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Special Libraries, Spring 1994

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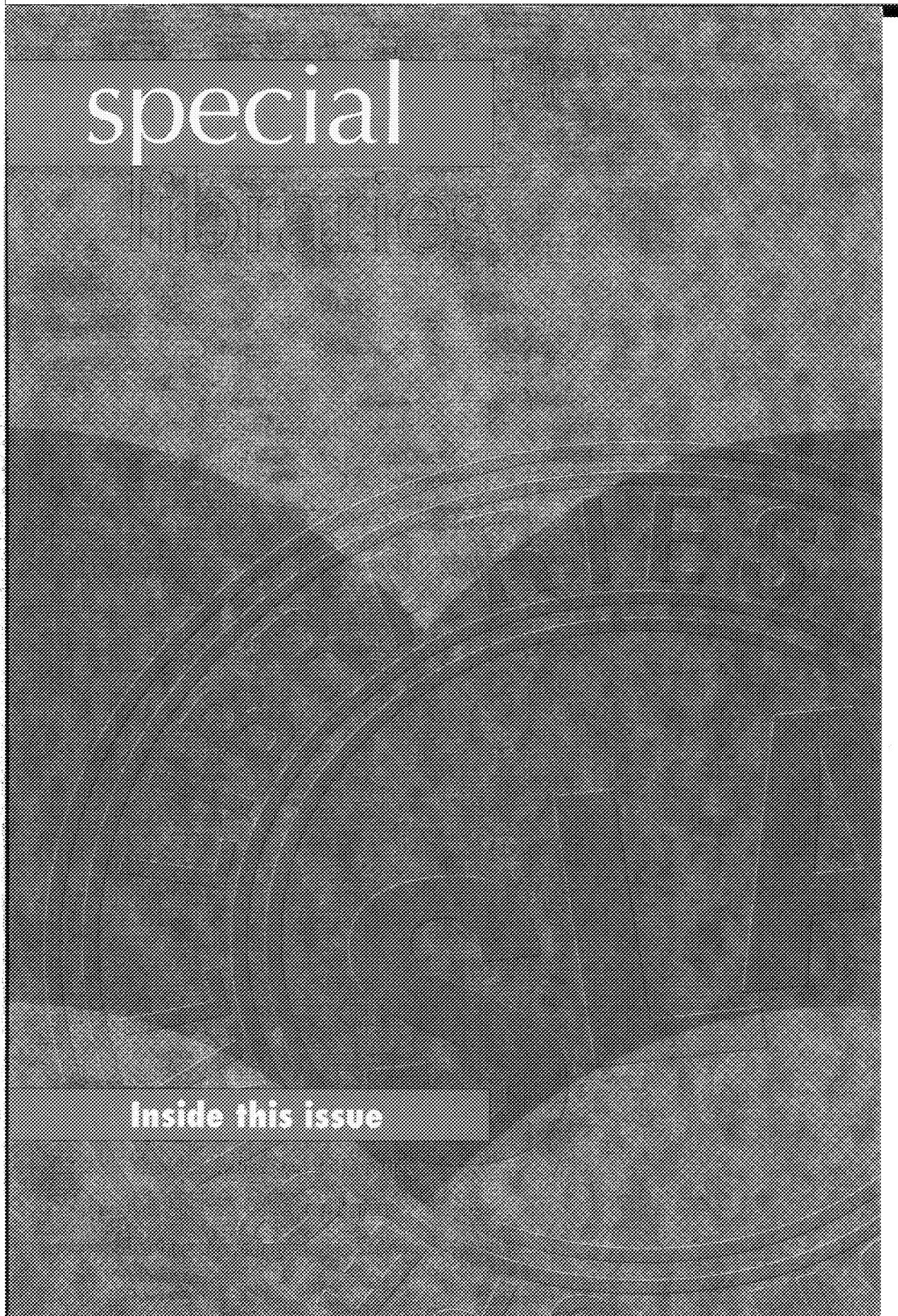
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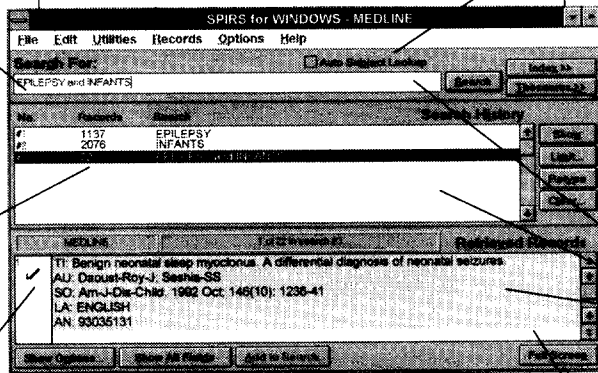


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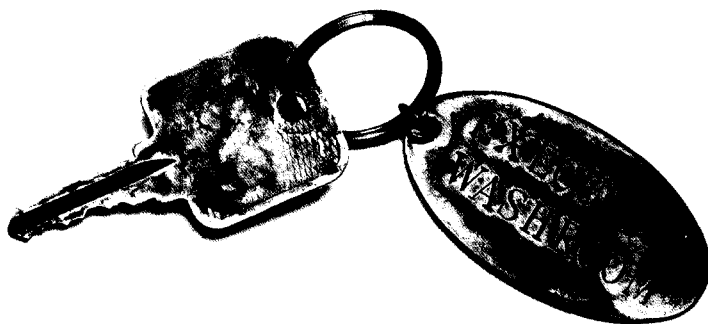
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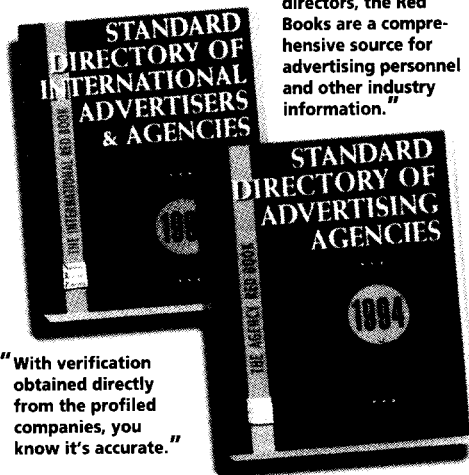
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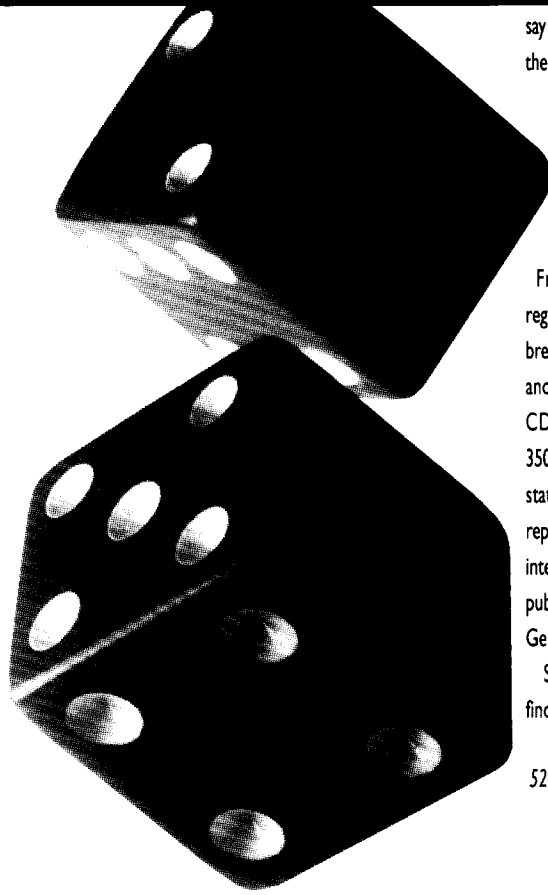
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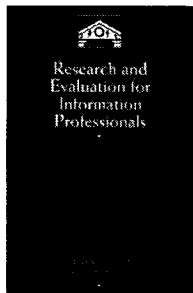
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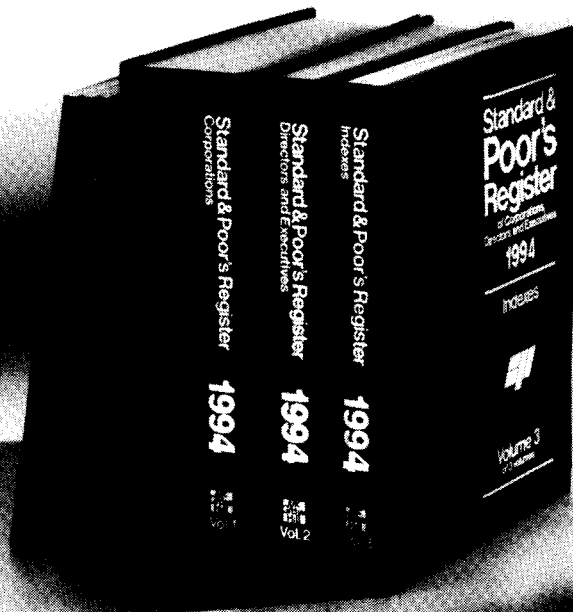
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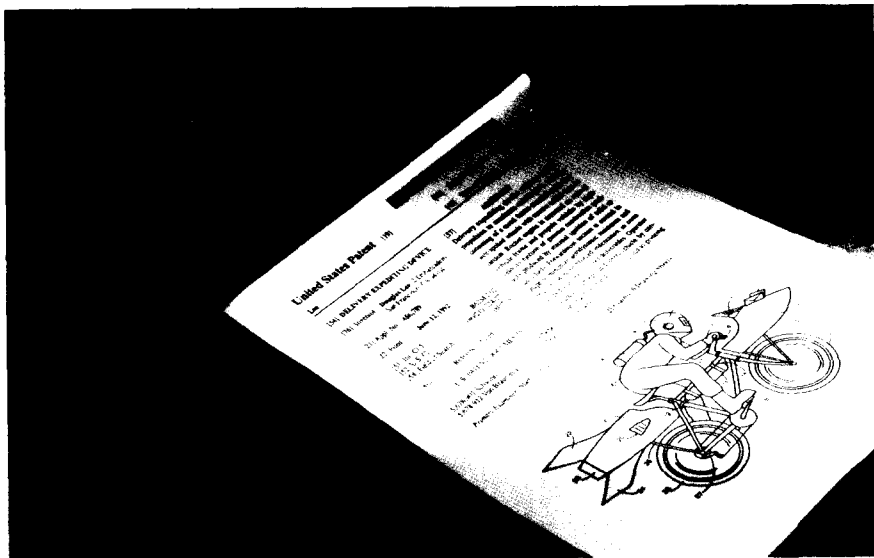
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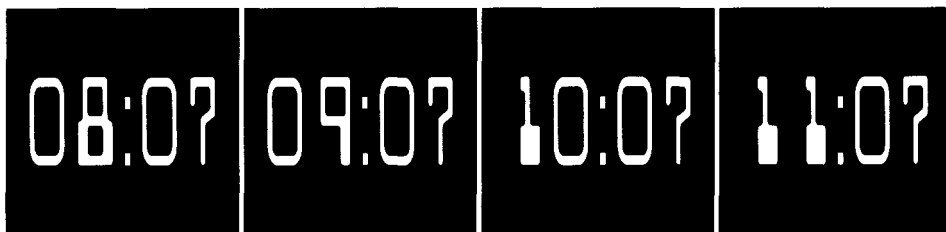
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Partnerships in Information Services: The Contract Library

by *Deborah Hatfield*

■ Employing contract librarians to manage a corporate library need not denote the demise of the library. It can mean the revitalization of the library, provided that the contracting is thoughtfully planned by both parties and implemented with a competent and dedicated business partner.

Contracting for services is nothing new to American industry. Beginning with maintenance agreements, food services, and consulting, the trend toward purchasing services that are not part of the core industry has boomed in the last decade. In ever-increasing attempts to streamline, downsize, and reduce costs, the corporate world is buying support services in unprecedented numbers.

Peter Drucker predicted an increasing reliance on support services when he wrote in 1989, "In another 10 or 15 years it may well be the rule, especially in larger organizations, to farm out all activities that do not offer the people working in them opportunities for advancement into senior management."¹

Contracting for library services is not a new idea but it is one that is distasteful to most librarians. Many remember the federal government's example of contracting various libraries: bottom line cost was the sole criterion, libraries experienced complete turnover at bid time, "institutional memory"² was lost, and one contract was even awarded to a foreign firm.³ However, the federal government is not generally viewed as a role model for management, and these negative consequences could have been avoided with careful planning.

Industry has been linked with academia over the years through scholarships, grants,

joint research, and instructional training. The business partnership between university and corporation is the latest trend in cooperation.⁴ One example of this cooperation is in information services. Services that universities can provide to businesses range from simple reference and circulation privileges to information-on-demand services and contractual management arrangements between universities and corporations. It is this last service that this paper addresses.

A Look at the Pros and Cons

Whether a company already has a library in place or whether it is just beginning one, why would contracting be considered a viable option? The first reason is financial. Corporations are always looking for ways to cut costs, and eliminating salaries and benefits saves money. Some corporations think lower personnel costs are a sufficient reason to contract a corporate library. However, special care should be taken to ensure that cost cutting is not implemented without first assessing the company's critical information needs. If accurate and timely information is essential for the corporation's productivity, establishing the means to sustain it must be the primary goal. To achieve this goal, the benefits of contracting with a local university cannot be over-

looked. The collection of the corporate library can be greatly enhanced by relying on the university collection for subjects unrelated to the company's core business. Moreover, the academic-cum-corporate librarian can become the conduit between the corporation and university, expediting and elevating the priority of information requests.

Another reason a library might employ contract librarians is to improve existing services without increasing head count. For example, a shift in corporate strategy may require a subject specialist, an increased workload may demand an additional database searcher, or uncataloged materials may require a cataloger. A contract may also be created for a well-defined and limited project such as setting up a company archive. All are valid projects that are undertaken with the goal of improving the productivity of corporate employees. Yet the fact that these jobs are neither central to the purpose of the company nor within the area of expertise of the company's employees makes them ideal candidates for contracting.

If there is no corporate library in place prior to hiring contract employees, contracting for library services presents fewer problems than if the contractor takes over an existing corporate library. If there is a corporate library currently maintained by corporate employees, what happens to those employees? Do they stay with the library, or are they encouraged to transfer to another department or take early retirement? That is a difficult question that must be addressed before contract negotiations begin. Both contractor and contractee must understand and agree to the plan for transition before the agreement is finalized. Ideally, if there are corporate personnel who are familiar with the library and willing to help with the transition, they could facilitate the change from corporate to contracted service. On the other hand, a disgruntled employee who feels shoved aside by "outsiders" can erect some magnificent roadblocks to any real progress.

Many companies are concerned with confidentiality and believe that allowing contract employees to manage the corporate library would expose the company to security risks.

However, the purchasing of professional services in security-sensitive areas such as law, engineering, data processing, and consulting has become routine.⁵ Tom Peters was not writing about libraries per se when he wrote, "'Outsiders' must become 'insiders' posthaste, if we are to achieve the fast-paced innovation aims that are requisite for survival in any industry today,"⁶ but the same thought could well apply to the contract library. The contract must be initiated in good faith between company and university. The confidentiality-sensitive company should construct a non-disclosure agreement in which the penalty for failure to comply is clearly stated. After all, to contract for information delivery services and then tie the hands of the contractor due to security concerns would doom the contract to failure. Librarians should be judged, at the very least, on an ethical par with their other professional counterparts.

