Summer 1993

Special Libraries, Summer 1993

Special Libraries Association

special libraries

Summer 1993, Vol. 84, No. 3

SPLBAN 84 (3) 120-198 (1993)
ISSN 0038-6723

Benchmarking, Total Quality Management, & the Learning Organization

New Management Paradigms for the Information Environment

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summer 1993 vol. 84, no. 3 SPLBAN 84 (3) 120–198 ISSN 0038-6723

On the Scene

special libraries

Publisher: **David R. Bender**

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Subscriptions: **Gail L. Repsher**

special libraries (ISSN: 0038-6723) is published quarterly (Winter, Spring, Summer, Fall, Annual Index in Fall Issue) by Special Libraries Association, 1700 Eighteenth Street, NW, Washington, DC 20009-2508 Tel (202)234-4700 Fax (202)265-9317.

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Abstracted in: *Cambridge Scientific Abstracts, Information Science Abstracts, INSPEC,* and *Library & Information Science Abstracts.*

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- At 11AM one Monday morning a New York City-based management consulting firm called the NTIS Sales Desk to request same-day availability of a 193 page report. We had the report ready for pickup in hours.
- At 2PM on a Friday afternoon a law firm in San Antonio called in an order for 11 documents cited in the *Federal Register*. The documents were needed Saturday in preparation for a meeting with a congressman. NTIS had the entire order ready within 2 hours for overnight shipment.
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$$pk_a = -\log k_a$$

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$$\frac{\partial^2\psi}{\partial x^2} + \frac{\partial^2\psi}{\partial y^2} + \frac{\partial^2\psi}{\partial z^2} + \frac{8\pi^2 m}{h^2}(E - V)\psi = 0$$

$$E = 0.76 - \frac{0.059}{2}\log_{10}\frac{(1)(1)}{(10^{-3})^2}$$

$$a^n + b^n = c^n$$

$$X_i = kP_i$$

$$\int_0^\infty \frac{a\,dx}{a^2 + x^2} = \frac{\pi}{2}, \text{ if } a > 0;\ 0, \text{ if } a = 0;\ -\frac{\pi}{2}, \text{ if } a < 0$$

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Benchmarking, Total Quality Management, and The Learning Organization: New Management Paradigms for the Information Environment

Introduction

by Guy St. Clair

In 1991, at the San Antonio Conference of the Special Libraries Association, Keynote Speaker Joel Barker challenged information specialists to seek new paradigms for the management of information. A year later, I was invited to be Guest Editor of this special issue on benchmarking, Total Quality Management, and the learning organization in the information environment. I can't think of a more logical progression, for Barker's challenge cannot begin to be addressed in specialized libraries until we have accepted and enthusiastically endorsed the concepts inherent in these management techniques.

Those concepts are discussed in the articles chosen for this issue, and in gathering them, my guiding precept has been the compilation of a group of articles which can provide guidelines—a roadmap, if you will—for those of us who manage or advise individuals who manage specialized library and information services facilities. It is my intention, with this special issue of our Association's journal, to provide the background material, the thought-provoking and theoretical pieces which each of us can then use to design our own programs for our own workplaces. As several of the authors report, there is no single, best way to address the specific quality needs in all of our specialized libraries and information centers; all we can do is find the framework, the background material (such as I hope I've assembled here), discuss the process with senior management and then, with management commitment, begin the process.

And therein lies the key to our entire success, and the point several of us mention in our papers: no program, no matter what it's called, how sophisticated it is in its planning and implementation, or how specifically it's been adapted for our group, is going to succeed unless we have *commitment* from top management for what we're doing. In all my discussions with colleagues, clients, other writers, and even academics, a basic message comes through, and it's a message that has not been elaborated upon in much of the literature. Quality proceeds from the the top, and all the goodwill in the world, enthusiasm, excellence of service, and commitment to that excellence from library and information services workers will not be *totally* successful until senior management has accepted (if not *initiated*, which is far preferable) the concepts of quality management and encouraged the organization—as a whole—to adopt them. In my essay, I have attempted to address this issue, if not with a solution, at least, I hope, with an approach which might be of value.

Definitions aren't really necessary at this point, and in fact, the authors included here provide useful references and points of departure in their individual essays. Nevertheless, I should say a word or two about the learning organization, since that is the newest of these concepts and is perhaps the one of the three that is not yet universally recognized for its valuable potential in library and information services management. Several people have written on the subject, and Peter M. Senge, in his article, "The Leader's New Work: Building Learning Organizations" (*Sloan Management Review*, Fall, 1990, vol. 32, no. 1, pp. 7-23), makes several important distinctions which help us understand the concept and how it relates to benchmarking and Total Quality Management in the information environment. For example, Senge writes that "superior performance depends on superior learning [within the organization]." In a quote from Walter Wriston, Senge looks to harnassing the organization's "collective genius," for that is what will "blow the competition away."

"The impulse to learn," Senge writes, is "at its heart an impulse to be generative, to expand our capability." In the learning organization, leaders "are responsible for *building* organizations where people are continually expanding their capabilities to shape their future."

The concept of the learning organization, as it applies to our work, defines management in leadership terms, and managers as leaders. In our organizations, specialized librarians and information services professionals already play that role, in our work as information *specialists* and information *counselors*. As achievers of excellence in information matters, our work relates to the process that leads to excellence in the organization as a whole.

Our authors for this special issue could not be a more distinguished group of contributors, and their articles will undoubtedly bring much to the discussion about the role of benchmarking, Total Quality Management, and the learning organization in the information environment. With her important essay on benchmarking, Ferne C. Allan is liable now to find herself the recognized authority on the subject as it applies to specialized libraries, particularly in the research environment. Our Association President Miriam A. Drake and Crit Stuart have contributed a very useful case study on TQM applications in the academic research community. The driving efforts motivating the situation they describe, and their efforts in meeting these challenges, can be successfully translated to almost all of our specialized library and information services operations, regardless of size.

Elizabeth Duffek and Warren Harding present us with a quality program from the perspective of the military and its particular research information needs, again providing us with concepts and ideas which can be applied in all of our libraries. Ann Lawes provides an international point of view, and emphasizes the benefits that proceed from the patient and ultimately successful implementation of quality assurance programs. Christine M. Pearson, who spoke with such success on the learning organization at the Association's Winter Education Conference in January 1993, has contributed her script of that presentation, with some very specific caveats for us to look for as we go forward in the establishment of quality systems in our libraries and information centers. Finally, I attempt to provide some thoughts on management's role in the process and how we, as library and information services professionals, can influence that role. I also attempt a look at measurement, since that tool, in my opinion, is the very foundation of the work we do in quality services and the particular link which enables us to work with senior management in providing our services.

How successful we've been is not for me to say. There is much controversy in our community today about benchmarking, Total Quality Management, and the learning organization, and there are many naysayers postulating that these are not concepts at all (especially for library and information organizations), but simply buzzwords, time-wasters, and the like. I'm not convinced. My experience, and that of the people who've contributed to this issue, is simply that these efforts can be beneficial to the organization *and* to the specialized library or information services unit.

But of course these efforts cannot work, and indeed should not even be considered, without appropriate organizational attitudes in place, so it is important for us to understand the culture of the organizations that employ us. When we do, and then when we join forces with the decision-makers in the organization, we simply push forward. If necessary, we change the attitudes, but whatever the effort (and it is frequently a great effort, which may be why the naysayers have difficulty with these concepts), the outcomes will be positive. By embracing benchmarking, Total Quality Management, and the learning organization as *our* management techniques for library and information services, our users benefit. And that, in the final analysis, is the bottom line.

Benchmarking: Practical Aspects For Information Professionals

by Ferne C. Allan

■ Benchmarking is an important activity in helping organizations toward TQM. Applying the technique in the research environment of a national laboratory has some unique aspects. How information resource involvement was prototyped is described. The role of the information specialist is discussed. Using the current benchmarking methodology, information components at each step are identified. Activities involved are outlined; lessons learned and some general guidelines are provided.

What is Benchmarking, and How Does it Relate to TQM?

Benchmarking is an important activity in helping organizations toward TQM. Many companies are applying the techniques, numerous articles have described its applications, and several books have been published on the topic. How does benchmarking fit into the total quality picture? TQM is based on the premise that customer satisfaction can be achieved by continuously improving processes that support the customer. In 1987, the Malcolm Baldrige National Quality Award (Public Law 100-107) was established to encourage industry to improve quality and thus become more competitive.[1] The emphasis on the Baldrige Award certainly ignited the interest in benchmarking, as benchmarking is a major criteria for the award.

The term "benchmark" has long been in use and has been applied in disciplines ranging from surveying to chemical analysis. More recently, performance benchmarking has been applied in the computer industry. This concept of a standard to measure against has been retained in applications in quality management. Basically, benchmarking is a tool—a means of measuring and comparing performance. Although the techniques were applied in the early 80s, the first fully descriptive book about benchmarking was published by Camp in 1989; this book provided focus and solidified the concept. His working definition of benchmarking is "the search for industry best practices that lead to superior performance." The formal definition is "the continuous process of measuring products, services, and practices against the toughest competitors or those companies recognized as industry leaders."[2] Other words to describe the concept are continuous or process or performance improvement. In the past, journal articles have been the source for keeping up with the rapid growth of this process; now several good books have been published by authors such as Balm, Spendolini, and Watson.[3,4,5]

At Sandia National Laboratories, benchmarking is closely tied to process improvement. At the laboratories, "Process improvement involves activities that produce beneficial changes to your operation/business." Thus benchmarking can be viewed as "one of the quality activities that can be applied to process improvement. It is the formal process of measuring and comparing an existing process, product, or service against that of recognized top performers (best-in-class) both within and outside your organization."[6]

The concept of measurement, or metrics, is still inherent. Perhaps the new nuance being applied is the concept of partnering, or how these measurements will be applied and compared. In traditional benchmarks, the standard was defined. In benchmarking, the best practice must be sought out and part of the process is to define this practice, a much more fluid arrangement. Benchmarking helps a company focus it efforts in areas where it achieves the most improvement.

History of Quality and Benchmarking at Sandia

Sandia's main responsibility is "national security programs in defense and energy." It is expected to "render exceptional service in the national interest." We have always had the concept of quality for our product—quality assurance, safeguarding, security, and center of excellence are all terms that have been associated with Sandia since its beginning in 1949. In recent years, the TQM approach has become prevalent. As part of this emphasis, a formal program of benchmarking was started in 1991.

To implement benchmarking, a well-structured methodology must be followed. Major publications describe the benchmarking process by steps and these range from 4 to 33,[7] depending on scope of each step.

At Sandia, a 12-step methodology has been utilized. Why would we modify an existing methodology for our own use?

Unique Aspects of R&D and Government Laboratories

Several aspects make a national lab unique when applying benchmarking methodology.

- Sandia has an R&D environment. Sandia is not a manufacturing firm, and is neither a production environment nor product-focused. Most processes are non-repetitive and many are one-time efforts; thus it is difficult to determine cost-benefit.
- Industry metrics don't always work. Although the focus has changed in the last five years, there really is no environment of competition. Many of the cost metrics used in industry don't work. We also have no profit, so increased profitability can't be used as a measure of improvement.
- There are restrictions on information-sharing. Much of our work is government classified and we are used to sharing only with designated groups. With benchmarking, we have additional legal issues which are more familiar to industry—how to protect proprietary information and how to share information.
- Cultural bias exists. Our scientists come from prestigious colleges and universities and are used to being "top of the class" so there is a built-in bias that we are already the best. They are also used to working autonomously.
- Government constraints exist. We are governed by Department of Energy requirements. Compliance can change process requirements and this has to be accounted for when comparing processes.

What Can An Information Specialist Do?

Benchmarking has been beneficial to the reputation of the information profession. Information is crucial to the benchmarking process and the procedure will not function without access to information resources. This need certainly enhances the status of the information specialist and the information center. However, skills in business and competitive intelligence must be developed or strengthened. Although many traditional reference techniques are used, many non-traditional and innovative approaches are needed as well. It is important for the information professional to be aware that, unless the information center asserts it abilities in this area, means for supplying the service could be developed elsewhere in the organization.

At our location, the manager of the newly-formed Benchmarking/Process Improvement Department took the initiative to approach the Technical Library Reference Department. He had discovered from his orientation to the subject that information was a very important part of it. Coming from a research environment, he felt that involvement of an information professional from the very beginning would be beneficial. The original term of the contract was for 0.5 FTE for one year. During this time period, the information professional would study the benchmarking process and the needs of information service for benchmarking teams. Then the information professional would take this knowledge back to the other reference librarians, and in essence, mainstream it into the usual reference process. Our reference team serves by assignment to organizations, so any one of them could be on call for service to a team. The benchmarking manager was very open to suggestions and wanted his department to get up-to-speed as soon as possible.

Two Ways to Serve—the Department and the Team

The initial approach was to support the Benchmarking Department. The staff of the Benchmarking Department came from other technical positions and needed to be educated and have a program in place as quickly as possible. The services provided were:

A. For the Department

1. Current awareness—A profile was set up to flag pertinent articles. This was scanned before mailing to the department so items of interest could be selected for the bibliography. This current awareness service continues.
2. Additions to the quality collection—In the beginning there were few books on benchmarking; however, there were a number of books on business intelligence, and some on ethics and proprietary information. By now, some good books have been published.
3. Bibliographies—annotations were written for selected articles and books. These bibliographies became Sandia reports and are available to the public. [8,9]
4. Reference questions—A variety of reference questions were answered.
5. Seminars
   a. Online seminar—A seminar was set up with a vendor representative to explain online searching and specific attributes of benchmarking searching. This presentation was timely and saved me from having to prepare a presentation.
   b. Sandia seminar—I chaired a panel session on benchmarking at the ASIS Mid-year meeting in Albuquerque, NM. While the speakers were in town, we invited them to Sandia for a seminar.

B. For the Property Inventory team

At the midpoint of the contract time, a team was proposed for benchmarking the Sandia"property inventory" process. This assignment gave the information professional a perfect chance not only to serve on the team but to prototype the involvement. Then, by analysis of the information services that were supplied at each step of the methodology, information specialists could anticipate periods of heavy time involvement as they served on a team. The life of the team tends to be at least six months and can be much longer. Appendix A gives some details on information services one could (or should not) supply as a benchmarking team information resource.

Information Components of the Sandia 12-Step Benchmarking Methodology

We have discussed the development of a 12-step methodology at Sandia. Each of these steps was analyzed to see if information gathering (supplying) was inherent in it. This is called an Information Component. Guidelines were laid out for information specialists to show the involvement at each step. In this way, they could plan time and resources for the expected life of the project.

Step 1. *Identify the process to be benchmarked.*

It may be useful to provide a broad scan to help define process, history, build list of terminology and keywords, and scope of process; and also to get a feel for where and how much information there is on the subject. Try not to get too much in-depth information now. You may want to keep a reading file for the team, by subject for now, and later by potential partners. Keep track of all searches.

Step 2. *Establish management commitment to the benchmarking process.*

Step 3. *Identify and establish the benchmarking team.*

Determine how you will function and your role/responsibilities on the team, i.e., are you a full-fledged team member or a resource person? If possible, take TQM and/or benchmarking training with the team.

Step 4. *Define and understand the process to be benchmarked.*

Depending on how in-depth you went in Step 1, you may be involved here. You can help define knowledge of the target processes. If desired, set up current awareness.

Step 5. *Identify metrics and collect process data.*

You may be involved here, either to help find internal or external data, or to help in critiquing the metrics chosen, based on your knowledge of the process and/or your role on the team.

Step 6. *Identify rank and implement internal process improvements.*

Step 7. *Identify benchmarking partners.*

You are likely to play a major role in this step. It will probably be the most difficult part of the project, depending on how much has been published on the process. Some names should have emerged in the process search, but to get a representative list from across the discipline you will need to employ some non-traditional methods. Camp, Balm, Spendolini, and Watson outline in good detail how to approach this part. Ojala[10] also has hints on online searching. Unless another team member is designated, you are probably the best person to "track" (set up a file or database about) these companies and supply missing information.

At this point, in preparation for Step 8, handling of the information should be discussed and determined by the team, i.e. security of information and proprietary information should be identified. Companies chosen and data gathered should be treated according to company policies. At this point also, ethics and legal issues should have been clarified. Background information on potential partners may be useful when making initial telephone contact.

Step 8. *Collect process data from benchmarking partners.*

You may be involved here, especially in refining the list of potential partners, in questionnaire development, or the collection of initial process data/metrics through library search.

Step 9. *Analyze benchmarking partners' process data and compare against internal process data.*

For the selected partners, find additional background information for the interviewers—anything that will help establish rapport. This includes facts on the company, current news about it, issues and accomplishments, as well as any negative news items.

Step 10. *Site visits, interviews, and reanalyze data.*

Based on knowledge gained on the process and about the companies, you could provide input for the preparation of interview questions.

Step 11. *Implement improvements and monitor results.*

You could be involved in providing input to an action plan and should be involved in preparing a final report, if one is produced. The plan usually discusses the information required and used. During the wrap-up sessions, stress that you are available if more information is needed.

Step 12. *Continue to conduct benchmarking of this process, or other aspects of this process, as appropriate.*

See if a current awareness service is wanted if one was not established earlier.

This detailing of services gave the logical approach to reference, but there were many other aspects of being on a team. So, a briefing was also devised to help with logistics, politics, and administrative details. Some of these hints are universal and are included as Appendix B.

Lessons Learned

What were some of the lessons learned? Again, they will be divided into two segments.

First, aspects of being "on loan" should be discussed. This project served as a prototype, since our Reference Department is continuing with other "on loan" projects.

1. *Be sure to have a work area set aside at the alternate work location.*
2. *Time management is important when matrixing.* Allow time to switch between projects and for keeping up with two organizations. Also, being on site can generate many unexpected questions that were not anticipated.
3. *Have a contract between managements—what the duties are, for how long, and what the product will be.* Meet periodically to review progress and change course if necessary.
4. *Do a monthly report.* This practice helps track progress and is a great start for the final report.
5. *Keep statistics.* As a means of monitoring workload, our department tracks reference questions. When working on site, these become such a natural part of the interaction that they tend to slip through uncounted.

Lastly, some important lessons were learned about benchmarking.

1. *Benchmarking is a tool and there is no "one right way" to do it.* Benchmarking activities are seldom "pure." There were probably times when the team adhered too rigorously to theory when it would have been better to follow our own practical instincts. Each team is unique and reference techniques will need to be tailored for each one.
2. *Define your role on the team—as a resource or team member.* The final definition for the information person was as a resource. This means the information professional can supply information, input, and even give opinions to the team, but the team makes the decisions. However, even as a resource person, it is important to take training with the team—TQM, benchmarking, or whatever course the team is taking to get up-to-speed.
3. *Attend as many meetings as possible.* Information needs are unpredictable and can emerge at any point. Also, it works better if one team member is designated to be the contact person for the information resource.
4. *Everything takes longer. The team really needs some goal dates.*

It is still too early to tell whether benchmarking is the latest buzzword or the foundation for an underlying quality change in American productivity. Information professionals should become familiar with benchmarking techniques and be ready to demonstrate their abilities to provide the services needed to make benchmarking successful in their organizations.

This work performed at Sandia National Laboratories supported by the U.S. Department of Energy under contract DE-AC04-76 D P 00789.

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Appendix A.

Possible Information Services

You will need to:

Understand the technical process;
Develop some rapport with the team members;
Know benchmarking methodology—ideally by training with your benchmarking team;
Have some knowledge of process analysis and flow-charting;
Have some knowledge of TQM.

You probably should not become involved in:

Process flow charting;
Metrics;
Contacting potential partners;
Team documentation.

You could become involved in:

Questionnaire development;
Telephone interview script;
Interview process (types of information to ask for);
Tracking information on potential partners;
Contact person, phone number, address;
Summary (wrap-up) report or action plan.

You will be supplying input on:

Process searches—does a better process exist: Who is "best in class";
Company searches, tied with processes;
Definitions;
Information handling;
Companies for process selection;
Company backgrounds for site visits;
Resource people, e.g., Who at Sandia knows about metrics, or proprietary information, etc.;
Variety of reference questions.

Appendix B

Briefing on General Guidelines for Information Specialists.

1. Establish the nature of your involvement up front. Time- and money-charging issues should be settled. Who pays—the benchmarking department, the department that is benchmarking, or the information center?

2. Determine the appropriate meeting to begin your attendance; try to join when technology is being discussed.

3. Determine the boundary for your information services. What is appropriate will vary from team to team. See Appendix A. Tailor your efforts to the team's needs.

