Information Outlook, December 2000

Special Libraries Association

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Information for Cooperation: Creating the Global Library of the Future
The sixty-sixth IFLA General Conference convened in Jerusalem, Israel, August 13-18, 2000. Although not as large as IFLA conferences held in Europe and North America, a successful final registration number of over 1,800 was reached from ninety-three countries. SLA was an exhibitor at the conference, and was met with great interest by a number of attendees. David Bender shares his experience.

22 Business Plans: Roadmaps for Growth & Success
Contrary to popular belief, business plans are not just for corporations, entrepreneurs, consultants or new start-ups. Business plans are critical for any organization—libraries or information centers, internal departments, non-profit firms, associations, etc.—that wants to be successful. Rebecca Jones explains why a business plan is a roadmap for the organization, showing the destination it seeks, the path it will follow to get there, and the supplies and wherewithal required to complete the journey.

30 Strategic Learning Symposium (SLS 2001) Preview
Information professionals need to know how they can create truly “indispensable” partnerships with their customers, and work collaboratively with organizational leaders to help achieve critical strategic goals. But as we’ve gone about preparing for SLA’s Strategic Learning Symposium (SLS 2001), we wondered how such relationships are crafted. So, we asked some of our SLS 2001 featured facilitators of learning to share their perspectives. We thought you might appreciate a preview of what they’ll say when we gather in Savannah next month!

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The much-anticipated 2000 edition of the SLA Annual Survey is here!

Regular customers tell us they use the Information in this yearly publication to help calculate annual budget allowances—and to arm themselves when asking for a salary increase. As always, the figures in this edition are completely updated and are broken down by job title, area of responsibility, years of experience and education, geographical region, and more.

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Reflections on a Year of Change

This month’s issue marks the end of 2000, and the last opportunity I have to reflect with you on the end of a calendar year. In seven months, I will be ending my career as executive director of the Special Libraries Association, and I sincerely hope you will join me in celebrating our past together while eagerly awaiting the future.

The past year has proven to be one of the most interesting times in recent memory for me. Monumental change is taking place all around us in the information profession and throughout the association. As I stated in the June issue of Information Outlook, such change is “the lifeblood of progress...” and I hope that we can all look back on our experiences during 2000 and realize what great benefits we have and will continue to bring to our own lives and to the profession.

In the past year, we’ve experienced growth in the Virtual Association, which has culminated with the rollout of Virtual SLA, the revised Internet community for information professionals. Still found at www.sla.org, Virtual SLA will be evolving over time to continually surprise and impress you and those who should join you as members of the association. Additionally, we’ve added SLA Career Services Online (www.slajobcontrolcenter.com), a truly unique service that’s designed to focus on opportunities that suit your career. With online conference planning already developed, our next step is to develop online conference registration.

Information Outlook received a facelift, thanks to some great member/staff collaboration. And SLA also released several excellent publications to the public, including the Annual Salary Survey, Towards Electronic Journals, and Valuating Information Intangibles. As we proceed into the new century, SLA is exploring the most appropriate way to deliver e-books to you.

The past year also brought us the Strategic Learning and Development Center, which was created to help you become indispensable through learning. We’ve already seen a dramatic change in the focus on content and presentation that dramatically enhance your experiences with SLA. Look for more exciting opportunities in 2001.

Finally, and most important to the growth of the Special Libraries Association, we hosted the Global 2000 Conference in Brighton, United Kingdom. The discussions held, the friendships developed, and the interaction among information professionals from 56 nations reinforced the notion that SLA must grow into new geographic regions in order to ensure its survival. I sincerely hope that the next global conference advances the Association even further towards that goal.

The past year would not have been successful without the generous support of the information industry. The companies that exhibit at our conferences, sponsor our events and programming, and “show up” to support us are incredibly valuable in our professional ecosystem.

So, as 2000 ends and we begin yet another year, let’s remember the great things we’ve accomplished and the challenges we’ve revealed. Let’s also take the lessons we’ve learned from these experiences and push even farther and deeper into the unknown, so that our association will continue to grow and evolve.

David R. Bender, Ph.D
Executive Director
making news

member news

Hewitt Raises Awareness and Recognition for SLA and Profession

SLA honors Past-President Vivian D. Hewitt for raising awareness and recognition for the Association and the information and arts profession during her career. Hewitt served as SLA President in 1978/1979. As a leader of the association, she consistently sought innovative ways to embrace and support the information and arts profession by exploring activities which promote access to information.

Hewitt and her husband started collecting art in 1949, while she was working as a librarian at Clark Atlanta University, Atlanta, GA. In 1998, she transferred fifty-eight paintings and drawings of African American Art from her personal collection to the Bank of America for public viewing, thus creating the Hewitt Collection of African American Art. The collection, currently on a three-year national tour of the United States is regarded as the most comprehensive collection of African American Art of the twentieth century.

In January 1999, the SLA Board of Directors passed a resolution honoring Hewitt for the continuous recognition she has brought to the information and arts profession and for her efforts in advancing the access to all types of information. In September 2000, Hewitt presented a $5,000 contribution to the SLA Endowment Fund in honor of SLA Executive Director David R. Bender.

"Throughout her career, Vivian has demonstrated a commitment to the association by continuously raising the level of awareness and recognition for the information and arts profession. On behalf of the association, I would like to thank Vivian for all her guidance, support and generous contributions," noted SLA Executive Director David R. Bender.

Supervisory Technical Information Specialist
(Head, Automation, Collections Support and Technical Reports Section)

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GS-1412-14 (11639) $65,983.95-$74,774 ($71,954-$95,357)
*Salary reflects locality pay for calendar year 2000

The Library of Congress seeks a Supervisory Technical Information Specialist for the Science, Technology and Business Division of Library services. The Section Head directs the planning, and approves and provides oversight for the implementation of the Division's automation program; provides input into the Division's digital efforts which enhance the Division's digital presence on the Web and ensures support for the inter-divisional digital efforts; identifies automation, digitization and processing needs of Division staff, and oversees the compilation and publication of selective and comprehensive bibliographies or guides and finding aids. The Section Head, in collaboration with the Team Leader of the Technical Reports Standard Team, directs the identification, acquisition, processing, maintenance and preservation of the important and unique collections of technical reports and standards in the Division's custody. The Section Head directs the use of the Division's technicians; plans, schedules and coordinates work; assigns, directs and reviews the work of subordinate employees; plans and carries out training and development; evaluates performance; recommends selections, promotions and other personnel actions; and assures that the Library's commitment to EEO is carried forward in all aspects of personnel management.

Applicants must obtain a copy of Vacancy Announcement #000264 in order to apply for this position. The vacancy announcement lists the knowledge, skills, and/or abilities (KSAs) that must be addressed. For a copy of this vacancy announcement and an application form, please call the Library of Congress Employment Office at (202) 707-4315 or (202) 707-5627. One can also obtain these materials by visiting the Employment Office at 101 Independence Avenue (LM-107), SE, Washington, DC, Monday through Friday from 8:30 a.m. until 4:30 p.m. Visit our website at locweb.loc.gov. Applications must be received in the office by December 29, 2000.
Urge Authors Book
Marisa Urgo, knowledge manager at the Office of Minority Health Resource Center in Rockville, Maryland, has had her first book published: *Developing Information Leaders, Harnessing the Talents of Generation X*. It's available on Amazon.com and through the publisher's web site, Bowker Saur: http://www.bowker-saur.co.uk/products/catalog/lis/devinfo.htm. Urgo is a member of the Washington, DC Chapter as well as the Biomedical & Life Sciences, Information Technology, and Library Management Divisions.

Noga Elected to Officer
Michael Noga has been elected a new officer of the Geoscience Information Society (GIS). Noga will take office as Vice-President/President-Elect at the conclusion of the November 2000 meeting of the Society in Reno. He is collection manager (Science) and mathematics librarian at the MIT Libraries. The GIS is an international professional organization created to improve the exchange of information in the earth sciences. Noga is a member of the Boston Chapter as well as the Geography & Map and Physics-Astronomy-Mathematics Division.

Abate Asked Back to Teach Course
Anne Abate will be teaching a course in Special Libraries at the Northern Kentucky location of the University of Kentucky School of Library and Information Science. This will be the second time they have asked Abate to present this course (at the request of the students). The last time she taught it, in summer of 1999, it was very well received. The course covers the basics of running a special library. One of the highlights of the course are a series of tours to a variety of special libraries. Abate is a member of the Cincinnati Chapter as well as the Business & Finance, Education, Information Technology and Legal Divisions.

Chapman Receives Scholarship
The recipient of the Kathi Kohli Scholarship awarded by the Food, Agriculture and Nutrition Division (FAN) of SLA is John Chapman, a graduate student at the College of St. Catherine, Minnesota. The $2000 scholarship, jointly funded by the Cargill Information Center and FAN, was established in honor of Kathi Kohli, a talented librarian at Cargill, a leader in the Special Libraries Association in its Minnesota Chapter. The award is given to a College of St. Catherine student in the college’s graduate Library and Information Science program for the purpose of encouraging the recipient to pursue a career in special librarianship.

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NISO to Develop Image Metadata Standard
A NISO (National Information Standards Organization) Standards Committee has been appointed to develop a national standard for technical metadata describing digitized still images. This information is important to managing and ensuring the longevity of large collections of digitized images. Having this metadata standard in place will support the development of tools to validate, manage, migrate, and process images of enduring value. Details and news of the committee’s work are on the NISO web site: www.niso.org/committee.html.

