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Information Outlook, January 1997

Special Libraries Association

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Information

O U T L O O K

JANUARY 1997

THE MONTHLY MAGAZINE OF THE SPECIAL LIBRARIES ASSOCIATION • VOL. 1, NO. 1

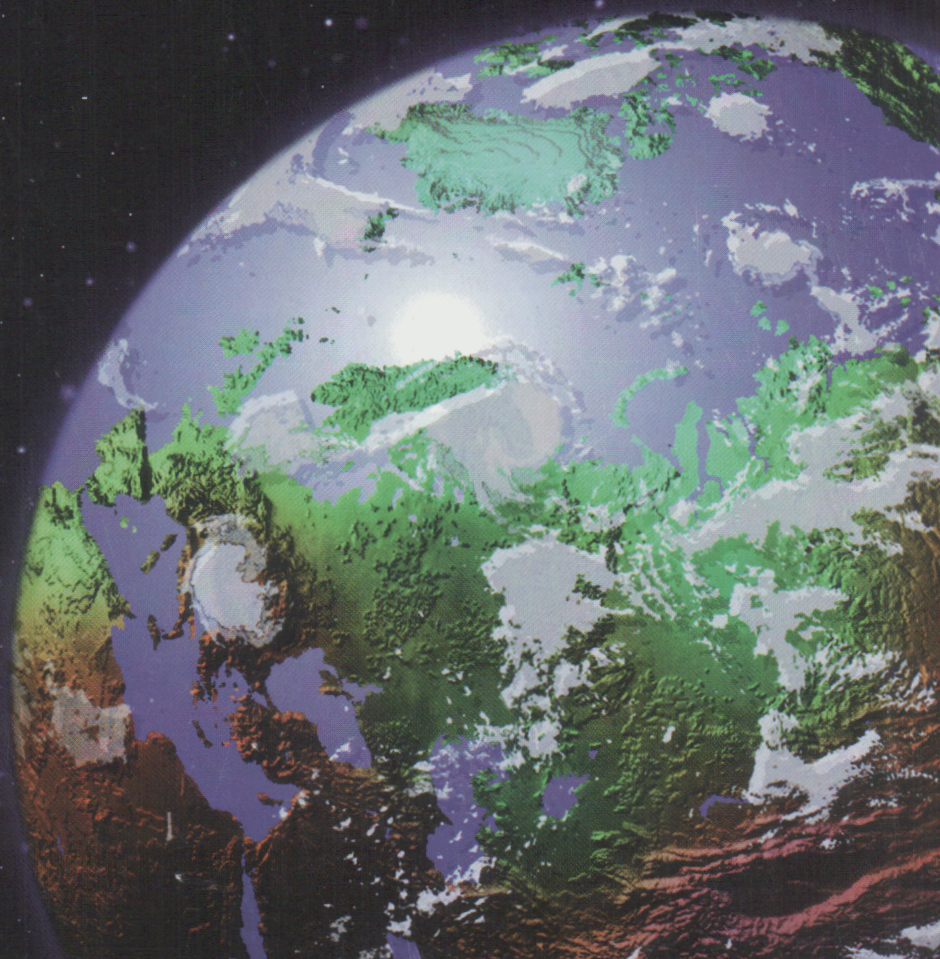


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A New Era Dawning

Knowledge Navigation

**Reaching the Information
Technology Promised Land**





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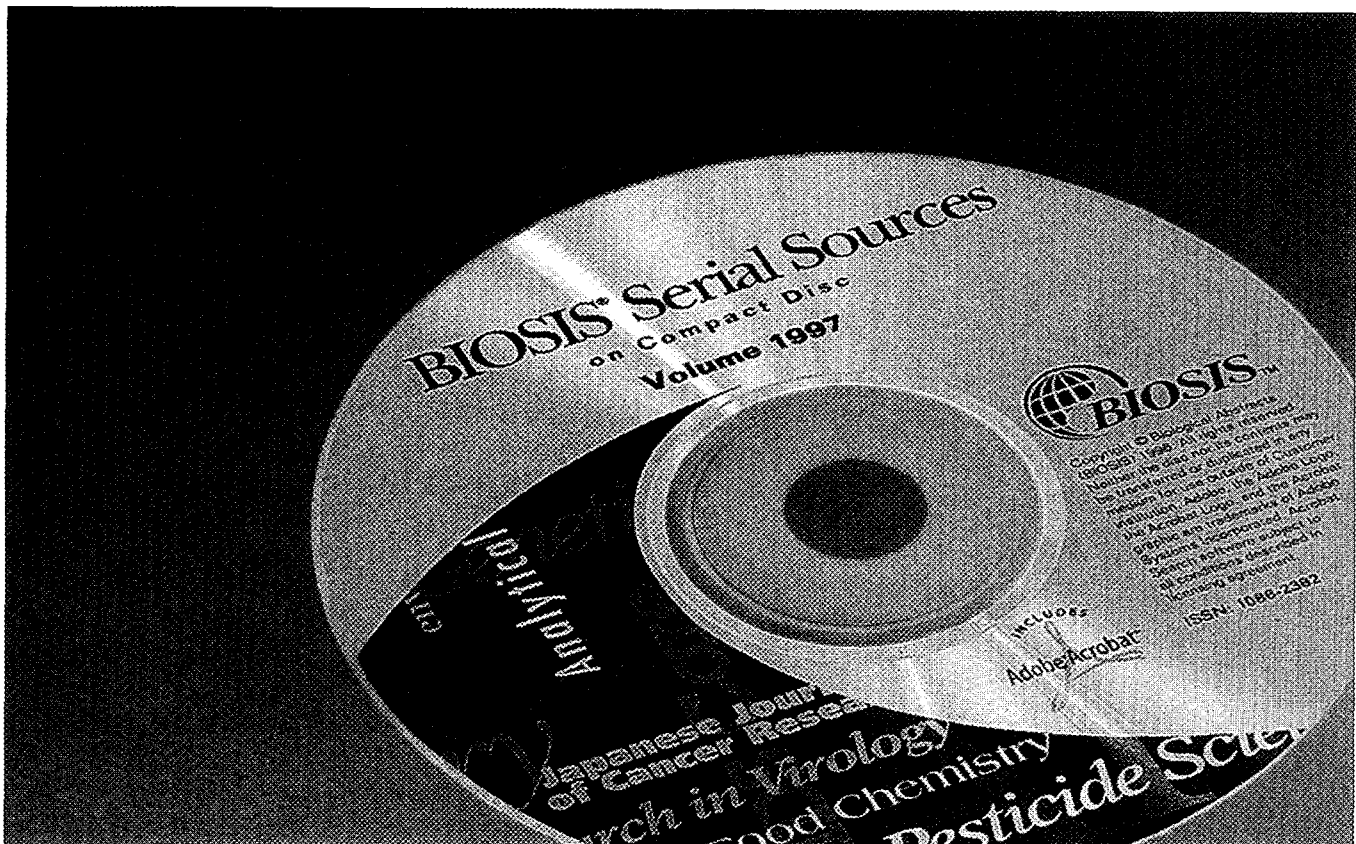


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Special Libraries Association

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Letter

FROM THE PUBLISHER

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Happy New Year! And a truly new year it is. With this first issue of *Information Outlook*, SLA marks the most significant change in its serial publications program since the introduction of *Specialist* in 1980. Our new logo, which graces the front cover of this first issue, also represents tremendous change.

These substantial changes came as a direct result of listening to you, our members. SLA staff listens to your requests and suggestions through formal vehicles such as the Super Survey, a membership needs assessment survey conducted every five years; member phone interviews conducted by senior staff; and other written surveys sent to members. Staff also listens to members through daily telephone conversations, at membership meetings, during focus group discussions, and in the written correspondence received daily in our offices. This "active listening" has led the SLA's Board of Directors to instruct staff to create an entirely new publication, a transformation which involves a more in-depth treatment of issues than our former publications were able to provide due to space constraints and limiting formats. With this input, staff has created *Information Outlook*.

With a finger on the pulse of our membership, we have included an Internet column written by SLA Net guru **Sharyn Ladner** (p. 25). The latest developments in research issues have been outlined in a new research column; this month's is written by **Laura Gasaway** (p. 31). Some other columns of note include "Copyright Corner," by **Larry Guthrie** (p. 39), "Money Matters," by **Donna Scheeder** (p. 18), and "Special Librarians," by **John Piety** (p. 32). You will also find an exciting new international column, written by **Mary Lee Kennedy** (p. 6), and **Craig Wingrove** leads the charge to pull student members into the ranks with his guest-written column focusing on this vital membership group (p. 6).

We are thrilled to feature five dynamic articles written by members of the association. **Jenna Hartel** (p. 10), **Corinne Campbell** and **Eugenie Prime** (p. 20), and **Jane I. Dysart** and **Stephen Abram** (p. 34) forecast the future of the information professionals in three timely articles about change and the profession. **Mary Ellen Bates** explores the Internet's value to special librarians (p. 20), and **Denise Chochrek** shares how you can use the Internet and other modes of research to find competitive intelligence on other organizations (p. 26).

SLA staff has much to share with you as well. Staff has been hard at work preparing information on professional development opportunities and events, public relations actions, and government relations news. SLA President **Sylvia Piggott** and I are also taking advantage of this new vehicle with a column called "Executive Outlook," where we share with you our views of various aspects of our association (p. 5).

I encourage you to use this publication as the communications tool for which it was created. Take a moment to write a letter to the editor; express your opinions through our upcoming "That's Debatable" column; engage your colleagues in discussion of important issues.

As I page through this first issue of *Information Outlook*, I am reminded of the 19th century French writer and poet, Paul Claudel, who once wrote of the "listening eye." As you read this new monthly magazine, listen carefully to the information before you, and find ways to incorporate these issues to help you be a more vital player in the field. This magazine is written by and for information professionals and I am confident that you will find that it is clear, timely, well-researched, and so invigorating that it will keep you reading through 1997 and beyond. Happy new year, and happy listening!

David R Bender

David R. Bender, Ph.D.
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A New Era Dawning

As we move into the 21st century, some key words which are often used to describe just about any significant situation or activity are "speed," "efficiency," "globalization," "technology," "process," and "customer." To re-engineer or transform our profession and our association for the new century is no small challenge because the transformation involves our symbols, the products we develop and deliver, and the processes we manage.

We have made a significant investment in our association by providing the basic technical infrastructure and investing in human capacity to facilitate the re-engineering process. Our objectives are 1) to serve our membership and the broader community by establishing an accessible, stable, consistent, and sustainable communication and information infrastructure; 2) to create an infrastructure for research and policy analysis for sustainable development; 3) to increase communication, information sharing, and collaboration; 4) to provide access to regional and global communication communities; 5) to provide access to regional and global information resources, thereby facilitating information exchange; and 6) to strengthen the use of information and communication technologies. We expect that our investment will result in increased understanding of the impact and role of information and related technologies on societal development, research, and economics.

Let's look at the symbols of our association. Our well-recognized logo, which served us well for many decades, has been reviewed to determine if change was necessary. We finally decided it is time to enhance that symbol to reflect the changes we are experiencing—globalization, speed, process, and so forth. Our two former official publications, *Specialist* and *Special Libraries*, have also been reviewed, examined, and evaluated over the years to see how they could be improved. While it seems nothing happens before its time, fortunately this is the time. This new monthly magazine, *Information Outlook*, should be even more useful, provide even more information for all sectors of the membership, satisfy readers who like to "skim," and be pleasing to the eye with the use of color. In keeping with the magazine's mandate as a major communication tool, staff are taking the interactive route by fielding questions, comments, suggestions, and even making use of the membership's own experiences. This two-way communication allows us to better understand your expectations and make the necessary adjustments. *Information Outlook* is part of the beginning of the change process which, with your feedback, will improve with age.

Re-engineering, according to Peter Drucker, is transforming an organization from the flow of things to the flow of information. He believes information is everyone's responsibility and the primary tool in our emerging post-capitalist world. Drucker also believes that power comes from transmitting information to make it productive. This is good news for our profession and should spur us on to becoming a major and significant player in the new era.

The re-engineering process centers on making radical improvements in the way we design products, fulfill requirements, and manage our customers to achieve the best results. Almost any product we design will involve the use of technology in some form. For example, the next generation of databases, CD-ROMs, and the information superhighway will offer directory browsing, information retrieval, hypermedia, video-on-demand, home shopping, scientific data management, and library systems delivered with graphical and direct manipulation user interfaces to support fact-finding and browsing by novices and experts alike. To be value-added, these systems must allow users to filter out unwanted data, zoom in on relevant items, and then get details on demand.

The strategic importance of outside information (external information on noncustomers and trends) and the importance of understanding economic and technical changes, demographics, and the maneuvers of competing entities, will drive the development of Intranets as a competitive tool. The information unit must provide this key decision-supporting resource by using the appropriate technology.

The new era requires that we concentrate our intelligence on the processes necessary to produce desired results which are of value to our customers. Built into this new behavior are two important elements—autonomy and responsibility. This means that the professional must be well-equipped with the competencies necessary to achieve customer satisfaction. This is becoming even more challenging because our customers are gaining access to the tools of our trade and are beginning to understand the processes as well.

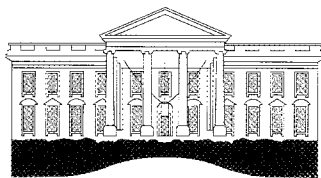
As we move into the 21st century, information professionals must be in a constant state of preparedness. Continuing education is crucial, cross-training will be mandatory for employability, project management skills will be valued as a means of achieving desired results, and partnering will be necessary for survival.

Sylvia Piggott, President

Internet: spiggott@accent.net

Listserv: sla-pres@listserv.sla.org

MEMBER NEWS



Hewitt Among Guests at White House

Vivian Davidson Hewitt was among the two hundred invited guests assembled in the White House on October 29, 1996, for the presentation to the White House of its first painting by a black artist. The work, "Sand Dunes at Sunset, Atlantic City," is by Pittsburgh-born Henry Ossawa Tanner (1859-1937). Hewitt has been a collector of African American and Haitian art for more than 40 years. Hewitt is a member of the New York Chapter and the Museums, Arts & Humanities and Social Science Divisions.

CHAPTER & DIVISION NEWS

Insurance and Employee Benefits Division Offers Scholarship

The Insurance and Employee Benefits Division (IEB) is offering a \$1,000 conference scholarship to enable a library school student to attend, for the first time, the Special Libraries Association annual conference in order to participate in activities of the IEB. The successful candidate will be currently enrolled in a graduate library school program; will best articulate in an essay of 500 words how he or she can participate in and contribute to the information

Liberman Wins ASIS Award

Kris Liberman of Lotus Development Corporation is the winner of the 1996 American Society for Information Science (ASIS) James Cretsos Leadership Award. The Cretsos Leadership Award recognizes a new ASIS member who has demonstrated outstanding leadership qualities in professional ASIS activities. Liberman is a member of the Boston Chapter and the Business & Finance Division.

Hlava Receives Watson Davis Award

Marjorie K. Hlava was the 1996 recipient of the Watson Davis Award which recognizes an individual member of ASIS who has shown continuous dedicated service to the membership through active participation and support of ASIS programs, chap-

industry and the IEB; will have two letters of recommendation, one of which must be from a library school professor, and will be a student member of SLA at the time of the conference pre-registration. Deadline for applications is February 28, 1997. For more specific information, please contact Scholarship Committee Chair Adrienne Korman, The New England, 501 Boylston Street, Boston, MA 02116; tel: 1-617-578-2307; fax: 1-617-578-5531.



ters, committees, and publications. Hlava has been a member of ASIS since 1976 and has served as the organization's president. She is a member of the Rio Grande Chapter and the Information Technology Division.

INDUSTRY NEWS

Microsoft, Derwent Partner to Develop Patent Solutions

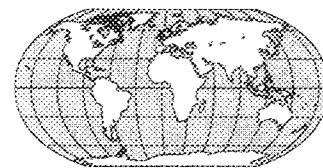
Microsoft Corporation has joined forces with Derwent Information, which works with the provision of international patent information, to develop international patent database solutions. These solutions will focus on making global patent information easier to access, use, and share. "The astounding pace of technological advancement has increased the importance of having immediate access to international patent information" said Jack Lee, product development director at Derwent Information.

UMI to Help Rebuild Bosnian Library

UMI will help a major library in war-torn Bosnia rebuild its collection of literature. The National University Library of Bosnia and Herzegovina, which serves the nearby University of Sarajevo, lost hundreds of thousands of books, journals, and priceless manuscripts during the fighting of the past four years. UMI will donate a CD-ROM image system and two databases to the library.

To contribute member, chapter & division, or industry news, please contact Assistant Editor Susan Wright by fax at: 1-202-265-9317; Internet: susan@sla.org.

INTERNATIONAL NEWS



Living in a Global Village

The Special Libraries Association has many units that have specific responsibilities for international relations. At the association level, we have the International Relations Committee and the International Information Exchange Caucus. We are actively involved in international associations such as the International Federation of Library Associations (IFLA) and the Federation of Information and Documentation (FID). At the chapter and division level, we have international relations chairs and liaisons. Although SLA historically grew out of the United States, our membership is not composed solely of U.S. citizens. In fact, as of June 1996, we had members in 58, yes ... FIFTY EIGHT, countries!

Some countries have thousands of SLA members, while others have only one or two members. Can you imagine what it would be like to need information on Estonia and be able to locate someone there who can help you? What if you were in Malaysia and needed to know how other Asian Pacific information professionals are delivering content to the desktop? Perhaps your organization needs to fill a position in Sweden and you need to understand the country's hiring laws. Or, maybe

you want to better understand just exactly what SLA is doing outside of the United States. Who are you likely to contact ... a complete stranger, or someone who values professional activity and development as much as you do?

We cannot underestimate what it means to be part of a global village. It is only at our peril that we ignore events in other parts of the world, that we look for solutions with only one point of view, or that we look at opportunities for effective information management in only one geographic location. Simply put, we are all living in an Information Age that allows us to think outside of the box.

Our profession is no different than anyone else's. We not only live in an internationally aware world, we are often sought out to identify threats and opportunities in the world. How aware are we of what is going on in our own field? What kinds of organizations, networks, and developments are happening outside our own backyard that we need to know about? If credibility, objectiveness, and relevancy are as important as we tell our customers or clients they are, what are we doing to make sure we can meet those very significant expectations?

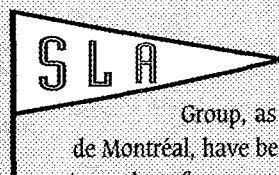
The purpose of this column is straightforward: this is your column. The International Relations Committee and other groups within the association will be communicating to you via the column, but first and foremost, this is a place for the membership to share its experience, knowledge, and expertise regarding the global village. We have

58 countries with members. We are an association of many nations. We need to communicate to as many nations. This is the opportunity before us.

by Mary Lee Kennedy. For more information on "International News," or to contribute to the column, please contact SLA's International Relations Committee Chair Mary Lee Kennedy at: 1-508-486-2540; fax: 1-508-486-2302; Internet: maryl.kennedy@ljo.dec.com.

