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## Information Outlook, May 1997

Special Libraries Association

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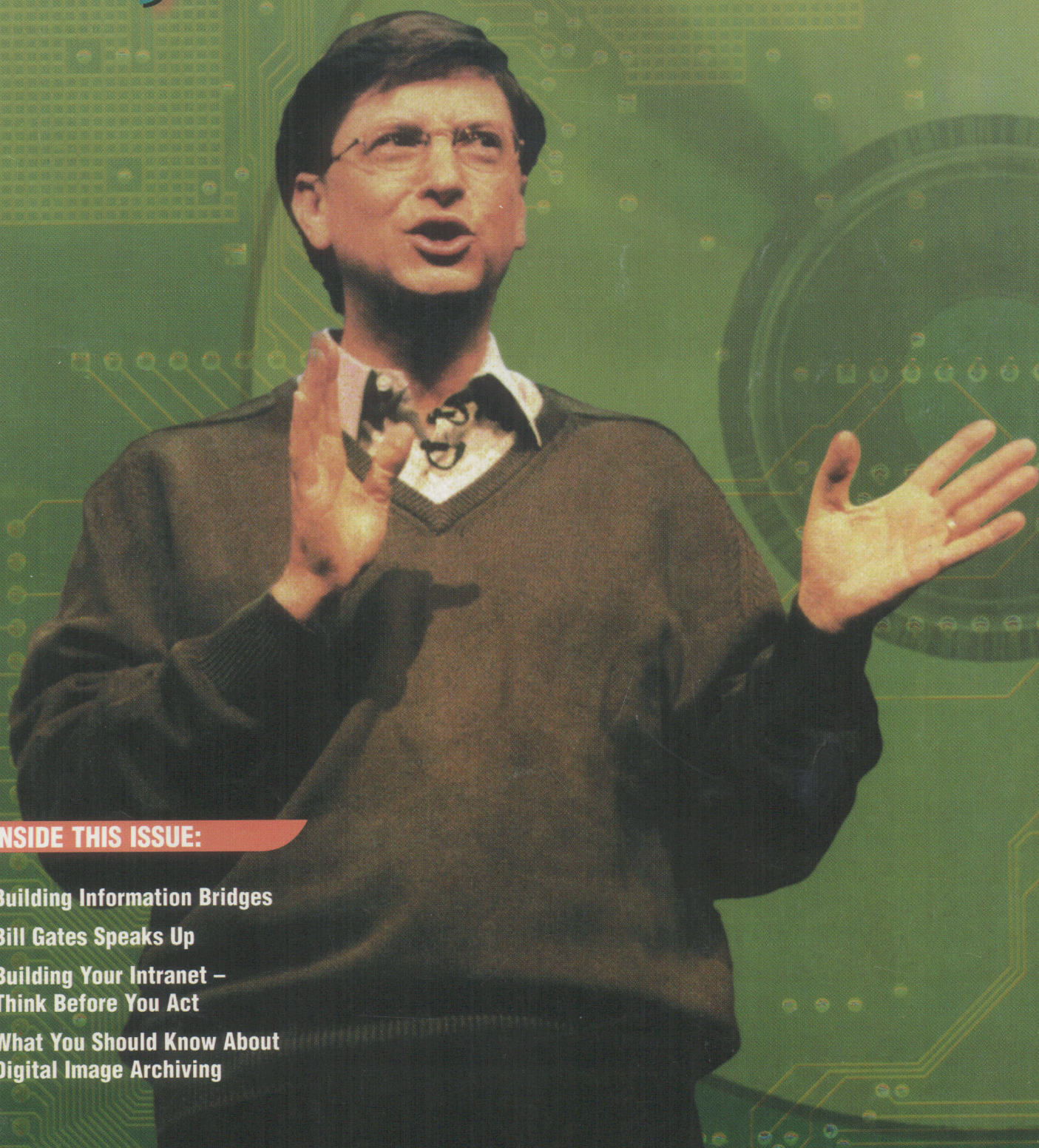
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# Information

O U T L O O K

MAY 1997

THE MONTHLY MAGAZINE OF THE SPECIAL LIBRARIES ASSOCIATION • VOL. 1, NO. 5



## INSIDE THIS ISSUE:

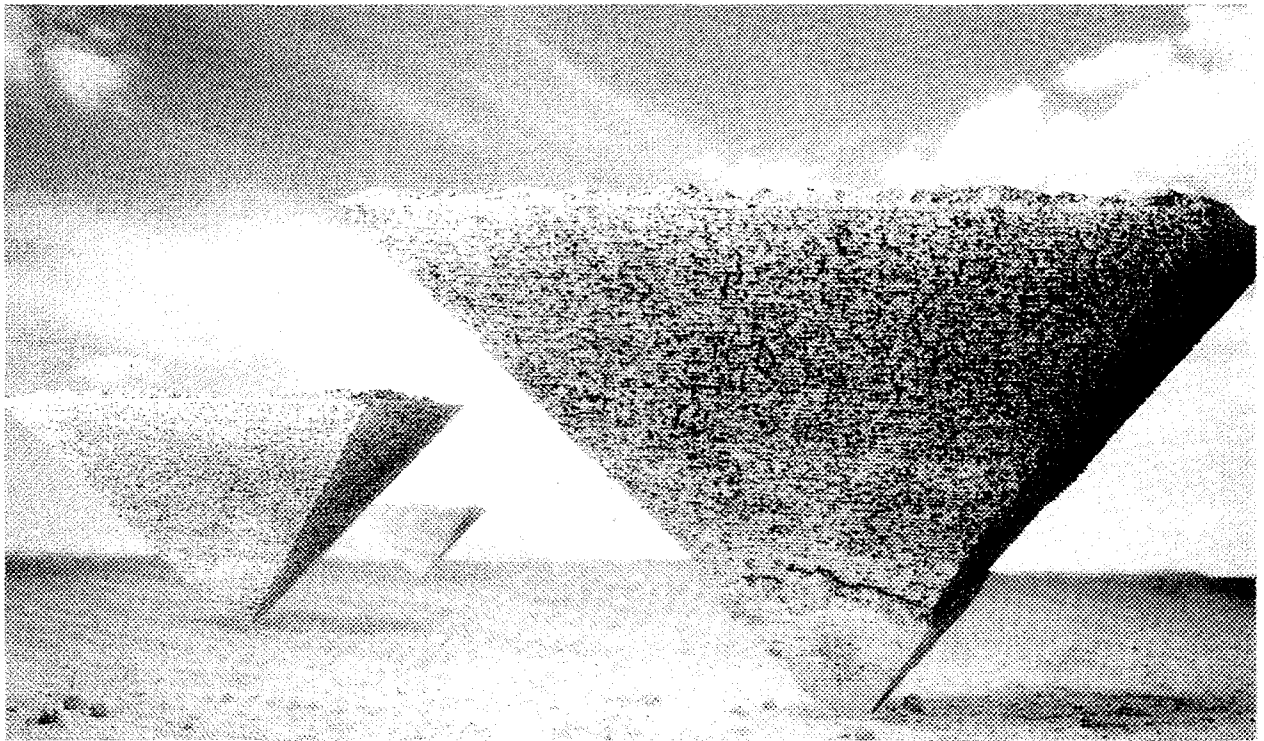
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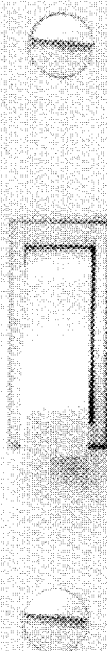
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Publisher: **David R. Bender**  
 Senior Editor: **Douglas W. Newcomb**  
 Assistant Editor: **Susan L. Wright**  
 Advertising: **Lorna Walls**  
 Layout & Design: **Melissa C. Lawton**

**Information Outlook** (ISSN 1091-0808) is published monthly by the Special Libraries Association, 1700 Eighteenth Street, NW, Washington DC 20009-2514 • Tel 1-202-234-4700, ext. 646 • Fax 1-202-265-9317 • Internet: [doug@sla.org](mailto:doug@sla.org).

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**Subscriptions (1997 rates):** Standard Subscription \$65 U.S.; \$75 non-U.S. Single issues (January 1997- ) \$7.50. Missing copies will be supplied when losses have been sustained in transit and as supplies last. Claims for missing issues must be filed within four months of date of publication. Claims for undelivered issues will not be allowed due to failure to notify the Membership Department or the Subscription Department of address changes or because an issue is "missing from the files." A copy of the mailing label and/or the subscriber number will facilitate the processing of claims.

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**Postmaster:** Send address changes to Subscriptions, *Information Outlook*, Special Libraries Association, 1700 Eighteenth Street, NW, Washington, DC 20009-2514, USA. Periodicals postage pending at Washington, DC and at additional mailing offices.

**Advertising:** Acceptance of an advertisement does not imply endorsement of the product by the Special Libraries Association. For 1997 advertising rate cards or other advertising information, contact Lorna Walls, director, exhibits and advertising, at 1-202-234-4700, ext. 650.

*Information Outlook* is printed in black and one PMS color. Four-color advertising is available.

*Information Outlook* offers classified advertising for "Positions Open" and "Marketplace."



Special Libraries Association

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## FEATURES

### 16 Build Intelligence into your Intranet

The explosion of Intranet usage presents information professionals with a challenging opportunity—developing the corporate Intranet. Where do you start? How do you create a capable team? Michael Nanfito charts a development strategy that will keep your project on track.

### 23 A Conversation with Bill Gates

Have you ever wondered where Bill Gates, Chairman and CEO of Microsoft, goes for information, ideas, and insights? The visionary behind the PC revolution answers these questions and more in this exclusive conversation.

### 27 Hello DALI: Training the End-user of a Digital Image Archive

The authors tell how the information professionals at the *Los Angeles Times* library developed and conducted training sessions for end-users of their digital image archive. The final result? The end-users weren't the only participants who learned a thing or two...

### 33 Weather or Not—SLA Takes Seattle by Storm!

Check out the latest updates to the programs offered at this year's conference. Also, take a look at the workshops available to all attendees.

## COLUMNS

### 5 Executive Outlook

SLA President Sylvia Piggott lends her thoughts on international information sharing in her speech, "Building Information Bridges."

### 7 Making News

### 11 Public Relations Outlook

### 13 Findings: Research and Your Bottom Line

### 39 Professional Development Outlook

### 40 On the Net

### 42 Money Matters

### 43 Special Librarians

### 44 Government Relations Outlook

### 45 Copyright Corner

## DEPARTMENTS

### 4 Letters to the Editor

### 46 Coming Events

### 47 In Summary

### 48 Classified Advertisements

Cover: Photo by Michael Moore

Dear Editor:

Thank you for your article "50 Years of Silent Service: Inside the CIA Library" (February, pg 33). I am a recent library school graduate, and I am interested in working for a library in an organization such as the CIA. I thoroughly enjoyed reading your article.

Pam Lee  
Downey, CA

Dear Editor:

It was with great interest that I read your article about the CIA Library in the February issue of *Information Outlook* (pg 33). I am interested in obtaining a photograph of this library. Is it possible to find additional visual information about the building, or is the library integrated into the building of the CIA Headquarters?

With best regards,  
Dr. R. Ball  
Forschungszentrum Juelich GmbH  
Zentralbibliothek

**Editor Responds:** Yes, the library is located inside the CIA Headquarters in McLean, Virginia, USA. For more information on the building, you may look up the CIA at: [www.odci.gov/cia](http://www.odci.gov/cia), or contact the Office of Public and Agency Information, Central Intelligence Agency, Washington, DC 20505. Telephone: 1-703-351-2053. They should be able to provide you with the information for which you are looking.

## Attention Information Outlook Readers!

*Information Outlook* will soon feature a discussion forum on subjects of interest to special librarians. The purpose of this

column will be to highlight two different points of view from our readers on a controversial or debatable topic. For example, you may feel that the Internet is a threat to the profession, while one of your colleagues may feel it is an important tool for success.

The goal of this forum is to promote more proactive communication among our readers. But, before we start, we need your ideas! Please send us suggestions on topics you would like to see debated in a future issue of *Information Outlook*. Send your comments to: "That's Debatable," 1700 18th Street, NW, Washington, DC 20009-2514; or contact Senior Editor Douglas Newcomb at: 1-202-234-4700, ext. 646; fax: 1-202-234-2442; e-mail: [doug@sla.org](mailto:doug@sla.org).

## Mail Scam??

In the November and December issues of *Specialist*, a company named I.N.C. Mailing Services ran an advertisement that promoted earning extra income by mailing phone cards. Earlier this year, inquiries were made by SLA headquarters to the Better Business Bureau regarding the legitimacy of this organization. There had been no complaints filed against them. However, a recent follow-up call has shown that this company now has an unsatisfactory rating. If you have contacted this company and are dissatisfied with the results, please contact the U.S. Postal Service, 3400 Lakeside Drive, 6th Floor, Miramar, FL 33027.

Adonis USA .....	26
<a href="http://www.adonis.nl">www.adonis.nl</a>	
Cuadra Associates .....	12
<a href="http://www.cuadra.com">www.cuadra.com</a>	
Derwent .....	22
<a href="http://www.derwent.com">www.derwent.com</a>	
Disclosure .....	31
<a href="http://www.disclosure.com">www.disclosure.com</a>	
Dow Jones .....	15
<a href="http://bis.dowjones.com">http://bis.dowjones.com</a>	
Dun & Bradstreet .....	41
<a href="http://www.dnb.com">www.dnb.com</a>	
Engineering Information .....	1
<a href="http://www.ei.org">www.ei.org</a>	
EOS International .....	6
Information Dimensions .....	37
Information Express .....	21
<a href="http://www.express.com">www.express.com</a>	
Knight-Ridder Information .....	cover 2, cover 4
<a href="http://www.krinfo.com">www.krinfo.com</a>	
LEXIS-NEXIS .....	10
<a href="http://www.lexis-nexis.com/infopro">www.lexis-nexis.com/infopro</a>	
Majors Scientific Books .....	9
<a href="http://www.majors.com">www.majors.com</a>	
Moody's Investors Service .....	48
<a href="http://www.moody.com">www.moody.com</a>	
Newsnet .....	38
<a href="http://www.newsnet.com">www.newsnet.com</a>	
OCLC .....	45
<a href="http://www.oclc.org">www.oclc.org</a>	
Ovid Technologies .....	2
Potomac Publishing .....	45
<a href="http://www.potomacpub.com">www.potomacpub.com</a>	
SilverPlatter .....	32
<a href="http://www.silverplatter.com/usa">www.silverplatter.com/usa</a>	
Standard & Poor's .....	cover 3
<a href="http://www.stockinfo.standardpoor.com">www.stockinfo.standardpoor.com</a>	
Turpin Distribution .....	9

*SLA welcomes controversial, but not inflammatory, letters to the editor. To be included, all letters must be signed. Please include contact information for the editors. The editors reserve the right to edit letters for space and clarity. To submit your letter, send it to: Information Outlook, Special Libraries Association, 1700 18th Street, NW, Washington, DC 20009-2514; fax: 1-202-265-9317; Internet: [doug@sla.org](mailto:doug@sla.org).*



## Building Information Bridges

One of our association's strategic goals is to be the international information association of choice by virtue of the fact that we reach out to information professionals worldwide and that we provide outstanding services with impeccable ethics. Our association has been making a significant impact in the international arena, especially in Europe. Mexico is on our borders and is now a partner in the North American Free Trade Agreement (NAFTA), so we have even more reasons to be involved in their information conferences and information treaties.

I recently attended FORO VII—a forum of crossborder librarians (Mexico, Canada, and the United States) held in Juarez, Mexico. I had the privilege of delivering the closing speech amidst much music, food, and networking. Below is a summary of my speech.

Muy buenas noches y muchisimas gracias por haberme invitado a participar en esta conferencia tan importante como es el Foro 7, la cual promueve la colaboración y crea lazos entre individuos, instituciones, y naciones.

Thank you for inviting me to participate in this very important conference which encourages collaboration and networking between individuals, institutions, and nations.

In this environment of diminished expectations in terms of job security and diminished funds to support social services including libraries where we are being asked to do much more with much less, it is of some reassurance to know that information professionals are well positioned to do more with less through our willingness to share our resources, knowledge, and expertise—locally, regionally, nationally, and internationally.

We information professionals are experiencing the realities of the global information network which of course, is facilitated by the almighty Internet. There is a danger though, that those of us who are fortunate enough to be part of this wired world may forget the less fortunate—some of whom do not even have electricity to share in this connectivity. However, given that the world's demography and economics, among other facets, are changing so rapidly and the minimization of travel barriers between countries is facilitating the transmission of cultural peculiarities, languages, and even diseases—we ignore the disadvantaged at our own peril.

It is fortunate for us all that information professionals are already mobilized through a variety of professional associations and interest groups to discuss, share, problem-solve, and to break down political, linguistic, and economic barriers as we lobby to ensure that information is available to the rich and the poor. In this global information community, information professionals must strive to be multilingual, to understand and appreciate cultural differences so that we can feel comfortable crossing boundaries, and certainly to be open-minded.

I am happy to say that information associations are taking the lead in utilizing technological tools such as the Internet to talk to colleagues across the world, distributing useful information across borders regardless of political persuasion. The Special Libraries Association, which I represent at this meeting, was founded over 88 years ago and has nearly 15,000 members in over 60 countries. It has 56 chapters situated in the United States, Canada, Europe, and the Arabian Gulf States. Its 28 subject divisions and 12 caucuses provide a place for everyone's interests.

SLA has a vested interest in promoting the freedom and availability of information across borders and has several mechanisms in place to see that this happens. The Government Relations Committee oversees copyright and intellectual property, telecommunications, and global access to information. SLA takes a leadership role internationally by preparing statements and testimonies on issues affecting the information community. The International Relations Committee has, as one of its mandates, the responsibility to work with SLA Board of Directors and staff to find ways and means to foster connections internationally.