SLA Publication Alert

Global 2000
International Contributed Papers
$59.00 nonmembers, $50.00 members

Special librarians and information professionals from around the world attended the Special Libraries Association’s Global 2000 Worldwide Conference on Special Librarianship in Brighton, England, in October. In this special conference publication, we have collected a number of presentations which pertain to a wide variety of issues facing information professionals today. The collection also includes professional papers submitted by recipients of the Association’s Global 2000 Fellowship Awards. While there may be vast differences in implementation from one corner of the world to another, these papers clearly illustrate the global nature of the challenges and responsibilities of information professionals. We accept orders by phone, fax, and mail. To order, call 1-202-234-4700, ext. 673, or send your completed order form (which can be found on our web site, www.slapublishing.org) Fax to: 1-202-234-2442.

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Coming of Age in the Silicon Valley: San Andreas Chapter Celebrates Anniversary

Born as a spin-off of the San Francisco Bay Region Chapter, the San Andreas Chapter celebrated its twentieth anniversary in September. With an original membership tally of 94, today, that number is around 500. Current chapter president Lucy Steelman hosted the evening, while long time chapter members reminisced and shared professional and personal anecdotes. Present were chapter members, past presidents, and Blanche Wools, Dean of the San Jose State University Library School. Bill Fisher, past president, and Richard Hulser, visiting from the East Coast, were on hand to celebrate and spread the word that they are both running for national SLA President. Held on the grounds of Sun Microsystems in Santa Clara, the evening was replete with a surprise singing telegram courtesy of the San Francisco Chapter. Event planners also posted a San Andreas Chapter chronology of important people and events over the last twenty years.

For many of us in the Silicon Valley, technology trends have impacted heavily upon our jobs. We have been forced to quickly re-train ourselves, learn a new language, increase our skill sets, seek out new jobs and titles, while often re-training our clientele. As a myriad of new opportunities has opened up, we have seen our colleagues enter new career paths such as web design/development, taxonomy, knowledge management, training and usability.

Particularly in the Silicon Valley, indeed this time of phenomenal wealth and discovery has equipped us with a myriad of resources, yet has challenged us to deal with much much more.

FAN Distinguished Member for 2000

The FAN Awards Committee is pleased to announce that Kay Mowery, branch librarian at the Georgia Experiment Station Library, University of Georgia, is the FAN Distinguished Member for 2000. Mowery has been very active in SLA for many years, serving on the Nominating Committee, Strategic Planning Committee, Committee on Committees, and as chair of the Bylaws Committee. On the chapter level, she has held several position including president of the Sierra Nevada Chapter, and is currently involved in the upcoming Southeastern Regional Conference.

by David R. Bender

David R. Bender, Ph.D., is executive director of the Special Libraries Association. He may be reached at david-b@sla.org.
THE SIXTY-SIXTH IFLA GENERAL CONFERENCE CONVENED IN JERUSALEM, ISRAEL, August 13-18, 2000. Although not as large as IFLA conferences held in Europe and North America, a successful final registration number of over 1,800 was reached from ninety-three countries. SLA was an exhibitor at the conference, and was met with great interest by a number of attendees. IFLA is intended to have a global reach, and indeed it did, with the greatest number of attendees from Israel, with 400 Israeli participants at the Jerusalem Conference. These numbers were followed by 265 from the USA, 207 from the Russian Federation, 88 from France, and 85 from the United Kingdom.

IFLA has become known for the quality of its presentations, the festivities of the social events, the variety of participants, the work done during business meetings, and the vibrancy of the host city. The cooperation of the weather made this conference a huge success. Some 244 meetings were held, 24 of them simultaneous interpretation, 30 poster sessions, 26 workshops, with an impressive 150 people attending the start-up meeting of the Digital Libraries Discussion Group.

IFLA participants had the opportunity to visit several libraries, including the National and Government Libraries, Judaica Libraries, Libraries of Religious Institutions (Christian, Moslem, Mormon, Armenian), Academic Libraries (Central Libraries, Humanities & Social Science, Science, Technology & Engineering, Medical Law) along with Public Libraries & School Libraries. There were also sightseeing tours arranged for multiple destinations, including Masada and the Dead Sea.

IFLA’s Roundtable on the Management of Library Associations (RTMLA) held its executive board meeting during the conference and was attended by David R. Bender as an executive committee member. The executive board meeting focused on the roundtables’ Medium Term Program and Action Plan, goals and mission of the roundtable, program/workshop presentations for Israel, and the roundtables’ publications program. The meeting also focused on finalizing workshops for IFLA’s 2001 conference in Boston, Massachusetts. The roundtable serves the interests of library, information science, and documentation associations around the world. It focuses on improving the management and operations of member associations, encouraging support for library and information services worldwide, and providing an international forum for the exchange of ideas and information.

Ralph Manning, chair of the Professional Board, presented an overview of the program of the sixty-sixth IFLA General Conference to the Final Council meeting. The text of his presentation is published at IFLANET (http://www.ifla.org/) and in IFLA Journal. Some highlights of the conference follow.

Contributed Papers
In addition to many open forums, industry updates, guest lectures and the Council and open sessions, business meetings, workshops and discussion group sessions, a total of 154 conference papers were available in printed form, on the CD IFLANET Unplugged, and on IFLA’s web site. These papers generated 153 translations into one or more of the other four IFLA working languages (English, French, Spanish and Russian).

During this conference a statement of IFLA’s Professional Priorities was approved in principle, which was prepared by the Professional Board and it will be used to guide the
future professional work of the Federation. A substantial number of standards, guidelines, and best practices were discussed and approved. This year three satellite meetings were held: Marketing and Communication for Libraries (Haifa, Israel), the sixteenth annual session for parliamentary libraries (Athens, Greece), and Preservation of Newspapers (Paris, France).

IFLA/OCLC Fellowships 2001 Awarded
During the IFLA Conference in Bangkok (1999), the launch of the IFLA/OCLC Early Career Development Fellowship was announced. During the General Conference in Jerusalem the first class of four Fellows was announced. The recipients of the first IFLA/OCLC Early Career Development Fellows, who will be invited to attend OCLC at Dublin, Ohio, in the spring of 2001, are: Tuba Akbayturk, senior systems librarian at the Koç University Library in Istanbul, Turkey; Rashidah Bolhassan, coordinator of the State Library Project a digital library in Sarawak, Malaysia; Smita Chandra, a librarian at the Indian Institute of Geomagnetism in Mumbai, India; and Ayegbeni Ignor, information services librarian at the University of Fort Hare in Alice, South Africa. The Call for Applications for next year’s IFLA/OCLC Fellowships is open: http://www.oclc.org/institute/ifla/index.htm.

IFLA Honors Birgitta Bergdahl
During the closing session, Christine Deschamps presented a scroll to Birgitta Bergdahl in grateful appreciation of her pragmatic, dedicated, effective, and efficient service as Founder Director of the Advancement of Librarianship Core Program if IFLA.

New Statutes
The IFLA Council has put forth three new statutes. The resolutions which placed the items before Council were first discussed last year at the Council meeting in Bangkok. IFLA has a very involved process for amending its statutes, which requires considerable planning and preparation. The three statutes relate to the governance process. Resolution one had to do with Section Standing Committee elections; Resolution Two related to the election and term of the President-elect; and the third had to do with changes to the governing board. With the approval of all three, the new governing board will have to develop guidelines/procedures for implementing the new statutes. This means that calls for nominations for the new governing board, including the posts of President and President-elect, will be issued later in the year. Elections by postal ballot will be held for the first time in IFLA’s history early next year. The new governing board will take over from the existing executive and professional boards at the Boston conference.

Standing Committees
The proposal to simplify the process for electing to the Standing Committees of IFLA sections was also approved by Council. From now on, only one nominator (instead of two) is required for each candidate for a place on the Standing Committee of a Section. In accordance with normal practice, a call for nominations to Section Standing Committees will be sent out to all voting members towards the end of the year.

Newsletter of the Year
The chair of the Professional Board, Ralph Manning, announced that the winner of the first annual award for the Best IFLA Section Newsletter was the newsletter of the Section on Libraries for the Blind. Runners-up were the newsletters of the Section on Reading and the Section on Library and Research Services for Parliaments, whereas honorary mention was made of two newsletters appearing for the first time: the Section on Education and Training (SET Bulletin) and the Section for Audiovisual and Multimedia.

Core Activities
The proposals contained in the report of the review of IFLA’s core activities were all approved by the executive board, following agreement by the Conference of Directors of National Libraries (CDNL). This will enable IFLA to appeal to a broader range of contributing organizations. It is hoped that doing so will provide a more secure financial basis for these activities. A more transparent and accountable management system will also be introduced.

Statement on Copyright in the Digital Environment
In the international copyright debate, IFLA represents the interests of the world’s libraries and their users. Copyright law impacts on most of what libraries do.
affects the services that libraries can provide to their users, and the conditions on which they can provide access to copyrighted materials. It affects the way in which libraries can act as navigational agents and undertake effective archiving and preservation activities. It is for these reasons that IFLA participates in the international copyright debate. During the conference the IFLA executive board adopted a statement on Copyright in the Digital Environment Age. The full text of the statement can be found at: http://www.ifla.org/V/press/copydig.htm.

IFLA 2001 will be held August 16-25 in Boston, Massachusetts, USA. Future sites include: Glasgow, UK in 2002; Berlin, Germany in 2003; and Buenos Aires, Argentina in 2004.