4. Watch what you promise at the beginning. Some subject areas are not documented, and may need unconventional techniques to find *any* information.

5. Be prepared for non-traditional reference input, e.g., handling of restricted information, copyright issues.

6. Be prepared to have the information you found considered irrelevant or just not used. (Perhaps being involved in the total process provides insights not otherwise discovered. We really don't know how much our search results are used).

7. You may be on a team that does not perceive its information needs. You will need to be proactive and offer help, even in such things as how to organize information, e.g., potential partner contacts. Your ideas are welcome; be alert for ways to provide information.

8. You will need to develop a means for counting searches. Your interaction will be so natural and continuous that it is easy to forget, especially in quick reference. Or, several subject areas may end up being one large continuous search. For example, you could use time equivalents.

9. Prepare and organize for a large extended search process from the beginning. Keep copies of everything sent to users (this can be on disk). Also, keep a running tabulation of your searches (e.g.,subject, date, who has articles, who has printout, who has strategy). However, someone on the team will be responsible for team documentation.

10. Review Malcolm Baldrige documentation to be familiar with how information and benchmarking tie in with the award.

11. Ethics permeates this whole process. The International Benchmarking Clearinghouse of American Productivity and Quality Center has published a "Benchmarking Code of Conduct" that is relevant.[11]

12. Make sure reference staff is alerted to the type of questions that indicate benchmarking activity.

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TQM in Research Libraries

by Crit Stuart and Miriam A. Drake

■ TQM in academic libraries is inspiring a new focus on valued service to customers as competition from alternate information sources reveals the inadequacies of traditional service. Georgia Tech Library developed its own version of TQM to rivet attention to customer needs and provide content-based, value-added information services. As the primary agents in customer interaction, front line staff are driving innovation and the marketing of services. Statistical quality controls to adequately assess information transactions are not yet worked out. Anecdotal evidence of success or failure is still the primary measure of service success.

Background

Total quality management (TQM) has emerged in the last decade as the preferred method for reducing defects in production, increasing customer satisfaction, and boosting productivity. TQM has been adopted to drive innovation and improvement in industry, supplanting quality circles, theory z, management by objectives, and other cures used in the recent past.[1] Much of the historic impetus for the acceptance of quality improvement programs in America has been inspired by the Japanese in their headlong embrace of TQM.[2] In recent years, the pioneering efforts of W. Edwards Deming, J.M. Juran, and others have evolved into a vast array of techniques for modeling processes and improving quality.[3] Thousands of companies are spending considerable resources to establish TQM processes. The transformation that began with manufacturing is now being adopted by service organizations, largely because customers' expectations have risen sharply, and because quality improvement programs can be adapted to service industries.[4]

The American stampede to embrace quality programs has produced uneven results because no single blueprint for improvement is broadly applicable. Commitment, ingenuity, and employee empowerment are proving to be essential ingredients for success. Successful quality programs indicate that this approach to improving products and services is being accepted as one way of gaining a competitive edge. TQM may not survive in its present form; however, quality initiatives will remain in place and will place greater emphasis on quality, reliability, timeliness, and customer satisfaction.

The reasons for early failures of TQM are sobering to contemplate, and the landscape is littered with faltering quality improvement programs. Management may fear loss of control as decision-making and innovation is invited from the ranks. The extensive effort required to implement a reorganization of processes may be sidelined as other priorities press for the time and energy of leadership. Fear of management in the workplace can strangle acceptance of programs whose success is critically tied to employee innovation and recommendations for change. Too often special departments created for quality implementation are perceived as bureaucratic and out of touch with the realities of the workplace. The often protracted time cycle of initiation, training, and implementation, usually several years, requires enormous energy, commitment, and focus to effect desired change. The slow emergence of results can exasperate organizations that require immediate turnaround to stay in business.[5]

Success more frequently comes to organizations which place responsibility for customer satisfaction and quality improvement with front line staff.[6] Some companies are moving toward "break-through" techniques which produce substantial improvements to smaller segments of an operation in a short amount of time. Experimentation will continue, with the focus remaining on customer satisfaction.

Among the first service industries to experiment with quality improvement programs were airlines, banking institutions, insurance companies, and health care providers. Libraries are just beginning to adopt these practices.

TQM in Libraries

"Listening to customers must become everyone's business. With most competitors moving ever faster, the race will go to those who listen (and respond) most intently." This stern prediction from Tom Peters in his bestseller, *Thriving on Chaos*, would have been ignored until quite recently by most large academic libraries. Operating in relative isolation as great storehouses of knowledge, there was no perception that students, faculty and staff would look elsewhere to satisfy information needs. Librarians often failed to realize that the library is not the information source of choice for many faculty and students. Librarians were more concerned with internal process rather than perceptions of value or customer service. They saw themselves as keepers of knowledge rather than active agents in information transfer. Librarians took the position that people should want to come to the library because libraries are "good things," and for many years they were content to maintain the status quo.

Attachment to time-honored public services dispensed by a disinterested person at a desk is still the norm in many libraries. Technical processing staff continue to describe physical objects with little regard to their content or intellectual accessibility. "These are traditions, procedures, and services that work for us. Sustain this well-documented, carefully evolved approach for continued success" is the motto of many librarians. They pay little or no attention to the needs of their primary or secondary clientele. Customer satisfaction does not appear on lists of priorities focused on maintenance of collections and open hours.

In reality, many students and faculty do not need the library for information for their assignments, instruction, or research. It often is more efficient and more effective for people to use online information systems for data, information, and documents than to spend hours in the library accessing bibliographic databases and finding material on shelves. The Internet and increased availability of a variety of online services are facilitating self-sufficiency of students and faculty information finding and acquisition.

Special librarians historically have been more customer-oriented than academic librarians, especially those who must deal with thousands of students. The special librarian has the advantage of knowing the library's clients, their work, and the larger framework of corporate objectives. In companies where library costs are charged to user departments or client invoices, libraries have been especially sensitive to customer satisfaction.

History of TQM at Georgia Tech

This notion of entrenched, predictable, supplier-driven library service has come to crashing end at the Georgia Tech Library. Historically, the library functioned well in the conventional sense. Cataloging records were better than those produced in most libraries. The card catalog was destroyed in 1975 and replaced by a microfiche catalog. Copies of the catalog were placed in each department on campus and delivery services were initiated. Reference service was conventional, leaving most of the work to be done by library users. Delivery service to campus offices was initiated and continues. The staff were well-trained to provide instruction in bibliographic matters, but had little concern for information content or services of special value.

Georgia Tech is a computer and telecommunications-intensive campus whose students and faculty are sophisticated users. Approximately 80% are in science and engineering. The library's collections reflect the specialties of the Institute. In 1985, the library implemented the Georgia Tech Electronic Library (GTEL®) to provide campus-wide access to the catalog and a variety of locally mounted commercial databases. People did not have to come to the library to use it. They could use the library from their offices, dorms, or homes. Document delivery is provided through twice daily truck stops, fax, and downloading.

All students and faculty have access to the Internet, and are comfortable with all aspects of information technology. It became clear that if the library did not pay attention to customer needs and did not provide content-based, value added services, the need for the library would decline in the years ahead. And so, the library's mission statement, formulated in 1985, shifted the focus of library activities from collections to customers.

This shift represented a significant change in organizational values and culture. Many staff members resisted the change out of fear, uncertainty, and a lack of self-confidence. A catalyst for responding to customers' needs and expectations came unexpectedly in 1990 when four librarians joined 100 Georgia Tech administrators and faculty at a one-day seminar at Milliken & Company corporate headquarters in Spartanburg, SC. Milliken had recently won the first annual Malcolm Baldridge National Quality Award. The staff at Milliken believed that TQM practices, so successfully adopted by business, could be applied to institutions of higher learning given time, hard work, and total commitment. Tech's president embraced the challenge, mandating a new focus on the student as customer and challenging teaching faculty and support services to respond to their needs. At Milliken, the simultaneous strategies were to assess customers' values and expectations, encourage and reward innovation among employees, suppliers and retailers; improve quality of manufacture, offer limitless, customized options in products; and greatly reduce inventories and delivery times. Employee empowerment and recognition were stressed as key ingredients of the program. The trip to Milliken was the first step in a new focus on student-as-customer that would keep Georgia Tech competitive into the 21st century.

Implementation at Georgia Tech Library

For library staff returning from the Milliken experience, the challenge was to create an environment in the Georgia Tech library that stressed customer satisfaction and encouraged employee involvement in improving information services. While administrators at Georgia Tech developed a strategy for implementing quality across the Institute, the library decided to move ahead with its own model of TQM. A team of five library staff was appointed and charged with developing a plan for quality improvement. Key elements of the quality team's action plan were:

1. involve everyone on staff;
2. identify internal and external customers;
3. improve customer satisfaction;
4. increase opportunities for customer interaction and feedback;
5. provide value-added services;
6. encourage innovation and efficiency;
7. communicate openly; and
8. identify staff training, education, and development opportunities.

The guiding philosophy was customer satisfaction. Since no library model of TQM existed in the literature, the library introduced its quality program with techniques and suggestions adapted from Milliken & Company, the literature on TQM, and library staff. Techniques include:

Opportunity for Improvement Forms

These forms enable any library employee to make a recommendation for improving service. Suggestions are reviewed by the quality team, and passed along to the appropriate manager for review and approval. The initial flurry of responses gradually reduced to a trickle; however, the forms are still used. Successful approaches to fostering innovation have been implemented in the immediate setting of each work unit as well as the library as a whole.

Brainstorming

This technique is another mechanism for generating change in the workplace. Several library-wide sessions have provided criticism-free opportunities for proposing improvements, with a special emphasis on customer service. Suggestions have frequently identified problem areas that were widely perceived by front-line staff, but were unknown or treated as insignificant by managers and administrators. For example, staff made strong pleas for glare-free screens for computer monitors, moving the GTEL® terminal cluster closer to the reference desk and improving signage in library buildings. The first two recommendations have been implemented. The third is in progress. Changes are made as they are practical and affordable. The process is not completely satisfactory because not all staff ideas are appropriate or possible to implement. Nevertheless, brainstorming continues to be used as a tool for generating innovative ideas and solutions to problems.

Staff Development and Training

Through use of a questionnaire, library staff were asked to suggest topics on professional and personal development. The assessment also revealed preferred methods for receiving training. In response, workshops have been offered on the Internet, handling customers, and managing multiple priorities. Programs in the near future will feature presentations on diversity in the workplace and teamwork. Where there is a perceived broad interest, library staff who attend significant training programs are invited to make presentations to the entire staff or to selected departments. One- and two-hour seminars on handling customer complaints, prioritizing work responsibilities, and reporting new information on databases have provided general staff access to novel methods for improving service.

Distinguished Service Award

Each year library staff nominate from their ranks individuals whose performance has made a significant contribution to customer service or to achievement of library goals and objectives. A winner is then selected by the library administration. Recipients are recorded on a publicly displayed plaque and receive a cash award at a special staff reception held in the spring. Recent literature on the topic of recognizing individuals for outstanding performance indicates that a more modest cash award may be preferred, and the TQM literature even admonishes against vaulted recognition of an individual. The challenge is for each associate to build in psychic rewards in the work environment and in the content of one's own work. In an academic institution, psychic rewards can be great boosters to a sense of achievement and fulfillment. The library administration maintains a "love letters" file to gather anecdotal evidence of staff achievements. Library staff contributions and awards have been cited in faculty publications and letters have been received documenting staff contributions to obtaining patents, research grants and completion of dissertations.

Annual Library Recognition Weekly/ Quarterly TGIF Parties

Fun and celebration should be a component of any work setting. During Library Recognition Week, staff are treated to a reception, small favors, and a benefits fair, highlighting free services and perks available to Georgia Tech employees. TGIF parties occur quarterly as a break from work.

Work Groups

Significant responsibility for determining the shape of information services is being shifted to work groups in the general reference departments. Marketing, liaison activities with teaching and research departments, local information system and Internet instruction, and student services are being designed by individuals most responsible for delivering the services. The emphasis is away from management dictating content for programs and toward empowering those who are closest to the action. The goals of work groups in most organizations are to increase productivity, enhance creativity and find solutions to complex problems. The realization of goals is limited by the varying commitment and talents of participating staff and their fear of being accountable for the effectiveness of programs. The library's challenge is to recruit staff comfortable in an empowering environment and to enhance the self-confidence of staff dealing with customers on a day-to-day basis.

Some librarians have relatively little "real world" knowledge. Often they have chosen to become librarians to be buffered from the real world. Their lack of knowledge, inexperience with teamwork and desire to be protected from responsibility for their own actions are significant challenges to realizing effective work groups. Fears and uncertainty can be alleviated, in part, by providing training for staff on a continuing basis.

Focus Groups and Surveys

Thirty Institute faculty and research staff were recently invited to participate in two-hour focus groups to define individual information-seeking habits and the library's contribution to that process. Participants were asked:

- What is your most valued source of information?
- What kinds of information do you need to do research or instruction?
- What role should the library play in getting information to you and your colleagues?
- In what areas do you see greater interaction between the library and your department?
- In what ways could the library collaborate with your departments on information-related activities?

Transcripts were shared with library staff to assist them in making recommendations for new or altered services. Findings indicate that faculty often are not aware of the services available at the library. The first source of information for faculty is a private collection or colleagues. But in areas where staff have been successful with outreach, instruction, and liaison, the librarian is named as the preferred source.

Other sources of feedback include focus groups with student leaders, anecdotal information and letters, and written suggestions deposited in a suggestion box. Recently a suggestion box was added to the electronic library.

Most faculty members suffer from information overload. They receive far more information than they can absorb and use. Mass mailings tend to be discarded without reading. Articles in the school newspaper about the library tend to be ignored. Focus groups and other meetings have made it clear that librarians have to market their services one-on-one with faculty.

On the other hand, students are more aware of library services. Undergraduates want faster access to reserve materials and less work in doing research for a term paper. Graduate students want all the services available to faculty, at no cost.

Future Directions

It is clear that TQM as practiced in manufacturing corporations cannot be applied to service organizations. Statistical quality control is difficult to apply to the quality of an information transaction or transfer, because information is intangible and its value often elusive. Students consume information to deliver a quick payoff for term papers. Also, since students and faculty do not pay directly for information, they do not assign values to the information they receive. The value of information for a faculty member may not become apparent until a paper is published or a research grant is received.

Library managers have great control over the costs and quality of input and little or no control over the cost or quality of output. The value of output is in the mind of the customer who may or may not have a realistic notion of the costs or values involved.

Librarians also lack a firm concept of value because they do not follow up to learn how information is used and whether the information they delivered made a difference to the customer. In traditional setting, librarians act on the perception that the customer wants a book or a list of citations rather than the content to be gleaned from them.

Rather than try to impose the parameters of TQM on teaching and learning, Georgia Tech has chosen to implement Continuous Quality Improvement (CQI). With CQI, benchmarks and other measures do not have to be precise. Anecdotal evidence of success or failure is as valid in a CQI setting as is the complaint level.

Future efforts at Georgia Tech will focus on recruiting skilled individuals who are interested in providing substantive information to aid in human problem-solving, decision-making, learning, and education.

Each library must assess its clientele, their needs, services to satisfy those needs, and the framework or context for information services. Libraries will also differ in the way they respond to and satisfy customer needs. Customers will range in their preferred ways of interacting with libraries and librarians. Many information users will choose to be self-sufficient in accessing and obtaining information, while others will require some instruction and direction in information access. And there will always be those customers who rely exclusively on librarians to satisfy their information needs.

In large academic institutions, librarians are likely to see a great variety in the preferred information behaviors of students and faculty. Since it is unlikely that academic libraries will be funded to provide full service to all users, libraries will respond to the variety of customer demands in different ways.

While modes of service will vary, the imperative for quality will persist. TQM, CQI and other variations of the quality process are likely to be significant forces in shaping future academic library services.

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Quality Management in the Military: An Overview and a Case Study

by Elizabeth Duffek and Warren Harding

■ **In the early 1980s, the Department of Defense began a quality improvement initiative based principally on W. Edwards Deming's philosophy of continuous improvement. Quality management has since been implemented agency-wide. Global economic and political forces are causing enormous changes in the U.S. military and effecting the success of individual programs. This article illustrates, via a case study, how top DoD level decisions have affected one defense research laboratory and driven changes at the lowest field level.**

Over the past few years, national economic concerns and worldwide political upheaval have compelled the Department of Defense (DoD) to reshape its agency. Downsizing and budget trimming of the U.S. military began on a small scale in the late 1980s, echoing events in private industry. As the DoD found itself coping with monumental changes, Dr. W. Edwards Deming's principles of continuous improvement and other ideas on quality management were gaining national interest. These ideas attracted the attention of top DoD personnel, and became the basis for an agency-wide quality management initiative.

The Department of Defense first considered pursuing quality management about twelve years ago, well before anyone could predict the significant reductions in personnel and funding affecting the armed forces today. The principal mechanism for establishing quality management in the DoD has been Total Quality Management, or TQM, officially sanctioned by the agency in 1988. The Defense Department's approach emphasizes the Deming philosophy of continuous improvement, and borrows selectively from the principles of Juran, Crosby, Feigenbaum, Shewhart, and others in outlining the systematic adoption of quality management practices. Since its inception, evidence of this new way to do business is evident in varying degrees from top management to the lowest field level operation.

History of Quality Management in the DoD

The quality improvement initiative in the military began in the early 1980s with the Navy Personnel Research and Development Center (NPRDC) in San Diego, CA, when it chose Deming's philosophy of continuous improvement for training its acquisition workforce.[1] In 1987, Dr. Robert Costello, former Under Secretary of Defense for Acquisition, issued a memo outlining how TQM could be implemented within the DoD. In March of the following year, then Secretary of Defense Frank Carlucci released the DoD Posture on Quality, followed in October by a master plan for implementing TQM across the entire agency.[2] Within the guidelines of the master plan, individual organizations were given considerable leeway to implement quality management programs in a manner most appropriate to their particular function and needs.[3]

Quality Management Programs in the DoD

Manufacturing and repair operation were the first to successfully launch quality improvement in the Department of Defense. Using Deming's philosophy and techniques of statistical process control, naval shipyards, aircraft overhaul centers, and Army supply depots reduced turnaround time on repair and deliveries, increased customer satisfaction, improved reliability of work performed, and reduced overall costs.[4] In 1985, the Air Force announced its R & M 2000 program for increasing the reliability of newly acquired weapons systems and the ability to maintain them.[5] Although the DoD Master Plan for TQM implementation initially focused on acquisitions activities, it also clearly stated that the DoD would eventually adopt and practice continuous improvement throughout its entire operation.

Organizational Structure and its Effect on TQM Implementation

By its very nature, the Department of Defense is a highly structured and autocratic institution. The hierarchical rank system on which it must depend to function properly is both an inherent and important element of the workplace culture; at the same time, this characteristic presents an obstacle to lateral and bottom up communication within the organization. Free flow of ideas in all directions is essential to the success of any quality management effort, and DoD organizations have a number of sources they can turn to for help in developing a strategy for quality improvement implementation. The AF Quality Center at Maxwell AFB, AL, the Federal Quality Institute, and private sector trainers, all experienced with implementing quality management within complex, highly structured organizations, assist the DoD and other federal agencies in their move toward quality improvement.

The structure of DoD installations makes the concept of the internal customer an extremely important one. Many defense facilities—whether a combat-ready Army post or an Air Force research center—employ military and civilian staff internally to provide supporting services for those employees who perform the organization's primary mission work. Payroll offices, contracting offices, libraries, computer centers, and recreational facilities all exist to handle the daily operations needs of those carrying on the Defense Department's activities. The makeup of such a facility can be quite cumbersome and divided, presenting considerable challenges to creating a culture of continuous improvement.

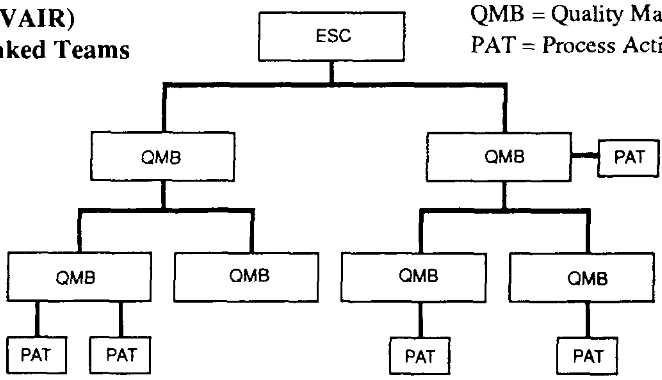
Although there is no one best way to introduce a quality management program in such agencies, the Federal Quality Institute suggests various models for large, bureaucratic organizations to follow. One of the more successful methods has been to superimpose the program's structure over that which already exists in the organization, making adjustments necessary for lateral communication across the organization. As an example, the chart on the following page illustrates how the Naval Air Systems Command set up its quality management program structure.

