to her profession.
As Joyce called them. Wordsworth called them “moments in time.” It’s that incredible moment when knowledge and intuition crystallize into a new depth of understanding. And OCLC Digital Collection and Preservation Services helps your library make more of these moments happen for your users—through your digital collections. We have the infrastructure, technology, resources and services you need to build and manage your digital library.

Find your inspiration with OCLC at www.oclc.org/digitalpreservation/.

Librarians make the difference.
Assistant Dean for Information and Instructional Services: Assistant Dean for Information and Instructional Services, Kennedy Library, California Polytechnic State University, San Luis Obispo, CA. Full-time 12-month, Associate Librarian, tenure track position, beginning September 1, 2003. Closing date is June 30, 2003. For details of position, qualifications, and application instructions, please visit www.calpolyjobs.org, complete an online application, and apply to requisition #100059. For questions, please contact Lynda Alamo (lalamo@calpoly.edu). EEO.

L.I.C. RESEARCH & RETRIEVAL
fast, accurate, cost-effective, reliable
Document Delivery Service
LICResearch@usa.net
(718) 278-0699 (718) 278-0994 fax

If you have any events you would like added to this page, e-mail us at magazine@sla.org
Introducing the Dynix Institute, a new resource that brings together all types of librarians. It's a free, educational community that fosters intellectual growth and professional development through Web seminars, conferences, and e-newsletters, all of which focus on your work and the issues you face. Take an active part in the future of libraries, log on today to www.dynixinstitute.com.
More market research reports than anyone else

Gartner

Aberdeen Group

Frost & Sullivan

IDC

Reed Electronics Group

Yankee Group

In-Stat

MDR

200,000 reports and counting...

Dialog Profound

With more market research than any other online service. Dialog Profound delivers the information you need to make better business decisions. Now available - 20 new premier sources.

INFORMATION TO CHANGE THE WORLD

Free Report

of your choice

www.dialog.com/promotions