Every company has a personality. If the company is a large one, it may have developed its own language or "companyspeak" that outsiders would not immediately understand. Some might argue that this is another barrier to success for the librarian under contract. However, company jargon can be learned and thus should not present a long-term impediment to the contract librarian.

A Model of Partnership

One example of a successful corporate/university partnership is the Information Center of Lexmark International Inc. (formerly the Information Products Division of IBM) and the University of Kentucky. The University of Kentucky Libraries manages the Information Center under a contractual agreement, and the relationship has been mutually beneficial to both parties.

In effect, the contract has extended the walls of the Information Center to include the resources, materials, and expertise of the University of Kentucky. With University staff working on site, requests for information can be met quickly and easily, often within a few hours.

The Information Center had been under-

staffed and without a professional librarian for three years prior to initiation of the contract. The contract began in 1989 with two professional librarians, one paraprofessional technician, and a budget for student assistants. An evaluation of the library began immediately. It was determined that some library services offered by the existing IBM library network were being underutilized and that the use of other external services could be beneficial as well, and future library projects were based on this assessment.

The library's first major project was the retrospective bibliographic conversion of all records for library materials to enable migration to a MARC standard system. To get this project rolling smoothly, one half-time paraprofessional was added to the contract. Groundwork for improved and expanded library services through commercial database vendors, book vendors, and document delivery services was laid over the first year and a half. A CD-ROM database was installed in the library, and when the announcement came that the IBM Information Products Division was to be sold, a year of transition planning took place, and more services were gradually introduced by the library staff. By the time the Lexmark Information Center became totally self-sufficient, all the services were in place for cataloging, acquisitions, interlibrary loan, database searching, and document delivery.

In 1992, the Information Center expanded its partnership with the University through the University of Kentucky NOTIS Consortium. The NOTIS integrated information system is the local system for the University of Kentucky Libraries, and resides on an IBM 3090 on the University campus. The University of Kentucky Libraries formed a consortium to share NOTIS among the University's 14-

member community college system, Georgetown College (a private liberal arts school), and Lexmark. The Lexmark database is discreet, visible only at the Lexmark site, and accessed via the Internet.

The University's benefits from this contractual agreement with Lexmark have been more intangible than the benefits to Lexmark, but they are significant nonetheless. The University of Kentucky staff enjoy the opportunity to gain a new perspective in a corporate environment. One graduate assistant even decided to pursue a career with a corporate library as a result of her experience at Lexmark. And as a land grant institution, part of the University's mission is service to the community. The Lexmark partnership has been a source of good public relations for the University of Kentucky and the University values the strengthened ties with its corporate neighbor.

Conclusion

A professional librarian is in the business of providing information sources and services. Whether it is in the university or corporate setting, knowing how and where to obtain information is the critical measure of success. The corporate library is a vital link between research and product development. To weaken this link is to weaken a company's ability to compete. The key to maintaining a strong information resource, however, may not always mean maintaining corporate employees in the library. University libraries can help to provide a reliable source of professional librarians trained to provide a wide range of information services. As industry and academia look more and more for business partnerships, the partnering of information resources seems to be one of the most promising options.

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Videotex: A New Tool For Libraries

by Peggy Hull

■ Videotex is a tool you can use to do something you are probably already doing—getting timely information to your users—and do it better, faster, and more easily. With videotex, you can easily and efficiently disseminate vast quantities of information to anyone with access to a computer or terminal connected to a mainframe. Users can scan and selectively read items of interest, much as one does when reading a newspaper. For librarians and information managers who strive to deliver timely information without creating “information overload,” this tool holds special promise. This article will describe the use of videotex at Glaxo Inc., where library staff have pioneered the development and implementation of videotex applications.

What Is It?

Videotex is a generic term for an easy-to-use, consistent approach to locating and selectively viewing information on a terminal screen.¹ The strength of videotex is its ability to make available vast quantities of information; it can be thought of as paperless publishing. In today's corporate environment, where terminals and computers are widely used by staff at all levels, videotex complements electronic mail and other corporation-wide communication systems by enabling the dissemination of information to any employee with a terminal or computer.

Initially developed in Europe during the 1970s for consumer applications, its most famous use is the French Minitel system, a small terminal used in four million French homes and businesses. Its first application was a nationwide online telephone directory, distributed free of charge to all telephone subscribers. Now a wide variety of services are available, including bulletin boards, games, financial services, grocery

delivery services, and airline schedules. Minitel users spend an average of almost one and one-half hours per month using these services.²

Videotex has had a slower start in the United States, where the lack of a public network that would support consumer use of videotex has impeded its growth.³ The Prodigy system promoted by Sears and IBM is an effort to bring a successful consumer videotex service to American households.

The largely untapped potential of videotex is to revolutionize the way information is disseminated in corporations. Most large companies now use electronic messaging systems and mainframe computers, providing communication between employees at distant sites. These communication networks are already in place, but these companies still print employee handbooks, procedure manuals, telephone directories, and other documents conveying large quantities of information on paper. Some documents are routed among departments, delaying their receipt for weeks or months. Others are issued as paper updates, and then (theoretically)

cally at least) each employee spends an hour or so filing the new information and discarding the old. With videotex, the office which issues the information becomes the *information provider*, responsible for preparing and maintaining the information, much as it does already. In videotex terminology, the information provided is called the "infobase." (See below.)

DATABASE VS. INFOBASE	
Database	Infobase
Usually has limited and controlled access.	Usually allows access throughout a corporation with few restricted options.
Often requires knowledge of inquiry and of the database structure.	Is menu driven and easy to use.
Is inclusive and complex.	Is designed with the end user in mind and uses a simple, logical structure.
Is maintained by a computer professional.	Can be maintained by an information provider who may or may not be a computer professional.
Usually requires the user to define what information is needed and how it should be presented.	Organizes information prior to the user's request; output is preformatted.

Strengths of Videotex

The defining characteristic of videotex is "one-to-many communication"; e.g., from one source to many users. It is ideal for information which changes often and must be widely distributed. Videotex presents information in a series of hierarchical menus that result in a logical presentation of data which is intuitively obvious and user-friendly. From the menus, users choose the service they want to use, and can display or print the information. Information is presented and organized logically in small amounts spanning one or several screens. Headings for each section of text allow users to pick and display the information which has been selected.

Because everyone shares the same master document, demands on computer time and resources are minimal and updating is easy. Large quantities of text can be handled, frequent updates are easily managed, and the number of users is nearly unlimited.

Videotex at Glaxo

The history of the development of videotex services within Glaxo Inc. illustrates some of the strengths and weaknesses of videotex. Glaxo is a multinational pharmaceutical company with strong research and development activities in several countries and a marketing presence in all major world markets. In 1986, the company adopted DEC VAX computers as the worldwide standard for all medical and scientific research, and began using ALL-IN-1 for worldwide electronic mail. With that purchase came VAX VTX, DEC's videotex system. It was installed but not used for several years.

In 1988, a DEC consultant at Glaxo created a system to permit employees to request library services (article photocopies, literature searches, etc.) through ALL-IN-1, and in the process, introduced the library staff to videotex. The power and the potential of this new mechanism for disseminating information corporation-wide was obvious to us and we eagerly formulated several ideas for applications. As a result, the consultant developed two services to meet our needs. One provided data for all library journals with location and holdings information, and the other identified employees with knowledge of foreign languages who were willing to provide help with brief translations. Library staff became the information providers for both services, responsible for maintaining and updating the information as needed.

At the same time, our business librarian had an idea for a daily news service which would inform employees of significant news affecting the company or the industry. It was his idea to create and develop this

service, named *Glaxo Today*, which includes stock information, abstracts of significant news stories and press releases, and other industry information. He proposed downloading this information from online sources which had given permission for this internal use, or occasionally abstracting news from other sources. However, when we shared the idea for this service with our computing department, it was dismissed by the person charged with supporting library automation applications as "frivolous."

Undaunted, we quickly saw how we could create the service with existing resources and our own expertise, and began to develop it as a mail message, created daily and sent by ALL-IN-1 mail to a distribution list of interested employees. With no promotion or marketing efforts other than word of mouth, the service rapidly gained many enthusiastic recipients. Within a year the list had grown to over 300 names, and *Glaxo Today* became widely known in the company as a source of timely information. The benefits to the library's perceived role as a source of timely information were immediate.

However, there were many problems with managing a 300-name distribution list, and only ALL-IN-1 users could receive the message, which excluded all non-scientific personnel. We resolved once again that videotex would be a better delivery method for this information. Eventually, we were able to get the DEC consultant to design an application capable of handling downloaded text through menus listing items by title, and *Glaxo Today* was suspended as a mail message and launched as a videotex service.

The daily update procedures were designed to be simple and straightforward, and are now automated, so that the update process can be handled easily. The service was marketed to all company employees and made available from the initial electronic mail menus on both the VAX and IBM mainframes. Some initial user resistance was encountered from those who were accustomed to receiving the electronic mail

version as they adjusted from passive receipt to actively seeking out the videotex version, but that was quickly overcome.

The initial videotex menu was designed to present services by the names of the providing department (see Figure 2), because we wanted to clearly state the library's role as an information provider and claim credit for our activities. (We have found that employees can easily assume that everything available to them via their computers is provided by the computing department). We also developed introductory information to explain that the sources of the information were the publishers, that the data is covered by copyright, and that retrospective searches of the publications were available through the library. [Later, a warning screen (Figure 4) requiring user acceptance of copyright was added to further clarify the limitations of employee use].

Newsletters on Videotex

By offering news services on videotex, we realized immediate success as employees quickly grasped how they could get vital information in a timely way, without waiting to receive a newsletter after it had been routed among senior staff. User statistics and comments told us what we already knew—that videotex provided a method of distribution for textual information that mimics hard copy habits.

First, we negotiated a license with the publisher of *Scip World Pharmaceutical News* which entitled us to provide the full text of this widely-read industry newsletter on videotex. A primary reason for making this newsletter available via videotex was its timeliness compared to the twice-weekly hard copy edition, which is mailed from the United Kingdom to subscribers worldwide, often arriving in the United States a week or more after the cover date. The videotex version is updated daily from pre-publication files; therefore, readers of the electronic text have gained considerable advantage in timeliness over the paper alternative. Another popular trade publication, *The*

Pink Sheet, was also a desirable offering, based on its wide readership throughout the corporation, but here we found strong publisher reluctance to licensing our proposed new method of distribution of its product. Two years of difficult negotiations ensued before we were able to launch this service, which now also includes *Pink Sheet's* sister newsletter, *Health News Daily*.

In our implementation, users scan numbered headlines (see Figure 5) for items of interest, just as they might scan the headlines of the print equivalent. The most recent items are listed first, followed by the previous five days of material. Hitting the return key brings up the next older list of headlines. Entering the number of the item brings up the full text of the article (see Figure 6). One function key takes users back to the list of headlines. The print screen key is the easiest and fastest way to produce a printed copy to one's slave printer. Users quickly catch on to these few simple commands and, best of all, no training is needed for proficiency.

Our news services are designed for browsing and timely delivery of new information, not for retrospective searching. No data is retained beyond five business days, and our contracts with the publishers are explicit on this point. Our videotex system doesn't permit searching or deliver current awareness alerts, but it meets a fundamental need for timely information delivered to the employees' desktop in an intuitively obvious manner. A significant advantage of videotex for our company is that it is the sole information delivery system available corporation-wide to all employees, regardless of location, personal desktop equipment, stage of Windows implementation, or whether they are connected to the IBM or VAX mainframes or are Mac users.

Evaluation of Videotex

Videotex has clearly become an important part of our corporate culture. Compared to a search vehicle such as BRS Search or BASIS, certainly videotex does not deliver the same results. But for current news items and internal information, we think the usage of these videotex services shows that people do not want or need to rely only on search profiles to select items of interest. After all, no search profile can permit serendipitous browsing or anticipate changing interests.

Usage statistics demonstrate the enormous popularity of these services (see Figure 1). Many Glaxo departments have since adopted videotex as a communication vehicle, with more than a dozen departments now providing everything from airline schedules to frequently traveled cities, the Employee Benefits Handbook, notices of scientific seminars, and internal job postings (see Figure 2). Meanwhile, other applications are pending.

A recent library survey showed that the videotex news services are the library's most frequently used services, with 40% of employees reporting use of *Glaxo Today*, 31% on a daily basis; and 27% reporting use of *Scrip Online* at least weekly. Many favorable comments are received about these services. The ease of updates and minimal computer resource implications are also significant advantages to library staff. These services all have high visibility and thereby have enhanced the library's image and reputation as a source of timely, valuable information.

We are not aware of other special libraries using videotex as a vehicle for delivering information to their users, and a recent search of the library literature reveals very few publications on this topic. For these reasons, we found that our experiment with videotex as a delivery method for information has been an exciting achievement and a resounding success.

Grateful acknowledgment is made to Samir Abed, who worked with us to develop the library's videotex applications, and to Vid Desai, who keeps them running smoothly. Credit for the library's high quality videotex news services belongs to the business librarians who have provided these services: Michael Gelinne, Paula Ard, and Cam Morrison.

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FIGURE 1

Current Status of Videotex Usage at Glaxo

CURRENT STATUS OF VIDEOTEX USAGE AT GLAXO				
Service	Pages displayed per week	Percentage of total weekly usage	Total Pages displayed since 9/90	Percentage of total use
Glaxo Today	38,633	29	4,590,040	29
Scrip	5,902	4	1,242,568	7
Pink Sheet	4,439	3	281,568	1
Health News Daily	4,474	3	262,709	1
Total	53,448	39	6,377,298	38

FIGURE 2**Main Menu for all VTX Services**

GLAXO INC. VIDEOTEX SERVICES	
1	Human Resources
2	Library and Information Services
3	Corporate Information Technology (CIT)
4	Marketing and Sales Services (Forecasting)
5	IT Learning Center
6	Travel and Meeting Services
7	R&D Computing Services
8	R&D Services
9	GRI Calender of Events
10	Purchasing, Business Development, Import/Export
11	Maintenance & Technical Services
12	Fleet Services
13	Fixed Asset Accounting
14	Travel and Entertainment Policy
	97 VTX Instructions for VAX Users
	98 VTX Instructions for IBM Users
	99 Index of VTX Applications
Choice:	

FIGURE 3**Library Videotex Services**

LIBRARY AND INFORMATION SERVICES	
1	Introduction
2	Glaxo Today
3	Scrip Online
4	Pink Sheet Online
5	Health News Daily Online
6	In-house Translators
	For assistance dial 990-5395
Choice:	

FIGURE 4**Copyright Warning and User Acceptance**

COPYRIGHT WARNING
Articles and abstracts accessed through Glaxo Today, Scrip Online, Pink Sheet Online, and Health News Daily Online are for internal purposes only.
REPRODUCTION OR DISTRIBUTION OUTSIDE GLAXO MAY BE A VIOLATION OF FEDERAL COPYRIGHT LAW!
VAX/ALL-IN-1 users enter 1 to continue or <F10> to quit. IBM/OfficeVision users enter 1 to continue or <PF12> to quit.
Entering 1 acknowledges user compliance with the copyright law.
Choice:

FIGURE 5**Scrip Headlines**

SCRIP ONLINE
1 * Change in Upjohn management (F). 2 * Prescribe unconvinced by finasteride (F). 3 * More EC Directives incorporated into Italian law: (B). 4 * Rhone-Poulenc Rorer's Lovenox approved in US (F). 5 * ID Biomedical and UCLA licence agreement on Tuberculosis vac 6 * Telor Ophthalmic's initial public offering: (B). 7 * Sphinx and ICAgen joint venture (F). 8 * Arcturus raises \$5 million in second round of financing: (B) 9 * US pharmaceutical Producer Price Index (PPI) up 4.4% in February 10 * Medical and Clinical Research Consultants (MCRC) opens new U 11 * UK prescription trends (F). 12 * Wockhardt to test recombinant deoxyribonucleic acid (rDNA) h 13 * World Health Organisation (WHO) to provide paediatric vaccin 14 * Waverley Pharmaceutical expands: (B).
More —> Choice:

FIGURE 6**Scrip Text**

SCRIP ONLINE	
Sphinx and ICAGEN joint venture (F). Scrip. 04/16/93	

1 of 4	
Sphinx Pharmaceuticals, a US biopharmaceutical company, has entered into joint venture with ICAGEN Inc (Ion Channel Advances), a start-up company in Durham, North Carolina, to identify and develop proprietary compounds that modulate cellular ion channels.	
The joint venture will combine Sphinx' molecular diversity programme, which anticipates generating large libraries of novel small organic molecules, with ICAGEN's proprietary ion channel assay systems.	
Sphinx' molecular diversity programme is a result of the recently completed acquisition of Genesis Pharmaceuticals Inc.	
Under the terms of the agreement, Sphinx and ICAGEN will share revenues, expenses and profits of the joint venture equally, and a	
	1
Next —>	
Press HELP for options.	