STUDENT NEWS

Eastern Canada Chapter & McGill University: A Lasting Friendship



The Eastern Canada Chapter (ECC) has always had a tradition of working closely with student members. The McGill SLA Student Group, as well as student members from Dalhousie University and Université de Montréal, have benefitted from this relationship for many years.

A number of programs have been set up specifically to help student members. A mentoring program has been established to help graduates adjust to professional life, and networking events are held to assist students in learning more about special librarianship, while giving them a chance to meet with future colleagues and learn aspects of the field not taught in the classroom.

In 1996, the ECC began offering an annual scholarship to a student member based on professional activity involvement and academic achievement. To ensure that the ECC is not out of touch with its student members, the presidents of the McGill SLA Student Group and GESLA-EBSI (Groupe étudiant-Special Libraries Association-Ecole de bibliothéconomie et des sciences de l'information de l'Université de Montréal) are invited to sit on the executive board as student liaisons.

In 1995/96, the McGill SLA Student Group was extremely active with their own professional development activities. The executive board of the group, comprised of five committees, programmed dozens of events for their 73 members. The committee chairs worked hard to ensure that there were always activities planned and that people were able to participate.

The highlight of the year for the McGill SLA Student Group was the annual guest speaker/dinner event. The group raised over \$400 (to supplement the \$150 donation from the ECC) and flew in Jane Dysart, now past-president of SLA, from Toronto to be the guest speaker for the evening. There was record attendance at this chapter meeting and guests came from as far away as the Toronto Chapter.

In February, 25 members toured Ottawa, making stops at the National Library of Canada, the Parliamentary Library, and CISTI (Canada Institute for Science and Technical Information). The semester was capped off with a visit from Sylvia Piggott, current president of SLA, who joined us for a colloquium to discuss career paths for the new information professional.

The 1996/97 McGill Student Group is looking forward to another successful year under President Alexandra Fitchett. In addition to the traditional annual dinner, tours, and guest speakers, the group will be creating a McGill University SLA Student Group Web site.

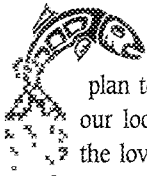
The McGill SLA Student Group would like to sincerely thank John Leide, faculty advisor, and the entire Eastern Canada Chapter for their continuing support. ☼

by Craig W. Wingrove. Wingrove is research librarian, Sports Illustrated, New York. For more information on "Student News," or to contribute to the column, please contact SLA's Director, Membership Development Christine Kennedy at: 1-202-234-4700, ext. 648; fax: 1-202-265-9317; Internet: christine@sla.org.

Conference

COUNTDOWN

Day Trips from Seattle



While in Seattle for the annual conference in June, plan to spend some time exploring our local sights. We live in one of the loveliest parts of the west, surrounded by sparkling lakes and bays, and are blessed with mountains that rise to the north, south, east, and west. Whatever direction you choose, you won't go wrong.

Experience Bucolic Bliss

A mere 40 minutes northeast of Seattle, you can visit the Snoqualmie Valley, a pretty country area dotted with U-pick berry farms and country cafés. Visit the Carnation Research Farm on Highway 203, or head for the Herbfarm on Issaquah-Fall City Road, a roadside stand that grew into a thriving business. The Herbfarm offers live herb plants, a gift store, and a popular yet quite expensive restaurant serving imaginative multi-course meals. You can also view the 268-foot high Snoqualmie Falls from a cliffside gazebo or hike down to the Puget Power station at the bottom to feel the spray. If it's a weekend, ride the Puget Sound & Snoqualmie Valley Railroad vintage steam train from its depot in Snoqualmie. It's a 10-mile round trip travel back through time.

Drink a Toast

Head to the east again, this time to Woodinville, home to three sites for wine and beer lovers. First, visit the elegant manor house Chateau Ste. Michelle, one of Washington State's largest wineries, located off Highway 202 in Woodinville. Take one of the daily tours, which include tastings, or purchase wine and lunch for a picnic on the lawn. Or, head across the street to Columbia Winery's manor house for

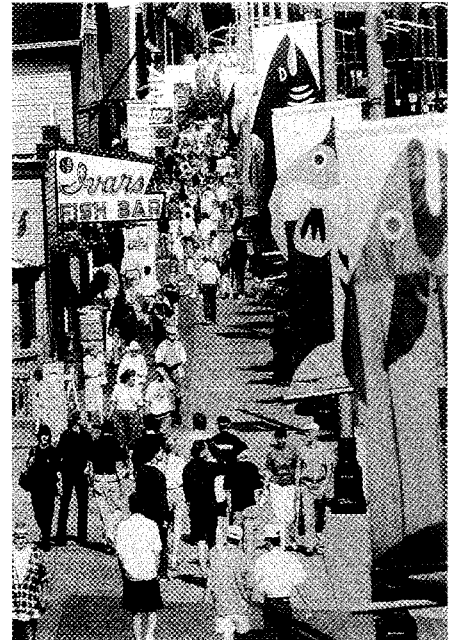
equally delicious free samples. Finally, top it off with a pint of microbrew and some pub food at the Redhook Brewery next door.

Ride the Washington State Ferries

Visit the Kitsap Peninsula using the Washington State Ferry system. Kitsap lies west of Seattle. Take either the Seattle-Bremerton or Seattle-Bainbridge Island ferry to explore the small towns, parks, and shorelines of this quiet region. Bremerton is an unpretentious Navy town, site of the U.S. Naval Shipyard, with the fleet anchored offshore. To reach nearby Poulsbo, a Norwegian-style waterfront town, drive north past the Bangor Naval Submarine Base and stop just outside Silverdaie. Alternatively, you can take the Bainbridge Island ferry to Winslow, the upscale residential area that appeared in the movies "Disclosure" and "Another Stakeout." Driving north, bear right at the Hood Canal Bridge as you reach Port Gamble, a company town built in the 1850s by Pope & Talbot. The town is a little piece of Maine relocated to the Pacific Northwest. Finally, drive to Kingston and catch the ferry across to Edmonds, completing the loop back to Seattle.

Visit Paradise

Lying 98 miles southeast of Seattle, Mount Rainier, the 14,410 feet-high dormant volcano, dominates our skyline. A truly spectacular sight, it's even been known to cause traffic jams due to "mountain blinded" motorists. For \$5 at the entrance, you can also drive to Paradise, which lies at 5,400 feet. Perhaps as you hike one of the shorter snowy trails nearby, you'll hear part of a glacier cracking or see ant-sized climbers as they head off to make



Seattle's colorful downtown waterfront area.

the tough ascent to Camp Muir.

Mess about in Boats

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by **Cathy Donaldson**. Donaldson is lead researcher at the Seattle Times News Library, Seattle, WA, and a member of SLA's Pacific Northwest Chapter. For more information about the conference, please view the 88th Annual Conference home page at: sla.microsoft.com.

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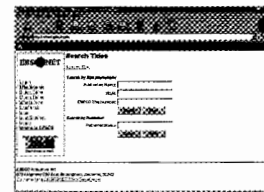
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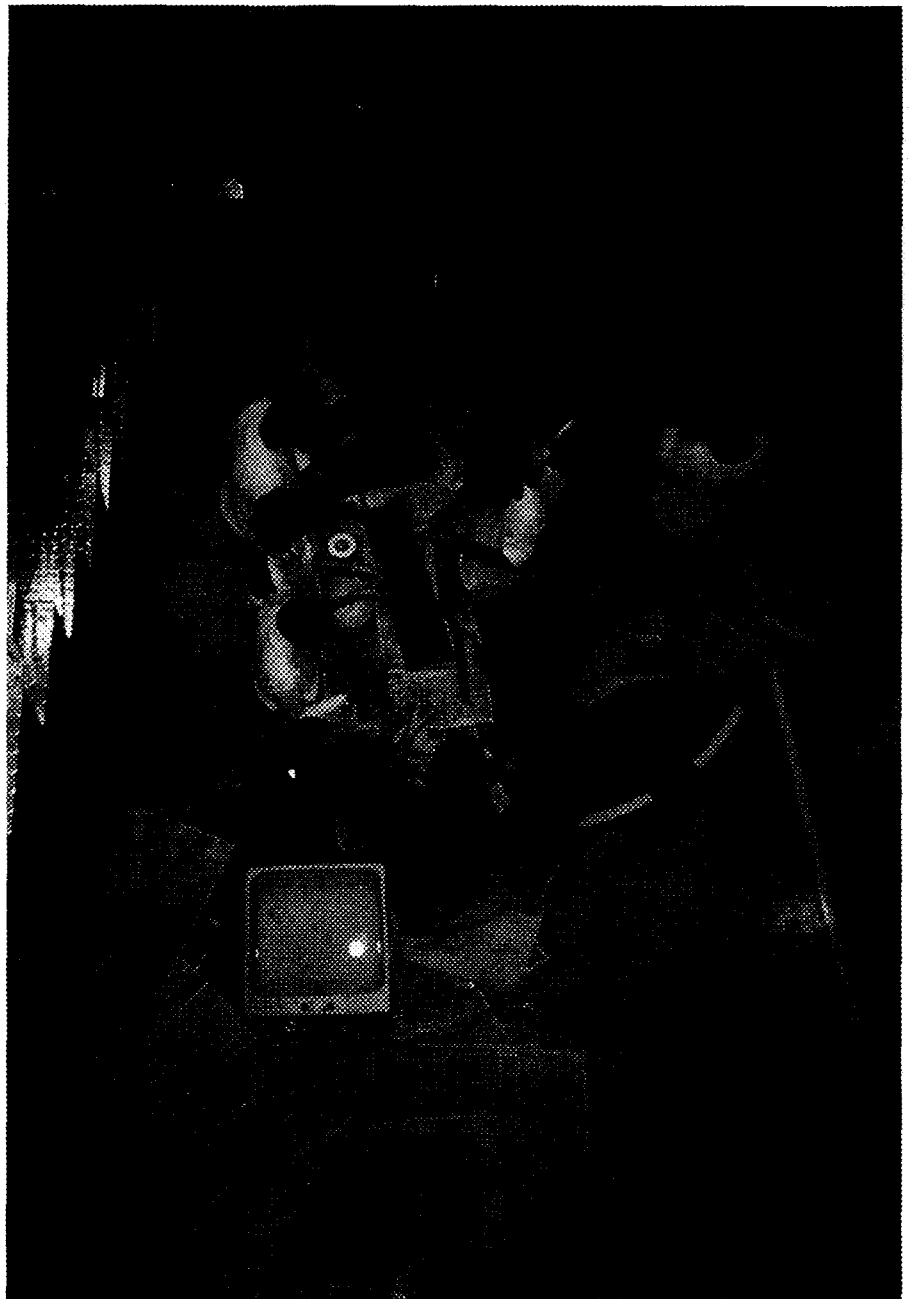
TANGO LESSONS

by Jenna Hartel

On a cold day last winter, I led a group of my co-workers through the snow to an optics exhibit at a local children's museum. The field trip took us away from our periodical archive, our online databases, and the Internet—the traditional places to conduct research—and asked us to find value in a change of approach and surroundings. After a scientific lesson on focusing, light, and lenses, we returned to our offices with solutions to a current challenge we were facing and a fresh perspective to drive our work as strategists and marketers.

Events like these are not an unusual part of my job as the knowledge navigator at Holt, Hughes & Stamell (HHS), an integrated marketing communications firm in Portland, ME. While managing information resources at HHS, I've introduced group meditations, dance lessons, and trips to art exhibits. I've recited poetry, mummified one of the partners, and held a Japanese kite-making workshop. Though you might get the impression that my job is aimed at having fun, it's actually an evolution of special librarianship. Like all SLA members, I organize information, infuse it into the workplace, and facilitate learning. I just use more creative techniques. What's more, I have expanded my job responsibilities to include supporting the creative health of the company.

Jenna Hartel is knowledge navigator at Holt, Hughes & Stamell, Portland, ME. She may be reached via the Internet at: jenna@hhs.com.



◀ Staff at HHS learned the art of papermaking to shed light on the paper industry.

A collaborative artwork and a new perspective were the end result of this workshop. ▶

During a time that demands change to reinvent and add new value to special librarianship, the position of knowledge navigator takes a quantum leap into exciting, uncharted territory. My position was created by an inspired senior management team that identified three elements they believe will lead to profitability for our company and our clients. Those elements—creativity, honesty, and a mastery of Information Age resources—are the basis of my job. How could any workplace not benefit from heightened creativity? Across all industries, creativity leads to greater problem solving, innovation, and a higher “win rate.”

One way I contribute to our creative growth is through rigorous advocacy of “interdisciplinary cross pollination.” HHS has generated stellar ideas and award-winning campaigns by combining fields of knowledge well outside the traditional realm of our industry. For example, we’ve applied cultural anthropology to the promotion of shoes. Biology has formed a conceptual framework for a healthcare communications plan. Elements from ancient Egyptian history have inspired us as we plan a new business pitch.

It’s typical for a librarian to help people learn through tools such as articles, books, and online sources. As knowledge navigator, I champion the use of a wide and surprising arsenal of vehicles. This alternative approach has been successful because it creates not only knowledge, but also camaraderie and enthusiasm. To understand Latin culture better for our work with a South American client, we learned to tango. To get a different perspective on dozens of topics, I’ve opted for poetry and mythology rather than social science research. I’ve designed role-playing exercises to help executives understand their customers and clients better.

Top executives who are skillfully juggling the nuances and challenges of their accounts value fresh thinking and innovative connections. Who better to provide this



“outside-the-box” perspective than a person with a librarian’s skills and large amounts of information at their fingertips? Moreover, the daring and unconventional work I do promotes risk-taking which is widely believed to contribute to success. My co-workers think, “If she can do weird things, I can too.” The greater our risks, the more frequent and bigger our wins.

Complacency is a universal problem to the corporate world. As knowledge navigator, it’s my job to halt and then jump-start any project that uses past experiences as a formula. Companies can get stuck in an incestuous loop and recycle the same ideas over and over again—a disaster in an age when competitors win by using fresh approaches. Techniques I use for breaking repetition include: surprise visits by leading experts, field trips to mind-altering locales, even contributing misinformation—all to upset and topple patterns.

Another way I upset the daily routine is by practicing the following tenet of my position: a mandate for brutal honesty. Though everyone in a workplace is expected to be honest, HHS has acknowledged that subtle peer pressure can be silencing and limit the

full realization of potential. Haven’t we all been at a meeting, collectively knowing that something is awry, but lacking the courage and security to put it right?

So I stir things up by being deadly frank. I provide “reality checks” throughout the development of projects. Often, this has altered the fatal trajectory of work that has slipped onto a misguided course. The added value this brings to our clients is a guarantee of soundness, integrity, and the fulfillment of potential.

Not surprisingly, my position falls outside traditional hierarchy. Rather than being housed, literally and figuratively, in a corner of the company (as librarians traditionally have been), my position hovers over and within the rest of the company. I work with all departments and people, interacting with everyone from the partners who founded the company to the newly arrived interns. What’s more, a bit of mystery surrounds my role. People are unsure of my influence and boundaries. Many do not know who I report to. This intrigue, intentionally designed by the management, makes my services coveted and respected in the company.

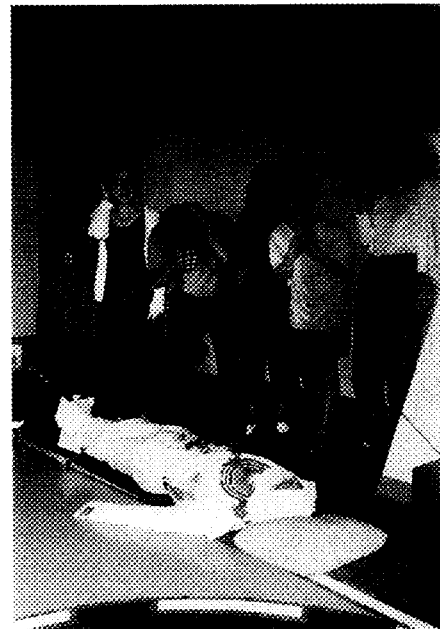
Lest you think knowledge navigation is all fun and games, it's worth explaining the more conventional side of my position. This includes supporting a highly decentralized information infrastructure, pointing staffers and clients towards the most cost-effective and time saving resources, conducting on-line searching and practicing information synthesis, and maintaining relationships with information vendors.

HHS aims to maximize the tools of the Information Age, and it's my job to provide guidance through this chaotic landscape. I'm responsible for explaining and promoting the Internet to staff and clients, brainstorming during the development of Web pages and Intranets, and providing Internet training. (Yet in the true spirit of knowledge navigation, Internet training took the form of a Jeopardy game show, not a manual or lecture!)

"What about the bottom line?" you or your boss may ask. Senior management point to the fact that countless ideas and strategies have been spun from my contributions. In the developmental stages of project design, productivity is accelerated.

Furthermore, there is visible evidence of a corporate culture, that—supported by knowledge navigation—is thriving and pulsing with brain power and creative energy. Because we are a marketing firm, HHS has a natural inclination toward innovation, however, that shouldn't mean corporate librarians at other kinds of firms must stay in the corner. Whether you work for a law firm, a university, a museum, or a telecommunications company, the position of knowledge navigator can fit into your company. The trend toward unusual positions like mine is growing. America Online has a position called the "vice president of cool" who keeps her eyes on creating customer delight and taking a fresh look at things. Polaroid employs a "creatologist," and Disney has someone who is responsible for dreaming about the future. Joining a path taken by America's most successful companies seems like common sense.


You and the company you work for should not simply follow a trend, however. The best reason for bringing a knowledge navigator aboard is because it will help



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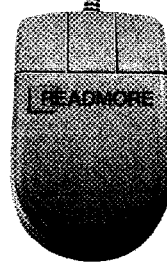
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REACHING THE PROMISED LAND:

by Corinne Campbell and Eugenie Prime

Eugenie Prime, manager of the Hewlett Packard Laboratory Libraries in Palo Alto, CA, is a respected leader in the field of information technology and a popular speaker at SLA chapter and division events. In June 1997, she will be the featured speaker at a new conference-wide event at the Special Libraries Association annual conference in Seattle. Here Corinne Campbell sits down with Prime to discuss the future of information and how we can prepare ourselves for the journey into the information technology "promised land."

Corinne Campbell: In several talks to library groups, you've used the analogy of the promised land, a place that librarians are always seeking. How do you think most of us would define the promised land? How would you define the promised land?

