July 2000

Information Outlook, July 2000

Special Libraries Association

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Features

16 Virtual Association 2000 Initiatives: A Progress Report
Since "Building the Virtual Association: An Ongoing Strategy" in the May issue of Information Outlook, membership, vendors, and staff have been partnering to implement our 2000 Virtual Association initiatives. In this article, Maurice Harris gives an update on some previous initiatives and the 2000 initiatives outlined in the timeline since July.

18 The Value of Information in Library Catalogs
The purpose of this article is an attempt to discover the value of the information contained within a library’s catalog. Joe Matthews assesses the value of MARC (Machine Readable Cataloging) records and location/status information.

24 Mentoring - Personal Reflections of a Special Librarian
What many librarians have in common with other successful professionals is that most do not achieve success by themselves. Along the way, most professionals have sought and received a lot of help from other successful people—mentors. Theo Jones Quartey reflects on that experience.

30 Reclaiming the JAC Library—Preserving and Conserving Library Materials
This is the story of how training, patience, experimentation, and the goodwill of volunteers saved over $500,000 worth of books and bound journals at the Joint Astronomy Centre Library in Hilo, Hawaii. Ruth Kneale describes her preservation efforts.

Columns

5 Executive Outlook
SLA: Change Is Our Tradition

6 Making News

12 Strategic Learning Outlook
Did You Get the Call?

17 Communications Outlook
Do You Know The Answer?

Departments

4 Marketplace

46 Coming Events

46 Index to Advertisers

july 2000
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In preparation for taking on the role of president, I decided to do some research on our founding member, John Cotton Dana. What I discovered is the identity of both our profession and our association and a theme for my presidential year. Back at the turn of the last century, Dana talked about the print explosion the same way we talk about the information revolution: “Worldly information goes on piling up; so much of it in print as to make that which is printed almost impossible of control.”

His answer to this problem was to lead a change in the practice of librarianship. He saw the challenges created by the print explosion as an exciting opportunity for transforming the future of his profession. He recognized and demanded changes in library methods and formed an organization of those who were leading those changes. That organization is SLA. It follows then, that for SLA, change is our tradition. To keep that tradition alive, we must lead change; change in our methods of practicing special librarianship, change in the education of new professionals, and change in the way our association continues to meet our professional needs.

Just as John Cotton Dana faced the challenges of the print explosion, we as a profession must face the challenges of the information revolution with the same willingness to lead a revolution of our own, particularly in our workplaces. Knowledge management, web-based information services, and virtual libraries are just a few of the developments that offer opportunities for our profession to take a leadership role. You do not have to be a manager to be a knowledge leader, but you do have to be an expert in your field. Knowledge leaders are those who are relied upon for their expertise and for their innovative and creative contributions to putting knowledge to work in their organizations. Our profession is well positioned to take a leadership role in the new knowledge economy. However, no opportunity comes without risks.

Just as our founder took the risk of abandoning what were some of the tried and true premises of librarianship of that day, we must abandon some of our familiar ways and places of operation for the new frontiers of the virtual world. The risk of not leading the change is greater. To refrain from taking a leadership role disempowers our professional function in our organization and creates a void that other professional disciplines will leap to fill. Critical decisions get made without the benefit of our professional knowledge and expertise. The library profession is invisible, and the function becomes devalued. Too many colleagues express surprise that the physical spaces called libraries close in favor of virtual collections stored on the desktop, and yet, they know this trend is the wave of the future. Would it not be better to ride the wave as its champion than disappear as it rolls over us?

During the coming association year, SLA will also honor its founder by embracing change. Since our roles are changing, then SLA must change too, and the leadership of SLA will take action to transform the association and prepare it to meet the challenges of the knowledge revolution. SLA will be recognized as the premier global professional association for networking with the vital, creative, and technologically savvy leaders of the knowledge revolution.

Donna Scheeder, SLA President
Members Gazzale and Lettis Promoted
Andrew Gazzale has been promoted to Director of the Business Information Center (BIC) for Arthur Andersen LLP’s New York Market Circle. The BIC, a member of Arthur Andersen’s U.S. Business Information Network, provides value-added strategic information services to personnel in seven offices as well as to Arthur Andersen personnel around the globe. Gazzale joined Arthur Andersen in 1995 as a Senior Information Specialist and was promoted to Manager in 1997. Gazzale is an active member of the New York Chapter and the Business & Finance, and Insurance & Employee Benefits Divisions.

Lucy Lettis, a Principal at Arthur Andersen LLP, has been promoted to the newly created position of Director of the U.S. Business Information Network. In this role, Lettis will be responsible for aligning key information services throughout the firm’s U.S. organization and integrating them with firm-wide objectives. The firm’s numerous information and research centers, libraries, and knowledge centers throughout the U.S. will be united within the new Business Information Network. Lettis was previously Director of Business Information Services for Arthur Andersen’s New York Market Circle, a position she has held since joining the firm in 1995. Lettis is a member of SLA’s 2000/2001 board of directors, an active member of the New York Chapter, and a member of numerous divisions.

Scott Winner of The CLA Outstanding Service Award
Dr. Marianne Scott, who recently retired as Canada’s National Librarian, is this year’s winner of the Canadian Library Association’s Outstanding Service to Librarianship Award. This award, the highest honor granted by CLA, may be given annually by the Canadian Library Association for distinguished service in the field of Canadian Librarianship.

The contribution made by the recipient represents an achievement which is outstanding, and of lasting significance in the development of Canadian library service. The contribution may be for service of various kinds, ranging from local projects to those of country-wide scope, and may cover any type of library activity.

The award will be presented to Marianne Scott at the annual conference of the Canadian Library Association, to be held from June 21 through June 25 at the Shaw Convention Centre, Edmonton, Alberta.

Scott is also a member of the Special Libraries Association.

Field Receives Award
SLA past-president Judy Field received the Wayne State University Libraries Library and Information Science Program Award for Excellence in Teaching, for her contributions to the program, in designing new courses, introducing new curricular materials, involving practitioners in cooperative teaching endeavors, and in mentoring and assisting students. Field was SLA president for 1997-98 association year.
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Annual Meeting, Banquet, and Awards Presentation of the North Carolina Chapter

Members from across the state came to the Annual NC/SLA Business Meeting and Awards Banquet at the Carolina Inn. Ann Stringfield, president, and Peggy Hull, nominations committee, offered congratulations to the newly elected officers and to everyone who ran for office. Assuming new positions are president-elect Marlys Ray, freelance information specialist; treasurer Nancy Kozlowski, North Carolina Biotechnology Center; and director Teresa Leonard, News & Observer.

Eleanor Smith received the Sara Aull Student Paper Award of $500 for her excellence in writing while contributing to the literature of special librarianship. Richard Cole, dean of the University of North Carolina Chapel Hill School of Journalism and Mass Communication, received the Information Management Award for his school's support of libraries and information science and the information needs of its community. Evelyn Daniel, School of Information & Library Science at UNC-CH, received the Meritorious Achievement Award for her notable and enduring contributions to the chapter and the profession.


Biomedical & Life Science Division Honors Fred Roper

Biomedical & Life Science Division member Fred Roper was awarded the MLA 2000 President’s Award in Vancouver, B.C. Roper has a long history of contributions to the division; he has served on the Executive Board, chaired the division, worked on by-laws, and was the division’s nominee and the recipient of SLA’s John Cotton Dana Award, 1999.

SLA news

SLA.COMmunicate is Coming to a Desktop near You!

The Special Libraries Association has launched a creative new newsletter for its members! SLA.COMmunicate debuted in June and featured management tips, career-long learning, and thought provoking articles on current challenges and trends in the information profession.

SLA.COMmunicate will be published on a random basis and available only in an electronic format. The electronic format will allow members to view abstracts or full text versions of industry related news and information conveniently from their desktops.

SLA Executive Director David R. Bender, Ph.D., noted that “SLA.COMmunicate is representative of how the association is utilizing today’s technology to effectively disseminate information and enhance the communication between the association and its members.”

SARC Certificate of Merit Program 2000 Awards Presented at Annual Conference

The Special Libraries Association Student and Academic Relations Committee (SARC) extended their sincere thanks and hearty congratulations to the student groups who participated in this year’s SARC Certificate of Merit Award Program. The committee received twelve nominations in the three categories and one chapter/division nomination. Each group was invited to have at least one nominator, student, adviser, or chapter representative present at the President Elect’s Reception and Award Presentation. The representatives were responsible for bringing a poster displaying one of their award winning activities or efforts so people could learn more about their student groups and chapters.
SARC CERTIFICATE OF MERIT PROGRAM 2000 RESULTS: Student Group Awards

(1) Student Group Outstanding Leadership Award
First place: SLA Toronto Student Group, University of Toronto, Faculty of Information Studies, Toronto, Ontario, Canada

Second place: Special Libraries Association Student Chapter at the University of California, Los Angeles

Third place: Pittsburgh Student Chapter, SLA, University of Pittsburgh

Runners-up: School of Library and Information Science, University of South Florida, Tampa, Florida and Kent State

University Chapter of the Special Libraries Association, Cleveland, Ohio

(2) Student Group Innovative Programming Award
First place: Rutgers University Special Library Association Student Group (RUSLA), New Brunswick, New Jersey

Second place: SLA Toronto Student Group, University of Toronto, Faculty of Information Studies, Toronto, Ontario, Canada

Third place: School of Library and Information Science, University of South Florida, Tampa, Florida

Runner-up: Kent State University Chapter of the Special Libraries Association, Cleveland, Ohio

(3) Student Group Creative Use of Electronic Resources Award
First place: SLA Toronto Student Group, University of Toronto, Faculty of Information Studies, Toronto, Ontario, Canada

Second place: Kent State University Chapter of the Special Libraries Association, Cleveland, Ohio

Third place: School of Library and Information Science, University of South Florida, Tampa, Florida

Outstanding Chapter/Division Support of Student Groups 2000 Award Cincinnati Chapter, Cincinnati, Ohio
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Did You Get the Call?

In the words of SLA founder John Cotton Dana, one “who dares to teach must never cease to learn.” When it comes to the 2001 Call for Courses, it’s important to keep these words in mind. This year, SLA’s Strategic Learning and Development Center (SLDC) is inviting you and other information professionals from around the world to submit a proposal to present a continuous education (CE) course at SLA’s 92nd Annual Conference in San Antonio, Texas, USA. As Dana’s words suggest, however, leading such a course is not just about teaching, but also about your learning and the learning of your colleagues. We want to help prepare you for all of these critical endeavors.

In this month’s Strategic Learning Outlook, we’ll explore some of the key questions that you may have about the 2001 Call for Courses, and offer some insights that will help you prepare a better proposal. If you have any questions, please contact us by e-mail at learning@sla.org. We look forward to hearing from you!