IFLA 2000 Section Reports

Report on the Section on Cataloguing, IFLA 2000
by Dorothy McGarry

In addition to the two Standing Committee meetings at which the section's activities were reviewed and the open program (see IFLA web site for details), the section held a workshop dealing with metadata. A number of working groups met and made progress in their work during the conference.

The ISBD (International Standard Bibliographic Description) Review Group met to discuss revisions to be made to the ISBD(M) based on the results of a worldwide review. An attempt is being made to bring all the ISBDs into conformance with the mandatory and optional data element recommendations of the Functional Requirements for Bibliographic Records (FRBR), starting with the ISBD for monographic publications. A revised document will be prepared by the end of the year, with the expectation that it will be issued by next spring. In addition, efforts are being made to obtain input from various groups within and outside of IFLA on recommendations to changes related to cataloging electronic resources.

The ISBD(S) Working Group (for serials) met and discussed issues related to revision of that document. Representatives of the WG will meet with representatives of the Joint Steering Committee for Revision of AACR and the ISSN Network in November to see whether the standards issued by the three groups can be harmonized, making international cooperation easier. Each of the groups is working currently on revisions, leading to an excellent opportunity to cooperate on changes to be made.

The ISBD (CM) Working Group (for cartographic materials—largely composed of members of the Section of Geography and Map Libraries) met to decide what revisions can be made to parts of the document related to print materials; a list of recommendations to changes it would like to be made to cataloging of electronic resources will be drawn up and submitted to the ISBD Review Group because an individual ISBD cannot have provisions that conflict with another one.

The Task Force on Guidelines for OPAC Displays discussed several drafts of the guidelines. A decision was made to meet in Amsterdam in October 2000 to finish the document, with some work taking place via e-mail before then.

The WG on the Use of Metadata Schemes discussed some of the data elements that would be needed in “core” records if the schemes were to meet the use of required data elements in the FRBR. Each of the members will look at one data element in ten metadata schemes to see how it is treated. Further consideration will be given to the issues of when metadata schemes might be used in a library setting.

Among the plans for a program for Boston 2001 will be a joint workshop with the Section on Information Technology on Unicode.

Report on the IFLA Section on Classification and Indexing
by Dorothy McGarry

In addition to its two Standing Committee meetings, the section sponsored an open program session (please see the IFLA web site for more details and the papers). The theme of the program was “Current Issues in Information Retrieval.” Papers included “A Draft Version of a Consolidated Thesaurus for the Rapidly Growing Field of Alternative Medicine,” “A New Classification for the Literature of Religion,” and “Multilingual and Multiscript Subject Access: the Case of Israel.” The half-day workshop on “Crosswalks Between Languages, Cultures, Religions in Classification and Indexing” included talks on “Cross Concordance: Classification and Thesauri,” “Classification of Religion in LCC,” “The MACS Project: Multilingual Access to Subject Headings (LCSH, RAMEAU, and
SWD),” and “Problems in the Use of Library of Congress Subject Headings as the Basis for Hebrew Subject Headings in the Bar-Ilan University Library.”

A working group that was looking into the use of subject heading languages in national libraries completed its work, and the chair, Magda Heiner-Freiling (Der Deutsche Bibliothek), prepared an article that appears in Cataloging and Classification Quarterly, v. 29, 2000, p. 189-198, “Survey on Subject Heading Languages Used in National Libraries and Bibliographies.”

A working group that is looking into revision of the international standard for multilingual thesauri discussed how to proceed further. It was decided that a meeting in Frankfurt in January would move the work ahead.

The Working Group on Web and DL Subject Access did not meet at IFLA because the chair could not attend. She sent a questionnaire for revision by the Standing Committee, to be used by people in compiling data about such sites. The SC was asked to make suggestions for revisions or changes to the questionnaire.

The Standing Committee traditionally has a round-robin discussion about what is happening in classification and indexing in all of the countries represented at the SC meeting. It is an opportunity for everyone to become informed of current developments elsewhere. The reports will be published in the next issue of the newsletter of the section. SLA headquarters receives copies of the newsletters since SLA is a member of that section. Anyone interested in subject analysis internationally would probably enjoy seeing that issue.

The section has planned a satellite meeting for 2001, to be held in Dublin, Ohio, USA, just prior to the IFLA conference in Boston. The theme of the meeting is “Subject Retrieval in a Networked World.”

Report on the IFLA Section on Biological and Medical Libraries
by Renee Bush
The BMLS sponsored one program in Jerusalem this year consisting of three presentations: “Making Stone Soup: Library Cooperation—a Professional Responsibility or Necessity?,” “Innovations in Networking to Provide Electronic Delivery of Documents to Health Professionals in the Western Pacific;” and “Creating a Statewide Virtual Health Library: the Michigan Experience.” The BMLS also sponsored a tour of the new health sciences library at Tel Aviv University.

Plans are going well for the conference in Boston next year. The BMLS will be offering a hands-on workshop at Tufts University on searching for consumer health information and a session on telemedicine that will be jointly sponsored with the Information Technology Section. There are also plans for a program on the pricing of electronic journals and for tours of some Boston area medical libraries.

The BMLS continues to investigate ways in which it might assist in the organization and dissemination of information for disaster relief workers addressing health-related problems. Another focus of the group is finding ways to help health sciences libraries in developing countries establish relationships with relevant foundations. The BMLS is also exploring ways in which it might work more closely with the World Health Organization and other organizations of medical libraries (e.g., EAHL, MLA, BIREME).

Report on the IFLA Section on Education & Training
by Monica Ertel
“The people of the book welcome the keepers of the book.” With these words, Sara Japhet, president of the IFLA Organizing Committee, welcomed conference attendees to the sixty-sixth annual IFLA Conference in Jerusalem.

As the SLA representative to the Education and Training Standing Committee, I attended several committee meetings to discuss current projects and upcoming program plans. The E&T Standing Committee’s Jerusalem program had the theme “Guidelines for Library and Information Studies Education” and included papers on ‘Guidelines for Library Information Education Programs’ with speakers from the United States, Israel, and Denmark. This session was followed by a panel discussion which included topics such as investigations of LIS qualifications throughout the world and curriculum evaluation and application. The E&T Standing Committee also held a day long workshop titled “Teaching Students with Multilingual / Multicultural Backgrounds.” Program planning dealing with the delivery of distance education and defining the parameters of knowledge management are well underway.
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While at IFLA, I also hosted the sixth IFLA Internet Discussion Group. Approximately eighty interested librarians and information professionals gathered for two hours into three groups to discuss the use of the Internet as a reference and training tool (moderated by Helen Sheehy); the librarians role in digital data (moderated by Patrick McGlamery); and cultural impact of the Internet (moderated by John Harvey). As usual, the discussions were lively and the groups didn’t want to break up when our time was up!

Finally, I also participated as secretary/treasurer of the Women’s Issues Roundtable. This group has been in existence for eleven years and consistently delivers excellent programming. This conference proved no exception and the program on “Information for Cooperation: Women Library Leaders Serving the Majority” was well attended and generated quite a bit of discussion.

Of course, a trip to Israel would not be complete without a visit to some of the world’s most historic sites such as the Wailing Wall, the Temple Mount and the Mount of Olives, as well as a refreshing dip in the salty Dead Sea!

**Report on the IFLA Section on Statistics Standing Committee**
*by Barbara Perry*

The main activities for the Statistics Standing Committee during the 2000 IFLA General Conference, Jerusalem, Israel, August 13-18, were a open session, a national statistics browsing session, and co-sponsorship of a workshop. The committee held two member meetings, hosted open session speakers for lunch, and held the first-ever no-host committee dinner. The committee agreed on a number of activities to be planned for IFLA 2001 in Boston.

**Open Session:** The Statistics Open Session was attended by roughly sixty conference-goers. Three presentations on greatly varied statistical topics were made. The first paper was a preliminary report on the Association of Research Libraries’ SERVQUAL project. Texas A&M researchers Colleen Cook, Fred Heath, and Bruce Thompson presented their findings. SERVQUAL (recently renamed LibQUAL) is an attempt to measure library user satisfaction in order to create a more user-centered service. The project seeks to identify best practices and to show accountability/value in relation to investment made in libraries. Twelve ARL libraries are participating in the pilot. Gaps between current services (access to collections, responsiveness, reliability, etc) and services desired by users are being measured. ARL continues the pilot with expectation of making the LibQUAL survey instrument available to other interested libraries in the medium term. This paper can be found on the IFLA web site: www.ifla.org. "What statistics do library managers need from their library management systems", the second session paper, was presented by ExLibris staff Noam Kaminer and David Amitai. ExLibris has polled its user community to better understand the kinds of statistics library managers need to do their jobs. In particular, the study focused on the kinds of statistics online integrated library systems can/should provide. Link to this paper at: http://www.ifla.org/IV/ifla66/papers/022-129e.htm. The final presenter was John Sumison, a Statistics Committee member, who outlined proposed changes in ISO 2789, the international statistical standard for libraries. New to the standard are proposed categories: usage of electronic services—particularly those sources for which payment is made by the library, in-house use of materials, and training of users as well as training provided to library staff. More information on work related to this standard can be viewed at: www.sig.se/tc46sc8/default.htm As has been done last year, the session audience was asked to complete an evaluation form. This form helps the committee plan future programs, provides feedback on topics and formats. It has proven to be very helpful.

**Browsing Session:** The annual Statistics Browsing Session featured academic library statistics. Presentations were made on the activities in nine countries: Canada, Denmark, France, Norway, Slovenia, Spain, Sweden, the United Kingdom, and the United States. Online data gathering and availability of analyzed aggregate statistics are now widespread.