Eugenie Prime: For a long time, we've held on to the promise that the Information Age was going to deliver to libraries and librarians just what we've always wanted: the kind of budgets we've all lusted after, the level and kind of staffing we feel we need, the kind of visibility, the kind of credibility, the kind of respect, and the recognition of our importance within the organization. Instead, the reality is that the Information Age has failed to deliver on those promises. As a matter of fact, those promises will never become real unless we work hard to make them real. At the same time, we have seen so-called usurpers move into territory that we have long considered our domain, our province. For me the questions that arise are, can this promised land still be ours? Do we

need to redefine what the promised land is? I believe that, yes, the promised land can be ours, but to get there we will have to make some changes.

CC: How do you embrace change? How do you get others to embrace change?

EP: Personally I like change. I like learning new things and new ways of doing old things. As a manager, if I want others to embrace change, I must first, by example, show that I am not intimidated by change, but rather, welcome and embrace it. I must also establish an atmosphere where change is valued and rewarded. I need to nurture an environment that is tolerant of mistakes. When we encourage people to try new ideas, we will often have unexpected results. When that happens, the staff needs the assurance of a safety net.

CC: You and I have talked often about our perception that many librarians see challenging opportunities as "more work" and hence suffer from failures of imagination. Yet those librarians who have stepped up to the challenge have enhanced their credibility and reputations within their organizations. Why do you think these failures of imagination occur?

EP: Many times, people suffer from the paralysis of analysis. In other words, they blow an opportunity by being so risk-averse that they analyze a situation until the window of opportunity is gone. For example, at some point, our companies will recognize the need to integrate all their information, both internal and external, in order to create an information-permeable organization. Sooner or later that will happen. As librarians, we should preempt that effort by being at the forefront, and by helping to shape, architect, and design the

information infrastructure. We must be in on the ground floor.

CC: Certainly the leadership role many libraries have played in developing their organization's internal Web would be one example.

EP: Yes, librarians have to be involved if it's going to work effectively. Too often, we have ceded that territory to our information technology people. Or, worse yet, we are still analyzing the situation just as Phase II is being completed. We are accustomed to moving so incrementally. That's what I mean by the paralysis of analysis. In too many instances, we have not been capable of taking the necessary quantum leap by changing what we do and how we do it. Yet if we don't, we could become irrelevant in the whole corporate structure. We could analyze ourselves into extinction. I think that is one of our biggest dangers. It's tragic because there really are so many opportunities and the need for our abilities is so great.

CC: Why haven't we grasped these opportunities?

EP: Too often, we librarians stay within a narrow sphere of experience and knowledge by saying that we were hired to do a particular job and that's what we are doing. The management consultant Price Pritchett has pointed out that, in times of immense technological change—of discontinuous change—it is futile to look for structure, to want things nailed down precisely. We have to develop a tolerance for ambiguity. To try to make these things immutable is foolish. According to Pritchett, to try to do so is like trying to nail Jell-O to the wall. If we tolerate ambiguity, if we are flexible, then we are in a much better position to be opportunists and to take advantage of the many possibilities that are out there.

CC: What role does vision play in all this?

EP: The importance of vision is critical. It's impossible to be truly opportunistic without having some kind of vision. That's

Corinne Campbell is manager, Boeing Technical Libraries, Seattle, WA, and chair of the 1997 Conference Committee. She may be reached via the Internet at: campbell@atc.boeing.com. For a list of recommended readings related to this article, please contact the editor, Information Outlook, at: 1-202-234-4700, ext. 644; fax: 1-202-265-9317; Internet: sharise@sla.org.

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Eugenie Prime

what gives you a frame of reference. After all, not all opportunities are equally good. Not all will be equally productive. Not all will bring the kind of return on our resource investment that we need. Having a vision affects what you see and what you don't. Take, for example, the internal Web. Most of us had a vision about getting information out to the desktop. So, when the Web came along, it became an obvious opportunity. It fit our vision.

CC: How does the concept of core competencies fit in?

EP: One of the things we have seen most over the past few years is change. But it's like that old expression, "the more

things change, the more they stay the same." Even as our roles have changed, our core competencies haven't changed fundamentally. We just use those competencies in different ways. We must understand what is core to what we do and what is peripheral and, therefore, expendable. The way we do things is changing rapidly. The "why" of what we do and the "what" may not change much at all. Unless we understand the distinction, we will be lost in technology, making changes for the sake of technology instead of using technology to allow us to make necessary changes. The other reason we need to understand our core competencies is because

it helps us stand up for our capabilities and knowledge. Having that understanding and communicating it will help keep potential usurpers at bay. We need to understand the contribution we bring as library professionals to this entire information landscape. We need to ask ourselves, "What are the core competencies that I can contribute to my company's long-term survival?" If you think in those terms, then when things are tight, you are far less likely to be outsourced, discounted, or invalidated. Another way of looking at our core competencies is to ask ourselves, "What are those things we are really good at? What skills do we have that are unique or, at the very least, better than those similar skills in the hands of others?"

CC: How do we communicate to our customers, our bosses, even our staff, what our core competencies are?

EP: Educating customers must be an ongoing process. There must be continuous reinforcement. We librarians take pride in making what we do look simple. Often, we need to point out the obvious to our customers by stating what we have contributed to a successful project. Too often, people are misinformed about what we do. Too often, we have locked ourselves into expected roles and have figuratively locked ourselves into a closet. We need to come out! We need to get out there and talk to people, not just about what we do, but about what they do, about their concerns, about the things that are important to them. We need to be peripatetic librarians.

CC: We all deal with everyday crises, work activities, and pressures that can sometimes cause us to forget our long-term needs and strategies. How do you manage to handle the day-to-day activities while moving toward your long-term goals?

EP: An executive must always balance today's needs with tomorrow's. Part of that balance is to have a vision that is reality-based. As Warren Bennis has noted, leadership is the capacity to translate vision into reality. You have to have a vision. It may start out as a glorious idea, but at some point that vision must be made concrete. At the same time, that vision must allow for endless adaptability and change. There is a wonderful book by Owen Harari and Nicholaus Imperato called *Jumping the*



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Curve. In it, the authors say that we are flying the airplane at the same time we are building it. That means that, even as we are dealing with today's issues, we must be preparing to address tomorrow's. One of the points Peter Drucker makes about the strategic planning process is that strategic planning is not about the future; it is about the futurity of today's decisions. Strategic planning involves making decisions today that determine what tomorrow is going to look like. You don't wait until tomorrow to make tomorrow happen. The manager who wants to be effective understands that the decisions made today will have an impact on or will facilitate what happens tomorrow.

CC: How do you communicate your vision to your staff? How do you communicate that vision to your boss?

EP: Theodore Hesburgh, former president of Notre Dame University, has said that "the very essence of leadership is that you have to have a vision. It's got to be a vision you articulate clearly and forcefully on every occasion. You can't blow an uncertain trumpet." The significance of this statement is that, in communicating your vision to your staff, you must repeat it and be clear and confident in stating it. You must trumpet your message with certitude. A vision cannot be created by committee. You must float it and get reactions to it, because your vision does evolve. However, even though it cannot be created by a committee, we must remember that a vision is a shared dream. The dream can only be shared when it is communicated, reacted to, understood, and then adopted. You must share your

vision with your staff, with your boss, and your customers. The first iteration of a vision will most likely come from the leader or manager, since the leader is most likely to have the total picture. When I first joined Hewlett Packard and we did our first strategic plan, we had a vision. However, that vision was written in abstract words. It was primarily about us, not our users. It was library-centric. Our next iteration was more user-centric. It was also more graphic and used language that our users could understand. The two things I've learned from this is that our vision must be user-centric and that, for our environment at least, it must be stated graphically in terms that our managers and stakeholders understand.

CC: How does your staff develop a sense of mission and long-term goals collectively? What process do you use to develop these?

EP: For the last 13 months, we have been going through a strategic visioning process. We started at an offsite retreat to do scenario planning. We divided the staff into three groups with each group looking at what their working environment and their role would be in the year 2000, five years from the time we were starting. The teams shared these scenarios with each other and then with my manager. We brought in a marketing consultant to validate those scenarios with customer focus groups. This process brought up some new issues and ideas. We then hired a second consultant to help us do the visioning and planning. By this time, we were prepared. Essentially, we had planned the plan. After all, you don't just go

Continued on page 18

Complexity and Change: SLA State-of-the-Art Institute Focuses on the Virtual Workplace

"Individual productivity skyrockets, but collaboration drops," said Velda Ruddock, director of information resources at the international advertising agency TBWA Chiat/Day, about implementing a virtual workplace. In Ruddock's high-creativity field, collaboration is a must. To promote collaborative work, the agency found ways to create joint workspaces in their offices while expecting most work to be produced outside the office.

At the Special Libraries Association's State-of-the-Art Institute, "The Virtual

Workplace: One Size Doesn't Fit All," held in Washington, DC, November 7-8, speakers examined the complex realities of the virtual workplace. Consisting of two days of intense presentations and discussions, the institute began with opening remarks by SLA Executive Director David R. Bender and SLA President Sylvia E.A. Piggott. "When I started my virtual library nine years ago, I didn't have the kinds of resources that will be presented at this institute. This timely topic is impacting our members as professionals and individuals," Piggott said in her address.

According to presenter and SLA President-Elect Judith J. Field, the increased capability and reliability of today's technology is driving the move to the virtual workplace. With the instant communication that is made possible by fax, e-mail, telephone, video-conferencing, the World Wide Web, and Intranets, the climate for business is changing rapidly, she explained.

The complexity of the virtual workplace was evidenced in the theoretical, technological, social psychological, and organizational issues addressed throughout the presentations, which featured illustrative case studies and provocative question and answer sessions. Frederick W. Weingarten, Senior Policy Fellow

at the American Library Association, provided a daily wrap-up.

Conceptualizing the Virtual Workplace

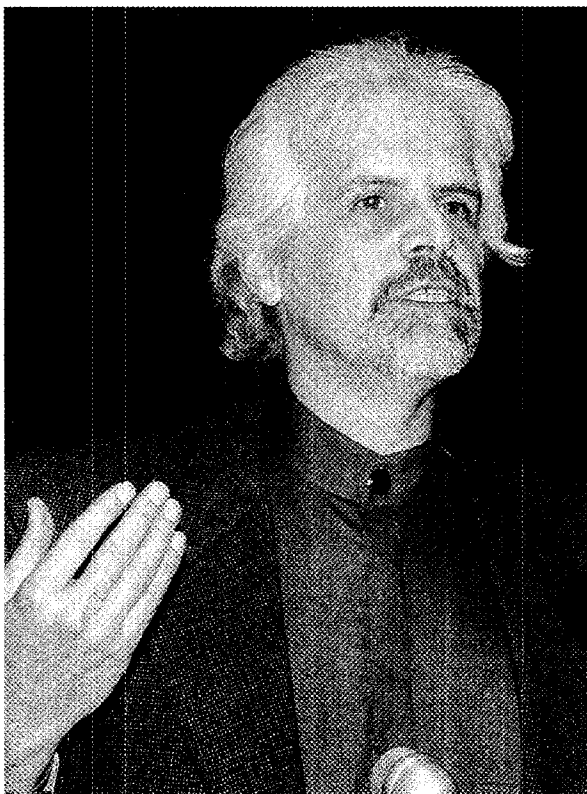
According to Joy Park, senior information specialist at McKinsey & Co., virtual workplaces can be viewed as a continuum. Some workplaces are more traditional with permanent seating arrangements and no virtual work options. On the other end of the continuum are places with little permanent office space for anyone. Velda Ruddock's ad agency is an example of a hybrid, Park said, with parallel virtual and real workspaces held together by corporate culture and technology supporting creativity and both independent and collaborative work.

Anthropologist David Hakken, Ph.D., discussed the ways in which "workspace" is different than "workplace." "'Virtually' anywhere has become a workspace, and boundaries between home and work, private and public, the personal and the political, are dissolving rapidly.... The more we use [advanced information technology], the more tenuous the connections of our activities to particular places." Hakken and Eric Richert of Sun Microsystems also discussed the implications of information technologies for power relations and hierarchies in the workplace, stating that teams, internal networks, matrix formations, and external networks will replace the strict roles imposed by Taylorism's scientific management principles.

Technological Issues

"Do your homework before starting a virtual workplace program," said Paul E. Rupert, director of flexibility consulting at Rodgers & Associates. He explained that in implementing the virtual workplace, many companies have not planned for enough technology, enough support, or enough

Continued on page 45



David Hakken, Ph.D., spoke on "Decoupling Space from Place" at SLA's State-of-the-Art Institute.

by Heidi I. Jones. Jones is public affairs assistant for the Special Libraries Association, Washington, DC. For information regarding "Professional Development Outlook," or to contribute to the column, please contact SLA's Director, Professional Development Valerie Taylor at: 1-202-234-4700, ext. 617; fax: 1-202-265-9317; Internet: valerie@sla.org.

Selecting Sponsors

One question people frequently ask me is, "How does SLA find and select its sponsors?" Most of the time, they find us. We then provide them with a wide array of options—from annual contributions to annual conference sponsorships to customized sponsorships.

In addition, the staff at SLA headquarters spend considerable time and energy searching professional publications for "new leads" and attending conferences and meetings looking for new contacts. Before approving a corporate contribution or sponsorship arrangement of any kind, however, SLA applies a very stringent list of support guidelines to the potential partner. SLA's support guidelines procedure appears to your right.

In brief, these guidelines

by Donna Scheeder. Scheeder is acting chief, Congressional Reference Division, Library of Congress. For more information on "Money Matters," or to contribute to the column, please contact Scheeder at: 1-202-707-8939; Internet: dscheeder@crs.loc.gov.

Prime, from p. 16

into planning. You have to prepare and plan for it. We also had a series of one-on-one meetings with our top management. They understood that this was their opportunity to contribute to a vision for the library. They also understood that the vision had to be ours. The staff understood that there was no set deadline by which we had to have a vision. I confess, of course, that I myself grew a little impatient. I really wanted everyone to have an

ask whether the potential partner supports the best interests

epiphany! Although our visioning is still in a draft state, we have given a mid-process report to the laboratory general managers. That's where we are today. As our next step, we hope to have a series of town hall meetings to engage our customers in the process.

CC: What kinds of changes evolved from this interactive process?

EP: The process taught us that we can take a more aggressive, more visible, and more critical role in the compa-

ny's strategies. In looking at what the library could become in the 21st century, we recognized that the library as a physical location would still be important to our customers. In some respects, it provides a place of refuge. Not as an escape, but as a place for learning and thinking. Another conclusion is that there will be continued support for the library staff as researchers and as catalogers and database users. Our classification skills will be in increasing demand.

of SLA and its members. The support guidelines procedure is just one more step that the association is taking to be sure that it continues to serve its members, first and foremost. SLA's support guidelines can be

applied at the chapter and division levels as well. To receive a printed or electronic copy of the document, please contact Kevin Heffner at 1-202-234-4700, ext. 631; fax: 1-202-265-9317; Internet: kevin@sla.org. ☞

We will continue to play a major role as a service organization, but will increasingly use our skills to be partners and collaborators in the research process. There is also a growing demand for our information management skills for our help in designing and implementing the information infrastructure. Our goal throughout this process is to allow us to live our vision, a vision that is well articulated, well understood, and supported by all: staff, stakeholders, and customers. ☞

Support Guidelines

In order to participate in Special Libraries Association Investment Categories, Advertising Programs, Exhibit Programs, Conferences & Meetings Sponsorship, Professional Development Sponsorship, Special Projects Partnership, and/or all other support areas, organizations must meet the following guidelines in the affirmative:

1. Does organization's mission support SLA's mission, to advance the leadership role of SLA's members in putting knowledge to work for the benefit of the general public and decision-makers in industry, government, and the profession?
2. Does organization's mission support SLA's mission, to shape the destination of our information society?
3. Does organization currently exhibit ethical conduct within the information profession?
4. Does organization demonstrate itself to be financially sound and stable?
5. Does organization demonstrate itself to be financially reliable, concerning prompt payment of association invoices and obligations?
6. Does organization agree to participate in one support area, without stated or implied benefit in seeking participation in additional support area(s)?
7. Does organization seek to promote quality programs and services for members, not simply to promote its products?
8. Does organization demonstrate itself to be above conflict of interest issues, i.e. does the organization support the association in an ongoing fashion, and not simply during the time that a representative or representatives are candidates for elected office?

Government Relations

Member Involvement is Vital to Government Relations Success

**"Lethargy [is] the forerunner of death to the public liberty."
—Thomas Jefferson to William Stephens Smith, 1787.**

What is government relations? While it can be a career for some, it can also be a lifelong vocation for everyone. Government relations is the means by which individuals or organizations are 1) educated and informed on relevant issues, and 2) active in communicating ideas and concerns about those issues to their elected officials. Certainly not a new phenomenon, this process begins and ends with the flow of information between leaders and their constituents. Governments across the globe have been regularly influenced by private and public interests for several thousand years. However, today's onslaught of public policy-related information via broadcast and cable networks—and now the Internet—has numbed the minds of even the most avid news junkies. With a focused understanding of the applications for legislative and regulatory information, however, we can use this information to our benefit.

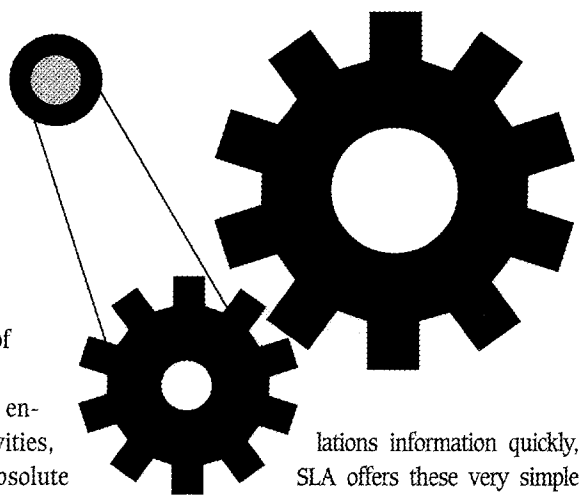
The SLA government relations program is a well-established vehicle for tapping the resources within the membership and using what is learned to affect public policy. This effort would be much more difficult without the dedication of many information professionals who are committed to influencing the outcome of relevant policy debates. Unfortunately, lawmakers are not always influenced by the merits of our arguments. With nearly 15,000 members, SLA has the opportunity to develop a substantial grassroots lobbying network that can have a major impact on policy decisions. At present, the surface has barely been scratched, but the organizational

framework is already in place. Given the fact that SLA members are information professionals—people who spend their careers finding and interpreting information—there is a vast amount of potential energy out there!

Since SLA staff does not engage in direct lobbying activities, member involvement is an absolute must. If the membership is motivated to communicate its views on an issue, SLA's message will be heard. Two undisputable facts about the SLA membership are difficult, if not impossible, to ignore. First, the membership consists of highly educated, well-informed professionals. Second, nearly 15,000 letters from the SLA membership to any legislator or government official can have a major impact on their decisions.