Q: What exactly is the 2001 Call for Courses?
A: The 2001 Call for Courses is your invitation to help information professionals create their most desired futures through learning. You are welcome to submit a proposal for a potential CE course that you believe will help information professionals tackle the challenges they are facing today or are likely to be facing tomorrow. From alternative dispute resolution to working with the World Wide Web, there is a wide variety of possible course topics for you to consider as you prepare your proposal.

Q: I’ve never presented a CE course before. Can I still submit something?
A: Absolutely, in fact we encourage you to submit a proposal! You see, for many years, SLA has been quite fortunate to have some of the leaders of the information profession also leading its CE courses. We will continue to work with these knowledgeable facilitators, but our ongoing goal is to expand this chorus of respected voices, adding to its diversity of perspective and depth of experience. We know you have a distinctive contribution to make, and we hope you will choose to make that contribution with us.

Q: How does the 2001 Call for Courses impact SLA Division CE courses?
A: The 2001 Call for Courses pertains to both Division and SLA sponsored CE courses. If you have a CE course idea that you think is best for submission as a Division CE course, please e-mail us at learning@sla.org so that we may refer you to the appropriate Division contact.

Q: Okay, I’m interested. What’s involved in preparing a proposal?
A: The 2001 Call for Courses brochure contains complete instructions for submitting a CE course proposal. (If you have not yet received a copy, please send us an e-mail at learning@sla.org.) Still, let us offer you a few important insights on how to prepare an effective proposal:
- Be very clear on why your idea would make a good CE course. Your proposal must be four pages in length maximum, so clear and succinct answers are essential. The better you understand what you want others to learn, the easier it will be to create a great proposal.
- Put yourself in the learner’s place when developing your proposal. Think carefully about who your targeted learners are and try reflecting on the critical learning questions you might have if you were a participant in your course.
- Think creatively about the learning approaches you will use to deliver your content. Don’t be satisfied with using traditional methods. Explore how using more interesting approaches will facilitate learning.
- It is very important that the proposal describes how your professional experience with the subject matter of your CE course has prepared you to lead the course. A solid academic background is also important, and should be incorporated in your summary of qualifications as well.

Q: How can I get more specific advice on preparing my proposal?
A: You can contact SLA’s Strategic Learning and Development Center staff by phone at 1-202-939-3627 or by e-mail at learning@sla.org. We would be glad to answer your specific questions about the 2001 Call for Courses or offer you advice on creating an outstanding CE course proposal.

Q: What’s the first step in the CE course proposal submission process?
A: We’re glad you asked! Before you begin your CE course proposal, please complete the “2001 Course Proposal Preliminary Summary Form” found at...
By completing this form, you will help us track your course proposal throughout the process. Also, it will allow us to provide you with feedback on the proposal more quickly.

Q: What is the proposal submission deadline?
A: All 2001 CE course proposals must be received at SLA International Headquarters in Washington, DC, by Friday, September 15, 2000. You have three submission options: hard copy, e-mail or fax. Please consult the 2001 Call for Courses brochure for more details on each option.

Q: Sounds good. Anything else?
A: Yes. We want to remind you once again of the words of John Cotton Dana's with which we began this article. Developing a CE course proposal and, ultimately, leading a CE course is not simply an opportunity to share what you know with your colleagues in the worldwide community of information professionals. It is also your chance to stretch, your chance to learn something new about your work and about yourself. We're here to be your partner in that effort and we certainly hope you will call on us as you move through this very exciting process!

What's Hot in the SLDC?

In late July, SLA begins a new chapter in its career services by going live with a brand new SLA Career Services Online site. This new site will allow job seekers to search for jobs by multiple criteria, post resumes online, and receive e-mail notification of new, relevant job postings. Employers will be able to post jobs in real time, review resumes, and track candidates. SLA Careers Services Online promises to become your primary career management resource! To learn more, please visit http://sla.jobcontrolicenter.com. (SLA Career Services Online will be launched officially in September 2000; stay tuned for details!)

www.sla-learning.org. For more information, contact Jeff DeCagna (jeff@sla.org)

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Do You Know The Answer?

We've just returned from Philadelphia, where I heard David Bender, SLA's Executive Director, speak on the beauty of catharsis, like that of a caterpillar into a butterfly. My thoughts on his remarks are focused on change and leadership, since I recently read something written by change management guru Scott J. Simmerman, Ph.D., who often uses the following story in his seminars:

Two caterpillars are conversing and a beautiful butterfly floats by. One caterpillar turns and says to the other, "You'll never get me up on one of those butterfly things."

Wait! Before you make a judgment on the story and its lesson, open your mind to the possibilities that exist in your answer. When I first heard this story about the caterpillars and the butterfly, I assumed that is was about resistance—a single answer, Simmerman says. And the first time I asked a room full of people to talk about the meaning of the story, I was shocked by their answers, since most were not about my answer but focused on other themes.

His point is that knowing the answer—or perceiving that we know the answer—often paints us mentally into a corner before we have an opportunity to understand the question and appreciate the many possible answers that may exist. How many times do we self-limit our perceptions and our thinking because we "know the answer" and, thus, don't even think about considering possibilities? This is a very common trait, and one deserving of reflection and analysis.

Simmerman says that, when people talk about the caterpillars and butterflies story among themselves, a very interesting thing usually happens: They discover that they share different perspectives and a diversity of ideas, which is common when people discuss things. Yet most of us, when we know The Answer, will generally self-limit any consideration of other possibilities and limit our thinking. The fact that we can generate other ideas is a most interesting outcome. All of us have the capability to generate ideas and possibilities. What we need is a simple tool and shared base of experience and common ground.

Most would agree that being a butterfly is a "higher existence" than remaining a caterpillar. But the story also links to some key learning points on leading change and unleashing an individual's ability to empower oneself, including:

- Even though we often resist change and risk, it is often inevitable!
- Change will occur and we can choose to be active participants and go with the flow or we can attempt to resist and suffer the stresses.

• Each of us goes through many stages of development, a process that occurs repeatedly over time.
• It's easier for butterflies to develop perspective on things than it is for caterpillars.
• Caterpillars focus only on eating and survival. There is more to life than this.
• What is needed is vision and overall perspective—we're all on a journey forward.
• We need to be engaged and involved in the process itself rather than feel imprisoned by our environment. Change cannot be done "to" us—forcing the action typically generates active resistance to the process.
• Possibilities are endless! Choosing to change is a really important part of improvement.
• One cannot become a butterfly by remaining a caterpillar.
• Change and personal growth are all about discovering the inevitability of change and the need for one to clarify a vision of the future.

When you read that story, what thoughts came to mind? Do you see the possibilities of other, equally valid or effective answers? Simmerman suggests that we should attempt to seek others' answers before we offer our own. Of course, we can't all do that, or we would just sit around waiting for someone to speak up! But it is an important lesson to consider in group settings.

For more information, contact John Crosby (John-c@sla.org)
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Virtual Association 2000 Initiatives:
A Progress Report

Since the article “Building the Virtual Association: An Ongoing Strategy” in the May issue of Information Outlook, membership, vendors, and staff have been partnering to implement our 2000 Virtual Association initiatives. In April, a virtual association timeline, http://www.sla.org/assoc/leader/va2000.html, was created and disseminated via SLA unit bulletins to increase membership’s awareness of these initiatives. In this article, updates on some previous initiatives and the 2000 initiatives outlined in the timeline since July will be reviewed.

by Maurice Harris

Maurice Harris is managing director, technology at the Special Libraries Association. He may be reached at maurice@sla.org
The Annual Conference online program/session planner located at http://www.slaconference2000.org, which is a useful tool for Annual Conference attendees to plan their conference experience, is now in its second year of use. The session planner tool, allows registrants to search for and select conference events by name, time, presenters, tracks, keywords, continuous learning (Strategic Learning), and SLA unit (chapter, division, section, caucus) events. The personal itinerary feature of the online program enables registrants to add their conference events in addition to any personal events or meetings they wish to conduct at conference to their secure personal itinerary. This year the planner was revised to eliminate the problems that plagued it during the first year of use. The revisions include increased response time, enhanced keyword search, and integration with our new Virtual Exhibit service. This service continues to improve and is becoming a valuable tool to conference registrants.

The association's Exhibit Hall went virtual this year with the creation of the Virtual Exhibit Hall (http://www.slavirtualexhibits.com/). This new interactive service is designed to provide annual conference participants with a year of twenty-four by seven access to vendor information in addition to saving them valuable time during their conference experience. Visitors can find information on companies that will be exhibiting at the annual conference, create lists of exhibitors to visit, pre-plan schedules and map routes through the exhibit hall—all of this right from their desktops. The virtual exhibit hall is comprised of four different types of virtual booths. These virtual booths feature product listings and descriptions; access to company news releases, articles, and corporate information; access to software and documents, customer feedback and information requests; links to corporate web sites and updated information on products and services throughout the year. This virtual tool is also integrated with the online conference program/session planner to further enhance a visitor's online and conference experiences.

One of our major initiatives for 2000 is the redesign of the association's web site. At our ninety-first annual conference in Philadelphia, SLA staff provided demonstrations of the new web site prototype to solicit comments and feedback from the membership. The information obtained from these demonstrations and our constant exchange with membership is instrumental to assist the association in designing a virtual community site and tool for membership that they'll want to utilize daily. This project was originally scheduled for completion in May but due to the scope of the project and needed feedback from membership, implementation will be delayed.

Unit (Chapter/Division/Section/Caucus) standard reports via the web were also demonstrated to unit leadership to enable them to obtain unit information at any time using a secure interface. The standard reports that are available are Unit Rosters, Statistics, Allotments, Deactivation Roster, New Member report, and Address/Unit change notification reports. These reports can be produced in various formats such as Adobe Acrobat's PDF, comma ASCII delimited, MS Excel XLS, Word Processing and ASCII text. This "anywhere at anytime" access to useful unit information will put unit leaders in control of managing their unit information.

Online registration for SLA events such as Annual Conference and Strategic Learning opportunities is now a reality. Our new online SLA event registration system was also demonstrated to conference participants. This new system allows members and non-members to register for all events sponsored by the international office of the association. Registrants will view a listing of events that are available and sold out. Using our Industry standard secure SSL payment feature, registrants will be able to pay for the items selected with a VISA, Master Card, American Express, or Discover credit card. Upon successfully registering online, a registrant will receive an e-mail to confirm the selections made. The registrations are then sent to a holding area that staff review and edit according to its data entry standards. Staff then approve the registration which updates the event system and issues an event confirmation which is sent via mail. This new system will assist registrants and headquarters staff. Registrants will be able to quickly register for an event from any web browser at any time. Our data entry volume will also decrease, allowing staff to assist membership with other requests.