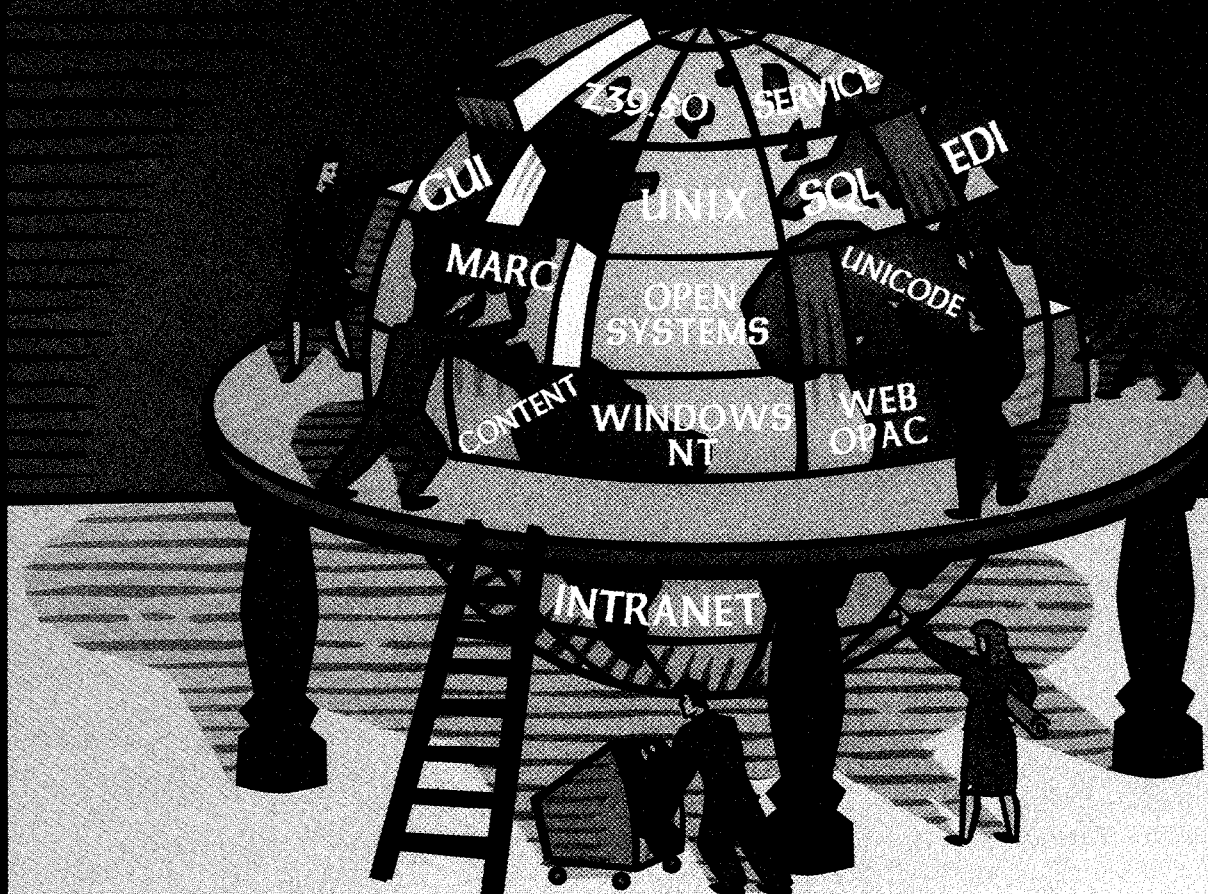
SLA also participates in several major international forums and provides financial and human resources assistance at times. Each feature article in its monthly magazine, *Information Outlook* is accompanied by summaries in English, French, and Spanish. In addition, our information brochure is available in those three languages as well. At our annual conference, we host an international reception which offers our international participants another forum to network and develop lasting relationships.

Mexico is a neighbor with whom we need to work more closely. We must continue to engage in discussions to see how we can further increase the collaborations between our association and the information professionals in Mexico. We can help each other, we can learn from each other, and we can cooperate on projects for our mutual benefit.

A handwritten signature in dark ink, appearing to read "SPiggott".

Sylvia Piggott, President  
Internet: spiggott@accent.net  
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## MEMBER NEWS

### Bolding Published

Julie Bolding, South Dakota Newspaper project manager at the State Archives, Pierre, SD, had an article, "Research Skills for Undergraduates," published in *Journalism and Mass Communication Educator* (vol. 1, no. 1, Spring 1996, pp. 15-22). She is a member of the Rocky Mountain Chapter and News Division.

### Simon Receives Award

Enid Simon, senior academic librarian, was recently honored by the University of Madison-Wisconsin, College of Engineering. She was awarded the 1996 Bollinger Academic Staff Award at the college's

Engineers' Day 1996. Simon has played a pivotal role in transforming the Kurt F. Wendt Library into one of the nation's most diverse collections of engineering reference materials. She was praised for her dedication, professionalism, efficiency, hard work, intelligence, and common sense. Simon is a member of the Wisconsin Chapter and Engineering Division.

### Brewer Retires

Stanley E. Brewer, formerly librarian supervisor at the Chevron Library and Information Center, Houston, TX, has retired after 22 years with the company. Brewer is a member of the Texas Chapter and the Petroleum & Energy Resources and Geography & Map Divisions.

## INDUSTRY NEWS

### 1998-99 Fulbright Awards

Opportunities for lecturing or advanced research in over 135 countries are available to college and university faculty and professionals outside academe. U.S. citizenship and Ph.D. or comparable professional qualifications required. Foreign language skills are needed for some countries, but most lecturing assignments are in English. The deadline for lecturing or research grants for 1998-99 is August 1, 1997. For more information, contact the USIA Fulbright Senior Scholar Program, Council for International Exchange of Scholars, 3007 Tilden Street, NW, Suite 5M, Box GNEWS, Washington, DC 20008-

### Ojala Named Editor of DATABASE magazine

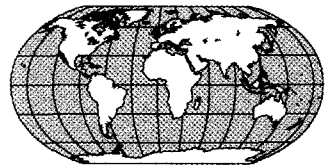
Marydee Ojala has recently been named editor of Online Inc.'s *DATABASE* magazine, which covers online and Internet information resources for online information professionals. She has been affiliated with Online Inc. for many years as a columnist, feature writer, and conference presenter. Prior to accepting the position, Ojala spent ten years as a successful independent information professional, both in the U.S. and in Europe. She is a member of the European, Heart of America, and San Francisco Bay Area Chapters, as well as the Library Management, Solo Librarians, and Business & Finance Divisions.

3009; tel: 1-202-686-7877; e-mail: [cies1@ciesnet.cies.org](mailto:cies1@ciesnet.cies.org). You may also visit their home page located at: [www.cies.org](http://www.cies.org).

### First Mirror of IFLANET Launched

IFLANET is pleased to announce that its first mirror Web site, hosted by the Institut de l'Information Scientifique et Technique (INIST) in Vandoeuvre-les-Nancy, France, is now up and running. You can visit the site at: <http://ifla.inist.fr/>. This mirror site, an exact replica of IFLA's Web site at the National Library of Canada, is of great significance to all our library partners worldwide and promises to be a very popular information resource for all those active in the field of information.

## INTERNATIONAL NEWS



### It's a Small World After All

The Internet is tying the world together. It is international, national, and very specifically local. It offers people a global reach with local resources. It gives people access to other views and other cultures. It allows people to share specific information about their local situations and resources with others in far away places. It is an amazing tool for opening the doors to different views and promoting shared respect and understanding.

The Internet has a remarkable ability to bring people together who share common interests despite their physical location. Librarianship is about sharing information and the Internet is a wonderful tool which facilitates this vital aspect of our profession. The Internet is also impacting the way that libraries provide services around the world.

With all of this in mind, it was only logical that the International Federation of Libraries Associations and Institutions (IFLA) formed a group to discuss the international aspects of the Internet. This group, the Internet Discussion Group, was formed during the 61st IFLA General Conference in Istanbul, Turkey in August 1995. Two librarians with a great deal of

### IFLA in Copenhagen

Are you planning to attend the 1997 IFLA Annual Congress in Copenhagen, Denmark this August? Special Libraries Association is collecting emergency contact information on all SLA members in attendance. Please forward us with the following information: a copy of your full name, emergency contact name address and telephone, your passport number, hotel and your anticipated dates of travel. Special Libraries Association will file this information with the appropriate individuals for you. You may send a fax to Ernie S. Robinson at 1-202-265-9317 or e-mail to [ernie@sla.org](mailto:ernie@sla.org).

experience with the Internet and international library issues began the group with the explicit purpose of providing a forum for the exchange of ideas and information about the introduction and support of the Internet in libraries around the world. Edward Valauskas and Nancy John also had an interest in developing countries and how the Internet could assist them in providing library services. Other purposes of the group included finding ways for librarians to be more active in the development of the Internet as well as developing ideas for programs and projects related to this topic.

Approximately 25 people attended the first meeting in Istanbul. By 1996 at the Beijing meeting, interest in this topic had blossomed and over 100 interested librarians jammed into a small room to share their ideas with their colleagues from around the world.

What did 100+ librarians from different countries, cultures, and languages talk about? A lot! This diverse group settled on a couple of discussion topics and people broke into smaller groups for the next couple of hours. Despite the differences in background, resources, languages and network connections, the topics around the use of the Internet as a tool to provide library services were very similar. Interests included the use of the Internet as a reference tool; user education; design of Web sites, with an emphasis on Web sites for developing countries; copyright and associated issues; the use of Internet in school libraries

and the role of the librarian in the new networked world. The topics weren't much different from those discussed at a local SLA chapter meeting in my own state.

While many of the concerns and issues were similar, it is also important to note where the differences occurred and to

think about these as we move ahead providing services to our global client base on the Internet. Intensive graphics on Web sites was a huge issue for many librarians in countries where network connections are not as fast as those in other countries. For instance, in Malaysia there is a move to jumpfrog old

technologies to go to broadband connections while in Sweden, the emphasis is on narrow or middle band access.

It's important to remember that the maximum Internet access in some areas is gopher. Access cost was also an issue. In some countries, Internet access is very expensive and thus other

#### STUDENT NEWS

### University of Montreal SLA Student Group Activities

From January 9-12, about 40 students from the University of Montreal, Ecole de Bibliothéconomie et des Sciences de l'Information (EBSI) had the opportunity to visit the Library of Congress in Washington, DC. Organized by the University of Montreal SLA Student Group (GESLA), the trip was a tremendous success.

As well as the Library of Congress, the students had time to visit the U.S. capital, including its monuments, sites, museums, and restaurants. Additionally, five students (Nathalie Bellemare, Marie-Claude Cote, Philippe Feredj, Mirjana Marjanovic, and Valerie Simard) were invited to SLA headquarters. Mr. Fred Casey and his team warmly welcomed the lucky students. SLA headquarters is located in a house built in 1909 by Arthur Jeffrey Parsons, a special librarian who worked at the Library of Congress. The students particularly appreciated the tour of the house and enjoyed meeting the staff members who worked there. The GESLA would like to thank everyone at SLA who helped organize this rewarding trip.

The next activity planned by the GESLA is the creation of the Eastern Canada Chapter Web site. It is scheduled for launch in May 1997. Be sure to check the GESLA home page for more details at: <http://tornado.ere.umontreal.ca/~roussec/SLA/>. Also, watch your mail for a flyer announcing the event.

### Web Site Moves to SLA!

The Student and Academic Relations Committee (SARC) launched their Web site in 1995 under the uniform resource locator (URL) <http://ils.unc.edu/SLA/home/sarc/sarc.html>. Under the management of Barrie Hayes, the site continues to flourish. In 1997, the site will move to the SLA site at [www.sla.org](http://www.sla.org). The two sites will be maintained in tandem for several months.

Many services are located on the SARC home page. For example, one can find information on SLA's scholarships such as eligibility, deadlines, and where forms are available; "What Works for Students," a document designed to assist members with serving needs of students and student groups; Guidelines for SLA Student Groups; Guidelines for SLA Student Group Advisors; links to various student group home pages; links to SLA resources, including job services; names of SARC committee members, lists of SLA student groups; and many other items of use to students. Look over the SARC home page. Follow it to its flashy new home, SLA's Web site!

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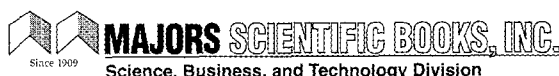
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solutions such as internal LANs or CD-ROM might be more practical for delivering information. Copyright is a huge area of concern with some countries very strict about following copyright laws and others not paying a lot of attention to this aspect of intellectual property. And of course, access to information and freedom of expression are viewed very differently amongst countries and this must be kept in mind when providing worldwide information access.

Librarianship is about providing access to information. The Internet is an amazing tool to help librarians towards this goal. By paying attention to,

recognizing and respecting the cultural, economic and political differences of our international library customers, we will continue to provide a much valued service in the global economy.

For more information:

- IFLA Web site: [www.nlc-bnc.ca/ifla/](http://www.nlc-bnc.ca/ifla/)
- IFLA 1997 Conference: [www.nlc-bnc.ca/ifla/IV/ifla63/63intro.htm](http://www.nlc-bnc.ca/ifla/IV/ifla63/63intro.htm)
- IFLA 1996 Internet Discussion Group Report: [www.nlc-bnc.ca/ifla/VII/dg/96idg.htm](http://www.nlc-bnc.ca/ifla/VII/dg/96idg.htm)

For more information about the IFLA Internet Interest Group, contact Edward Valauskas at [ejv@uic.edu](mailto:ejv@uic.edu) or Nancy John at [n.john@uic.edu](mailto:n.john@uic.edu). ☞

by Monica Ertel. Ertel is director, Apple Technology Operations Group, Cupertino, CA. She may be reached via e-mail at: [ertel@apple.com](mailto:ertel@apple.com). 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; e-mail: [maryl.kennedy@ljo.dec](mailto:maryl.kennedy@ljo.dec).



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# Public Relations

## Reach Out...And Touch Someone

SLA San Diego Chapter Member **Dr. Patricia Knobloch** of the National University in San Diego sent us this notice of her proactive endeavors. SLA appreciates and supports efforts to promote the profession, and encourages all members to seek recognition in the field.

**Dr. Knobloch writes to SLA:**

I just had to write to the editor of *Scientific American* and thank them for the wonderful editor's letter and articles they published [in February's issue] on the role of librarians. What a surprise to receive such a nice response; just had to share it with you all.

**Letter from Dr. Knobloch to John Rennie, Editor-In-Chief, *Scientific American*:**

I first want to thank you for your support of librarians and their information management skills. The recognition feels like warm sun on one's back.

I have been teaching Internet skills for three years to students. Searching skills on such a new technology is a simple extension of teaching any searching skills in any format because the goal is still the same: finding useful information. I am seeing some progress with the search engines, especially those that allow advanced limitations of where character strings can be found and in what relationship to each other. Otherwise, the Internet [can be] overwhelming and tiring to search and, as you so aptly coined the image, I too wear out after my fifth or sixth Saturday morning rummage sale.

Again, thank you so much for "the spotlight."

**Reply from Rennie at *Scientific American*:**

At the risk of redundancy, thanks again for your kind note. The other editors who

sort through most of our mail showed me your message, and I really do personally appreciate your taking the time to tell me that anything we published brightened your day. I spent a lot of time in libraries when I was growing up, and benefitted considerably from the knowledgeableness of the people who worked there. The ones with whom I became friendly impressed on me how much good service they rendered.

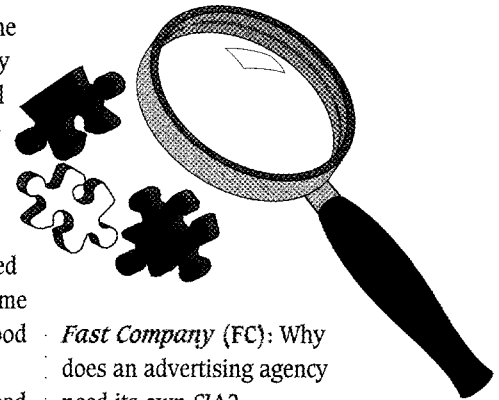
A good library is a steady delight; a bad one is a frustrating nightmare. So three cheers for you and the rest of your profession. Librarians should be around for as long as...why, as long as there are editors! Forever, then.

## SLA's Own Agent Scully

SLA Washington, DC Chapter Member **Julie Walko** tipped us off about an article in the February/March 1997 Issue 7, pg. 56 of *Fast Company* magazine which profiled Southern California Chapter Member **Velda Ruddock**. You might recall Ruddock spoke at SLA's 1996 State-of-the-Art Institute, "The Virtual Workplace: One Size Doesn't Fit All" this past November.

In efforts to evolve SLA into a more "virtual association," we have located the issue on the Web and are pleased to give you a look at the up-beat interview given by Ruddock:

When account executives at TBWA Chiat/Day want to know something—from what is sexy to how to keep people out of jail—they consult Central Intelligence. As the firm's Director of Intelligence, Velda Ruddock maintains vast files on markets, clients, and competitors from a high-tech wing in the ad agency's flashy Venice, California headquarters. But she and her crack force of five officers don't just accumulate evidence—they help to create the future.



**Fast Company (FC):** Why does an advertising agency need its own CIA?

**Velda Ruddock (VR):** Intelligence is not just providing data or synthesizing information. It's about thinking and linking the right things together to move forward. We find opportunities and show people how to seize them.

**FC:** So, intelligence isn't just another name for research?

**VR:** Right. We're detectives. Our basic characteristic is the curiosity to keep digging for the next clue. It's about getting beyond what we know we don't know to what we don't know we don't know.

**FC:** How do you know when you're onto something?

**VR:** The hair raises up on my arms when all the pieces suddenly fall into place—often simply by turning a question on its side. Such as when, for United Airlines, we investigated different cultural attitudes toward flying. I asked how flying fits into people's dreams. Are they flying? Or are they flown?

**FC:** What's the best training for an intelligence officer?

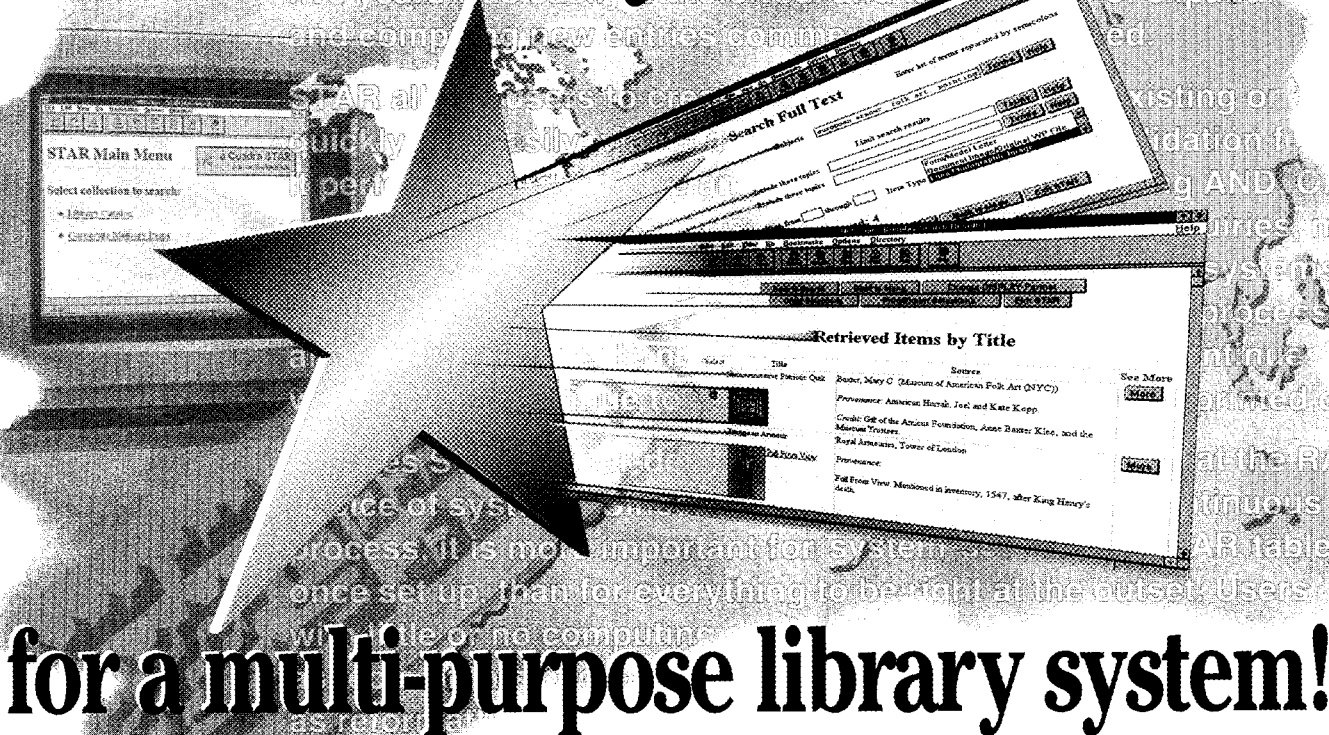
**VR:** It's in the blood. I asked questions from everybody. In the grocery store, I ask who buys what, when and why. That's how you get the juice. I also read lots of mysteries and watch "The X-Files."