Many believe that government relations is a confusing and irritating subject that is better left to lawyers and legal scholars. Not true! When the subject matter is conveyed in a clear and concise manner, the process of understanding issues and expressing ideas or concerns is simplified. When nearly 15,000 motivated, educated professionals become actively involved in the affairs of government, they can grow into a political force with which to be reckoned. But this proposal requires the dedication of the membership, and that starts right here, right now, as you read this column.

In the spirit of simplifying the process by which you can obtain relevant government re-



lations information quickly, SLA offers these very simple options:

- Members can browse the government relations section of the SLA Web site, which provides detailed updates on copyright, access to information, telecommunications, and competitiveness issues.
- Members can join the SLA government relations listserv and receive timely electronic mail updates on key meetings and government relations activity.
- Members who do not have e-mail or Internet access can also join the SLA government relations network. Participants will receive copies of issue updates, meeting reports, and action alerts by mail or fax.

By taking advantage of these SLA services, you can take the first step toward greater involvement in public policy development. Your participation is crucial to the success of SLA's government relations program. Together, we can all strive to make it a potent force in the policymaking process.

Just as Thomas Jefferson espoused in the 18th century, constant vigilance by the public over its government remains vital today for everyone. Without individual activism and concern for policymaking, a nation's leaders can lose sight of their constituent's needs. Make SLA's voice count—get involved!

by John Crosby. Crosby is director, government relations for the Special Libraries Association, Washington, DC. For more information on "Government Relations Outlook," please contact Crosby at: 1-202-234-4700, ext.629; fax: 1-202-265-9317; Internet: john-c@sla.org.

The Internet:

Threat or Asset?

by Mary Ellen Bates

The explosion of the Internet's popularity over the past few years has made a substantial impact on special libraries. Our users no longer see the library as the only source for electronic information—now they've been told that everything they need is available on the Internet with just a touch of a button or a click of a mouse. How librarians and information professionals respond to this phenomenon will determine whether we are seen as cutting edge or a charming anachronism. The Internet can be a valuable tool for us in meeting this challenge, provided we see it as one of a suite of resources.

How Special Libraries Use the Internet

For special librarians, there are almost as many uses for the Internet as there are special libraries. There are some common themes,

however, regarding the most efficient and effective ways of using the Internet.

Research. As more and more organizations build corporate home pages, it becomes far easier to use the Internet to gather basic company information, download press releases and product information, read executive biographies, and find recent financial information. Some researchers find they can glean quite a bit of competitive intelligence from corporate home pages, using organizational charts and job listings to discern the direction of a competitor.

The Internet has also proved to be an excellent tool for lobbying groups, political parties, and advocacy groups who want to make position papers available to the public. Just recently, the Vatican announced it has established a home page at www.vatican.va. Researchers now expect to find a home page for any large association or nonprofit group.

The Internet is an excellent source for

current news as well—a number of sites offer access to wire services, and many newspaper companies are beginning to offer online versions of their papers (which are often updated during the course of the day).

Government agencies are also realizing that they can distribute information in a more efficient and timely manner by putting it up on a home page. One of the most notable improvements for information professionals is the availability of EDGAR documents (documents filed electronically with the U.S. Securities and Exchange Commission) on the Internet. (For more information on searching EDGAR documents, see "Where's EDGAR Today: finding SEC filings online" *DATABASE*, June/July 1996, p. 41-50.) Even if the full text of agency reports isn't available online, finding a reliable citation to the report you need will make it much easier to request it from the government agency.

One of the best uses of the Internet, however, is to track down soft information or gray literature. Information professionals search listservs in order to identify an expert in a specialized technology, track down a conference proceeding, find a library that

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collects technical standards, or find other information that is not usually indexed and cataloged in traditional sources. I never cease to be amazed at the number of people who can post a query on the BUSLIB-L or LIBREF-L listservs asking for an obscure publication and receive a citation or a fax of the item the same day (for listserv subscription information, see sidebar). The Internet allows librarians to extend their library far beyond the scope of their own collections.

Library Development. Although most special libraries do not make their online public access catalogs (OPACs) available on the Internet, a number of government, university, and public libraries do. By browsing the recent acquisitions of a prominent university's library, special librarians can see the new titles available in a particular area—a helpful tool for collection development.

Use of listservs and Usenet newsgroups enable librarians to expand their resources beyond their own collections in a number of ways. Obviously, listservs can be used as an interlibrary loan source of last resort for items that don't appear in any of the usual sources (such as OCLC). They are also often used to confirm or flesh out a sketchy bibliographic cite, particularly if the citation is to gray literature or in an area beyond the expertise of the librarians. Listservs are also a good way to find experts in unfamiliar areas, pointers to recognized resources and, of course, discussions of current issues in the information industry.

Information Dissemination. One of the earliest Internet services provided by librarians and information professionals was the organization and dissemination of information. This continues to be a vital service, because we understand not only how to *find* information, but how to organize and make sense of it. Librarians in organizations that already have Intranets are putting up library home pages with finding aids, FAQs, and bibliographies to organize

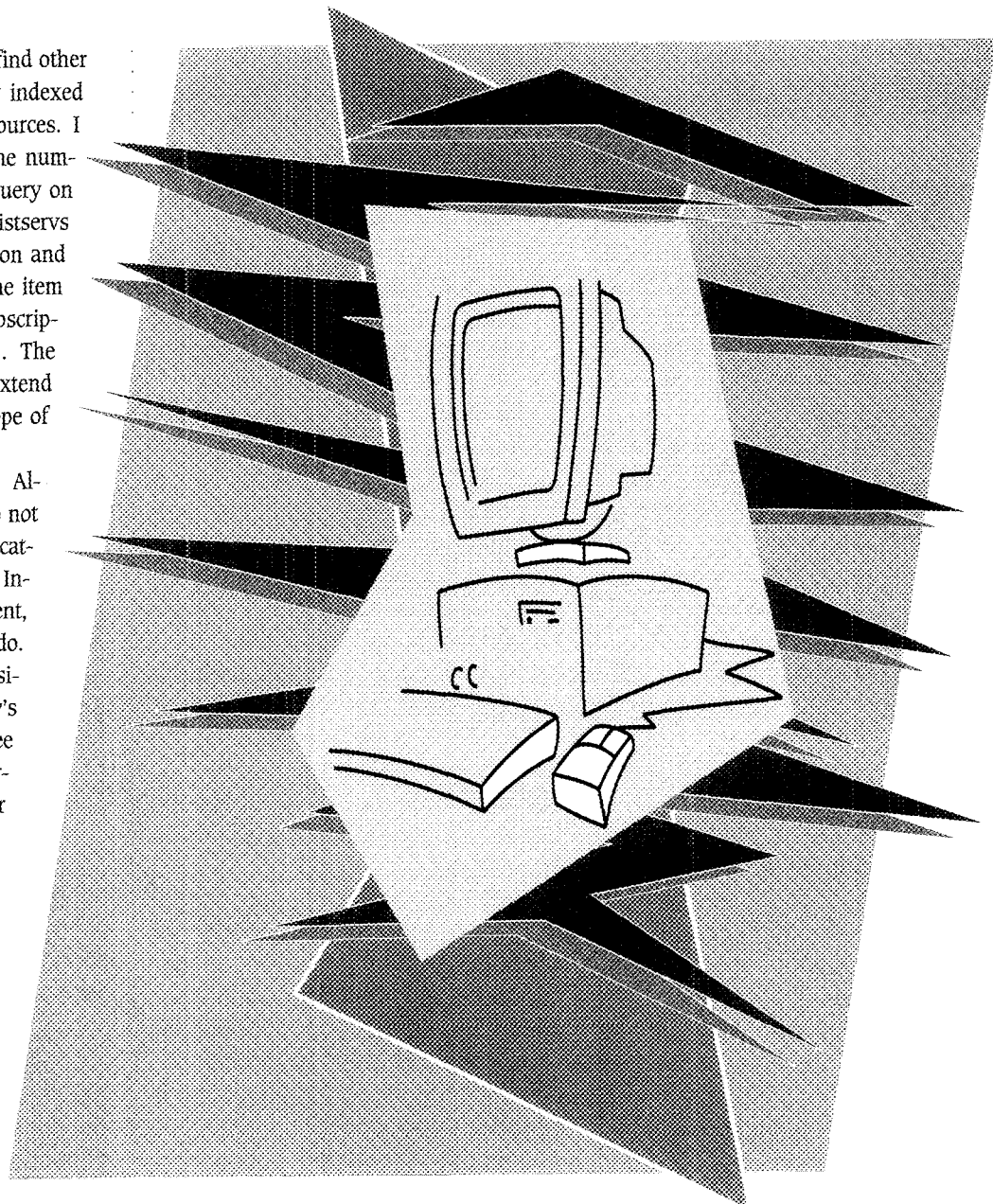
and help disseminate information. Often the librarians will make these resources available to the public on the Internet as well.

In addition, many professional online services, such as DIALOG and LEXIS-NEXIS, offer electronic clipping services. The results of these clipping services—the relevant articles on a topic of ongoing interest—can now be delivered via Internet e-mail to any library patron within the organization. In fact, NewsNet recently announced a new version of its NewsFlash service which is available *only* on the Net; users need only a Net browser to access their daily electronic news clips (www.newsnet.com/nndemo.html). No longer is the librarian required to down-

load the search results and disseminate them internally. This clerical work is eliminated by having the results sent directly to each patron.

The Librarian as Information Appraiser

For many endusers, their first few experiences using the Internet leave them feeling overwhelmed with their information options. They realize they don't have the time (nor, probably, the inclination) to surf the Net looking for the best information. Most likely, they will either settle for the first sources they find, or they will decide that the Internet, although interesting, isn't worth the time needed to become and stay proficient. Special librarians can be that human filter



that identifies the most appropriate and valuable resources for corporate users.

As professional information users, we understand how to evaluate an information source—whether it's a print sourcebook, a new online database, or an Internet resource. Special librarians can provide an in-house "Good Housekeeping" seal of approval. All the questions we ask when making purchasing decisions about information sources can also be applied to Internet resources. We can ask:

- Is this site useful? Will my patrons be able to use the information found at this site? Is the site well-designed and easy to navigate?
- Is the information accurate? Is it verifiable? (It might make sense to download some information from the site and ask an inhouse expert to confirm whether or not the information is reliable and trustworthy.)
- Is it clear who owns the site? Is there an obvious viewpoint or slant to the material? If so, is that made clear somewhere in the site? (Note that it is not necessarily a disadvantage for a site to have a specific point of view. However, it is important that users un-

derstand that viewpoint and apply their own filters to the information.) Are there contact names and e-mail addresses or telephone numbers so that users can communicate directly with the information providers?

- Is the information current? Does each file within the site include the date it was created or last updated? Does the site appear to be updated regularly? Is old or outdated material removed?

The library can also provide some basic training on the appropriate uses of the Internet. Perhaps the most important service is providing over-enthusiastic new users with a reality check. Are they expecting to be able to perform a search for market research reports on the Net? Do they think that a search of the Internet constitutes a search of all online information available? Do they realize that no single Internet search engine contains pointers to "the whole Internet?" Special librarians have the Net-savvy to separate the glitz from the guts and the ability to pass that information on to the user.

Special librarians know how to provide competitive intelligence—we look to see what our companies' competitors are saying, particularly when they don't realize what they're giving away. Knowing how much information can be inadvertently disclosed, a critical role for special librarians is to monitor what information is being given away by their own company. Does your organization's home page include organizational charts that you wouldn't freely distribute if a competitor called your public relations office and requested one? Are there position papers or product descriptions that you wouldn't want your competitor to have? Do users within the organization realize that competitors may be lurking on listservs and Usenet newsgroups, watching to see what job postings your organization lists or what kinds of questions your research and development staff ask?

Users may not be familiar with the basic tools of information gathering that we take for granted. Boolean logic may seem, well, logical to those of us who use online information daily, but the concept of AND and OR is less obvious to a new user. Your patrons will most likely benefit from a brief refresher course or cheat sheet on how the

various search engines differ and the distinction between a catalog such as Yahoo and a search engine such as Alta Vista. By the same token, they may need some guidance on how to broaden or narrow a search, an explanation of why a search may return hundreds or thousands of hits, and tips on how to find more information about a site by reading its internal documentation.

Finally, special librarians need to remind Internet users that if they can't find what they want on the Internet, they can contact the library for more information. One of the most frustrating things to hear is "well, I looked on the Net and didn't find it, so it must not be available."

The Internet as Threat or Opportunity

How many special librarians have heard at least one of the following?

- "Now that you have an Internet account, you can cancel your LEXIS-NEXIS account."
- "Why do we need a special library now that everyone has the Internet on their desktop?"
- "This won't cost much—can't you just find it on the Internet?"
- "I found it on the Internet last month.... Why can't you find it for me again?"

We have all heard some variations on these themes. Librarians' responses will vary depending on their individual circumstances, but there are a number of possible ways to combat these Internet misperceptions.

First, educate your patrons about the sources you use for each research project. We often encourage the "black box" syndrome—the patrons' perception that they can simply ask the question and the library magically pulls the information out of a black box. Instead, we need to remind users of the various sources we use for each project. List the online databases searched, the reference books consulted, the interlibrary loan sources used, the special collection or vertical file you maintain. Educate your users about the wide variety of information sources you rely on *in addition* to the Internet.

Prepare sample research projects with information from a variety of online sources. Let your patrons see the kind of information you can get from the Internet (government documents, information from company home

Accessing Listservs

To subscribe to BUSLIB-L, a listserv for and about business librarians, send an e-mail to
listserv@idbsu.idbsu.edu

The text of your message should be
subscribe buslib-l your-first-name
your-last-name

To subscribe to LIBREF-L, a listserv dealing with library reference issues, send an e-mail to
listserv@kentvm.kent.edu

The text of the message should be
subscribe libref-l your-first-name
your-last-name

For a list of SLA's listservs, see Hope Tillman's "SLA Directory of Lists and World Wide Web Home Pages" at
www.tiac.net/users/hope/slaalist.html

pages, and so on) as well as the information you can get exclusively, or in a more cost-effective manner, through other sources.

Develop an inhouse newsletter (made available on the library's Intranet home page too, if available) of new Internet resources, pointers to useful WWW sites, information on site licenses to value-added resources which are available through the library, Internet search tips and techniques, and so on. Establish the library as the inhouse expert on the Internet. Remember, if you don't establish yourself as the Net guru, someone else will. It makes a lot more sense to be seen as embracing the Internet than to be seen as threatened by it.

Where is the Internet Heading?

It seems to be heading in several directions at once, and just as most people could not have predicted the incredible impact of the World Wide Web on Internet growth a few years ago, it's hard to know what the next Internet breakthrough will bring. However, there are two competing forces driving the provision of information on the Internet.

On the one hand is the widely-held belief among "Netizens" that information wants to be free. The Net sees passworded databases as damage and simply routes around them. Users feel that they can find the same, or virtually the same, information for free elsewhere and resist handing over their credit card for a service they see as having no obvious value. This non-commercial ethos is particularly strong in listservs and other cooperative arenas, where obvious advertising is strongly discouraged.

On the other hand, we are also seeing growth in the number of low-cost, value-added services being promoted on the Net. Many offer either a free trial period or a subset of information which is available at no charge to non-subscribers. For an average cost of less than \$10 a month, or \$.50 to \$1 per citation or article, users can search databases of magazine and newspaper articles, reference sources such as encyclopedias, and other sources for which the publisher expects at least some compensation. Examples of these low-cost services include IBM's InfoMarket at www.infomarket.ibm.com, the Electric Library at www.elibrary.com, NlightN at www.nlightn.com, FarCast's news service at

www.farcast.com, and Individual Inc.'s News-Page at www.newspage.com. As the Net develops smooth, semi-invisible ways of capturing small payments for added value, we may see an explosion of new information sources not currently available on the Net.

What does all this mean for the high-value, high-cost databases such as LEXIS-NEXIS, Dow Jones News/Retrieval, and DIALOG? Does cheap information drive out high-end services? Will users' expectations be lowered by the limited search options available to them on the Net or will they simply be tantalized by what they find on the Internet and demand more?

We're already seeing what I call a "commodification of information." Rather than selling the fact that "you can search Trade & Industry Database or ABI/Inform here," many of the professional online services are instead marketing their user interface. Would you prefer the prepackaged search screens of Knight-Ridder's BusinessBase? How about Dow Jones News/Retrieval's new GUI software? Have you grown to know and love LEXIS-NEXIS' natural language search engine as an alternative to Boolean logic? Do you find it easier to search for business news on Profound's NewsLine instead of on DataTimes' EyeQ service? The emphasis has shifted toward usability, powerful or easy-to-learn search engines, flexibility of output, and other factors only remotely related to information content. High-value information resources will always find a niche, but they may market themselves differently than they have in the past.

The Future: "It's Electric"

Paul Saffo of *Wired* magazine pretty well summed up the future of information professionals in the brave new world of online information. "The future belongs to neither the conduit nor content players, but those who control the filtering, searching, and sense-making tools we will rely on to navigate through the expanses of cyberspace." (Saffo, Paul. "It's the Context, Stupid" *Wired*, March 1994; vol. 2 no. 3 or www.wired.com.) Information professionals are well-positioned for the future because we are experienced in making sense of the wide variety of information resources available and selecting the best and most cost-effective sources. ☼

Your Member Benefit

Refinancing?

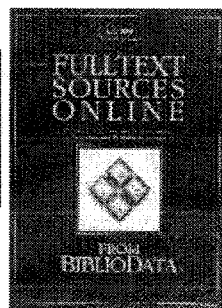
Here's 10 Ways to Save

- 1
Consider a shorter term instead of lower payments
- 2
Avoid paying points if you plan to move soon
- 3
Take a look at your ARM
- 4
Consider a No-Cost loan if you plan to move soon
- 5
Choose an ARM if you plan to have the loan 4 years or less
- 6
Use your equity to pay off high interest credit cards and other loans
- 7
Ask for a breakdown of costs
- 8
Cut interest costs with a 15-year loan
- 9
Forget the 2% rule on "No-Cost" loans
- 10
Take advantage of your member benefit

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SLA Discussion Lists

Nobody writes much about e-mail these days. I guess it's too mundane, too proletarian a subject. Although the World Wide Web gets most of the attention in the popular press and professional journals, e-mail remains the number one Internet application used more often by more people, according to a FIND/SVP American Internet User Survey conducted in late 1995 (survey highlights are available at etrq.findsvp.com/features/newinet.html). Without e-mail, the Internet would consist mainly of collections of frustratingly slow-to-load digital advertisements and product brochures on the World Wide Web.

Discussion lists—commonly but erroneously called "Listservs"—give life to the Internet because they provide the mechanism for communicating with others, particularly people with whom you share common interests. Their archives contain the collective wisdom of our profession.