A prototype of SLA's Strategic Learning and Development Center's new Career Services Online (CSO) site was also demonstrated at the annual conference. The CSO will replace the current "Jobline" and will offer both job seekers and employers a site with similar capabilities to those offered by the major job sites found on the web, such as Monster and Hot Jobs. The site is scheduled for release in mid-July.

Integration of chat and message boards into the members-only area will provide membership with a single sign on for all member only services. This will eliminate the need for members to remember multiple passwords for the various online products and services available in our online community.

The implementation of the 2000 virtual association initiatives are well underway. We continue to utilize technology to remove barriers to accessing the association's services and programs while creating new membership services that are anticipative of and responsive to member needs.

To provide your comments and/or suggestions regarding these initiatives or future ones please contact me by e-mail at maurice@sla.org or by phone at 1-202-939-3620.
The Value of Information in Library Catalogs

by Joe Matthews

Joe Matthews is Vice President of Business Development at EOS International in Carlsbad, California. He may be reached at jmatthews@eosintl.com.
The purpose of this article is an attempt to discover the value of the information contained within a library’s catalog. It specifically assesses the value of MARC (Machine Readable Cataloging) records and location/status information. Almost thirty years ago, Slamecka, (1970) suggested that; The development of a pragmatic measure of information utility must rank as the most important task of information science research in the next decade.

Machlup (1979) stated that “It seems more reasonable to keep use and effect of use separate.” Thus, the focus of this article is on the content of the library catalog rather than on the value or effect of using the library catalog and, by extension, the library itself.

Information
Information is data (numeric and text) that is organized and imbued with purpose or intelligence resulting from the assembly, analysis or summary of data into a meaningful form (McGee and Prusak, 1993; Walker, 1993). Or, when data is given context it becomes information. The intent of information is to “inform.”

The value of a library is found in its collection of information resources. A library creates a catalog of bibliographic records as a finding aid to assist users in discovering what information resources are located within the library or elsewhere.

It is quite clear that valuable information is contained in the books and other materials of a library’s collection. However, the information is difficult to retrieve without the added value brought to the library’s collection by the process of organizing and describing it (cataloging) so that the user is able to locate the desired item(s) or source of electronic information. Once a library reaches a certain size, it becomes almost impossible for locate materials without some sort of organizing principles, classification, cataloging, shelving and storage guidelines.

A library’s catalog, that meets the objectives first articulated by Charles Cutter (1904), have stood the test the time. They make as much sense in the context of Internet searching as they did in the days of the card catalog.

The bibliographic records of a library’s catalog are the surrogates of the “real thing”—the information package. To create a catalog that can meet Cutter’s objectives, the cataloger creates a bibliographic record that describes in broad terms the contents of the information package. This descriptive bibliographic record has recently been described as metadata—or data about the information found in the information package.

The creation of a library’s catalog is a process that adds value. Taylor (1986) has suggested that there are three major processes that add value to information: organizing, analyzing, and judgmental. Within each of these three major processes there are additional specific activities as shown in Figure 1.

Typically, catalogers perform a number of these “value-adding” processes when they are creating or editing bibliographic records for the library’s catalog.

The quality of the MARC record is a topic that has received scant attention in the library literature. Yet poor quality (incomplete, inconsistent, inaccurate) records would have a significant impact on the ability of the library to deliver quality services.

MARC rules proscribe the content designation—the machine readable tagging rules (codes and conventions that identify specific data elements) within a record. Anglo-American Cataloging Rules, second edition or AACR2 and other similar cataloging rules used in other countries describe the format and location of descriptive data within a record. Subject heading terms (and formatting) fall outside of descriptive cataloging rules and under subject heading systems/thesaurus conventions. Authoritative agencies such as Library of Congress, etc. determine these conventions. Konovalov (1999) suggests that “subject headings need to be knowledgeably designed and carefully applied by professional catalogers in order to help our customers improve both precision and recall of their searches.”

The MARC standard has added value to library service in other ways. It has enabled libraries to share bibliographic records for cooperative projects, e.g., production of union
catalogs, union lists of serials, etc. More importantly, it has allowed vendors to develop MARC-based software to streamline and support a wide range of library functions. This has meant savings to libraries as they purchase new software or upgrade existing automated library systems.

Given the assumption that MARC records are beneficial to the library, the obvious question arises “What is the value of a MARC record?” To begin addressing this question it is important to understand the nature of value itself.

**Value**

The pragmatic approach taken by economists, who hold that value is the worth of something that contributes to wealth, has yielded the best results. Adam Smith’s distinction between “value-in-exchange” and “value-in-use” is one of the foundational principles of economics.

The value-in-exchange theory is most easily understood in terms of prices. People exchange money for products and the price paid is the accepted indicator of the products’ value. Accountants and systems analysts have also applied these value-in-exchange theories to the arena of “cost-benefit analysis.” King and Schrem (1978) define a benefit as “the consequence of an action that protects, aids, improves, or promotes the well-being of an individual or organization. Benefits take the form of cost savings, cost avoidance, improved operational performance, better allocation of resources, and ‘intangibles’, e.g., better understanding of a particular situation.” Benefits are centered on the customers—in libraries the users or the consumers of information system outputs.

When preparing a cost/benefit analysis, dollar values are generally known or can be accurately estimated for the cost side of the analysis. Difficulty typically arises on the benefit side where dollar values are more elusive. Rarely do we hear of “runaway benefits or benefit overruns” (King and Kraemer, 1981). Benefits will vary entirely upon the perceptions of the party seeking to acquire them.

Extending the concept of cost-benefit analysis, Glazer (1993) has suggested a method to calculate the value of a firm’s information assets. He demonstrates that the value of information can be aggregated from: the information exchanged as a result of transaction between the firm and its suppliers; the information exchanged as part of transactions within the firm; and the information exchanged between the firm and its customers.

The concept of “exchange value” not only includes the agreed upon price between two parties, but also the time and effort an individual is willing to invest in order to receive the perceived benefits. The “value of information, then, has meaning only in the context of its usefulness to users” (Taylor, 1986).

Cost/benefit is not the only method for quantifying value. Managers are often asked to justify an investment by analyzing the “return on investment” or ROI. The problem with determining a ROI for an information service or for information itself are the unique properties of information that may make monetary measures misleading or inappropriate. For example, the value of information is not diminished when it is used repeatedly or consumed by different individuals.

To overcome the limitations of exchange or price theories of value, economists have developed a second set of theories called value-in-use. The value-in-use or “utility theory” approach allows economists to focus in a more satisfactory manner on wants, usefulness, satisfaction, demands, etc. This may be a better means of addressing the value of libraries and information services.

The fundamental building block of information for any library is the bibliographic record that describes an item in the library’s collection. From the user’s perspective, however, the value is the information that can be found in the item itself and not the descriptive bibliographic or MARC record (unless you are student looking for a few bibliographic citations to add to a term paper!). Nevertheless, a MARC record does have value and that value will vary, often significantly, depending upon the use, user or “owner” of the MARC record.

Originally, the Library of Congress was interested in distributing MARC bibliographic records for the costs associated with cataloging could be reduced (Avram, 1975). MARC has become a worldwide “lingua franca” for libraries that want to exchange cataloging data. Shapiro and Varian (1999) have pointed out that people will often assign a greater value (and pay a premium) for timely information, e.g., stock market data, etc. The same also holds true for MARC bibliographic records—online access to the MARC database is generally more expensive than records on CD-ROM or microfilm. The exception is the access to MARC records provided by the Library of Congress, which requires a Z39.50 interface.

Among the earliest providers of Library of Congress MARC records was an organization that today is known as OCLC. Through its international communications network, OCLC now provides access to its database of bibliographic records to more than 34,000 member libraries. Membership entitles a library to search, retrieve, and pay for a MARC bibliographic and/or authority record that has been contributed by the Library of Congress or other OCLC member libraries.

If a library fails to find the desired record, OCLC expects the library to produce an original cataloging record and add it
to the OCLC database. OCLC recognizes the value of this record by waiving any charge for adding an original cataloging record to the OCLC database. The library does incur direct labor and overhead costs for the production of the original cataloging record.

As of March 1, 1999, OCLC had a bibliographic database that contained 40,871,887 bibliographic records. Of these, fourteen percent were originally created by and distributed by the Library of Congress while seven percent were records created by the Library of Congress and input by participating member libraries. The remaining seventy-nine percent are original cataloging records contributed by the various OCLC member libraries (OCLC Newsletter, 1999). Bibliographic records are being added to the OCLC database at the rate of one every fifteen seconds. The amount of original cataloging that needs to be done by a member library has declined over time as more and more libraries have joined OCLC.

The value of the MARC records found in OCLC’s WorldCat database is quite dramatic. Over the ten years between 1989-1998, OCLC derived some $486,700,200 of income simply by re-selling MARC records to member libraries assuming an average of forty-two percent of revenue was generated by Current Cataloging and RetroCon services (OCLC Annual Report, 1998).

Of course, the staff of OCLC has definitely contributed to the value equation by developing the necessary software and maintaining a computer system to provide access to these MARC records, as well as creating and updating the necessary infrastructure to link a large number of libraries to the OCLC network. Thus it is not reasonable to suggest that the value of the MARC records for OCLC is the total component of the WorldCat cataloging revenue, but it is clear that some proportion of the revenue must be allocated to the OCLC bibliographic database—the MARC records.

Another obvious question then arises: What proportion of financial revenues should be allocated to the database of MARC bibliographic records and what proportion should be allocated to the system that manages those records? Most libraries decide to join OCLC because of its large and diverse database of bibliographic records rather than the user-friendly software or its communications network. While arbitrary, it would seem safe to assume that seventy-five percent of the value of the OCLC cataloging system should be attributed to the database of MARC bibliographic records. Thus, the value of a MARC record for OCLC might be $8.93 ([$486,700,200 x 75%]/40,871,887{number of holdings symbols}]. Within the OCLC system, every library has its holding symbol (a code to indicate who owns a particular item) linked to a bibliographic record.

Another perspective would also suggest that some MARC bibliographic records might be more “valuable” than others. In an attempt to answer this question, I examined a sample of 1,000 OCLC MARC bibliographic records selected at random across the entire WorldCat database. On average, the LC contributed records have more holding symbols attached than do the original cataloging records submitted by member libraries. This would suggest that the LC contributed records are, in fact, more valuable for OCLC—they generate more revenue.

Does the value of the MARC bibliographic record for OCLC diminish over time? That is, is the record used less and less or do the number of holding symbols added to a MARC record decline over time? Unfortunately, data to answer these questions are not available. Even if the value of the MARC record should decline with time, the availability of other services, e.g., interlibrary loan, may in fact revive or maintain the value of older MARC bibliographic records. This situation may be somewhat analogous to rare/out of print books. For some books, value declines with age; for others the value declines for a while, then goes back up—sometimes surpassing the original value.