**FC:** How do you know when you've cracked the code?

**VR:** When the quality of the questions themselves gets better. People used to look at Intelligence as a storage machine where you put in a question and an answer comes out. Now we've moved beyond being a service to become part of the process. ☞

For more information on "Public Relations Outlook," or to contribute to the column, please contact Director, Public Relations Jennifer Stowe at: 1-202-234-4700, ext. 634; fax: 1-202-265-9317; e-mail: [jennifer@sla.org](mailto:jennifer@sla.org).

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## Grantsmanship

Grantsmanship is becoming increasingly important in the library and information community. Obtaining outside funding used to be perceived as a nice way to add to ones' budget; it is now seen, in some circles, as the only way certain projects will ever get done. Budget cutbacks, mergers, downsizing, and similar pressures make the ability to bring in external funding more of an expectation than a luxury. Three times a year, I spend two days in Washington, D.C., as member of the Biomedical Library Review Committee of the National Institutes of Health. This committee is responsible for the review and ranking of millions of dollars in proposals received by NLM under its various grant programs. Drawing from this experience, as well as my own efforts at grant writing, I would like to share several basic "rules" that can enhance your chances of being awarded a competitive grant.

### 1. Follow the programmatic guidelines

The first step in writing a grant is identifying a funding source whose stated interests match the intent of your project. This is often much easier said than done, but careful attention to the fit between what you want to do and the goals of the funding agency is the first critical step of writing a grant. For example, if you want a funding to purchase equipment, don't apply to a program that has as its focus developing software for end-user services. While in many cases you can "creatively" shoehorn your ideas into almost any mold, in most cases it is not a good strategy to do so. There are a surprising number of grants available and it's best to find one where you can qualify on more than one criteria.

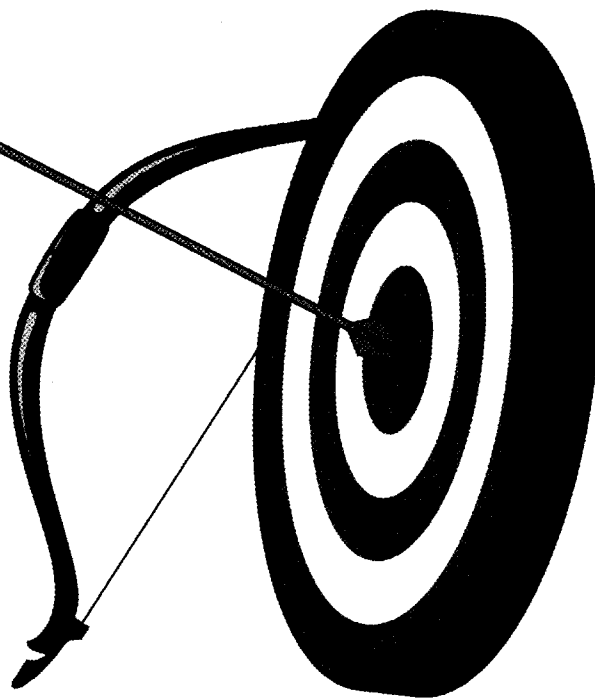
The closer the match, the better your chances.

### 2. Follow the mechanics of the guidelines

One of the most irritating aspects of reading grants is having to hunt for information that is clearly requested in the grant guidelines. I strongly urge you to closely follow the format that is suggested in the information packet or application description. You do not gain points for making reviewers thumb back and forth looking for your evaluation plan, your project objectives, etc. Label the sections, keep the material in the order it's requested, and be concise. Reviewers may have to read dozens of proposals in a few weeks time. The easier you make it for them, the more attention they can give to the merits of your application rather than spend the time simply looking for required information.

Often there are length limits on the text you can submit. Check carefully whether you can submit supporting materials (such as copies of articles you've written that relate to the project for which you're requesting funding) and whether those supplementary materials count in the proposal length.

Finally, answer all of the questions asked in the proposal guidelines. Don't ignore one or two because they don't seem to fit your plan or project. In fact, the more questions that don't seem to fit your project, the more likely it is you're not going to be competitive



because you've chosen the "wrong" program or agency which to apply. If you really think some section of the proposal guidelines do not apply to you, it's best to ask the program officer for clarification. (See number six.)

### 3. Speak to the reviewers, not some specialist

Review panels are built to reflect the subject and management expertise needed to accurately and comprehensively review the subject matter covered by a particular granting agency. There are two things to keep in mind here. The first is that while the agency may feel it has all the appropriate areas covered by experts, each panel member has a limited range of knowledge. It is typical for a few members of a group to take the lead in reviewing grants that closely match their experience, but keep in mind that in most cases, all the grants are read by all the members. That means that there will be people reading your proposal who really understand it, and others who may not have expert knowledge in your field. Everyone's vote is equal on the panel so it's a good idea not to write just to the experts, but to the broader audience. The

*Continued on page 14*

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by Pat Molholt. Molholt is assistant vice president and associate dean for Scholarly Resources, Columbia University Health Sciences. For more information on "Findings: Research and Your Bottom Line," or to contribute to the column, please contact Liana Sayer at: 1-202-234-4700, ext. 615; fax: 1-202-265-9317; e-mail: [liana@sla.org](mailto:liana@sla.org); or Laura Gasaway via e-mail at: [laura\\_gasaway@unc.edu](mailto:laura_gasaway@unc.edu).

more panel members who understand your proposal, the better. As a result, there will be a further, richer discussion with more people taking interest in your proposal.

**4. Be clear about your project's objectives and why they are important**

One would hope that the writer firmly believes in the project being proposed, but it's critical to convince the review panel of that as well. The best way is to be clear and direct in stating the objectives of the project, why this problem needs to be

your grant. Again, if a well-known faculty member or colleague is actually working actively on the grant, there is no reason not to include the person. On other hand, it is often better to use your ace names as advisors who will contribute 5% of their time rather than be supportive 5%. The dollars are often small, but the view of the reviewer is that more money is going into the real work and the contributed time of the advisors indicates their real support for the project.

Finally, don't promise more than you can deliver. Don't suggest that you're going

Consulting the appropriate program office is not cheating—they'll only help to the degree that is appropriate. Often as we review grants we ask aloud, "Why didn't they call the program officer?" There is as much frustration as amazement in that question. Often we are faced with a good project that was simply not well described, or the guidelines were not well understood or followed. Talking about your plans with the program officer can help clarify how to fit it into the grant program, or answer questions about what can be included in the budget, etc. Avail yourself of their help—it's always to your advantage.

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## Often we are faced with a good project that was simply not well described, or the guidelines were not well understood or followed.

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solved, what impact it will have locally (or more broadly), what can follow from this project, and the like. Agencies typically don't fund "good works" for the sake of some greater truth—you're not dealing with a charity where how much you "deserve" the assistance is a part of the decision. The job of the grant writer is to convince the panel that you have a good project, you have the expertise to execute the project, and that project will have lasting benefits.

**5. Make reasonable delivery promises and be sure your budget is tied to your objectives**

One of the most touchy areas of a grant application is often the budget. It's easy to turn a reviewer off when he or she sees either a budget that does not seem to reflect the work being proposed, or that appears to be padded with equipment or travel that is not clearly tied to the proposal's goals. These problems are easy to avoid if you clearly link budgeted items to the work to be performed. Just because the guidelines say equipment purchases are allowed, don't automatically add in a computer or two. Be sure every item is justified. In the same vein, don't add in people because you need to find support for them unless they really are working on the project and can be justified.

Occasionally there is another budget problem—the tendency to add support of "big names" because you think they'll help

to develop the world's best database with a part time-student as the programmer. While you may know the magnitude of the project exceeds the funding available to do it, be realistic and carve out a well-defined piece of work that is appropriate to the funding level suggested (or mandated) in the particular program for which you're applying. There is a corollary rule just below.

**6. Remember, if you get the grant, you're obligated to do the work**

On one hand, you need to be careful what you promise to do because you're obliged to actually do it. On the other hand, don't apply for a grant to do X when you're really just looking for money to do Y. This is duplicitous and unethical. Likewise, don't apply for a grant to do something you've essentially already completed. This is not to say that preliminary work is unimportant. It's useful to demonstrate that you have the capability to execute the program you're proposing, but don't try to collect after the fact, so to speak. Having one project build on an earlier one is often a productive way to go.

**7. Seek help and advice from the program officer**

An often ignored resource for writing grants in the program officer in the funding agency. This person has a wealth of information regarding the process, the procedures, definition of the program's objectives, etc.

**8. Try to leave yourself time to do a good job**

Clean formatting, accurate spelling, good illustrations, charts, and graphs, etc. all take time. These little details are an important part of your proposal and, for them to make a good impression rather than turn reviewers off, they all need careful attention. It's good to set a proposal writing schedule that leaves enough time to attend to the details. If there is more than one person collaborating on the writing, you need to clearly assign tasks along with setting the timeline for drafts, reviews, the production of illustration materials, photocopying, etc. If you can avoid working up to the deadline you, and your proposal, will be better off for it.

Last, it's a good idea to ask someone to act as a reviewer for a near complete draft of your proposal (that is, a draft that's far enough along be fairly judged, but not yet carved in stone.) Be sure they know the guidelines under which you're writing. Ask them to pretend to be on a review panel and to give you honest feedback so you can strengthen your proposal. It's better to hear from a friend what needs to be strengthened or clarified than to get a "pink slip" from the review panel as they decline to fund your proposal. And, of course, offer to play this role for others.

### You're on your Way

None of this advice will guarantee that your grant proposal will be successful, but attention to these details should improve your chances. Grantsmanship is a highly competitive area and writing an outstanding grant takes work. Getting funded, however, is a terrific reward! ☞

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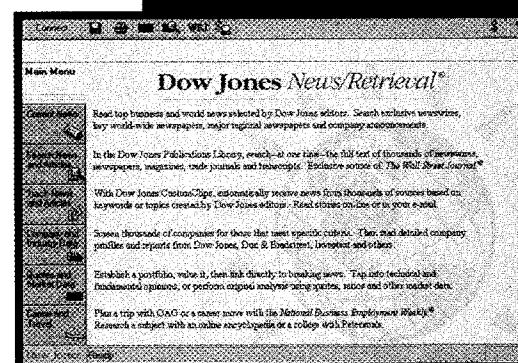
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Mike Hogan  
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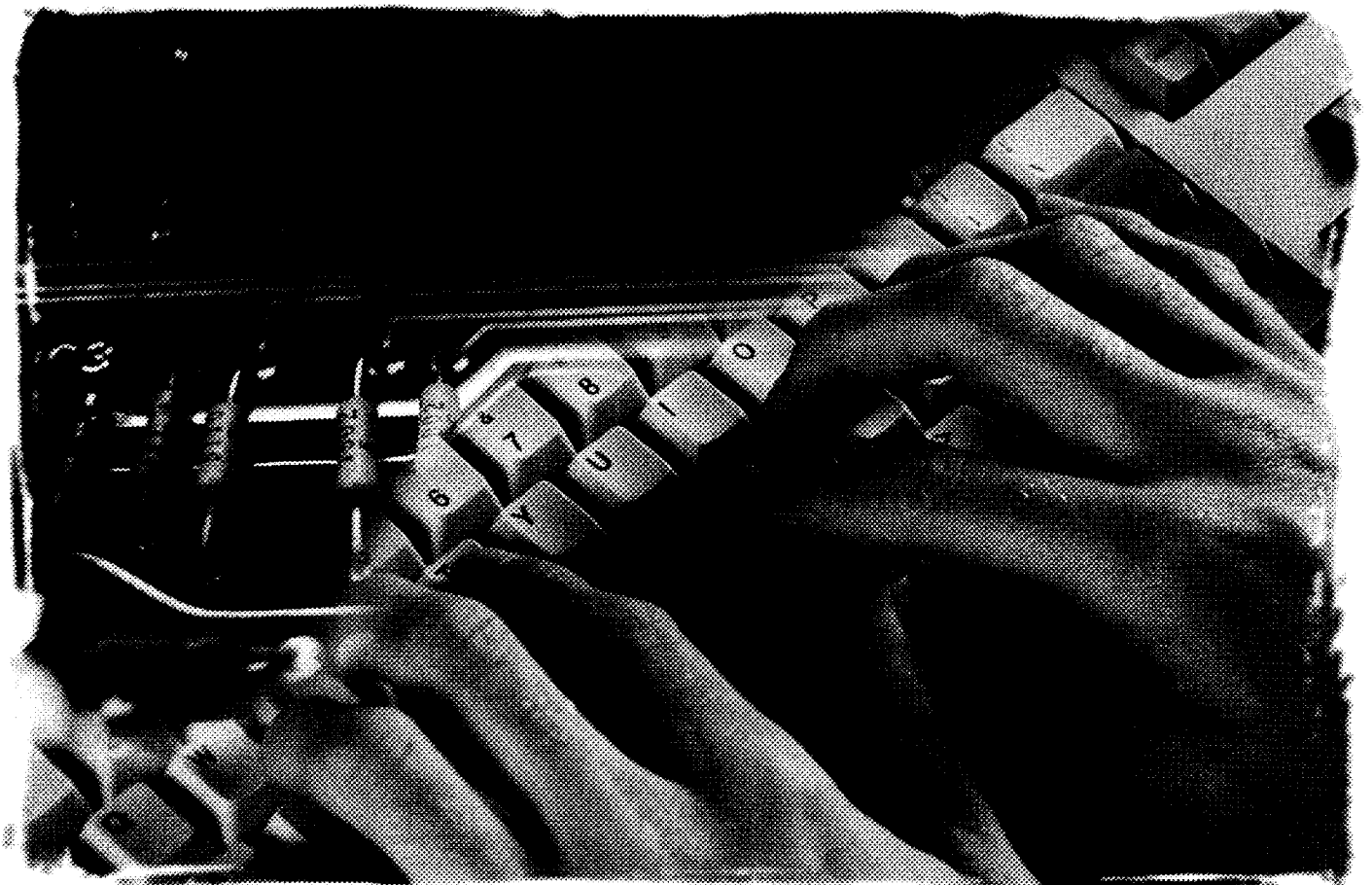


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# Build Intelligence Into your Intranet

by Michael Nanfito



You've been assigned to oversee the creation and development of your company's Intranet...sometime in the future. You think to yourself, *the future is vague enough. No problem.* You already know that Intranets are essentially closed computing networks, typically in the corporate environment. *This could be fun.* You also know that in the past two years, the term has come to mean computer networks, specifically technologies of the Internet and World Wide Web. *It's going to be a cake-walk.* But now *sometime in the future* is here. Suddenly it is no longer vague, but a reality. A *cake-walk* and *no problem* no longer seem applicable. Where do you go from here? How do you avoid pitfalls, while realizing all of the benefits of internal information environments using Web technology? How do you effectively provide recommendations on project management in the design, development, and implementation of Intranets? Umm. Let's see. First, a few things of which to be aware.

## Getting Started

Software companies hawk the wares they claim will make the installation of your Intranet a snap. But beware, it's not about software or hardware. It's not even about technology. It's about communication, information management, and effective operations analysis. Although Intranets are indeed an effective means to enterprise-wide information management, the successful project will require assembling a team with a "can-do" attitude, and a well planned strategy.

Intranet development with the corporate library as project leader lends itself to the role of librarians as partners in information management within corporations. Librarians and information specialists design the systems, devise the organizational schemes, and empower through opportunity and accountability, thus enabling the organization to utilize available intellectual capital.

## Take Control of the Process

Properly designed Intranets are an economical means of integrating people, processes, and information. Intranets are a step away from the current reliance on systems-intensive, commercial software applications and suites, and toward platform-independent, information appliances and utilities based on measurable needs and objectives. This technology permits corporate information managers to design environments based on needs, rather than needing to mold information objectives and processes around existing technology. Librarians and information specialists are well-positioned to provide effective organizational design, purpose, and utility to Intranet development.

Intranets allowed to evolve "organically" (i.e., in a home grown fashion, constructed by enthusiastic internal work groups), will likely end in a disorganized mess and require revision later. In these situations, the work is done twice, as demonstrated by many early attempts at Intranet development. These early examples demonstrated the technical ability of local programming and technical talent, but a lack of a viable organizational structure and design based on awareness of the evolving information needs of the audience served. That is the purview of the library and professional information services staff.

Intranets must be sustainable. Many Intranet projects begin in a flurry of enthusiasm and energy, led by the local Web evangelist, and end up languishing in a state of suspended animation because no thought was given to evolving information realities, no provision made for a maintenance plan, and no resources allocated to manage the new environment over time. In these cases, an individual or small group takes responsibility for hacking out a new information utility and then return to their full-time jobs, leaving the Intranet as a living testament to their enthusiasm. Remember—

anticipate change, plan for maintenance, and allocate resources to provide both of these.

Intranets are technology projects, and their design and implementation should follow proven project management methods. The successful Intranet will be more than a series of Web pages created at will by corporate staff using the latest Web authoring tools; more than a cluster of databases accessible from Web browsers. Successful Intranets reflect the intellectual capital of the corporation, and an organization imparted by professional information managers.

An Intranet leader must have clearly defined objectives. These objectives should:

- \* Construct a sustainable organizational scheme that reflects the needs of the organization.
- \* Create an effective information environment based on that scheme.
- \* Encourage interactive collaboration, meaningful to the mission of the organization.
- \* Publish internal knowledge capital to the Intranet.
- \* Refrain from creating additional work, or changing how people conduct business or do their work.