Figures 1-6 reproduced with permission of Glaxo Inc.

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Government Publications and Maps: Account of a Merger

by Bruce Harley

■ In these times of fiscal austerity, library personnel are frequently asked to consider consolidating reference service points. In Fall 1992, budgetary constraints necessitated the merger of the Government Publications and Maps Divisions at San Diego State University Library. This paper provides a description and assessment of this merger.

Introduction

San Diego State University (SDSU), with an enrollment of over 28,000, is one of 20 California State University campuses. There is one library on campus. During the late summer and early fall of 1992, options for managing SDSU Library's map collection were explored. The Maps Curator, who had developed and managed the collection for many years, was planning to retire at the end of October. Due to budget constraints, there was no possibility of hiring a librarian with maps experience to assume responsibility for the collection of 150,000 maps and 1,000 atlases and keep the Maps Division open to the public. Consequently, the following options were considered: eliminate access to the map collection completely; offer it piecemeal to parties outside the Library; make access to it within the Library entirely self-service; and merge, both administratively and physically, the Maps and Government Publications Divisions of the Library.

The first three options were rejected because they failed to accommodate the needs of the map collection's patrons—faculty and students in the geography, geology, history, political science, area studies, and

other departments. In particular, class assignments dependent on map information gathering could not be ignored. The last option was accepted because it provided for the maintenance of some patron access to and reference service for the map collection. This decision was based in part on the fact that Library personnel are required by federal law to provide some access to the maps they receive through the Depository Library Program.

The decision to merge Library divisions meant new challenges awaited the Government Publications librarians. None of the three of us had any significant experience working with a map collection and we acknowledged the difficulty of learning map reference in less than ideal circumstances. The Division's single-staffed reference desk was already the focal point for access to the Library's United States (US), California, and United Nations (UN) collections and 15 of the Library's CD-ROM and Internet workstations. The fact that the merger would begin in the middle of Fall semester, one of the busiest times of year at the reference desk, wasn't going to diminish the challenge.

The merger began on November 2nd and occurred over a period of several months. This

paper provides an account of this merger of two related yet dissimilar service points.

Impact on Patrons: Reference Assistance

When the Map Curator retired, I assumed responsibility for the map collection. Neither I nor my colleagues in the newly-created Government Publications & Maps Division had previous experience providing map reference service. We were more familiar with some cartographic principles (e.g., scale, latitude/longitude) than others (e.g., map projection), but we had little experience applying these principles in our daily work. We were aware that the United States produced topographic maps but were unfamiliar with the variety of cartographic data products produced by federal agencies, many of which the Library receives. None of us had much experience with the way the Library's map collection was arranged and classified.

In the year following the merger, we have learned how to meet our patrons' needs given the scope of the Library's map collection, but it is still not unusual for us to learn something new about our map collection holdings. At times, we learn along with our patrons. This is not unique to map reference and is not necessarily a disadvantage when providing reference service.

Impact on Patrons: The Arrangement of Materials

In the old arrangement, the narrow entrance to the Map Division led patrons into a corridor bordered on both sides by map cases. This corridor opened into a reading room bordered on all sides by more map cases. The reference desk was located at the corner where the corridor and reading room met. Two large tables, additional map cases, and atlas shelving occupied most of the space in the reading room behind the reference desk. The tables could accommodate approximately four sheet (i.e., flat) map users at a time.

Now, the wide entrance to the Government Publications & Maps Division is in direct line of sight from the reference desk which is located approximately in the middle of a reference area several times the size of the Map Division read-

ing room. The reference area is divided into United States, California, and United Nations reference sections, two computer clusters, and the map reference area. The latter is situated at an angle behind the reference desk and is comprised of map cases, atlas shelving, and one large table which can accommodate approximately two sheet map users. This arrangement took shape only after the second transfer of map materials from what had been the Map Division.

The First Transfer of Materials

The way the Government Publications and Maps Divisions were situated made it impossible to construct a single public entry point leading to an open area encompassing both government publications and maps. Although just a few yards apart, their entrances were at right angles and faced narrow aisles at one corner of a stairwell. Transferring map materials into the Government Publications reference area was considered, but the lack of space in this area made it impossible to transfer all or even most of the materials from the map rooms to the reference area in Government Publications. Consequently, prior to her retirement, the Maps Curator selected potential high-use maps and atlases for transfer. These maps and atlases were referred to as the "core" map collection and consisted of the following materials:

- Selected San Diego sheet maps, including United States Geological Society (USGS) topographic maps, County- and City-produced series maps, and various thematic maps;
- Selected "World, Continents, and Nations" sheet maps (see under The Second Transfer of Materials, below), including United States Central Intelligence Agency (CIA) and National Geographic Society political and thematic maps;
- The latest folded Travel or Road maps; and
- Selected atlases and gazetteers of the world, the United States, California, the San Diego area, and Mexico, especially Baja.

To make room for the "core" map collection in the Government Publications reference area,

several events took place. First, the Division's circulation desk was removed. This was made possible when the staff of the Library's Central Circulation Division agreed to handle the circulation of government publications. Second, several ranges of shelves and tables with government publications reference materials were rearranged, and the recently closed card catalogs for California and United Nations publications were moved. Finally, four five-drawer map cases and one filing cabinet were moved to the Government Publications reference area. The "core" sheet maps were filed in folders in the map cases. The "core" travel maps were filed in hanging folders in the filing cabinet. The "core" atlases were placed on a cleared range of shelves. All Division personnel were needed to help transfer these materials.

Although the transferred materials did turn out to be high use items, by the end of the Fall semester it was obvious that too few maps and atlases had been transferred. As Map Librarian, I could not respond efficiently and effectively to the many requests for map materials which had not been transferred.

The Second Transfer of Materials

Consequently, two new tasks were undertaken. First, more room in the Division reference area was made available for map materials. Second, additional map materials were selected for transfer.

Additional shifting of ranges of shelves and tables in the reference area provided just enough space for 40 five-drawer map cases, stacked four cases high and aligned in two rows of 10 stacks each, back to back. Space for additional filing cabinets was also provided. Ongoing weeding of United States depository items provided enough shelf space so that shifting of remaining items cleared two ranges of shelving for atlases and gazetteers.

The selection of additional maps and atlases to transfer was based on a variety of factors. First, the number of map cases which would fit in the reference area was limited to 40, including the four already in this area. Second, there was general consensus among the Division's librarians that more maps of San Diego, California, and Baja needed to be in the reference

area. Third, there was consensus that certain types of maps, depending on how they had been arranged in the Map Division and the extent to which they were indexed, needed to be in the reference area whereas others could be left and paged on demand by the Division's staff and the student assistant assigned to maps.

Most of the USGS geologic series maps in the map collection were left in their original folders, labeled with their Superintendent of Document call numbers and shelved separately by series number with the rest of the federal depository collection.

Identifying additional San Diego and California sheet maps to be transferred was not difficult. Only duplicates of USGS topographic maps of San Diego were not transferred. Most of the general, thematic, and miscellaneous historical California maps were transferred; 7 1/2' and 15' USGS topographic maps of areas outside San Diego county were not. All remaining wall maps, including CIA wall maps, were transferred because of their appropriateness for classroom presentations. National Geographic Society thematic sheet maps were also transferred. The "historical" (i.e., all but the latest available) collection of folded travel maps was placed in one of the additional filing cabinets moved into the reference area.

Most of the transferred sheet maps comprise the "World, Continents, and Nations" maps. These maps can be treated as a discrete entity because, unlike the rest of the map collection, they are arranged by a color-coded classification scheme based on a hierarchy of largest to smallest area of map coverage. The "World, Continents, and Nations" maps include single maps, maps issued in sets and, most significantly in terms of quantity, maps issued in series from both commercial vendors and government agencies.

Very few of the "World, Continents, and Nations" maps are indexed, except for labels placed on folders used for separating maps in the map case drawers. The only way to determine which maps comprise this collection is to open the drawers and explore. The lack of indexing for these maps made it necessary to transfer all of these maps because they were too difficult to page.

Fortunately, most of the SDSU Library's sheet maps and charts are issued as indexed federal depository items by the USGS, the National Ocean Service (NOS), and the Defense Mapping Agency (DMA). These items are filed either alphabetically or numerically and thus are easy to page. Therefore, excluding the latest and earliest USGS topographic maps of the San Diego area, most of the depository items were not transferred. The Division's librarians agreed that they would learn to help patrons use appropriate indexes to identify needed depository maps and charts which were not transferred and that Division staff and the maps student assistant could be trained to page these items on demand.

To facilitate the paging of map materials, a substantial amount of shifting and re-labeling of materials was required. The contents of the sheet map cases and folded map files had to be arranged as effectively as possible so that Library personnel and patrons unfamiliar with maps could find what they needed. The Division staff and maps student assistant were trained to page map materials and instructions were written for them.

A total of 36 map cases were transferred by professional movers in one morning. Thirty-two of these cases contain the "World, Continents, and Nations" collection. Two contain wall maps, CIA maps, and National Geographic Society thematic maps. Two contain San Diego area and California maps.

Half of one of the tables in the Division's reference area was designated for map-related reference materials, most of which were transferred. These materials include depository map and chart indexes, cartographic information sources, and French, German, Italian, Spanish, and Russian language dictionaries. The indexes include *Guide to USGS Geologic and Hydrologic Maps* (1992 edition), *Publications of the Geological Survey* (yearly), *New Publications of the Geological Survey* (monthly), *Geologic Map Index of States, (states)* *Index to Topographic and Other Map Coverage*, (Defense Mapping Agency) *Map Depository Catalog*, and *Defense Mapping Agency Catalog of Maps, Charts, and Related Products*. The cartographic information

sources include *Maps for America: Cartographic Products of the U.S. Geological Survey and Others* (third edition), *Guide to U.S. Map Resources* (second edition), *The Map Catalog* (third edition), *Map User's Sourcebook*, and *Cartographic Citations: A Style Guide*.

The indexes supplement two electronic indexes—*Marcive GPO CAT/PAC*, a CD-ROM version of the *Monthly Catalog of United States Government Publications* which was in use in the Government Publications Division prior to the merger, and the USGS *Geographic Names Information System (GNIS)*, which was installed on one of the Division's stand-alone public computers at the time of the merger. Although general in content and not intended expressly to help identify depository maps, searches of *Marcive GPO CAT/PAC* can retrieve records for maps and publications containing maps. *GNIS* is more specific in content; it includes the USGS National Geographic Names DataBase which patrons can search for 7 1/2' USGS topographic maps showing a particular geographic feature (e.g., a mountain summit, lake, or building).

For the transferred atlases, there was a limited number of shelving units available. Since many of the atlases were too large—i.e., greater than 38 x 34 cm.—to shelve vertically, only a few would fit horizontally on the available shelves. Consequently, the larger atlases were transferred more selectively than the smaller ones.

Of the 1,000 atlases in the map collection at the time of the merger, approximately two-thirds were transferred to Government Publications & Maps Reference, the book stacks, or discarded. The rest of the atlases, including both commercial and depository items, are all over-sized volumes expected to be low-use items. Like the indexed depository sheet maps and charts, these atlases are paged on demand.

The results of transferring these additional materials were a revised reference policy for the map collection and improved service to patrons of this collection, who received items which were not readily available more quickly. The initial and revised map reference policies are described in the following section.

Impact on Patrons: Reference and Circulation Policies

The map collection was once the property of the SDSU Geography Department. The Geography faculty thus have a vested interest in this collection. When they learned that the Maps Curator would not be replaced, several of them expressed their concern about the map collection in a meeting with Library administration, the Government Publications & Maps Division Head, and myself. They feared that access to the map collection would be denied them and their students.

Although dismayed by SDSU's inability to hire a replacement for the Maps Curator in the foreseeable future, the Geography faculty did acknowledge that Library personnel were striving to make the best of a difficult situation. They were assured that, at least for the "core" materials transferred to the Government Publications reference area, access would actually be increased because three full-time librarians would provide more (i.e., 59 vs. 42.5) hours of service per week during the academic year. They were also assured that maps would still circulate for classroom presentations and most duplicating purposes. These assurances were incorporated into the map collection reference and circulation policies, respectively (see below). Finally, the faculty was assured that efforts were being made to improve remote electronic access to map collection records.

The initial version of the reference policy contained descriptions of two possible steps. In the first step, the librarian on duty at the Division's reference desk would provide, to the best of his or her ability, necessary map materials for patrons using just the "core" map collection. In the second step, patrons were asked to fill out requests for other map materials, potentially part of the non-core map collection. These requests were my responsibility. I responded to these requests within two working days. As previously noted, this reference service policy was inadequate to meet our patrons' needs.

The initial version of the circulation policy stated that patrons could check out map materi-

als only when allowed to do so by a Division librarian. Maps were to be checked out either for use during a classroom presentation or for duplication by some technique unavailable in the SDSU Library (e.g., color photocopying, photographing, scanning). Maps leaving the building were rolled and, whenever possible, placed in cardboard shipping tubes for protection.

The transfer of additional map materials into the Government Publications & Maps Division led to a revision of the map collection reference policy. Whereas the initial version of this policy contained descriptions of two possible reference steps, the revised reference policy for the map collection contains descriptions of three steps. In the first step, the librarian on duty at the Division's reference desk would provide, to the best of his or her ability, necessary map materials for patrons using the transferred materials. In the second step, the librarian on duty would help patrons use indexes to identify needed maps; these would then be paged on demand with a wait of only a few minutes. In the third step, patrons requiring additional map reference assistance are asked to fill out requests for other map materials. These requests are then forwarded to me. Due to the transfer of additional map materials, there have been very few of these requests.

The map collection circulation policy was also revised. Whereas the initial version of this policy contained no restriction as to who could check out maps, the revised reference policy restricts map circulation to patrons with SDSU Library borrowing privileges. These privileges are granted to SDSU students, faculty, and staff; they are made available for a fee to SDSU "guests." This change explicitly acknowledged our primary patrons and made the map collection circulation policy consistent with the Library's general circulation policy because patrons leaving the Library with map materials must pass through a Central Circulation check-point.