**Other Activities:** Planning for the coming year included committee agreement to establish a web site as part of IFLANET that will highlight online statistics from national library communities. This site should debut before the Boston conference. At the 2001 conference, an interactive browsing session is being planned. National library statistics experts will give live presentations on the array of data from their countries accessible on the web. The open session is tentatively titled “Statistics for the Knowledge Age: New Measures and Assessments.” It will include discussion of the ARL statistics program with emphasis on new measures of return on investment (particularly through use of electronic resources).
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Report on the IFLA Section on Science and Technology Libraries
by Nancy D. Anderson

The Standing Committee (SC) of the Section on Science and Technology Libraries met twice. Ten SC members attended these meetings, from Denmark, France, Germany, Israel, Sweden, UK, and USA. The chair/treasurer reported that membership in the section stands at 110. Among the topics discussed were the need to need to underline, either by the SC or IFLA travel expenses of SC members from the developing world and advance planning for the next two IFLA conferences. Since I agreed to arrange the workshop/study tour for Boston 2001, we discussed how we could arrange visits to both a local special library (as corporate sci-tech libraries are rare outside North America) and either MIT or Harvard. It will follow along the same lines as participants seem to like the idea of spending time with each other and their hosts. Julia Gelfand again agreed to work on putting together the program. Her idea is to build on the Fall 2000 CAIP (AAAS Consortium of Affiliates for International Programs) meeting in Washington program in some way: “Scientific Information for Developing Countries: Meeting the Challenge.” Speakers could include individuals from scientific societies, SPARC, and foundations such as Open Society Institute and Carnegie. Cross-sectional digitization was discussed as a topic for the open session.

The section’s open session program on Tuesday, 15 August, focused on the theme, “Managing Science Libraries in an Increasingly Digital Environment.” Julia Gelfand did an excellent job of organizing and finding interesting speakers for this year’s program. More than ninety librarians listened to the three speakers and then participated in a long and lively discussion afterwards. All agreed it was one of our best programs ever! Since the speakers submitted their papers well in advance, translations from English into French and German are available for the Roithberg and Poland papers. All papers are available on the IFLA web site: www.ifla.org.

Nominations for IFLA Standing Committee Members

Qualified IFLA Members are invited to submit nominations for member(s) of Standing Committee(s) of the Section(s) for which that Member is registered. For complete details regarding the nominations and the available positions, you may send an e-mail to Stephanie A. Russell at stephanie@sla.org. You may also obtain the information by calling SLA’s Fax-on-Demand system at 1-888-411-2856 and select 1137 as the document number.

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Business Plans: Roadmaps for Growth & Success

by Rebecca Jones

Rebecca Jones is Principal, Dysart & Jones Associates. She may be reached at rebecca@dyserterjones.com.
Why Do I Need a Business Plan?

Contrary to popular belief, business plans are not just for corporations, entrepreneurs, consultants, or new start-ups. Business plans are critical for any organization—libraries or information centers, internal departments, non-profit firms, associations, etc.—that wants to be successful. By its very definition, a business plan is a plan for the business, clarifying why it exists, who it exists for, what products and services it provides these client groups, how it intends to develop and deliver these products and services, and where it is headed. A business plan is a roadmap for the organization, showing the destination it seeks, the path it will follow to get there, and the supplies, and wherewithal required to complete the journey.

Not surprisingly, SLA’s Competencies for Special Librarians of the 21st Century (www.sla.org) identifies the ability to develop a business plan as a core professional competency.

“1.7 Uses appropriate business and management approaches to communicate the importance of information services to senior management.”

The practical examples given for this competency include developing marketing plans, calculating a return on investment for the library and its services, benchmarking, and so forth. What is somewhat surprising is that although information-profession geared journals and conference presentations regularly focus on these ‘practical example’ topics, they have not given the same attention to the core capability of business planning. Is this because of the assumption that a ‘business plan’ is for those seeking venture capital? Or is it because people envision business planning as an expensive, arduous, time-consuming task composing a lengthy report filled with motherhood statements?

Whatever the reason, the emphasis of the past ten to fifteen years that’s been placed on marketing, benchmarking, and identifying best practices has, for many information centers, led to a ‘cart-before-the-horse’ dilemma. Business planning should be the ‘horse,’ if you will, creating the positive pull for an information center. Marketing, best practices, and ROI’s are among the many capabilities, along with resources, staffing, financing, and other enablers, that need to be placed in the information center’s cart to help it reach its destination.

Increasingly, information professionals are shifting their emphasis to the business planning process, although they may not always use that term for it. Various organizations use various names, depending on their culture: direction planning, strategic planning, business imperatives and objectives, plans and priorities, etc. They are recognizing that the actual business plan doesn’t have to be a tome. The final document can be as short as nine or ten pages, and that the process does not turn into a long, drawn-out series of yawn sessions. More often, the discussions and meetings involved are exceptional opportunities for enhancing communication and relationships among team members as well as with key clients and stakeholders. The final result is confidence, within both the information center and senior management, that the information center is a valid and valued player within the organization, aligned with overall organizational strategies and with a firm grasp of its operations.

Think BIG

Put simply, those developing a business plan should address the ‘BIG’ issues for their information service, library or information center:

B - Business: demonstrate that they understand the business they are in, the forces and trends impacting their area, and where their particular organization fits in.

I - Interest: capture the interest of their stakeholders, defined as those who can put a ‘stake through the heart of their organization’—be they senior management, investors, key clients, or champions/supporters.

G - Growth: clarify how they plan to sustain and grow the business, including who their clients are and why these clients will purchase and/or use their services and products.
Planning Framework
There are a myriad of models out there to guide organizations through the planning process. The direction planning framework (figure 1) is a particularly effective one, breaking the planning process down into manageable chunks while still emphasizing the interdependencies and iterative relationships among these components:

Purpose: Why should your business exist?
Vision & Strategy: Where is your business headed?
Market: Who is your market? Who are the primary targets?
Offerings: What are your services & products? What makes these compelling to this market?
Capabilities: How will you deliver these offerings to this market? What technologies, resources, people & processes must be in place?

Another reason why this framework works well is that it prevents the planning process from being conducted in isolation. To be truly successful, the process must first establish the ‘context’ in which the organization will be operating by exploring the current and evolving environment surrounding the business.

Setting the Context: Scans & SWOTs
Since the business plan is your roadmap to the future, it’s understandable why the initial step is to survey the horizon and determine, as much as possible, what elements are going to affect your trip. Where is the rough terrain? Where can you accelerate? Most importantly, where are the pit stops? The context setting involves identifying those trends and forces that may impact your business:

- What do you know about the world around you that impacts you and your clients?
- What trends are, or will be, at play within your industry? With regulatory agencies? With suppliers?
- Who are your competitors? Can you list your suppliers and competitors by name? What is their size? Market share? Growth patterns and plans? Potential? What are their directions? What can you learn from them?

Although it sounds like lots of work, for most information professionals this is the easy part. After all, it’s really research. Our expertise is digging out information, right?

What is usually more daunting is the next step: shifting our focus from what’s happening around us to looking at what’s happening within us and our operations. You know—the SWOT—identifying your unit’s Strengths, Weaknesses, Opportunities, and Threats. For some teams, this can be like a physical ‘swat’—painful. But the harsh reality is that what you don’t know can hurt you. If you don’t ask these questions, and answer them honestly, rest assured that your ‘investors’ or senior management will.

- What’s your market size? Market share?
- How does your market, both current & potential client groups, perceive you as an information solution?
- What’s your track record with your clients, & with stakeholders?
- How do you compare with your competitors?
- What are your internal capabilities?

This is just a sampling of the questions to be addressed as you identify those things are going to speed or impede your journey.

The Opportunity

Business Purpose
Regardless of what term your culture prefers—purpose, mission, mandate, role, or schmoe—you must articulate, clearly and succinctly, why your organization exists. Exactly what business are you in? Put another way, what will be missing if this business does not exist? What gap are you filling? Don’t be concerned about well-phrased, painstakingly worded statements at this point. Because this is a dynamic process in which each component builds on and complements the others, the wording should always be left until the end. What’s important at this point is a clear understanding among those involved of what this core business is—and is not.

Direction
Now comes the fun. At least, this should be fun. If it’s not fun for an organization to gaze into the future and say, “this is where we want to end up!”, then there is something seriously wrong. The journey to reach a destination in today’s competitive, client-attention-deficit environment is difficult enough. Organizations had better make sure that they know where they are headed and are excited about getting there—or there’s no sense getting packed.

Again, the terms used to describe this will vary from one organizational culture to another, but the essence remains the same: the business’ vision. Ideally, what does your library or information center or knowledge service function really want to be doing in three years? Complete this statement: “By 2003, we will be... working with x clients, delivering x type of products, with x revenues, winning more awards than we can accept...” Your business’ vision, or strategy, or direction, should be precise and compelling. It should convey to your team, stakeholders and targeted clients that you’ve looked into the future and forged your place within it.

Your vision should be further clarified by three to five strategies. Why three to five? Frankly, because, in most cases, any less than three long-term strategies signals a somewhat limited vision, and any more than five is confusing and more than people can remember! Just as the long-term strategies add ‘meat’ or clarification to the vision,
Direction Planning Framework

**WHY?**
Organizational's purpose
Why does it exist?

**WHERE?**
Organizational's vision
Where is the organization headed?

**WHO?**
Its market
Who are its primary clients?

**WHAT?**
Its offerings
What are its key products & services?

**HOW?**
Its capabilities
What resources & processes will it need?

FIGURE 1

Each long-term strategy needs to be supported by short-term or near-term annual objectives, goals, or targets.