## Intranets: First Principles

Now that we know what the final product should resemble, it's a good idea to take step back and learn about the nuts-and-bolts of Intranet technology and what it is can do for your corporation.

*Universal Client.* The browsing software of the World Wide Web functions as a "universal client" on the desktop, providing access to local and remote information. Accessible information includes data and documents on the Internet and Web; in commercial online databases and local proprietary databases; as well as electronic mail and threaded information newsgroups and listservs. Web browsers function across computing platforms and operating systems. The browser is capable of opening documents generated in applications such as word processors and data management software, as well as commercial e-mail software. This enables corporate employees to focus on their work, rather than impact them with the need for understanding how their computers operate.

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*Michael Nanfito is library manager at the Leadership Institute of Seattle and owner of Bridge Information Services, an information services consulting firm. He can be reached by e-mail at [lioslibrary@lios.org](mailto:lioslibrary@lios.org) and [michaeln@bridgeinfo.com](mailto:michaeln@bridgeinfo.com). The material presented here is drawn from his experience in librarianship in general, as well as project management in the design and development of commercial Web sites including the electronic edition of the Christian Science Monitor newspaper, [www.csmonitor.com](http://www.csmonitor.com), and the original TeamNFL Web site of the National Football League, [www.nfl.com](http://www.nfl.com).*

*Information on Demand.* Because Intranets are, in part, aggregates of computers, networks, databases, and files, they are often assigned to the corporate MIS or IT group. However, because Intranets can include information such as HR material, corporate directories, internal research, and proprietary data, this arrangement can place the IS group in the position of being

*Communications.* Intranets enhance internal corporate communication. Both intra- and inter-departmental communication is facilitated and streamlined with Intranet implementation. Intranets encourage knowledge sharing and collaboration by streamlining communications and information access.

The "just-in-time" information management potential of Intranet technologies will contribute to a culture of rapid response and interactive collaboration.

*Return on Investment.* Intranets provide a vehicle to provide employees with authority over information and provides these employees with a tool to quantify as well as qualify the value of distributed cor-

## **"Many Intranet projects begin in a flurry of enthusiasm and energy, led by the local Web evangelist, and end up languishing in a state of suspended animation..."**

responsible for the delivery of "reference" material. As a result, the inclusion of the corporate library or information center at the outset is required. The corporate library understands the information needs of the organization. Intranet development hinges on mapping those needs in order to create flexible and sustainable systems that enable the library and staff to deliver timely updates to targeted workgroups as needed.

*Distributed Information Management.* Intranets facilitate distributed management channels that reflect the data and information needs of the corporation, rather than current networking and software capabilities. Rather than relying on channels dictated by technology, Intranets provide information creators and disseminators authority over documents and end-user access. The use of individually managed Web pages permits document authors and disseminators a venue to place information within, and for, a known audience. This provides users immediate access to updated information and frees MIS staff to moderate the paths to data, and not the data itself.

Embedded electronic mail tools in the Web browser permit immediate distribution of information via e-mail aliases to the appropriate audience. The same individuals providing this mediated information service via e-mail aliases will also manage Web pages in which specific information will be posted for internal use by appropriate workgroups and individuals in the company. These Web pages can be password protected, as necessary.

*Knowledge Sharing and Collaboration: Internal Intellectual Capital.* Intranets edge the computer increasingly closer to the easy-to-use information appliance it should be and, in the process, encourage development of a corporate culture geared to success. All corporations contain a wealth of intellectual capital in their staff. Intranets enable employees to engage in collaborative online environments which encourage knowledge sharing. Beyond an integrated network of operating systems and computers, Intranets encourage the development of corporate communities with common interests. Intranets empower workgroups to build toward project goals through the information exchange and communication tools provided.

porate information. Clearly, corporate information is valuable. However, it is not a simple task to quantify that value given the contemporary tool set at our disposal. Specifically, it is not easy (nor in many cases possible) to know what data is accessed at what frequencies and by which groups. Intranets provide for measurable information management. Software "counters" mounted on internal Web pages (the equivalent of electric eyes in storefront doorways) allow administrators to count the frequency at which targeted pages are requested. This has significant operational and budgetary advantages to the extent that it allows corporate library staff to create meaningful accounts of information exchange and utility.

### **Intranet Project Management**

Although many companies have permitted, even encouraged, Intranet development within workgroups without a coherent design specification, this is not a responsible approach. A comprehensive information management strategy is critical to the success of an Intranet implementation.

**Project Proposal.** The initial project proposal is written following discussions with department managers, supporting technology group(s) (including hardware, software and networking), and representatives of all groups who will benefit from the interactive connectivity of the Intranet. The proposal expresses what will be done, how long it will take, who will be responsible, and how much it will cost. The project proposal will include a roster of measurable objectives, a timeline with milestones, a list of team members involved with roles and responsibilities delineated, a budget, and a proposed review process and testing cycle.

**Project Team.** Establish a roster of all team members including you and your immediate staff, internal consultants, and any external contractors you utilize. Document the roles of everyone involved, including consultant, contractor and internal resources. Identify skill sets and responsibilities of everyone on the list. Generate tabled rosters and distribute these to your team. Meet at regularly scheduled times to review responsibilities and other issues.

**Problem Specification.** The first order of business is to write the problem specification. Describe the requirements of the project. *Note:* The problem specification describes the problems and needs of the project as they are understood, and *not* solutions to the problem—that will be accomplished in the design specification.

**Design Specification.** Following completion of the problem specification you will write the design specification. This document illustrates in detail the solutions to the project problems as they are outlined in initial documentation. Include specifications of hardware and software needed, schematic and flow chart, sample code if special programming is required, hierarchical descriptions of the data sets, and overall site map. The design specification is the immediate response to the needs identified by the problem specification.

**Prototyping.** Begin prototyping your solution. This is a good place to make use of the enthusiasm of those staff members who can't wait to get going on something. Let them create sample pages, based on preliminary interviews with the beneficiaries of the Intranet, and use this as a feedback tool in facilitated workshops. Include the recipients

of the Intranet in the design process in this way. Solicit their feedback based on their hands-on interaction with your prototype. Begin to create an organizational scheme that is visible and experienceable.

### **Information Mapping**

The Intranet will reflect the intelligence

of the corporation. It will reflect the organizational scheme that you design. Take the time to identify information needs and objectives. Map relationships between workgroups. Describe which groups partner to create the knowledge capital that is exchanged between disparate groups. Identify information resources the library provides



which are candidates for inclusion on the internal Web. This process will provide you the information you need to build intelligence and flexibility into your Intranet.

**Planning and Design.** In the design and implementation of Intranets, it is critical to engage in an operational analysis of data creation, transmission, retrieval, distribution, and storage. Companies will need to educate themselves about the limitations of turnkey Intranet solutions. It is important not to confuse the ability to "drag and drop" documents into Web pages, or install pre-existing Intranet structures based on arbitrary information needs, with the viability of a carefully planned and authorized information environment reflecting needs as well as technology. Providing employees the ability to create and modify "buckets" of information, without a corresponding organizational scheme, will simply end in a cluster of buckets.

Following a careful analysis and mapping of the information environment, design and implementation of the Intranet can proceed in earnest. The amount of planning on the front end will lessen the need to make changes on the back end.

**Technology Audit.** This is an inventory all of the technology proposed in your design. Work with the technology groups to identify existing technical environments, including network servers and protocols, computing platforms, internally maintained databases, and any legacy computing environments. Identify appropriate talent to implement the technical solutions based on the proposal, problem specification, and design specification. Don't rely on who seems available. Fight for the right people to be on your team. You need to communicate your technical needs early and often and identify the following:

- \* any custom programming required or proposed and estimate availability
- \* commercial software and vendors
- \* hardware needs and estimate availability and order times
- \* any proprietary software and issues
- \* technical skill sets needed
- \* resources on staff to complete the technical solutions

**Information Audit.** Conduct facilitated workshops with department managers. This will provide valuable insight into the

information environment of the company. Use some form of data gathering instrument (worksheet, interviews, Gantt Charts, project management software) in tandem with the workshops to reveal the answers to critical questions. Specifically, these questions are:

- \* What bodies and types of information are created?
- \* What format is the information created in?
- \* How often is this information created?
- \* Who works together to create this information?
- \* Who ultimately receives this information?
- \* How is the information distributed?
- \* How is the information stored?
- \* How is information gathered for processing? At what frequency?
- \* What information is retrieved from external sources (online databases, etc)?
- \* Are there ownership or copyright issues to deal with?

**Organizational Scheme and Template Design.** The results of your planning will provide the foundation for your organizational scheme. That scheme is what imparts intelligence to your Intranet and distinguishes it from a collection of Web pages. Your information map will give your team the tools they need to create Web page templates which will provide a coherent visual environment for the users.

## Maintenance

Develop a maintenance plan that is meaningful to the information map you developed, reflecting the information creation cycles identified. This plan should also allocate resource to meet these needs. Develop a roster of individuals with clear responsibilities. Include a schedule that delineates document updates, database upgrades, and systems reports. It's a good idea to have a complete listing of all date-sensitive documents (whether text files or database files) on the site. List who the authors are, how often they're created, what format they're created in and who are the intended recipients.

## Managing Change

Projects have a natural tendency to

self-destruct. Competing energies from internal workgroups, external contractors, and your own project team often result in new ideas and directions not described in the design specification. Focus is lost and teams lose sight of the target. Make sure everyone understands the goals even as they shift, and ensure that everyone's activities are geared to satisfying the solutions to the problem as laid out in the design specification and problem specification documents. The iterative nature of Web projects ensures that change will occur.

Acknowledge proposed changes, investigate these, and come to a conclusion whether they are urgent or not. If so, call in appropriate staff to analyze and make recommendations. Where changes are approved, first evaluate the impact, document this, and then negotiate a design change. Make sure to:

- \* Review proposed changes
- \* Analyze and make recommendations
- \* Decide whether change is urgent or not
- \* Evaluate impact to project
- \* Negotiate contract change
- \* Schedule the change
- \* Implement the change

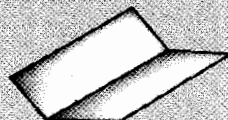
## Whew...That Wasn't Too Hard

You planned your Intranet project well. You managed the enthusiasm of the internal staff and provide them with your vision. *It was fun!* You also documented that vision in a problem specification, spelling out what you intended to accomplish, and a design specification to delineate specific solutions to those goals. Hind sight is always 20/20, so you're allowed to say *It was a cake-walk!* You communicated with the end-users who benefitted from this project. You learned the connections and interactions in the creation, transmission, and exchange of the information they produce. *All in a day's work for a professional, such as yourself.* You developed an information map that describes that intelligence and build an interactive information environment that reflects it. *Wow...you deserve a pat on the back (and maybe a bonus too?).* And last, but certainly far from least, you allocated resources to ensure a sustainable Intranet and plan for the change that will occur. *Send the next challenge!* ☸

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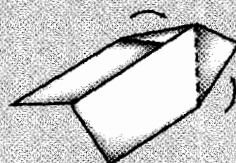
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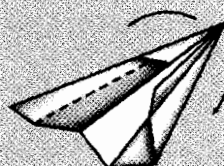
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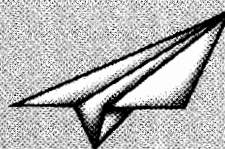
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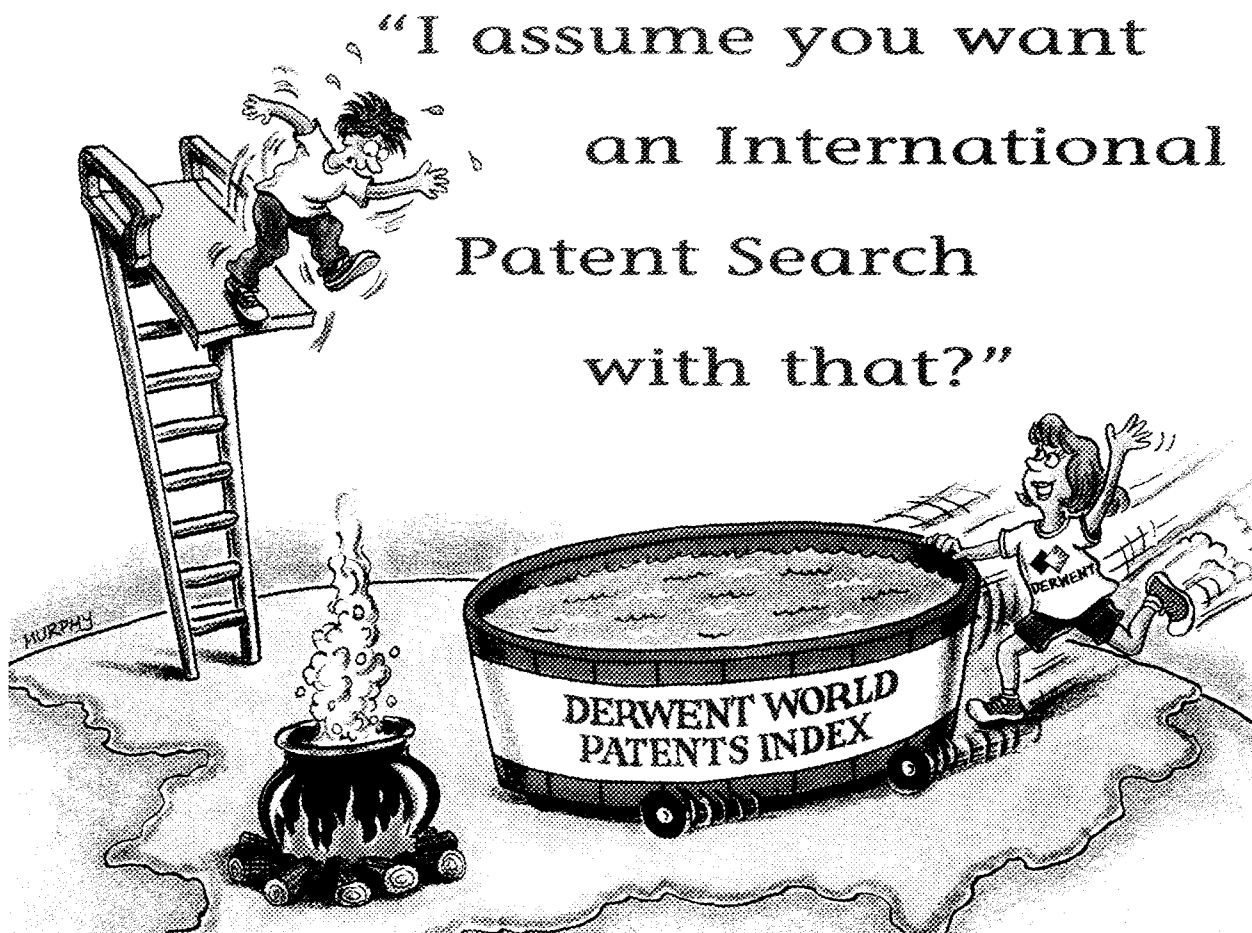


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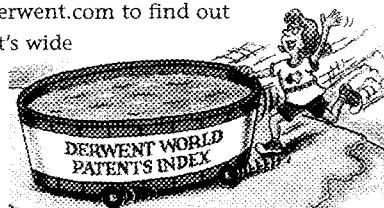
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# A Conversation with Bill Gates

Known as the visionary behind the PC revolution and the concept of "information at your fingertips," William H. Gates, II, co-founder and CEO of Microsoft Corporation, has a long history of involvement with libraries. His company has long had an excellent library—one of the few corporate information centers to have a presence on the World Wide Web. His philanthropic commitment to public libraries is unsurpassed as Microsoft has donated several million dollars to bring underserved communities access to information in this electronic era. SLA is delighted to have Mr. Gates as the keynote speaker at the General Session for this year's annual conference.

As a preface to his keynote address on

Monday, June 9, Mr. Gates took the time to personally answer several questions posed by *Information Outlook*, sharing some of the strategic planning that has led his company to continually diversify and expand its products, and ultimately create Microsoft's vision of its role in the information revolution.

**Information Outlook (IO):** For good or bad, your company affects the way the world works and plays. We know you've talked about your products, like MS Office '97, MS Internet Explorer and your Internet/Intranet initiatives, being transformational products that will affect virtually everyone, globally, and in the many ways we play, work, and interact. How do you see these sort of products affecting



information professionals? Specifically, in terms of everyone becoming a Web publisher, with librarians as publishers, what is the role of the information professional in this transformation of organizations?

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*Special thanks to Bill Gates for taking time out from his busy schedule to share his thoughts with us here in this exclusive conversation. Thanks also to Stephen Abram and Jane Dysart for developing the questions.*

**Bill Gates (BG):** Librarians understand the value of information in an organization. They're expert knowledge organizers and navigators. Librarians have played the role of linking people with the information they need for many, many

pages have to be well-organized. The content has to be meaningful. You've got to have intelligent links. The librarian's knowledge makes it possible for the user to find the *particular* piece of information or "book." It has to be in context and with

more manageable, and less costly. Finally, there's the interactive content business. Today, we have things like MSN, MSNBC, the online magazine *Slate*, and so on. Some of these interactive businesses will be successful—others won't. We'll continue to be most influential in the areas of software systems and tools.

**"Librarians understand the value of information in an organization. They're expert knowledge organizers and navigators. Accurate and timely information has always been a requirement for people to make the right decisions."**

**—Bill Gates, Chairman and CEO, Microsoft Corporation**

**IO:** Is metadata, information about information (and a traditional strength of librarians and information professionals), assuming looming importance on the horizon due to the expanding nature of the WWW?

**BG:** Yes. The one thing about the Web today is that you're almost guaranteed to get lost. Either you can't find anything, or the search engines give you too much to

years. Accurate and timely information has always been a requirement for people to make the right decisions.

Today's technology and the global competitive arena have dramatically shrunk the definition of "timely." Librarians are using technology to provide more rapid and productive research. The role of the librarian as information linker and sharer continues and evolves. Publishing on the Web is like putting "books" on a virtual shelf. The Web

plenty of supporting information. As the tools improve, librarians can reduce the time they spend just "looking," and improve the quality of the research content—and they can help more readers. They are truly user-friendly intelligent agents!

**IO:** In the future, where do you see Microsoft fitting in? Beyond software, operating systems and interfaces, is there a role for MS in content creation and delivery (professional content, databases, entertainment, etc.)?