Impact on Patrons: Electronic Access

There have been two projects to enhance electronic access to map materials for patrons. The first project, begun by the Maps Curator and

completed 10 months after the merger, was the atlas cataloging project to create Library OPAC records for all atlases in the map collection. As it turned out, some of these atlas titles already had OPAC records because they were duplicates of copies in the Library's General Reference Division or the book stacks. These titles only needed to have item- (e.g., edition-) specific information added to their online bibliographic records. The location for atlases in the map collection displays on the OPAC either "Gov Pubs Maps," for transferred items, or "Ask at Gov Pubs" for non-transferred items.

The second project, begun soon after the atlas cataloging project was completed, is the map series cataloging project to create Library OPAC records for map series in the map collection. The map series initially selected for this project are those comprising the non-indexed "World, Continents, and Nations" maps. The location for these map series displays on the OPAC "Gov Pubs Maps." The call number for each series displays "MAP DRAWER—<country name>." Patrons determine which map series the Library has for a particular country either by searching by the subject "<country name> maps" and browsing the retrieved headings or by searching by the alternate (i.e., non-Library of Congress) call number "MAP DRAWER—<country name>" and browsing the retrieved titles.

It is also possible for a patron to limit an initial search done on the Library OPAC to the material type "MAPS/ATLASES." Maps and atlases are treated as a single material type for limiting purposes because most atlases contain geographic maps. Those that don't (e.g., *Atlas of the Human Brain*) are excluded from this limit feature.

The impact on patrons of having atlas and map series records on the Library OPAC and having this information remotely accessible on the Internet is expected to be positive. Faculty working in offices or at home will be able to familiarize themselves with map collection materials and thus have a better understanding of what they and their students can expect to find in the Library. Students in the Library will be led to map resources they

otherwise may not have known existed and thus discover these useful sources of information. Librarians working in other divisions of the Library will be able to identify specific map collection items and thus make more informed map collection referrals.

Conclusion

The merger of the SDSU Library's Government Publications and Maps Divisions was undertaken to maintain patron access to the Library's map collection and keep the Library's depository status intact despite the loss of personnel. Had this not occurred, patron access to this collection would have either ceased or been provided without any reference assistance. Since few of our patrons have prior experience using the Library's map collection, providing access without any reference assistance would have had essentially the same result as pretending that the collection didn't exist. The decision to merge divisions was the correct choice.

Despite this, the merger has had its disadvantages. One disadvantage of the merger was, as previously discussed, the Division librarians' lack of experience with map reference in general and the arrangement and classification of the Library's map collection in particular. Experience is a great teacher and, a year after the merger, this disadvantage has been minimized. A related disadvantage of the merger is that, because the Division's librarians provide a wide variety of reference services to a large number of patrons, they cannot always provide the kind of in-depth, one-on-one service that was offered to map patrons in the past. Similarly, because the Division's librarians are now providing map reference service and map collection use did not diminish after the merger, they cannot always provide as much reference service for government publications patrons as they might have been able to offer in the past.

However, these disadvantages have been outweighed by the benefits occurring from the merger. These benefits are:

- Increased accessibility of the transferred map materials;
- Increasing skill of librarians in providing map reference service;
- Cataloging of all atlases in the map collection on the Library's OPAC;
- Cataloging of selected map series in the map collection on the Library's OPAC;
- Increased opportunities for providing patrons with access to additional geographic information in electronic formats;
- Streamlined processing of new depository maps and charts; and

- Production of a collection development policy for atlases.

The merger of SDSU Library's Government Publications and Maps Divisions was born of necessity—hiring a replacement for the Maps Curator was not possible. Although it is unlikely that any Library personnel would claim that the merger was the ideal solution to this problem, the merger ensured that maps and atlases would remain an integral part of the Library's collections supporting teaching and research at SDSU.

The author would like to express his gratitude to Muriel Strickland, SDSU Library's Maps Curator, for her patience while working with him during the hectic months preceding her retirement. The author would also like to thank Marianne Nielsen for duties performed as half-time maps staff person and Terry Ventura and Sharon Watson for their work on the atlas and map series cataloging projects. In addition, the author would like to commend Scott MacComb for work above and beyond the call of a student assistant.

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Resume Items for Special and Academic Librarians

by Kay Womack & Tyler Goldberg

■ The purpose of this study was to determine resume items important to special librarians and to compare the results with Gaughan's study of resume essentials for the academic librarian. Directors of special libraries in Kentucky were asked to rate the relative importance of 45 items that could be included in a special librarian's resume. Points of agreement and disagreement are discussed.

One of the most important parts of the job search process for applicants is the preparation of materials required by the institution in response to its vacancy notice. A quick review of job advertisements reveals some variation in what applicants are asked to submit. Dewey, however, points out, "Most professional library openings require a resume from the applicant."¹ Much has been written about the importance of submitting a carefully prepared resume and the common errors that applicants make in resumes they submit when applying for jobs as professional librarians. While some books and articles give applicants an idea of what is important to include in a resume, most of these sources are not based on original research.² One research-based study conducted by Thomas Gaughan focused on the essential items that academic librarians should include in their resumes.³ In his study Gaughan sought "to identify the elements of information in a resume that are of greatest importance and interest to academic libraries seeking to fill vacant positions."⁴ When Gaughan conducted his study, he indicated that the consensus on resume construction was limited to "completeness, conciseness and brevity."⁵ He also noted that the following problems had not been addressed in

the literature on resume construction: (1) lack of knowledge about the data that is most important to an employer, (2) what data to exclude in the interest of brevity, and (3) that resumes must be tailored to match the kind of institution in which an applicant hopes to work.⁶ Although numerous articles and books have appeared since 1980 to aid librarians in constructing resumes, the authors noticed that Gaughan's study had not been replicated to determine if the same resume items continued to be important over time in academic libraries or if they were important in other types of libraries.

When the authors were asked to address the Special Library Association/Kentucky Chapter and Kentucky Library Association/Special Libraries Section Conference in April 1991 regarding job hunting strategies and application tips, they were not certain that Gaughan's findings or their own views and experience in academic libraries would be applicable to special libraries. To gather additional background information for their presentation, they decided to use the first part of Gaughan's 1980 study to survey special libraries in Kentucky regarding the essential items that should be included in a resume when applying for a position in a special library.⁷

Methodology

Surveys were sent to the directors of all special libraries in Kentucky, bringing the survey population to 101 libraries. Included in the survey were all libraries coded as medical, special, government, religious, law, and armed forces in the Kentucky section of the *American Library Directory*.

The survey consisted of two parts. Section one asked respondents to rate the relative importance (4, very important, 1, not important) of 45 items applicants could include in their resumes when they applied for jobs in special libraries. To Gaughan's original list of 43 items, the authors added continuing education/conference attendance and committee service (work and/or professional).⁸ To ensure that the results were not affected by the order of the items, three different versions of the same list were used in the survey. Section two included questions which were designed to elicit information about special libraries' application requirements regarding placement files, transcripts, and references. Respondents were also asked if an ALA-accredited MLS was required and which sources they used to advertise vacancies.

Results

Seventy responses were received, of which 61 were valid, providing a response rate of 60%. Some respondents did not complete the survey but returned it with notes explaining that their answers probably wouldn't be helpful because "this is a one person library" or "your questionnaire does not really pertain to our all-volunteer operation."

Table 1 on pages 100-101 lists the survey results of resume items in order of importance (4, very important, 1, not important).

As Table 1 shows, the items which received the highest mean importance rating were telephone number, previous experience in librarianship, dates of employment in previous positions, brief description of duties in previous positions, current address, colleges and universities attended, list of references, permanent address, career objectives, and names of

previous supervisors. Those which received the lowest mean importance rating were items such as race, marital status, sex, and other personal information.

While those who responded to the survey generally rated all the resume items, not everyone answered the questions in part 2. The questions were:

1. Do you ask applicants to include references as part of their application? If yes, how do you solicit them, by letter or telephone call?
2. In addition to a cover letter and resume, do you require placement files or transcripts?
3. Do you require an ALA-accredited MLS for your professional librarian positions?
4. Where do you typically advertise your professional librarian position openings?

Of 57 responses to question number one, 81% indicated that references were solicited as part of the application; 19% did not require references. For those that solicited references, some used both methods, 42% used letters, and 58% used telephone calls.

Of 50 responses to the first part of question number two, 88% of the employers did not require placement files and 12% used placement files. Fifty-four responses were received to the second part of this question. Fifty-nine percent of the employers did not require transcripts; 41% used them.

Of 58 responses to question three, 41% required an ALA-accredited MLS and 59% did not require this degree. Some noted that an ALA-accredited MLS was preferred, but not required. One respondent indicated that his/her library hired personnel who were pursuing a library degree.

Question four asked respondents to check from a list of eight items where their jobs were typically advertised. Almost all 57 respondents checked multiple sources. The following list, arranged in descending order, indicates the number of responses for each item.

Internal postings:	36
Newspapers:	31

[local 23; national 5]

Library schools:	18
Professional/scholarly journals:	16
Job hotlines:	15
[national 8; state 10; local 4]	
Professional school placement offices:	13
Employment agencies:	3
Electronic bulletin boards/ listservs:	2

Additional sources of advertisements which respondents listed included an in-house newsletter, civil service postings, the *Federal Register*, word of mouth, Kentucky state government, and an institutional move sheet. One respondent also noted that it contacted agencies and private firms in the same field who might employ persons with the required skills.

Discussion

Most of the resume items that received the highest and lowest ratings in Table 1 are not very surprising. A few, however, are unexpected. Although the respondents rated career objectives as important, the authors have found that such statements on resumes often do not match the job for which the applicant has applied and they believe that they are of little value. Social security number also received a high rating, but the authors question whether it actually belongs on the resume. Some respondents may have rated it as very important because it is required on an internal application form. One comment, which indicated that neither citizenship nor social security number belongs on the resume but on the application form, supports the authors' conclusion.

Of the items which received a high mean importance rating, dates of employment, a brief description of duties, and a list of references are worth emphasizing. An advertisement for an opening will typically include the requirements that must be met and will specify the materials for applicants to submit. Many positions require a specific number of years of experience, and when a resume does not include dates of employment, an applicant can be eliminated quickly

if he or she does not appear to meet the requisite minimum years of experience. Because the duties associated with the job title vary among institutions, applicants should include a brief description of duties. This also aids in assessing the applicant's experience relative to the job requirements. Inclusion of a list of references is sometimes overlooked by applicants, but because 81% of the directors in this survey indicated that they solicit references as part of the application, applicants should include a list of references when they are requested.

Although some individuals rated personal items as important, most personal items fell to the bottom of the list. Some respondents noted specific items as illegal while others rated the same items as highly important. In fact, one respondent indicated that "some items on the list are both very important and unimportant . . . we like to encourage minorities and females whenever possible, yet I don't think there's a place for this information on the resume." Since most respondents who rated these items as highly important offered no explanation, the authors question whether all special libraries are subject to federal regulations governing Affirmative Action and Equal Opportunity Employment. Since any employer subject to these federal regulations is precluded from using personal information in the hiring process, applicants would be well advised to leave this information off the resume.

Some applicants forward placement files and/or transcripts even if they are not requested as part of an application. The results of this survey show that the majority of employers require neither placement files nor transcripts, suggesting that applicants do not need to send them unless they are requested.

Internal postings and newspapers are the most common sources used to advertise jobs. Due to the extent that directors used internal postings to advertise vacancies, special librarians may need to contact some potential employers directly. Of those respondents who advertised in newspapers, 23 specifically indicated local newspapers. They may

be valuable sources for those who are place bound or who are seeking special library positions in a specific geographical area.

Comparison of Authors' and Gaughan's Studies

Table 2 on pages 101-102 provides a comparison of the results of the authors' survey of special libraries in Kentucky with the results of Gaughan's survey of academic libraries.⁹

One should take care not to draw too many conclusions from this comparison, given the differences in the populations studied. Gaughan's survey population consisted of the 54 members of the ACRL Discussion Group of Personnel Officers of Research Libraries, a national organization.¹⁰ The authors surveyed the directors of 101 special libraries in Kentucky. Thus, their results represent only one state. Nevertheless, there may be some benefit to discussing the results.

While the order is different, the same items are ranked in the top six in both surveys. In fact, seven of the first 10 items are the same on both lists. This comparison demonstrates that there are some points of agreement between special and academic libraries regarding what is important and not important to include in a resume. Items that rank high on both lists include telephone number, previous experience in librarianship, dates of employment in previous positions, brief description of duties in previous positions, current address, colleges and universities attended, and list of references. Certainly, this indicates that both special and academic library employers expect resumes to include these items.

Although the items are ranked in a different order, personal information, such as marital status, age and/or date of birth, sex, and race, is consistently found at the bottom of both lists. This suggests that personal information can be left off the resume. In fact, Dewey noted that some library employers block any potentially discriminatory personal items on resumes before the search committee receives the applications.¹¹

Resume items that seem to be more important to special librarians are: career objectives,

names of previous supervisors, tenure in previous positions, specialization in library school, and permanent address.

Resume items that seem to be more important for academic librarians are: full chronological accounting for time after completion of education; years that degrees were awarded; awards, honors, and scholarships received; complete list of applicant's publications; offices held in professional organizations; salary requirements; and foreign language skills.

The comparison indicates that tenure in previous positions is more important to special librarians than academic librarians. The authors question how the two groups surveyed have defined "tenure" and whether special library respondents may have interpreted it in terms of length of time employed rather than as contractual employment in a tenure-granting academic institution. Of the other items ranked higher by special library respondents, specialization in library school might provide employers with an assessment of a candidate's strength for employment in a particular type of special library. Applicants would also be wise to include names of previous supervisors in their references, due to their importance to special librarians.

Of those items of more importance to academic librarians, some are obviously related to academic institutions which require research, professional development, and service. Offices held in professional organizations, memberships in honorary societies, publications and awards, honors, and scholarships are frequently part of an academic librarian's workload, particularly those employed in tenure track institutions. Foreign language expertise is often required in academic libraries which collect foreign language resources.

Conclusion

While the comparison of resume items for special and academic librarians is not conclusive, Table 2 suggests some points of agreement about resume items that academic and special library employers consider important and unimportant. Although this comparison indicates that there may be some differences in

what special and academic library employers expect an applicant to include in a resume, the results suggest that some items are consistent regardless of the type of library.

This study also addressed some of Gaughan's observations concerning a lack of information in the literature on resume construction.¹² Telephone number, previous experience in librarianship, dates of employment in previous positions, brief description of duties in previous positions, address, colleges and universities attended, and list of references received high ratings from both academic and special library

employers; therefore, applicants for positions in either type of library would be wise to include these elements in a resume. Likewise, in the interest of brevity, applicants can exclude the personal items that fell to the bottom of the list in each survey.

Some differences were found in the expectations of special and academic library employers regarding the content of a resume, which supports Gaughan's view that one's resume should be adapted to fit each organization.¹³ Applicants for positions in only special or academic libraries should note these differences.