In this model, the Executive Steering Committee (ESC) gives policy guidance for the overall improvement effort; the Quality Management Boards organize process action teams (PATs), guide the team efforts, implement changes when possible and recommend other changes to the ESC; PAT members work on a specific problem, document a process, collect and analyze data, and make recommendations for change. PATs with cross-functional memberships bring the skills and concerns of both support and mission personnel to the improvement process, and open up communications in ways that may not have previously existed.

Quality Management at the DoD Laboratories

In the military research arena, DoD decisions in 1989 and 1990 consolidated Army, Navy, and Air Force research laboratories

TQM Organizational Structure at Naval Air Systems Command (NAVAIR) Multi-Level Linked Teams



Key

ESC = Executive Steering Committee
QMB = Quality Management Board
PAT = Process Action Team

within each branch of military service; in the Air Force, this decision reduced the number of laboratories from 12 to four. As a result, many fledgling TQM efforts suffered setbacks or ceased entirely. The instability and uncertainty surrounding such a radical change created an atmosphere detrimental to practicing continuous improvement in many places. Additionally, the stable environment needed to analyze processes, collect data, and implement changes in a controlled manner disappeared. Furthermore, the effects of Congressionally mandated budget cuts and personnel reductions began impacting the workforce at the field level. This triple dose of negative factors derailed a number of quality management efforts. However, even as personnel drawdowns and funding cuts continue, some organizations are resurrecting their efforts as a way of addressing the mandate for a more streamlined and effective military.

Implementing Change in a DoD Laboratory: A Case Study

In December 1990, as part of the Air Force reorganization of its research laboratories, the Phillips Laboratory replaced the Air Force Space Technology Center, which consisted of a headquarters at Kirtland AFB, NM; the Weapons Laboratory, also at Kirtland AFB; the Geophysics Laboratory at Hanscom AFB, MA; and the Astronautics Laboratory at Edwards AFB, CA. With such a drastic change in organizational structure, the new laboratory would obviously need a different method for reporting and tracking funding of its activities.

Six months prior to DoD laboratory consolidation, the Geophysics Laboratory commander appointed a Process Action Team (PAT) to apply quality improvement techniques to the financial management area of the laboratory operation. When reorganization occurred, TQM progress at Phillips Laboratory/Hanscom ceased both because of that decision, and also to avoid instituting new procedures which might become rapidly obsolete within the new organization.

It took close to a year for the new Phillips Laboratory to define policies and directives for financial management activities. The new guidelines marked a significant shift in the way support services at the three PL locations would fund much of their work. Traditionally, suport services (the purchasing department, library, printing department, etc.) were performed at no cost to the customer, i.e. the scientific divisions. The new management directive required that laboratory support functions now charge the cost of these services back to the divisions requesting them.

To address how to best adapt to this new policy at the PL/Hanscom location, the Geophysics Directorate called on the TQM Financial Management PAT for ideas. The team had been wrestling with two issues for some time:

1) how to reduce the inordinate number of existing funding accounts, and 2) how to create a mechanism for cross-charging costs for services. When the new PL management announced its policy, the team was prepared with the right idea at the right time. The PAT recommended combining a maze of existing funding categories into one element of expense (EEIC) and the use of that one "pot" of funding to provide support services to all the scientists on a reimbursable basis. Although the idea may appear simple, it was a radical one for the Geophysics Directorate. This solution would treat all customers equally, in effect establishing a contractual situation between the scientific and support functions of the laboratory. The arrangement completely changed the relationship between these activities, emphasizing the customer/provider relationship much more clearly.

Rethinking the Research Library Operation

The PL Research Library, part of the PL operation at Hanscom AFB, serves to illustrate how a change at the executive level proved the catalyst for functions within the organization to reshape the way they do business. Prior to the institution of the single EEIC concept, the Research Library received yearly funding to cover everything from journal renewals to online search costs. With the new policy in place, the Research Library now needed to identify the portion of its costs that could be directly attributed to customer requests. Those costs would then be charged back to the individuals requesting them. Simply put, all library services that could be readily identified to a customer would be reimbursed, and the remaining operating costs would be funded by the library's budget. Concurrently, the funds allocated for the Library's operating budget would decrease, and the Library would be expected to make up the difference via the income from customers.

The policy of reimbursement leaves the Research Library looking to its customers for a portion of its funding. At the same time, the scientific divisions will be looking at how to use their own diminishing funds most effectively; they may decide to forego requesting Dialog searches, document delivery, and other library services now that their own funds will cover the cost. The specter of losing customers and business confronts the Research Library, and for the first time in the Library's history, forces it to compete for customer dollars. This new focus on customer relations was initially threatening the library staff, but time has helped reveal the silver lining. To a great extent, how vital the library remains to the PL Laboratory is now up to the library itself. The new policy will mean more aggressive marketing of library services and their value to the scientist, improving online search skills to keep the costs of online searching as low as possible, and surveying customers for the first time in years to see how current library service is perceived and if new services can be offered.

Conclusion

As the PL Research Library discovered, no part of an organization is so insular or small that it will escape the effects of change. As seen here, this axiom holds true for an organization of any size. In a way, it may be even more difficult to experience in a large bureaucratic one because by the time the effects of change trickle to the bottom, those at the field level are powerless to do anything but accept what comes. Stepping beyond the anxiety and fear such change creates may seem impossible to do at times, but only by doing so can an organization use change as a tool for improving its operation.

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The Benefits of Quality Management to the Library and Information Services Profession

by Ann Lawes

■ **Performance and profitability will be the primary focus in the 1990s. Quality management as a contract between a service provider and its customers, based on agreed upon standards of service, provides the methodology for measuring performance in information services. Quality assurance provides benefits in marketing and public relations, service to the customer, improved organization and efficiency within the department, and improved staff morale. Attention to quality management produces proactive library service, and the vital link between information services and the administrative sector is enhanced.**

It is said that to survive and thrive in the 1990s, performance and profitability must be the primary focus in our organizations. This concept runs contrary to many of our profession's long-held aspirations and beliefs. At the same time, however, it opens a "window of opportunity" that enables us to tackle long-standing, erstwhile intractable problems concerned with the value of information and parallel concerns about our image as a profession.

Library and information services work is fascinating and fruitful in terms of job satisfaction, but frustrating and depressing in terms of the unending fight for funding and recognition. Much effort has been expended, with little success, in the search for a means to determine the value and the impact of the services we provide. The situation has been complicated over the last decade by the constant need to review and justify services to administrators and financial controllers.

Three years ago, at a conference of the Library Association's Medical Health and Welfare Group, I was exposed to the concept of quality, specifically the concept of quality services as a contract between a service provider and its customers, based on agreed upon standards of service and delivery. My immediate reaction was that this was a tool which could be used in library and information services, because it would increase understanding and, at the same time, involve users in justifying to management the financial and human resources needed to provide those services. I now know, of course, that quality and the concept of quality services is much more, but my initial enthusiasm remains.

The actual process for achieving quality management is described elsewhere, and by a variety of authors with a variety of recommendations. There are indeed many different approaches and systems, and most libraries will perforce adopt the ones chosen by their host organizations. Nevertheless, regardless of the system that is chosen, the cost in terms of time and money must not be underestimated. One of the problems, lucidly expressed by John Brockman of the United Kingdom Ministry of Defence, is that quality assurance is a holistic approach to management which can easily be seen to embrace everything about a library, its management and its services.[1] The enormity of the idea, in such a framework, could lead to mental paralysis, a state of mind that must be avoided if one is to approach TQM for its positive benefits.

The logical place to start, then, is to look at the first benefit—the consideration for adoption, if necessary—of the value set or mission statement for the parent organization and, by extension, for the library or information service that serves that organization. Such consideration is an essential forerunner to the quality process, as it provides the reference point for all that follows.

It is vitally important that this value set be widely consulted and agreed upon in order to ensure ownership. In these consultations, which must take place *before* the process begins, there will undoubtedly be lengthy, even heated, discussion and argument, and differing perceptions of the library's *raison d'etre* will surprise and disturb many in the process. Nevertheless, the consequent clarity and honesty is beneficial, even required, for the long-term health of the organization and for a firm foundation upon which to build the quality assurance program for the library or information services unit of the organization.

Once a value set is agreed upon, the benefits of a quality assurance program fall into four major categories:

- Marketing and Public Relations
- Benefits to the Customer
- Organization and Efficiency
- Benefits to the Staff.

Marketing and Public Relations

A long-standing problem for library and information services units is their poor image. Host organizations frequently undervalue them, and customers rarely understand their contribution to overall organizational performance and often underestimate the process by which the service they receive is achieved.[2] Additionally, in today's commercially-oriented society, the increasingly high cost of information provision and delivery exacerbates the entire situation.

Quality is a high profile management issue. If a quality assurance program is adopted by the library or information department, that very act improves the image of the unit. If it is undertaken elsewhere in the organization and ignored in the library/information center, the department is seen as out of step with the rest of the organization and its image suffers accordingly. In the UK, British Standard 5750 is awarded by one of 17 accrediting bodies, and organizations that seek BS5750 must implement a wide range of quality checks and records which are audited regularly by an inspector from the accrediting body. As a process through which quality services are evaluated, accreditation sends a powerful message to senior management—the message that a first-rate service is being provided, carrying with it the authority of an outside auditor.

Opportunities for improving marketing and public relations are also inherent in the quality assurance process itself. The necessity to consult widely about standards with customers and with other departments (such as finance and administration) about systems improves internal communications and understanding throughout the entire organization. The fact that everyone is working towards a common goal ensures that consultation is taken seriously and that it is focused and entered into in a helpful, cooperative spirit. Status barriers are broken down, because everyone—from support staff to administrators and managers—is involved in the process of problem recognition and resolution. And as part of this general cooperation, there is a new recognition of what the library and information services unit needs from the organization as well as attention to what the organization expects. Respect and understanding are engendered all around.

Applied throughout the organization, the quality assurance process can reinforce such information related issues as document handling standards and legal constraints, issues which the library and information services unit might have battled long and unsuccessfully to address. While perhaps not strictly a marketing benefit, new attitudes related to quality assurance benefit the library, for users tend to capitulate when faced with the combined might of a quality auditor *and* the library staff. And management, of course, strongly endorses the library and information services stance if it is threatened with withdrawal of the organization's accreditation.

Similarly, the beneficial consequences of quality assurance can go beyond service to internal customers. In the UK, the trend—strong in some sectors, growing in others—is to limit doing business to companies that are fully QA (Quality Assurance) accredited, which means that attention to quality assurance accreditation is not a luxury for an information unit which offers fee-based information services to external clients. It is a business necessity, because cutting oneself off from a large part of one's potential market amounts to commercial suicide.

Benefits to the Customer

There can be no argument that a library's customers are entitled to consistent, quality services. This is not a new idea, and the library and information services profession has always regarded a high standard of information provision its first priority. Indeed, the very basis of quality information service is already built into library and information services management, and much has already been achieved to ensure a quality level of service within established financial and staffing constraints in place at any given time. Can quality assurance or TQM offer any further benefits to our customers?

The answer to this question lies in the fact that the quality assurance process enables customers to have a greater say in the provision and delivery of information products, and the library, consequently, has more information about what customers want and how much they are prepared to pay for it. The customers decide whether they want and will pay for a Rolls Royce service or, if a "quick-and-dirty" product is sufficient for their needs.

The emergence of quality standards that are agreed upon by the library and information unit and its customers is an immensely valuable exercise, for as a consequence of the development of those standards, the organization is encouraged, and even required, to supply the necessary resources for meeting those standards. This, of course, changes the equation, because the library is no longer fighting for resources on its own. The library and its customers make the case for the necessary funds and staff together.

And as part of the process, it should not be forgotten that a consistent quality product tailored to customers' needs builds market share and ensures customer loyalty. A benefit to the customer? Perhaps not, but it certainly benefits the library!

Organization and Efficiency

It is an old management axiom that systems in place for more than two years must be reviewed, because they can almost certainly be improved. Quality assurance is a powerful tool, motivator, and focus for such an activity.

Measurement (or, if you will, proving that one does what one says one does) is the fundamental principle underlying quality assurance. Quality assurance's main claim to improving efficiency is that it reduces re-work costs by ensuring that tasks are performed properly the first time. A corollary of this, naturally, is that staff time is used more effectively, thus increasing productivity. Waste is also eliminated or minimized, which helps the organization control costs and improve cost-effectiveness.

The production of detailed work manuals is an essential ingredient of most quality assurance procedures. As this is already a feature of most library and information services systems, it may only be necessary to bring existing procedures manuals in line with current thinking within the organization.The main purpose here is to ensure consistency, provide guidelines for staff unfamiliar with particular routines, and assist with staff training.

Hopefully, both within the organization and within the information unit itself, there will be many more examples of improved efficiency brought about through a quality assurance program. These will depend, of course, on the circumstances and systems already in place in any particular library.

But efficiency is only half the story. Quality assurance also brings about greatly improved management control. The information provided through monitoring the agreed upon standards and performance indicators—an inherent part of the process—ensures that the managers of library and information services units (and those who manage *them*) are constantly aware of changing demands and the strengths and weaknesses of the services being offered.

Such management control is, of course, important to any library or information services operation. However, it becomes essential in a situation where an information service or part of the service is contracted out, for the controls must be used to monitor the contractor's performance. In these cases, control information is required for the production of specifications prior to the compilation of tender documents.

Benefits to Staff

It was noted earlier that one of the benefits of the quality assurance scheme is the breakdown of status barriers, between everyone from support staff to administrators and managers involved in the process of problem recognition and resolution. Many of the benefits to staff grow out of this process. A team approach to problem solving is developed out of necessity and the manager's role becomes one of support and coaching, rather than one of authoritarian control. This produces a non-threatening environment where people work together and debate openly in order to solve problems and bring about change.

Measuring compliance with agreed upon standards and efficiency gives us important management control information. The "people" aspect of this information is that it improves communications vis-a-vis performance appraisal, assessment of training needs, etc. It gives such personnel procedures a firm, factual foundation and eliminates vagueness, which, for most staff, is a cause of insecurity and fear. Through an emphasis on fact and measurement, staff recognize what is expected of them and are better able to participate in the achievement of the unit's mutual goals.

The result is that many organizations which have developed and implemented quality assurance systems report improved staff morale. As indicated above, the process clarifies employee responsibilities and objectives, giving a clear indication of the accountability and areas of responsibility of staff at all levels. This process results in a great morale booster as staff become confident in knowing exactly what they are doing, where those tasks fit into the scheme of things, and when and where to go for help if it is required. And linked to this, of course, is the concept of "empowerment," whereby power and responsibility devolve to the lowest possible level. The structures and controls inherent in quality assurance are powerful enabling factors in this process.

Conclusion

The library and information services profession has always been committed to providing a high quality of service, and it has constantly sought ways to improve that quality. In the past, there was a clear presumption that the way to improve quality was to consume more resources, to buy more books, recruit more staff and finally, to move to larger premises.

This approach is no longer valid for two reasons. First, there comes a time when there are diminishing marginal returns for the resources we employ. Second, the political climate has changed dramatically. Perceived excess is no longer acceptable and society's concept is to hold onto, to cherish and use what we have. If we wish to improve quality, we need to look for different solutions. We need to tackle the problem at its source and attempt to raise quality levels within our existing resource constraints.

Finally, it appears that the overwhelming benefit of quality assurance, or total quality management, for library and information services departments, is to provide a vital link in the unit's relations with administrative and managerial decision makers. The effect is that we become proactive rather than reactive, and we no longer simply react to an administrative mandate asking us to produce results, justify our worth, and relate what we do to our host organizations and their strategies and goals. Indeed, we do much more. With quality assurance, we initiate the mandate.

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Aligning TQM and Organizational Learning

by Christine M. Pearson, Ph.D.

■ This article addresses Total Quality Management (TQM) in the general frame of organizational learning, including the pitfalls that can hamper TQM's contribution to improving competitive advantage. To establish the issue of TQM more concretely, three topics will be explored: (1) why managers and executives currently find themselves faced with an array of "programs of the week," (2) the fit between one such program, TQM, and organizational learning, and (3) potential misuses inherent in TQM.

Many management guidelines of the past decade devote attention to the constancy of change: changes in communication, global competition, transportation, information, and the work force itself. Indeed, the past decade has been remarkable, not only in the constancy of change, but the speed of change. To meet the challenges of this rapid pace, managers and executives are searching for solutions, approaches, and answers. Typical of the alphabet soup of programs available are: Cost of Quality, High Involvement Initiatives, Standards and Issues Management, Quality Circles, Quality of Work Life, and Total Quality Management—in all its varied forms. None of these programs are bad. None of them are perfect. And none will work as a shortcut to a deep understanding of the organization. A sad observation of the last decade is that many employees and managers, confronted by the implementation of such programs, view them as add-ons, overlays, or "programs of the month." In the worst cases, these pessimists are right.

By contrast, the good news relevant to these programs is that it is exciting to work in an organization that continuously learns and practices any or all of these programs as processes to enhance learning and organizational self-awareness. TQM is a tool that can facilitate such learning.

The ordinary examples of the costs of organizations that do *not* learn fill the newspapers daily as businesses fail, employees lose their jobs, and products are discontinued. More dramatic examples capture international attention as they become full-scale crises. In the worst cases, such crises escape organizational boundaries, affecting the public and the natural environment. The space shuttle Challenger exemplified the dangers of short-term time pressures and the need to be *right*. The Exxon Valdez incident set new limits on the costs of not listening and not learning, as layers of communication links blocked critical information. Dow Corning's breast implant crisis resulted because the company did not learn to view potential product liability through the eyes of the customer. The decline and demise of the bulk of Sears' automotive repair services was the result of an inability to learn that placing the value of sales quotas above all else may result in just that outcome.

All of these examples were preceded by warning signals that the organization was not prepared to hear or see or learn from. All of these examples involved a lack of integration of thinking and acting among levels of the organization. All of these examples lacked learning at the organizational level.

Applied properly, TQM is not simply a

means of quantifying quality; it is a means of expanding organizational thinking and learning capabilities. In the past, the essence of "quality" was to make products (or deliver services) according to fixed organizational standards. As this level of performance was attained, the goal shifted to producing goods (or services) that reliably matched customer needs (which might exceed or be different from previously accepted organizational standards). Top firms are now trying to understand and achieve what Peter Senge calls the "latent needs" of the customer, that is, the features or products that the customer may truly value, but may have never requested. Common examples might include facsimile machines or second-day express mail service. Achieving such innovations requires organizational flexibility and adaptability; that is, the ability to learn.

Organizations that are capable of learning approach this level of production and service delivery by understanding the organization, its stakeholders (the individuals, groups, and organizations that can affect or be affected by the success or failure of the organization), and its context (the organization's history, resources, physical environment, and business environment). This level of understanding requires profound knowledge that emerges by breaking down barriers among organizational functions, among divisions, and between the organization and its environment.

Lessons Learned

Many articles and books have been devoted to describing what TQM is. This article will discuss what TQM *is not*. Each of these caveats flows from observations of the (faulty) implementation of TQM in actual organizational settings. The intention of these lessons is to tell TQM advocates and potential advocates how to avoid misuse and abuse of TQM.

Lesson 1: Lack of quotas doesn't mean lack of standards. Whether for products or services, standards are necessary to the success of TQM. If there is no uniformity of expectations, the lack of shared realized expectations will cost the organization its customers. Yet, when introducing TQM, many organizations struggle to negotiate the boundaries between control and empowerment. A worst-case example is that of a public information/entertainment organization that was in the early stages of implementing TQM.

Managers of the organization had been convinced by their leader that employees should not be held accountable to fixed standards of service delivery. The rationale that accompanied this mandate was that employees should be *self*-motivated to deliver quality, and that imposing rules and regulations would stifle employee ownership of and involvement in the TQM process. Touring the facility revealed employees asleep on the job, filthy public access areas, and hostile attitudes among some of the front line workers. Though they were in the fourth month of their TQM effort, the principal guideline suggested to employees had been, "treat the customer as you would a guest in your home." As a result, the level of service certainly left customers with a newfound, ill-received definition of "hospitality."