**BG:** We're in four businesses today, and in ten years we'll be in the same four businesses. First, desktop operating systems. We'll still be advancing the state of the art. We're working on computers that see, listen, and learn—operating systems that will enable computers to recognize human gestures, human voices. Computers that can learn from the pattern of your actions and change behavior accordingly. Second, productivity applications. These application will be integrated with the Internet and will take advantage of the many new operating system functions. These two are our biggest businesses today and will likely remain so. Third is server software. There's much we can do to make high-end computing easier,

sift through. They're not sophisticated enough. One of the biggest businesses on the Web will be information about information. Great thesauri, indices, and catalogs are an important contribution to making the Web truly useful. Multimedia catalogs with extremely detailed content will evolve to help people find things. (Imagine an interactive Yellow Pages.) The organization of information and issues in information retrieval are hugely important on the Web. We have top computer scientists working on IR issues.

**IO:** Our members are interested in the path of information to the executive suite and throughout the enterprise, so, how do you use the Microsoft Library? Do you use their services directly or through others.

**BG:** I continue to use the MS library quite often. I use them for everything from business and competitive research to background information for the newspaper column I write. I request specific information and data on all kinds of topics, for background information, and biographical information for people I will be meeting. Every year I go off for "think week," where I get away and focus on major business issues. I often take materials supplied by the library. The MS library also provides us with a



Photo: Michael Moore

targeted e-mail news service, which I read on a regular basis.

**IO:** Again, our members are interested in insights as to how a senior executive thinks, decides, and chooses to access information for informed decision-making. Albeit as a sample of one, how do you get your information, knowledge, insights, and ideas? Where do you go for information or when you seek answers? What are your favored communication mediums (meetings, retreats, e-mail, paper, etc.)? Who's in your primary interpersonal business network? What have you read lately that affected your business thinking?

**BG:** I get a lot of information via e-mail. I have lots of meetings with colleagues each day. I read periodicals. I read books regularly. I don't watch TV much. I read the *Wall Street Journal*, and the electronic newswire pieces from the library each day. I read the *Sunday New York Times*. I like the *Economist* because it offers a less-U.S.-centric view of the world than do the U.S. news weeklies. I usually read it cover-to-cover rather than selecting articles because selective reading can reinforce your narrowness. I get insights from meetings, memos, and introspection. "Think week" is important in this regard. I spend about a quarter of my time on the road, meeting with customers and MS people in the field. In the last several months, I've been to Europe, India, and South Africa, and I go the Far East at least once a year. I read the letters to shareholders that Warren Buffett publishes. Warren's shareholder letters from a decade ago are still worth reading today. When somebody asks me for investing advice, I tell them to go to the library and read up on Warren's thinking.

**IO:** From your perspective (and don't just limit it solely to librarian roles in the traditional library setting), what role do your information professionals play in your organization?

**BG:** The Microsoft library is a great example of how we empower our people. In their jobs, they need to get a lot of information. Of course they are connected to the Web, but the library has a set of professionals that have the ability to go out and find more things to let people do their jobs well. They are very responsive. They understand that the work we do here has to get done in a very timely fashion. They've done a wonderful job being there to help people out with their jobs.

**IO:** Describe your view of the trail for information and decisions to the CEO.

**BG:** There's no one path at Microsoft. We have a very flat organization. Sometimes ideas flow down, sometimes they flow up, or horizontally. Usually, someone will get an idea or identify a problem and send e-mail to someone else. This may kick off a SWAT team to deal with it. At some point, the decision gets made face to face or over e-mail. On strategic decisions, it may go to a senior VP or to me. By and large, we empower people to make decisions themselves. I try to identify major decisions and work with my senior staff to ensure they're focused on them.

**IO:** We know you have a new baby (congratulations!), but aside from a newborn, and from a business perspective, what keeps you awake at night? Basically, if you could solve one problem, and one

problem only—what would that be?

**BG:** Thanks. I'd like to understand better how the human brain works. ☼

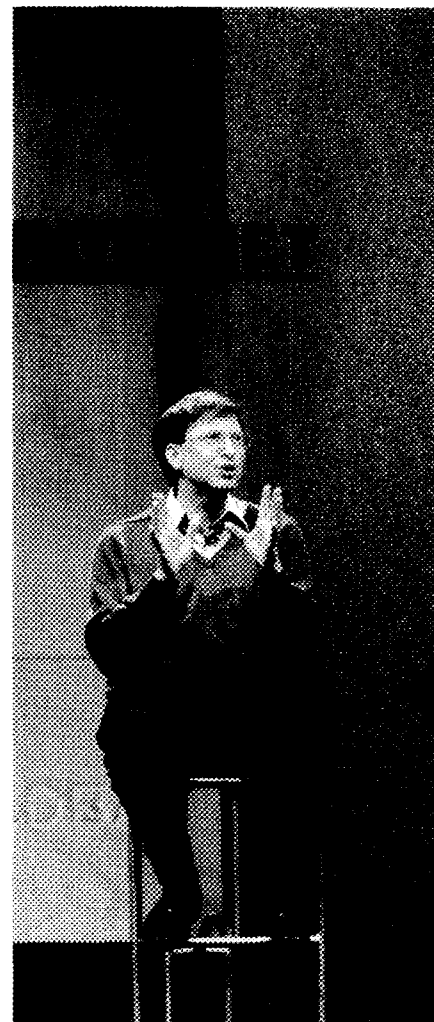
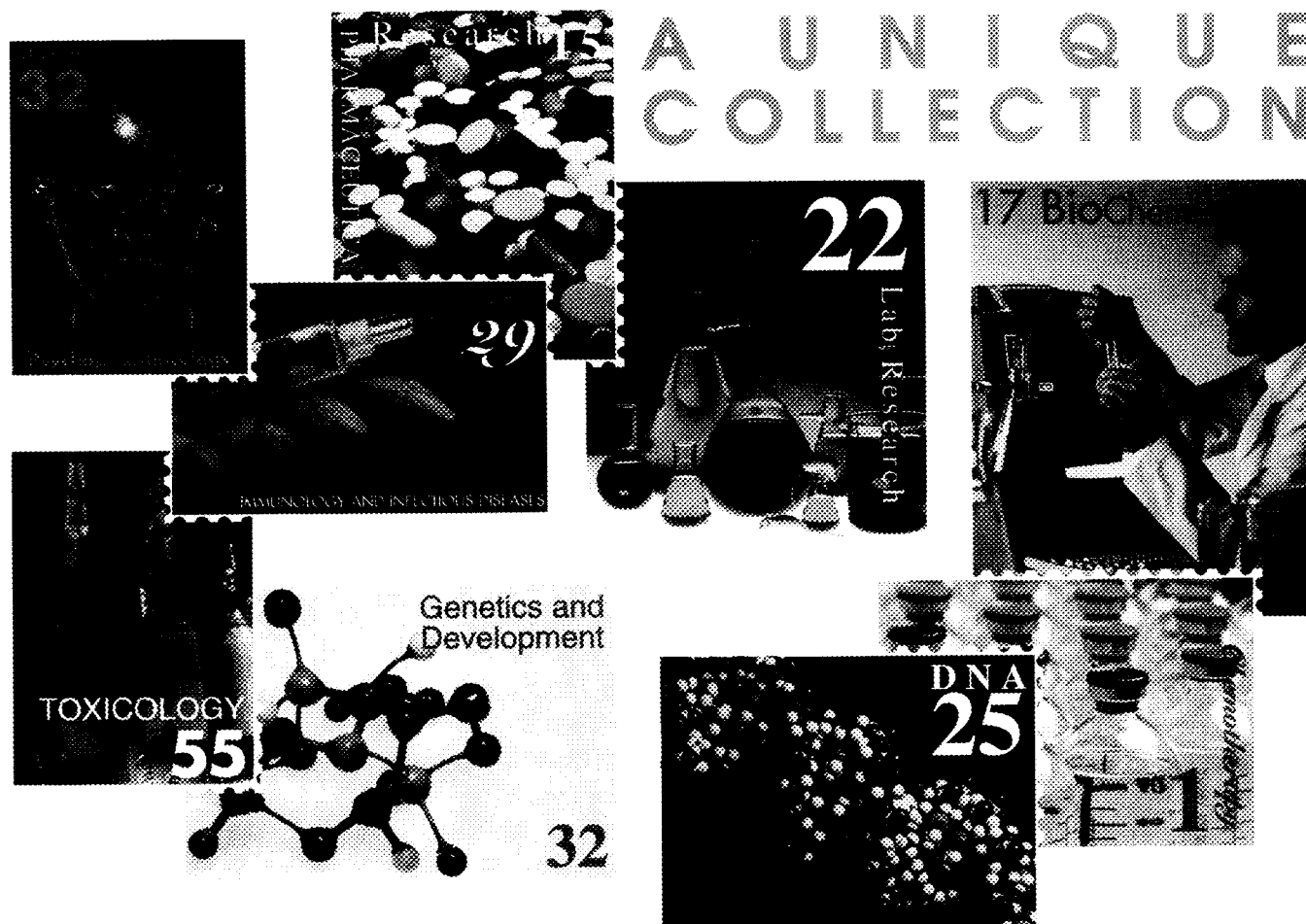


Photo: Michael Moore

**"Today's technology and the global competitive arena have dramatically shrunk the definition of 'timely.' Librarians are using technology to provide more rapid and productive research. The role of the librarian as information linker and sharer continues and evolves."**

**—Bill Gates, Chairman and CEO, Microsoft Corporation**



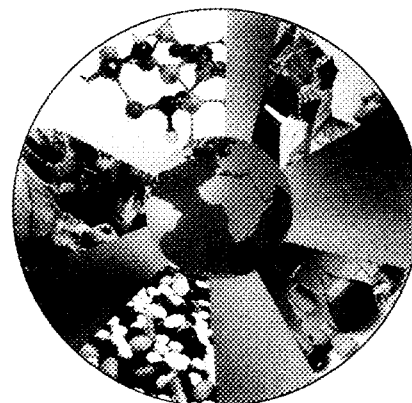
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# Hello DALI:

## TRAINING THE END-USER OF A DIGITAL IMAGE ARCHIVE

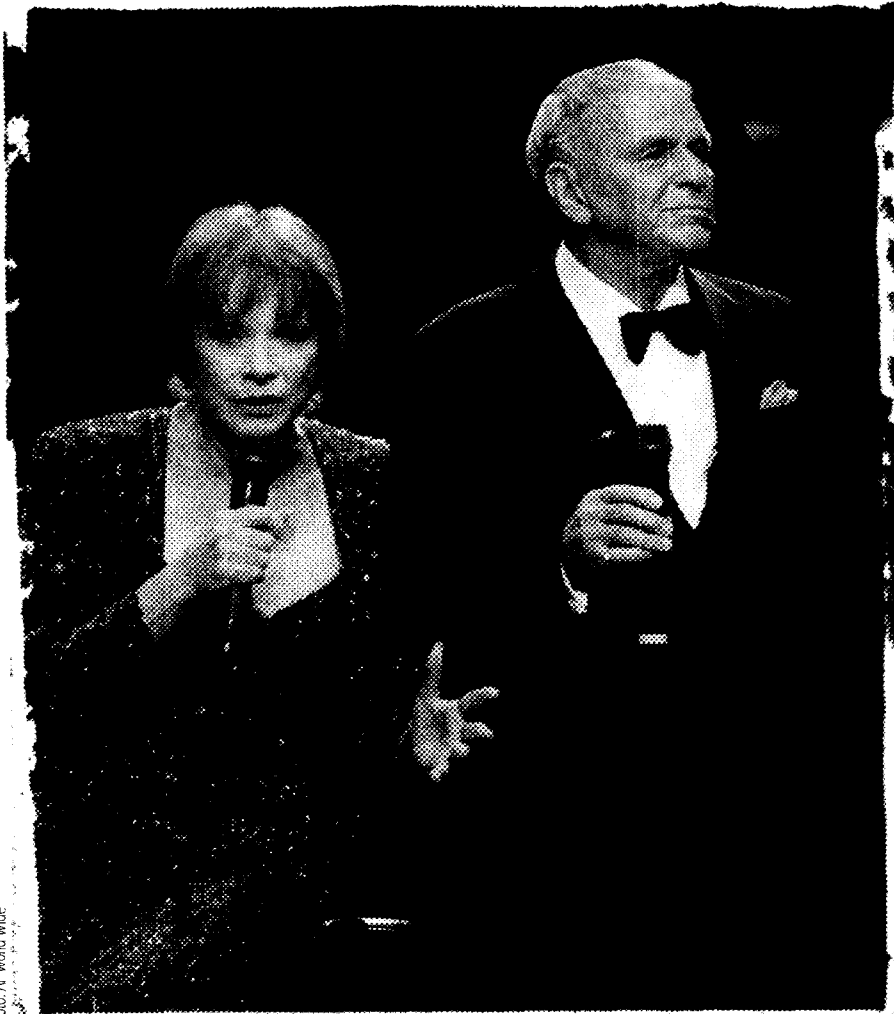


Photo: AP World Wide

**THERE WERE THREE UNRELATED PHOTOGRAPHS. TOGETHER WITH 20 OTHER PHOTOGRAPHS, THE L.A. TIMES CREATED DALI—DIGITALLY ARCHIVED LIBRARY IMAGES.**

by David Cappoli, Suzanne Oatey,  
and Laura Vinales-Simpkins

Teaching new technologies is always a challenging task, and usually costs more than the price of a song. However, we at the *Los Angeles Times* library, rose to the chal-

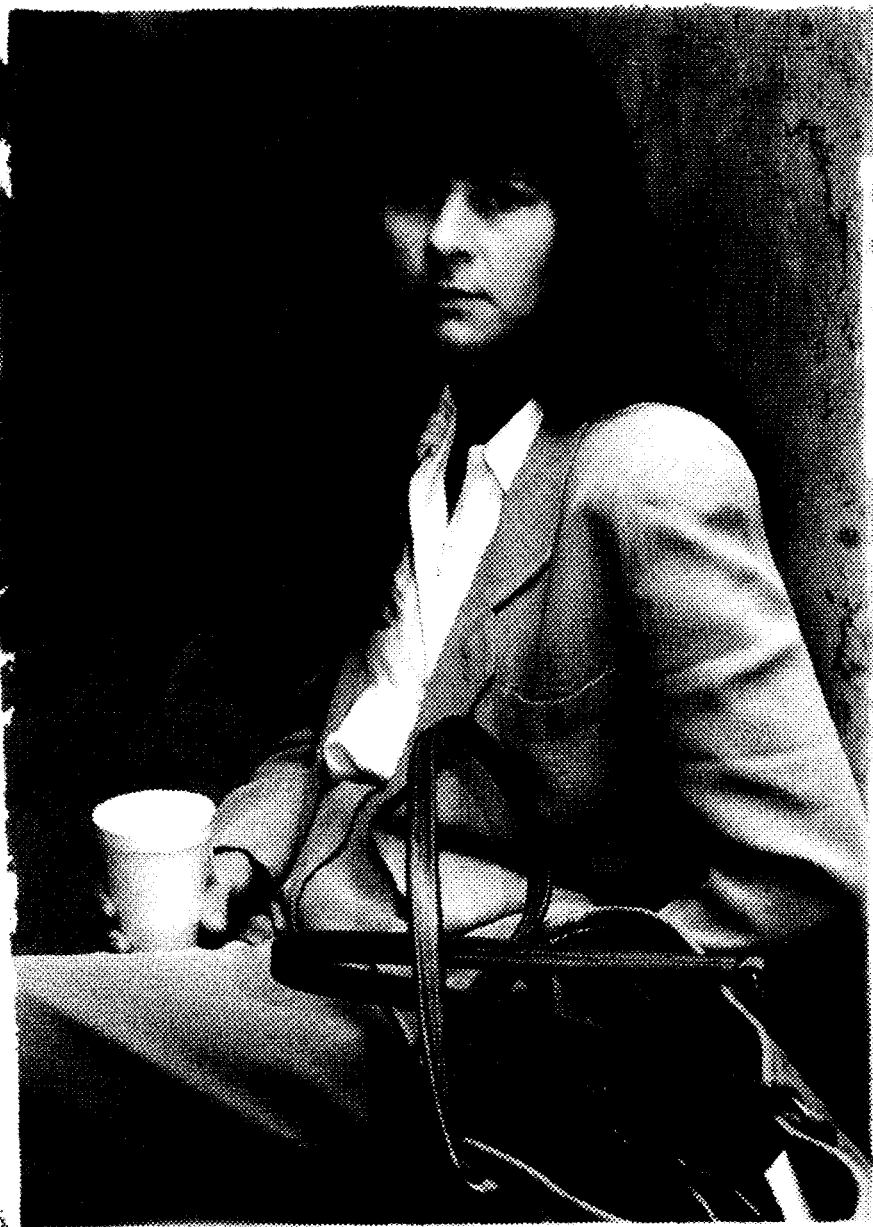
lenge and conducted our own training sessions regarding our digital image archive. The venture proved successful, but to our surprise, we entered our own learning curve as well. The following is an account of our training sessions and preparations.

### *The Times Library*

The *Los Angeles Times* editorial library, with an overall staff of 45, is divided into three principal sections—graphics, reference, and database construction. With a staff of nine, graphics primarily handles the library's photo collection. Reference provides text-based research for reporters and editors, and database construction is responsible for the *Times'* electronic text archive. Additionally, there are libraries at two of the *Times'* suburban sections and at

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*David Cappoli, Suzanne Oatey, and Laura Vinales-Simpkins are librarians with the Los Angeles Times Editorial Library's Graphics Section. In January 1997, Vinales-Simpkins joined the Chicago Tribune's Photo Library. Comments on the article can be sent to david.cappoli@latimes.com or suzanne.oatey@latimes.com.*



its Washington, DC, bureau. The *Times*' editorial department, which is considered the principal client-base for the library, is comprised of over 1,000 reporters, editors, photographers, and other support staff.

### Some Background

There were three unrelated photographs: Bosnian refugees waiting in a camp south of Sarajevo; Frank Sinatra singing a duet with Shirley MacLaine; and Tracey Ullman sitting in court. However, together with nearly 20 other photos, they launched the *L.A. Times* graphic library's first digital image archive in early October 1992.

That archive, running on 4D-based NewsPhotoAccess software by now-defunct

AXS, provided the *Times* with another source of images in addition to the library's collection of hard copy photos and negatives. These images include published and unpublished photos from various sources such as *Times* staff photographers and freelancers, and wire services like the Associated Press. They could be used for publication in the *Times* and often would be available for repurposing by non-editorial departments such as advertising.

In time, NewsPhotoAccess was upgraded to NewsPhotoArchive, but AXS eventually ceased supporting the software. The archive grew to about 70,000 images and became part of the overall move towards digital imaging at the *Times*. This movement began

in the late 1980s when the photo department first attempted to download digital wire service photographs. Due to the limited number of user licenses available with NewsPhotoArchive however, access to the archive was limited primarily to the library.