I'm a subscriber to almost all of the SLA discussion lists. There are nearly 50 of them. Hope Tillman maintains the "SLA Directory of Lists and World Wide Web Home Pages" on the Web at www.tiac.net/users/hope/slalist.html. You can use this directory to locate the addresses of the lists mentioned in this column. The vast majority of these lists are open to members and nonmembers alike. In fact, many divisions view their lists as a public relations tool: if nonmembers subscribe to the list and the discussions interest them, maybe they'll join that division.

Like the Internet users surveyed by FIND/SVP last year, the special librarians that Tillman and I interviewed back in 1991 used the Internet first for communications, and a distant second for finding information. This past September, I collected over 250 messages that were posted to chapter

and division discussion lists in preparation for writing this column. The topics discussed, questions asked, requests filled, and problems solved are not all that different from the reports five years ago.

Here are just a few of the things special librarians are discussing on SLA e-mail lists these days. SOLOLIB-L, the Solo Librarians Division's list, is the place to ask questions about the intricacies of managing a small special library. Topics discussed in September included, among other things, the most effective statistics to report to management and how to archive VHS video tapes. A new solo librarian asked for "advice to the newly-hatched solo" (she was told, among other things, to "market, market, MARKET" her services; to network "early, often, and quickly"; and to join SLA).

Lists sponsored by SLA subject divisions, particularly those in the sciences, are great places to find out about the best Internet resources in the discipline, as well as issues facing sci-tech librarians. Journal issue and interlibrary loan requests are common on these lists, as are job announcements. SLAPAM-L, the Physics-Astronomy-Mathematics Division list, for example, had postings about accessing electronic journals in physics, strategies for dealing with journal price increases, and an astronomy Web site in Hawaii. SLAPAM-L, founded in the mid-1980s, is the oldest SLA discussion list. Other sci-tech lists are ERMD (Environment and Resource Management Division), PER_FORU (Petroleum and Energy Division), SLA-AERO (Engineering Division, Aerospace Section), SLA-ENG (Engineering Division), SLA-FAN (Food-Agriculture-Nutrition Division), SLA-ST (Science-Technology Division), and TRANLIB (Transportation Division). LMSLA-L, the Library Management Division list, tends to be more

issue-oriented than most. Topics discussed in September included a comparison of the career paths of librarians and accountants, and a thought-provoking debate on whether the Internet is an ally or threat to special librarians.

Discussion lists sponsored by SLA chapters are more locally focused. If your chapter has a list—and 24 of the 57 SLA chapters do—be sure to subscribe for last minute information about meetings, job postings, and member news. Chapter officers and committee chairs might want to subscribe to other chapter discussion lists as well to get ideas for program topics, speakers, fundraising, and member recruitment. In September, for example, the president of the Heart of America Chapter posted a request on SLAHOA-L for volunteers to serve on the Kansas Library Network Board, and a Western Canada Chapter officer asked for help in the library booth at the Calgary Career Expo. Very often requests like this are too time sensitive to be announced in a chapter newsletter.

One of the newest discussion lists is SLA-PRES, a list introduced by SLA President Sylvia Piggott to encourage SLA members to ask questions and discuss issues. SLA-PRES is one of the first lists to be hosted on the server located at SLA headquarters in Washington, DC. In 1997, chapters, divisions, and caucuses will have the opportunity to move their lists to this server. Draft guidelines are being prepared for discussion and review at the Winter Meeting in Ft. Lauderdale.

Hopefully, I've whetted your appetite for trying one or more SLA discussion lists. Most are not overly active, so you won't be inundated with a plethora of e-mail. Subscribing to a list is a great way to find people who have successfully dealt with problems you are encountering on the job or in your work for SLA—and make new friends in the process! I get a real thrill when I finally meet someone at annual conference whom I previously knew only through e-mail. ☞

by Sharyn Ladner. Ladner is business librarian at the University of Miami, Coral Gables, FL. For more information on "On the Net," or to contribute to the column, please contact Ladner at 1-305-284-4067, fax: 1-305-665-7352; Internet: sladner@umiami.ir.miami.edu.

Hide AND

Searching for Advanced

by Denise Chochrek

Five years ago I was working with books, locally-housed journals, and a collection of clipped newspaper articles. The librarian's research skills have changed dramatically since then however, and today I think nothing of starting my research online. Today's libraries have at least one online database and the majority have a collection of databases. But even as we move toward online research, we must continue to search for new sources of information. If we are to compete with competitive intelligence professionals in other departments and fight the outsourcing of research, we must figure out how to gather information on other companies at a higher level.

Relying on the Internet alone is not the answer. In order for competitive intelligence to be complete, the researcher must go "off-line" and use non-traditional sources to complement online material. One good source of "off-line" company information is our numerous government offices. There are many state, regional, and local sources that can deliver this information as well. Person-to-person conversations can also provide a wealth of material. Finally, when used with these other resources, the Internet is another valuable tool.

Government Resources

Every day, part of your paycheck goes to fund government research. A good amount of the information generated from this research is available either through the Freedom of Information Act (FOIA) or directly

from the source of the research. FOIA allows citizens to request data from the government, which then has 10 days to respond to the request. If the requestor is persistent, the data can usually be acquired. The only time the government doesn't release the information is if it would risk the nation's security or violate the privacy rights of its citizens.

It's not always necessary to write a formal FOIA letter. Many government offices are receptive to reasonable requests. The Department of Commerce has often provided me with assistance. Its library service has helped me contact the correct individuals when I was unsure which department to call. It also collects numerous statistics on trade and interstate commerce. If your business needs to track the sale of certain products in other countries, the Department of Commerce is a good place to start your extensive research. Remember that the Census Bureau is part of the Department of Commerce. In addition, statistics kept by the Department of Transportation can help you track the movement of goods. The Department of Transportation can also help you discover shipping patterns.

For information of a more general nature, the Library of Congress has an extensive collection of research—much of which is available to

the public. This information is also available on the Internet at www.loc.gov. If you're interested in congressional reports, you need to develop a relationship with your local representative. This is not a bad idea, for members of Congress have access to reports that can be very useful to the business community. Some members of Congress will pass along a list of the reports they receive. The subjects of these reports can range from the state of a particular industry to the impact of regulation on a product. Again, my advice for getting the information is to be persistent.

Another department in the government that conducts research is the General Accounting Office (GAO). There are offices all over the country, and each region specializes in different research. Wherever there is government spending, the GAO has researched the product, the process, or the functionality of it. The GAO also has very knowledgeable librarians and some prove to be very helpful. It helps to talk with



Denise Chochrek is manager of information research at Taylor & Co., an investment firm in Ft. Worth, TX. She may be reached at 1-817-338-2024; Internet: dcsnowball@earthlink.net.

Seek:

Company Information

these librarians as they can often put you in touch with specialists who research specific issues.

There are a number of other government agencies that are useful in the search for company information. Here are just a few that come to mind:

- **Occupational Safety & Health Administration (OSHA).** This agency is useful for gathering settlement agreements and written complaints against your competitors.
- **State Security Commissions.** Not everything is filed with the Securities Exchange Commission. Many companies file documents of incorporation at a state level.
- **State government offices.** Some of the data acquired by the federal government comes from the state. You can often get more timely information if you go directly to the state. In addition, the state offices sometimes collect more data than the federal government

requires. These state offices are also more willing to talk about how they collected their data. This can give you some insight into the numbers.

- **County or city clerks.** These clerks can provide real estate deeds which are useful in tracking the growth of your competitors.
- **The National Technical Information Service.** This service has a large collection of documents and CD-ROMs covering a number of industries. They also have data on subjects ranging from energy to the environment and trade to drug enforcement.

Regional Information

Most people mistakenly think of the Federal Reserve as just a government resource. The reserve has collected information on money and banking for years and has an extensive collection of reports and newsletters. I like to cross-reference the Federal Reserve in my regional files because it also has regional specialties. The Federal Reserve has 12 offices across the nation and collects data on much more than just banking. It also collects information on agriculture, real estate, and economic trends in their regions. The Federal Reserve librarians are some of the most knowledgeable and friendly people I know. If your company specializes in a

regional product, I would suggest contacting the Federal Reserve for assistance.

Public librarians are also very helpful. They often collect data on local companies or industries that are important to their communities. For a small copying fee, many of these librarians will share their research.

Collections in small business development centers are another regional source of information. These centers are often extensions of major universities and are a source of market data and company intelligence. Some of the centers specialize in specific industries and many have lists of the large, medium, and small companies in their regions. The lists often contain information on what the companies buy and sell and whether or not they have any plans for expansion in the area.

Other regional offices that can prove useful are the Chamber of Commerce and the Centers of Business and Economic Development or Research (the name tends to vary from state to state). Although these offices may have only limited information, they can provide lists of both public and private institutions. They can also provide insight on how the company fits into its region.

Telephone Interviews

In this aspect of research, it is important for us to consider our technique. Librarians work with the written word, whether in a book or on an online database. It is not surprising then that some of us have weak phone skills. When I was in graduate school, I took a class that included interviewing skills, but it never taught us how to interview over the phone. This technique is important for gathering advanced company information. Written data is valuable, but the extended view can only come from people.

While some of the best and most in-



formed people are librarians, we cannot limit ourselves to our own field. We are not the only researchers around. There are some other people you should talk to as well, such as:

- research and development staff within your company,
- editors and reporters of newspapers in your competitor's geographic area,
- editors of specialized newsletters in your industry,
- security analysts,
- professional associations,
- suppliers and distributors,
- lobbying groups, and
- customers.

Always keep in mind that the person you are talking with may have a bias. Be friendly and truthful about your call. This does not mean you have to "put all your cards on the table," but do not lie about who you are. We have an ethical re-

sponsibility to our profession and to our company. Be adaptable. What works in one situation will not work in another. Do not write a script. Rigid formats will only hamper the conversation. Instead, make a list of possible questions before you call someone and keep track of what you hope to get from each source. Be prepared to share your findings with the person you interviewed. A give-and-take scenario is more effective than an interrogation. A follow-up thank you note can also help pave the way for future assistance.

The Internet

In addition to these "off-line" resources, there is a great deal of company information available on the Internet. I strongly suggest you dedicate some time to finding the sources most use-

ful to you. The two search engines I prefer are AltaVista at www.altavista.com or Excite at www.excite.com. AltaVista is the most complete engine and tends to be my first stop, but Excite has a nice relevance platform and can often provide valuable information with less time spent.

One of the first things to look for on the Net are the numerous government office Web pages. Not all departments are completely "Networthy," but the value of these pages is increasing. Many times you can get names and numbers of people to contact for more information. Web pages for state governments are also appearing on the Net and are worth investigating.

Another resource to look for are the business sites on the Net. You can read various Internet journals and newsletters to keep up-to-date on what's currently available. By the time this article is published, it is likely that one fourth of the current sites will disappear and news ones will have taken their place. There are two sites I think are particularly worth visiting. One is Bloomberg, a relatively new site, at www.bloomberg.com. Bloomberg is an expensive financial services database, however, they currently provide some company information on the Internet free of charge. The other interesting site is CNN at www.cnnfn.com. In addition to the valuable stock information it contains, there is a reference area that points to other companies' Web pages.

These and other company Web pages are another resource not to be overlooked. The amount of information on company sites can vary from simply a picture and an address, to a very detailed breakdown of the company. Some sites provide financial data, pictures of their

operations, and background information on their directors and officers—all of which can prove very useful. Although the information is mostly propaganda, companies often provide more insight into their operations than they should. A picture of a plant can show whether they are using the latest technology. An officer's biography can give insight into the style of leadership within the company. Always look for small clues.

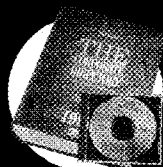
For Your Reference

I subscribe to two newsletters that I find extremely valuable for staying informed about new sources of information. They are the *Information Report* by Washington Researchers (1-203-333-3499), and the *Information Advisor* by FIND/SVP (1-212-645-4500). There is not much overlap in the content of the newsletters, and if your library can afford them, I would suggest subscribing to both.

Conclusion

Expanding our knowledge beyond basic company research requires going beyond paper and online sources. Librarians will find it necessary to delve into government sources and regional information. We will need to brush up on our communications skills so we can gather information from the numerous people in our industry. As business becomes more competitive, we must be ready to help our companies compete in the international arena. We must realize that if we cannot accomplish the information needs of our firms, we are in danger of being replaced. If we want to be the information source of the next century, we must go beyond the basics. ☞

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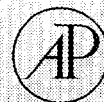
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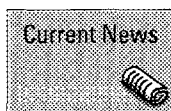
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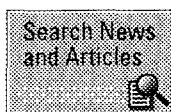
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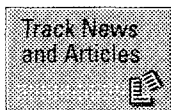
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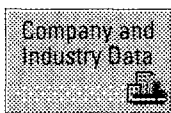
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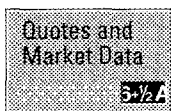
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What's Driving SLA's Research Program?

The increasing focus by management on the special library or information center's contribution to the bottom line, the evolution of the work world—including re-engineering, outsourcing, telecommuting—and the shift from paper to electronic media are all shaping the environment of the information profession. This shifting landscape, while offering exciting new possibilities, also brings a new terrain which may be pretty tricky to negotiate. This column is your road map. It will guide you on where to go, important pitstops to make, and, equally important, places to drive on by.

This first column provides a broad overview of ongoing and planned research program activities. Future columns will focus on specific projects and how the findings can be used by practitioners in the workplace.

Value of Special Libraries

Determining the value of special libraries is one of the key issues facing the profession today. A current research project, directed by Paul Kantor, director, Alexandria Project Laboratory, and professor, School of Communication, Information and Library Studies, is designed to provide concrete data demonstrating the return on investment in library staff and resources. A manual to be published in fall 1997 will contain samples of the research instruments used in the study and instructions on how

to modify the instruments for applications in other libraries.

Case Studies of Outsourcing

Another key issue facing the profession is the outsourcing of special libraries and information centers. SLA has just completed an exploratory case study of outsourcing and is examining the findings to determine if a large-scale study is feasible. Findings will be published by the association in spring 1997.

Steven I. Goldspiel Memorial Research Fund

The Steven I. Goldspiel Memorial Research Grant funds projects that focus on one of the areas specified in SLA's research agenda. The 1996 Steven I. Goldspiel Research Grant was awarded to Professors F.W. Lancaster and Linda C. Smith for a project examining the applicability of artificial intelligence/expert system (AI/ES) technologies to current and future special library operations. The findings will shed light on the appropriateness and utility of developing an AI/ES technology-based system, provide guidance on the

most promising approach to the development and implementation of AI/ES technologies, and present a synthesis of relevant applications to serve as the foundation and model for specific developments of AI/ES technologies. Results will be presented at the 1997 SLA annual confer-

ence in Seattle and published in early 1998.

SLA Biennial Salary Survey 1996

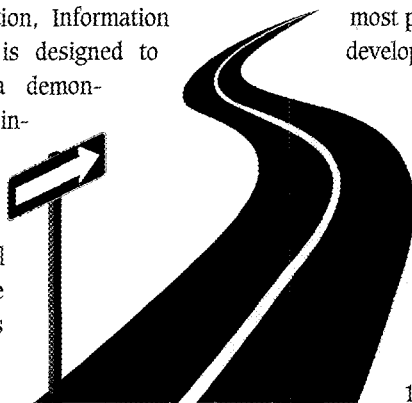
SLA first started collecting salary data for special librarians in 1967 in order to provide a wide spectrum of information about salaries in the field. The report enables you to assess your own salary in light of numerous variables. The data offers a specific awareness about key factors that influence compensation levels and allows for comparison of your salary.

Published in October 1996, the *SLA Biennial Salary Survey 1996* contains the most accurate and up-to-date information on salaries in the profession and indicates that salaries in the field have continued to rise.

1996 Super Survey

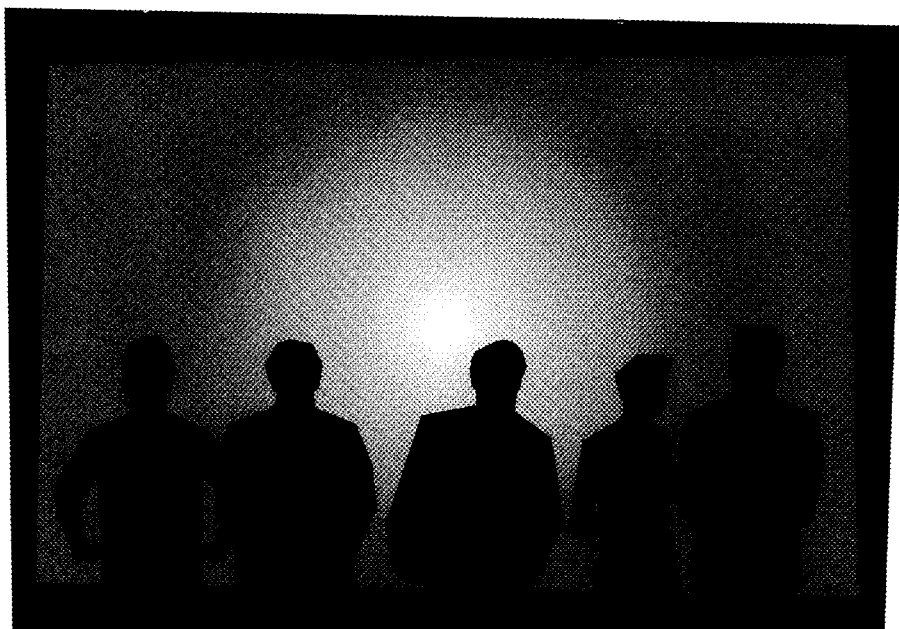
Throughout its history, Special Libraries Association has undertaken a variety of surveys and studies to ascertain specific information, characteristics, and needs of the profession. The 1996 Super Survey was the latest such undertaking. Specifically, it aims to evaluate current association programs and services; identify areas for the development of new programs and services; develop a demographic profile of SLA's membership; and analyze trend data from the 1996, 1991, and 1986 Super Surveys. SLA leadership and staff will be using the data to ensure that the needs of the membership are being met and that the association and its members are well-positioned for the 21st century.

These are just the highlights. The bottom line in SLA's research program is to help you take control of your future by offering a road map to the expanding horizons of the information world. One way this goal is achieved is through the research program's responsiveness to the dynamic environment of special librarians. Let us know what research you need to keep on course by communicating with SLA's Research Committee and SLA's director of research. ☞



by *Laura N. Gasaway and Liana Sayer*. Sayer is director, research at the Special Libraries Association, Washington, DC. Gasaway is SLA's research committee chair. For more information on "Findings: Research and Your Bottom Line," or to contribute to the column, please contact Gasaway via the Internet at: laura_gasaway@unc.edu, or Sayer at: 1-202-234-4700, ext. 615; fax: 1-202-265-9317; Internet: liana@sla.org.