Whatever you do, don't let semantics get in your way. Simply determine what you need to do this year to move forward on each strategy that will ultimately take you towards that visionary destination.

"By 2003, we will be . . . To get there, we will be concentrate on: ____________________________

And, this year, we will: x,y,z."

The business purpose and vision are your base decision criteria. Each time an organizational or market shift jolts your world, this clear understanding of what your business exists to do and where you are headed enables you to respond decisively and effectively. No decision criteria! No decisions.

It's at this point that the business plan must begin to address your stakeholders' "oh yeah's?" Once they've heard about your business line and your strategies, their eyebrows rise into that 'convince me you can do this' arch. The best defense against this type of cynicism is offense—meaning, show those cynics that you know your market inside out.

Your markets are those groups of people who 'buy' your offerings, with either their cash, their support, or their sponsorship. Never be misled that because you don't 'charge' directly for your offerings you don't need to define a target market. Businesses cannot be all things to all people. Attempts to do so only drain resources, marketing efforts, and value.

Why is the market section of the plan one of the make/break points for investors/stakeholders? One key to a
business’s success is its ability to make products and services indispensable to client groups. So, stakeholders know that if a business doesn’t know the unique characteristics of the target market and how its products or services will be compelling to this market, then the business’s chances of survival are slim. Stakeholders are not looking for you to have a huge market. They are looking for you to know what your market is, its relative size, its buying or usage patterns for your products and services, trends impacting this market, and your competitive advantage.

This section of the plan should describe your distinct primary and secondary target markets. The better you understand who your clients are and how they work, the better you can customize your offerings for them, and the better you can communicate with, build relationships with, and market directly to them.

Offerings

Finally, we get to the point at which most people would like to start: products and services. Most businesses engaged in the planning process, from an information service to a software producer to an ice cream manufacturer, are convinced that:

- their business has the best offerings for their market and are the crux of the business; “Let’s just get to the crux of the matter,” they argue;
- as long as they have these superb offerings, their business can’t help but succeed;
- the only thing that really matters to stakeholders are the actual products and services.

The result is that they focus most of their plan on their offerings, describing their functionality and features in great detail. While this offering-centric zeal is understandable and even admirable, it needs to be reined in when writing a business plan. If the building blocks aren’t in place, the whole foundation will collapse. There’s no sense getting to the crux of the products and services if the stakeholders aren’t prepared to believe that there’s a market and that these offerings can compete within that market. The plan has to carefully pull down the layers of doubt held by those contributing to the planning process, and those listening to or reading the plan by guiding them through the business’s core purpose, vision, and market. These initial components ready the believability of the products and services.

This section of the plan should:
1. List the portfolio of offerings clearly and succinctly
2. Show where these products and services fit on the target market segments’ radar screen
3. Demonstrate why these client groups will want these offerings, and why they’ll want them MORE than other offerings

Each of these points can be elaborated on in the appendix, as can the features, functionalities, and benefits of products and services.

Capabilities

This is the point in the planning process when the business lays out its operational requirements. As solid as the market sounds, and as appealing as the services seem, what’s it going to take to develop, market, and deliver those offerings to that market? Some of the considerations include:

Financial—What operating and capital funds are needed? What are the forecasts for revenue generation? Expenses? Monthly/quarterly/annual cash flow?

Personpower—What roles and requisite competencies are needed? What full-time, part-time or contract complements?

Technology—What software, hardware, and infrastructure must be in place?

Logistics—are other types of equipment needed? What type of office or client areas should be available?
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Product/Service Development & Management - how will your offerings be developed? Enhanced? Quality assured? What are the delivery modes?
Marketing - what marketing channels will be most effective? What positioning will you take?
Customer support & retention - how will customer relationships be developed and maintained?

Do you answer these, and more, questions during the planning process? Yes. Do you provide the answers in the business plan? No. The plan certainly needs to illustrate that these issues have been dealt with, and should give high-level answers, with additional details in the appendix. Stakeholders will test the numbers - how much? How many? And why? To answer those questions the business must grapple all the underlying questions and possibilities. This is just part of the planning homework, and, as we all learned throughout our education, we won't pass the test if we haven't done our homework.

Pulling it Together
The actual look and feel of the final documented plan, and its presentation to key stakeholders, depends on the organization's culture. It may range from a PowerPoint discussion to a spiral-bound report or both. Some typical layouts for business plans are:

**Sample #1:**
- Executive Summary
- Purpose & Strategies
- Client Groups
- Portfolio of Services
- Budget: Capital & Operating
- Personpower
- Appendices

**Sample #2:**
- Summary
- The Business: Background & Management
- The Opportunity: Market & Services
- The Requirements: Development, People & Finances

Basic rules of thumb, however, are to always, no matter what: Document the plan, either in points or full-fledged prose. Nothing sparks discussion nor probes people's understanding faster than the written word. Plus, your team has reached some critical decisions. These need to be validated and put into effect.

Write an executive summary and communicate it. The summary provides the key points for stakeholders, team members and all involved. These need to be conveyed and consulted regularly. How can a business get where it wants to go if it doesn't refer to the roadmap it's just invested in? The details are important, but not everyone needs to be mired in them. Keep them in the appendix. Involve key stakeholders throughout the process. No one likes surprises — not you, and not them. Inform them that you're undertaking the process and invite their input and participation. The more involved senior management is in the process, the more you can ensure that your strategies are aligned with their's, and the more understanding they have of your contribution, operations and directions. If, for whatever reason, they can't participate, then run drafts of your business plan components by them as you move through the process. If they object to some of the decisions your team is making, it's better to find this out earlier while they are in the draft stage, than later.

Engage all or as much of your whole team as possible in the process. Not only will this enhance everyone's knowledge of the process, it's an ideal way of tapping into everyone's insights and 'getting everyone on the same page'. People contribute most effectively to a business when they feel that they are a valued part of that business.

Ultimately, a business plan is the acid test used by key stakeholders to determine if the entity really does have a viable business, and if those in charge can actually run it. Just by undertaking the process an information service or information center demonstrates that they are quite capable of operating a growing, vital business that is in complete control of its market position, strategies and destiny.

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**Assistant Library Director**

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Closing Date for applications and resumes: December 22, 2000; Final selection of Assistant Library Director: March 2001

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december 2000
Information professionals need to know how they can create truly "indispensable" partnerships with their customers, and work collaboratively with organizational leaders to help achieve critical strategic goals. But as we've gone about preparing for SLA's Strategic Learning Symposium (SLS 2001), we wondered how such relationships are crafted. So, we asked some of our SLS 2001 featured facilitators of learning to share their perspectives. We thought you might appreciate a preview of what they'll say when we gather in Savannah next month!
IO: How can information professionals think creatively about collaboration?

JC: For starters, I think information professionals can be more creative in thinking about a wide variety of individuals and organizations as possible partners. [Leading management author] Tom Peters has taken recently to admonishing his audiences to “find a few fellow freaks” with whom to start the revolution.

Information professionals would be wise to seek collaborations with the “unusual” suspects rather than the traditional cast of characters. Taking this approach will require more upfront time learning about each other’s individual preferences, organizational culture, resources, potential contributions to the collaboration and so forth. However, this effort is likely to yield some potentially powerful results that otherwise might not occur.

RM: I find that most creative thinking occurs when organizations and individuals look outside of their own industries or areas of interest. If you look at organizations that are considered “best-in-class,” it usually begins with things they learned about processes in different organizations. Even though two organizations might be very different in important ways, they likely still share certain underlying processes and can learn from each other. In our organization, for example, we have used technology tools commonly used in IT for remote training of our research staff on applications and research methods. At the end of the day, we are using the same tools, just applying them in different ways, which is what challenges us to think “out of the box.”

LGC: We should keep in mind that the library or information center is not the center of the universe for anyone else but our staff members and us. Therefore, we have to find out what is important to people on their terms and within their “universe.” Then we have to think about what resources, skills, insights, and abilities we have that can support, enhance, and advance these priorities in measurable and visible ways.

We also must be willing to evaluate whether a potential collaboration is a two-way street or just more of the same “we’ll serve you regardless” thing, that is, we have to make sure that we’re getting something useful out of the collaboration as well. This shouldn’t sound calculating. Getting something “useful” out of a collaborative relationship can be defined in a number of ways, and we must define what that utility is for us.

AG: In order for information professionals to think creatively about collaboration we need to stop thinking like information professionals. Instead we should step back and think like the customers that we are hoping to serve. Rather than staying in the information center networking with one another, information professionals should be “walking the walk and talking the talk” with clients, so we can gain greater insight into the possibilities that exist in our organizations. This idea may sound unorthodox for some, but it is essential if we are to forge strong, long-term relationships with our customers.

We need to get out into our organizations, speak to people, and form strategic alliances with key individuals so we can learn the key areas in which we need to concentrate our efforts. Volunteering for a project or serving on an internal committee are excellent ways to meet people within your organization with whom you might not otherwise come in contact. So if you’re going to pile something extra on your already overflowing plate, don’t waste the “calories” on something that will not deliver in the long run. By developing close relationships, we can create customized services for our clients that address their specific needs. It is very important to realize that, like most things in life, when it comes to providing information services “one size does not fit all.”

IO: What does powerful client service look like?

LGC: It’s when people actually look forward to working with you. It’s when the client knows that she will come away from the interaction with something useful, applicable, interesting, and timely because it’s never been any different with regard to your services.