**Enhanced MARC Records**

Some researchers have suggested that enhancing MARC bibliographic records by adding content would improve the success that an OPAC searcher experiences. The main advantage of enhanced bibliographic records, as first articulated by Pauline Atherton (1978) in the study which resulted in a report titled “Books Are For Use,” is that the success of the user is increased as the number of keywords is increased. As content is added to the MARC record, the user is more likely to find records that match a search request. Peis and Fernandez-Molina (1998) found that enhanced MARC bibliographic records, using Table of Contents information, increased both precision and recall when searching.

Consider a hypothetical library with a collection of 50,000 titles. On average, it cost the library about $50.00 to purchase and catalog each title in the library’s collection [a recent study suggests that the average cost of copy cataloging a title is $16.25 (Morris and Wool, 1999)]. For the purposes of this analysis, costs of the building, shelving, and annual operating costs are ignored. Thus, the library’s collection can be valued at $2,500,000.

Assuming a library with 50,000 bibliographic records were to find 20,000 enhanced MARC records when its bibliographic records were matched against the Blackwell enhanced database, this would cost the library $20,000. If success in searching is improved by twenty percent, as the result of the user having access to enhanced MARC records,
then use of the collection will likely increase by a correspond-
ing 10 percent or more — the actual percent increase will vary by size and type of library. A Return On Investment or ROI analysis would suggest that the organization has improved its library collection ROI by $250,000 ($2,500,000 multiplied by ten percent). Thus, in this case it is fair to suggest that the value of the enhanced MARC records correspond to the im-
proved library collection ROI of $250,000.

Dividing the improved library collection ROI of $250,000 by the 20,000 enhanced MARC records would suggest that the value of these records is $12.50 per record.

It is also important to note that this kind of analysis is mak-
ing an important assumption. Namely, that each item bor-
rowed by a library user has value for the user to meet an information need. And personal experience would suggest that this is not always the case.

**Value of Holdings Symbols**

OCLC reports that, as of March 1, 1999, there are 692,821,411 holding symbols in the OCLC database and there are 34,307 members (OCLC Newsletter, 1999). This means that, on average, there are 18.5 holding symbols per MARC record and an average of 20,377 MARC records linked to each bibliographic record. Unfortunately, data about the median or maximum number of holding symbols linked to bibliographic records are not available from OCLC.

Using this holdings information, OCLC has been providing an optional Interlibrary Loan service since April 1,1979. Approximately 92 million ILL transactions have been completed using the OCLC Interlibrary Loan system—the Lubbock City-County Library entered the ninety-second millionth transaction on June 30, 1999, while the University of Oregon Library entered the ninety-first millionth transaction on May 10, 1999. The interval between the ninety-first millionth and the ninety-second millionth was only fifty-one days. On average a library is charged eighty cents per ILL transaction—covering the display of holdings and request for service.

What then is the value of the holdings symbol information? Approximately ten percent of the $1.158 billions of revenue generated by OCLC over the last ten years has come from InterLibrary Loan services (OCLC Annual Report, 1998). Dividing this revenue by the total number of holding locations (692,821,411) provides a potential value of 16.7 cents per holding location.

So what then is the value of the “holdings symbol” information? Again, acknowledging the arbitrary nature of the allocation, it might reasonably be suggested that fifty percent of the revenue associated with the Interlibrary Loan system should be attributed to the “holdings symbol” information while fifty percent should be attributed to the computer hardware and software supporting this activity. Thus, the value of the holding symbol location information to OCLC is about eight cents per holding symbol.

**Impact on a Library**

The value of a MARC record for an individual library would appear to be a fairly straight-forward calculation. Imagine a typical library that has been automated for some time. All of its retrospective conversion has been completed and the library must now obtain MARC records for all of the additions made to the collection each year. The library is able to obtain a machine-readable copy of a MARC record from a commercial or other source for x %, e.g., 97%, of the items, which are added each year to the library’s collection. Via copy cataloging the library will add its holdings, call number, price and other library-specific information to the MARC record. An individual library receives value when using one of these widely available MARC records since copy cataloging involves less staff time and thus costs less than original cataloging.

For the remaining portion of the materials being added to the collection, the library will need to do original cataloging. The cost of original cataloging varies considerably, but for the purposes of this article an estimate of $50.00 per record is used.

Total cost of cataloging = Cost of shared cataloging [($/record x % of collection additions/year) + staff costs to select and use the shared cataloging records] + Cost of original cataloging [% of collection additions/year x staff costs to create the original cataloging records].

For purposes of illustration, consider a library that adds 11,000 titles to its collection each year. Assuming that the library finds shared cataloging records for 95.5% or 10,500 titles, the costs would be $1.75 (cost of the MARC record) x 10,500 titles + staff costs ($20 per title x 10,500 titles) or $228,375. The costs for all of the needed original cataloging would equal to $50 per title x 500 titles or $25,000. Thus, the total costs for cataloging this library’s annual additions to its collection would be $253,375 or $23.03 per bibliographic record.

To identify the potential savings by using a shared catalog-
ing service, it is necessary to calculate the costs of original cataloging for all 11,000 titles. If this were done then the costs would be $500,000 (11,000 titles x $50 per title). Thus, the savings would amount to $296,625. It is important to note that these are not true savings but cost avoidance. The library is not going to have an additional $300,000 to spend for additional materials or new library services.
Yet, the value of these MARC records remains. In the case of our illustration library, the value would be the $296,625 divided by the 11,000 titles or $26.97 per record!

But the value of the MARC record must be more than the cost savings that accrue to a specific library during the cataloging process. This must be so since the library, as an institution, and the individual user, is not concerned with the savings but rather with the level of access that the MARC bibliographic and other types of records afford when the user (library customer or staff member) is searching the library’s catalog.

The vast majority of automated library systems installed in the majority of North American libraries today provide both phrase or browse searching, e.g., author, title, subject, call number, etc. as well as keyword/Boolean searching, e.g., limited to a specific field or across the complete record.

Our illustrative library has a collection valued at $2,500,000 as previously noted. The use of the collection ROI would be based on the number of annual circulation x $26.97 per volume per year. In this case, the use of the collection ROI would be $449.50 \((($2,500,000 divided by an annual circulation of 150,000) times 26.97). However, it should be noted that a use of the catalog ROI is not exactly equivalent to a library’s collection ROI for the following two reasons: a) not all materials checked out are found by consulting the library’s catalog (patron’s browse the shelves directly), and b) not all use of the library’s materials is reflected in the annual circulation statistics (in library usage).

**MARC Authority Records**

Research has shown that there is a direct correlation between the number of cross-references and the success a patron experiences while searching the library’s catalog (Mandel and Herschman, 1983). Thus, an authority control component of an automated library system, with its associated cross references, is an important tool that a library can use to improve the success rate experienced by its users while searching the OPAC.

Until a library’s database reaches more than 150,000 bibliographic records, one rule of thumb suggests that there is a one-to-one correlation between the number of bibliographic records and the corresponding number of authority records. Then, as the size of the database grows, the number of authority records will decline. A library with one million bibliographic records should expect to load approximately 650,000 related authority records. The number of authority records will also vary by type of library—public libraries will have fewer authority records due to a larger proportion of its collection being fiction.

Currently, the Library of Congress Name Authority file contains about 4,560,000 records and there are about 245,000 Subject Heading records (LCSH). About sixty percent of the Subject Heading authority records contain see and see also cross-references.

If success in searching is improved, e.g., 20%, as the result of the user having access to cross-references, then use of the collection will likely increase by a corresponding ten %—the actual percent increase will vary by size and type of library. Then a Return On Investment or ROI analysis would suggest that the organization has improved its library collection ROI by $500,000 (collection valued at $5,000,000 divided by ten%). Thus, it might be suggested that the value of the MARC authority records correspond to the improved library collection ROI of $500,000? Assuming the library has 100,000 authority control records and its collection ROI has increased $500,000, then the value of these MARC authority records would be $5.00 per record.

**Value of an Index**

Improving the library OPAC users success—by identifying more of the library’s collection that would be relevant to an information need—improves the rate of return on a library’s collection. One way to improve user success is to provide new or improved indexes. If such advanced searching tools improve success by twenty percent, using our hypothetical library, the value of these advanced searching capabilities would be equal to $1,000,000 (assuming a ten percent increase in the use of the collection and the base value of the collection being $10,000,000).

**Location & Status Information**

One piece of information that is likely to have a high value for library users is location/status information. If the library patron is further able to ascertain the location and status of an item before actually visiting the library, then it might also be reasonable to assign value based on the time saving or value of time for the library patron.

In the corporate library environment, consider an automated library system with an OPAC accessible via a local area network (LAN) or an Intranet. The location and status information is a by-product of an automated circulation control system. The corporate library’s users have access to the library’s catalog and hence the library’s MARC bibliographic and/or authority records. The library user is able to conduct a search and identify a set of records of potential value. Using the OPAC, the library user is further able to identify the location and current status of the desired item(s). Discovering this information online, the user typically spends five minutes conducting the search and noting the location and status information. The required “information package” might even be located down the hall in a colleague’s office rather than in the library.
Were the library’s catalog along with its associated location and status information not accessible online, then the user would need to visit the library in order to determine this information. The user would, on average, spend twenty minutes on this process.

For professionals, a conservative average cost of their time (with benefits) might be $60 per hour (or $1 per minute). Given an online system, the organization would save $15 per library visit. If the library received 100 library online visits per day, then the organization would save $1,500 per day or $7,500 per week or $390,000 per year. Thus, it would appear that the location and status information, in conjunction with a MARC record, is very valuable to some organizations. Assuming our sample library with 100,000 volumes, then the value of the location and status information would be $3.90 per volume.

Another approach to establishing the value of location and status information is to identify the increased control over the library’s collection afforded by the automated system. Assuming a hypothetical library with an annual circulation of 50,000 items and costs of $50 to purchase and catalog a title. A library with a manual circulation control system will typically experience losses of three percent or losses of 1,500 titles per year (Baker & Lancaster, 1991). With an automated system the amount of circulation loss can be reduced to one-half of one percent or 250 items per year. Thus the savings associated with the automated circulation control system with its location and status information amount to $62,500 (1,250 titles not “lost” in circulation x $50). $62,500 divided by the 50,000 annual circulation in our hypothetical library provides a value of $1.25 per item.

**Value for an Individual**

Typically the library patron does not think about nor appreciate the data and information contained within a MARC record and thus, by implication, the value of the records found in the library’s catalog. The patron is using the library’s catalog to get pointed in the right direction to find a specific item or to browse for items that might be of value.