Lesson 2: Quality isn't over-design; More isn't always better. This caveat suggests that organizations should consider context and customer base when setting quality standards. In general, customers want their expectations matched. But some well-intentioned organizations get caught in a perfectionist trap, setting standards so high that they are unattainable. In a dramatic case of overzealous application of TQM, a public education and recreation facility set out to match Disney's standards for quality service delivery. After several months of trying their best, formerly enthusiastic employees were disappointed by their inability to attain their goals. After researching their standards further, they learned that Disney's employee-to-guest ratio is 1 to 7. By contrast, the very inexpensive admission prices at the public organization allowed best-case employee-to-guest ratio of only 1 to 27.

Lesson 3: Quality isn't just an outward bound program. If quality delivered to the customer is unacceptable, it is often because employees are treated poorly, either by their own organizations or by their customers. Little may be available to alter customer interactions initially, but the way employees are treated by their superiors and others in the organization is always within the control of the organization. It is in the best interest of the organization to exercise such positive control.

A characteristic that differentiates service from manufacturing is that in service organizations, quality assurance must take place on the spot, generally by the same person who is delivering the service. In service delivery, there is no separate quality assurance function that can dispose of or rework inferior service (as there is in manufacturing). Therefore, service organizations cannot afford employees who are not appropriately servicing customer needs. But it takes a great deal of patience, perseverance, and psychological strength to fulfill the role of a "buffer." If employees are treated poorly or degraded by superiors, it is very difficult for the employees to override a natural impulse to respond negatively and, instead, deal pleasantly with customers. The risk for the organization that is inattentive to this loop is that what you hurl at others (employees, subordinates, peers), you can expect to have returned in kind—and often toward your customers.

Lesson 4: TQM can exacerbate problems of accountability and trust. Statistical controls and the goal of zero defects were established for what might be considered "simple" problems, ones which had easily measurable errors. In addition, corrective actions for those problems often flowed almost naturally from the measured results. However, the scope of TQM has changed considerably, as evidenced by the evolution from manufacturing to service applications, where goals and achievements are often more difficult to define. In situations where exploration and experimentation are necessary to achieve quality, the uncertainty inherent in those associated tasks must be reflected if TQM is to be implemented effectively. To do otherwise may result in employees and management regarding TQM and its goals as unrealistic and unattainable—and, in the worst cases, TQM may be seen as nothing more than a manipulative tool.

Lesson 5: TQM should never be valued more than good judgment. Some very bright managers of an organization that recently began TQM were stymied by a complex problem regarding the abuse of educational tools that resulted in injuries to children who were the organization's visitors. True to their TQM training, they brainstormed solutions, created Isikawa diagrams, and collected data. But, while they applied these tools, visiting children were still incurring injuries. In fact, at the height of the problem, employees were using the incidents as data sources regarding how many children been injured, how may times bleeding had resulted, and how many of the injured had been taken to the hospital. The motivation to (inappropriately) implement TQM had supplanted the managers' good sense. This group of very bright people had let their confidence be eroded by technique.

The challenge of TQM, like any other organizational program, is to assure that its full systemic outcomes—its effects on the organization at large, organizational stakeholders, and the organizational context—are considered. The implementation and application of TQM must "fit" with participating organizations' policies and procedures (the way work is *supposed* to be done) and with the organizations' culture (the way work is *actually* accomplished). Before initiating TQM, managers must fully consider and understand the likely effects that the program will have on employees and the tasks they perform. TQM should be implemented only after there is reasonable understanding of the impact that it may have on stakeholders—work groups, throughout the organization, and outside the organization. TQM should be an effort implemented not for its own sake, but to enhance the learning capability of the organization.

This paper is based on the Ron Coplen Leadership Address given by Dr. Pearson at the Special Libraries Association Winter Education Conference, January 1993.

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The Future Challenge: Management and Measurement

by Guy St. Clair

■ Obtaining management involvement and devising accurate measurements of service are the two major challenges in the application of benchmarking, Total Quality Management, and the learning organization as management techniques in library and information services work. Both are accomplished through the effective use of the library manager's interpersonal skills in determining what it is that management expects from the library and information services unit and how the services provided meet the information needs of the organization.

There are two major challenges in the application of benchmarking, Total Quality Management and the learning organization as management techniques in library and information services work. Both have to do with perceptions of us and our work in the organizations which employ us, and both have immense impact on the success of our work. I refer to the acceptance, by senior management, of the value of our role in the organization, and our ability to measure, in terms which our managements understand, the value of the work we do. The first of these challenges primarily affects us and our work within the organization. The second, the understanding of measurement and the role it plays in our work, is vital to our success both within the organization and in the profession. Those who satisfactorily establish appropriate and viable methods of measurement in the library and information services field (and who share those concepts externally) will find appreciation and grateful commendations of an anxious profession waiting for them. No one has yet devised a totally successful technique for measuring our work (and thus ensuring the support of senior management), but when that comes, as I am confident it will, those who devise it will be honored with its adoption by their peers.

There are, as the selected bibliography for this issue indicates, numerous works covering benchmarking, Total Quality Management, and the learning organization. Each one offers a particular point of view, or "slant," if you will, of the institution or organization where it was created. In my work with seminar attendees in the corporate sector and government agencies, and with graduate students in library and information studies, I use an article by Michael Barrier. It is valuable for its succinct description of the quality process and its history.[1] According to Barrier, there is wide agreement on the "essential ingredients" of TQM. They are:

- An intense focus on customer satisfaction;
- Accurate *measurements*;
- Continuous improvement of products and services; and
- New work relationships based on trust and teamwork.

To these I add a fifth "essential" ingredient: *total management commitment*. In my opinion, no program in quality services can succeed without the total support of the decision-makers in the organization. All of Barrier's "essential ingredients," including accurate measurement, flow from the efforts and enthusiasm of senior management to provide the best products and service possible—whatever they are. When those efforts and that enthusiasm incorporate the organization's specialized library or information services unit, the unit managers are blessed with a remarkable opportunity to participate in the organization's corporate striving for quality. It is a role which, as many have demonstrated, pays off admirably for the library or information services program.

On the other hand, there are organizations in which senior management and/or the corporate culture do not particularly embrace the concepts of benchmarking, Total Quality Management, or the learning organization. In fact, there are many situations where these techniques have been attempted, only to meet with abject failure because management was not involved, or, if it was involved, did not convey to staff the true meaning of the process and was thus unable to enlist staff support.

"Empowerment" is a vitalizing force in our organizations, but without management backing, the term becomes nothing more than an empty word, and no one knows that better—or reads the situation more clearly—than the very people whom management is attempting (perhaps with the best will in the world) to "empower." As Barrier states, it all has to do with trust and teamwork, but the trust must go—and must be *perceived* by staff to go—both ways.

Nevertheless, even in organizations where the corporate culture and/or senior management is less than receptive to the concepts of benchmarking, Total Quality Management and the learning organization, there are opportunities for managers of the specialized library and information services units. The concepts can be utilized to strengthen and enhance the role of the units within their organizations. In the process, the managers embark on better management practices, and at the same time, put themselves in leadership positions within the organization. No senior management officer—regardless of his/her lack of enthusiasm for these practices—can resist the allure of improved products and services, and if the manager of the specialized library has become skilled at measuring services in terms of *what management wants measured*, the door is open for improved participation not only at the immediate level affecting the library and information services unit itself, but throughout the organization. At this point, though, the requirement is enthusiasm and commitment from the manager of the library or information services unit. This requirement, in light of the extra work and extra time involved, is often questioned. The payoff, however, is worth the investment, for in terms of the role of the library or information services unit within the organization, improved services and enhanced recognition make it all worthwhile.

The first step, then, is the resolution on the part of the manager of the specialized library or information services unit, to bring benchmarking, Total Quality Management and the learning organization as management techniques into the unit itself. Once the manager has resolved to improve services emanating from the library, he/she will find it is a natural next step to advise senior management of what is being done.

Anne M. Fredenburg, writing in *Special Libraries* in 1988, recognized that this step was of major importance: For special libraries "looking to strengthen a relationship with management," she wrote, "establishing a quality assurance program may provide the key." Calling quality assurance the "vital link" in relating "what the library is and does to the organization's strategies and goals," Fredenburg set out a useful model for specialized library and information services units, and her ten steps provide a practical and useful guide for library managers who want to initiate and implement a quality program.[2]

That "vital link" which Fredenburg identified provides the mechanism through which the library's manager works with senior management. Once a decision has been made to attempt to institute a quality program, the manager must go to his/her supervisors and describe the plan. At this point, if the manager has structured the presentation carefully, senior management will not only endorse the program but should, if appropriate groundwork has been laid, embrace the program as a "pilot" program for the organization as a whole.

Alternatively, as happens more often, senior management will put a restraint on the library's quality program in order to develop a program for the entire organization. This is an operation in which the library manager usually finds himself/herself playing an important role, if not as a member of the team itself, then surely as the resource person for the team.

Whether benchmarking, Total Quality Management and the learning organization as management techniques are activated by the organization as a whole, or through the efforts of the manager responsible for the specialized library or information services unit, success is not achieved until we can determine the effectiveness of the programs. Measurement provides the key, and at this stage the library manager is caught in the glare of the headlights. No matter how sophisticated our programs become, or how carefully we adapt and adjust the programs so they fit our specific situations, we must provide specific measures of success to our managements. These measurements are required of all other units within the organization, and management has a right to expect them of us. The fact that library and information services managers have not been held accountable for the services they provide in the past, because of some built-in regard for the "inherent good" of libraries (as one leader in the field put it), does not work today. Libraries and information units, like all services, must now prove their worth. It is this drastic change in thinking about library services that causes much consternation and concern among many traditionally educated librarians.

No less an authority than W. David Penniman, President of the Council on Library Resources, has challenged library and information services managers to "change the way we measure success. . .to choose a new philosophy of information service leadership." Penniman suggests a value approach, recognizing that "every information service or product has a measurable value," positioning the library as "a delivery mechanism rather than a warehouse, with an emphasis on output, not assets."[3] Similarly, W. Patrick Leonard, an academic administrator, calls for what he terms "new measures of effectiveness." From library and information services professionals who report to him, he seeks "data that will more directly gauge the library's influence upon its various clients."[4]

So one point of view in the library and information services field connects measurement with effectiveness, determining that the services provided relate to the success of the users as they utilize and implement the information they obtain from the library. At the other extreme, measurement has to do with more quantitative and more tangible processes. This can be the "warehouse" notion so talked about in the profession today, or it can be more process-oriented, as in companies and organizations where units of workflow are measured and assessed. There are even some situations in which a combination is attempted and frequently meets with success. This was recently noted when Arthur Elias wrote about and referred to a point made in the journal *Information Retrieval and Library Automation*: "Libraries will gain merit as a result of their connectivity rather than by their holdings."[5] This statement, of major significance in its accuracy, provides new opportunities for measuring success in specialized library and information services units.

In the measuring process, we provide our managers with the results of our measures, but we also look to our users, because they are the key to whether we are doing what we are supposed to be doing. Andrew Berner, writing about the smallest information services unit, concluded that quality in library and information services management is determined by the users, and library managers who recognize this are the library managers who succeed. "Those who achieve excellence in their libraries generally have a high level of awareness regarding their users, their users' needs, and their own role in helping their users meet those needs," Berner said.[6] Does this not suggest (and I certainly believe it does) that the measurement of services is related to the success of those services in the eyes of the users? In the final analysis, the specialized library or information services unit can only be regarded as successful if its users are getting what they need from the library.

In fact, measurement does not have to be an either/or situation, quantitative or qualitative. Ann Lawes has succinctly put the issue in proper perspective for library managers. Asked about this nettlesome issue, which seems to be a problem for many specialized library managers (because their managements are not so much interested in statistics or workflow as in effectiveness), Lawes made a very clear case for working with management at the earliest possible stage when utilizing benchmarking, Total Quality Management or the learning organization as management techniques.

"The establishment of agreed standards of performance," Lawes stated, "is basic to the success of the entire information operation." Lawes points out that if standards of service are set between customers, senior management, and the managers of the specialized library or information services units at the beginning of the process, performance indicators can then be determined as part of the same process.[7] With the establishment of specific standards, the determination of the *type* of measurement, whether quantitative, qualitative, or some variation of each, follows logically. The organization is, in fact, assessing what it perceives as valuable and important within the context of its total operation.

It seems almost too easy, sometimes, to come to the correct conclusions about the services we manage, and we seem to seek complications. If there is success to be had in the management of library and information services, and if working with senior management and providing appropriate and accurate measurement is the key to that success, the obvious direction is to determine those activities and opportunities which enable the library manager to know and to understand the directions and needs of the organization as a whole. With this information, there is no reason why the library manager cannot act, providing the services the users need and backing up those services with the measurements that management requires. It does require Barrier's trust and teamwork, but it also requires, on the part of the person who is responsible for the management of the library or information services unit, a willingness to go forward. Surely we can provide that.

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Benchmarking, Total Quality Management, and The Learning Organization: New Management Paradigms for the Information Environment

A Selected Bibliography

by Guy St. Clair

The following titles were chosen because they provide useful guidance to the special library and information services manager who is seeking further information on these subjects. I am grateful to Mary Marshall, Mead Data Central, for permitting me to include titles from her list, published in the *SLA Central Ohio Chapter Bulletin*, Vol. 27, No. 2, February, 1992. I am also grateful to Kathryn Dorko, Special Libraries Association, for her assistance in compiling these titles.

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On the Scene

East Meets West, Environmentally and Electronically

A Central and Eastern Europe Library Project

by Barbara Rodes

How, or why, did I become the Technical Director of a U.S. government funded library project in Central and Eastern Europe (CEE)? This article will address that question, discuss the conceptualization of the project, its design, and its ongoing challenges. Hopefully, it will stimulate SLA members to participate in similar projects.

Since 1985, when the Conservation Foundation (CF) affiliated with the World Wildlife Fund-US (WWF-US), I have been involved in the delivery of environmental information to developing countries. First I worked on an Environmental Information Service project funded by the US Agency for International Development (USAID). This project primarily responded to queries from USAID mission offices about environmental and health impacts of various chemical exposures. This effort evolved, through several funding cycles, to become an Environmental Advisory Service. The three-person team responded to a broader array of questions, with policy implications, from an enlarged constituency. Our responses were commonly digests of current information written from the perspective of WWF or CF staff experience. In some cases, we supplied bibliographies and actual documents, but our emphasis was on producing a practical synthesis tailored to specific needs.

World Wildlife Fund and its Library

In 1990, CF was absorbed by WWF-US. The World Wildlife Fund, founded in 1961, is an international organization with headquarters in Gland, Switzerland. There are 28 national affiliates, forming a loose confederation, and a growing number of field offices.

Our particular mission at WWF-US is driven by a "passion for Nature, grounded in solid science, and shaped by an understanding that addressing human needs is the key to all long-term conservation efforts." (World Wildlife Fund, Annual Report, 1992). We employ 5 broad strategies to meet the conservation challenge:

- Creating and preserving protected areas;
- Linking conservation and human needs;
- Building conservation infrastructure;
- Protecting species of special concern;
- Addressing global threats.

With a 300-person multinational staff in Washington, D.C., we employ many tools to realize our goals. We engage in and fund field work, administer small- and medium-sized grants, communicate the results of our work, and try to influence the policy agenda for the promotion of sustainable development. Our funding comes from dues, catalog sales, license agreements, bequests, individual and corporate contributions, foundation grants, and government contracts. The WWF-US Library is small, with 10,000 volumes and 430 journal subscriptions, but has access to shelves of fugitive literature in private offices. We use several CD-ROM products; the organization is also gearing up for Geographic Information System capability. Internally, the library serves all our different programs as well as the administrative office; externally, we work with conservation projects, field offices, and our other national organizations. We are also open to the public by appointment.

USAID Cooperative Agreement and Funding

A non-governmental organization (NGO) can serve as a catalyst because it is often able to do work that other kinds of organizations are not free to undertake. Since 1990, WWF-US has had a two-person CEE program whose main focus has been the establishment of a CEE network and the publication of a quarterly newsletter which tracks environmental and NGO activities in the region. The program provides the chance to participate in a consortium for the execution of a multi-year Environmental Training Project (ETP). The Consortium members include the University of Minnesota, University of Pittsburgh's Center for Hazardous Materials Research, the Institute for Sustainable Communities, and the WWF-US. In a competitive process, the ETP award, Cooperative Agreement #EUR-0041-002-2020, was made in November 1991. The agreement was officially signed in February 1992.

The CEE Library Project

I was intrigued with how reactions to environmental problems or "ecoglasnost" contributed to 1989 citizens' revolutions in CEE. Since information, its generation and distribution, is a cornerstone of democratic tradition, I was curious to see how the emerging democracies would forge new information traditions. I wanted to understand how this profession, in CEE, would adopt innovative technologies and challenge American libraries in a new "fragile" economic climate.

Additionally, I wanted to provide a positive vehicle by which U.S. environmental librarians and others could pool their energies and resources to make a significant contribution in CEE.

Many factors and activities contributed to my sense of opportunity and urgency. There were interesting initiatives, such as the Frost Special Task Force of the Development of Parliamentary Libraries, programs at the United States Information Agency (USIA), monies available through the Support for East European Democracy (SEED) Act of 1989, the 1991 SLA State of the Art Institute, private assistance from such places as the Soros Foundation and the Rockefeller Brothers' Fund and the publication of the fledgling *Green Library Journal*. I was in a position to monitor developments and look for a significant niche for the Environment and Resource Management Division (ERMD) to become a player and perhaps even demonstrate to other SLA Divisions or Chapters an organized way to make a contribution. I believed that the Special Library Association had much to offer.

And many promising initiatives continue to spring up! The June 1992 Earth Summit in Rio, a new administration with commitments to both global environmental problems and telecommunications, and the internationalization of SLA are just a few. But lasting change in information provision and access will take time and much collaboration.

Pure serendipity led me to form a Library Project partnership with Czeslaw Jan Grycz, University of California, Division of Library Automation, and founding director of the Wladyslaw Poniecki Foundation, headquartered in Oakland, CA, with several field offices in CEE. Grycz's extensive experience with electronic publishing and communication, library automation, and teaching complemented my experience with environmental groups, issues, and policies. His interest in training CEE information professionals in electronic connectivity and mine in finding a vehicle for the ERMD Division to engage in networking and "twinning" intersected at our common concern for the environmental degradation in CEE and interest in invoking a spirit of volunteerism and cooperation.

Our plans, as they developed, called for the compilation of a directory of environmental libraries and collections in CEE. We would identify six national coordinators (one from each of the USAID target countries: Poland, Hungary, the Czech and Slovak Republics, Bulgaria, and Romania). We would convene a two-day meeting in Warsaw, Poland and identify the institutions to contact, design a survey and needs assessment, and capture and enter data from these collections into a software program. We would print the directory, make it available to the ERMD and CEE counterparts, distribute a revised ERMD directory in CEE, and promote "twinning" based on the commonalties discovered in these directories. Provisions for update/revisions to the Library project directory and its database housing in CEE would be future projects. We would try to find other funding and partners to meet further needs discovered in the survey.

We discussed our directory concept in many circles. We have been gratified by the comments of many project reviewers, both within and outside of SLA.

The tightly budgeted CEE Library Project, as designed and implemented so far, is an ambitious challenge. It is important to direct the results of the survey and needs analysis to meet the information needs of citizens and NGOs in CEE. It is the NGOs who will serve as watchdogs over the free market economies and their governments as they work to write and implement new environmental laws and regulations. We continue to fulfill the time line and reporting requirements of the Consortium and USAID. We identified the six national coordinators based on assembled recommendations of consultants, professors, ambassadors, librarians, and biographical information. The final group represented a spectrum of the information sector—public and academic librarians, a government agency manager, and a private information consultant. We arranged INTERNET connectivity for five of them through EARN, the European equivalent of BITNET. Connectivity to Romania was elusive but finally, through a FIDONET node, we established communication in February, 1993. We organized a meeting for the project team and invited guests to the Polish National Library. We made all arrangements electronically, within one month.

At the meeting we established a collaborative group process. We needed to design a survey instrument that would allow us to look for linkages with U.S. libraries and permit gathering data for analysis of the state of environmental information generally. We had to agree on software, database elements, and establish a criteria for library inclusion since we did not want to overlook small, specialized collections which might be of the most interest. We adopted a set of environmental terms to describe collection areas. We discussed technical challenges such as the production of national character sets to be printed out on a PostScript laser printer at the final directory stage.