What Makes You a *Special* Librarian?



Training *Special* Librarians

Some time ago, in library school, the instructor in our special libraries course asked us what we could do that an experienced executive secretary to the president of a company could not do. Answers came thick and fast.

"I'm trained and skilled at acquisitions. I can buy books and subscriptions as needed from any publisher in the world." The teachers' response: "So can that secretary. With the power of the presidents' office and the budget usually allocated, a quick call to a bookstore downtown or to a publisher or distributor will get what's needed."

"I'm trained in reference and research, in the most obscure areas. I can locate facts and data needed quickly and get them to the president." So can the secretary, by going to a research library, a broker of infor-

mation, or to the source, if need be, and simply asking.

The teacher further described the firm as a medium-sized enterprise, with a good balance sheet, a staff of over 200 engineers and scientists, and a large marketing and legal department.

"I specialized in competitive intelligence. I can find out what the company's competitors are doing and let the president know, to help in choosing a direction for the firm." A hard-bitten experienced secretary can too, and is probably plugged into some sources on that very theme.

As one answer after another was brought up and shot down, the class grew silent, until one hand was raised in the back of the room. "I can do all those things that have been mentioned, and I can do them for those 200 scientists and engi-

neers, the marketing people and the legal department, as needed, on a continuing basis. The executive secretary does those things just for the president of the company." Bingo!

We had hit upon it. The instructor was pleased—sometimes an entire seminar missed the point. In thinking about that experience, I realized that this aspect of our work is often not documented, not recorded. It just happens, then we go on to the next challenge of our job. We may have moved mountains, accomplished miracles of research and discovery, but it was just another day for us.

I've been a member of SLA for, well, let's just say many years. In the course of my special library career, I have worked in academic, corporate, and public libraries, and have occasionally served as a consultant. This association has members who span the globe in their responsibilities and who span the universe in the variety of information they provide. Each of us can probably provide an example of a minor miracle, an impossible task completed in record time, or a creative solution to a problem at hand, all done within the confines of a limited budget. It is that ability that makes us special, that makes us valuable to our organizations, that makes our jobs really satisfying. I will pick out a few of the incidents that prove the point from my own career. If you have a good story to add, let me know. The possibilities are endless, and each of you can contribute. That way we can answer the question, "What makes *you* a *special* librarian?"

Creative Solutions

The vice president brought in two documents two inches thick and said, "This is the bid request. There's a government contract we can bid on and we're gathering the researchers to make a bid for it. There will be 10 of us, so you should make 11 copies of

by **John Piety**. Piety is associate director for learning resources at John Carroll University, Cleveland, OH. For more information on "Special Librarians," or to contribute to the column, please contact Piety at: 1-216-397-1706; fax: 1-216-397-4256; Internet: piety@jcvaxa.jcu.edu.

each of these so we can all follow along."

The last thing I wanted to do was stand over a hot photocopier making that many copies. I needed an alternative. "This is from NASA," I said. "We get copies of their stuff in microfiche. Let me check on something." I located the documents in fiche, gathered up our old microfiche reader and loaded a booktruck. "Are you using the conference room upstairs?" I asked. The VP nodded.

"But we can't all look at that tiny screen to read these specifications," he burst out. I assured him it would be all right, and asked if we could go see the conference room. We got there and my heart sank. No screen! "Isn't there a projection screen in here?" I asked. He went to the wall and presto, the paneling slid aside, revealing a screen eight feet per side. I set up the fiche reader, found a plug in the middle of the table, and then surprised him. I removed the screen, put the fiche in reverse, and asked him to turn down the lights. There it was, the cover page of the document, large enough to be read by all.


Now we could talk seriously. He needed to see if the text was legible on all text pages. Could the blueprints and diagrams be read? Were the formulas visible to the whole table? We went through and dispelled his doubts. He grudgingly admitted that he could use the fiche and the single copy of the document as a master, marking the pages each member of the team might need as they discussed the bid. Two days later, two people from our Virginia office, three from the West Coast, two from New York, and so on, converged at our offices and the meeting started. I don't mind telling you I was somewhat apprehensive. As a half hour, then an hour passed, without a summons to the conference room, I relaxed a little. And at four that afternoon, I watched the group leave to go their separate ways.

A few minutes later the VP came in chortling with laughter. "You should have seen it," he said. "Usually each person opens their copy to the chapter they're most interested in, and then they don't listen to the presentation as a whole or respond to

problems that may relate to their part but aren't in that chapter. This time we were all on the same page out of necessity." He went on to say that the meeting produced better results in a shorter time than he had ever seen, simply because the entire team focused on the same aspect at once. They used yellow pads to make notes and asked by number for the pages they might need when they got back to their labs. Then it was done. A few of the people remarked that it seemed to go more smoothly than usual. The vice president thanked me and asked, "By the way, how long have we had that machine? Could we have used it before?" I told him we had it for five years and that he had just never asked me to make copies of that many pages before. He left happy, and I went up to the conference room to retrieve our old fashioned, but still useful fiche reader, which could also be used as a fiche projector.

What makes you special? Knowing the full capabilities of the equipment available and being able to convert them for new uses when needed. ☼

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Special Libraries Association

What is your Information Outlook?

by Jane I. Dysart and Stephen K. Abram

IF

If you can keep your head when all about you
Are losing theirs and blaming it on you,

If you can trust yourself when all men doubt you,
But make allowance for their doubting too;

If you can wait and not be tired by waiting,
Or being lied about, don't deal in lies,

Or being hated don't give way to hating,

And yet don't look too good, nor talk too wise;

If you can dream—and not make dreams your master;

If you can think—and not make thoughts your aim;

If you can meet with Triumph and Disaster
And treat those two impostors just the same;

If you can bear to hear the truth you've spoken
Twisted by knaves to make a trap for fools,

Or watch the things you gave your life to, broken,

And stoop and build 'em up with worn-out tools:

If you can make one heap of all your winnings
And risk it on one turn of pitch-and-toss,

And lose, and start again at your beginnings
And never breathe a word about your loss;

If you can force your heart and nerve and sinew
To serve your turn long after they are gone,

And so hold on when there is nothing in you

Except the Will which says to them: "Hold on!"

If you can talk with crowds and keep your virtue,

Or walk with Kings—nor lose the common touch,

If neither foes nor loving friends can hurt you,

If all men count with you, but none too much;

If you can fill the unforgiving minute

With sixty seconds' worth of distance run,

Yours is the Earth and everything that's in it,

And—which is more—you'll be a Man, my son!

—Rudyard Kipling (1865-1936)

Jane I. Dysart is past-president of SLA and a principal with Dysart & Jones Associates, Toronto, ON. She may be reached via the Internet at: dysart@inforamp.net. Stephen K. Abram is an SLA director and is the director, corporate & news information, Micromedia Limited, Toronto, ON. He may be reached via the Internet at: sabram@mmltd.com.

It's amazing how Kipling's words to his son, written around the time of SLA's founding, still resonate with power, even today—nearly 100 years later! There he stood, his life straddling the edges of the Rural and Industrial Ages—the embodiment of a people dealing with the contradictions that surface in an age of transformational change. He says a lot to us as we stand on the edge of our future—a future celebrated in this inaugural issue of *Information Outlook*.

The word “outlook” can be looked at in many different ways, which is particularly important to SLA as we approach the millennium. It's the perfect word to describe the challenges and opportunities facing special librarians and information professionals at the dawn of the information era—our era. One of our challenges will be to maintain SLA's relevance through the future.

From one perspective, the word means observing, as if from a look-out—rising above the trees and seeing the forest. This means looking out from a panoramic perspective—not at the detail, but at the beauty of the view, the landscape. For us it's more than just a local or national perspective—it's a global view, international in scale. From this vantage point we can create maps, find patterns, prioritize places to explore, communicate the contexts of this new age with others, and help create the new rules for success. As we find our sea legs in this new age, we will need to expand on the core skills and talents necessary for this advanced global network and its cross-cultural context—we need to be linking content and context, developing new communities, and building new connections.

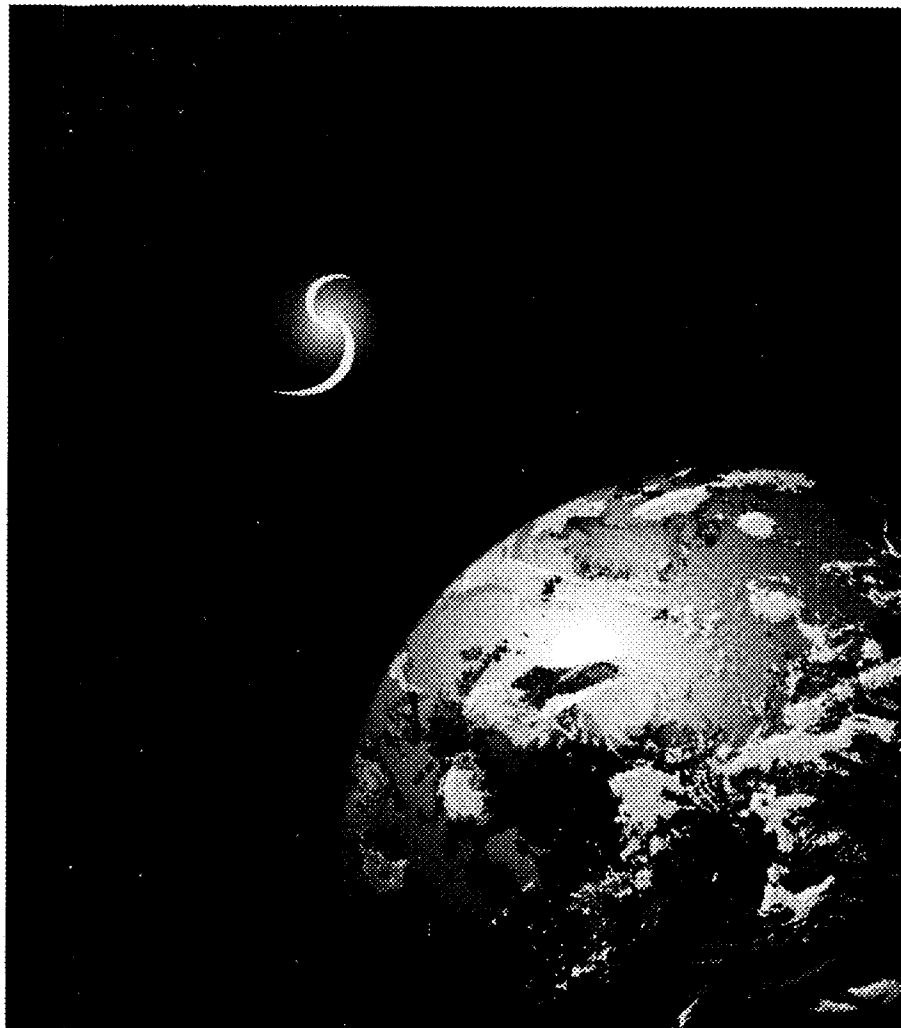
Another aspect of our information outlook is our outlook on life—our attitudes towards our own lives, our profession, and our future. Do we expect success or marginalization? Do we foresee our future as utopia or distopia? Do we sense the potential to have an impact or not? SLA's vision is positive: to be catalysts in the Information Age. In this era, we will no longer be regarded merely as skilled professionals, competent to perform professional information work. We are advancing to the level of true “talent.” We are positioned with the four key talents necessary for success in this Information Age—and are probably the

only group of professionals so blessed with this full suite of assets:

- **Our advanced technology skills.** We're not saying that we are the keepers of the secrets of hardware, software, or communications. We have something more important to this new age. We understand, at a deep professional level, two things that are more critical—true information applications and the human/information interface. In this age, it is not as important how the technology works, but rather, what you do with it and how easily information can be turned into knowledge. If this transformation of information into knowledge doesn't occur, technology is just spinning its wheels without a true pay-off.
- **Our advanced service professionalism.** We are not information servants or seekers of information “McJobs” in the new economy. We are exactly what intelligent enterprises need on their se-

nior teams to effectively use real tools and strategies to lubricate their organizations with information for success.

- **Our advanced information literacy skills.** As professional accountants are to financial health and medical professionals are to personal health, professional librarians are to an organization's information health. As the content tsunami threatens to engulf the enterprise, it becomes essential that our collection, evaluation, research, interpretation, training, and communication skills be applied in the highest level of strategic context.
- **Our advanced people skills.** We sometimes refer to the application of these skills by using our own jargon—the reference interview, library board management, enduser training. However, they are nonetheless essential elements in the continuum of content transfer—data becomes information, information becomes knowledge,

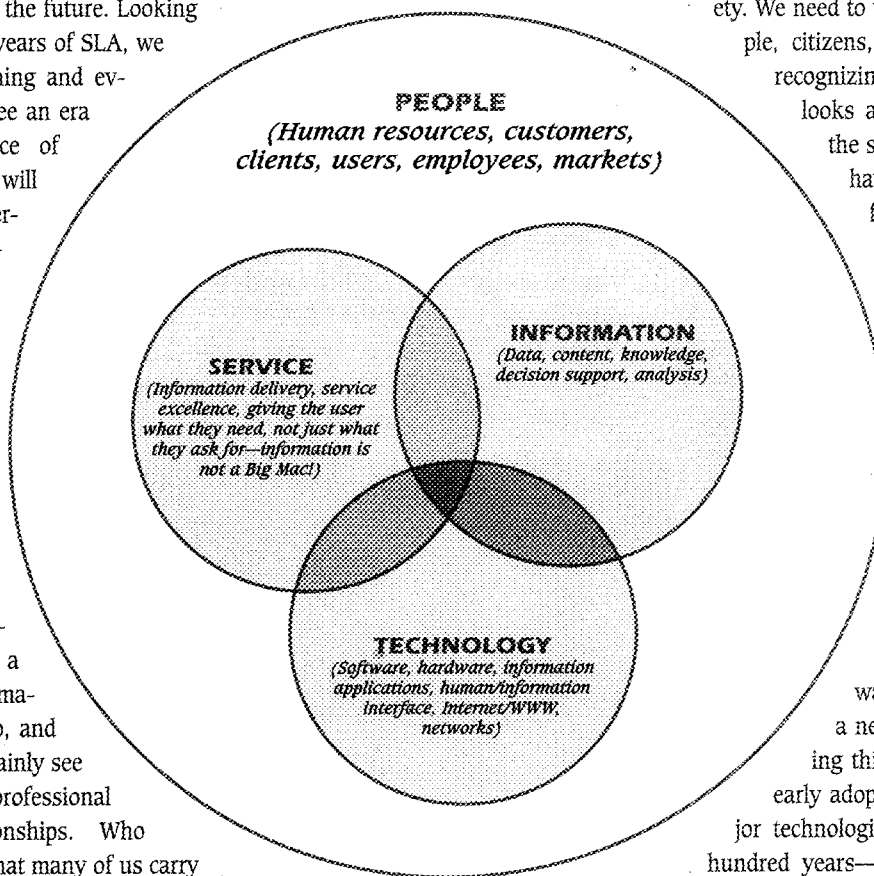


knowledge, if we're lucky, becomes wisdom. Each of these transfers and transformations require people, and people require help. Special librarians can provide that help—either by understanding the information context and designing content products to deliver information effectively, or by helping the enduser directly.

Much like the weather outlook provided by a meteorologist, our outlook also tells us what we can expect for the future. Looking into the next hundred years of SLA, we can safely predict nothing and everything. We can foresee an era where the convergence of multiple technologies will result in equally powerful personal and enterprise-wide applications—true information applications, not merely automated information manufacturing processes. We can foresee new dimensions of service, personal and enterprise-wide, where the lines are blurred between what constitutes a mass market, an information product, a desktop, and an answer. We can certainly see new and different professional and personal relationships. Who would have predicted that many of us carry on successful relationships, on many levels, with people we've never seen, heard, or met, except through the Internet?

We can see that the solutions now emerging regarding networking, hardware, and software provide a context for a new renaissance in information design. Remember that during the last renaissance, it was not standard—by any means—that books be read from right to left, from front to back; that they have covers; or even that they be square! The print paradigm we've dealt with for centuries was the result of years of creative and iterative effort. This is what is happening again in the electronic context. Special librarians can be key players in this effort—many already are. How-

ever, we must move from being "text heads" to "next heads" since this renaissance will encompass more than text—bringing in broadcasting, images, sound, moving images, and animation. It will be a massive convergence never before seen in world history. It is truly exciting to see some of our members moving beyond the development of just-in-case collections and just-in-time research, and into senior roles



in enterprise-wide knowledge management.

Our outlook for the future should involve striking a balance among the pillars of our profession. We need to balance the competing needs of users, libraries, institutions, governments, technology, budgets, suppliers, and the public and private sectors, while simultaneously ensuring that we don't stray from our core values as a profession. (Our core values are included in the SLA Vision Statement, which can be found on SLA's home page at www.sla.org or in the *Who's Who in Special Libraries*.)

After years of being on the fringes of intellectual and economic mainstream activity, librarianship now finds itself dead center.

We've been put there by developments such as Netscape, AltaVista, Yahoo, artificial intelligence, the WWW and hypertext, Java, and alternative information channels. These are much more than just products and processes, they are true transformational events. When we talk about issues like the intuitiveness of a GUI or attempt to design cognitive systems that match how we all think, we are tampering with the nature of learning and the basic construction of society. We need to view the panorama of people, citizens, and clients around us—recognizing all of their different outlooks and perspectives. We have the skills. More importantly, we have an enriched and informed point of view. We have the ability to link with others to successfully deal with these issues and create innovative solutions.

Finally, a librarian's outlook depends on the professional's way of thinking. In regard to technology, the most recognizable strategic lever in this new age, librarians have always been willing to explore a new outlook and way of doing things. Librarians have been early adopters of virtually every major technological innovation of the last hundred years—we used microfilm before spies did, online databases before Dow Jones, CDs before Bruce Springsteen, and the Internet before it captured the imaginations of the mass media and the average consumer. Most others are novices compared to us. We were there in the development of the passing age, biding our time, and contributing in no small measure to past successes.

"Whether or not it is clear to you, no doubt the universe is unfolding as it should" (Desiderata). Our challenge is to ensure that we are active participants in shaping this new age. What happens next should happen because we worked on it and contributed to its development. This is our challenge and the outlook is good. ☞

"Canadians On-Line" Airs

"Canadians On-Line: Journeys on the Information Frontier," a major Canadian documentary highlighting the importance of libraries and information skills to the future of Canada, aired September 14, 1996 on CHCH Channel 11 in Ontario and on WIC television affiliates across the country. SLA Past-President Jane Dysart had a small part in the special program.