TABLE 1

Items in the Special Librarian's Resume and Mean Importance Rating

	Mean Importance Rating
1. Telephone number	3.74
2. Previous experience in librarianship	3.66
3. Dates of employment in previous positions	3.56
4. Brief description of duties in previous positions	3.48
5. Current address	3.44
6. Colleges and universities attended	3.44
7. List of references	3.38
8. Permanent address	3.18
9. Career objectives	3.18
10. Names of previous supervisors	3.07
11. Social security number	3.00
12. Tenure in previous positions	2.99
13. Previous experience in other occupations	2.99
14. Specialization in library school	2.93
15. Full chronological accounting for time after completion of education	2.87
16. Research interests	2.86
17. Continuing education/conference attendance	2.82
18. Memberships in professional organizations	2.74
19. Years degrees awarded	2.74
20. Physical limitations	2.69
21. Awards, honors, and scholarships received	2.64
22. State of health	2.61
23. Complete list of applicant's publications	2.59
24. Offices held in professional organizations	2.54
25. Salary requirements	2.52
26. Transcript from library school	2.51

	Mean Importance Rating
27. Committee service (work and/or professional)	2.46
28. Transcripts from other institutions	2.36
29. Citizenship	2.33
30. Grade point average	2.31
31. Foreign language skills	2.22
32. Memberships in honorary societies	2.16
33. Memberships/involvement in community/social organizations	2.13
34. Hobbies, leisure interests	1.82
35. Class standing	1.80
36. Age and/or date of birth	1.71
37. Military experience	1.59
38. Photograph	1.39
39. Marital status	1.34
40. Number of dependents	1.30
41. Sex	1.20
42. Height and weight	1.18
43. Race	1.14
44. Religion	1.11
45. Spouse's occupation	1.11

TABLE 2

Resume Items Comparison of Special and Academic Librarians

	Ranking	
	Special	Academic
Telephone number	1	3
Previous experience in librarianship	2	1
Dates of employment in previous positions	3	4
Brief description of duties in previous positions	4	5
Current address	5	2
Colleges and universities attended	6	6
List of references (names, address, phone)	7	10
Permanent address	8	16
Career objectives	9	18
Names of previous supervisors	10	21
Social security number	11	30
Tenure in previous positions	12	22
Previous experience in other occupations	13	11
Specialization in library school	14	23
Full chronological accounting for time after completion of education	15	9
Research interests	16	20
Continuing education/conference attendance	17	NM
Memberships in professional organizations	18	17
Years degrees awarded	19	7

	Ranking	
	Special	Academic
Physical limitations	20	25
Awards, honors, and scholarships received	21	14
State of health	22	27
Complete list of applicant's publications	23	13
Offices held in professional organizations	24	12
Salary requirements	25	15
Transcript from library school	26	26
Committee service (work and/or professional)	27	NM
Transcripts from other institutions	28	29
Citizenship	29	19
Grade Point Average	30	28
Foreign language skills	3	18
Memberships in honorary societies	32	24
Memberships/involvement in community/social organizations	33	32
Hobbies, leisure interests	34	34
Class standing	35	36
Age and/or date of birth	36	37
Military experience	37	31
Photograph	38	41
Marital status	39	39
Number of dependents	40	40
Sex	41	35
Height and weight	42	38
Race	43	33
Religion	44	43
Spouse's occupation	45	42

Notes:

NM=Not Measured

Ranking for special librarians is based on the authors' research on resume essentials with Kentucky special libraries.

Ranking for academic librarians is based on Gaughan, Thomas, "Resume Essentials for the Academic Librarian," *College & Research Libraries* 41 (no. 2): 124 (March 1980).

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³ Gaughan, Thomas M. "Resume Essentials for the Academic Librarian." *College & Research Libraries* 41(no. 2): 122-127 (March 1980).

⁴ Ibid., p. 123.

⁵ Ibid., p. 122.

⁶ Ibid.

⁷ Ibid., p. 122-127.

⁸ Ibid., p. 124.

⁹ Ibid.

¹⁰ Ibid., p. 123.

¹¹ Dewey, p. 63.

¹² Gaughan, p. 122.

¹³ Ibid.

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The National and University Library in Zagreb: The Goal is Known—How Can it be Attained?

by *Laila Miletic-Vejzovic*

■ This general overview of the state of libraries and their resources in Croatia is based on personal professional experience. Having recently become an independent sovereign state, devastated by a war which has not come yet to an end, Croatia is faced with many challenges. Among them remains the vital question of the management of information and information systems. As custodian of a good portion of the national cultural heritage, Croatian librarianship in the approaching century of global interdependence must be more clearly defined and become more focused in order to provide guidelines for addressing the current and future needs of information sharing, resource sharing, and accessibility to Croatian National Collections. The National and University Library (NUL) has taken a leadership role in this area. The implementation of an integrated automated library system is in progress, but the infrastructure is still weak and this presents the biggest problem for searching the various bibliographic databases and making the national heritage accessible to the rest of the world.

Introduction

In March 1992 I traveled to Zagreb, Croatia, on a grant from Washington State University. My plan was to meet with colleagues at the National and University Library (NUL), to survey their resources and their state of preservation, and to survey the bibliographic organization and control of library material, library automation, etc. The region's military and political unrest postponed my trip more than once before I was finally able to travel to Croatia. In the meantime I applied for a Fulbright Award and was selected. Thus, at the end of September 1992 I returned to Croatia to lecture in library science at the NUL.

The devastation wrought by the war in Croatia was everywhere. Libraries and their collections had not been spared. Wheels had stopped turning in most institutions. Remarkably, the NUL in Zagreb had closed only for one day since the beginning of the war in July 1991.

It is a mark of the new state's commitment to the preservation of its cultural heritage that, in the midst of all this turmoil, construction on the new library building has continued as originally planned. In addition, work on the implementation of an integrated automated system, CROLIST, has been in full swing at the NUL. At the outbreak of the war the most precious NUL holdings—old material impor-

tant for the national cultural heritage, e.g. early medieval and renaissance manuscripts and codices, incunabula, and the rich collection of old Croatian editions—were immediately stored and removed to a safe, remote location. Some of the valuable and notable manuscripts and books (dating from the 16th century to the first half of the 19th century) still remaining at the NUL have been put in special water- and fire-resistant metal trunks, purchased from Germany.¹ Despite the backdrop of the war, everyday work appeared to proceed as usual, and librarians carried on their normal duties, all the time fearing the worst, preparing for the worst, but hoping for the best.

Librarians have traditionally guarded and preserved the written word. Now they watched helplessly as vast portions of the Croatian literary heritage were destroyed by the war. Dishearteningly, in many cases the only thing left to do was to record and collect data on the war's destruction; an enormous amount of energy has been and continues to be devoted to disseminating data and information gathered on the destruction and damage inflicted by the war. At least in this respect, 1992 was extremely productive in publishing activities as the NUL produced many valuable sources which document the war, its damage, and its horror.

As the emerging Eastern European nations are largely defined and validated by their cultural history, the destruction of their heritage assumes a political and emotional dimension alien to the American experience. It would, for example, be

a blow to Americans to have their original copy of the Declaration of Independence destroyed—but such destruction alone could not erase that document from human consciousness. Croatian culture, however, is not widely disseminated or copied—for centuries, Croats have had to live and work under the control of peoples indifferent or actively hostile to their culture, and have therefore had to struggle to acquire the very means of cultural preservation and transmission that peoples with a long history of independence take for granted.

Much has already been lost through wars and other accidents of history. Now, at a time when civilization possesses unparalleled means of reproduction, transmission, and storage and the will to use them, it is bitterly ironic that in so many cases all we can do at present is bear witness to the destruction of so many priceless documents. It is no accident that, from the very start of the war, heavy weapons have been trained on Croatian libraries.

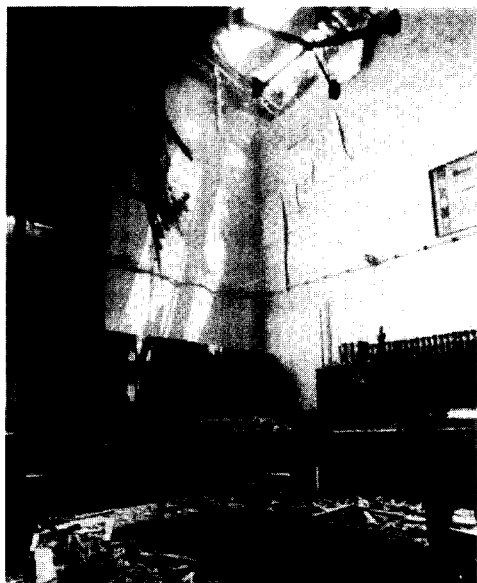
Croatian Libraries on Target

If there was ever any doubt that Croatian libraries have been actively targeted, the data so painfully obtained should suffice to dispel it. Published guides are testimonies of intentional and barbaric destruction of Croatian literary heritage.

Wisely, many precious and old rare books and manuscripts were stored elsewhere at the outbreak of the war in 1991. Art treasures were hidden and many successfully taken

Some Croatian library collections have been completely ruined during the war, including the collection of the public library in Vinkovci.





This badly damaged research library in Dubrovnik is one of the casualties of the Croatian war.

across the Adriatic Sea to Italy. But there was still great loss, as many libraries suffered complete damage or destruction. Some art was simply stolen by Serbs (e.g., The Bauer Art Collection from Vukovar).²

The collected data chronicles the destruction of 210 libraries, including 10 research, 19 memorial, one monastery, 10 parish, 13 special, 33 public, 29 secondary school, and 93 primary school libraries. Some library holdings have been completely ruined, including the collection of the public library in Vinkovci and the collection of the Interuniversity Center in Dubrovnik. The buildings in which these libraries were situated were burnt down. In addition, a number of school libraries and the library of the monastery in Cuntic suffered damage to their collections. The extent of the destruction of libraries and their holdings cannot yet be fully documented because many are located in areas which are still occupied.³

As destruction raged through the country, librarians at the NUL tried to form logical, or at least attainable, priorities and to act on them. At the end of 1991 they had a well-defined goal but no adequate funding to achieve it.

The Goal is Known— How Can it be Attained?

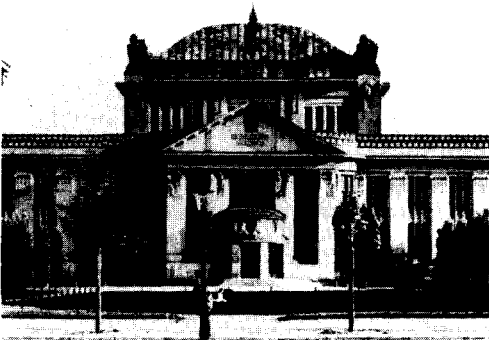
This is a historical moment for Croatia, a newly independent country with a young, emerging democracy. It is also a historical moment for librarianship in Croatia, a perfect time for the NUL to take a leadership role. Centralism, although it is not looked upon favorably by the Croatians due to its roots with Communism, is required for the libraries in Croatia to avoid total chaos. Uniformity and standards are essential for information and resource sharing, not only within Croatia but across international borders. The NUL has started to develop the necessary standards, (subject headings, a manual for rare book cataloging, various thesauri, etc.), and to follow most of the international standards, codes, and rules (all of the *International Standard for Book Description* (ISBD) codes, Universal Machine Readable Cataloging format (UNIMARC), Universal Decimal Classification (UDC), USMARC codes for relator terms, country codes, language codes, geographic codes, etc.). Its main role is now to come forward, enforce them and communicate them to the rest of the libraries throughout Croatia. Another major task facing the NUL is to establish a library network with the remaining libraries in Croatia. A national on-line catalog was never produced—for better or worse—in the former Yugoslavia, so the NUL has to start practically from scratch.

The NUL's main goal is to make Croatia's rich literary heritage immediately accessible to researchers and scholars across international borders. And in the long run, modern technology offers many powerful and cost-effective means of overcoming many of Croatia's basic library problems. The applications that are being developed in ORACLE can be used by other libraries provided they have the necessary technology and telecommunications. This is the first precondition for a computerized library network in Croatia. But the nation's library infrastructure, which has never been strong, has suffered greatly from the war. Without some outside funding, the NUL will not be able to achieve its goals.

Another obstacle to the NUL's goals is the abrupt change in priorities for the some 210 libraries either partially damaged or totally destroyed during the war. They are faced with different challenges: to find new buildings and equipment for their operations and collections, repair the damage, clean and restore what they can of their materials, shelve them, assess the damage, seek donations, etc. For such libraries, automation has been pushed to a very low position on the list of priorities.⁴ And the ranks of such libraries is likely to grow, because the destruction is still taking place. Still, for the librarians of the NUL, bringing Croatia's whole system of libraries into the modern world remains the highest priority, and they hope to find the means to achieve it.

The National and University Library

The National and University Library (NUL) is the central library of the Republic of Croatia. It has been functioning and expanding for nearly four centuries under various names.⁵ The NUL has occupied its present building since 1913. This monumental structure with its stylized elongated division of windows through the entire facade of the building is a masterpiece of a famous Croatian architect Rudolf Lubinsky (1912).⁶ Its elongated forms characteristic of secessionist design are used here to link the window openings, resulting in a monumentality akin to that of expressionist architecture. Its immense copper dome and impressive simplicity form a perfect link between secessionist and expressionist architecture.



The National and University Library in Zagreb.

Elegant yet simple carvings enhance the exterior. The "Allegories of Sciences" frieze, quite appropriate for a library, is placed high up on the back of the building. It is the work of a famous Croatian sculptor, Franges Mihanovic, who was trained in Vienna under Rodin (1901).⁷ The interior is as grand as the exterior. Well-known painters from the period contributed their works. An original fresco, "The Development of Croatian Culture," by the well-known painter Vlaho Bukovac, decorates the main reading room.

The NUL houses numerous fundamental works from all the fields of sciences and arts, many in languages other than Croatian. All of its holdings are public. Prominent among its 2,500,000 items are manuscripts, codices, old and rare books, not only Croatian but also those from other South-Slav nations. (See Major Titles from the NUL Collection on p. 108). It is well known for its fine and unique special collections:

- Rare Books and Manuscripts;
- Metropolitana (a remarkable collection of 60,000 titles owned by the Bishop Diocese of Zagreb which includes 150 codices, 242 incunabula, 1,470 titles from the 16th century, 3,000 from the 17th century, etc. Some manuscripts beautifully illuminated with scenes from the clerk's life and work, intended for law students in Bologna, are in the possession of the Zagreb Metropolitana Library.);⁸
- Prints and Drawings Collection;
- Music Collection; and
- Collection of Official Publications (from foreign countries and international organizations).

The degree of professionalism among librarians at the NUL is very high. They all try to stay abreast of the latest developments in library science and are active in scholarly research and contribute to Croatian librarianship through publishing and presenting papers at national and international conferences. They are especially active in International Federation of Library Associations and Institutions (IFLA) related activities.