As I write, further challenges remain. We await the receipt of all entries from our national coordinators, on diskettes through the mail or wired electronically. There will be technical and substantive editing of the entries, printing and dissemination of the directory, defining and adapting twinning models for the ERMD Division, analysis of the needs assessment results, and revision and update of the directory itself. We are seeking more funding and anticipate an expanded conference for CEE environmental librarians in the fall. We continue to welcome advice and involvement from colleagues, and we are hopeful that the directory will facilitate exchanges of lasting and significant value.

The work here was made possible through support provided by the Office of Development Resources, Bureau for Europe, USAID. The opinions expressed in this article do not necessarily reflect the views of USAID.

Environmental Terms and Descriptors

In spite of the fact that the term "environment" is used all over the world, the word is imprecise and fluid. As Bill Giffords wrote recently in the *Washington Post* (March 7, 1993), environmentalism is the most ubiquitous and ungraspable of all "isms." In the same article, Phil Shabecoff, former *New York Times* environmental reporter, states that environmentalism is a "box" into which a broad range of political thought can fit.

Although there are several published thesaurii of environmental terms, the Library Project instead adopted a listing of the categories used to organize the material in the Yale School of Forestry and Environmental Studies: *Island Press Bibliography of Environmental Literature* (Washington, D.C., The Island Press, 1993). These categories include:

- **Whole Earth Systems and Conditions:** Global Resources and Environment, Environmental Management, Biological Systems, Ecology, Biodiversity, Conservation Biology, Genetics, Physical and Chemical Systems, Geology and Earth Sciences, Energy;

- **Air and Atmospheric Environment:** Atmosphere, Climate, Weather, Climate Change, Air Pollution, Atmospheric Chemistry, Acid Rain, Ozone;

- **Water, Hydrosphere, Aquatic Environment:** Freshwater, Marine, Fisheries, Aquatic and Marine Sciences, Freshwater Biology and Ecology, Water-Physical Aspects and Hydrology, Marine-Physical Aspects, Water Pollution, Groundwater Pollution, Erosion, Reclamation;

- **Plants, Agriculture:** Food, Crops, Cropping Systems, Landscaping, Horticulture, Range Management, Plant Sciences, Plants, Vegetation, Plant Ecology, Endangered Plants, Genetic Resources, Diseases and Pests, Pesticides, Pollution, Soil and Water Relations;

- **Trees, Forests, Forestry:** Regions, Forest Management and Silviculture, Afforestation, Species, Genetic Resources, Air, Soil and Water Relations, Pollution;

- **Animals Wildlife:** Wildlife Management, Animal Protection, Animal Biology and Zoology, Mammals—Guides, Species and Regions, Aquatic Mammals, Primates; Birds—Guides, Lists; Amphibians, Reptiles, Fish, Invertebrates, Endangered Species;

- **Society, Culture, Human Ecology:** Society and Environment—Country Studies, Social and Human Ecology, Population, Human Evolution, Tribal, Rural, Urban Communities; Environmental Organizations and Movements, Eduction and Communication, Leisure and Recreation;

- **Ethics, Literature, Arts:** Ethics, Philosophy, Religion, Nature Writing and Thought, Arts, Architecture, Historic Preservation;

- **Law, Politics, Government:** International Law and Policies, National Laws and Policies, National Politics and Policies, Laws and Legislation, Courts, Disputes, Executive Agencies, Administration and Regulation, Natural Resources, Forests, Parks, Wilderness, Water, Wildlife, Minerals, Pollution Control, including Hazardous Wastes, Local and Regional Laws and Policies; Land Preservation—Trusts and Parks;

- **Economy, Economics, Business and Industry:** Economy, Costs and Benefits, Valuation, Development or Sustainable Development, Industry—Economic Sectors, Natural Resource Industries, Agriculture and Forest Products, Pollution and Industrial Waste, Energy, Environmental Business;

- **Health, Medicine, Human Biology:** Public Health, Toxic Threats and Hazards, Risk Assessment, Toxicology, Health Protection and Safety, Emergencies;
- **Engineering, Technology:** Pollution Prevention, Environmental Control Technology, Solid Waste, Recycling, Biotechnology, Hazardous Wastes, Air Pollution Control, Water Engineering, Water Pollution Control, Wastewater Civil Engineering, Nuclear and other Energy Technology;
- **Research Methods:** Information Sources, Reference Books, Journals, Guides, Quantification, Measurement, Statistics and Data, Modelling and Simulation, Assessment and Monitoring, Testing and Analysis.

Barbara Rodes is Director of the World Wildlife Fund Library in Washington, DC.

Call for Reviewers

Care to extend your professional association involvement? Become a vital part of SLA's Serial Publications Program. SLA needs referees for its peer review process of *Special Libraries* manuscripts and reviewers for books, software and CD-ROM products. If you'd like to extend your professional involvement in SLA, please fill out this form and mail or fax to Manager, Serial Publications, SLA, 1700 18th St., NW, Washington, DC 20009; tel.(202) 234-4700; fax (202) 265-9317.

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Name ______________________________

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Please list your area(s) of expertise:(i.e.: library management, medical/corporate/international librarianship, technology, Internet, TQM, etc.)

1. ______________________________
2. ______________________________
3. ______________________________
4. ______________________________
5. ______________________________

SLA in Cincinnati: The Annual Conference

by Lauren M. Emmolo
Manager, Communications

Membership commitment to careers and the Association was quite apparent this year when special librarians from the United States, Canada, and around the word attended SLA's 84th Annual conference in Cincinnati, OH, June 5–10. Despite the continued recession, the Conference fared very well, with attendance reaching 5,166.

The "Queen City of the West" offered friendly faces and a unique charm. Right from the beginning conference-goers were greeted in the affable city with a billboard sign that read: "Welcome to Cincinnati, SLA. Lexis-Nexis—Your Information Partners." And members who seized the opportunity to attend the June afternoon Cincinnati Reds game received a moment of glory when both scoreboards flashed a sign that read "Special Libraries Association." Other welcome signs were posted throughout the city in restaurants and bookstores.

Many Conference-goers were first welcomed to Cincinnati by Lexis-Nexis' giant sign.

Leadership Reception

The conference week kicked off with a special reception hosted by SLA for VIPs of the information profession to meet with Cincinnati business and civic leaders. Held at the Bankers Club on June 3, the reception provided members of the profession with an opportunity to discuss, in an informal setting, how they can cooperate to put knowledge to work for their organizations and communities. Proctor & Gamble President John E. Pepper was honored at the reception for his commitment to the twin goals of information literacy and lifelong learning.

Presenting a plaque to Pepper, then President Catherine "Kitty" Scott said, "Through his leadership and staunch support of the Cincinnati Youth Collaborative, Mr. Pepper has encouraged youths to stay in school, where they can obtain the education they need to effectively use information at home and on the job."

Accepting the plaque, Pepper stressed the value of continued learning because it helps people to achieve what is important in their lives.

SLA Kickoff Event

Six hundred sixty-four conference-goers treated themselves to this year's mouth-watering kickoff event. Held at the main branch of the Public Library of Cincinnati and Hamilton County on June 6, the reception was a veritable dessert feast, and attendees relaxed with chamber music.

In a brief address to the attendees, Rebecca Vargha, Chair of the Cincinnati Conference Program Committee, spoke about the history of the library and the services it provides.

Also that evening, which was sponsored by Mead Data Central, SLA was presented with a check for $4,750. The funds came from the sale of Mead Data Central's video, "Your Information Partners: Communicating with Upper Management" and will help fund future SLA public relations activities.

Accepting the contribution, then SLA President Catherine "Kitty" Scott thanked Mead Data Central for its commitment to enhancing the image of special librarians.

Division Programs

The Conference featured more than 400 sessions, professional development courses, and special events. Attendees had a gamut of hot topics to choose from, ranging from the impact of environmental regulations on businesses and changes on the 1994 Scholastic Aptitude Tests to food safety and the effects of pesticides.

Professional Development

Nearly 1,000 information professionals took part in SLA's annual offering of quality continuing education programs. With 29 courses to choose from, the 1993 professional development slate included a mix of Middle Management Institute units, an Executive Management course on "Advanced Topics in Managerial Decision Making," Division courses, as well as a variety of other SLA continuing education courses.

This year's hot topics included Internet, CD-ROM, and copyright law. Both MMI courses — "Human Resources" and "Technology and Applications" — were sold out.

SLA offered six new courses this year:

- "CD-ROM: Local and Wide-Area Networking Technologies;"
- "Inside the PC: The Basics;"
- Introduction to INTERNET: Browsing the Virtual Shelves;"
- "Using the Information Audit to Maximize Your Effectiveness;"
- "Building Quality through Benchmarking;" and
- "From Information Manager to Information Designer: Using Multimedia Technology in the Special Library."

Also new this year, SLA cosponsored a career management workshop on "Changing Jobs — Making the Right Next Move" with Advanced Information Management. A number of attendees said they attended the workshop because they are seeking employment and want to gain better career management skills. More than 60 special librarians attended this workshop.

SLA again conducted the Employment Clearinghouse and the Career Advisory Service, both of which were very well received by attendees.

If you weren't able to attend the Internet or CD-ROM course at the Conference, they will be offered along with a number of other technology-related courses and seminars on January 23–25, 1994, at SLA's InfoTech '94 in Dallas, TX.

Keynoters

1993 conference-goers were treated to two dynamic keynote speakers—internationally-known inventor Raymond C. Kurzweil and management psychologist Barbara Mackoff.

Kurzweil, who addressed the Conference attendees at the General Session I on June 7, provided the membership with stimulating predictions. For example, he said the truly viable "virtual" book will be a palm-top computer, and the day is not far away.

"Economic issues have been dominating national consciousness," Kurzweil said. "Today, the correct answer to the question of how to advance economic competitiveness is to foster the creation of intellectual property."

"If innovation and invention—which is to say, the creation of knowledge that has economic value—is increasingly the cornerstone of wealth and power, then we need the right strategy as we enter the 2nd Industrial Revolution," he added. Kurzweil went on to explain the "Kurzweil seven-point program" to creating intellectual property in the 1990s.

Kurzweil has a long list of achievements. He was the principal developer of the first omni-font optical character recognition technology in 1976, the first print-to-speech reading machine for the blind (The Kurzweil Reading Machine) in 1976, the first computer music keyboard capable of accurately reproducing the sounds of the grand piano and other orchestral instruments (the Kurzweil 250) in 1984, and the first commercially-marketed large vocabulary speech recognition technology (Kurzweil VoiceReport) in 1987.

He is the author of "The Futurecast," a monthly column in *Library Journal*, and the award-winning book *The Age of Intelligent Machines*. His documentary film of the same name has received seven national and international awards.

Kurzweil's address was funded in part by Dialog Information Services, Inc. and the Highsmith Company.

Mackoff filled the General Session II on June 8 with a discussion on self-renewal. She described a series of self-renewal tools that enabled participants to learn specific skills to renew energy, maintain alertness, stamina, and creativity; restore perspective, and enhance decision-making.

In her explanation of the "paradox of renewal," she introduced four "beliefs" or reasons that people give for not taking time for renewal, and she proposed an alternative style to make the most of private time. She suggested lowering your standards and shortening your "to do" list.

In addition, Mackoff challenged the membership to "resist the managerial urge to overschedule." You don't need to *everything*, she said.

As a consultant and lecturer, Mackoff's approach to managing stress and increasing productivity is in demand by corporations around the work, including IBM, AT&T, PepsiCo International, Boeing, and Dupont, among others. Her advice on business and psychology has been featured in frequent appearances on television and radio, including "The Today Show," "CBS Morning News," "Hour Magazine," "Late Night America," and "All Things Considered."

Mackoff is the author of *Leaving the Office Behind, What Mona Lisa Knew,* and *The Art of Self-Renewal*, as well as the forthcoming book *Lessons from a Caterpillar*.

Mackoff's presentation was funded by The Faxon Company.

Highlights of Actions Approved by the SLA Board

The 1992/93 SLA Board of Directors ended their tenure with a bang, approving numerous recommendations that will initiate changes for the upcoming Association year. At their meeting on June 4–5, they accepted the Nominating Committee's slate of candidates to run for office for the 1994/95 Association year. The candidates for office are:

President-Elect: Jane Dysart
L Susan Hayes

Treasurer: Donna Wills Scheeder
Richard Wallace

Chapter Cabinet

Chair Elect: Frank D. Lopez
Barbara M. Spiegelman

Directors: Charlene M. Baldwin
Robert Bellanti
Colin M. McQuillan
Hope N. Tillman

Highlights of other Board Actions include:

- The establishment of an SLA Legal Division.
- The approval of Marilyn D. White, Associate Professor at the College of Library and Information Services, University of Maryland, as the recipient of the 1993 Research Grant.
- The support of initiatives such as the National Competitiveness Act of 1993, which recognize the importance of information technology to enhance competitiveness and scientific research for increased economic growth.
- The support of retention of the Graduate School of Library and Information Science at the University of California–Los Angeles.
- Reauthorization of the Diverse Issues Caucus until the 1996 Annual Conference.
- Approval of the Equal Pay for Equal Work Policy. This new policy will replace the previous Sex Based Wage Discrimination Policy.
- Approval of a policy detailing guidelines and responsibilities of SLA representatives to other organizations and agencies.
- Defeat of the Finance Committee's recommendation that the Association delay implementation of accepting dues payments by credit card.
- Approval of New York City as the site of the 2003 Annual conference. Defeated a request that New York be considered as a Conference site on a six-year cycle.
- Approval of the Public Relations Committee recommendation that SLA postpone taking action on changing the Association's name or logo pending progress of the implementation of the PREPS Commission recommendations, a review of the findings of the Visioning Committee, and a review of the Association's progress in achieving the priorities of the SLA Strategic Plan.
- Adoption of a new three-year public relations plan submitted by the SLA P.R. Committee.

Exhibitors/Sponsors

Information professionals at the Conference had the opportunity to visit 421 booths hosted by nearly 275 companies. And, for the first time, SLA offered 16 table top exhibits for non-profit organizations and "start-up" companies. Featuring the latest in information technology and updated old products, exhibitors were on hand to discuss trends in the information profession. A number of exhibitors conducted demonstrations of their products and had free samples for visitors.

This year, the June reception for attendees in the exhibit hall offered ice cream floats as a

Attendees traversed the exhibit hall, taking in 421 booths hosted by nearly 275 companies.

change of pace from previous years and additional refreshment breaks were provided for the attendees each day in the exhibit hall.

Key sponsors of events and products at this year's Conference were:

- Dialog Information Services, cosponsor of the General Session I and contributor to the Fellow's Reception for First-Time Attendees;
- Disclosure, Inc., cosponsor of the SLA Fellows' Reception for First-Time Attendees;
- The Faxon Company, sponsor of General Session II;
- The Highsmith Company, cosponsor of General Session I;
- Inmagic, Inc., provider of the computerized conference attendee locator;
- Mead Data Central, sponsor of the SLA Kickoff Event and cosponsor of the SLA Fellows' Reception for First-Time Attendees;
- Readmore, Inc., sponsor of the Division Planners Office;
- STN International, supplier of the Conference tote bags; and
- UMI, sponsor of the *Guide to SLA Exhibits*.

The Annual Business Meeting

The Annual Business Meeting took place June 9. The agenda included speeches from the Association's leadership, official installation of the new Board members, and recognition of the 1993 SLA Fellows and the recipients of the P.R. Award, Special Recognition for Excellence in Public Relations During National Library Week/International Special Librarians Day, and the Meckler Award for Innovations in Technology.

President's Report

In her farewell address, outgoing President Catherine "Kitty" Scott began by explaining that "visioning" is a commitment to rethinking and reviewing an organization. To foster the visioning process, she appointed a "Visioning Committee" last year to develop a framework and methodology to discover an SLA vision. She explained that the aim of the Committee is "to infuse SLA with new energy, direction, and a deeper member commitment" and stressed that she wants the vision to involve as many members as possible— because "you (the membership) are the eyes and ears of SLA and can identify important future trends."

Scott told the membership that the Committee's request for an extension was approved by the Board to continue its work with the Chapters and Divisions throughout the Summer and Fall, gathering as much member input as possible until November, when the Committee will begin working on a draft statement. The statement will be presented for Association approval.

Scott detailed the growth of the SLA membership, which has exceeded 14,000. She also noted that two new Student Groups were formed this past year—at the Universite de Montreal and the University of Maryland at College Park.

She mentioned that the new Publication Committee has begun reviewing the top three SLA serial publications, *Special Libraries*, *SpeciaList*, and *Who's Who in Special Libraries*. The committee has made a few recommendations, but implementation depends on the costs involved. Scott said a few possible approaches have been proposed—the appointed of an editorial board from the membership to manage the editorial content of *Special Libraries*, as proposed by an earlier committee, and incorporation of the *SpeciaList* and *Who's Who in Special Libraries* onto the Internet.

One of the highlights of the year, she said, was the implementation at SLA Headquarters of an Internet-accessible electronic mail address.

Scott stated that in order to make certain the Association is fully aware of how internationalization may impact its future, the Board requested staff to prepare a White Paper for discussion and planning purposes, which the International Relations Committee subsequently reviewed. The review resulted in the formation of four sub-talk groups: Membership Policy, International Membership Dues, International Membership Services and Support, and International Membership Governance.

"Win or Lose!" Scott proclaimed. "One of the most critical investments we made this year was the allocation of resources to file as a friend of the court (amicus curiae) brief in the case of the American Geophysical Union et al. vs. Texaco." SLA joined the Association of Research Libraries, American Association of Law Libraries, Medical Library Association, and American Council of Learned Societies in support of Texaco's appeal.

Scott went on to declare that "PREPS Lives!" She reported that the final recommendations of the Presidential Study Commission on Professional Recruitment, Ethics, and Professional Standards were presented to the Board. She said that recruitment into special librarianship as a career choice was high on the implementation list and that the Professional Development Committee will be asked to investigate certification. Recruitment efforts have included attending career days, working with career guidance officers in schools, and intern programs.

She stressed that communication is key, and urged the membership to write for *SpeciaList*, speak before different forums, and communicate with the Board.

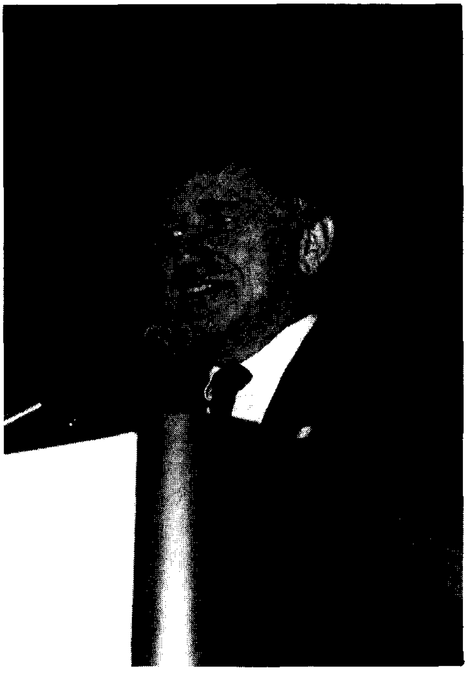
Scott concluded by challenging the audience to maximize their potential... "Come, let us 'Celebrate Our Vision' together!"

Executive Director's Report—
"If It Is To Be..."

This year's State-of-the-Association Address by SLA Executive Director David R. Bender focused on the future direction of the Association and also recounted its accomplishments.

Bender's presentation, "If It Is To Be...," provided an analysis of how the globalization of the economy is impacting the information profession and how this will affect SLA in coming years. Quoting President Bill Clinton, Bender said, "By now we are woven inextricably into the fabric of a global economy. . . Information has become global, indeed it has become *King of the global economy.*" Whether we see it or not, Bender stated, "our daily lives are touched everywhere by the flow of commerce that crosses national borders as inexorably as the weather."

Because of the emergence of the global marketplace and the internationalization of information, SLA has been gradually increasing its global focus, particularly in recent years. Bender asserted that SLA's international activities are of "paramount importance, because from here will probably come much of our future growth in membership and services." He reported that the European Chapter is undergoing a remarkable revitalization and that three Canadian Chapters are outgrowing many U.S. Chapters. The Arabian Gulf is SLA's newest Chapter and the next expansion, Bender noted, may occur in Australia, because a group of special librarians "down under" is exploring options for creating a union with SLA.



Executive Director David Bender focused on the future direction of the Association in his address.

In response to member needs, the State-of-the-Art Institute has taken a decidedly international turn and an International Information Exchange Caucus was formed last June.