SLA Board Member Stephen Abram commented on the documentary after a press conference and premiere September 10 at the Ontario Science Centre in Toronto. "Although the documentary took almost two years to bring to fruition, it is very nice to see information and information issues on prime time television!" Canada's Minister of Federal Industry, Jon Gerrard, spoke at the premiere.

According to the producer, Eric Huurre of Toronto-based Forevergreen Productions, Inc., the program discusses "the next generation of jobs and economic opportunities, as well as many news, entertainment, and general information services [that] will require fluency and comfort with the new computer and electronic communication tools." The goal of the project, sponsored by public and private sector interests, was to improve national awareness of the Internet and other interactive communications technologies and demonstrate the importance of libraries and information professionals to the social and economic health of Canada.

Nicholson Baker Takes on the San Francisco Public Library

In a scathing *New Yorker* article, author Nicholson Baker decried when "telecommunications enthusiasts take over big old research libraries and attempt to remake them ... as high-traffic showplaces for information



The documentary "Canadians On-Line" revealed a bright future for information professionals.

technology" ("The Author Vs. The Library," October 14, 1996, p. 50). He exposed the mass discard of thousands of books in the move from the "Old Main" building of the San Francisco Public Library to a newly constructed showcase and agitated for preservation of the paper card catalog.

Many librarians are very upset with Baker's anti-technology view. SLA member Marisa Urgo wrote, "Such gibberish would be ignored if it were focused toward other professions such as medicine or law... Non-professionals ... consistently desire to dictate the management policies of libraries simply because they love books" ("I've Had It With Nicholson Baker," e-mail to the *New Yorker* editor, October 9, 1996). How do you think Baker's article impacts the image of librarians? Send your comments to Heidi Jones (contact information is below) and we will publish a few re-

sponses in an upcoming column.

January Marketing Idea

In the Cincinnati Chapter's *Queen City Gazette*, Mary Lynn Wagner describes the importance of knowing your clients and including support and administrative staff in your marketing efforts. With this knowledge, you can target client needs in promotional materials such as articles in staff newsletters, new staff orientations, and special events like National Library Week and International Special Librarians Day. In targeted materials, you can highlight your services for specific clients. ("Librarians, Get Out From Behind Your Desks!" September/November 1996, p. 1). Wagner also emphasizes that "the best library promotion is a courteous, efficient, and knowledgeable staff." She suggests that when clients are pleased with the service they have received at your library, they are likely to tell someone else about what you have done. To improve satisfactory service, she has a suggestion box and hand-delivers research requests so she'll have more contact with people and they can ask more questions. ☞

by Heidi I. Jones. Jones is public affairs assistant, Special Libraries Association, Washington, DC. For more information on "P.R. Outlook," or to contribute to the column, please contact SLA's Director, Public Relations Jennifer Stowe at: 1-202-234-4700, ext. 634; fax: 1-202-265-9317; Internet: jenni-s@sla.org. Please be sure to include complete citations with each submission.


Coming EVENTS

JANUARY 1997


Online Northwest '97

Online Northwest, an annual computerized information retrieval conference, will be held **January 24** in Portland, OR. For more information about the conference, contact Jeanne Davidson, Oregon State University Library, at 1-541-737-7275; Internet: davidsoj@ccmail.orst.edu. Poster sessions will be offered at the conference. If you are interested in presenting a poster session, contact Paul Frantz, University of Oregon Library, at 1-541-346-1880; Internet: frantz@oregon.uoregon.edu.

SLA Winter Meeting

 SLA's Winter Meeting will be held **January 23-25** in Ft. Lauderdale, FL. A Call-to-Meeting was mailed to all association officers in early November. For agenda information, contact Ernie Robinson, assistant to the executive director for board and external activities, at 1-202-234-4700, ext. 616; Internet: ernie@sla.org. For hotel information, contact Lisa Zuker, conferences & meetings assistant, at 1-202-234-4700, ext. 645; fax: 1-202-265-9317; Internet: lisa@sla.org; home page: www.sla.org.

Riding the Technology Tidal Wave

 SLA's Winter Education Conference, "Riding the Technology Tidal Wave," will be held **January 26-28** in Ft. Lauderdale, FL. The conference will feature a variety of half-day workshops, full-day courses, technology-related ex-

hibits, and demonstrations of the newest products and services to enhance special libraries. For more information, contact SLA's Manager, Professional Development Gianna Renzulli at 1-202-234-4700, ext. 649; fax: 1-202-265-9317; Internet: gianna@sla.org.

Technology & Applications

 The "Technology & Applications" unit of SLA's Middle Management Institute will be held in Ft. Lauderdale, FL, **January 27-28** in conjunction with the Winter Education Conference. For more information, contact SLA's Manager, Professional Development Gianna Renzulli, at 1-202-234-4700, ext. 649; fax: 1-202-265-9317; Internet: gianna@sla.org.

FEBRUARY 1997

SCALL Institute

The 25th Annual SCALL Institute will be held **February 7-8** in San Diego, CA. For more information, contact Laura A. Cadra at: 1-213-740-6482; Internet: lcadra@law.usc.edu.

1997 ALISE Conference

The Association for Library and Information Science Education (ALISE), in conjunction with The George Washington University, will present the 1997 ALISE Conference, "Reinventing the Information Profession," **February 11-14** in Washington, DC. ALISE 97 will examine the challenges associated with developing the knowledge, skills, and approaches needed to prepare a new gen-

eration of information professionals. For more information, please contact The George Washington University Office of Conferences and Institutes at: 1-202-973-1110; fax: 1-202-973-1111; or visit the ALISE home page at www.si.umich.edu/ALISE/.

1997 ALA Midwinter Meeting

The American Library Association (ALA) will hold their 1997 Midwinter meeting **February 14-20** in Washington, DC. To advance register, send your completed registration form with payment (\$25 ALA library student members, \$75 ALA personal members, \$150 nonmembers) to: ALA Advance Registration, 50 E. Huron Street, Chicago, IL 60611.

VII FORO

The 7th Transborder Library Forum (VII FORO) will be held **February 20-22** in Ciudad Juarez, Chihuahua, Mexico. For more information, please contact Martha Castro, 7th Transborder Library Forum, UACJ-Dirección de Recursos Informativos, Av. Lopez Mateos No. 20, 32310 Ciudad Juarez, Chihuahua, Mexico; tel: 52 (16) 11 31 67; Internet: mcastro@uacj.mx.

MARCH 1997

Computers in Libraries 1997


Computers in Libraries '97 will be held **March 9-13** in Arlington, VA. The conference offers a wide-ranging program designed to meet the needs of all librarians and information managers. The

focus of the conference is on library technology which is transforming the operations, products, services, and roles within all types of information centers. For more information, please contact Information Today, Inc., 143 Old Marlton Pike, Medford, NJ 08055; or call 1-609-654-6266; fax: 1-609-654-4309.

ASIDIC Spring Meeting

The ASIDIC 1997 Spring Meeting will be held **March 16-18** in New Orleans, LA. The topic of the meeting will be "Strategic Perspectives on Change in the Information Industry." For details, contact Jeannette Webb, ASIDIC Secretariat, P.O. Box 8105, Athens, GA 30603; or call 1-706-542-6820; fax: 1-706-542-0349; Internet: jwebb@uga.cc.uga.edu.

The Future for Librarians: Positioning Yourself for Success

 SLA's newest distance learning program, "The Future for Librarians: Positioning Yourself for Success," will be offered on **March 20**. If you have satellite video-conferencing capabilities, this program can be sent to you. For more information, contact SLA's Manager, Professional Development Gianna Renzulli at 1-202-234-4700, ext. 649; fax: 1-202-265-9317; Internet: gianna@sla.org. 83

To contribute to "Coming Events," please forward your event announcement to Assistant Editor Susan Wright at 1-202-234-4700, ext. 643; fax: 1-202-265-9317; Internet: susan@sla.org.

Copyright and Document Delivery

© Copyright boasts an “American Dream” provenance. Emanating from humble beginnings—nestled in a couple of lines in the U.S. Constitution—it has grown to the point where it is shouldering the fortunes of the movie, video, CD, sound recording, sports broadcasting, and print publishing industries. It also promises to hold the fortunes of the Internet and World Wide Web. All of these industries now ride on the enforcement of and compliance with copyright law.

As a result, copyright will play an increasingly important role in document delivery and interlibrary loan in the future. Factors of most concern to librarians include interpretation and compliance with laws, and the costs associated with that compliance.

The recent attempt to move the U.S. Register of Copyrights out of the Library of Congress and directly under the purview of the President proves that copyright will play an increasingly important role.

To bring document delivery in the library setting into focus, let us first consider where we are. Patrons want materials immediately—with fewer forms, explanations, or delays. In a sense, copyright introduces a new delay in this scenario. Once, the librari-

an could simply make a copy without thinking about it. Now the librarian must stop and consider the copyright laws in place, as reminded by the notice posted next to the copier.

Document delivery is an expedited, more expensive version of interlibrary loan. Using traditional interlibrary loan, it could take a couple of weeks or more to receive the materials. Document delivery can produce the document within hours or days using faxes, online printing, and expedited deliveries.

Mary Jackson of the Association of Research Libraries states that the most popular document delivery services are 1) the British Library, 2) UML, 3) Chemical Abstracts, 4) UNCOVER, and 5) ISI Genuine Article. Each of these document suppliers must comply with copyright law by obtaining the permission of the copyright holder or by paying the royalty fee. When the document is supplied to the customer, the customer can be confident that the copy was lawfully obtained. Copyright fees vary from article to article. UMI states that 95 percent of the articles have a \$2 fee with the highest fee being \$28.50 for an article. However, I had an experience where the copyright royalty was \$5 per page, making the copyright fee

for the entire article over \$100. There is also some concern about the Texaco case and how it will affect copyright fees.

The stated goal for the future of interlibrary loan and document delivery, according to Jackson, is to empower the enduser or patron to request the documents themselves, bypassing a service intermediary. The patron would identify the document needed, place the order, pay royalties, and receive the document, all in one step. Such a plan will involve linking the systems which currently do each step separately.

The existing copyright law has many gray areas that are frustrating to librarians. In academic and not-for-profit settings, fair use is much more expansive. The “Guidelines of Five” suggest that it is permissible to copy up to five articles from one title not subscribed to during one year without violating copyright guidelines. Currently, there is no software program to monitor how often one title has been requested. However, the National Institute of Health is working on such an interlibrary loan management system that will be offered as free shareware when completed.

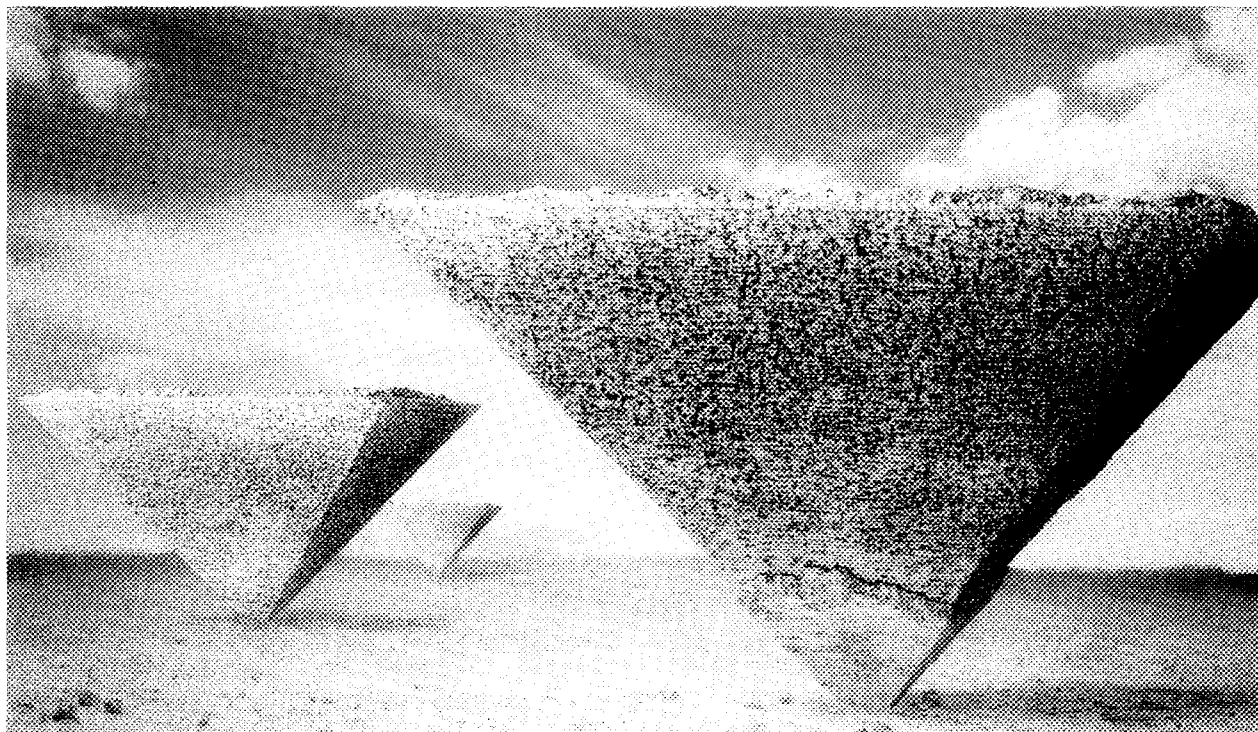
In a for-profit setting, fair use copying is much more restricted. However, participating in interlibrary loan and making resources available for sharing with outside libraries offers a bit more flexibility. Generally, most for-profit libraries try to borrow the original source document or pay royalty fees.

Copyright has applications in several burgeoning areas. Distance learning is one example. What is the definition of a classroom? Can it be students geographically separated but linked by the Internet or teleconferencing equipment? These are the types of issues being hammered out in the Conference on Fair Use (CONFU), which is laying the groundwork for new copyright guidelines. Publishers have expressed their desire for a much stricter application of fair use. They have even expressed their desire to “outlaw” interlibrary loans, according to Sarah K. Wiant, law professor and librarian at Washington & Lee University, Lexington, VA. Publishers are concerned that in the Internet and e-mail environment, copyrighted documents can be freely forwarded and read without paying royalties.

The Copyright & Fair Use site on the World Wide Web is a good resource for keeping up with copyright issues and may be found at: fairuse.stanford.edu/. SLA is also monitoring copyright issues and has placed this information on the government relations section of their Web site at: www.sla.org. In addition, SLA has joined other library organizations to retain an attorney for copyright legal matters in the Shared Legal Capability. Finally, AALL offers a model of Private Firm Copyright Guidelines which were written by Laura Gasaway and may be found at: lawlib.wuacc.edu/aallnet/aallnet.html. ☞

by Lawrence S. Guthrie, II. Guthrie is interlibrary loan librarian at Covington & Burling, Washington, DC, and chair of SLA's Copyright Committee. For more information on "Copyright Corner," or to contribute to the column, please contact Guthrie at: 1-202-662-6158; fax: 1-202-778-8658; Internet: lguthrie@cov.com.

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INFORMATION SOLUTIONS ONLINE, ON CD-ROM, ON THE WEB, ON PAPER

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Reviews

BOOKS

WWW and Home Pages
Metz, Ray F. and Gail Junion-Metz,
*Using the World Wide Web and
Creating Home Pages.* New York,
NY: Neal-Schuman Publishers, 1996,
273 p. ISBN: 1-55570-241.

Writing a book that serves as a comprehensive introduction for libraries wishing to take the plunge into the maelstrom that is the World Wide Web is no small task, but the authors of this book have made a wonderful go of it. *Using the World Wide Web and Creating Home Pages* is a well thought out, easy-to-read primer for setting up a library-based Web site.

The authors provide a history and introduction of the World Wide Web; discuss how having a Web site will affect the library; examine practical concerns such as how to get an Internet connection and how to plan and design both the individual Web pages and the entire structure of the site; explore testing, maintaining, and updating the site; and provide information on training library staff and patrons, testing the site once the pages are written, and introducing the new service to patrons.

The graphics throughout the book clarify the examples without cluttering the page. Each chapter has a summary at the beginning, definitions of key terms in the margin, and mini-bibliographies at the end of most sections. Despite being an introductory primer, the book is surprisingly precise and up-to-date in terms of important technical details such as file formats and available software. The book provides a large amount of

information in a clear, outlined format and then points the reader to further materials.

While aimed primarily at generalist libraries, the book is a great starting point for any kind of library.

Allan R. Barclay is reference librarian, Ruth Lilly Medical Library, Indiana University School of Medicine, Indianapolis, IN.

Ethics for Librarians

Zipkowitz, Fay. *Professional Ethics in Librarianship.* Jefferson, NC: McFarland & Company, 1996. 168p. ISBN: 0-7864-0223-7.

In this book, the author uses the case study method to explore professional ethics in librarianship. In separate sections, ethical relationships with colleagues, patrons, things (interpreted broadly to mean "non-human resources" such as computers), organizations, and vendors are all discussed.

Each brief case study is followed by a series of questions designed to solicit an ethics-related decision from the reader. On average, there are four questions for each study.

The brevity of this work seems to lend itself to the possibility of including it as an introduction to a textbook for a librarianship course—which seems to be the implicit intent of the author. However, the brevity precludes any in-depth analysis of the cases, or of professional ethics overall. Contemporary issues regarding electronic access and professional ethics are touched upon, but these issues are not

given extensive coverage.

In general, the author provides the reader with food for thought regarding the professional conduct of a librarian. As the author says, there is no clearcut answer to the question of ethics. A follow-up to this work which would examine contemporary issues of professional library ethics would be desirable.

John Ganley is assistant director of the Science, Industry and Business Library of the New York Public Library, New York, NY.

Tenure and Promotion for Academic Librarians

Cubberley, Carol W. *Tenure and Promotion for Academic Librarians.* Jefferson, NC: McFarland & Company, Inc., 1996. 129 p. ISBN: 0-7864-0238-5.

This work grew directly out of the author's professional experiences. During her career, she moved from an initial appointment at a professionally isolated university where there is no formal promotion process and librarians are not eligible for tenure, to one where a formal promotion process exists (up or out), and finally to a university where librarians are on tenure-track and are highly integrated into the larger professional community. Although she was aided financially, received release time, and received guidance from colleagues at both of her recent affiliations, the process still remained a mystery.

This guide was written to help the novice demystify the processes of promotion and ten-

ure. Unfortunately, I find it difficult to understand how any individual who has been through a professional program could benefit significantly from this work. If large numbers of new professional librarians do find significant insights in this book, then I suggest that there are major deficiencies in graduate programs and in the accreditation standards for academic libraries.

Emphasis throughout the book is slightly off the mark. For example, one of the chapters was on preparation of the dossier. Given the importance of the dossier in the promotion and tenure processes, one would think that the topic deserves more than the one page it received. In contrast, 18 pages are devoted to suggestions concerning presentations. The author does give some good advice, such as "Read your library's promotion and tenure document carefully."