If the library patron is a student, professor or professional, then the bibliographic citation may be important and thus the patron will find portions of the MARC record itself to have some value. This value is reflected in the tens of thousands of individuals who have personal bibliographic software, which allows the user to download MARC records in order to maintain personal libraries and the production of bibliographies. These MARC records then assist the individual as they write papers, articles and books. It is nonetheless very difficult to assign a value, even a time value, of this improved productivity for any specific individual.

Should the library’s collection not contain an item being sought by the patron, then the patron may request that the library borrow the desired item from another library. The accuracy of the bibliographic citation then becomes very important; thus the value of the MARC record itself may be higher in an interlibrary loan (ILL) transaction.

**Conclusion**

A library creates and maintains a catalog as a tool to assist users in finding information resources. The value that has been added indirectly to the information package or directly to the library’s catalog as a result of the cataloging process is difficult to determine. It has been demonstrated that the value of information itself, particularly the value of a MARC record will vary significantly—depending upon the provider, library or user of the record.

Additional value also results since bibliographic record providers usually generate a variety of print and other products for specific member customer libraries, which result in additional revenue. As libraries increasingly provide access to electronic materials, whether text, images, audio or video files, the role of the library’s catalog to provide accurate and robust access to this information will become increasingly important. Thus, while a library’s physical collection may decline in coming years, the value of the library catalog to provide access to both the library’s physical collection and to electronic resources will only increase. Understanding the actual value of the information components of a library’s catalog will allow librarians to be better informed about the costs and benefits of maintaining or enhancing a library’s catalog.

[Due to space constraints, all references for this article can be found on the web at www.informationoutlook.com]
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Empowering Information Leaders
Mentoring - Personal Reflections of a Special Librarian

by Theo Jones-Quartey

Theo Jones-Quartey is manager, Information Center at W. R. Grace and Company. This paper was originally a presentation she gave at the University of Maryland, College of Library and Information Services, Mentoring Program, College Park, MD, April 28, 1999. Quartey may be reached at theo.s.jones-quartey@grace.com.
In the sixteen years since I obtained my Master's degree, I have advanced steadily to positions of increasing responsibility. I currently manage the library and information center of a major specialty chemicals company. What I share with other successful professionals is that I did not achieve success by myself. Along the way, I have sought and received a lot of help from other successful people—my mentors.

What Is a Mentor?
I am sure you all know of the ancient Greek origins of the word mentor. Mentor in Homer's Odyssey was the tutor to whom King Odysseus entrusted his son Telemachus when he went away to fight in the Trojan Wars. Mentor, actually Athena, goddess of wisdom, was a wise and capable teacher, and taught the prince the skills of leadership, growth, and responsibility.

Today, we think of a mentor as someone who counsels others to grow personally and professionally. Though quite topical today, mentoring is not a new concept. It is, however, very important today for many in the corporate workplace. It is especially so for special librarians and in particular for those who are ethnic minorities.

What Is Happening in the Corporate Workplace?
The corporate workplace is characterized by change. Recent record stock market and corporate earning highs have been achieved through mergers and divestitures, down- and right-sizing, organization restructuring and reengineering, etc. With this going on, traditional career paths and ladders have splintered, if not all but disappeared. Many companies have relinquished their paternalistic responsibility for their employees' life-long careers. This responsibility is now that of each individual.

What Is Happening in Special Librarianship?
Again, the climate in special librarianship is characterized by change—breakneck change. The catalyst here is that technology-sophisticated and user-friendly electronic information sources are affecting the traditional function of information professionals who now must redefine their roles. Technological advances coupled with the fast-paced changing corporate environment make it imperative for us, special librarians, to redirect our traditional library skills and functions into areas where we can bring the most value to our organizations.

Why Is Mentoring Important for the Ethnic Minority?
The U.S. Bureau of the Census estimates that by the year 2050 half the population will be ethnic minorities. For our future economy to thrive, minorities must be positioned for leadership positions in the workplace. Unfortunately, though the population is growing more diverse each year, minorities continue to flail outside the mainstream. While quotas and federal watchdogs have tried to increase minority numbers in the workplace, they have not ensured environments that promote minority productivity and retention.

The Federal Glass Ceiling Report of 1995 found that jobs filled by minorities typically have short or no career ladders. Studies continue to show that minorities advance far more slowly in their careers than their majority peers do. It is clear, then, that in this climate of change in which everyone must take control of their own career destiny, minorities are in an even more precarious situation.

We must all—men and women, black and white, clerks and managers—acquire and retain skills and competencies that
are transferable. We must be self-motivated, and take advantage of processes that will transform our potential into career advancement and success. Such a process is mentoring. In this climate of change, mentoring can foster continuous learning and direct us towards appropriate career challenges that will give us competitive advantage.

The opportunities for mentorship fall into two main categories: mentorship programs, which are formalized and structured; and personal mentorship, in which participants are self-selected and the relationships often occur naturally.

We must be self-motivated, and take advantage of processes that will transform our potential into career advancement and success.

**Mentorship Programs**

These are typically found in professional organizations, colleges and universities, and now increasingly in corporate and business organizations. Mentoring programs carefully match up mentors with mentees and provide objectives and guidelines for the relationship.

Variations include one-on-one (one mentor, one mentee), group (more than one mentor per mentee), and team mentoring (more than one mentee per mentor). Springing up now are mentors-for-hire—professionally trained mentors and coaches who for fees provide mentoring services. Current technology also now allows telementoring programs in which mentoring relationships are not restricted by geographical boundaries. Through telementoring, mentees communicate with mentors via the Internet or e-mail.

Corporate America, recognizing that continuous learning is critical to a company’s competitive edge, is using mentoring as a way to integrate continuous learning into corporate life. As the population becomes more diverse, it is apparent that for a company to remain competitive in the twenty-first century, it must tap into the diversity pool. Mentoring programs are quickly becoming the management technique used to break down cultural barriers and foster diverse corporate environments. Among other benefits, mentoring programs in the corporate world promote teamwork, enhance employee commitment, help develop leadership qualities, and cultivate proactivity and creativity.

The keys to a successful company mentoring program are a well planned structure, allocation of adequate time and resources, and ongoing organization-wide commitment to development. An environment in which employees take ownership by contributing to program development and implementation also helps ensure effectiveness.

**My Mentorship Program Experience**

My first experience in a mentoring program is quite recent. The Special Libraries Association Diversity Leadership Program has a mentoring component in which the awardees identified for leadership potential are assigned mentors to help prepare them for leadership positions in the association. I was one of five persons selected for the program in 1998.

I was assigned to Wilda Newman, a member of the SLA board of directors with many years of experience in the association. What she did for me was make me feel worthy and proud. Looking at my SLA track record, at positions I have held on the local and division levels, she translated my activities into important skill sets relevant to potential association leadership positions. A few months into the relationship Sylvia Piggott, a celebrated figure in our field and a past president of the SLA, volunteered to be my mentor as a backup to Newman. Though we had only briefly met in the past, Piggott identified with me and chose to take me under her wing. We found that our values and interests meshed, and our relationship is a perfect example of the merits of self-selection of mentors or mentees.

Through my mentors I had access to individuals on national SLA committees and was positioned to fill a national committee slot. While this mentorship program is defined for promotion to SLA leadership, through my mentors I have a wealth of experience and expertise to tap into when issues come up in my job or when I need recommendations on resources. The mutual trust and respect evoked makes for a lifelong relationship.

**Personal Mentorship**

Personal mentors are the mentors we sometimes do not even realize we have until we look back and see how they influenced our life and career. In the workplace this form of mentoring has traditionally taken place with a senior manager spotting a younger worker and taking it upon himself to nurture the worker up the ladder. For the most part these protege relationships are found among white male workers. For successful career building, minorities must work hard at cultivating such personal mentor relationships.
My Personal Mentoring Experiences


A “Zap Mentor” is one you go to for “spot coaching or instant insight.” This is someone to whom you have limited access, sometimes only seeing a few times a year. This is often a top executive in your firm, the president of your professional organization—someone you can only dream about being your day-to-day, one-on-one lifetime mentor.

This concept brought to my mind Dr. Lester Pourciau, former director of Libraries and Associate Vice President for Academic Affairs, University of Memphis. I zapped this man whenever I could. A few minutes of his time gave me executive perspective on run-of-the-mill issues.

Through this personal mentor I had access to non-library faculty programs on campus which enhanced my network of potential clients. He encouraged me to transform my library interests and post-graduate course assignments into publications, always sparing a few moments to review my work. Since I was new to academia, his advice on what would contribute best to my tenure package was incredibly helpful, and most of his criticism kept me in line.

More recently Dr. Maselli, Vice President for Research, Grace Davison, is another zap coach. Among many organizational changes at W.R. Grace was the dissolution of central research, the division into which I was originally hired. The site where I work was taken over by Grace Davison and my operation was retained and absorbed by this division. When I was new to Davison, its organization, and its key players, making the acquaintance of Dr. Maselli proved to be an excellent advantage to me.

Always willing to answer my questions and note my suggestions, he put my name forward to undertake important projects and marketed my skills to prospective clients. He challenged me to handle major work assignments and promoted my capabilities by giving me the opportunity to make presentations to the top executives.

You cannot expect a lifetime commitment from a zap coach or mentor, but the occasional piece of advice is often invaluable. Zap mentors are not necessarily in your area of the organization but are able to influence the direction of your career. You can have as many as you are able to cultivate.

A “Tutor Mentor” is someone you know is more experienced than you are; someone from whom you can continually learn. You can always reach out for help from this mentor when faced with uncertainty and in need of intensive advice. As you grow, you reach a point when you can cut the apron strings and move on to a mentor who better meets your needs at your new phase of growth.

A tutor mentor I had early in my library career was Caren Cowhig, was my supervisor at FMC Corporation. I was a sponge for everything she had to offer, and she took pride in seeing me blossom and grow. She provided me with real-life perspective for papers I wrote as I was finishing up my master’s degree. She coached me when I was interviewing for professional positions, and up until about six years ago I kept in constant touch, calling her to bounce ideas off her or for technical advice.

Excellent tutor mentors are experts who can help you hone your skills. They may coach you for a well-rounded career or for a particular skill to complete your set of skills for career advancement.

A “Vision Mentor” is the all inspiring mentor the one with whom there is a “magical chemistry.” My aunt, Dr. Letitia Obeng, does not dream small, and as far as she is concerned no situation is insurmountable. She’s a phone call away when I am diffident or wary; I need only spend a few minutes with her to feel confident and on track.

She is not only a personal cheerleader but one who can relate to a variety of situations, emotions, and experiences. With a doctorate in aquatic biology, she has taught in academia and established an institute in the Ghana Academy of Sciences. For many years, she was a regional director of the United Nations Environment Program. She has experienced it all and is empathetic and candid in sharing experiences.

A Vision Mentor is the one who would be rolled out to the world on TV in a production of “This Is Your Life” when you become famous. This is the mentor whose vision for you is large and often greater than you see as realistic. As a result of your vision mentor’s lifelong support, guidance, and belief in you, you are challenged to achieve success.