Examples of Major Titles from the NUL Collection

1. The oldest Croatian Glagolitic book *Misal po zakonu rimskog dvora* (Missale Romanum glagolitice) printed in 1483 in Venice. The significance of this book is that it was not only the first printed glagolitic book, but also the first church book printed in a vernacular tongue.
2. Razzi, Serafin, 1535-1611. *La storia di Ravgia*. The first printed history of Dubrovnik.
3. Stjepan Gradić (1613-1683), a librarian at the Vatican Library, who wrote a biography of his cousins Junije Palmotić and Peter Benšić—*De vita ingenio et studiis Junii Palmotiae*—as an introduction to Palmotić's *Kristijada*, Rome 1670. Biography of Petar Benesic, *Vita Petri Benessae*.
4. Valentinelli, Giuseppe, 1805-1874. *Bibliografia della Dalmazia et del Montenegro*, Zagreb, 1855, with a supplement, *Supplementi*, 1862.
5. A famous manuscript *Catalogus authorum seu scriptorum ex religiosis ordinis s. Pauli*, by Nikola Bengner (1695-1766), a professor of philosophy and theology and a scientist.
6. Krčelić, Adam Baltazar, 1715-1778. *Scriptorum ex Regno Sclavoniae a saeculo XIV usque ad XVIII inclusive collectio*, Varaždin, 1774.
7. Personal papers and correspondence of Adam Alojzije Baričević (1756-1806), who was a professor in Zagreb. His manuscript material for the history of Croatian literature *Historia literaria Croatiae* was never published. His famous manuscript *Catalogus librarum Zagrabiae impressorum ordine chronologico* (The Chronology of Books Printed in Zagreb from 1690-1800). His papers and manuscripts represent very rich research material for the literature of Croatian Latinism, and an important resource for the study of Croatian regional literature.
8. Kukuljević, Ivan Sakcinski, 1815-1889. *Bibliografija hrvatska* (Croatian Bibliography published in 1860, and followed by a supplement in 1863). The first major bibliographical work which covers the time period from the first printed Croatian book (*The Missal According to the Laws of Rome*, 1483) to books published through 1860. Ivan Sakcinski Kukuljević donated his entire library to the NUL.

The NUL's Mission

As the national library of Croatia, the NUL is the center of the Library and Information System of Croatia and the leader for the development of all library activities in Croatia. Processing of library materials has been automated, and the implementation of an integrated automated system, CROLIST, is in process. In addition, the NUL issues both the current and the retrospective national bibliography, and must pay special attention to preservation of library materials. As a national library—due to a depositary law—the NUL is responsible for collecting and preserving:

- All printed material published in Croatia;
- Manuscripts and papers of prominent individuals in Croatia;
- Manuscript material that relates to Croatia;
- Works by Croatian authors published in other countries; and
- Foreign works that relate to Croatia.⁹

Processing of the Library's Resources

The NUL wants to have an integrated automated system for all of its library functions in place and implemented by the end of 1994, when it plans to move into a new building. Both spatially and technologically, it is planned as a modern library with dual functions—a national and a university library. Toward this goal, library automation in the NUL has exhibited some dynamic developments in the last few years. These improvements have resulted in the reorganization of library material processing.¹⁰ By February 1991 the Authority Control department was established as a separate unit. Subsequently, other departments—Accession, Cataloging of Monographs, Bibliographies of Monographs and Journal Articles, and Classification—followed.

The NUL develops library applications in ORACLE, which is based on the relational database language, Structured Query Language or SQL, an ANSI standard 4th gen-

eration language.¹¹ These applications are used by other libraries in Croatia as a precondition for a computerized library network of Croatia.

Cataloging rules are based on a manual prepared by Dr. Eva Verona, *National Rules for Creation of Library Catalogues* (equivalent to AACR2). ISBD rules for description and punctuation are also applied. Prussian rules were applied until 1975 for books and until 1978 for serials. For entering and creating bibliographic records in ORACLE, UNIMARC (machine readable cataloging format developed and adopted by IFLA) is used. This is equivalent to USMARC.

For printed material, the Universal Decimal Classification (UDC) is applied. Since the book stacks are off-limits to patrons, the material is not shelved according to UDC numbers but rather by the so-called "signatura." The "signatura" is a number given according to specific existing rules which are based on the format, i.e. size of an item, and which are assigned in a consecutive order (*numerus currens*) from a group of numbers. Books and journals are then shelved according to the "signatura." This means that the books are shelved and grouped together by their size, i.e. 16 to 20 cm, 20 to 25 cm, etc.

The only exception to this order is the reference collection, which is shelved in the open public area and available for browsing. Accordingly, the reference collection is shelved by the UDC numbers. The use of ISBD, UDC, UNIMARC, and Verona's cataloging facilitates resource sharing. By following the universal standards and cataloging rules, Croatian library holdings will become accessible.

Bibliographic processing takes place in three major departments: Cataloging, Current National Bibliography, and Retrospective National Bibliography, which also includes manuscripts. In the National Bibliography, or the *Croatica*, separate volumes list monographs and journal articles. Since 1984, Cataloguing in Publication (CIP) records have been provided for every item published in Croatia. The National Bibliog-

raphy of Journal Articles includes individual detailed entries for every article, listed in alphabetical order by entry and arranged by main entry. In addition, they are arranged by broad subject categories to facilitate access, and also have subject and author indices. The bibliographies are published several times a year as needed; at present they exist only in printed format.

The NUL does not yet have acceptable subject headings for subject cataloging. Thus, subject headings are not yet being assigned to bibliographic records. However, authorized subject headings are being created and developed. When completed, the subject headings manual will follow an hierarchical order, with the corresponding subject headings, subdivisions, cross references, etc., and the subject authority file will be automated under the responsibility of the Authority Control Department. Subject headings will be added retroactively to the existing bibliographic records. It was a pleasant surprise to see that the Medical Library of the Medical School has simply adopted the Medical Subject Headings (MESH) published by the National Medical Library in Bethesda, MD.

Presently, an application for serials control is being developed in CROLIST. A kardex—a manual catalog of serial holdings including decisions—has been used for serials control in the past.

My Fulbright Project

The timing for my Fulbright Award was perfect. Upon my return in Fall 1992, the NUL's director asked me to direct and consult on the project of creating and entering bibliographic records for the rare printed material in CROLIST. This material represents the Croatian National Collection.

Preparations for creating bibliographic electronic records for this group of material started in the 1980s. Even then, the NUL's librarians were well aware that only by following internationally accepted standards could the rare printed material be cataloged

and made accessible not only in Croatia but also throughout the international library community. Therefore, they accepted and followed the International Standard for the Bibliographic Description (ISBD) codes, in this case the *International Standard for the Bibliographic Description of Antiquarian Book Material* —ISBD(A).

Automation of the rare book collection was delayed until the beginning of 1990. Its start coincided with the publication of the second revised edition of ISBD(A). Fortunately, this also coincided with the implementation of the new integrated automated system CROLIST at the NUL. The bibliographic file in CROLIST had the features necessary to incorporate and index fields for rare book cataloging. However, these demands required modifications to the UNIMARC format. Therefore, the NUL suggested the addition of special genre terms codes for the old material to IFLA.¹²

In Spring 1992, the original cataloging for rare books began in CROLIST. This also coincided with my return in the fall. The following months were filled with lecturing and consulting on descriptive cataloging and access points with strong emphasis on special files, working closely with the rare books and special collections librarian, and acting in the capacity of a consultant for the NUL's automated system and providing much needed professional assistance and experience.

The grant ended with a two-day seminar on "Standardization of Bibliographic Organization and Control for Rare and Old Printed Material" which was open to all rare books and special collections librarians in Croatia. Most were able to participate in spite of the fact that one third of Croatian territories were still occupied by Serbian paramilitary forces. My seminar paper focused on the development of American rules, standards, and manuals for bibliographic organization and control of rare and old printed material. So that all the librarians can benefit from this seminar, the papers will be published by the NUL.¹³

International Permanent Exhibition of Publications

During my sojourn in Zagreb, I was able to visit some other libraries and institutes in the city. While visiting the Information and Sciences Institute I learned about the International Permanent Exhibition of Publications (ISIP). The ISIP is unique among the exhibiting institutions of the world in that it is aimed at presenting and promoting world literature from all spheres of human knowledge and activities. Since its establishment in 1951, ISIP has obtained, processed, and exhibited more than 220,000 books and 10,000 periodical titles. In this way, ISIP has become an unequalled exhibiting collection of foreign publications, providing permanent access to sources of relevant information for scientists, professionals, and students.¹⁴

The exhibiting collection of ISIP is furnished by more than 1,000 publishers from some 30 countries on five continents. Publishers are expected to send their publications free of charge. In return, ISIP bears all the expenses regarding processing and exhibiting of publications.¹⁵

Conclusion

The groundwork has been laid for a National Bibliographic Database and planning is in its final stages. However, many obstacles remain. Croatia has yet to emerge completely free from the war. One third of its territory is still occupied and is inaccessible.

While the NUL is progressing with the implementation of its integrated automated library system CROLIST, many libraries are still coping with the challenges of damage and destruction inflicted on their buildings and holdings. These libraries also experienced heavy losses of expensive and scarce equipment. They are in desperate need of new quarters, titles, and equipment. The possibility of realizing a high degree of automation, which had seemed very real in Spring 1991, now appears at best to be a decade away, as the realities of wartime resource allocation have

left most libraries lacking even the most basic elements, such as personal computers.

On the other hand, the Ministry of Sciences has become quite aware, perhaps even more so during this war, of the need for information systems and the management of information. Global interdependence has become a fact of life. As a result, CARNet was developed. CARNet, the Croatian Academic and Research Network, is a project initiated and financed by the Ministry of Sciences whose aim is to build the communication, computer, and information infrastructure necessary for academic and research needs. CARNet uses the TCP/IP (Transmission Control Protocol/Internet Protocol) which was chosen because it provides three main network services: electronic mail, remote login, and remote file transfer. The network has four main nodes in four university cities (Rijeka, Split, Osijek, and Zagreb).¹⁶

The first development phase is finished. The next step is to ensure more government

funding as well as some foreign investment. But construction of an infrastructure is not the only aim of the endeavor. The real job is still ahead. CARNet is envisioned as a basis for the creation of information systems and joint collaboration among specialists from various fields. It will provide access to a vast quantity of world information for people in Croatia. At the same time, it will enable them to share resources among themselves and with the rest of the world. CARNet has obtained the right to use the intercontinental line which connects Europe and the United States. The ultimate goal is to make CARNet available to everyone who needs it.

For the NUL, the main aim remains to make its hidden treasures accessible across international borders. Due to valid reasons—enumerated throughout this article—public access to CROLIST has not yet been made available via CARNet, but much energy is being focused in this direction.

Laila Miletic-Vejzovic traveled to Zagreb, Croatia in March of 1992, to spend four weeks at the National and University Library. The travel was funded by the International Program Development Office (IPDO) grant, awarded by Washington State University. During the same year, at the end of September 1992, she traveled again to Zagreb, Croatia, as a Fulbright Scholar to lecture in library science at the National and University Library.

Photographs courtesy of Josip Stipanov, Assistant Director of the National and University Library.

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- ¹ Interview with Tinka Katic, Rare Books & Special Collections Librarian at NUL, March 1992.
- ² *Croatian Libraries on Target*. Zagreb, Croatia, National and University Library, 1992, p. 50.
- ³ *Ibid.*, p. 7.
- ⁴ Results of a survey conducted by the NUL in the Spring of 1992.
- ⁵ *Library of the Jesuit Gymnasium (1606-1607); Jesuit Academy Library (the beginning of the University of Zagreb, 1669); and, Grammar Academy Library*. At the inauguration of the University of Zagreb (1874), the holdings of the *Grammar Academy* and the

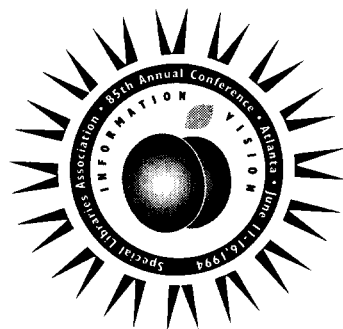
National Museum were combined into the *University Library*. Finally, due to its mission and functions it became the *National and University Library*.

- ⁶ Ivancevic, Radovan. *Art Treasures of Croatia*. Motovun, Croatia, Ivo Motovun, 1986, p. 198.
- ⁷ *Ibid.*, p. 199.
- ⁸ Interview with Father Vlado Magic, of the Bishop Diocese of Zagreb, Curator of the Metropolitana Collection, March 1992.
- ⁹ *The National and University Library's Mission Statement*. Zagreb, Croatia, NUL, 1992.
- ¹⁰ Interview with Mirna Willer, Assistant Systems Librarian at NUL, March 1992.
- ¹¹ *Ibid.*
- ¹² *Ibid.*, October 1992.
- ¹³ The Seminar Papers are being published by the NUL. Once published, the copies could be obtained from the NUL.
- ¹⁴ Interview with Jadranka Gabre, Cataloger at the Information and Sciences Institute, April 1992.
- ¹⁵ *Ibid.*
- ¹⁶ "Hrvatska akademska mreza CARNet." *Glasiło SRCA*. Zagreb, Croatia, SRCE: 8-11 (January 1993).

Laila Miletic-Vejzovic is presently working as Rare Books & Special Collections Librarian in Manuscripts, Archives and Special Collections at Washington State University in Pullman, WA. She came to this position in January 1989, from the Huntington Library in San Marino, CA.

On the Scene

Information Vision: Special Libraries Association 85th Annual Conference Atlanta, GA June 11-16, 1994



Y'all Come! It's true what they say about Dixie—the smiles are wide, the handshakes and hugs are heartfelt, the “Y'all Come” is a sincere invitation. This is your invitation to join your colleagues for the 1994 Annual Conference of the Special Libraries Association, June 11-16 in Atlanta, GA.

Atlanta, the site of the 1994 SLA Annual Conference, rose from the ashes of the Civil War to become the economic and political capital of Georgia. She was born in 1837 as Terminus, the southern end of the Western & Atlantic Railroad, growing quickly to become Marthasville in 1842 and Atlanta in 1845.

Atlanta is a city of 131 square miles with a metropolitan area of 5,147 square miles. The U.S. Census Bureau reports the population of the city of Atlanta (1990) as 394,017. The city can boast 130 retail centers, 41 public golf courses, 54 public parks, 32 streets with the name Peachtree, the largest mall in the Southeast—Lenox Square; the world's largest bas relief sculpture—Georgia's Stone Mountain Park; the oldest ballet company in the nation—The Atlanta Ballet; the largest hotel in the Southeast—the Atlanta Marriott Mar-

quis (one of our co-headquarters hotels); and more shopping center space per capita than any other city except Chicago. Now it can boast an SLA Annual Conference!

Most of you will be arriving at the Conference by air and that means Hartsfield Atlanta International Airport. Twenty-one carriers provide more than 2,100 daily arrivals and departures to every major U.S. city—many within two hours flying time—and to 20 cities in 15 foreign countries. Check out the special discount rates with **Delta Air Lines** (call 1-800-241-6760 and refer to File Number: J1072). As the hub of the Southeast, Atlanta also is easy to reach by Interstate highway. I-20, I-75, and I-85 provide access from all directions and I-285 forms a beltway around the city. Amtrak offers daily service to New Orleans and New York and points in between and beyond.

Hartsfield is located just 10 miles (16 kilometers) from the city center. Taxis post a special rate for three people heading to the convention area. Current rates from the airport to the downtown business and convention district are \$15.00 per person for one passenger; \$8.00 per person for two passen-

gers and \$6.00 per person for three or more passengers. Rates are subject to change. There are shuttle bus and limousine services, as well as nine district car rental agencies located within the terminal—check out the special rates offered to Conference attendees through **Alamo** (call 1-800-732-3232 and refer to ID #75667, Rate Code GR). Plus, the MARTA rapid rail system glides into a covered station right inside the airport, putting the downtown Five Points hub and convention district only 15 minutes away.

Not only is it easy to get to Atlanta, it's a snap getting around within the city. Taxis are plentiful and limousines can be reserved at reasonable rates. The MARTA bus/rapid rail system is among the nation's safest, cleanest, quietest, and most reliable. It has expanded to include 32 rail stations and 32 miles (51 kilometers) of track. Rail stops are located near all major meeting halls and business centers. They include the Omni station downtown (for Georgia World Congress Center and CNN Center); Peachtree Center station (for the Atlanta Market Center); Arts Center station in midtown (for Woodruff Arts Center/High Museum of Art); and the Lenox Station in Buckhead.