Over a three-and-a-half year period, the archive outgrew its platform and MediaSphere, produced by the London-based company Cascade, was chosen to replace NewsPhotoArchive. Like its predecessors, the UNIX-based MediaSphere utilizes client-server technology and was purchased with a license for 50 concurrent users (increased to 75 in 1997), which allowed end-user searching from both Macintosh workstations and PCs running Windows. In late May 1996, the conversion of records from NewsPhotoArchive to MediaSphere was completed and the new image archive became part of the graphics library's daily workflow.

### Preparations for Training

One of the requirements for our new image archive was that it be directly accessible to a wide group of users outside of the library. There were several reasons for switching to a new environment where users could perform their own searches. One prime concern was that users could only access electronic images through library staff, during library working hours. Since the library is not staffed 24 hours a day, installing the database software on remote terminals would provide users with unlimited database access. Users would not have to come into the library—they could simply work from their own workstations, with the ability to browse, copy, and print their own selections.

Remote access was always intended as an enhancement of library services—not a replacement. Librarians would always be available if needed, but simple searches could be performed easily and conveniently at the user's own terminal. By moving to a more "self-service" environment, graphics librarians would be able to allot more time for activities such as indexing and database management, as well as identifying new resources for images, such as those available on the World Wide Web. There had been limited training on the previous AXS image database. One librarian had been responsible for writing a training manual and training a

select few users. The selection of MediaSphere as our new database software allowed greater access and changed the database user group dramatically. Before anyone else could be trained, the graphics librarians had to become familiar with using the new database. MediaSphere sent an instructor to the *Times* for four days of onsite training. We relied on the AXS database for our day-to-day work—the training version of MediaSphere contained only a test sample of images.

After completing our own training, we worked on developing an instructional manual to supplement the guide supplied by MediaSphere. The supplement would cover all the procedures specific to our work, so that remote users would have written instructions for using the new system. For the librarians, the task of writing the guide would serve as a way to study the details of the new system. To accomplish this, the eight graphics librarians divided into four pairs. Each pair worked together on a section of the manual. Once the writing was finished, we produced two versions—a complete version for the library staff, and a version without the procedures for editing, enhancing, and deleting records for the non-library users. Then, we began preliminary discussions on training remote users. We originally considered having one person conduct all of the training, but the workload was so great that we decided to divide the responsibility among three librarians. Meetings were held with the head of the graphics section to discuss who would be trained first and what would be covered. We considered who used the library most frequently, the types of requests typically made by the users (i.e., simple name searches or more involved searches), how much technical-savvy they possessed, and the computer hardware available to them. Editors and photo staff in bureau offices were deemed a priority, so we conducted our first sessions there.

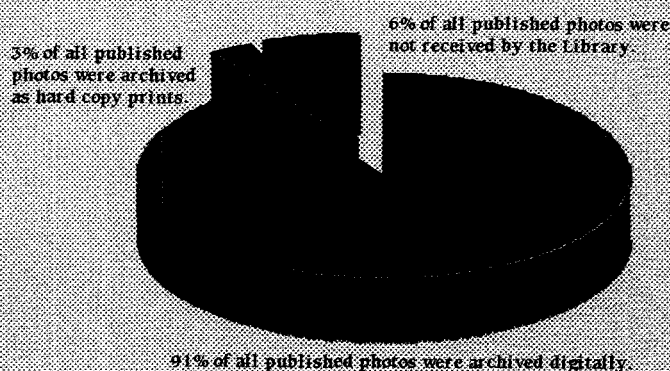
### Training the End-User

Training on MediaSphere in early June 1996 began with some trepidation. During the first few weeks after installation, the database would often crash, thereby disrupting or suspending our training sessions. We had hoped to resolve this problem before training began, but the editorial

## Library Archiving Statistics

During the week of September 9-15, 1996, the graphics library archived more than 775 published images, the majority of which were digital (see chart below). There were 325 digital unpublished images archived as well. Overall, the library archived an average of 155 images each day that week. Statistics of the photos archived by one suburban edition of the *Times* were not available.

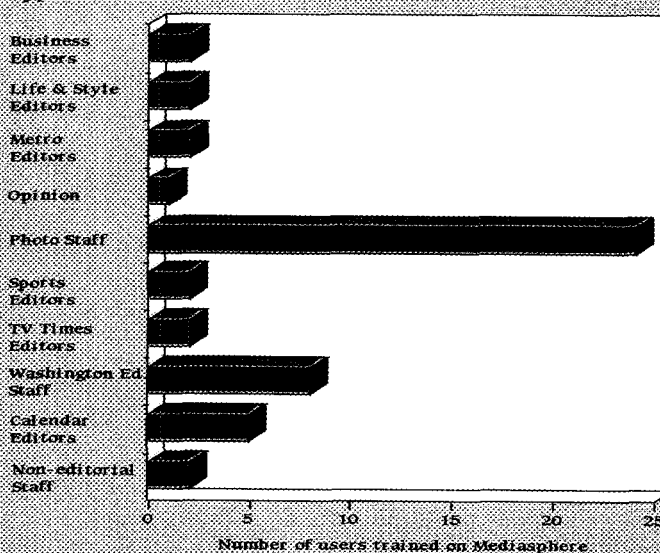
From September 9 - 15, 1996...



## End-User Statistics

The chart below shows the diverse backgrounds of end-users who have been trained in using MediaSphere. As of September 30, 1996, fifty end-users had been trained.

Types of Users



staff was eager to begin using MediaSphere at their workstations. Appointments were set up with users and arrangements were made with the *Times* systems support group to install the software on the users' work-

stations. Each user was allowed to logon and search, browse, print, and copy images from the archive.

Training usually took place at the workstation most accessible to the user, al-

## Hello...DALI?

It could have been RELIC (Repository of Electronic Library Image Collection) or SHIFT (Some Hot Images For the Times), or even DAMN (Digitally Archived Media Node), but the file server on which the library's digital image archive resides, and which all users must access, is named DALI, as in Digitally Archived Library Images.

The file servers which held the library's first image archive had rather mundane or cryptic names such as LA LIB FS 01. With the implementation of the new archive came new equipment, and the head of the graphics library requested suggestions for naming the server. A short list of favorites followed, with DALI being chosen by the library director.

though some training sessions took place in the library. We experimented with group training, but found that the users had varying computer skill levels, so one-on-one training worked best.

To accommodate the time constraints of the end-users, training sessions were limited to one hour, including time for practice searches and questions. The training sessions consisted of a brief explanation of the library image gathering process, database contents, searching, retrieval, and delivery of database images.

We found that a good portion of the sessions were spent explaining the searching features of the database. As a default, the Muscat search engine used in MediaSphere searches any and all text that is related to a record. In our training sessions, we explained to our users that the text accompanying an image usually consists of caption information and various fields such as photographer and photo credit. Searching for images can be limiting because photos don't have the wealth of text found in articles. Frequently, the captions associated with images do not fully describe the image. As a result, the user may retrieve "false hits" when searching the archive.

Aside from the intricacies of searching, technical difficulties hampered training sessions. Because the software was improperly installed, users had problems logging on as well as displaying images from the archive. These and other technical problems disrupted the time flow of the sessions, altering the training time and affecting the way training was conducted. Trainers often had to assume the role of technical troubleshooters. Although the graphics library had a systems support staff member for its AXS

databases, it was unclear who would provide onsite support for the MediaSphere database. In the months that followed, it seemed that just as one technical problem was addressed, another was discovered, eventually causing the suspension of training for a two-month period.

Despite technical snafus, the users seemed to appreciate the opportunity to search for and deliver images themselves. The speed of the system was also a hit. They often commented on the large number of images in the database (132,000 as of March 10, 1997). The sessions seemed to help users understand the role of the graphics library. This educational component was a bit of a surprise.

### What We Learned

Overall, our training efforts left us with positive experiences and end-users were excited to have access to the library's image archive from their desktops. In addition, direct requests to the graphics library have dropped nearly 25 percent over a two-month period following the first training sessions.

Although the sessions went well, it was difficult to garner feedback from end-users after their initial training. Despite a hand-out listing help numbers and a MediaSphere support message group on the Times' e-mail system, some users were not always letting us know the problems they were encountering with the archive. Instead of taking action to remedy their difficulties, some users found it easier to rely on the library staff to fulfill their requests. We used these conversations as an opportunity to ask for feedback on the system. Occasionally, recurring problems frustrated users to the

point where they would tire of hassling with a system that they were then reluctant to "buy into in the first place." At times, we had to act as the intermediary between end-users and the systems support staff. The users' hesitation to report their difficulties with the system was unexpected, but we are attempting to remedy this by soliciting regular feedback from them.

In retrospect, we should have had a better working relationship with our systems department so that we could have clarified our needs. In turn, they could have informed us of the services and time that they could provide. If this had happened, we would have had a more realistic idea of the kind of support that we would receive.

Library support staff also played an important role. The graphics librarians were expected to be able to trouble-shoot minor problems that end-users would encounter, such as searching and display problems. Knowledge about the system and confidence levels in answering users' questions vary among staff members. This problem needs to be resolved by giving the graphics staff further training.

Although we found that one-on-one or two-on-one training to be the most effective, it was not practical when large groups were trained off site by just one trainer. Staffing demands did not allow more than one trainer to be gone for a full day of training. We need to explore ways to train larger groups more effectively, such as developing tutorials to enhance in-person training.

As a follow-up to training, we had planned to establish an end-user e-mail message group to inform users of updates, fixes, bugs, temporary disruptions in service, etc. This group was not set up for us until we were already three months into training, which limited communication among librarians and users. Again, better working relationships with other involved departments would have benefitted the training process.

With at least 25 people waiting to be trained, the end-user message group will become increasingly important for circulating information about the archive. We will also look into the need for advanced training to respond to those users who are interested in more sophisticated searching techniques.

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Join us at our gala reception at the Seattle Space Needle, June 8<sup>th</sup>, during the Special Libraries Association Conference. To find out more about our content and technology solutions, stop by our booth #929 at the SLA Conference. Or, call us at 800-343-0064.



## Weather or Not—SLA Takes Seattle by Storm!



From a Washington State Ferry, enjoy a spectacular view of downtown Seattle and the Cascade Mountains.

Seattle doesn't really deserve its wet reputation. The city's average rainfall of 38.6 inches is less than Nashville; New Orleans; Atlanta; Washington, DC; Baltimore; New York; or Portland, Maine. So why is everyone always talking about the weather—especially the rain?

Perhaps everyone talks about the weather because it's unpredictable and idiosyncratic. Seattle is the most northern major American city, as far north as Quebec City, but it has never recorded below zero temperatures and only reached 100 degrees Fahrenheit once. Our temperatures are generally mild thanks to two major geographical features, water and mountains, as well

as a meteorological phenomenon, the jet stream.

Seattle and Puget Sound lie between two mountain ranges—the Cascades to the east and the Olympics to the west. Warm, humid air from the Pacific Ocean approaches us from the southwest, encouraged by the jet stream which usually hovers over Seattle in winter and migrates north during summer. As the warm air hits the Olympics it loses much of its water, creating the Olympic Rain Forest with up to 200 inches of water per year. The air is then diverted around each end of the Olympic Mountains, converging in Puget Sound. The typical “convergent zone” lies in northern Seattle

neighborhoods where the colliding air spills more water.

Some Washington cities lie in the “rain shadow,” an area protected by the Olympics and out of the path of the moist air moving inland. On the other hand, Puget Sound cities experience diverse “micro-climates,” areas whose weather is noticeably different from each other, even though physically adjacent. Meanwhile, the Cascade Mountains protect Puget Sound from air moving west from the interior, which is cold in the winter and hot in the summer.

What can you expect in June? Unlike some past SLA annual conferences, whatever the weather it won't be too severe.

No tornadoes or wind storms. No oppressive temperatures or high humidity. Don't be surprised if it's overcast, as are 225 out of 365 days. Don't be surprised either by local weather reports: "Sun breaks in the morning, followed by low clouds and driz-

zle; rain turning to showers by tomorrow."

Sun breaks are those delightful sunny spells that penetrate our overcast skies. Rain isn't just rain, of course. People in Seattle are rain connoisseurs; everyone can tell you the difference between drizzle,

showers, and light mist.

Come expecting moderate temperatures in the 50s-70s with the possibility of precipitation. Who knows, all are possible. Check the weather forecasts before you come (see the SLA conference Web site). Bring a light coat or raincoat and buy an umbrella here if you need one. If you do encounter some rain, do like the locals and just walk between the drops.

by Ruth Van Dyke. Van Dyke is library manager, Hewlett Packard Co., Everett, WA. For more information about the conference, please view the 88th Annual Conference home page at: <http://sla.microsoft.com>.

## Seattle is Fast Approaching!

The 1997 Seattle Annual Conference is just one month away. This is your association's premier event! We hope that you will be there. Please make sure that you have sent in your housing and registration forms. If you need additional information, please visit us on the Web at [www.sla.org](http://www.sla.org). Be sure to check out the Pacific Northwest Chapter conference listserv. Send a message to [listserv@sla.microsoft.com](mailto:listserv@sla.microsoft.com), leaving subject line blank and put "join Seattle97" in main message.

In our efforts to keep you up-to-date on the 1997 Seattle Annual Conference program opportunities, we have been

publicizing all changes on the SLA Web page. For those of you who may have missed these changes, the following are major program changes that have taken place since the printing of the *Preliminary Conference Program*. Please note the following:

### Major Program Change:

The SLA Board of Directors Meeting, scheduled for Friday, June 14th following the Seattle Annual Conference has been rescheduled as follows:

SLA Board of Directors Meeting  
Thursday, June 12th  
11:00 a.m.

The SLA Conferences & Meetings Focus Group Meeting - Executive Session, scheduled for Saturday, June 7th at 12:00 p.m. has been rescheduled as follows:

SLA Conferences & Meetings  
Focus Group Meeting  
Executive Session  
Saturday, June 7th  
7:30 a.m. - 8:45 a.m.

The Library Management Division program entitled "Managing a Virtual Library on a Global Scale," Monday, June 9th at 3:00 p.m. has been rescheduled as follows:

Library Management Division  
Managing a Virtual Library  
on a Global Scale  
Monday, June 9th  
1:30 p.m. - 2:45 p.m.

### New Program Offerings:

The Solo Librarians Division is pleased to announce the following new program to those already publicized:

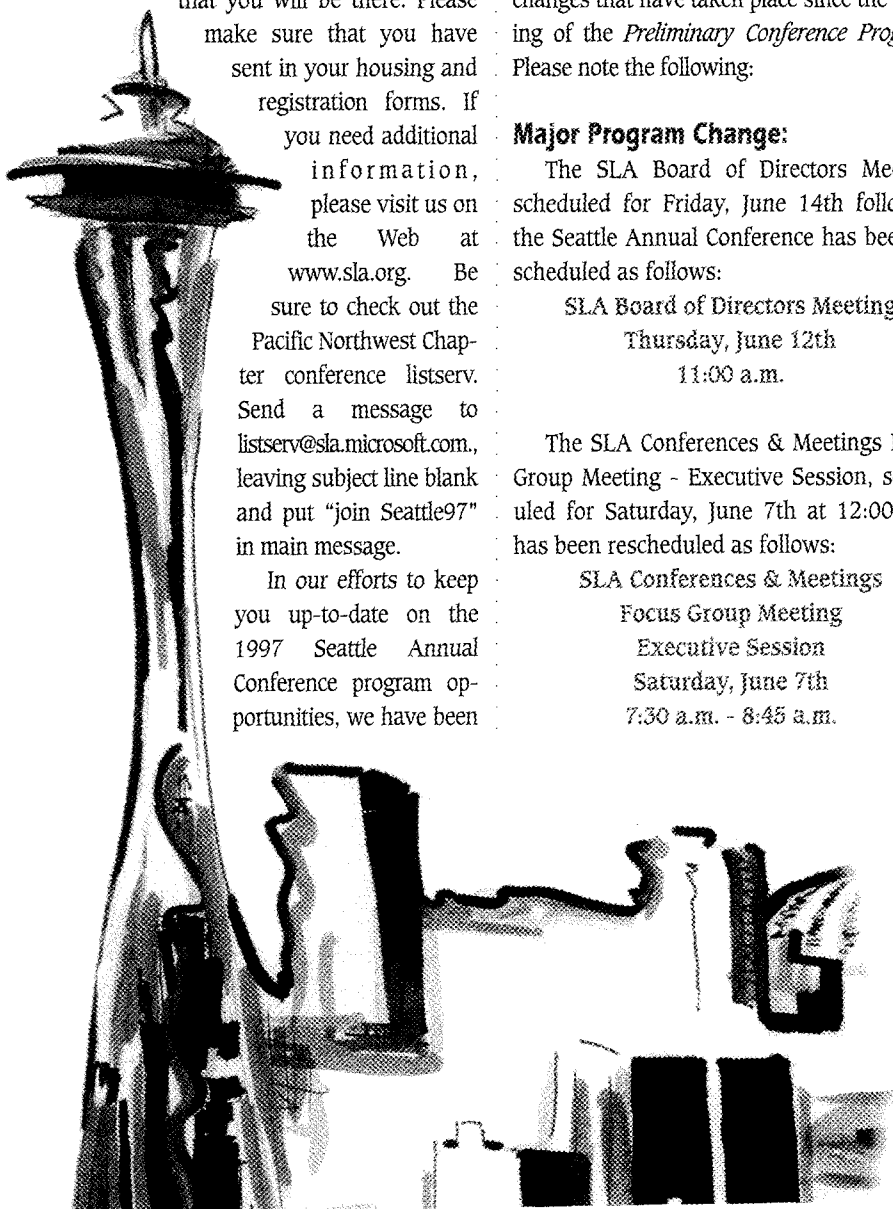
Solo Librarians Division  
Success Story: 25 Years of Solo  
Librarianship  
Monday, June 9th  
3:00 p.m. - 4:15 p.m.

Take a look back at solo librarianship to see how the discipline of one-person librarianship has evolved from a support activity to one in which its practitioners are recognized as the information leaders in their organizations.

Moderator: Rhea Austin,  
Nathan Associates, Inc.  
Speaker: Guy St. Clair,  
SMR International

The Southwest Regional Conference organizers are holding a planning meeting:

Southwest Regional Conference  
Second Southwest  
Regional Planning Meeting  
Wednesday, June 11th  
7:30 a.m. - 8:45 a.m.  
Moderator: JoAn S. Segal,  
Vintage Ventures





Information Professionals at the Crossroads:

## CHANGE AS OPPORTUNITY

SLA is pleased to announce the following library schools have been added to our existing list of Library School Alumni Reunion participants as printed on page 25 of the *Preliminary Conference Program*:

Dominican University  
(formerly Rosary College)  
Kent State University  
University of Chicago  
University of Michigan

### Special Note:

The Labor Issues Caucus Meeting scheduled for Monday, June 9th has had a number of changes as printed in the Preliminary Conference Program and hence should be considered a new program as follows:

**Labor Issues Caucus Meeting**  
**Workplace Violence:**  
**Challenges at the Crossroads**  
Monday, June 9th  
4:30 p.m. - 6:00 p.m.