How Have I Benefited from Mentoring?

Through mentorship, I have had:

- coaching in areas and skills in which I had no or little experience
- friendly sounding-boards to bounce ideas off
- constructive non-threatening criticism to learn from
- encouragement and challenge when I doubted my abilities
- my name put forward to undertake important work assignments and projects
- my skills marketed in my organization
- constant support and advice
- the opportunity to improve on my interpersonal skills and...
Everyone at any stage of his or her career can benefit from a mentor. Whether or not to have one depends on an individual's need. Possible occasions may include being new to an organization, starting a new job within your organization, starting a new career, beginning a new course of study, or feeling unsure about a new technology or task.

The Role of the Mentee
Mentoring is a two-way street. Mentees play a part in making the relationship beneficial. Do not expect your mentor to come charging on a white horse, with armor and lance, to provide all the answers and solve all your problems. You must assume responsibility for your own growth and development and be willing to learn and change. Be humble and realize there is always more to learn. Find out what your mentor wants from the relationship and do your part to achieve these goals. If things do not work out with an assigned mentor accept rejection gracefully. Inform your mentor of your career aspirations, strengths and weaknesses. Be honest and open. Show appreciation for your mentor's expertise. Stay in constant touch with your mentor. Above all, mentor others.

Where to Look for Mentoring Programs
Mentoring programs are typically found in:
- Trade and professional organizations
- Student organizations
- Chambers of Commerce
- Employment agencies
- Sororities and Fraternities
- College and University Library Schools

Where to Look for Personal Mentors
You have control over the choice of a personal mentor; therefore, be creative. If a role model does not exist in your immediate area of operation, find one in another. Some sources for potential mentors include:
- former lecturers or teachers
- current or former supervisors and managers
- recommendations of work colleagues
- colleagues with social expertise
- other professional organization members
- student and alumni organizations
- participants or presenters at professional meetings
- acquaintances made at social events, cocktail parties, etc.

Choosing a Personal Mentor:
Choose someone:
- with whom you feel you have an affinity
- with whom you share the same basic values and goals
- who is discreet, a good listener and generous with time and information
- who has expertise in the specialty area of interest to you whether technical knowledge or interpersonal skill.

Find someone who not only has a white horse but also the armor and lance; who is not only supportive and encouraging but who is able to challenge you and, for overall career mentoring, look for someone well regarded in your field/organization with influence and access to contacts, networks and opportunities.

It is important that you be open; do not limit your choice to your gender, race, age, or ethnicity. Getting out of your comfort zone makes for learning opportunities and gaining new perspectives.

The information field is exciting. As information professionals we possess many of the skills that are necessary to thrive in this age of information. These skills include critical thinking, problem solving, and communication and an awareness of research techniques. These are the skills required to help transform our companies into knowledge-based organizations.

Our profession is defined by our service to our clients. As our clients' needs change and the world around us changes, so must we. As librarians we must remain multidimensional and flexible in order to embrace and survive change. To thrive in the workplace we must reach out to others for guidance and support. Mentorship relationships provide us with continuity as we move into each new phase in our careers.

Bibliography


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Ruth A. Kneale is Gemini/JAC Librarian. She may be reached at rkneale@gemini.edu. The Joint Astronomy Centre manages the James Clerk Maxwell Telescope and the United Kingdom Infrared Telescope and is an establishment of the Particle Physics and Astronomy Research Council, operated in partnership with Canada and the Netherlands.
This is the story of how training, patience, experimentation, and the goodwill of volunteers saved over $500,000 worth of books and bound journals at the Joint Astronomy Centre Library in Hilo, Hawaii.

Background
In May of 1999, I received my Master's in library and information sciences from the University of Arizona, and immediately after graduation moved to Hilo, Hawaii to take on the mantle of librarian for the Gemini Observatory. Shortly before my arrival, the Joint Astronomy Centre (JAC), which is located next door to the Gemini base facility in Hilo, had returned their ten percent part-time librarian to full-time astronomy research. Since Gemini and the JAC had a previously established shared-resource agreement, they asked if I would also manage their library as well. Evidently, the JAC hadn't had an actual librarian responsible for their library for several years; instead, they used individuals talented in multi-tasking from the astronomy and software staff. These people did a phenomenal job faced with both the lack of professional library training and the minimal time they were allocated to spend on the library (I shudder to think of what the room would have been like without their efforts!).

It was clear on my initial evaluation of the room that some serious work needed to be done. The JAC library, like the institution it serves, is twenty years old and has over 6,000 volumes (primarily monographs and bound serials). The 680 square foot room had one elderly dehumidifier that was often turned off by the infrequent patrons because of the "loud noise" and no air purifiers. Serials had been added to the library shelves as they arrived by the administrative assistants, but no monographs had been put in the room for almost a year, and the catalog had not been updated in even longer.

The Problem
The very first, impossible-to-miss indication that there was a serious problem was the pervasive odor throughout the room. Upon closer inspection, mold was visible on a majority of the books and bound journals. The second problem was the sheer disarray of the room. Books were haphazardly shelved, and there was a lot of non-library material being "stored" in the room. Staff members had been avoiding the library for months; in the disarray they couldn't find anything, and the atmosphere made some people physically ill.

A plan was needed, but to create a plan, research had to be conducted into what other libraries had done when faced with a similar problem. To my dismay, most of the information I found recommended that items that had become infested with mold (or mildew) simply be thrown away and replaced. That was not an option here; typically, small observatory libraries like the JAC don't have $500,000 (a conservative estimate of the total replacement materials cost) to spend on replacing all their books. Ideas had been bandied about when I was in school, among them the use of bleach and even microwaves, but I couldn't find a single article or paper on the topic. I searched in back issues of both American Libraries and Information Outlook, and I looked online for anything about mold in libraries or cleaning mold from books to no avail. So I did some tests and formulated what I hoped would be a comprehensive plan of attack.

The Plan
I took a duplicate volume of a bound journal and experimented with different strengths of diluted bleach on it until I found one that seemed to clean away the mold but did not fade, mar, or otherwise damage the binding and cover that I could see (two cups of bleach in 1.5 gallons of water, a ratio of 1:12). Eight two-gallon plastic buckets, four gallons of Clorox bleach, five cans of Lysol, and several boxes of plastic gloves and protective masks were bought, and volunteers were solicited from the Centre staff.

Every book, every shelf, every surface would be cleaned—and this would require a tremendous amount of physical effort (as most of us know, moving books can be quite a workout!), unpleasant odors, and discomfort. I was astonished and very pleased at the high number of volunteers. Even though they knew the amount of work involved, we had six to ten people working for the first three days and had to turn away help on the fourth.
The Procedures

On Monday, December 27, 1999, we began our assault on the shelves. Each team member wore plastic gloves and protective face masks for the first two days to help prevent the dust and other contaminants we were stirring up from lodging in our lungs. Buckets were filled with the diluted bleach solution and placed around the room, as were trash bags.

The first step was removing the books from the shelves onto a working area. Then the shelves were removed and wiped down with a wet cloth. The backcase walls were wiped down as well, and then the shelves were returned to dry. For the books themselves, using a lightly dampened cloth, volunteers first wiped the outside covers of the book, the spine (paying attention to the joint), and the fore-edges. The inside boards and paste-downs (front and back) were gently wiped, and the book checked for further invasive damage, insects, and any other problems. The books were set upright with the covers opened in a V, allowing air circulation to dry them. Once the books were dry, they were re-shelved, and that shelf was flagged as finished.

Unfortunately, fifty-four volumes were so badly damaged that they were deemed a lost cause. These volumes were stacked in a separate area of the room, and once the team had gone through all the shelves and books, these books were wrapped in plastic and boxed for disposal. Replacements are currently being sought from other observatory libraries, as reprints or replacements for these volumes are no longer available from the publisher.

This process of cleaning books and shelves took three days total. On the third day, while some people finished the books, others cleaned the windowsills, desks, tables, and ceiling vents. On the fourth day, the last of the dry books were re-shelved, the upholstered chairs were cleaned and vacuumed, the carpets were cleaned, and two new air purifiers and a new dehumidifier were placed in the room and turned on. (The existing dehumidifier was labeled with a "Please do not turn this off" sign as well.) This was before the three-day New Year's weekend, so the carpet and upholstery had three full days to dry before anyone would be using the library.

Results and Recommendations

The results were astonishing! Upon the return to normal operations on Monday, January 3, 2000, I mounted a poster in the library thanking all the volunteers. I also sent an e-mail to the entire JAC staff informing them of our efforts and inviting them to visit the newly cleaned and arranged library. In the months since that time, I have kept a close eye on the library and have found no instances of a return of mold or mildew. The two dehumidifiers and two air purifiers run constantly, and the room temperature has been lowered (the library is now kept at 75°F and 70% humidity). The room is noticeably drier, the offensive smell is gone, and I am happy to say that people are actually using the library now, not just for a quick grab-a-book-and-go but as a work and research facility.

Since beginning this task, I have learned a great deal about conserving library resources and where to find excellent information to do so. My mistake was in searching general library resources and information, not specifically for preservation and conservation issues. Since this effort, I have found many resources specifically for dealing with mold and mildew, and I highly recommend Stanford's "Conservation Online" section on mold (palimpsest.stanford.edu) for a good overview of mold recovery in a library. I recommend that every librarian, no matter how large or small your library, be aware of the insidiousness of these organisms, and have a Disaster Recovery Plan of one kind or another (even if it's just a set of bookmarks). I also believe we can all benefit from the use of volunteers in our libraries. The JAC volunteers have a more direct involvement with their library through their efforts, and using volunteers from your patron group instills a sense of ownership in them of the library.

Happily, I have since found that my plan of attack was a correct procedure to follow, and I have not condemned the books to a long and lingering death. The task has been extremely satisfying on several levels to return this library to usefulness, especially as a beginning to my career as a librarian.

Acknowledgements

My deepest thanks to Andy Adamson, Fred Baas, Doug Caldwell, Jean Chiar, Donna DeLorm, Vernon DeMattos, Marge Dougherty, Per Friberg, Olga Kuhn, Wendy Light, Dave Logan, Anna Lucas, Kevin O'Connell, Neili Oliveira, Ian & Chris Robson, Dean Schutt, Ed Sison, Helen Smith, Jay Tsutsumi and Watson Varricattu. Without these volunteers this job would have been much, much harder and taken a much longer time.
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New Cases
Interpret DMCA

More than a year after enactment of the Digital Millennium Copyright Act (DMCA), two cases have been decided under the Act’s anti-circumvention provisions. The DMCA, discussed in previous columns, was signed into law on October 28, 1998, and was effective immediately. Both new cases have implications for libraries including those in the for-profit sector.