"Just as associations can benefit from globalization," Bender said, "so will you as individual members." Among the benefits that you can derive are the expansion of networking opportunities and the accessibility to a "global alert system" on new developments—whether technological or regulatory in nature, he said.

Based on research from surveys and focus groups, Bender said that professional development is one of the membership's highest priorities. To accommodate member needs, the Association has given professional development considerable attention. For example, the most recent Winter Education Conference was successfully transformed into a single-focus program revolving around the important and timely issue of total quality management. Bender reported that the program will undergo yet another evolution next year, when it will be transformed into InfoTech '94, a meeting which will focus on how new technology can enhance library performance. And the major professional development program, Bender continued, is the Annual Conference.

Bender highlighted other Association programs and activities as well. He said that booth sales in the exhibit hall were slightly up from last year and that government relations was a higher priority this year because of the change in administrations. The serial publications program is making changes in content to give the membership more timely stories and more information about Association finances. E-mail addresses have been added to the membership database and will also appear in the next *Who's Who.* In addition, SLA now has an Internet address to facilitate contact between members and staff.

Bender reported that the image of the profession continues to be priority in the area of public relations. In response, the Public Relations Committee presented a new Association Public Relations Plan to the Board. The Committee reviewed how to get more public relations mileage out of existing programs and recommended several new projects to enlist Chapters and members in the campaign. "The message that the Board heard loud and clear from the committee," Bender said, "was that public relations is everybody's responsibility. SLA Headquarters can't be expected to change our individual or collective image by writing letters and running advertisements."

Bender said that economic conditions have forced retrenchment at many organizations, including SLA. He challenged the membership to increase their level of commitment to the Association and the profession. "We can *all* ascribe to the belief that if it is to be, it is up to me," he said.

Inaugural Address—
1993/94 Association President

Then President Catherine "Kitty" Scott (right) officially turned over the presidency to Miriam Drake at the Annual Business Meeting.

The final speech at the Annual Business Meeting was given by incoming President Miriam Drake, who spoke about the direction she has seen the Association take in the past, and where she sees SLA headed. She said that as SLA President, her job is to carry out the strategies of the Association's Strategic Plan, which was formulated by the membership as a guiding document for action and the future of the Association.

She emphasized that the membership needs to give the Strategic Plan a chance to work. "We cannot be like the

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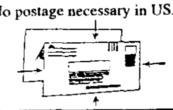

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congressman who votes more money for education and then wonders why SAT scores have not risen three months later," she said. "Strategic plans do not deliver instant gratification. Achievement of goals requires hard work, resources, dedication, and patience."

Drake recounted some of the Association's goals, which include influencing the policies, expanding international membership, vigorously pursing research, recruitment of the "best and brightest" for the profession, and "unifying our identity of ourselves and the image others have of us."

She expressed that as an association, we need to deal with several important issues, including the debate about changing the name of the Association. "There appear to be strong feelings on all sides of the issue," Drake said. "Getting consensus may be like herding those beautiful tigers in the Cincinnati Zoo. We need to think about the name, what is says to us, and what it says to others."

She maintained that membership dues need to be raised, and said, "Our profession often is like the southern minister who preached that salvation was free. He then complained that the collection was scandalously small. A member of the congregation stood up and reminded the minister that he had said that salvation was free. 'Indeed it is,' replied the minister, 'but when we pipe it to you, you have to pay for the plumbing.'"

At SLA, Drake explained, "the plumbing is in order but it needs to be upgraded. Some things are not being done because we do not have sufficient funds." For example, the Association has had to postpone hiring a new research director and purchasing a new telephone system to handle the increasing volume of calls and fax messages. And the public relations plan cannot be fully implemented due to lack of funds. She also noted that the Association has successfully managed the Annual conferences, which have doubled in attendance with more programs and more exhibitors, without an increase in staff.

"As an employer," Drake reflected, "I realize the need for SLA to be a good employer and provide comfortable working conditions, competitive salaries, competitive fringe benefits, and the things that you expect from your employers. Our staff are our partners."

Drake stated that she doesn't plan on creating any special committees or task forces that "divert our energies from the important issues identified in the Strategic Plan."

Resolutions honoring the late Steven I. Goldspiel, former President and CEO of Disclosure, Inc., were presented at the Awards Banquet. Pictured here are (front) Rona Goldspiel and current Disclosure President and CEO Roger Bilboul; and (rear) Disclosure's Ernst deFlines, Eric Eiselt, Joe Bremner, and Margaret Grisdela.

She also cautioned the membership not to wallow in the negative. "Now is the time to be confident about ourselves and what we do, concentrate on the positive and take ourselves less seriously. Now is the time to look beyond ourselves and our profession."

Awards Banquet

Leaders of the profession were featured in the 84th Annual Conference Awards Banquet, which took place in the Hyatt Regency June 9. Outgoing President Catherine "Kitty" Scott presided and presented the SLA scholarship awards, the H.W. Wilson Company Award, SLA John Cotton Dana Award, Professional Award, and Presidents Award. A special recognition was given honoring the late Steven Goldspiel, former President and Chief Executive Officer of Disclosure Inc. Rona Goldspiel, Steven's wife, and Roger Bilboul, the current President and CEO of Disclosure, accepted the recognition on Steven's behalf. An endowment was created in Goldspiel's memory to provide research grants in library and information services and will be administered by SLA.

Also recognized that evening were the SLA Fellows and the recipients of the Meckler Award for Innovations in Technology, P.R. Award, and the Special Recognition for Excellence in Public Relations During National Library Week/International Special Librarians Day. (For more information about the 1993 Association Awards, see page 179.)

The highpoint of the gala event came when Scott officially turned over the presidency to Miriam Drake.

Looking Ahead...

Planning is already underway for next year's Conference, so mark your calendars! The 85th Annual Conference will be held June 11–16, 1994 in Atlanta, GA. Registration, exhibits, general sessions, and other sessions and programs will take place at the Atlanta Marriott Marquis and the Atlanta Hilton and Towers. Keep posted for details in upcoming issues of *SpeciaList*.

Division and Caucus Programs

Baseball Caucus

by Brenda Ward

The Caucus was officially convened at the Annual Conference, and kicked off its activities June 6, when 65 people attended the Reds vs. Cardinals game at Riverfront Stadium. The group was given game notes from the public relations departments of both teams, which are comprised of statistics and other data prepared just before game time to be used by radio and TV announcers who cover the games, and are not available to the public. The Reds PR staff also supplied the group with June 5 statistics from the Baseball Information System, an online system developed and maintained by IBM for Major League Baseball. The IBM Baseball Information is used to track team, league and individual standings, and is updated daily.

On June 7, 47 enthusiastic participants met, and an agenda, with our Purpose and Objectives, was distributed and three door prizes were awarded by a drawing. *Baseball America's Minor League Encyclopedia* went to Charles F. Gillespie, Jr., Director, Information Center and Library, Lilly Endowment, Inc. in Indianapolis, IN, the MacMillan *Baseball Encyclopedia*, Ninth Edition, went to Ann Shea, Senior Librarian, Dames & Moore, Los Angeles, CA, and the New York Yankees *Information Guide* went to Stephen Parker, Librarian, Electric Power Research Institute, Palo Alto, CA.

Then three presentations were made. Stephen Gietschier presented "A Baseball Statistics Sourcery," a short bibliography of basic sources of statistical information, and commented on the content, format, accuracy and reliability. He answered questions about the job of the official scorer, and procedures for recording, changing and storing baseball statistics.

Kevin Grace distributed "A Basic List of Symbols for Scoring a Baseball Game," and explained how to use them. Accompanying exhibits included a Cincinnati Reds scorecard from the preceding day's game, and scorecards from 30 and 60 years ago. Grace emphasized that scoring a game is a personal and creative activity, the only essential criterion being that the scorekeeper must be able to "read" the game from the scorecard afterward.

Branch Rickey observed that the sport is in a leadership crisis, starting at the top with the lack of a Commissioner of Baseball, and continuing through all levels of baseball ownership. Rickey also said that baseball is suffering from a crisis of inconsistently applied ethics: problems with tobacco, drugs and gambling are not being dealt with in a humane way; the salary structure is untenable; litigation is rampant. Rickey illustrated the contrast between baseball today and baseball of an earlier era by telling poignant stories about his grandfather, Branch Rickey.

The speaker then answered questions and related anecdotes that illustrated his points.

In addition to Caucus activities, the Museums, Arts & Humanities Division sponsored a program related to baseball—this year's Book and Author Luncheon, which featured Darryl Brock, author of *If I Never Get Back*, a novel based on the adventures of the 1869 Cincinnati Red Stockings, baseball's first professional team. The author distributed a photocopy of a grouping of portraits of the real Red Stockings, and on the back, reproduced Harry Wright's hand-lettered scorecard from the June 8, 1869 game against the Washington Nationals. Brock recounted the methods of research used to prepare his manuscript, and expressed his gratitude to librarians for their assistance.

Business & Finance Division

by Bob Bellanti

The Division presented six programs, "This is Not Your Father's Job Market," cosponsored with the Advertising & Marketing Division; "Total Quality Management," cosponsored with the Library Management Division; "Organizational Positioning: Case Studies," cosponsored with the Library Management Division; "LANs and WANs and Real Life," cosponsored with the Telecommunications and Information Technology Divisions; "Vendor Update," cosponsored with the Information Technology Division; and Business and Environmental Accountability," cosponsored with the Environment & Resource Management Division.

In addition to these programs, the Division's seven roundtables included "The Virtual Library: Challenge and Opportunity," "Business Research on the Internet," "Desktop Delivery of Information in a Corporate Library," "Improving the Quality of Reference Service—Resource Allocation and Peer Review," and "Identifying Local Resources for Real Estate Information." In addition, the Investment Services, Trade and Professional Associations and College and University Business Libraries roundtables held informal discussion sessions.

At the Division's Annual Business Meeting, the Disclosure Technology Achievement Award was presented to Janet Reed of Continental Bank in Chicago, and the Distinquished Member Award was given to Sarabeth Allen, who recently retired from the Dallas Public Library. Also, four student stipend awards were given to assist library and information science students to attend their first SLA Conference.

The Division also sponsored a CE course, "Developing Value Added Products for Libraries: A Service Orientation," which was taught June 6 by Barbie Keiser of BEK. Fourty-seven people registered for the class.

The Division cosponsored a field trip to Mead Data Central in Dayton, OH with the Advertising & Marketing, Education, and News Divisions. Approximately 200 people went on this trip, which provided an in-depth look at how the Nexis/Lexis database is produced.

Lastly, the Division sponsored four evening open houses to provide an informal atmosphere for members to socialize. On three of the evenings groups were honored—Division members who published in the past year, students and retired members, and past chairs of the Division.

Chemistry Division

by Frank Lopez

The Chemistry Division presented a varied program of 14 activities over five days at the Annual Conference. The programs ranged from executive board meetings, social events, the annual business meeting, a field trip, and seven cosponsored programs.

Following the June 6 board meeting, the Division held its Third Annual reception hosted by the American Chemical Society. The Continental Breakfast and Annual Business Meeting was held June 7 morning, and Division members heard a recap of Division activities and saw the first glimpse of the soon-to-be-released membership directory.

In the program, "Chemical Industry: History and Information Resources," three speakers addressed issues of history and resources. Jeffrey L. Sturchio of Merck & Co. gave an overview of the milestones in the chemical and pharmaceutical industry and its impact and influence on American history. Peter Hoey discussed the historical collections and information resources at the Royal Society of Chemistry, and Lawrence B. Friedman focused on the activities and resources available at the Beckman Center for the History of Chemistry. The afternoon session, on the interdisciplinary field of Biomaterials, featured experts and researchers who spoke about the trends, issues and future of this science.

The June 8 "Academic Sci-Tech Librarians Roundtable," cosponsored with the Science-Technology Division, was the second of what promises to be an annual Conference event. Participants shared strategies and experiences for coping with critical issues facing today's academic science and technology libraries.

At the biennial Toxicological Roundtable Update, information professionals provided updates on new databases, CD-ROM products, publications and other related resources. Bibliographies and unique tools for finding toxicological-related data were highlighted.

Two experienced Internet users shared their expertise with the Division at "Internet for Chemical and Pharmaceutical Information Professionals," which was cosponsored with the Pharmaceutical Division. The program, with standing room only, featured an overview of Internet system capabilities and unique chemical information resources.

On June 9, the new executive board met for the first time, and discussed plans for the upcoming year and programs for the Atlanta Conference. The annual CAS Roundtable and the first DIALOG Update were also held. These two programs focused on system enhancements, new database files and products, and pricing updates.

On June 10, the Division made the two-hour ride to Columbus, OH, home of Chemical Abstracts Service and Battelle Memorial Institute. At CAS, the guests saw demonstrations of the registry input system, nomenclature area, online structure system, and toured the library. The group then toured the Battelle, with its unique equipment, including the first "Xerox" machine.

Labor Issues Caucus

by Jane Murphey

On June 7, Caucus members and interested others heard Dorothy Jones speak on issues for older working women, at a program sponsored by the Bureau of National Affairs. Jones is one of most important woman labor leaders in the United States, and represents the United Auto Workers International Union. The Caucus also discussed plans for the SLA meeting in Atlanta, at which Irving Bluestone was invited to speak on collective bargaining trends. A former Vice President of UAW, he recently published a book on the topic, *Negotiating the Future*.

Legal Division

by Connie Pine

At its June 11th meeting, the SLA Board of Directors approved the creation of a new Legal Division. This action was the final step of a process which began with a petition mailed to approximately 500 law librarian members of SLA. Initiated by Connie Pine, Associate Library Director at Bracewell and Patterson in Houston, TX, this effort was assisted by Division Cabinet leaders Marge Wilson and Jean Scanlan. When the counting stopped, 271 signatures were received and verified at Headquarters, surpassing the 100 signatures required.

The Legal Division will provide a forum for bringing law librarians together for learning, sharing, and working purposes, and for interaction with other Divisions. It will serve as a means by which law librarians may be more fully involved in SLA activities and programming.

Connie Pine will serve as Chair of the new Division. Chair-elect will be Carolyn Korkmas, Tax Librarian, Shell Oil Co., Houston; Secretary will by Susan Siebers, Library Director, Katten, Muchin & Zavis, Chicago; and Treasurer will be Anne Abate, Librarian, Dinsmore & Shohl, Cincinnati, OH.

Military Librarians Division

by Bonnie D. Davis

The Military Librarians Division sponsored and cosponsored a wide variety of programs and events in Cincinnati. The Division started off with a business/breakfast meeting June 7, and on June 8 and 9 the Division shared breakfast, and on June 8 shared a reception with the Solo Librarians Division. These meetings gave members the opportunity to meet new members, renew old acquaintances, and network.

The Division's programs began June 7 with a well-attended session on compact discs, moderated by Serge Campion. In the context of the complete information resource, the industry (or production) and the usage (or user reaction) of CD-ROM were presented and discussed. The exponential growth in the number of titles appearing annually and the decreasing cost of production were presented graphically by Patricia Sutherland, library consultant and Documentalist for Amnesty International Canadian Section.

Sylvia Piggott, Manager of the Business Information Centre of the Bank of Montreal in Montreal, Quebec, Canada, and Director (1991-1994), Special Libraries Association, covered the user reaction to CD-ROM. Her experience reveals that "the role of the librarian has been enhanced" as a result of "using leading edge technology," which has also enhanced the librarian's image. The librarian is now "seen as a technical expert in managing the CD-ROM products" and has "become the evaluator and trainer in using these databases."

On June 8, moderator Carol Jacobson, with speakers Laurie Stackpole, Claire Tozier, and Mike Gannon, presented "The Internet: What's in it For Me?," which opened with a basic introduction to the Internet with a focus on science and engineering sources. Tozier, of the Defense Technical Information Center, discussed the history and described the features offered over the Internet. Stackpole, Director of the Ruth Hooker Library at the Naval Research Laboratory, discussed how she and her staff are making these resources available to scientists and engineers at their desktops. Gannon, of Article Express International, Inc., provided insight into how his company is delivering scientific and technical articles over the Internet. This session was well-attended, and a follow up session may be scheduled for the 1994 Conference in Atlanta.

On June 9, moderator Carolyn Ray, with panelists Guy St. Clair, Barbara Spiegelman, and Lisa Duffek, conducted "Dealing with Downsizing and Liking It." Spiegelman discussed the emotional trauma that attends personnel reductions, and had practical advice on how to cut services without guilt and on how to build long-term viability. Duffek discussed downsizing from the DoD perspective and the impact of the Total Quality movement. St. Clair brought the perspective of the consultant who advises companies considering downsizing, and asked attendees to accept that downsizing is part of the risk they assume as special librarians.

Natural History Caucus

by Ann Juneau

At the Annual Conference, the Natural History Caucus engaged in three major activities—a field trip to the Museum Center at Cincinnati Union Terminal, cosponsored with the Museums, Arts, and Humanities Division; the Caucus Annual Business Meeting, and a panel session in which the Caucus took the lead planning role, "Biodiversity: Preserving the Earth's Natural Heritage, cosponsored with the Biological sciences and Pharmaceutical Divisions.

At the Annual Business Meeting, the Caucus focused on three issues—the finalization of its mission statement, program planning for the Atlanta Annual Conference, and a proposal to develop an OCLC Resource Sharing Project in which Caucus members could work with OCLC in creating a subset of the OCLC database accessible by a code to show holdings of Caucus libraries and holdings of other participating libraries with substantial natural history related collections.

The group discussed cosponsorship of a tour of the Fernbank Science Museum during the Atlanta Conference, and a suggestion was approved to cosponsor a session with the Environmental Resource Management Division on the newly proposed National Biological Inventory.

Thanks to the efforts of Wendy Wasman of the Cleveland Museum of Natural History, the panel discussion Biodiversity was a great success. To an audience of about 100, Dr. Gene Kritsky, Biology Department Chair of the College of Mount St. Joseph in Cincinnati, Bonnie Shipper of Shaman Pharmaceuticals, Stephanie Parker of the Cincinnati Zoo Center for Reproduction of Endangered Wildlife, and Ann Marie Malley, Biodiversity Resource Center, California Academy of Sciences, talked about their institutions' work and support in the field of biodiversity.

News Division

by Donna Scheeder

The News Division conference program began June 7 with two panel presentations, "CD-ROM on a Tight Budget" and "Finding What They Said."

"CD-ROM on a Tight Budget," moderated by Peggy Garvin, featured case studies of CD-ROM use and publishing by news libraries. Barbara Ellenbogen, Library Director for *USA Today*, described her library's successful use of affordable CD-ROM titles and recommended that potential CD-ROM purchasers carefully evaluate a product's software requirements and the completeness of its coverage before buying. George Shluckbier, Library Director of the *Sacramento Bee*, gave an overview of CD-ROM technology. Pete Basofin, Research Librarian for the *Sacramento Bee*, echoed Ellenbogen's warnings about examining a database's quality, currency, and coverage before buying.

"Finding What They Said" brought together four individuals who explored the sources available to search for the statements of government officials, other newsmakers, and the full text of broadcast news programs. Ellie Briscoe of *National Geographic* gave an overview of the various files that are on-line sources for these materials. Margot Williams of the *Washington Post* concentrated her presentation on how to find the statements of candidates and administration officials and demonstrated the *Post*'s system to track the candidates' statements during the last presidential campaign. Representatives from Journalgraphics and Burrelles discussed how their companies collect and index broadcast transcripts and contrasted the relative merits of their products.

Congressional Quarterly again hosted a luncheon for the News Division. Ron Elving, editor of *Congressional Quarterly*, discussed the progress of the Clinton administration intiatives, and Division members joined in singing "Happy Birthday" in celebration of the 70th birthday of the founding of "C.Q. Researcher."

Two programs dominated the June 8 agenda. George Shluckbier and John Jansson put together a lively panel on Digital Photo Archiving, which was followed by a live demonstration of the T-1 system. Chris Orr and Susan Mulvihill described their experiences in applying digital technology to their newsroom, and James Hunter of the *Columbus Dispatch* compared A.P. Leaf Preserver and News Photo Archive (Client Server).

Then, in "News Libraries in the Year 2000," attendees took a test which was used to identify management style. With the help of Paul Pohlman of the Poynter Institute, the group then identified conflicts that can emerge when several styles are working side by side. This exercise was followed by small group work designed to identify the major issues on the horizon for news libraries. Each group then reported back to the whole, where it was apparent that there is a great deal of consensus and concern about how news organizations are positioned to face the changes that will inevitably occur in the industry as a result of new and emerging technologies.