Have you experienced violence in your library? Judi King, Associate Professor from the Univ. of Alabama, will define workplace violence in her presentation: "Violence on the Job," Jerry Mansfield, Librarian from the US Postal Service will discuss: "Debunking the Myth: USPS Workplace Violence Overstated" to illustrate that the problem is broader than just the postal service. David Alexander, Senior Staff Association, George Meany Center for Labor Studies, will discuss how unions and businesses have responded to violence on the job. The panel will discuss risks and prevention measures used to successfully deal with workplace violence. The audience will have an opportunity to ask questions and to share their experiences dealing with violence in their

library settings. A reception follows the session. The business meeting convenes immediately after the reception.

**Moderator:** Jannie Cobb,  
George Meany Memorial Archives Library  
**Speakers:** Judi King, Univ. of Alabama;  
Jerry Mansfield,  
U.S. Postal Service; and  
David Alexander,  
George Meany Center for Labor Studies

### Duplicate Program Listing

The Library of Congress Classification Update program was incorrectly listed twice in the *Preliminary Conference Program*: Monday, June 9th at 9:00 a.m. - 10:15 a.m. and again on Tuesday, June 10th at 1:30 p.m. - 2:45 p.m. Please note that the program is correctly listed for Tuesday, June 10th at 1:30 p.m. The listing for Monday, June 9th at 9:00 a.m. is deleted. We apologize for any confusion.

### Special Opportunity

The following is a special announcement from the organizers of the very popular Library Management Division Swap & Shop:

The Seattle Conference is right around the corner! Be sure to send in your library's special marketing tools for this year's Swap & Shop. We're looking for hot home pages, nifty newsletters, fun fact sheets—whatever

### Program Cancellations:

The following programs have been cancelled. Please note changes.

**Saturday, June 7th**  
Library Management Division  
Consultants Section  
Business Meeting  
**Saturday, June 7th**  
3:30 p.m. - 4:30 p.m.

**Monday, June 9th**  
Solo Librarians Division  
Training for Solos  
**Monday, June 9th**  
10:30 a.m. - 11:45 a.m.

**Tuesday, June 10th**  
Library Management Division  
Open House  
**Tuesday, June 10th**  
9:00 p.m. - 12:00 a.m.

you use to sell your library's services! Swap & Shop attendees will view your materials and vote for their favorites.

There is an entry form available for participants to fill out and send in with their materials, but unfortunately, we are not able to reprint it here. You may obtain a copy of the form by visiting the SLA Web page at [www.sla.org](http://www.sla.org), or by e-mailing a request for a hard copy to: [jkoniczek@csc.noaa.gov](mailto:jkoniczek@csc.noaa.gov) and one will be sent to you. Please be sure to provide your complete mailing address in the message. For more information on Swap & Shop, please contact: Trudy Katz at [trudy.katz@lexis-nexis.com](mailto:trudy.katz@lexis-nexis.com) or Jill Konieczko at [jkoniczek@csc.noaa.gov](mailto:jkoniczek@csc.noaa.gov).

*Attention all attendees: Please continue to check out the SLA Web site for the latest updates and changes to the 1997 Seattle Annual Conference program.*

## Workshops Offered at Conference

Take advantage of the various workshops that will be offered at SLA's 88th Annual Conference in Seattle. The following are descriptions of these informational workshops and when they will be taking place.

**Sunday, June 8th**  
**8:00 a.m. - 9:00 a.m.**  
**Web Authors' Workshop**

SLA's Manager, Internet Services Ronnie Elmore will facilitate a panel discussion with

Web page authors and designers about developing Web pages. The panel members will discuss techniques, design, and development issues for their pages. Questions will be entertained by panelists and SLA staff.

### **Membership Chairs' Workshop**

SLA's Director, Membership Services Christine Kennedy will facilitate this interactive "hands-on" nuts and bolts workshop. Come prepared to learn the workings of the membership section and to brainstorm for recruitment and retention ideas.

### **Public Relations Chairs' Workshop**

SLA's Director, Public Relations Jennifer Stowe and the SLA Public Relations Committee will describe how chapters and divisions can enhance the image of the profession and discuss specific public relations tools and techniques that the units and/or individual members can utilize.

### **Government Relations Chairs' Workshop**

This workshop will present a discussion of the latest developments in copyright/intellectual property and a presentation on effective grassroots lobbying. The program will be moderated by Joan Gervino. Speakers include Sally Wiant; Susan Merry; and SLA's Director, Government Relations John Crosby.

### **9:00 a.m. - 12:00 p.m. Officers' Leadership Training (DACOLT)**

Newly elected chapter and division presidents and chairs, as well as current chair-elects and president-elects are encouraged to attend the Seattle DACOLT program. The session is designed to introduce SLA's leadership to their roles and responsibilities and to give them some practical guidance for fulfilling these responsibilities. Current chairs and presidents are invited to attend and share their experience with colleagues.

### **1:00 p.m. - 2:00 p.m. Bulletin Editors' Workshop**

SLA's Senior Director, Public Affairs and Publications Douglas Newcomb will lead a discussion about the ins and outs of juggling production schedules, developing content, dealing with vendors, and working with

volunteers. The discussion will also address the proper usage of SLA's new logo.

### **Professional Development Chairs' Workshop**

SLA's Director, Professional Development Valerie Taylor will discuss the Professional Development Department's different programs, guidelines for co-sponsorship of CE courses, and guidelines for submission to annual conference.

### **Treasurers' Workshop**

Led by Senior Assistant Executive Director Lynn Woodbury, this workshop is designed to provide financial information and guidance to chapter and division treasurers. Topics of discussion will include SLA reporting requirements, general accounting methods, cash management, budgeting, fund development, and other topics requested by participants.

### **Monday, June 9th**

**11:00 a.m. - 11:45 a.m.**

### **Professional Development Job Search Mini Workshop Using Networking Skills: Making the Most of People You Meet**

Many people don't realize that they have an extensive network of people who can help in their job search that is largely untapped. This workshop will explore ways to make use of this network and expand it to help your current and future job searches.

**1:00 p.m. - 2:00 p.m.**

### **List Owners' Workshop**

SLA's Manager, Internet Services Ronnie Elmore will discuss the duties and responsibilities included in being a list owner and answer questions from the audience.

**3:00 p.m. - 3:45 p.m.**

### **Professional Development Job Search Mini Workshop Résumés That Get Noticed: Tips to Writing a Winning Résumé**

Your résumé is the one thing you have complete control over. It is one of the ways an employer evaluates your ability to do quality work. In this workshop, you will learn ways that your résumé can tell a positive story about you as a prospective employee and present you as the best candidate for the job.

This workshop will also be offered on Tuesday, June 10 from 3:30 p.m. - 4:45 p.m.

### **Tuesday, June 10th**

**1:00 p.m. - 1:45 p.m.**

### **Professional Development Job Search Mini Workshop**

**Turning an Interview into a Job Offer:  
Interviewing Skills That Get Jobs**

Interviews are the turning point for an interviewee to become an employee. What can you do to prepare for it, handle it well, and progress to the next level—the offer? All of these areas will be addressed during this informative session.

### **Wednesday, June 11th**

**3:30 p.m. - 4:15 p.m.**

### **Professional Development Job Search Mini Workshop Getting What You Want: Negotiating the Job Offer**

After networking, writing your résumé, and interviewing, you get the job offer. Now what? In this session, you will learn ways to prepare for and handle a successful win/win negotiation situation for you and your employer. ∞



SLA makes registering for the conference even more convenient with the announcement that American Express will now be accepted as a conference payment option in addition to Visa and MasterCard. Providing flexible payment options is just one of the many ways SLA is striving to better serve its members.

# You're looking at the future of the corporate library

*The corporate library is no longer an island, but an integral part of your document management system and the focal point for organizing enterprise-wide information assets. The question is, how do you deliver all your business-critical documents to users in a form they can understand, and you can manage?*

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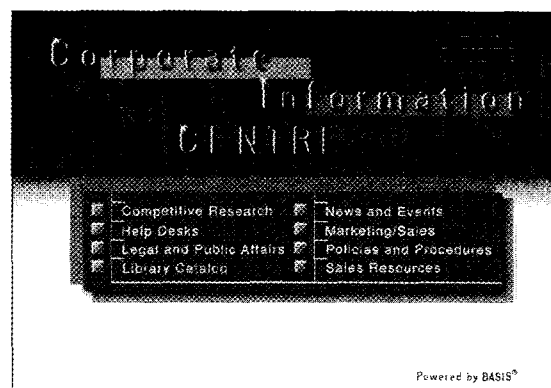
**Web smarts:** TECHLIB uses the BASIS Intranet solution. No other technology delivers so many industrial-strength document management and security features to reliable Intranet distribution.

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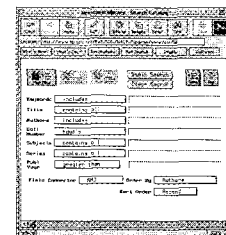
**Scalability:** Whether you measure your collections in gigabytes or terabytes, it's reassuring to know that the BASIS/TECHLIB combination has never encountered a database management challenge it couldn't handle.

**Immediate Results:** TECHLIB is an out-of-the-box application which can start organizing your collection immediately. At the same time, it is highly configurable to your specific requirements.

**Flexibility:** TECHLIB operates in most standard UNIX environments and on Digital VMS.



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Example of a TECHLIB search screen.

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## Call for 1998 Conference Papers

### Leadership, Performance, Excellence: Information Professionals in the Driver's Seat

You are invited to submit papers addressing the theme, "Leadership, Performance, Excellence: Information Professionals in the Driver's Seat," for the Special Libraries Association's 1998 Annual Conference in Indianapolis, IN. Papers will be presented at the contributed papers sessions.

#### Guidelines

July 1, 1997—

Submit working title of proposed contributed paper to Daniel Krummes via either e-mail ([dkrummes@library.berkeley.edu](mailto:dkrummes@library.berkeley.edu)) or fax (1-510-642-9180).

September 1, 1997—Deadline for receipt of an abstract of the proposed contributed paper. Abstracts should be

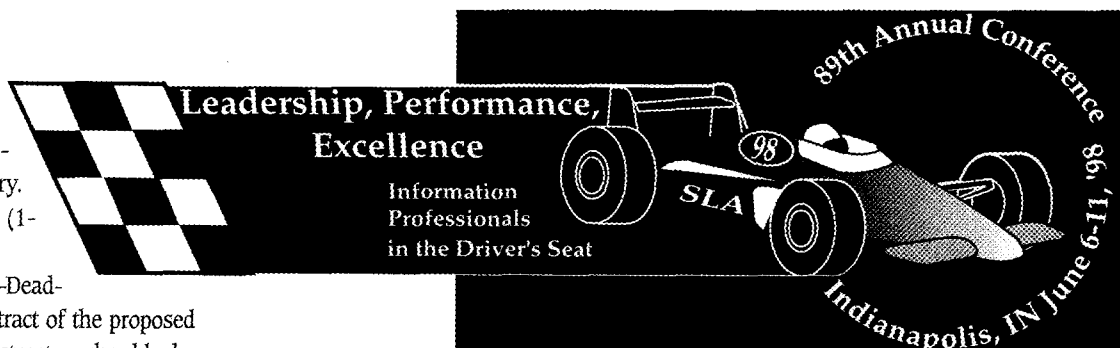
approximately 250-300 words in length. Please submit five paper copies of your abstract to: Daniel Krummes, Institute of Transportation Studies, 412 McLaughlin Hall, University of California, Berkeley, CA, 94720. Diskettes, faxes, and electronic submissions will not be accepted.

April 1, 1998—Submit complete text of accepted contributed paper to the association office in Washington, DC.

Length—Presentation of the paper should

take no longer than 15 minutes.

**Acceptance**—Contributed papers will be accepted only if: 1) the abstract has been submitted and evaluated, 2) the author is a member of SLA, and 3) the author intends to present the paper at the annual conference. Abstracts will be judged on relevance to the theme, substance, and potential member interest. Applicants will be notified of acceptance by December 15, 1997. ☞





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# Professional Development

## Spotlight on Career and Employment Services



The Professional Development Department offers a wide range of career and employment services. Whether you are recent graduate from an MLS program or seeking a new position at any other point in your career, SLA can assist you.

For those members who are new to the field, there is *Special Librarianship as a Career: An SLA Information Kit*. This kit contains a comprehensive booklet designed to look into the types of work and careers that are available to special librarians. It includes articles on preparation for a career as a special librarian, careers in special libraries today, and future activities of the special librarian. This title also contains an extensive bibliography of career planning books and videotapes, job hotlines, and career placement services. This kit may be purchased from our publications department at 1-202-234-4700, ext. 643 for \$15 (member price or \$20 for nonmembers) plus shipping and handling.

The Professional Development Department offers a "Career Advisory Service" in

conjunction with the annual conference. This confidential service gives recent library school graduates and those in the process of changing their career courses a chance to discuss goals with an experienced information professional. To make your appointment you will need to fill out a form which can be found in the *Preliminary Conference Program*. The program is available by contacting SLA headquarters at 1-202-234-4700, ext. 627 or on our Web site at [www.sla.org](http://www.sla.org).

For those members who are searching for that perfect position, the Professional Development Department offers many excellent services. One service that we provide to our unemployed members is a resource guide titled, "Getting a Job: Tips and Techniques" available free of charge. This booklet will provide you with many valuable insights into finding a job. If you are currently unemployed and would like a copy, please call 1-202-234-4700, ext. 627.

The Résumé Evaluation Service is designed to help members produce a high quality, effective résumé. This service is offered through Advanced Information Management (AIM) with a discount rate to SLA members. AIM offers three levels of critiques. Level I is a one page, written critique of your résumé including formatting suggestions and a résumé information packet containing articles on résumé writing, sample résumés, and a cover letter guide. Level II is a one to two page, in-depth evaluation of your résumé with formatting suggestions, a rough draft of a new résumé, and information packet containing articles on résumé writing, sample résumés and a cover letter guide. Level III has all of the elements for Level II plus a final, master copy of your résumé based on your review

of the draft and additional interaction with the evaluator. The price of this service varies by level. To take advantage of the service at the SLA member discount rate, call AIM at 1-415-965-7799.

SLA now has three ways that you can find out about available positions throughout the year. SpecialLine is an employment service that is provided to members free of charge online and on our telephone bank. The online service began in November, and continues to grow. The SpecialLine Online Job Search, located on the SLA Web page at [www.sla.org](http://www.sla.org), allows SLA members to search for available positions at their leisure, 24 hours a day. The attractive new interface makes it easy. Updated daily, each position on the online job search is current and available. For the password to this service call 1-202-234-4700, ext. 627. In addition, you can listen to a prerecorded message of employment opportunities by dialing 1-202-234-4700, ext. 1. *Information Outlook* also posts job openings in each issue.

The Employment Clearinghouse is a yearly service offered at SLA's annual conference. The Clearinghouse provides job-seekers and employers with an opportunity to exchange information and meet one another. For those who are unable to attend the conference, a compilation of job openings will be sold immediately after the conference. Employment Clearinghouse application forms are available in the *Preliminary Conference Program*.

In addition to the many services that SLA headquarters provides, SLA chapters provide a variety of career and employment services. Many chapters offer employment assistance, information on job openings, and joblines listing local employment opportunities. The Employment Chair of your chapter can provide you with the details. You may call the Membership Department at 1-202-234-4700, ext. 641 for contact information on your Chapter Employment Chair.

88

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For more information on "Professional Development Outlook," or to contribute to the column, please contact Director, Professional Development Valerie Taylor at: 1-202-234-4700, ext. 617; fax: 1-202-265-9317; e-mail: [valerie@sla.org](mailto:valerie@sla.org).

## Why Don't Search Engines Work Better?

It seems that every time you turn around these days another search engine is announced, or an old search engine is given a facelift and some new features. Infoseek, Lycos, Webcrawler, AltaVista—the parade seems endless. Mega-search engines that search a selection of “the best” search engines are now becoming popular and further clouding the issue. These search engines compete on a variety of features: some boast that they index the largest number of Web pages, others emphasize their processing speed, still others allow for elaborate search techniques, etc. Yet each new generation seems to offer the same results: the occasional serendipitous hit, with innumerable false hits! What is going on here? Why do search engines do such a BAD job of indexing the WWW?

Let's face it. The problem isn't with the search engines. Adding more power, more search features, more Web pages won't solve the problem. The reason for lousy search results isn't the engines, but the Web itself, namely HTML.

### HTML

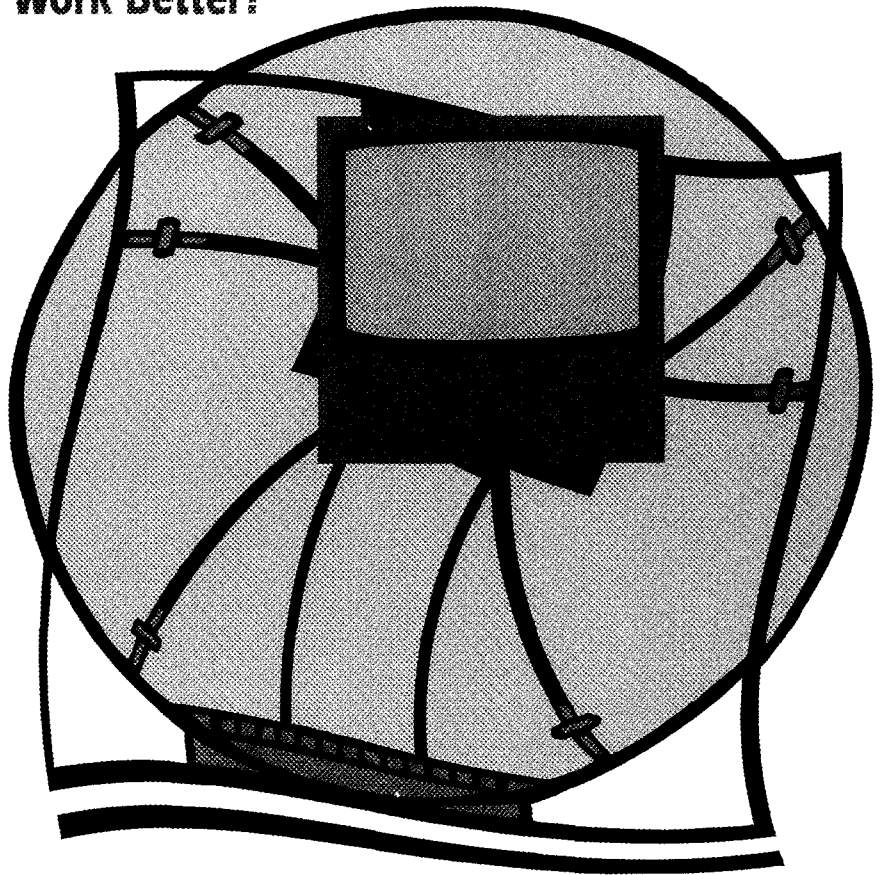
Almost all Web pages are constructed using the hypertext markup language (HTML) whether version 2.0 or the newer 3.0. What “structure” the Web has is that given it by HTML. What the search engines do is index words in a Web document as they relate to the HTML tags used in the document. If a search engine finds a search word or phrase in the area defined by the <title> tags, it gives the document a higher score than if the word or phrase is only found in the first paragraph, or farther down the page. The search engine developers won't reveal the exact algorithms used,

since this is a very competitive environment, but what the search engines do is primarily a machine process for searching, scoring, and returning in ranked order Web pages that purport to satisfy a particular search strategy. The problem is that HTML does a fairly poor job of describing the contents of a document, and the search engines are a long way from artificial intelligence.