Kelly v. Arriba Soft Corp. was decided in December 1999. It held that the display of “thumbnail images” in a visual search engine was fair use and did not violate the DMCA. The plaintiff, Kelly, is a photographer who maintained two web sites that contained some of his copyrighted photographs. The web sites were used primarily to promote Kelly’s book and his business of hosting corporate retreats. The defendant, now Ditto but formerly known as Arriba Soft, operated a visual search engine. When the search engine was used to search for various images it returned the results as thumbnail images as opposed to text files. A user of the search engine then could click on the thumbnail image and see a full-size version of the image along with information such as a description of the size of the image and an address for the originating web site. Ditto placed about thirty-five of the plaintiff Kelly’s images in its database. Kelly sued for copyright infringement and violation of the anti-circumvention provisions of the DMCA.

The court applied the four fair use factors to reach its conclusion. The first factor, purpose and character of the use, focuses on whether the use is commercial or educational. Here, the court found that the use was commercial in that Ditto operates a commercial web site, but there was no special exploitation of the images. Instead, the images reproduced as thumbnail images were a result of the search engine’s indiscriminate way of gathering images. The court held that the use thus was less exploitative of copyrighted works than one normally sees in commercial use infringement cases. Most significantly, the transformative nature of Kelly’s images favored Ditto. In other words, according to the court, Ditto did not use the images in the way that Kelly intended the original images to be used. Those images were artistic works to be used for illustrative purposes. Ditto’s search engine, however, was designed to “catalog and improve access to images on the Internet.” Thus, the character of Ditto’s use of the images was found to be functional and not aesthetic.

Fair use factor two, nature of the copyrighted work, weighs against a finding of fair use. Factual works have greater fair use rights than do creative works. Here, the photographs are creative works as opposed to factual. The third factor, amount and substantiality used, is also not in the defendant’s favor since Ditto’s search engine reproduced the entire photograph; in other words, one-hundred percent of the work as opposed to a small portion. The fourth factor, effect on the potential market for or value of the work, favored the defendant Ditto despite Kelly’s allegation that Ditto’s use had harmed the market for his works because it permitted users to copy the photographs and use them without permission. The court found that there was no evidence of harm to Kelly’s market. In fact, Kelly’s images were vulnerable to infringement because they were displayed on web sites. So, factors one and four favored the defendant, while two and three favored the plaintiff. The court then balanced the factors and found that the first factor was the most important in this case and that defendant’s conduct was fair use. On the DMCA anti-circumvention claims, the court found that Section 1202 of the DMCA, which governs the integrity of copyright management information and its unlawful removal from copies, was inapplicable. Kelly claimed that the text surrounding the photographs contained the copyright notice, but the notice did not appear on the images themselves on his web site. Thus, the defendant did not remove the copyright management information in contravention of the law. Further, the court held that users of the defendant’s search engine were no more likely to infringe copyright than were other users of Kelly’s web site. The defendant had no reasonable grounds to know that it would cause users to infringe copyright.

The second case, Universal Studios v. Reimerdes, concerned the distribution of software that defeats the copy protection scheme on digital versatile disks (DVDs). The software had been available on various Internet web sites. Universal and seven other major motion picture studios sought a preliminary injunction to require the removal of the software from the Internet, and the judge agreed. DVDs use a technological protection device
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called the Content Scramble System (CSS) which is an encryption scheme that allows a proper DVD player to play but not copy the digitized motion picture or other images on DVD disk. Development of CSS accounts for the tremendous growth of DVDs which were first introduced in the United States in 1996. By the time of the case, over 4,000 motion pictures had been released in DVD format at the rate of forty per month.

In late 1999, a group of “hackers” hacked CSS and began to offer over the Internet DeCSS, a software utility that enables users to break the CSS copy protection system, decrypt the copyrighted motion picture on DVD without authority of the copyright holder, and make unauthorized copies.

Plaintiffs sued under Section 1201(a)(2) of the DMCA, which prohibits among other things the unauthorized offering of products that circumvent technological protections that copyright holders use to control access to copyrighted works. Defendant Reimerdes argued that if the DeCSS software fell within the type of device prohibited under the DMCA, various exemptions applied. The court found that DVD was covered by the statute, and no exemptions applied.

Defendant also claimed fair use. The court held that there is no fair use in the DMCA; if there was such, then Congress would have said so. (This particular statement is likely to generate a great deal of controversy.) Nor, according to the court, is there any First Amendment objection to dissemination. Defendant claimed that DeCSS is speech protected by the First Amendment, but the court said it was far from clear that this was protected speech at all. In granting the preliminary injunction, the court stated that the DMCA is a tool to protect copyright in the digital age, and without limits on software and other devices such as DeCSS, the protections provided by the DMCA would be meaningless.

2. 77 F. Supp.2d 1116 (C.D. Cal. 1999).
3. 82 F. Supp.2d 211 (S.D.N.Y. 2000).
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Just What Is an Intelligent Agent?

Software agents, intelligent agents, autonomous agents, information filtering agents, matchmaking agents, and buying and selling agents—these are just a subset of terms used to identify a user defined program that automates our interactions on the web. The expanding array of terms and the possibilities they bring to mind is almost dizzying. They also capture our imagination with the notion of being able to instruct a piece of software to automatically carry out user-specified tasks and report back with a useable solution. But what are intelligent agents, why are they becoming more important and how might they assist in many of our mundane, and not so mundane everyday tasks?

Intelligent Agent—Definitions

MIT Media Laboratory’s Software Agents Group defines agents as “computer systems to which one can delegate tasks” noting that they “differ from conventional software in that they are long-lived, semi-autonomous, proactive, and adaptive.” 1 To flesh out MIT’s definition of agent technology, think about some of the tasks an agent might carry out: They can make airline reservations, order new books from an online store, find out about the latest song from a favorite musician, or monitor stock portfolios. They can scour the Internet to find information for us. Some of the more sophisticated software agents under development can negotiate the purchase of raw materials for a factory, schedule factory production, negotiate delivery schedules with a customer’s software agent, or automate the billing process.

Intelligent software agents act on behalf of the user to find and filter information, negotiate for services, easily automate complex tasks, or collaborate with other software agents to solve complex problems. Pattie Maes, associate professor at MIT’s Media Laboratory and founder of the Software Agents Group, uses the metaphor of the personal assistant to describe these assistants. The agent collaborates with the user in the same work environment, becoming gradually more effective as it learns the user’s interests, habits, and preferences (as well as those of his or her community). 2 She also makes the distinction that, as with human-to-human interaction, the assistant isn’t always initially helpful to the employer. This is largely due to the assistant’s unfamiliarity with the work habits and preferences of the employer. Over time, and with additional exposure to these fundamentals, the assistant gradually becomes more competent and therefore useful.

What Is It That Makes Them Intelligent?

In its white paper on Intelligent Software Agents, Reticular Systems states that software constructions must meet several criteria in order to be considered an agent. They must be autonomous—free to, and able to execute without user intervention.

Additionally, they must be able to communicate with other software or human agents and must have the ability to perceive and monitor the environment in which they reside.

With the understanding of what an agent is, we can now look to what makes them intelligent. Researchers in the field have different views as to what makes an agent intelligent. Most agree though that to be intelligent, agents must include the ability to operate in real-time and communicate using natural language. Along with this, they must be able to learn from their environment and be capable of adaptive goal-oriented behavior. In other words, intelligent agents need to work together on a user-specified problem when told to do so and must be able to do this successfully in a dynamic environment. Importantly, the agent must communicate to the user, in a language he or she understands, that the task has been successfully completed or that it has been otherwise terminated.

Current Trends and Applications

When many of us hear about agents, we associate these with robots, and from there it is an easy jump to robots and search engines. Generally, we know that search engines use software robots to survey the web and build their databases. There are many who believe agents and their ability to automate search processes are the future of search engines. With agent technology, a user might run a search and instruct the search engine’s agent to alert the user when new indexed items are added to the database. This effectively takes a static system and makes it a more dynamic, user-driven information resource.

There are other applications though which also lend themselves to execution by intelligent agents. For instance, agents can automate some
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of the more mundane tasks we perform hundreds of times a day. E-mail is an excellent example of where agents can automate work in an everyday environment. Intelligent agents can learn to prioritize, delete, forward, sort, and archive mail messages on behalf of the user. By monitoring how the user interacts with e-mail, the agent can learn how to handle similar mail in the future.

Patti Maes expanded on this scenario by noting that if the user saves a particular electronic mail message after having read it, the mail agent adds a description of this situation and the action taken by the user to its memory of examples. Keeping track of the sender and receiver of a message, keywords in the Subject: line, whether the message has been read, and so on are other tasks to track. The agent compares the new situation with the memorized situations and acts on this mail in a manner consistent with what the user has done in the past with similar mail.

Another interesting futuristic application is the Cartalk system described by Alexandros Moukas and Giorgos Zacharia of MIT. This use of agents would help drivers with their shopping needs and interests. Moukas and Zacharia envision automobiles as broadcast centers programmed with a set of user interests ranging from food likes to shopping preferences. Local businesses would have agents programmed to receive these broadcasts. Both consumers' and vendors' agents would act in concert to provide just-in-time shopping information to the driver. For example, the car may broadcast that the driver is hoping to find an Italian restaurant in the neighborhood, or that the driver is interested in antique shops. An appropriate vendor agent response might be: "Take the next exit, turn right on Route 111, proceed one mile and you will find an antique store that is currently open. The Blue Grotto Italian restaurant is one quarter mile south of the store."

Carnegie Mellon's Matchmaker program would seem to work hand-in-hand with a system like Cartalk. This system is being developed to help agents find each other. Matchmaker makes connections between agents that request services and agents that provide services. When the Matchmaker agent receives a query from a user or another software agent, it searches its database for a registered agent that can fulfill the incoming request. In this way, Matchmaker serves as a liaison between an agent that requests service and an agent that can fulfill requests for services.

The Internet's Future Driven by Agent Interaction

The future of intelligent agents, and our interactions with them, creates a dichotomy of promise and discomfort. On one hand, as agents become more sophisticated, larger numbers of people will have access to agent-driven support staffs. This type of support might today be most commonly associated with society's elite. With the aid of intelligent agent technology, more of us will be empowered with the ability to find and use information than at any time in the past. On the other hand, the past few years have seen the proliferation of malicious viruses and worms that wreak havoc on the Internet. Will agents and agencies be developed to facilitate the continuation of this troublesome conduct and will other agencies arise to combat them? Agents also store information about their users so a natural concern is the protection of privacy. The list of positives and negatives can grow to extraordinary lengths. The one constant, though, is that, for better or worse, intelligent agents will play a significant role in the development of the Internet and our interactions in that environment.