AG: Powerful client service is a two way street, a win-win situation that ultimately benefits both sides. Communication is the key to providing powerful client service, and continuous dialogue and feedback in both directions is essential. In order to provide powerful client service, information professionals need to be both responsive and proactive, not only responding to but also anticipating our clients’ needs. Client service is an intangible but the results of providing powerful client service can be tangible from the perspective of both the client and the information professional. By providing our clients with the customized, value-added services and resources they need, and by striving to exceed expectations whenever possible, we can significantly increase our own productivity and also contribute to the bottom line of our organizations.

JC: I think that “powerful client service” leaves a customer with an expanded capacity to do more, to do it
better, and to do it more efficiently in the future. It goes beyond any specific project or program as the individual or organization providing the service looks for opportunities to help build the capacity of the client. And while it is difficult to describe in tangible terms, powerful client service reflects relationships in which services are delivered not because the provider is paid to or expected to, but because there is a genuine commitment to and concern for the client and her efforts.

RM: Powerful client service is not about doing a job, but about contributing to outcomes in the best possible fashion. It is ensuring that everyone in the organization who is interacting with clients understands the vision and values of the organization, and that they live and carry them out. It means providing feedback throughout the organizations to ensure that processes within the organization are working properly. It is also important that the clients understand the vision and deliverables of the service provider. This ensures that everyone recognizes the scope of service and helps set appropriate expectations. Once expectations are agreed upon, it is easy to begin building robust partnerships with your clients.

IO: What does it take to create "indispensable" partnerships?

JC: Well, this answer is probably heresy since "indispensable partnerships" is the SLS 2001 theme, but I question whether any partnership should be or is meant to be "indispensable." The term strikes me as a bit too far along the path to monopolistic relationships. It implies that I can't achieve my goals without you performing certain responsibilities. The partnership spirit that I think is most important to capture is not that type of dependency.

What I find more compelling is an idea of partnership that says that while I can accomplish my goals without your contributions, doing so will not be nearly as enjoyable, will produce outcomes that fall short of what is possible and desirable, and will result in less learning and growth in our own organization because we simply did the work by ourselves.

RM: An indispensable partnership means continually looking for new challenges and transforming them into opportunities. The closer you are to your partner, the better chance you have of identifying improvements, extensions of existing service, or even altogether new service possibilities. Partnerships are not built in a day, however. Rather, they come from delivering consistently powerful client service over time, which is a trust building process. The client must understand who you are, what you do, and must be confident he can count on you. It means meeting deadlines and thinking creatively about how to solve problems or answer questions, even on things that fall outside your area. This kind of service must appear seamless and, when it is done right, is extremely rewarding for everyone involved.

LGC: It takes a willingness to share both the cost and the glory of joint initiatives. It requires being able to answer the age-old question "what's in it for me?" even before it's asked. It takes enthusiasm and boundless energy. It takes being able to approach professionals in other disciplines or departments as a peer and a "player," yet having enough tact and sincerity to diffuse the inevitable turf battles that frequently come up in organizations today.

AG: In my view, it takes imagination, creativity, and, perhaps most importantly, flexibility. In order to create indispensable partnerships, we need to think beyond the boundaries of our own profession and stretch so we can identify innovative ways to leverage our expertise. We need to break out of the mold and go out on a limb. We must choose wisely, and be prepared to support our points of view with sound business reasoning. We must do our homework and be ready to substantiate what we say by citing ways in which we can provide the services necessary to contribute significantly to organization-wide success.

We also need to market the fact that our services are not "off the shelf," but rather customized services that are designed to satisfy our clients' unique research and related needs. We cannot operate in a vacuum; we must meet with our clients often to brainstorm how services may need to be changed and improved. Regardless of how much time and effort we put into designing and implementing the services that we offer, these services are only valuable if they address the particular needs of our customers. So, we must take the opportunity to pick their brains and solicit feedback often. We must also remember that no matter how successful the partnership, there is always room for improvement. Truly successful partnerships remain dynamic and evolve.

Wow, provocative stuff! It's easy to see that SLS 2001 will be a truly exciting learning experience, so why not join us January 27-30, 2001, at the Savannah Riverfront Marriott Hotel in Savannah, Georgia USA for this remarkable learning opportunity? We hope you will. To learn more, please call the Strategic Learning Hotline at 1-202-939-3667, e-mail us at learning@sla.org or visit our web site at www.sla-learning.org/els2001.
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Who owns a copyright work? The easy answer is found in the statute itself—the author owns the copyright. But who is the author? Who else has a claim of ownership in a copyright? Ownership may be held by the original author, jointly held by two or more co-authors, claimed by the author's employer or by a publisher.

The copyright clause of the U.S. Constitution enables Congress to enact legislation that promotes learning by ensuring to authors the exclusive rights to their writings. So, copyright law is grounded in the idea that the author should reap the benefits from exploiting the work she developed. This is a very attractive outcome—rewarding the author who produces the copyrighted work.

Public acceptance of the work dictates how much monetary reward the author will receive. Thus, romance writers may earn considerably more income from their novels than a serious Keats scholar who may produce either a scholarly journal article or a monograph which likely will have many fewer readers than the romance novel. There are no paperback versions, books on tape or motion picture scripts developed from this work. But whatever monetary or reputational rewards the scholarly writing generates ought to belong to the author.

If there are multiple authors and the copyright is jointly owned, each author owns the entire work. The difficulties caused by joint ownership are especially acute for users who seek permission to use a jointly held copyright work. Although each owner may alienate the work but must share any income that the transfer of the work generates, often joint authors will require a user to obtain permission from each of them.

For both individual and joint authors, ownership of the copyright may be illusory at best. In order to get most scholarly articles published, one is forced to transfer the copyright to the publisher. In fact, often publishers require transfer of the entire copyright when, in reality, all the publisher needs is the right to reproduce and distribute the article by publishing it in a journal issue, and to be able to include it in future publications efforts such as electronic publishing. To be effective, transfers must be in writing.

But what happens when the author is an employee of a company, a university or a federal government agency? Each of these types of authors is treated differently. A "work for hire" under the Copyright Act is defined as one prepared by an employee within the scope of his employment. The copyright in a "work for hire" then belongs to the employer and not to the individual author. This provision governs corporate employees, and often this is directly stated in employment contracts or corporate employment policies.

Federal government employees may not own the copyright in works produced within the scope of their employment, but for different reasons. Under Section 105 of the Copyright Act, works produced by the federal government are not eligible for copyright protection. Thus, a work developed by a federal employee either on the job or within the scope of employment is copyright free. On the other hand, if a federal employee writes a novel in the evening on her own time, these works may be copyrighted and owned by the author. It appears that many federal employees are unaware that they do not hold the copyright, and they frequently sign forms purporting to transfer the copyright to a publisher. When the article is published in a journal issue, often at the bottom of the first page of the article there is a statement that the article is copyright free because of the employment status of the federal employee. However, when the publisher places copyright notice on the journal issue, it seldom states that the notice does not apply to the included articles written by federal employees.

Faculty authors, on the other hand, almost always own the copyrights in works they produce. While there is a strong argument that faculty-generated scholarly works are works for hire, by tradition, however, universities have not claimed rights in faculty produced copyrighted works. There are several possible explanations for this tradition. First, except for a few best selling textbooks, novels and software, most faculty-produced works generate no income.
fact, in some disciplines, the author may have to pay page charges in order to get the work published. Second, permitting the author to hold the copyright is often reward for faculty in lieu of higher salaries. Third, these works often are not very marketable and appeal only to a very small group of scholars.

Of course, this may be changing in the digital environment. Especially with the advent of online courses, the institution now has two interests: the right to continue to use the online course even if the faculty member leaves the university and the right to share in any royalties that commercializing the course generates. Usually the key is the amount of resources that the university has invested to develop the course. All over the world the issue of faculty ownership of nontraditional works is being discussed. Many institutions of higher learning are revising their copyright policies to encompass institutional rights to use these works, own the rights or share any income that the work generates.

The digital environment creates some additional concerns about authorship. In the analog world it was easy to determine when a work was finished. Whenever the work is completed, each artist who added paint to the canvas is an author. In other works, there is a point at which it is clear that the work is completed, and then it is relatively easy to determine who were the authors. Digital works complicate this determination since the online mystery novel may continue to be edited, expanded, and changed by a variety of authors. At what point is authorship fixed? This is a matter of some concern since determining when the work passes into the public domain is triggered by the death date of the author. Works are protected for life of the author plus 70 years. In the case of multiple authors, it is the life of the last living author that starts the running of the 70 year term. Huge groups of authors who contribute to sequential works such as an on-going mystery novel on the web or a painting to which various artists contribute over time will complicate the determination of the running of the copyright term.

Authorship is a critical issue in copyright now complicated by technology and the digital age. And yet, the constitutional clause itself focuses on authors.

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Over the past five years, the Finance Committee has developed and redefined a long-range financial plan to ensure the long-term financial stability of the association. The plan is fully supported by a myriad of facts and figures as presented in recent Money Matters columns. The long-range financial plan is the association's ongoing five-year plan to fulfill its strategic objectives and to provide cutting-edge programs and services to its members at affordable rates, while maintaining a sound fiscal position. As demonstrated in the association's current five-year financial forecast, without an influx of additional net income, the association would run in a deficit position as early as 2003. Considering the program philosophies and program plans for FY 2001, this amount could increase to more than one-quarter million dollars by FY 2004.