Tenure and promotion are critical events in the career of any academic. However, I suggest that novice academic librarians will be better off looking elsewhere for assistance. Although there are certainly differences, these processes still have much in common with those used by traditional faculty. Based on this assumption, I recommend reading the paperback *Getting Tenure* by Marcia Lynn Whicker, Jennie Jacobs Kronenfeld, and Ruth Ann Strickland. ☞

Mark Oromaner is dean of Planning and Institutional Research, Hudson County Community College, NJ.

In consideration of our international readership, the following summaries of this month's feature articles are provided first in English, then in French and Spanish.

Knowledge Navigation, or, Why I Taught Tango Lessons

by Jenna Hartel

Knowledge navigation is an interesting field that reflects the demand to reinvent and add new value to special librarianship. Organizing information, infusing it into the workplace, and facilitating learning are common facets to the profession, yet elements such as creativity, honesty, and mastery of Information Age resources are also essential to succeed. This knowledge navigator expands on how she uses these elements to perform her job, which in turn benefits the parent organization and results in strong support from the senior management.

Reaching the Promised Land: An Interview with Eugenie Prime

by Corinne Campbell and Eugenie Prime

Eugenie Prime, manager of Hewlett Packard Laboratory Libraries in Palo Alto, CA, is a respected leader in the field of information technology and a popular speaker at SLA chapter and division events. In June 1997, she will be a featured speaker at a new conference-wide event at the Special Libraries Association annual conference in Seattle, WA. Here Corinne Campbell, 1997 SLA conference chair, interviews Prime and discusses the future of information and how special librarians can prepare themselves for the journey into the information technology "promised land."

The Internet: Threat or Asset?

by Mary Ellen Bates

The explosion of the Internet's popularity has significantly impacted special librarians. Library patrons now believe that all of the information they need is on the Net. The Internet may be information-rich, but special librarians have the knowledge and skills necessary to package this information in such a way that it becomes useful to the per-

son who needs it. How special librarians respond to this new technology and its use will be pivotal in defining their place in the Information Age. The Internet can be a valuable tool for the future, provided special librarians see it as one of a suite of resources.

Hide and Seek: Searching for Advanced Company Information

by Denise Chochrek

With the emergence of the Internet, the librarian's research skills have changed dramatically. However, reliance on the Internet alone is not enough to succeed when searching for competitive intelligence. In order to compete with competitive intelligence professionals in other departments, librarians must be prepared to gather information on other companies at a higher level. As a result, the researcher must go "off-line" and use non-traditional sources to complement information provided on the Net. There are many state, regional, and local sources that can deliver this information. Simple telephone conversations are another good tool. When used in combination, knowledge of the Internet and these other methods can be used to the special librarian's advantage in providing competitive intelligence.

What is Your Information Outlook?

by Jane I. Dysart and Stephen K. Abram

The word "outlook" can be viewed in many different ways. It is the perfect word to describe the challenges and opportunities facing special librarians and information professionals at the dawn of the information era. As special librarians move into this new age, they can be confident knowing they possess the core skills and talents necessary for this advanced global network and its cross cultural context. Four key skills that have positioned the librarian well for the future are advanced technology skills, advanced service professionalism, advanced information literacy skills, and advanced people skills. Ultimately, the librarian's challenge is to use and expand on these skills in order to ensure that they are active participants in shaping the new age.

La Connaissance de la Navigation, ou pourquoi j'ai enseigné des leçons de Tango

par Jenna Hartel

Il est intéressant de naviguer sur les connaissances car cela reflète la demande de réinvention et ajoute une nouvelle valeur aux bibliothèques spécialisées. Organiser les informations, les infuser dans le lieu de travail et faciliter l'acquisition des connaissances sont des aspects communs de la profession; cependant, les éléments tels que la créativité, l'honnêteté et la maîtrise des ressources de l'ère de l'information sont essentiels au succès. Navigateurs des connaissances, nous étendons nos connaissances sur la manière d'utiliser ces éléments afin d'accomplir notre tâche, ce qui profite à l'organisation-mère et entraîne le ferme soutien des cadres supérieurs.

Accomplir nos buts: Un entretien avec Eugenie Prime

par Corinne Campbell et Eugenie Prime

Eugenie Prime, directrice des bibliothèques de Hewlett Packard Laboratory à Palo Alto (Californie), est un leader respecté dans le domaine de la technologie de l'information et un orateur populaire dans le cadre des diverses réunions du chapitre et de la division de la SLA. En juin 1997, elle sera l'un des orateurs principaux au sein d'une nouvelle activité qui incorporera tous les participants au congrès annuel de l'Association des bibliothèques spécialisées à Seattle (état de Washington). Là, Corinne Campbell, présidente du congrès de 1997 de la SLA, s'entretiendra avec Mlle Prime; elles discuteront de l'avenir de l'information et de la manière dont les bibliothécaires spécialisés pourront se préparer au voyage pour la « terre promise » de la technologie de l'information.

L'Internet: Menace ou bénéfice?

par Mary Ellen Bates

L'explosion de la popularité de l'Internet a eu un impact important sur les bibliothécaires spécialisés. Les utilisateurs des bibliothèques croient maintenant que toutes les informations dont ils ont besoin se trouvent sur l'Internet. Il est incontestable que l'Internet est riche en renseignements, mais les bibliothécaires spécialisés ont les connaissances et les compétences nécessaires pour emballer les informations de façon à ce qu'elles soient utiles à la personne qui en a besoin. La manière dont les bibliothécaires spécialisés réagissent à cette nouvelle technologie et la façon dont elle est employée joueront

Resumen

un rôle essentiel lorsqu'il s'agira de déterminer sa place dans l'Ère de l'information. A l'avenir, l'Internet pourra être un outil précieux, pourvu que les bibliothécaires spécialisés le considèrent comme faisant partie d'une série de sources.

Jouant Au Cache-Cache: Recherche des informations Avancées pour Les Societes par Denise Chochrek

Avec l'apparition de l'Internet, les compétences des bibliothécaires spécialisés en matière de recherches ont changé du tout au tout. Toutefois, il ne faut pas seulement se fier à l'Internet pour conduire avec succès des recherches d'informations comparatives. Afin de faire concurrence aux professionnels de l'information comparative dans d'autres services, les bibliothécaires doivent être prêts à rassembler les informations sur d'autres entreprises à un plus haut niveau. Par conséquent, le chercheur doit aller « hors-ligne » et utiliser des sources non traditionnelles pour ajouter aux informations fournies par l'Internet. Il existe de nombreuses sources étatiques, régionales et locales qui peuvent fournir ces renseignements. De simples conversations téléphoniques sont un autre bon outil.

Le bibliothécaire spécialisé peut tirer parti de sa connaissance de l'Internet combinée avec ces autres méthodes dans la fourniture d'informations comparatives.

Quell est Notre Perspective Sur L'information? par Jane I. Dysart et Stephen K. Abram

Le mot « perspectives » peut être considéré de nombreux points de vue. C'est le mot parfait pour décrire les défis et opportunités qui confrontent les bibliothécaires et professionnels de l'information à l'aube de l'ère de l'information. Au fur et à mesure que les bibliothécaires spécialisés entrent dans cette nouvelle ère, ils peuvent être confiants car ils savent qu'ils possèdent les compétences et talents nécessaires à ce réseau global avancé et à ce contexte multiculturel. Quatre talents clés ont mis le bibliothécaire en bonne place pour l'avenir : des connaissances approfondies en matière de technologie, un haut niveau de professionnalisme en matière de service, des connaissances approfondies en matière de culture informatique et un haut niveau de compétence dans le domaine des contacts avec le public. En fin de compte, le défi du bibliothécaire est d'utiliser et d'étendre ces connaissances afin d'assurer son active participation à la formation de la nouvelle ère.

Navegación de conocimientos, o Por qué enseñe a bailar el Tango por Jenna Hartel

Navegación de conocimientos es un campo interesante que refleja la exigencia de reinventar y añadir una nueva importancia al trabajo del bibliotecario especial. Organizar la información, infundirla en el lugar de trabajo, y facilitar el aprendizaje son facetas frecuentes en la profesión, sin embargo, elementos como la originalidad, honradez, y la maestría de los recursos de la Edad de la Información también son esenciales para tener éxito. Esta navegante de conocimientos desarrolla como usar estos elementos para cumplir su trabajo, que a la vez beneficia a la organización principal y el resultado es el fuerte apoyo de la administración superior.

Alcanzando la tierra prometida: una entrevista con Eugenie Prime por Corinne Campbell y Eugenie Prime

Eugenie Prime, administradora de Hewlett Packard Laboratory Libraries en Palo Alto, California es una líder respetada en el campo de la tecnología de la información y una discursante popular en los acontecimientos de secciones y departamentos de la SLA. En junio de 1997, será uno de los discursantes principales en una nueva presentación en la conferencia anual de la Asociación de Bibliotecas Especiales en Seattle, Washington. Aquí, Corinne Campbell, presidenta de la conferencia de la SLA, entrevista a Prime y comenta sobre el futuro de la información y como los bibliotecarios especiales se preparan para el excursión a la "tierra prometida" de la tecnología de la información.

El Internet: ¿amenaza o ventaja? por Mary Ellen Bates

La explosión de la popularidad del Internet ha afectado significativamente a los bibliotecarios especiales. Clientes de las bibliotecas ahora creen que toda la información que necesitan está en el Internet. El Internet puede ser rico en información, pero los bibliotecarios especiales tienen el conocimiento y las habilidades necesarias para enpaquetar esta información de manera que sea útil para la persona que la necesita. Como responden los bibliotecarios especiales a esta nueva tecnología y su uso, será fundamental en definir su puesto en la

edad de la información. El Internet puede ser una utilidad valiosa para el futuro, siempre que los bibliotecarios especiales lo vean como uno de múltiples recursos.

Escondites: Buscando información avanzada de empresa por Denise Chochrek

Con la aparición del Internet, las habilidades de investigación del bibliotecario han cambiado dramáticamente. Sin embargo, solo contar con el Internet no es suficiente para triunfar en la búsqueda de inteligencia competitiva. Para competir con profesionales de inteligencia competitiva en otros departamentos, bibliotecarios deben estar preparados para recaudar información sobre otras empresas a un nivel superior. Por consiguiente, el investigador debe de ponerse fuera de línea (off-line) y utilizar fuentes no tradicionales para complementar la información proporcionada por el Internet. Hay muchas fuentes estatales, regionales y locales que pueden comunicar esta información. Otras maneras prácticas son las sencillas conversaciones por teléfono. Cuando se utilizan en combinación, conocimiento del Internet y estos otros métodos pueden ser aprovechados por el bibliotecario para proporcionar inteligencia competitiva.

¿Cuál es su perspectiva sobre la información? por Jane I. Dysart y Stephen K. Abram

La palabra "perspectiva" se puede ver de diferentes maneras. Es la palabra perfecta para describir los desafíos y las oportunidades enfrentando a los bibliotecarios especiales y a los profesionales de la información en el alba de la época de la información. Mientras que los bibliotecarios especiales se desplazan hacia esta nueva edad, pueden estar confiados sabiendo que poseen las habilidades centrales y talentos necesarios para esta avanzada red global y su contexto de enlace cultural. Cuatro habilidades claves que han ubicado bien al bibliotecario para el futuro son las habilidades tecnológicas avanzadas, profesionalismo avanzado en el servicio, habilidades avanzadas en información cultural, y habilidades avanzadas con respecto al trato del público. A la larga, el desafío del bibliotecario es el usar y extender estas habilidades para asegurar que participen en moldear la edad nueva.

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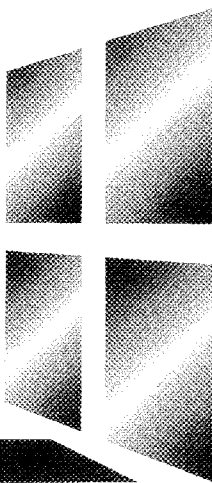
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communication. His consulting firm helps companies who have attempted to implement a virtual workplace and works with firms considering it. "Think of virtual workplaces as integrated systems of resources that support knowledge work, organizational practice, technology, and physical architecture," Eric Richert said.

Cynthia V. Hill, manager of Sun Microsystems' library, outlined the problems Sun faces because they use Unix platforms rather than DOS, Windows, or Macintosh. They require global access to all documents preferably in the local language of the user, 24 hours a day, seven days a week. To meet these needs, they extensively use the World Wide Web and corporate Intranets (protected internal networks using Web protocols), a model other companies can follow to support varying platforms.

Each presenter emphasized the need for good training and technical support for employees using the technologies involved in virtual work. "All employees need to be able to access what they need when they want it," Hill said. "They ask questions of the library staff only when they have exhausted their own knowledge."

Presenters noted that the investment in new technology and equipment to support this virtual work is entirely offset by decreased real estate costs. One of Paul Rupert's clients is saving \$25 million per year in real estate costs, and Ruddock's agency was able to convert office space for other uses.

The Virtual Watercooler

"We intentionally created collaborative and social spaces in our office when we went virtual," Ruddock explained. Her agency supports the critical interactions that spark creativity and positive working relationships and has seen results in the success of their ad campaigns, such as the one for the Energizer Bunny.

These social relationships are important for all virtual workers, commented organizational consultant Linda M. McFadden. "I create social time with clients and vendors so I don't become lonely and depressed." Paul Rupert advocated this as well, "Electronic tools can replace informal contacts, but planning and scheduling must also replace chance encounters. That's why we



SLA Executive Director David R. Bender gratefully acknowledged Disclosure Inc. representative Christine Arthur for Disclosure's sponsorship of the event.

call the social spaces we've created the 'virtual watercooler.'"

Eric Richert showed slides of Sun's various desk arrangements, few of which are permanently assigned. "We often use these four-desk, one conference table rooms for collaborative projects that can last a couple of days to a couple of months. They efficiently use space while promoting creative work."

Organizational Issues

Paul Rupert explored the lack of trust that often comes with a conversion to a virtual workplace. "One sales manager realized he had lost so much trust that he doubted his top sales person, who was at 220 percent of her sales goal," he said. The manager realized that *he* had the problem and worked on his own need for control, leading to a change in his management style that became very effective.

"Trust becomes an increasingly critical element in employee relationships," said Patricia A. Frame, a human resources consultant. "In collaborative work, we are highly dependent on one another without having any authority, hierarchical, or even direct monetary control over each other," said Linda McFadden.

Virtual workers need to have discipline and accountability, as well as exceptional organizational skills. "We've changed our hiring practices to ensure that our employees have the skills they need to succeed,"

Ruddock said. Patricia Frame echoed her thoughts, "Flexiwork is best for people with discrete tasks or projects, specific or measurable results, and the ability to schedule events, transmit documents electronically, or use the telephone for a substantial portion of their work."

"Managers need to be trained in effective communications and performance management techniques. This is critical in flexiwork," Frame said. Proactive risk identification and management is more essential than risk avoidance techniques.

There also needs to be options for people who do not want to go virtual. "I think sometimes we're moving too fast toward the virtual workplace," one attendee said. "We aren't looking at how it affects us personally. Some people don't want to work at home."

Institute Proceedings

"The institute proceedings will be valuable to anyone looking to implement a virtual workplace," said SLA President Sylvia E.A. Piggott. "The mix of theoretical and practical presentations brought to light many different issues to consider." A compilation of the papers presented at the institute will be available in February 1997.

Now in its 11th year, the State-of-the-Art Institute has been successful due in part to the ongoing financial support of Disclosure, Inc., a leading provider of global company documents and databases. ☞

PURDUE UNIVERSITY LIBRARIES

3 Positions Available

Purdue University, located in West Lafayette, IN, is the land-grant university for the State of Indiana. The Libraries system, which consists of the Undergraduate Library and 14 school/departmental libraries, has holdings of over 2 million volumes. Staff totals more than 200 including 60 faculty and professionals. Applications are invited for the following positions:

Assistant Engineering Librarian: Requirements: MLS (ALA accredited). Bachelor's or advanced degree in engineering or related field, or demonstrated knowledge of the engineering literature through a combination of educational background and experience. **Desired Qualifications:** Experience with collection management, reference, or instruction in an academic or special library. Familiarity with the use of electronic resources in Engineering and Technology. Demonstrated interest in current and emerging technologies as they contribute to meeting the needs of library users. Some supervisory experience. Effective oral, written, and interpersonal communication and presentation skills. Strong service orientation. **Responsibilities:** Shares in management and operational responsibilities of Siegesmund Engineering Library with two other librarians. Contributes to the implementation of new services and procedures, including application of new technologies to the delivery of services; collection development; liaison with faculty; and development of support staff. Provides reference services on a regularly scheduled basis. Instructs faculty and students in the effective use of local and remote printed and electronic resources individually and in the classroom. Participates in planning activities of the Engineering Library and of the Libraries. Participates in collaborative activities within the Engineering and Physical Sciences Cluster (Chemistry, Earth & Atmospheric Sciences, Mathematical Sciences, and Physics Libraries). Faculty responsibility and status. Rank of Assistant Professor. Reports to the Engineering Librarian. Members of the Libraries faculty must meet Purdue requirements for promotion and tenure. **Salary:** \$30,000 and up depending on qualifications.

Assistant Management & Economics Librarian: Requirements: MLS (ALA accredited). Bachelor's or advanced degree in management or related field, or demonstrated knowledge of the management literature through a combination of educational background and experience. **Desired Qualifications:** 2 years recent reference experience in management field providing individual assistance and instruction in accessing and interpreting print and electronic sources. The vision and leadership to develop and expand reference and information management consultation services. Familiarity with the literature of economics; some knowledge of government information resources. Effective oral, written, and interpersonal communication and presentation skills. Strong service orientation. **Responsibilities:** Develops and coordinates reference services provided by 3 librarians and 2 reference assistants to offer excellent individual assistance with the goal of fostering patron self-sufficiency. Supervises 1.5 FTE support staff. Expands reference service by integrating new technologies (electronic databases, Internet) into the service and by applying new technologies to the delivery of services. Assists in development of an information management consultation program. Contributes to a growing information literacy program for management areas and for campus-wide users of business sources, including development of interactive Web-based tutorials. Participates in collection development and faculty liaison with responsibilities in strategic management, operations management, marketing, quantitative methods and MIS areas of the curriculum. Participates in the planning activities of the Management & Economics Library and the Libraries. Participates in collaborative activities within the Humanities & Social Science Cluster (Humanities, Social Science, and Education Library; Management & Economics Library; Psychological Sciences Library; Consumer & Family Sciences Library and Special Collections). Faculty responsibility and status. Rank of Assistant Professor. Reports to the Management & Economics Librarian. Members of the Libraries faculty must meet Purdue requirements for promotion and tenure. **Salary:** \$29,000 and up depending on qualifications.

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