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money
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A New Era

When I was elected to serve as association treasurer, one of my first thoughts was, "What will my first Money Matters column be about?" I view this column as a wonderful vehicle to communicate with and educate the membership regarding key operational issues affecting the association. Well, some time has transpired since the day the election results were announced and I have been busy with the initiation into my new role. I am dedicating my first column to providing you information about my role as treasurer, my background, and my perspectives.

One of the ex-officio roles of the association treasurer is to chair the finance committee. As the association expands its membership and the programs and services offered, the budget of the association grows as a result. The responsibility of the finance committee in guiding this growth is increasingly important.

The committee is comprised of five members. The chair is the association treasurer, serving a three-year term. One of the remaining four members is also a member of the board of directors. Three members are members-at-large, each appointed for overlapping terms of two years each. The overlapping terms provide the much needed continuity considering that at any given time the committee is examining at least five fiscal years while making recommendations to the board for long-term financial growth and stability.

The finance committee provides general oversight of all financial matters and determines the long-term financial implications of leadership decisions and initiatives. It is, therefore, not by chance that the treasurer is a member of the strategic planning and association office operations committees. The treasurer holds the responsibility to ensure that the finance committee is accountable for its fiduciary responsibilities, and that the association budget reflects the long-term goals set by the strategic plan and by the board of directors.

Because the officer election process has been moved to the beginning of the year, I was fortunate to be able to attend the spring meeting of the finance committee. It was good to see how the committee functions and how past treasurer Dick Wallace ran the meeting. In addition to gaining good practical experience, I got to know the committee members and staff better. I was impressed with how important the committee really is, overseeing the management of millions of dollars worth of investments and operating budgets, as well as representing the membership and making key recommendations to the board in funding matters. Much of the material reviewed is more "nuts and bolts" than in many other committees I've been on, or much of what the board deals with. Much of it seems like prudent business decisions rather than more abstract goals, vision, priorities, etc. Having our top professional investment managers meeting with us brought home to me the seriousness of our charge.

I have prepared myself for this role through my job and past leadership positions within SLA. In my employment as director of news research and archiving at The San Francisco Chronicle, which is nearly a 24/7 operation, I supervise thirteen people and manage a budget of more than $1 million. Beside supervising news research and archiving, my duties include evaluation, selection, and negotiation of bigish contracts for access to research databases for our whole news operation. Some additional duties include being the key contact for marketing our digital assets and handling copyright, reprints and permissions. We have nearly one million news stories and 200,000 digital photographs in our archive. I negotiate our "information provider" contracts with online vendors. Legal contracts don't scare me—I've spent a lot of time reading and editing them!
Within SLA I have worked my way up through a familiar ladder of assignments, beginning first in the news division as a committee member and then chair, to treasurer and then chair of the division. At the chapter level, it was a similar progression to position of president. At the same time I became an association committee member and then a chair. Soon I was elected to the board of directors where I served from 1993 to 1996. Now that I'm treasurer, I am once again on the board and as mentioned above serve in various leadership capacities which add additional responsibilities in setting the course for our organization. I feel that I have learned much in my many years of experience in SLA and now is the time to offer back what I've learned.

Over the years, one thing I've learned is that there are limits to what you can expect volunteers in an organization to accomplish. Yes, there are the occasional superstars who reach the unreachable, but by and large, we are mostly over committed information professionals with hardly an iota of “spare time.” This is why I appreciate our professional staff at headquarters. They allow us to chart the vision, set the priorities, but they are there to put the meat on the visionary bones. We need to work together closely with them, guide and nurture them, to make sure our goals are met, if not exceeded, in our quest for excellence.

I look forward to my term as treasurer and serving the membership. I realize that not all of the decisions regarding the finances of the association are always popular ones but I assure you that a great deal of time, effort, and planning goes into each. I will use this column as a communications tool to keep you informed and solicit your input. Please feel free to contact me directly.

For more information, contact Richard Gelger, SLA Treasurer (gelgerr@sfgate.com)
### July

- **American Library Association**
  - [www.ala.org/events/ala](http://www.ala.org/events/ala)
  - **July 6-13, 2000**
  - Chicago, IL, USA

- **American Association of Law Libraries**
  - [www.aallnet.org/events/00_home.asp](http://www.aallnet.org/events/00_home.asp)
  - **July 15-20, 2000**
  - Philadelphia, PA, USA

### August

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

- **Electronic Publishing 2000**
  - **August 17-19, 2000**
  - Kaliningrad, Russia

### September

- **Defining and Driving the e-Enterprise**
  - [www.kmworld.com/00/kmworld](http://www.kmworld.com/00/kmworld)
  - **September 13-15, 2000**
  - Santa Clara, CA, USA

- **Online World 2000**
  - **September 18-20, 2000**
  - San Diego, CA, USA

### October

- **The Ethics of Electronic Information in the 21st Century**
  - [www.memphis.edu/ethics21](http://www.memphis.edu/ethics21)
  - **University of Memphis**
  - **October 5-8, 2000**
  - Memphis, TN, USA

- **Global 2000**
  - **The Information Age: Challenges and Opportunities**
  - **October 16-19, 2000**
  - Brighton, England, UK

### November

- **American Library Association**
  - **ALIA October 24-26, 2000**
  - Canberra, Australia

### December

- **Online Information 2000**
  - **December 5-7, 2000**
  - London, England, UK

*Conferences at which SLA will be exhibiting.*
Reclaiming the JAC Library—Preserving and Conserving Library Materials
by Ruth Kneale
This is the story of how training, patience, experimentation, and the goodwill of volunteers saved over $500,000 worth of books and bound journals at the Joint Astronomy Centre Library in Hilo, Hawaii. Ruth Kneale explains her preservation efforts to save the library.

The Value of Library Catalogs
by Joe Matthews
As libraries increasingly provide access to electronic materials, whether text, images, audio or video files, the role of the library's catalog to provide accurate and robust access to this information will become increasingly important. Thus, while a library's physical collection may decline in coming years, the value of the library's catalog to provide access to both the library's physical collection and to electronic resources will only increase. Understanding the actual value of the information components of a library's catalog will allow librarians to better inform about the costs and benefits of maintaining or enhancing a library's catalog.

Mentoring—Personal Reflections of a Special Librarian
by Thea Jones-Quiotrey
What many successful professionals have in common is that they do not achieve success by themselves. Along the way, they have sought and received a lot of help from other successful people—mentors. We must all—men and women, black and white, clerks and managers—acquire and retain skills and competencies that are transferable. We must be self-motivated and take advantage of processes that will transform our potential into career advancement and success. Such a process is mentoring. In this climate of change, mentoring can foster continuous learning and direct us towards appropriate career challenges that will give us competitive advantage.

Recuperando la biblioteca del JAC [Centro colectivo de astronomía]—Preservando y conservando materiales de biblioteca
by Ruth Kneale
Se trata de cómo la instrucción, paciencia, experimentación, y la buena fe de voluntarios conservaron más de $500,000 en libros y revistas encuadernadas en la biblioteca del Centro colectivo de astronomía en Hilo, Hawaii. Ruth Kneale explica sus esfuerzos para preservar la biblioteca.

El valor de los ficheros bibliotecarios
by Joe Matthews
A medida que las bibliotecas proporcionan cada vez más acceso a materiales electrónicos, que sean texto, imágenes, archivos en audio o video, el papel del fichero bibliotecario de proporcionar un acceso preciso y fuerte a esta información se convertirá cada vez más importante. Por consiguiente, mientras la colección física de una biblioteca podría ir disminuyendo en los años que vienen, el valor del fichero bibliotecario, proporcionándole acceso a ambas la colección física y los recursos electrónicos, solo aumentará. Entendiendo el valor verdadero de los componentes informativos del fichero de una biblioteca, permitirá que los bibliotecarios estén mejor informados sobre el costo y los beneficios de mantener o realizar el fichero bibliotecario.

Asesorando - Reflexiones personales de un bibliotecario especial
by Thea Jones-Quiotrey
Lo que tienen en común muchos de los profesionales en común es que, no llegan a alcanzar e éxito por sí solos. Por el camino han solicitado y recibido mucha ayuda de otras personas exitosas —los asesores. Todos, hombres y mujeres; negros y blancos; secretarios y administradores, tenemos que adquirir y conservar las habilidades y aptitudes que se pueden traspasar. Tenemos que motivarnos por nuestra cuenta, y aprovecharlo de los procesos que transformarán nuestro futuro en avanzar la profesión y prosperar. El asesoramiento es tal proceso. En este clima de cambio, el asesoramiento puede promover el aprendizaje continuo y dirigirnos hacia desafíos de la profesión apropiados, que nos proporcione ventajas competitivas.

Reconquérir la bibliothèque du JAC —
Preserver et sauvegarder les matériaux de
la bibliothèque
by Ruth Kneale
Cet article relate comment, grâce à la formation, à la patience, à l’expérimentation et au zèle de bénévoles, des livres et périodiques reliés d’une valeur de plus de 500 000 dollars appartenant à la bibliothèque du Joint Astronomy Center située à Hilo (Hawaii) ont été sauvés. Ruth Kneale nous conte ses efforts de préservation visant à sauvegarder la bibliothèque.

La valeur des catalogues de la bibliothèque
by Joe Matthews
Au fur et à mesure que les bibliothèques donneront de plus en plus accès aux matériaux électroniques (fichiers texte, image, audio ou vidéo), le catalogue de la bibliothèque jouera un rôle de plus en plus important quand il s'agira de fournir un accès exact et puissant à cette information. Ainsi, alors qu'il est possible que la collection physique de la bibliothèque diminue dans les années à venir, la valeur du catalogue de la bibliothèque quant à la fourniture d'accès à la collection physique et aux ressources électroniques de la bibliothèque ne fera qu'augmenter. Comprendre la valeur réelle des composants de l'information du catalogue de la bibliothèque permettra aux bibliothécaires d'être mieux informés sur les coûts et bénéfices de maintenir ou d'améliorer le catalogue de la bibliothèque.

Le mentorat — Réflexions personnelles d’un bibliothécaire spécialisé
by Thea Jones-Quiotrey
Ce que de nombreux professionnels qui ont une brillante carrière ont en commun est ceci : ils n’ont pas arrêté seul. Sur la route du succès, ils ont cherché et ont été considérablement aidés par d’autres personnes qui ont réussi — des mentors. Nous devons tous, hommes et femmes, noirs et blancs, employés et cadres, acquérir et maintenir des habiletés et compétences qui sont transférables. Nous devons être très motivés de par nous-mêmes et profiter des processus qui convertiront notre potentiel en avancement et succès dans notre carrière. Ce processus, c’est le mentorat. Dans ce climat de changement, le mentorat peut encourager la formation continue et nous diriger vers les défis d’une carrière appropriée qui nous donneront un avantage concurrentiel.
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