Over the past few years, the association has made significant gains in the following areas due to the implementation of the long-range financial plan: promoting the value of the profession; providing significant new learning opportunities; providing access to many leading speakers, authors, and instructors; developing the virtual association and electronic commerce; and positioning the association as the leader in global information policy. We need to be fiscally responsible and plan for the continued successes in program development and new activities through the long-range financial planning process.

The Finance Committee has developed and revised the financial plan to support the goals and objectives of the association. The development and revision of this plan has been very logical and objective. The committee has balanced the priorities of the association with the related financial implications and abilities of the association. Throughout the development and revision of the financial plan, the committee's goal remained the association's ability to fulfill its strategic objectives and to provide cutting-edge programs and services to its members at affordable rates, while maintaining a sound fiscal position.

Without a strong financial base, this goal is not attainable. The committee's position with regard to defining a strong financial base includes incorporating excess funds into the annual planning process to provide for developing new activities and stimulating program growth. The committee has established five percent as a conservative benchmark for defining and recognizing operational residual earnings. From past experience, it is known that the funding of new activities and program enhancements is a costly proposition—typically a minimum investment of several hundred thousand dollars. In addition, the tax and regulatory activity surrounding the not-for-profit industry is increasing at an unprecedented rate. Therefore, many of the association's tax advantages are in constant question. This is a situation with the potential to
erode our reserves and income-producing abilities should any current benefits be lost or diminished. This is why fiscal responsibility/planning is so very important. The committee seeks to protect what the members and leaders have worked so hard to develop over the past 90+ years.

In creating the plan, the Finance Committee established the following principles to guide their decisions and plans for long-term financial stability: (1) In order to provide for prudent, consistent, and regular financial growth the Finance Committee has given the highest priority to options that support the long-term, ongoing impact as opposed to a short-term, one-time financial correction. (2) The strategic plan and the established priorities have been given full consideration. (3) Matters which protect or affect the association’s investments and solvency have been given full consideration. (4) The Finance Committee considered the long-term versus short-term expediency of all matters under consideration. The long-term financial goals and the strategic plan have been viewed in tandem. (5) The Executive Director’s objectives, as determined by the Board of Directors annually, have been given full consideration in all matters under consideration. (6) Matters which protect SLA’s dues/non-dues ratio have been given full consideration. During SLA’s tax examination of the 1991 books and records, SLA was warned that it operates too much like a commercial operation. The IRS agent suggested that SLA look for a greater balance of member support to protect its tax exempt status. (7) The Finance Committee has established five percent as a conservative benchmark for defining and recognizing operational residual earnings. On an $8 million budget, this would relate to $400,000 of residual earnings. This benchmark allows for the adequate, ongoing funding of contingencies (such as the IRS tax increases and assessments); program development, and technological advancements.

In updating the financial plan the Finance Committee reviewed an exhaustive set of options which included both expense reductions and increased income. The committee spent considerable time balancing the various options in relation to SLA’s dues versus non-dues income ratio with findings from membership surveys and the IRS examination. The committee reduced expenditures where strategic priorities were not jeopardized. The committee, in examining all options, sought to narrow the gap in the dues/non-dues ratio.

After extensive analysis, the Finance Committee developed the specific recommendations of its long-term financial plan. The items which have been selected by the Finance Committee as viable options for long-term income growth and stability are expected to yield an overall additional income for each of the next five years. For simplicity, the committee did not specifically focus beyond the five year period, although the options slated are expected to positively impact the years beyond 2004. The plan includes both dues and non-dues income and both member and non-member participation. Most importantly, the plan benefits and supports the members of the association, as the long-range financial plan allows for increased funding in the areas which the members have deemed important to their professional interests and growth:

Competency: Ensuring that SLA members have opportunities to develop their professional competencies and skills through dynamic, continuous learning, experience, and knowledge opportunities.

Value of the Profession: Narrowing the gap between the value of the information professional and the perceived value of information professionals among decision-makers through the active promotion of and access to the profession.

Virtual Association: Utilizing technology whereby all members have access to the Association’s products and services globally, equitably, and continuously.

Member Benefits: Providing cutting-edge products and services to SLA’s members.

The long-range financial plan will:
- Give the association a stronger financial base with which to continue providing quality products and services.
- Provide adequate resources to further develop and implement the goals and objectives of the Strategic Plan.
- Support association units through greater funding and services to carry out their own visions for the future (the unit allotments will increase in direct proportion to the dues and fees increase).
- Allow for membership growth while incurring a proportionately smaller cost per member, or deficit, to recoup.
- Ensure a consistent level of quality service to the membership.

The association has demonstrated its commitment to fiscal soundness by fulfilling its strategic objectives and by taking a proactive stand on financial policy and practice and this plan is living proof. As a result of the long-range financial plan, the association is in a much better financial position than was previously depicted.

For more information, contact Richard Geiger, SLA Treasurer (geigerr@sfgate.com)
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Messages from the Global 2000 Conference

We are now two months removed from the Global 2000 Conference, and the discussion about next steps has only begun. It’s quite clear that the endeavor was worthwhile and that the global library community must focus on continued interaction to ensure survival and success. But I also realize that those of us who were there need to focus on our impressions of the gathering and our thoughts on the future that were developed immediately after the conference.

As I was sitting on the plane headed back to Washington from the United Kingdom, I was gathering my thoughts over the proceedings of the three days in Brighton. I realized that there was a lot to process from the conference, but here’s my stab at it:

1. Innovation in the profession is a priority. Businesses, governments, and even academia are now required to change quickly to meet demands in their respective markets. With this tendency toward innovation, information professionals also must catch the wave. We see innovative movements here and there, but we need more. We need a revolution of innovation ideas that will reshape the profession and prepare it for the future.

2. Enhanced collaboration is badly needed. While many information professionals are rising through the ranks in their respective organizations, this cannot yet be confused as being the norm. Collaborative efforts between and among colleagues would aid many more in reaching greater heights in their careers. This is something SLA members have emphasized for years but, again, we need more. It’s time to take that collaboration to the next level and develop new partnerships, develop new strategies, and make such efforts really pay off.

3. Global alliances among organizations must happen NOW. SLA has made a habit—more than most library organizations—of maintaining ties with sister organizations around the world. Those relationships now must be strengthened into partnerships, whereby tangible results are produced that makes everyone in the profession sit up and take notice. Global 2000 was a great start, and will likely lead to other endeavors. What happens next is critical to future of truly global alliances.

4. SLA’s future growth is dependent on the developing nations. Let’s face it: the population of information professionals in North America is not likely to expand rapidly in the next five years. Europe and the developed regions of Asia may produce moderate opportunities for membership. But the rest of the world is where our opportunities for meaningful growth exist.

5. How will the digital divide be closed so that developing nations can participate? Ah, the $50,000 question. If our opportunities do exist in the developing world, how do we build relationships with information professionals in those regions without sacrificing our financial stability? Even more intriguing is the question of how our colleagues in other parts of the world will enter the market for the products and services from the information industry that those in the developed world now use everyday? Will the market come to them, or will they be forced to wait until they can catch up to the rest of us. The crux of this question lies in another question: how badly does the information profession and the information industry want to globalize the information revolution?

The twenty-three delegates at Global 2000 who received fellowships to attend the conference were the future of SLA and the information profession. Others in attendance could see quite clearly that these people find the services and networking opportunities within SLA to be critical to their future success. They will enjoy the benefits of membership for the next year, and I am certain that they will gain more from the experience than many who have been members for years. But what will happen to these newly minted members once their one-year membership lapses? It’s quite likely that they will not be able to afford the cost of dues, much less the cost to attend or participate in SLA events or activities. And the rest of the developing world sympathizes with them.

Clearly, SLA must survive on dues revenue, and it has done so for 91 years with a significant level of growth. So there is clearly a rub in terms of generating inclusiveness while keeping the association afloat. Where do we go from here? See point number one above: Innovative ideas will move us forward in developing access for the profession where SLA has rarely ventured.

For more information, contact John Crosby (john-c@sla.org)
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Looking Back, Looking Forward

At this time last year, I was concluding my tenure at one of Washington’s leading associations while preparing to join the staff of another. It was an exciting time, one filled with both anticipation and apprehension. I knew that we would face important challenges at SLA and that the entire information profession would observe our efforts with considerable interest. And so, as I approach my one-year anniversary with the association and reflect on my time here, I can say that our team is pleased by the progress we have made, yet keenly aware of the great distance we still have to travel to achieve our vision of helping information professionals become indispensable through learning.

This column, however, is not really about me or about the wonderful people with whom I work at SLA’s International Headquarters. It’s actually about you, the information professional we are trying to serve everyday. We are so pleased to be working with you, partnering with you to create a remarkable future for you and for information professionals all around the world. The new opportunities found in new ways of doing business offer exciting pathways for information professionals to explore. Of course, like any ongoing journey, this exploration is not without risk. But we all know that it is frequently necessary to take a risk in order to enjoy the reward.

From the very beginning of this calendar year, SLA’s Strategic Learning and Development Center (SLDC) imbeded SLA’s learning and development activities with a fresh and invigorating new approach. We made a purposeful shift from “professional development” to “strategic learning” because we believe that all learning is personal, and can effect positive change among individuals and groups, and within organizations, communities, and society. Our mission is to help you and all information professionals become more capable learners, more capable professionals and more capable people. We do this not only to help you stay current, but to help you create your most desired future. It is hard but, as Tom Hanks says in the movie, A League of Their Own, when talking about baseball, “It’s supposed to be hard. If it wasn’t hard, everyone would do it. It’s the hard that makes it great.” We agree.