June 9 was dedicated to programs planned by the special groups within the Division. The Small Libraries Group presented "Photos and Graphics A-Z," where case studies were given by Bridget Janus, Ron Larson and Jody Martin Habayeb. The Broadcast Libraries Group presented "Resources in Radio Libraries and Archives."

The Division business meeting featured a discussion on Division finances, and a finance committee was created to make recommendations to ensure the future financial stability of the Division.

The Awards Banquet was held at the Piatt Park Center, formerly the Cincinnati Club. Carol Lindsay of the *Toronto Star* was awarded the Joseph F. Kwapil Memorial Award for major achievement in the field of news librarianship. Yvonne Egertson, Jo Kirks and Kathy Trimble were cited for their dedication to the Division, and were placed on the Henebry Roll of Honor. John Cronin received a certificate of appreciation for his service as Chair-elect and Chair of the Division.

Physics-Astronomy-Mathematics Division

by Jack Weigel

The PAM Division sponsored its traditional discipline-oriented workshops in four different subject areas—astronomy, mathematics, computer science literature, and physics. Other PAM events included a vendor update session, a panel discussion on "Emerging Electronic Publishing Medium" (cosponsored with four other Divisions), the Division's annual busines meeting, and open houses on three consecutive evenings. One of the highlights of the week was the presentation of the PAM Division Award to Heinz Barschall for his published work on the comparative pricing of physics journals. Barschall received the award at the physics workshop.

The astronomy workshop, moderated by Donna Coletti, focused on electronic format information in astronomy. Carolyn Stern-Grant spoke about NASA's Astrophysics Data System and a hands-on demonstration of ADS was offered at the PAM open house the same evening. Among the special projects discussed were the second edition of the Union List of Astronomy Serials and a volunteer effort to provide table of contents service for astronomical research facilities in portions of the former Soviet Union.

Ralph Moon presided at the mathematics workshop, where David Rogers of the American Mathematical Society spoke about AMS activities in electronic delivery of information, and several Division members commented on a variety of topics relating to mathematics librarianship. The computer science literature workshop was cosponsored by the Science-Technology Division and moderated by Suzanne Bell. Much of the discussion dealt with access to data about technical reports in computer literature, including what was available through Internet.

The physics workshop was moderated by Pat Allan and included discussion about a special current awareness/document delivery service for several science departments at Purdue University and a group discussion on the management of physics journal collections in light of the very high cost of journals in this field. The joint session on emerging electronic publishing included a presenation by John Franks on the economics of electronic publishing and various models for future electronic publishing. At the vendor update meeting, a talk by Melia Hoffman about AT&T's Right Pages Service attracted numerous questions from the audience. These were mostly directed at the implications of the new service for fair use photocopying and for journal archiving responsibility.

Retired Members Caucus

by Jeanne Keogh

Convenor Jeanne Keogh introduced the first speaker on the Estate Planning Seminar, Barbara A. Fox, CFP, PaineWebber, Inc., who advised attendees on how to make wealth preservation as painless as possible, and offered Paine Webber's predictions of slow growth and low inflation in 1993. She then introduced David O. Moshier, J.D., from the Estate Planning Services Department of ITT Hartford.

Moshier explained how retirees can be sure their wealth will go to those who deserve it and how setting up an estate plan can be easier than imagined. He emphasized the need for proper planning so that the IRS is not retirees' largest beneficiary.

A short "business" meeting followed the program, where the extension of the Caucus was discussed. The SLA Board of Directors, at its Winter Meeting, will vote on whether or not to extend the life of the Retired Members Caucus for another three years. Since SLA members will continue to retire, it is felt that the Caucus should be extended. The Caucus also discussed the possibility of establishing a one-day Conference registration fee for retirees in addition to the present weekly fee.

Science-Technology Division

by Richard Hulser

The Science-Technology Division had a number of successful events at the Annual Conference, some of which were cosponsored with other Divisions. There were two major presentation sessions, one panel discussion, four discussion groups/roundtables, and activities were capped off with a field trip to Chemical Abstracts and Battelle, both in Columbus, OH. The Science-Technology Division also co-hosted a hospitality suite with the Solo Librarians Division.

The session, "Roles for the Library in Scientific Communication and the Implementation of a Prototype Electronic Medical Textbook" featured presentations by Dr. Kerryn Brandt, Welch Medical Library, Johns Hopkins University; and Virginia Garvin Saha, Cleveland Health Sciences Library, Case Western Reserve University. Using case studies of some recent and ongoing projects, Brandt discussed how knowledge management is used to meet the needs of clients at the Welch Library and the activities of the library in the scientific communication process. He also reviewed development plans for a "Welch Workstation," which will be the interface to online information resources. This set the stage for Saha's overview of the Library Collections Project at Case Western Reserve University, which includes access over the campus network to full text and images of a chapter in a medical textbook. She gave a demonstration of this access, which also included digitized full-motion video clips of students comparing time and effort required to do research using online tools against more traditional paper methods. The key to these topics was not the medical content, but the processes, techniques and use of technology which could be used with any subject content.

Issues faced by science and technology librarians were discussed in separate roundtables, one for corporate environments and one for academic communities. The discussions covered many topics, including the role of the librarian working with researchers and the perceived value of the librarian as intermediary or facilitator of access to needed material. Attendees at the roundtables had a wonderful preview to issues discussed by a panel in the session, "Science-technology Librarians: Their Background, Performance, and Expectations." The standing-room only session, moderated by Richard Hulser, IBM Corp., featured panelists Wei Wei, of the University of California-Santa Cruz, and Mengxiong Liu, of San Jose State University, who presented the results of their study of California librarians and the relationship of their educational background to their success at work. Panelists Lorraine Schulte of Upjohn Co., and Patricia Yocum of the University of Michigan, gave their viewpoints on the research results, and presented their own experiences in corporate and academic settings.

Among the actions at the Science-Technology Division business and board meetings was the renaming of the travel stipend award given to a first-time or student Conference attendee. The award is now called "The S. Kirkland Cabeen Travel Stipend Award" in honor of Cabeen, who passed away this year. He originated the idea for this award during his tenure as Chair of the Division in 1970-71.

Social Science Division

by Kenlee Ray

The Social Science Division's events commenced June 6 with the traditional International Visitors Reception sponsored by the International Relations Roundtable. Later in the evening, members of the Division joined members of the Museum, Arts & Humanities and Advertising and Marketing Divisions to renew friendships and network at an open house.

Monday morning, SOC members met for the second annual breakfast/business meeting, hosted by Dialog and Sociological Abstracts. In the afternoon, the Municipal Reference and Health and Human Services Roundtable cosponsored "Simple Steps to Complying with the 1990 Americans with Disabilities Act." Using a video produced by the National League of Cities as a starting point, Kathryn McCarthy of the League, Bob Pawlak of the Jewish Vocational Services, Dixie Harmon of Independent Living Options, and Donna Foust of the Library for the Blind and Physically Handicapped, discussed the practical steps that libraries could take to provide reasonable accomodation in the worksite and access to library resources for individuals with disabilities. The Peace and International Conflict Management Roundtable also gathered for an informal discussion, and that night members reconvened in the Division suite.

On June 7, "Creating Superior Value for Customers," cosponsored with the Engineering and Library Management Divisions, was held. Bill Band, a partner in the Toronto office of Coopers & Lybrand, presented a road map to becoming a high performance organization. "Streamlined Searching Techniques for the Foundation Grants Index," cosponsored by the Libraries of the Independent Sector and the Peace and International Conflict Management Roundtable, Mare Valgemae of the Foundation Center used slides of sample searches to explain the Center's codes and the most efficient methods of searching the file. Also, the Municipal Reference Librarians Roundtable and the Urban Affairs, Architecture and Planning Roundtable held informal sessions.

On June 10 the Division cosponsored a field trip through the region with the Geography and Map Division. Tour guide Geoffrey Giglierano, Education Director of the Cincinnati Historical Society, took the group on a journey through the region's history. He explained the urban and industrial history of the area and pointed out local sites. At Sharon Woods Village the group explored old Ohio houses and offices that had been moved from their original sites to the historical park. In Lebanon, OH, the group lunched at the Golden Lamb Inn, and spent the remainder of the afternoon exploring the town. Many visited the local historical museum to see the Shaker exhibit.

Transportation Division

by Jeanne Thomas

The Transportation Division had a record attendance of 56 members for its 50th Anniversary celebration on the Ohio River, including 12 former Division chairs. Barbara Russo, retired librarian of the Washington State Department of Transportation, received the Professional Achievement Award.

The Divisions programs were highlighted by the exhibit of a SMART Car provided by General Motors Corp. in cooperation with the Michigan Department of Transportation. A special program, "IVHS—How will the SMART Car affect your Personal Transportation," was held June 7. The SMART Car was demonstrated by Dr. Mark Krage of General Motors, the developer of the car's hardware and software, and received good media coverage, with a front-page article in the *Cincinnati Post* and three television news spots.

The State Departments of Transportation Librarians met as a group for the first time at the Annual Conference, and they petitioned the Transportation Division Executive Board to become a Committee of the Division. The Executive Board approved the request, and the Committee will be scheduling special program meetings at future Conferences.

At a technology awareness program on Executive Information Systems and systems integration, Malcolm Frank, Marketing Director of Cambridge Technology Partners, introduced the emerging client-server technology and described its effect on organizations.

Presenting SLA's 1992/93 Award Winners

SLA Fellows

The designation of Fellow of the Special Libraries Association is given to individual members of SLA, not presently serving on the Board of Directors, in recognition of their leadership in the field of special librarianship and for their outstanding contribution and expected future service to the Association. Fellows are called upon and expected to advise the Association's Board of Directors, to prepare necessary documentation, and to alert the membership to issues and trends warranting action.

Toni Carbo Bearman

Toni Carbo Bearman is the Dean of Library and Information Science at the University of Pittsburgh. Previously, she was the Executive Director of the U.S. National Commission on Libraries and Information Science for six years. In 1990, Bearman served as President of the American Society for Information Science. She is a fellow of the American Association for the Advancement of Science and of the Institute of Information Scientists. A member of SLA since 1973, Bearman has served on a number of Committees on the Association level.

Mary Dickerson

Mary Dickerson is the Deputy Executive Director and Head of Information Services at the Ontario Legislative Library. A member of SLA since 1979, she has been active in the Association at all levels, having served as Director on the SLA Board of Directors, President and Secretary of the SLA Toronto Chapter, and Chair of the 1992 PREPS Commission.

Muriel Regan

Muriel Regan is co-founder and Principal of Gossage Regan Associates, Inc., a personal services and consulting firm for libraries and information centers. She is an SLA Past President and served two terms as SLA Treasurer. She serves on the Board of Directors of the New York Metropolitan Reference and Research Library Agency and the Council of National Library and Information Associations. Regan has been a member of SLA for more than 40 years.

Marilyn Stark

Marilyn Stark is the Regional Librarian and Chief of the U.S. Geological Survey Denver Library. She has served in numerous leadership capacities within the Association, including Chapter Cabinet Chair of the SLA board of Directors, Chair of the SLA Petroleum and Energy Resources Division, President of the

SLA Rocky Mountain Chapter, and Chair of the SLA Consultation Service Committee, to name only a few.

SLA John Cotton Dana Award

The SLA John Cotton Dana Award is given to one or more SLA members in recognition of exceptional services to special librarianship.

Roger Haley

Roger Haley has served in the Senate Library since 1964 and was appointed Librarian of the United States Senate in 1973. A member of SLA since 1976, he has made numerous contributions to the Association, having served as President of the SLA Washington, DC Chapter, Chair of the SLA Social Science Division, and Chair of the SLA Bylaws Committee.

SLA Presidents Award

The SLA Presidents Award is given to one or more SLA members for a notable or important contribution during the past Association year. The contribution must have enhanced the Association or furthered its goals and objectives.

John Ganly

John Ganly is the Assistant Director of the Science and Business Library at the New York Public Library. He won this award for his role in planning and coordinating Information Central, a reference service which was provided to the delegates and media representatives from around the world during the 1992 Democratic National Convention. Ganly has been a member of SLA since 1970.

SLA Professional Award

The SLA Professional Award is given to an individual or group, who may or may not hold membership in SLA, in recognition of a specific major achievement in, or a specific significant contribution to, the field of librarianship or information science which advances the stated objectives of the Special Libraries Association. The presentation of the award shall follow soon after the recognized fruition of the contribution.

William Andrew Moffett

In 1990, William Andrew Moffett became Director of the Huntington Library, Art Collections, and Botanical Gardens in San Marino, CA. It is here where he made what is arguably one of the century's most significant contributions to librarianship—provision of open access to photographed copies of the Dead Sea Scrolls. While this action received great support from numerous fellow librarians, scholars, and newspaper editorials, it also brought on criticism from organizations which threatened legal action.

H.W. Wilson Company Award

The Special Libraries Association administers the H.W. Wilson Company Award, which is given annually to the author(s) of the best paper published in *Special Libraries* during the previous year.

Sharyn Ladner

Sharyn Ladner won the award for her article "Resource Sharing by Sci-Tech and Business Libraries: Formal Networking Practices," which appeared in the Spring 1992 issue of *Special Libraries*. The article is based on a research project that she conducted and for which she won an award from the University of Miami in 1990.

Ladner is an Associate Professor and Business Reference Librarian at the Otto G. Richter Library at the University of Miami in Coral Gables, FL. A member of SLA since 1978, Ladner served as President of the SLA Florida Chapter in 1987–1988 and Chair of the SLA Networking Committee in 1988–1990.

Meckler Award for Innovations in Technology

The purpose of the Meckler Award is to honor a member(s) of the Special Libraries Association for innovative uses and applications of technology in a special library setting, and to raise visibility for the outstanding contributions members of the profession are making in developing and creatively using new information technologies and their applications.

Karen Bleakley

Karen Bleakley is a Reference Librarian at KPMG Peat Marwick Thorne in Montreal. She created a Hypercard database as an introduction to the firm's library services and a Filemaker Pro database of its annual reports collection. Both databases were designed with bilingual interfaces and mounted on servers to provide access to the nearly 775 employees of the firm in Quebec. Bleakley decided to develop these products due to the scarcity of commercial applications available with bilingual interfaces and the desire to customize library products as much as possible for the firm's target audience.

Call for
1994 Conference Papers

The theme of the 1994 SLA Conference will be "Information Vision." The challenges of the 21st century are beginning to crystallize, and it is now time for information professionals to develop and implement an information vision that will enable them to be full-fledged participants in the future. The theme, with its focus on vision, embodies the following key concepts:

- managing for the next century;
- visionary information technologies;
- problem solving and teamwork approaches;
- strategic planning; and
- workforce changes.

You are invited to submit papers for the 1994 Atlanta Conference that address the theme of information vision. Multimedia presentations and poster sessions related to the conference theme will be considered. Papers accepted will be presented at the contributed papers sessions. Very specific submissions will be referred to appropriate Divisions.

Guidelines

- **Abstract**—a 250-500 word abstract, accurately conveying the subject of the paper, its scope, conclusions, and relevance to the conference theme, must be submitted by September 24, 1993. Print copy should be sent to Stephanie D. Tolson, 2443 Netherton Drive, St. Louis, Missouri 63135, phone (314)595-4529.

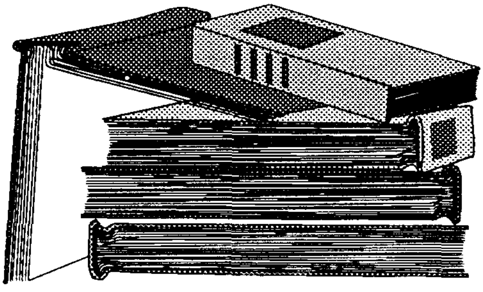
  An ASCII file on disc should be sent to Charles Lord, University of Washington, Engineering Library, FH-15, Seattle, Washington 98195, phone (206)685-8369, or sent via E-Mail (**lord@u.washington.edu**).

- **Text**—the complete text of the papers is due at the Association office by April 2, 1994.

- **Length**—paper presentation should take approximately 20 minutes.

- **Acceptance**—papers will be accepted only if the abstract has been submitted and evaluated, if the author is a member of SLA, and if the author plans to present the paper at the Annual Conference.

Book Reviews



***Internet Primer for Information Professionals: A Basic Guide to Internet Networking Technology*, by Elizabeth Lane and Craig Summerhill. Westport, CT: Meckler, 1993. 182p. ISBN: 0-88736-831-X.**

Mary Berghaus Levering, Federal Library and Information Center Committee Executive Director, stated at a recent seminar on Internet and libraries that using Internet is becoming a "fundamental skill" for librarians. Reading the *Internet Primer* is an excellent first step into acquiring such skills, and more. From a publisher recognized for its seminars and newsletter on Internet, this brief but informative handbook provides a fairly up-to-date definition, status and direction of Internet and its facilities. Despite the fact that the authors wrote this work by their fifth year out of the University of Michigan School of Information and Library Studies, they speak from significant experience as lecturers for Meckler Internet seminars.

The chapters progress logically with a straightforward writing style that gives the reader a quick grasp of general concepts as well as technical details. To lead the reader though the history, development, current networks, technical aspects, specific networking features, network resources, and finally to policy issues in less than 170 pages is no small feat.

In the second chapter, on current networks, the assumption that access to Internet is limited to large research and educational institutions is dispelled with descriptions of specific commercial access providers and contact information. The third chapter, on technical aspects, includes handy charts displaying details such as relative speeds of various types of networks. But a useful improvement to this chart on page 74 would have been to use it as a translation table between "techie" jargon and the language of the information professional. Librarians and Carl Sagan may talk in "millions and billions," but computer professionals talk in "megas and gigas." Similarly, the information professional would have a greater appreciation of SONET speeds of 2.4 billion bits per second if the effective rate were expressed as 200,000 pages of plain text per second.

The effort to provide maximum coverage of the topic in as few pages as possible sometimes results in oversimplification. For instance, the statement on page 75, "Over the Internet, access speeds of 10 megabits...are fairly common," implies much higher internetworking transfer rates. Local area networks (LANs), which make up the Internet, may commonly operate at that level, but the slower links between LANs dictate lower speeds across the Internet. An "effective rate" of less than 4,800 bits per second (a half page of text per second) is more common.

The Network Applications chapter provides step by step instructions for using common features of the Internet such as ftp, telnet, listservs, etc. My favorite section is on the etiquette of e-mail and mailing lists. Network chatter has a way of discouraging usage of more popular resources. However, the organization of this chapter could have been more focused in terms of function. The section on the "finger" command follows the discussion of "whois" by 27 pages, even though the two commands can be used to obtain similar information about other users on the Internet.

The last chapter, on policy issues, presents the salient points of topics of significant impact on Internet—acceptable use, network management, development priorities, etc. However, these issues change rapidly, as do many aspects of the Internet. My best advice is to buy this book quickly before it goes out of date.

Rob Billingsley, Chief, Information Program Support, Defense Technical Information Center, U.S. Department of Defense, Alexandria, VA.

***Serials Cataloging: Modern Perspectives and International Developments.* ed. by Jim E. Cole and James W. Williams. New York: The Haworth Press, Inc. 1992. 415p. ISBN: 1-56024-281-7.**

In *Serials Cataloging: Modern Perspectives and International Developments*, editors Jim E. Cole and James W. Williams say they intend to complement and update, rather than replace, the 1987 volume *Serials Cataloging: The State of the Art.*

Cole, an Associate Professor at Iowa State University, brings more than 20 years of serials cataloging experience to the task. Williams, Cataloging Coordinator for the Social Science Council libraries at the University of Illinois Library, adds his expertise as a technical writer.

This 23-article collection is arranged in several sections: Education and Training; Cataloging Practice, Theory and Current Developments; International Aspects; and Options for Change. Although the editors insist the arrangement is arbitrary, the organization works quite nicely. Even dedicated catalogers would not want to tackle this book cover to cover, but an adequate index provides easy access to areas of interest.

In the opening selection of the Education and Training section, "Personalities of Their Own: Some Informal Thoughts on Serials and Teaching About How to Catalog Them," Kathryn Luther Henderson at the University of Illinois remarks: "I often tell my students that they will probably learn more their first month on the job than they learned in a semester." It seems like such a fundamental beginning, yet much of this book is about the basics—which seem well worth the repetition.

The largest section is Cataloging Practice, Theory and Current Developments. It isn't a how-to manual, but many articles in this segment do provide some step-by-step instruction. If an article whets your appetite for more information, most selections include extensive bibliographies.