Remember, Atlanta is in the heart of the Sun Belt. While the city experiences extremes in the middle of summer and winter, just wait a few days and the weather becomes mild and comfortable. There are four distinct seasons, with temperatures to match. In June the average high temperature is 85 degrees F (30 degrees C) and the average low temperature is 67 degrees F (20 degrees C). Remember to bring a sweater. It may be hot outside but many session rooms will be cool. And since we will be using the Atlanta Marriott Marquis and the Atlanta Hilton & Towers for all the Annual Conference activities, comfortable shoes will be a "must" for walking. Full housing information is in the program booklet.

Y'all Come! SLA members will begin receiving their *Preliminary Conference Program* by the middle of March. Read through it—find out what your colleagues have

planned for you this year. Check out the pre-Conference continuing education courses. Choose a tour.

See you in Atlanta!

Conference Highlights

Professional Development Opportunities:

This year's Conference features more than 20 professional development events, including continuing education courses, the Middle Management Institute, and the Executive Management Program. The following is a partial listing of titles planned for Atlanta. Full course descriptions are listed in the *Preliminary Conference Program* mailed to the full membership in March 1994:

- CD-ROM: Local and Wide Area Networking;
- Reference Triage;
- Fee-Based Services: Entrepreneurship;
- How to Work With Difficult People;
- Introduction to Internet: Browsing the Virtual Shelves;
- Database Implementation;
- Metallurgy for the Non-Metallurgist;
- Practical Indexing;
- The Electronic Landscape;
- First (and Second) Aid for Library and Archival Materials; and more...

General Session Speakers:

Monday, June 13 at 9:00 a.m.—

Richard B. Ross



Previously a scientist in learning research, a licensed clinical psychologist, an executive, and now a management consultant, Richard Ross will bring a wide variety of experiences and skills to his presentation dealing with public and private sector organizations around the world. His presentation at the Annual Conference will be on the subject of "Visioning."

Tuesday, June 14 at 9:00 a.m.—
Charles Garfield



“My mission is to translate the real lessons of your nation’s high achieving organizations and their people into consistent bottom line results,” says Garfield, originator of the concept of peak performance.

His conclusions form the basis of some of today’s most advanced management strategies. Basic to his findings is that regardless of age, educational background or profession, America’s peak performers in business share the same set of basic skills and these skills are learnable.

Division Programs:

The Division Program Planners for Atlanta have put together a fantastic program of activities for members to attend. From workshops to sessions, tours, and networking opportunities, there is something for everyone—every day! The following is just a short list of the sessions scheduled:

- The Future of the Oil and Gas Industry, Or, Virtual Reality;
- Brave New Techno-World: The Impact of Technology;
- Projecting “People Passion”—How to Create Loyal Customers;
- Optical Imaging;
- The Corporate Virtual Library: Model for the '90s;
- Telecommuting and the Future of Work;
- Non-Traditional Career Paths for Librarians;
- Marketing Swap & Shop;
- Copyright Protection for Photographic Images;
- The Internet and You;
- Internet Theme Day—three part program;
- NAFTA: “You Want Me to Find Out What?”;
- What are the Latest Goodies in Electronic Information Products?;

- Harassed: Inappropriate Behavior in the Workplace;
- Make the Most of Networking;
- Tour: CNN Center—The House That Ted Build;
- Tour: The World of Coca-Cola; and much, much more.

Plan Now!

Your participation at SLA’s 1994 Annual Conference is beneficial to you and your organization. You will have the opportunity to:

- Learn how the information center will change in the future;
- Discover how you can turn your information center into a profit center;
- Use technology to boost productivity;
- Learn techniques to work better with top management; and
- Learn how to solve problems in your information center.

Take another look at your *Preliminary Conference Program*. Act now! Send in your Conference registration form as soon as possible—fax it to SLA at (202)265-9317.

Non-members interested in SLA’s Annual Conference should write to Special Libraries Association, Annual Conference, 1700 Eighteenth Street, NW, Washington, DC 20009-2508 and request a copy of the program.

Call for 1995 Conference Papers



The Power of Information: Transforming the World

The theme for the 1995 SLA Conference challenges us to explore information's power to change us and the world we live in. Information is available to more people in more places than ever before. The speed at which information can be delivered and exchanged is unprecedented. Empowered information professionals are becoming movers and shakers in this exciting transformation. They are recognized as experts who employ advanced technology to bring information to a global constituency. The theme embodies the following key concepts:

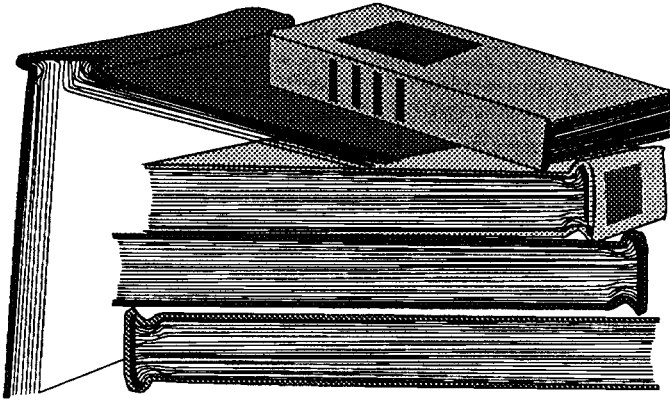
- information management;
- information delivery and impact;
- technological advancements;
- empowerment of professionals; and
- new roles for librarians.

You are invited to submit papers addressing the theme, *The Power of Information*, for the 1995 Montreal Annual Conference. 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 presentations will be referred to the appropriate Divisions.

Guidelines

- **Abstract**—A 250-500 word summary, accurately conveying the subject of the paper, its scope, conclusions, and relevance to the conference theme, must be submitted by September 25, 1994. The text should be transmitted by e-mail to maclean@libl.lan.mcgill.ca. If this is not possible, print copy or ASCII file on 5.25 inch disk should be sent to Eleanor MacLean, 6980 Cote St. Luc Rd. #211, Montreal, PQ, Canada H3A 1Y1.
- **Text**—The complete text of the paper is due at the Association office by April 1, 1995.
- **Length**—Paper presentation should take no longer than 20 minutes.
- **Acceptance**—Papers will be accepted only if the abstract has been submitted and evaluated, the author is a member of SLA, and the author intends to present the paper at the Annual Conference.

Book Reviews



Basch, Reva. *Secrets of the Super Searchers*. Wilton, CT: Eight Bit Books. 1993. 235p. ISBN: 0-910965-12-9

With the proliferation of CD-ROMs and end-users, one might assume that mediated online searching has become a forgotten skill. Reva Basch disproves this assumption in her new book. *Secrets of the Super Searchers* is a collection of interviews with online searchers who are actively practicing their craft. The author has chosen 21 skilled online searchers and two end-users as subjects. After a concise introduction outlining her interview process, she devotes a chapter to each interview. These chapters are arranged alphabetically by the searchers' last names. Each chapter concludes with highlights labeled Super Search Secrets. Finally, the searchers' names are cross listed according to their specialty and work environment. This indexing allows readers to locate an online searcher with similar interests.

Basch, a "super searcher" herself, has managed to capture each searcher's methods in her interviews. Her subjects represent corporate, academic, government, public, and legal libraries in the United States, Canada, and the United Kingdom. Also among them are independent information brokers. Most are formally trained librarians. This book is neither a "how to" narrative nor a textbook about online database searching. Within a few pages one

learns each searcher's background, training, favorite databases, and techniques.

Some consider themselves generalists, while others are highly specialized. Collectively, they are skilled at business, scientific, technical, and legal searching. They usually learned and mastered these skills on the job. The most frequently used systems are DIALOG and LEXIS/NEXIS. Despite the extra time, all of these searchers clean up or post process their results. There are those who diagram each strategy in great detail before going online. Quite a few prefer to "wing it." They are all cautious whenever searching full-time databases. While the majority prefer that the client is present during the search, some are uncomfortable with this presence, and one adamantly refuses to work online with the requester in the room.

Readers will find both similarities and major differences among these experts. Interestingly, one such difference is the attitude towards controlled vocabulary. Many find it essential when searching in the scientific and technical databases, but some consider it inhibiting when working in the social sciences, business, news, and humanities databases. One searcher strongly advocates using controlled vocabulary whenever possible. Others see it almost as a barrier to obtaining good results. A common problem is the cost of databases. It can be comforting to commiserate with these experts about the rising prices of online search-

ing and how much it can influence the final product.

Basch has produced a book that will inform and at times amuse readers. The experienced online searcher will recognize some of these experts' problems and will profit from the solutions. The novice will acquire valuable techniques. Even a non-searcher can enjoy many of the searcher's observations. Despite, or because of, many years of searching experience, they continue to exhibit a zest for their

profession. While such luminaries as Barbara Quint, Susanne Bjorner, Marydee Ojala, and Bonnie Snow are easily recognized, others in this book may be unknown to most readers. It would have been helpful if Basch had given detailed criteria for her selection of these individuals. Also, the two end-users appear out of place. Nevertheless, upon reading these anecdotes, one can readily determine why these online searchers are indeed "super."

David Feinberg, Business Reference Librarian, University of Alabama at Tuscaloosa.

***Journal of Information Ethics*. Robert Hauptman, ed. Jefferson, NC: McFarland & Company, Inc. Spring 1993. 96p. ISSN: 1061-9321.**

Since 1991, almost a dozen journals on ethics have begun publication, including those on biomedical, business, professional, and information ethics. Ethical issues have challenged information professionals for a long time, but now many new concerns are raised as information is more easily transferred, processed, altered, or destroyed. In the premier issue (Fall 1992) of the *Journal of Information Ethics* (JIE), the publisher wrote that JIE is targeted to "those who believe there are ethics to be found in information."

The Spring 1993 issue features six articles covering freedom of information, textbook selection, computer security, censorship, the information market, and plagiarism. Robert S. Wolk's fast-paced article, based on an interview, gives us a new and disturbing twist on term paper mills and academic integrity. Sylvia Weiser equates *The Satanic Verses* to a canary in a mine. Richard N. Stichler explores the virtues of Aristotle to re-envision librarianship "as a cooperative and interactive practice." (p. 61) He urges us "to find the moral resources to resist the corrupting influence of the information market." (p. 61). His remarks should be examined in light of the increasing

amount of advertising in journals and sponsorship of events at professional meetings. Martha Montague Smith talks about visualizing information, yet no graphics appear in her column or in any of the other contributions in the issue. Appropriate graphics might aid readers of this journal and may even help to attract a larger audience.

The success of this new journal depends on the ability of the editor, Robert Hauptman, and the editorial board to attract contributions from people in a variety of disciplines. Hauptman is a librarian with considerable writing and editing experience on the subject of ethics. The board is dominated by librarians and LIS educators. The Spring issue has contributions from philosophy, computer science, and accounting professors, librarians, a writer, and Senator Patrick Leahy. It is hoped that this multidisciplinary pattern will continue in future issues. Even though ethical concerns involving information pervade many fields, librarians are in a leadership position to consider ethical challenges.

JIE provides thought-provoking columns and articles in a readable style, avoiding the arcane writing sometimes found on ethics. Some articles report research results, while others are purely descriptive. Whether for individual reading, staff development, teaching, or discussion, this journal is useful to anyone concerned with information in society.

Education, current issues, and the work-

place provide the focus for the columns. In this issue, one column is a reprint with an addendum. A Reader's Forum of letters is encouraged. However, JIE is published only twice a year; therefore, it is questionable whether such a forum can be effective.

One expects to find reviews in a journal; JIE contains reviews of special issues of journals and several books. The journal also includes an editorial, publisher comments, and biographical information about the contributors. In addition, there is a section on Article Alerts with 27 annotated entries in seemingly ran-

dom order. About two-thirds of the items are from the *New York Times* and other newspapers and news magazines. There is only one item from a scholarly journal.

This new journal has an outstanding opportunity to cover ethical challenges related to information from a variety of perspectives. The Spring issue provides valuable reading on several ethical issues. Subscriptions are recommended both for individual and organizational learning, and to partake in the evolution of JIE.

Eunice M. Roe, Ph.D., independent consultant in Vestal, NY.

***High Performance Medical Libraries: Advances in Information Management for the Virtual Era.* Naomi C. Broering, ed. Westport, CT: Meckler Publishing. 1993. 229p. ISBN: 0-88736-878-6.**

This is a collection of 18 case studies representing some of the most innovative projects and trends in medical libraries. Edited by Naomi Broering, widely respected Director of the Dahlgren Library at Georgetown University, the broad topics discussed include: IAIMS-Integrated Advanced Information Management Systems, UMLS-Unified Medical Language System, Network and Resource Sharing, Document Delivery and Full-Text Systems, the Extended Online Catalog, Integrated Hospital, Corporate and Society Libraries; and Computer Training Labs and Medical Software. Several chapters are based on papers presented at the 1992 annual Computers in Libraries Conference.

Broering's two chapters reviewing the NLM's IAIMS project provide a succinct overview of the conception and development of IAIMS at NLM and its implementation at Georgetown. Broering credits the IAIMS project for the development of a "high-performance virtual library" at Georgetown. IAIMS has served to advance the concept of integra-

tion, accelerate the use of computers to enhance education, increase user acceptance of advanced technologies, and establish cost factors for providing information resources.

Betsy Humphreys, Peri Schuyler, and Alexa McCray, all from NLM, provide useful descriptions of the Unified Medical Language System. Conceptual differences between the UMLS and MESH (Medical Subject Headings) are clearly defined. Jeffrey Hylton, Naomi Broering, and Helen Bagdoyan describe an electronic full-text database created from scanned images of journal articles; the project can provide online, fax, and mail access to the digitized articles. One of the most interesting chapters, and regrettably one of the shortest, is the chapter on image workstations. Wilma Bass briefly describes four digitized imaging projects and outlines the cataloging, indexing, and retrieval issues surrounding this emerging technology. Other case reports include the development of medical education software at Georgetown University and at the Montefiore Medical Center and Albert Einstein College of Medicine; information technology at the Upjohn Pharmaceutical Library and at the Royal College of Physicians of Edinburgh Library, and development of the Human Genome Project at the Washington University School of Medicine Library.

These papers clearly represent the direction that not just medical libraries, but all libraries, must be headed. Most of the chapters are well-written and whet the reader's appetite for more details. The volume includes short bibliographies with each chapter and many fig-

ures; unfortunately the type in several figures is so small it is difficult to read. Although seven of the 18 chapters represent experiences at Georgetown, all of the perspectives provide concrete examples of ways libraries must meet the challenges of the "virtual era."

Mary Ann McFarland, Assistant Director for Access Services, St. Louis University Health Sciences Center Library, St. Louis, MO.