Even as we look back, though, we must also look forward to a brand new year. The year 2001 holds the promise of great excitement for all of us who care about learning. Within the first six months of 2001, SLDC will present four new or redesigned “residence learning” experiences: the Strategic Learning Symposium (SLS 2001), the MLS Renewal for Special Librarians, the Knowledge Champions Institute (KCI), and the Management Development Institute (MDI). Naturally, we’ll have a variety of exciting CE courses from which you will be able to select during SLA’s 2001 Annual Conference in San Antonio. As we go deeper into the year, you’ll learn more about the SLA Technology Forum (SLATech 2001). We’ll also offer new distance learning experiences that will build on the tremendous success of the 2000 Virtual Seminar Series, which began last June and wraps up this month. The Virtual Seminar Series will return in June 2001, prepared to deliver fresh new ideas drawn from the pages of Information Outlook. All in all, 2001 looks as if it will be a true learning odyssey for all of us!

The holiday season is always a wonderful time to thank the people who mean the most. In that spirit, I want to say thank you to Corvie Carrington and the SLDC team for their continuing commitment to realizing our vision. My thanks also go to the entire SLA staff—particularly the staff of Information Outlook—for its support of our new direction, and for the lengths to which every staff member goes each day to achieve excellence. I am equally appreciative of the support, advice, and guidance we have received from SLA’s Professional Development Committee, led by its chairman Bob Bellanti, and from SLA’s volunteer leaders around the world. But most of all, I want to thank you, SLA’s members, for your willingness to take a fresh look at the work we are doing and for joining with us in pursuit of a common vision. We greatly value the opportunities we have had to talk with you, to get to know you, and to share in your hopes and concerns for the future. We look forward to doing more of the same in the coming year.

For more information, contact Jeff De Cagna (jeff@sla.org)
December
Online Information 2000*
Learned Information
December 5-7, 2000
London, England, UK

SLDC/Information Outlook
2000 Virtual Seminar Series
“Creating Knowledge-Sharing Systems”
December 6, 2000 • 2 pm-3:30 pm
Anywhere in the world!
Register online at https://www.zrm.com/regonline/slavcregs.nsf/sla5779-0

January 2001
SLA Winter Meeting
http://www.sla.org/conf
January 25-27, 2001
Savannah, Georgia USA

SLA’s Strategic Learning Symposium (SLS 2001)
“Powerful Client Service: Creating Indispensable Partnerships”
January 27-30, 2001
Savannah, Georgia USA

March
MLS Renewal for Special Librarians with Simmons College Graduate School of Library and Information Science
March 7-11, 2001
Boston, Massachusetts USA

Computers in Libraries*
http://www.infotoday.com/cil2001/default.htm
Information Today
March 13-17, 2001
Washington, DC, USA

Internet Librarian International 2001
http://www.internet-librarian.com/
Information Today
March 26-28, 2001
London, England UK

EBIC 2001
http://www.tfpi.com/bic/conferences_fri.htm
TFPL, Inc.
March 2001
Rome, Italy

*Conferences at which SLA will be exhibiting

Looking Ahead
April 2001
Knowledge Champions Institute
April 18-22, 2001
Arlington, Virginia USA

Intranets 2001
Online Inc.
April 30-May 2, 2001
Santa Clara, CA

Extranets 2001
Online Inc.
April 30-May 2, 2001
Santa Clara, CA

June 2001
SLA 92nd Annual Conference
http://www.sla.org/conf
June 9-14, 2001
San Antonio, Texas, USA

SLA Board Candidates Chat
December 12, 2000
2:00 p.m. EST
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"If your company is on Lotus Notes, your library should be too!"

The sixty-sixth IFLA General Conference convened in Jerusalem, Israel, August 13-18, 2000. Although not as large as IFLA conferences held in Europe and North America, a successful final registration number of over 1,800 was reached from ninety-three countries. IFLA is intended to have a global reach, and indeed it did, with the greatest number of attendees being lead by Israel, with 400 Israeli participants at the Jerusalem Conference. These numbers were followed by 265 from the USA, 207 from the Russian Federation, 88 from France, and 85 from the United Kingdom.

Business Plans: Roadmaps for Growth & Success

Business plans are not just for corporations, entrepreneurs, consultants or new startups. Business plans are critical for any organization—libraries or information centers, non-profit firms, associations,—that wants to be successful. A business plan is a plan for the business, clarifying why it exists, who it exists for, what products and services it provides these client groups, how it intends to develop and deliver these products and services, and where it is headed. A business plan is a roadmap for the organization, showing the destination it seeks, the path it will follow to get there, and the supplies required to complete the journey.

Strategic Learning Symposium (SLS 2001) Preview

Information professionals need to know how they can create truly "indispensable" partnerships with their customers, and work collaboratively with organizational leaders to help achieve critical strategic goals. But as we’ve gone about preparing for SLA’s Strategic Learning Symposium (SLS 2001), we wondered how such relationships are crafted. So, we asked some of our SLS 2001 featured facilitators of learning to share their perspectives. We thought you might appreciate a preview of what they’ll say when we gather in Savannah next month!

Conférence de l’IFLA de l’an 2000 : Informations pour la coopération : Créer une bibliothèque mondiale pour l’avenir

La soixante-sixième conférence et assemblée générale de l’IFLA (International Federation of Libraries and Institutions/ Fédération Internationale des associations de bibliothécaires et d’institutions) s’est tenue à Jérusalem (Israël) du 13 au 18 août 2000. Bien que le nombre de participants ait été inférieur à celui des congrès en Europe et en Amérique du Nord, ce congrès a été couronné de succès : plus de 1,800 personnes venant de quatre-vingt treize pays s’y sont inscrites. Le but de l’IFLA est d’atteindre le monde entier, et c’est ce qui s’est passé. Le pays qui a eu la plus grande représentation au congrès de Jérusalem (Israël) avec 400 participants israéliens, suivi par les États-Unis (265), la Fédération de Russie (207), la France (88) et le Royaume-Uni (85).

Plans d’affaires : Cartes routières pour la croissance et le succès

Les plans d’affaires ne sont pas réservés aux sociétés, entrepreneurs, consultants ou entreprises en démarrage. Les plans d’affaires sont critiques pour n’importe quel organisme qui tient à réussir — bibliothèque ou centre de documentation, institution sans but lucratif, association. Un plan d’affaires est un plan destiné à l’entreprise ; il précise pourquoi il existe, pour qui il existe, quels produits et services elle fournit à ces groupes de clients, comment elle a l’intention de mettre au point et de fournir ces produits et services, et où elle va. Un plan d’affaires est une carte routière destinée à l’organisme ; il montre la destination qu’elle cherche, le chemin qu’elle prendra pour y arriver et les fournitures requises pour terminer le voyage.

Avant-première du Colloque sur l’apprentissage de la stratégie (Strategic Learning Symposium – SLS 2001)

Les spécialistes de l’information ont besoin de savoir comment ils peuvent créer des partenariats vraiment « indispensables » avec leurs clients et collaborer avec les leaders des organismes pour aider à atteindre les objectifs stratégiques. Ceci nous a conduit à nous demander au cours de notre préparation pour le Colloque de la SLA sur l’apprentissage de la stratégie (SLS 2001) comment ces relations de travail sont formées. Nous avons donc prié quelques-uns de nos facilitateurs de l’apprentissage qui parleront lors du SLS 2001 de partager leur point de vue. Nous avons également pensé que vous apprécieriez une avant-première de ce qu’ils diront quand nous nous réunirons à Savannah (Géorgie, États-Unis) le mois prochain.

La Conferencia de IFLA 2000: Información para la cooperación: creando la biblioteca global del futuro

La conferencia general sesenta y seis de IFLA se convocó en Jerusalén, Israel, del 13 al 18 de agosto, 2000. Aunque no es tan grande como las conferencias de IFLA que toman parte en Europa y Norteamérica, se logró un último número de más de 1,800 matriculados de noventa y nueve países. Se propone que IFLA tenga un alcance global, y en efecto fue así, con la cantidad mayor de asistentes siendo de Israel, con 400 participantes israelíes en la conferencia de Jerusalén. Seguido a estos números son los de USA con 263, 207 de la federación Rusa, 88 de Francia, y 85 de Gran Bretaña.

Planes empresariales: mapas para crecer y triunfar

Los planes empresariales no son solo para empresas, empresarios, asesores o nuevos comerciantes. Los planes empresariales son críticos para cualquier organización—bibliotecas o centros de información, empresas sin fines lucrativos, sociedades,—que quiere ser exitosa. Un plan empresarial es un plan para el negocio, acordado por qué existe, para quien, que productos y servicios proporciona para estos grupos de clientes, como propone desarrollar y distribuir estos productos y servicios, y hacia donde se dirige. Un plan empresarial es un mapa para la organización, mostrando el destino que procura, el camino que seguirá para llegar, y los abastecimientos exígenos para completar el viaje.

Coloquio Estratégico de Aprendizaje (SLS 2001) Preestreno

Profesionales de la información necesitan saber como pueden crear asociaciones verdaderamente “indispensables” con sus clientes, y trabajar en colaboración con jefes empresariales para ayudar a cumplir las metas estratégicas críticas. Pero a medida que hemos preparado para el Coloquio Estratégico de Aprendizaje de la SLA (SLS 2001), nos preguntamos como se forman tales relaciones. Así, le preguntamos a algunos de nuestros facilitadores del aprendizaje que compartieran sus perspectivas. ¡Pensamos que les gustaría un preestreno de lo que dirán al reunirnos en Savannah el mes que viene!
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