The catchiest title is awarded to Todd Butler's "Sex, Lies, and Newspapers," which describes the activities of the United States Newspaper Program. Butler's style provides one of the most entertaining pieces in the collection. John Clark and Wayne Jones contribute "The Cataloguing of Serial Microfilm Reproductions at the National Library of Canada," and they detail a rule-by-rule account of NLC's actual cataloging practice—in less than 10 pages. Lori L. Osmus and Dilys E. Morris involve you in an Iowa State

University study on "Serials Cataloging Time and Costs." The ongoing project not only gives facts and figures, but details how the staff uses the information.

About half of the articles come from Midwest authors, but the editors do furnish a global flavor. The six articles in the International Aspects section are the least satisfying, but it is good to see Kremena Zotova, former Deputy Director of the Cyril and Methodius National Library in Sofia, Bulgaria, represented with her piece, "Serials in the Current National Bibliography."

In the final section, Options for Change, Olivia M.A. Madison concludes in "The Role of the Name Main-Entry Heading in the Online Environment": "Librarians must recognize that cataloging records do not reside in a bibliographic vacuum." Once again, it seems like elementary advice—but not unnecessary.

If a selection seems like deja vu, you may have read it in its original form as *The Serials Librarian*, Volume 22, Numbers 1/2 and 3/4 1992. If you missed the original printing, you will find this collection a fairly solid overview of the issues in serials cataloging. It is certainly not all-encompassing, but it provides an agreeable mix of information.

Angela K. Titone, Librarian, USA TODAY Library, Arlington, VA.

***Managing Information: How Information Systems Impact Organizational Strategy*, by Gordon B. Davis and Scott Hamilton. Homewood, IL: Richard D. Irwin, Inc. 1993. 288p. ISBN : 1-55623-768-5.**

Even the casual reader of recent business and management literature is increasingly—sometimes uncomfortably—aware that managers can no longer leave information technology concerns to a few computer experts in the back room. As the business environment becomes brutally competitive and quality of information critical to a company's success, information management becomes central to corporate strategic planning and operations management. It is an especially timely moment for this comprehensive guide to understanding and exploiting information technology. The authors, who are specialists in management information systems (MIS), largely succeed in their ambitious effort to cover multiple theoretical and practical aspects of a complex topic.

The book deals with three broad areas: the benefits and strategic use of information technology in organizations, an introduction to the technology itself, and the process of development and implementation. In the first section, the authors stress the need to integrate technology with the organization's overall structure and planning to achieve a "sustainable competitive advantage." They view information technology as a means of both implementing and suggesting changes in strategy and operations. For example, new customer service strategies, such as custom meal choices on airplanes, are made possible by technology, and the capabilities of the system in turn suggest additional service improvements. The authors also emphasize the value of information-competent employees. The organization benefits from their skills through improved productivity and customer service, while the individuals are empowered to redesign their work to take advantage of technology. This section is a good overview of strategic issues that every manager, with or without direct systems responsibility, should read.

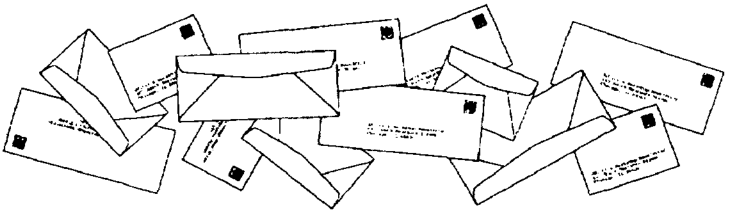
The middle section is a concise primer covering basic concepts and terminology of information systems. Four separate chapters address types of applications, hardware, software, and communications technology. The treatment is thorough and analytical, with clear definitions and explanations. Many managers of information technology will find this section useful only as a review and update, although there are exceptions. For instance, a thoughtful discussion of issues involved in acquiring and using commercial packages is an excellent decision-making guide for any manager.

The final section is a detailed, practical guide to determining information requirements and to developing, evaluating, and implementing appropriate applications using any of four separate methods. The authors discuss the history and evolution of the information management function and present a model for system planning. This should be useful to managers who are actually choosing and implementing systems, but it is too detailed and jargon-filled for the reader who merely wants an overview. In addition, the procedures seem more suited to a utopian atmosphere where planning is always orderly and time is unlimited, rather than to the real world where most managers operate.

The book is apparently aimed at middle- to upper-level managers in manufacturing companies, and it is appropriate to this audience in that it thoroughly covers a timely topic and relates information systems planning to the larger strategy of the organization. The material is well organized and the clarity of the writing is good. The level of detail, however, makes the book more useful as a reference for a working MIS professional than as a quick read for someone who wants an introduction to information management. It would also appeal to a broader audience if the discussion were less heavily skewed toward a manufacturing environment. Special librarians should consider acquiring this book for their corporate managers, particularly those with MIS responsibilities. For their own reading, librarians can find more appropriate treatments of information management and systems planning issues elsewhere.

Julia K. Tyler, Reference Librarian, Indiana University School of Medicine, Ruth Lilly Medical Library, Indianapolis, IN.

Letter to the Editor



May 17, 1993

Gail Repsher,
Editor, *Special Libraries*

Dear Gail,

The Affirmative Action Committee of SLA was elated to discover the bibliography on ethnic minorities in librarianship authored by Theo Jones-Quartey and Kit Byunn (Spring 1993). The authors have provided a much needed resource on ethnic minority librarianship. In addition, this resource will be of assistance to the various Chapter Affirmative Action Liaisons in their ongoing outreach, recruiting and mentoring efforts.

Although no mention was made of minorities in special libraries, the Committee would like to bring attention to the information compiled from the 1991 SLA Membership Needs Assessment Survey (Winter 1992). The survey results indicate that Asians and blacks represent the largest ethnic groups, with each representing 2.2% of the membership. Hispanics account for another 0.9%. This is in sharp contrast to the results reported in public and academic libraries. We still have along way to go in attracting and increasing the presence of people of color to the special librarian profession.

We look forward to seeing additional positive action articles in *Special Libraries* which address issues of minorities and diversity in the workplace and information profession.

SLA Affirmative Action Committee
Quita Crump
Ramona Hylton
Evelyn Johnson
Frank Lopez
Nettie Seaberry, Chair

Audit Report
January 1, 1992–December 31, 1992

To the Board of Directors
Special Libraries Association, Inc.
Washington, DC

We have audited the accompanying balance sheet of the Special Libraries Association, Inc. as of December 31, 1992, and the related statements of revenue and expense and of cash flows for the year then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Special Libraries Association, Inc., at December 31, 1992, and the results of its operations and its cash flows for the year then ended in conformity with generally accepted accounting principles.

FEDDEMAN AND TATE
Certified Public Accountants
March 17, 1993

BALANCE SHEET

	Total All Funds	General Fund	Total Board Designated Funds	Genera Reserv Fund
ASSETS				
CURRENT ASSETS				
Cash and cash equivalents - Note B	$1,188,167	$ 729,271	$ 382,441	$ 196,
Accounts receivable	247,665	201,836	45,829	
Due (to) from other funds		(263,696)	341,705	46,
Inventory	82,270		82,270	
Prepaid expense	107,550	107,550		
Total Current Assets	1,625,652	774,961	852,245	243,
INVESTMENTS, at cost (market value of $2,277,281) - Note C	2,160,500	700,280	1,091,775	891,
PROPERTY AND EQUIPMENT, at cost - Notes D and E				
Building and improvements	1,493,135	1,493,135		
Furniture and equipment	720,049	720,049		
	2,213,184	2,213,184		
Less accumulated depreciation	637,103	637,103		
	1,576,081	1,576,081		
OTHER ASSETS	7,160	7,160		
	$5,369,393	$3,058,482	$1,944,020	$1,134,
LIABILITIES AND FUND BALANCES				
CURRENT LIABILITIES				
Accounts payable and accrued expenses - Note B	$ 330,012	$ 315,676	$ 14,336	
Deferred revenue	910,925	910,925		
Note payable, current portion - Note D	28,000	28,000		
Obligations under capital leases, current portion - Note E	17,562	17,562		
Total Current Liabilities	1,286,499	1,272,163		
NOTE PAYABLE, net of current portion - Note D	109,679	109,679		
OBLIGATIONS UNDER CAPITAL LEASES, net of current portion - Note E	33,521	33,521		
	1,429,699	1,415,363		
FUND BALANCE (DEFICIT)	3,939,694	1,643,119	1,929,684	$1,134,
COMMITMENTS - NOTE G				
	$5,369,393	$3,058,482	$1,944,020	$1,134,

	Board Designated				Restricted		
ıter ıd	Non-Serial Publication Fund	Research Fund	Special Programs Fund	Building Reserve Fund	Total Restricted Funds	Coplen Fund	Scholarship Fund
.904	$ 338	$23,091	$ 75,749	$ 43,795	$ 76,455	$21,762	$ 54,693
	45,829						
.172	(161,089)	16,821	(9,334)	280,275	(78,009)	2,002	(80,011)
	82,270						
.076	(32,652)	39,912	66,415	324,070	(1,554)	23,764	(25,318)
			98,693	101,730	368,445	5,599	362,846
076	$(32,652)	$39,912	$165,108	$425,800	$366,891	$29,363	$337,528
	$ 14,336						
)76	(46,988)	$39,912	$165,108	$425,800	$366,891	$29,363	$337,528
)76	$(32,652)	$39,912	$165,108	$425,800	$366,891	$29,363	$337,528

See notes to financial statements.

STATEMENT OF REVENUE AND EXPENSE AND CHANGES IN FUND BALANCES

	Total All Funds	General Fund	Total Board Designated Funds	Gene Rese Fun
REVENUE				
Programs:				
Membersnip growth and development	$ 553,063	$ 553,063		
Serial publications	490,497	490,497		
Conference	1,420,200	1,420,200		
Professional development	336,986	336,986		
Career and employment	15,133	15,133		
Public affairs	18,056	18,056		
Marketing	205,791	205,791		
	3,039,726	3,029,726		
Interest and dividends	161,981	61,275	$ 70,920	$ 50
Gains on sale of investments	32,303		32,303	32
Non-serial publications sales and royalties	163,468		163,468	
Contributions	116,511	68,656	43,038	
Property	45,553	45,553		
Miscellaneous	31,586	4,401	27,185	27
	3,591,128	3,219,611	336,914	110
EXPENSE				
Programs:				
Membership growth and development	229,280	229,280		
Serial publications	514,312	514,312		
Conference	586,322	586,322		
Professional development	300,915	300,915		
Career and employment services	34,006	34,006		
Public affairs	424,318	409,318	15,000	
Marketing	138,290	138,290		
Leadership services	421,319	421,319		
Research	155,732	155,732		
Information resources	104,224	104,224		
	2,908,718	2,893,718	15,000	
General operations	306,324	46,550	251,864	8
Cost of non-serial publications sales	30,924		30,924	
Scholarship and grants	21,810		1,610	
Leadership address	1,190			
Miscellaneous	11,036	11,036		
	3,280,002	2,951,304	299,398	8
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSE	311,126	268,307	37,516	102
Fund balance (deficit), beginning of year	3,628,568	1,653,218	1,613,762	1,027
Fund transfers		(278,406)	278,406	5
FUND BALANCE (DEFICIT), END OF YEAR	$3,939,694	$1,643,119	$1,929,684	$1,134

Board Designated					Restricted		
puter und	Non-Serial Publication Fund	Research Fund	Special Programs Fund	Building Reserve Fund	Total Restricted Funds	Coplen Fund	Scholarship Fund
1,029	$ 12		$ 9,660	$ 9,427	$ 29,786		$ 29,786
	163,468						
4,610	13,950	$ 3,880	145	453	4,817	$ 1,578	3,239
5,639	177,430	3,880	9,805	9,880	34,603	1,578	33,025
	15,000						
	15,000						
8,135	166,501	149	1,139	7,810	7,910	150	7,760
	30,924						
			1,610		20,200		20,200
					1,190	1,190	
8,135	212,425	149	2,749	7,810	29,300	1,340	27,960
2,496)	(34,995)	3,731	7,056	2,070	5,303	238	5,065
,166	(11,993)	26,181	158,052	303,730	361,588	29,125	332,463
3,406		10,000		120,000			
1,076	$(46,988)	$39,912	$165,108	$425,800	$366,891	$29,363	$337,528

See notes to financial statements.

	Total All Funds	General Fund	Total Board Designated Funds	Genera Reserv Fund
CASH FLOWS FROM OPERATING ACTIVITIES				
Excess (deficiency) of revenue over expense	$ 311,126	$ 268,307	$ 37,516	$ 102,1
Adjustments to reconcile excess (deficiency) of revenue over expense to net cash provided by operating activities:				
Depreciation	98,425	98,425		
Gains on sale of investments	(32,303)		(32,303)	(32,3
Loss on disposal of property and equipment	3,280	3,280		
Fund transfers	-	(278,406)	278,406	5,0
Other	25,744	25,744		
Changes in assets and liabilities:				
Accounts receivable	32,765	33,352	(587)	
Due (to) from other funds	-	161,077	(183,618)	1,0
Inventory	(16,860)		(16,860)	
Prepaid expense	(44,135)	(44,135)		
Other assets	46,477	46,477		
Accounts payable and accrued expenses	204,776	190,440	14,336	
Deferred revenue	(34,480)	(34,480)		
Total Adjustments	283,689	201,774	59,374	(26,2
Net Cash Provided by Operating Activities	594,815	470,081	96,890	75,8
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchases of property and equipment	(202,297)	(202,297)		
Sales (purchases) of investments, net	(254,785)	32,665	(246,673)	(245,8
Net Cash Provided by (Used in) Investing Activities	(457,082)	(169,632)	(246,673)	(245,8
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds from note payable	140,000	140,000		
Principal payments on note payable	(2,321)	(2,321)		
Principal payments on obligations under capital leases	(6,812)	(6,812)		
Net Cash Provided by Financing Activities	130,867	130,867		
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	268,600	431,316	(149,783)	(169,
Cash and cash equivalents, beginning of year	919,567	297,955	532,224	366,
CASH AND CASH EQUIVALENTS, END OF YEAR	$1,188,167	$ 729,271	$ 382,441	$ 196,
SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION				
Cash paid during the year for interest	$ 15,947	$ 15,947		
Cash paid during the year for income taxes	$ 12,000	$ 12,000		

Board Designated					Restricted		
puter und	Non-Serial Publication Fund	Research Fund	Special Programs Fund	Building Reserve Fund	Total Restricted Funds	Coplen Fund	Scholarship Fund
2,496)	$(34,995)	$ 3,731	$ 7,056	$ 2,070	$ 5,303	$ 238	$ 5,065
3,406		10,000		120,000			
587)							
9,739)	38,118	(12,921)	2,539	(112,643)	22,541	600	21,941
6,860)							
4,336							
3,667	35,007	(2,921)	2,539	7,357	22,541	600	21,941
1,171	12	810	9,595	9,427	27,844	838	27,006
			(833)		(40,777)	3,801	(44,578)
			(833)		(40,777)	3,801	(44,578)
,171	12	810	8,762	9,427	(12,933)	4,639	(17,572)
,733	326	22,281	66,987	34,368	89,388	17,123	72,265
,904	$ 338	$ 23,091	$75,749	$ 43,795	$ 76,455	$21,762	$ 54,693

See notes to financial statements.

Special Libraries Association, Inc.
Notes to Financial Statement
December 31, 1992

1. Summary of Significant Accounting Policies

Organization

The Special Libraries Association, Inc. is a nonprofit membership organization whose purposes are to promote the association of individuals and organizations having a professional, scientific, or technical interest in library and information science; and to promote and improve the communication, dissemination, and use of such information and knowledge for the benefit of libraries or other educational organizations.

Chapters and Divisions of the Association have been established based on geographical areas and areas of interest actively represented by the members, respectively. The activities of the chapters and divisions are not reflected in the financial statements of the Association.

Basis of Accounting

The Association prepares its financial statements on the accrual basis of accounting. Consequently, revenue is recognized when earned and expense when the obligation is incurred.

Cash and Cash Equivalents

For financial statement purposes, the Association considers all liquid asset and money market accounts to be cash equivalents. Mutual funds and priced investments managed by Merrill Lynch are not considered to be cash equivalents.

Inventory

Inventory consists of nonserial publications held for resale and is carried at the lower of cost (first-in, first-out method) or market. Publications which are printed by the Association for free distribution are expensed at the time of publication.

Property and Equipment

Property and equipment is depreciated using the straight-line method over the following estimated useful lives of the assets:

Building & improvements	10–30 years
Furniture & equipment	5–10 years

Deferred Revenue

Deferred revenue consists primarily of the portion of dues and subscriptions revenue received for periods subsequent to year end, as well as conference and exhibit revenue received in advance of the events.

Income Taxes

The Association is exempt from income taxes on its exempt activities under Section 501(c)(3) of the Internal Revenue Code. The Association is subject to income tax on its unrelated business income.

Fund Accounting

In order to ensure the observance of limitations and restrictions placed on the use of resources available to the Association, its accounts are maintained in accordance with the principles of fund accounting. Resources for various purposes are classified for accounting and reporting purposes into funds established according to their nature and purposes.

- General funds are those funds presently available for use by the Association at its discretion.

- Board designated funds are those funds set aside for specific purposes by the Board of Directors.
- Restricted funds are expendable only for purposes specified by the donors.

Fund transfers have been approved by the Board of Directors and reflect the desired allocation of Association resources. The transfers related primarily to Board directed transfers between funds totalling $145,000, and transfers from the general fund to the computer fund for costs associated with the new computer system totalling approximately $119,000.

Allocation of Costs

The Association allocated substantially all of the General Fund's general operations expenses to the various programs of the Organization. The allocations are based on estimates of actual resources used in operating each program.

2. Restricted Cash

Cash and cash equivalents of the General Fund includes amounts received on behalf of the chapters and divisions of the Association, totalling $105,686. Such amounts are to be forwarded to the chapters and divisions on a current basis and thus, are included in accounts payable and accrued expenses in the accompanying financial statements.

3. Investments

Investments consist of the following as of December 31, 1992:

	Total All Funds Costs	Total All Funds Market
MetLife State Street Fixed Gov't Income Fund	$683,721	$683,721
Common stocks	634,488	705,799
U.S. Gov't and Gov't Agency Securities	817,675	863,074
Corporate Bonds	24,616	24,687
	$2,160,500	$2,277,281

4. Note Payable

In 1992 the Association signed a promissory note in connection with the acquisition of a new computer system. The promissory note matures November 1, 1997 and calls for monthly principal payments of $2,333 plus interest. The note bears interest at the bank's prime rate plus 0.75% and is secured by the computer hardware and software.

Maturities of the note payable are as follows for the years ending December 31:

1993	$ 28,000
1994	28,000
1995	28,000
1996	28,000
1997	25,679
	$ 137,679

5. Obligations Under Capital Leases

The Association has entered into capital leases for the use of certain office equipment. The cost and accumulated depreciation on such equipment are as follows as of December 31, 1992:

Office equipment	$ 70,754
Less accumulated depreciation	14,501
	$ 56,253

Future minimum lease payments under these capital leases together with the present value of the net minimum lease payments as of December 31, 1992 are as follows:

Year Ending December 31	Amount
1993	$ 24,050
1994	21,666
1995	9,744
1996	8,120
	$ 63,580

Less amount representing interest assuming an approximate implicit effective rate of 16%	(12,497)
Present value of net minimum lease payments	$ 51,083

Retirement Plan

The Association maintains a contributory defined contribution retirement plan which is available to all employees when certain age and length of service requirements are met. Under the plan, the Association and the participants make monthly contributions based on a percentage of participants' salaries. The Association's retirement expense for the year ended December 31, 1992 totalled $53,357.

Hotel Commitments

The Association has entered into several agreements with hotels for room accommodations for its conferences through 1997. These agreements indicate that the Association would be liable for certain cancellation fees and liquidated damages in the event of cancellation.

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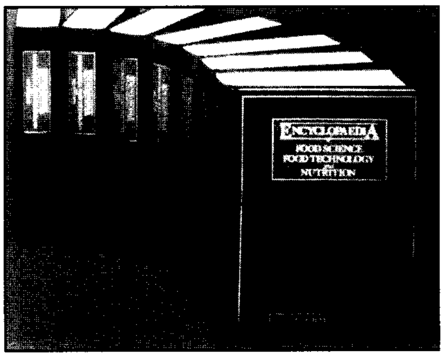

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