***On Account of Sex: An Annotated Bibliography on the Status of Women in Librarianship 1987-1992.* Lori A. Goetsch and Sarah B. Watstein, eds. Metuchen, NJ: The Scarecrow Press, Inc. 1993. 244p. ISBN 0-81808-2701-8.**

Despite its titillating title, this bibliography continues a serious body of research that had its inception almost 20 years ago with the publication of *Women in Librarianship* in 1975. *On Account of Sex: An Annotated Bibliography on the Status of Women in Librarianship, 1887-1981* was first published in 1984 to supplement *The Role of Women in Librarianship 1876-1976*, published in 1979. This is the second supplement for the years 1987-1992. It differs from previous works in that it is the collective work of a dozen women from different libraries across the country. They contributed to this publication for the Committee on the Status of Women in Librarianship, American Library Association, and include Virginia Clark, Allison Cowgill, Joan Fiscella, Janice Kirkland, Jean McManus, Mary Beth Minick, Kristen L. Strohmeyer, Sandra Peterson, Mary Ellen Shiflett, and Mary Vela-Creixell, as well as the general editors. The compilers were responsible for annotating and indexing materials they found with the aim of providing users with enough information to determine the worth of the citation for retrieval. Almost all the entries are annotated, with very few exceptions. Author and subject indices keyed to

the citation numbers follow the bibliography. In this supplement, the subject index was based on *A Woman's Thesaurus*.

The bibliography contains materials on all types of libraries, including academic, public, school, and special. It collects research about women in librarianship by date and topic in terms of vocational studies taken from such sources as *Library Literature*, *Information Science Abstracts*, *Dissertation Abstracts*, *ERIC*, and *American Studies Index* as well as direct examination of various materials. The materials relate to the status of women in librarianship and contribute to an understanding of women's evolving status and position in the library and information science professions.

Tables of the number and percentage of citations in various vocational behavior clusters (e.g. Women's Workforce Participation, Workplace Justice, Leadership, etc.) provide an indication of the areas of emphasis and gaps in existing research. Much of the literature shows research related to organizational subjects. Goetsch and Watstein suggest that the "need for further study, including those related to employment issues and to feminist analysis of the profession" recommend further research in both methodological and topical areas in their introduction. They conclude by stating that "Researchers will be better able to access gender equity in the profession with the information that will result from further research on women in librarianship. Linking the research to other perspectives, including feminism, will enrich their under-

standing of the experience of women in this profession.”

On Account of Sex: An Annotated Bibliography on the Status of Women in Librarianship 1987-1992 is a useful research tool

and as the editors intended, it contributes to a greater understanding of the status of women in librarianship and documents the ongoing changes in the field.

Sandra Saddy, Librarian and Supervisor, Resource Centre, Huronia Historical Parks, Midland, ON, Canada.

***Integrating Total Quality Management in a Library Setting.* Susan Jurow and Susan B. Barnard, eds. Binghamton, NY: The Haworth Press, Inc. 1993. 201p. ISBN: 1-56024-464-X.**

If you are currently implementing TQM in your library, or contemplating doing so, *Integrating Total Quality Management in a Library Setting* should top your list of required reading—for yourself and your staff. Susan Jurow and Susan B. Barnard are to be commended for a superb job in editing this work, their choice of contributing authors, and organization of the papers into a logical structure. Their introduction sets the tone and focus of the publication, outlining the fundamental concepts of TQM (breaking down interdepartmental barriers, the internal customer, continuous improvement) and how difficult the implementation process can be.

Section I, “Library Applications to Total Quality Management,” contains three very different and honest case studies on TQM implementation in academic libraries: what we did, what went wrong, what we’d do differently next time. Kaye Gapen’s contribution (co-authored by Queen Hampton and Sharon Schmitt) focuses on the rationale used by the library director at Case Western Reserve University as she considered implementing TQM, and the role customers played in the planning process. Mary Beth Clack describes the planning and preparation that went into implementing TQM at Harvard College Library, detailing the work of the Task Force on Staff and Organizational Development, and the

Steering Committee that ultimately implemented the process.

Karyle Butcher’s experiences with TQM at Oregon State University Library highlights two pilot projects. As with the first two case studies, there were some staff prejudices against TQM and considerable concern with TQM vocabulary. Butcher warns us that the TQM process is time-consuming, but says it is well worth the effort. This first section concludes with Barnard’s discussion of a model for implementing TQM in research libraries.

The papers in Section II build on Barnard’s model by focusing on specific aspects of “Implementing a Total Quality Management Program.” Arlene Farber Sirkin writes about customer service; Tim Loney and Arnie Bellafontaine concentrate on training, emphasizing the need for library staff “to recognize customer relations as a critical component” of their work; Constance Towler’s article centers on team problem-solving. Jurow concludes Section II by providing readers with “Tools for Measuring and Improving Performance” (The Shewhart Cycle, flow charts, cause and effect diagrams, Pareto Charts, and control charts). Of particular interest to readers will be her detailed account of the benchmarking process.

Section III, “Supporting Total Quality Management Efforts,” begins with a chapter by W. David Penniman, who emphasizes the need for “radically revising the way we do business.” His review of the Malcolm Baldrige Award system as it applies to the library setting is a prescription for the development of a quality award for libraries. The other article in this section, “Creating Partnerships: Forging a Chain of Service Quality,” contains a discus-

sion of six Principles of Partnerships: Start TQM at Home and Share the News; Respect Your Partner's Position; Look for Seamless Connectivity; Manage the Partnership by Fact; Use Trust to Your Advantage; and Employ Patience and Perseverance. The authors, all of The Faxon Company, explain the importance of creating librarian-vendor partnerships as part of any effort to improve customer service.

The final section of the book, "Learning from the Experience of Others," contains three articles about implementing TQM in other, more unusual settings. Maureen Sullivan and Jack Siggins discuss "Total Quality Management Initiatives in Higher Education," Robyn

Franck talks about "The Federal Government Experience," and Eugene E. Matysek, Jr. details the benefits and pitfalls of implementing TQM in a large-scale project (the Defense Fuel Supply Center).

Integrating Total Quality Management in a Library Setting is a wonderful collection of essays on the implementation of TQM in academic libraries. One can only hope that librarians from other sectors (e.g., corporate or public) will document their experiences with TQM as well as the authors in this work have done and send their articles to Jurow and Barnard to be incorporated in a second volume.

Barbie E. Keiser, Information Resources Management Consultant, New York, NY.

***New Technologies and New Directions*, G.R. Boynton and Sheila D. Creth, eds. Westport, CT: Meckler Publishing. 1993. 118p. ISBN 0-88736-879-4.**

This publication of nine articles emerged from a symposium of University "scholarly" publishing, learning, creation, and management of information using computers. The lengthy introduction gives a good overview that emphasizes relearning how to hunt for information and sources and how to usefully organize the information.

"Freedom and Power" stated that paradigm confrontations abound in a world where computers are everywhere, even if we don't immediately recognize them. "We need to control technology, not let it control us," Ted Nelson speaks of Xanadu, a project where information can be extracted from a document with automatic royalty.

"You Can't Always Get. . ." points out that browsing and flipping through books to make comparisons is easier and faster than using what is now available in electronic text. Also, retrieval of citations can result in multiple charges to each user but paper journals only incur one-time charges.

"The Lonely Scholar . . ." reminds us that at this state of evolution, information technology can't bring everyone everything, but ultimately will provide an unheard of level of public access to the world's information riches.

"Pay the Piper" is an excellent outline of the history and status of the *MLA International Bibliography*.

"Electronic Journal Publishing . . ." tackles the issue of creating new and different journals for networks or taking the present ones and delivering them as they are. It says cost eventually will be the same as paper; what will change is availability.

"Now and Then . . ." states, "The real potential is not for lecturers teaching in classrooms, but students preparing new kinds of term papers." Internet is a national network that the people make work and the government pays for. The UNC Institute for Advanced Technology is a leader in these new technologies for teaching and learning.

"Integration of Hypermedia . . ." is the story of California Lutheran University's exploration of the use of hypermedia in teaching since 1984. The University has a Hypermedia Lecture Hall, Hypermedia Laboratory, and an Optical Data Design Center that produces videodiscs.

"Take Your Computers . . ." discusses com-

puter art, which the author says is radically different and vital. "It remains the responsibility of the artist to maintain the highest possible standards and for the viewer to be discerning," the article says.

"Knowledge Management . . ." covers medical laboratory research involving Mendelian and Genome projects, and their three primary components: software engineering, research/scientific support, and service.

All of the articles provided enjoyable reading

material with an interesting and important emphasis on "the necessity of relearning" in order to use and profit from new technology. However, this is not entirely the domain of the "scholarly" community. We need to proceed into the future by learning about what is available to us in the present. While this is not typical easy reading material, the articles are short enough to retain readers' interest and provide an interesting view from the academic side on using technology in the classroom and lab.

Anne L. White, Resources Center Manager, Nebraska Department of Roads, Lincoln, NE.

Daubert, Madeline J. *Financial Management for Small and Medium-Sized Libraries.* Chicago, IL: American Library Association, 1993. 185p. ISBN 0-8389-0618-4.

Madeline Daubert's *Financial Management* covers a range of financial topics as they relate to libraries, with sections on accounting fundamentals, preparing an operating budget, automation in libraries, and grantsmanship. Daubert approaches these rather large topics, on which much literature exists, from the perspective of a librarian turned accountant. The array of topics is large, and not confined strictly to accounting concepts because, as Daubert points out, money does permeate most things, even in a library or information center setting. Daubert points to the "low level of financial accountability for libraries in the past" (p. v) and seeks to remedy this by "provid(ing) librarians and library managers with the background necessary to manage the financial resources of the library, to communicate effectively with other managers concerning financial policies and procedures, and to make informed decisions concerning the use of available funds" (p. vii).

The book approaches this worthy goal by covering financial issues large and small, simple and complicated. On the simple end, we learn that "a computer system consists of hardware and software" (p. 164) and are provided with a definition of expenses. Daubert also approaches heavier topics such as methods of assessing depreciation and accrual accounting. Although the material presented is certainly accurate, the transition from simple to complicated concept is not always fully detailed. For instance, the reader comes away with an understanding of the concept of the zero based budget but probably won't be able to create one. Examples used to illustrate concepts are drawn from all types of libraries, with many from the public library environment.

However, the accounting principles are covered in adequate detail for the book's intended audience. Neither library school students nor library managers will have to perform the work of accountants. *Financial Management* succeeds as an overview and as an introduction to concepts. On the non-accounting topics such as grantsmanship and library automation, the library professional will certainly want more information, but for the library student this is a good starting point.

Noirin Lucas, Senior Children's Librarian at the Chatham Square Regional Library, a branch of the New York Public Library in New York, NY.



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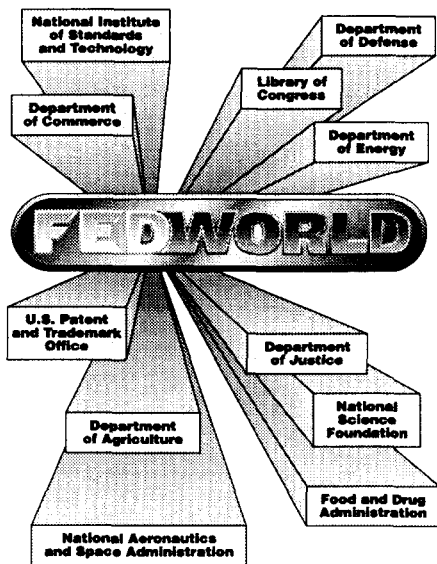
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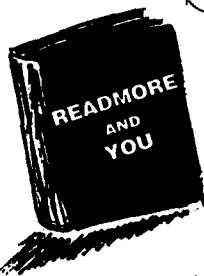


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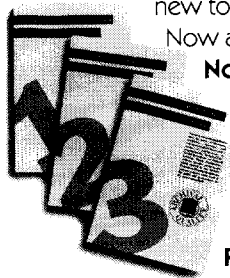
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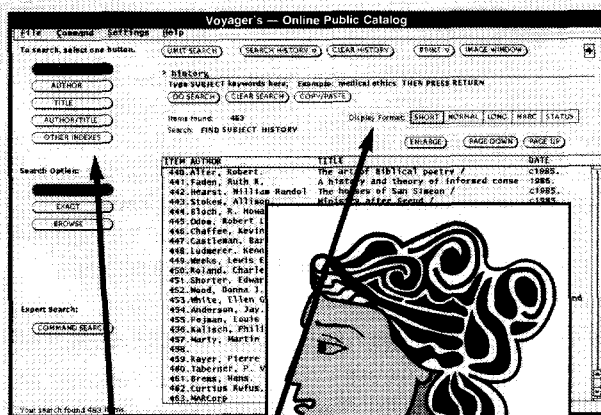
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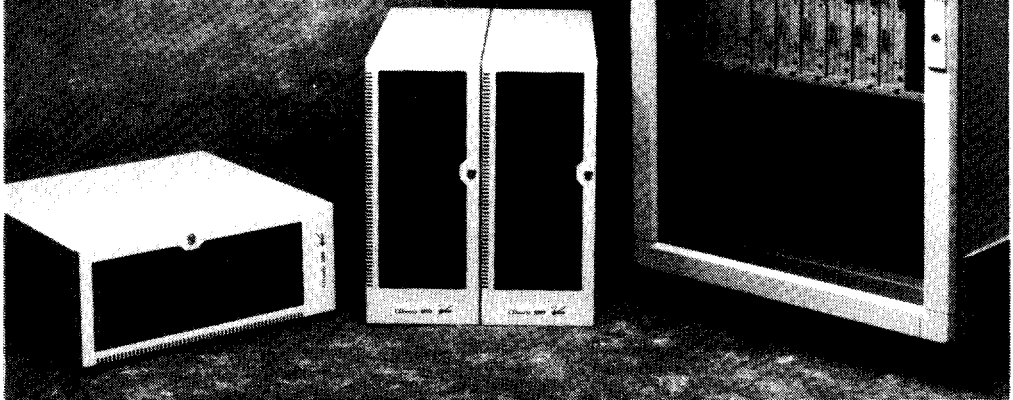


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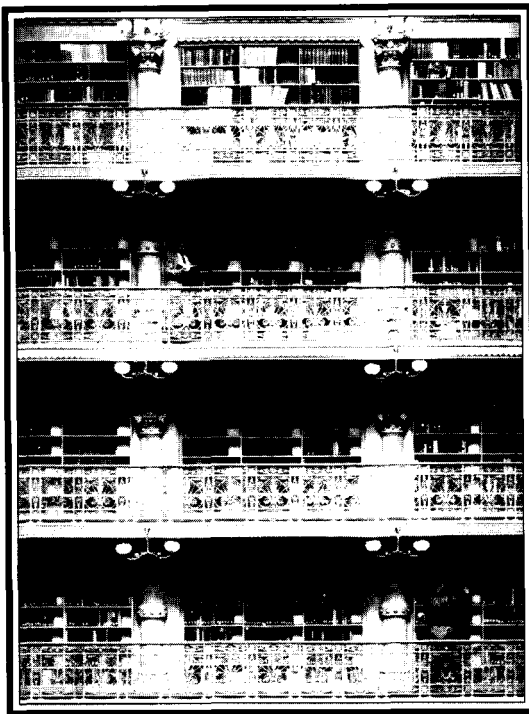
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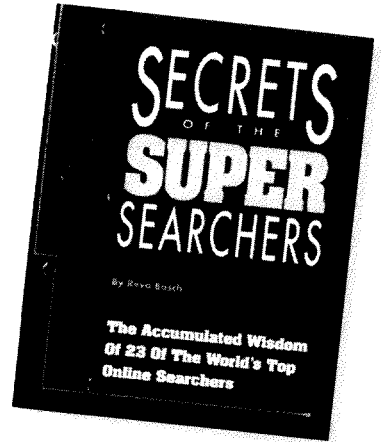
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