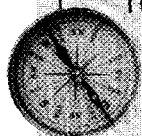
HTML is essentially a presentation language. It defines the “look and feel” of a document, so that the browser knows how to display the document in its window. Beyond the <title> and <header> tags there is little useful information regarding the intellectual content or structure of the

document. HTML is simply not up to the task of describing Web documents in enough detail for a search engine to do a good job.

The ideal solution would be a markup language that defines in significant detail what the document is about. For a time it was thought that the standard generalized markup language (SGML) would provide the solution, but the sheer complexity of SGML makes it too difficult for general use. In addition to the complexity, it turns out that the best person to apply the SGML is the author of the document! No simple and accurate machine conversion of plain text or HTML documents into SGML exists, at least to my knowledge. Also, attempts to apply it by programmers or other technicians to documents they did not author have been frustrating at best, and dismal failures at worst. Most authors of Web documents are reluctant to spend the time necessary to learn SGML, or for that matter, the time necessary to apply



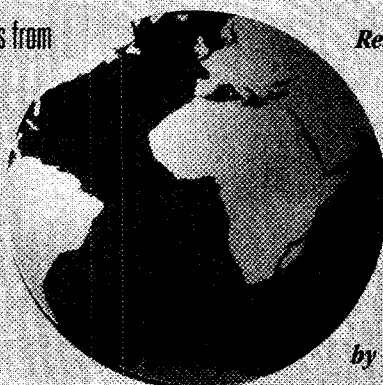
*by Michael Perkins. Perkins is business reference librarian at San Diego State University. He may be reached via e-mail at: [mperkins@mail.sdsu.edu](mailto:mperkins@mail.sdsu.edu); or visit his Web page at: <http://libweb.sdsu.edu/busi/Perkins.html>. For more information on “On the Net,” or to contribute to the column, please contact Sharyn Ladner at: 1-305-284-4067; fax: 1-305-665-7352; e-mail: [sladner@umiami.ir.miami.edu](mailto:sladner@umiami.ir.miami.edu).*



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it. They would rather put their thoughts and ideas down on paper (or in digital form) and then move on to their next project. As far as I know, no other markup language that is easier to use and apply than SGML is waiting in the wings to solve this problem.

### Metadata

This brings us to the subject of "metadata." (If you have not heard this word before, I suspect you will hear much more of it soon.) Simply stated, metadata is "data about data." A library catalog entry is metadata. The MARC record is a structure for metadata in machine-readable form. Efforts to bring the process of metadata to apply to this problem are slowly getting off the ground. Someone must devise a system of metadata document definitions of sufficient specificity and clarity to enable most documents that are now found on the Web to be easily and quickly described. One such example is the Dublin Core, (Dublin, Ohio—not Ireland) a core set of metadata elements defined at an invitational workshop co-sponsored by OCLC

(Online Computer Library Center) and NCSA (National Center for Supercomputing Applications) in March 1995. The Dublin Core is a good first step in identifying what elements of metadata are necessary to define an electronic document. The following fifteen elements comprise the Dublin Core Metadata Element Set, as of January 15, 1997:

TITLE  
AUTHOR OR CREATOR  
SUBJECT & KEYWORDS  
DESCRIPTION  
PUBLISHER  
OTHER CONTRIBUTORS  
DATE  
RESOURCE TYPE  
FORMAT  
RESOURCE IDENTIFIER  
SOURCE  
LANGUAGE  
RELATION  
COVERAGE  
RIGHTS MANAGEMENT

For more information more about the Dublin

Core, good overviews can be found at the following URLs:

- <gopher://marvel.loc.gov/00/.listarch/usmarc/dp99.doc>
- [http://purl.org/metadata/dublin\\_core](http://purl.org/metadata/dublin_core)

Researchers are following many lines of inquiry, some seeking ways to embed metadata within HTML tags, others creating a whole new markup language. Once a system is devised, it should be possible to describe Web documents in enough detail that the incredible power available in and to search engines can be brought to apply, and we will be a step closer to making search engines earn their keep.

If you want to know more about metadata and library resources, go to IFLA's Digital Libraries: Metadata Resources Web site found at [www.nlc-bnc.ca/ifla/II/metadata.html](http://www.nlc-bnc.ca/ifla/II/metadata.html). This comprehensive site has links to various Web resources for metadata projects, definitions, standards, and background documents. Or you might just go to your favorite search engine (I chose Infoseek) and peruse the thousands of Web pages you can find under the term "metadata." Enjoy!



## Frequently Asked Questions Regarding SLA's Financial Activities

Q: What type of organization is SLA?

A: SLA is a non-profit corporation as defined in the IRS Code under section 501 (c)(3), organized under the laws of the State of New York.

Q: Does this mean that SLA cannot make a profit?

A: Although a non-profit organization, SLA can make a profit. The only current restriction is that SLA cannot distribute any excess earnings (profit) to individuals.

Q: Does having non-profit status mean that SLA is exempt from paying taxes?

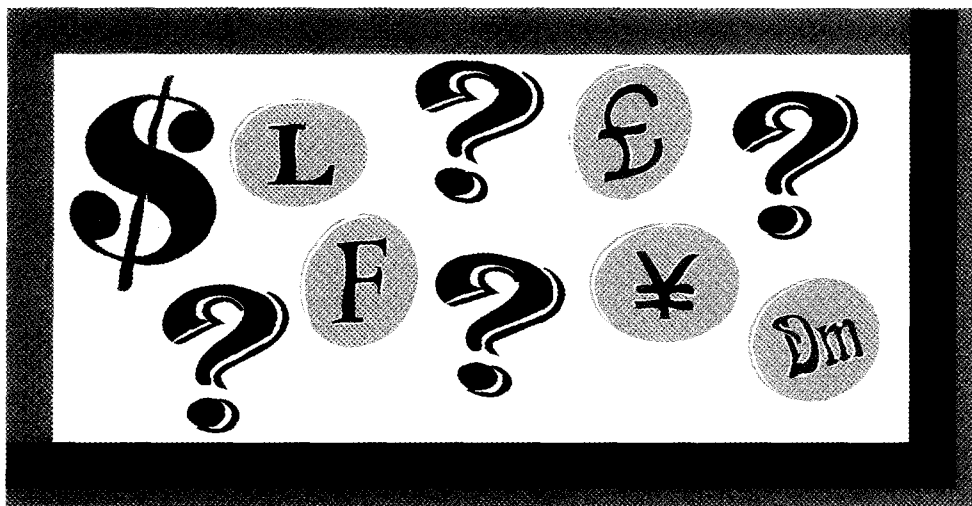
A: SLA has been granted income tax exemptions at the federal and state levels for income specifically related to the exempt purposes of the organization. However, SLA is not exempt from paying income tax (UBIT—unrelated business income tax) on those activities which are unrelated (i.e.: rental of mailing lists, advertising income, royalties). SLA also holds several sales tax exemption certificates at the state level.

Q: What is the annual budget size of SLA?

A: The FY 1997 Budget as approved by the Board of Directors is \$5.5 million. It is estimated that the FY 1998 Budget will approach the \$6 million mark.

Q: How is the budget of the association determined?

A: The budgeting process is quite complex. Staff develop program philosophies and financial assumptions for the Board of Directors to review at the Winter Meeting. Ongoing input from the leadership and membership via strategic plans, surveys, Board and Finance Committee actions, and unit reports lead to the



development of the Association Program Plan. The plan is developed each spring by staff and is submitted to the Board of Directors for approval in June. The plan details the activities of each program within the association. Once the plan is approved in June, staff use it to project income and expenditures for each program area. This draft budget is submitted to the Finance Committee in September. The Finance Committee reviews the budget for viability within a certain economic framework. The draft budget is then submitted to the Board of Directors for final approval in October. The Board pays particular attention to spending in the strategic program areas it has identified as priorities. The budget is implemented by staff throughout the next fiscal year. The budget is monitored continually through the monthly financial statements, variance analysis, and trend reports. Since the budget process for a given year begins at least one year prior to implementation, it is imperative

that input from association chapters, divisions, and committees be given the appropriate length of time for consideration for inclusion as a budget item.

Q: What happens to the excess funds from any given year?

A: Any excess operational earnings (surplus) from the General Fund are distributed to specific activities and/or reserve funds. The surplus distribution is determined by the Board of Directors each year at the recommendation of the Finance Committee. Any net earnings of the subsidiary funds are retained by the specific fund.

Q: What is the difference between the general and subsidiary funds?

A: The General Fund includes the activities of the association to provide programs and services to the membership: membership; serial publications; conference; professional development; career services; public affairs; marketing; leadership services; research, information resources; financial services; administrative services; and computer services. The subsidiary funds are reserve and endowment funds established by the Board of Directors for specific purposes. There are currently eight subsidiary funds: General Reserve, Information

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

## When is it Worthwhile to Pay \$380 for a \$28 Book?

It was a seemingly normal Monday morning—until the president's secretary called. "The boss is going to Geneva, Switzerland for a big seminar and he just heard that his latest research article is now printed in that Festschrift volume. Can you get him a copy before he goes, please?"

She had full bibliographic information, so we quickly called our suppliers. However, we got disappointing results. One after another of our wholesalers came up dry, so we tried bookstores in town, and later all over the state of California. The long distance bills were mounting up. (Oh, yes, this was before the Internet and Web connected us all seamlessly and at no apparent cost.) By Tuesday, we were in touch with the publisher in New York. "Oh, yes, the release date on that title is Thursday of this week. The only copies we have shipped were to reviewers," replied the publisher. I asked when would bookstores get copies. "Well, we have a bookstore under the company name in Washington, D.C. They will be selling copies on Thursday morning."

With that information, we tried to figure out a way to get the book. Suddenly, we remembered that we have a corporate office in Washington. We immediately called that office, described the problem, and outlined a possible solution. Sure enough, on Thursday morning, they sent one of their staff downtown by cab. She bought a copy, while the cabbie waited, and rushed to the airport. She talked to the airline people, mentioned flight numbers and times, and they assured her the book would be in New York by nightfall. She came back to the D.C. office and gave us the full report. We then called the president's secretary and told her he would have the book to read on the flight. (We let her in on the method, but she didn't tell him.)

On Friday, the flight took off from San Diego, landed for refueling in New York, and a flight attendant brought him the book. He was pleasantly surprised, and had time to read it on the transatlantic crossing. On his return he sent a complimentary memo thanking us for our efforts. We later sat down and figured the cost of getting

that book to the user at the right time. Yes, it cost about \$380 when it was all said and done—all for a book that listed at \$28—and it was worth it.

Did we give that book special treatment just because the president was the one asking? I don't think so. If any of our users had a similar urgent need, I believe we would have done the same thing. That's one of our special qualities—delivering vital information at the right time.

As always, if any readers have similar stories of service that you can pass on, let me know. If you don't have time to write it up, send me a brief note, and I'll give it a try... ☼

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*by John Piety. Piety is associate director for learning resources, 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; e-mail: piety@jcvaxa.jcu.edu.*

### Money Matters can't.

- Technologies, Building Reserve, SLA Scholarship, Non-Serial Publications, Special Libraries Association Endowment, Steven I. Goldpsiel Memorial Research, Research, and Coplen. Audited financial statements of each fund are prepared annually by an independent accounting firm.
- Q: What are the major sources of excess earnings?
- A: In the General Fund, several programs and activities typically realize a net income at the end of the fiscal year: membership, conference, marketing, and investments. These revenue-producers fund the remaining programs and services (serial publications, professional development, career services, public affairs,

research, and information resources). In the subsidiary funds, the main sources of revenue are realized from investment income and contributions.

- Q: What happens if an income-producing program or activity does not meet budgeted expectations?
- A: Each year the association staff develops a budget contingency plan for implementation in the event that projected income is not realized and/or expenses are exceeded. The contingency plan is determined at various levels dependent upon the impact(s) on the organization. For instance, an across-the-board spending cut of 1 to 10% may be implemented. Or a specific activity may be omitted or reduced to balance the shortfall. The association has not been in the

situation to implement any substantial contingency plans since FY 1991.

- Q: What is the function of the Finance Committee?
- A: The charge of the committee is to monitor the income, expenditures, funds, and investments of the association; advise on fiscal policy; review and endorse the annual budget for presentation to the Board of Directors; and advise any unit of the association on the availability of funds. The committee is comprised of the Association Treasurer (chair), one member of the Board of Directors, and three additional members-at-large. The committee meets in the spring and the fall. The association's Treasurer maintains ongoing contact with the association staff to discuss financial policy and trends. ☼

# Government Relations

## Is the Internet a Burden on Public Telephone Networks?

SLA recently submitted comments to the United States Federal Communications Commission (FCC) regarding the present and future implications of information services such as Internet access via telephone networks. Several U.S. local exchange carriers, including Bell Atlantic, NYNEX, and Pacific Telesis, have submitted reports to FCC expressing concerns that Internet access is placing a significant strain on the public switched telephone network (PSTN). They claim that the use of the PSTN by Internet service providers (ISPs) is clogging their networks and sometimes choking off voice communications access. These reports call for a significant investment in the telecommunications infrastructure by repealing the exemption on interstate access charges for ISPs. In other words, the Regional Bell Operating Companies (RBOCs) want to charge all local, regional, and national on-line service providers for usage of their telephone lines. If this happens, say goodbye to the flat rate Internet access pricing structure, and say hello to increased across-the-board costs for all Internet users.

To date, FCC has recommended that no Internet access charges be implemented. However, this latest Notice of Inquiry by the federal agency signals their awareness of a mounting problem that isn't likely to go away: How can we improve access to, and use of, the "information superhighway" without pricing users out of the market?

The comments submitted by SLA acknowledge that the public telephone network is not oriented to handle data communications. Access to the Internet (for the majority of users) has been largely mapped out on a terrain that was originally designed to handle only voice communications. In order to change this, certain realities must be faced. However, SLA also

warns against merely raising costs for usage of the network by ISPs. The current system in the United States assesses a 40 percent charge on a long distance call if the call is to a line outside of your local exchange carrier's domain. FCC is reviewing a change in this policy. Rather than exposing a new form of communications to an old idea, FCC should consider methods of encouraging users to limit their time online—at least in the short term. For example, software manufacturers should be persuaded to develop and promote off-line browsers. SLA calls for policies that will encourage responsible use of online services so that costs will be maintained within reasonable limits.

Ultimately, data transmissions need to be relayed over high speed, packet-switched networks. Organizations that can afford access to such technologies are already doing so. But the average consumer has no incentive to use anything but standard phone lines. SLA cautions against placing most or all of the costs of infrastructure improvements on the consumer; rather, all parties involved (phone companies, ISPs, and consumers) should bear the burden of raising speed limits on the information superhighway.

### ConFU Officially Wraps Up

This month marks the final meeting of the U.S. Conference on Fair Use (ConFU), which will gather May 19th to review endorsements of the Fair Use guidelines developed over the last two and one-half years. After the meeting, a final report will be sent to the Commissioner of Patents and Trademarks to announce those organizations that have endorsed the guidelines.

SLA supports usage of the guidelines for Digital Images, Distance Learning, Educational Multimedia, and the Statement on the

Use of Computer Software in Libraries. However, it is important to note that approval of these guidelines represents a beginning to the process of understanding Fair Use in the digital age. Review these guidelines and make use of them in your work. If you have any thoughts or comments, please contact SLA staff.

To download a copy of the ConFU guidelines (PDF file format), visit the Government Relations section of the SLA Web site found at [www.sla.org](http://www.sla.org).

### ECUP Sponsors Copyright Workshop Series

The European Copyright Users Platform (ECUP), a program operated by EBLIDA (the European Library Association), is currently sponsoring a series of workshops on national and international copyright legislation, users rights with electronic publications, licensing issues, and much more. The series is being held in multiple venues throughout Europe, including Vienna, Brussels, Copenhagen, Bordeaux, Hamburg, and Dublin. Most will take place from late May to late June. For more information, contact Emanuella Giavarra, ECUP Secretariat, via e-mail at [ecup.secr@dial.pipex.com](mailto:ecup.secr@dial.pipex.com).

### Come to the Government Relations Workshop

Coming to Seattle for the 1997 SLA annual conference? Then you won't want to miss the Government Relations Workshop, sponsored by the SLA Copyright and Government Relations Committees. The workshop will be on Sunday, June 8th, 8:00 a.m. to 9:00 a.m. Joan Gervino, chair of the SLA Government Relations Committee, will moderate the discussion. Featured speakers include SLA members Sally Wiant and Susan Merry, who will offer remarks on developments in copyright law. Also included on the agenda will be a presentation by SLA Director, Government Relations John Crosby on the keys to effective grassroots lobbying. ☞

*For more information on "Government Relations Outlook," or to contribute to the column, please contact Director, Government Relations John Crosby at: 1-202-234-4700, ext. 629; fax: 1-202-265-9317; e-mail: [john-c@sla.org](mailto:john-c@sla.org).*

# Copyright CORNER

## Copyright Vs. Posterity: Whose Responsibility To Preserve?

As we make the transition from print to electronic media under the aegis of the copyright law in its own stages of evolution, the ethics of preservation emerge. More and more resources are being relegated to electronic access only. For example, the CCH State Tax Reporters are gradually becoming available primarily in CD-ROM format. Vast and increasing numbers of useful resources are available on Internet Web sites only.

In a recent *New York Times* article, "When Big Brother Is A Librarian" (3/9/97, E3), John Markoff introduces the notion of Web sites coming in and out of existence "like bubbles in a champagne glass." An entire Web site can be eliminated with a keystroke when the owner decides to terminate the address contract or not to pay the rent for it.

Will there be any systematic effort to preserve any of these useful resources? Unlike the out-of-print book search, a lost Web site "evaporates" into vacuous cyberspace. Any previous "copies" made without permission would likely be in violation of the copyright law. After the Texaco case, one would hesitate to retain archived copies without permission.

The copyright law can be a hindrance to preserving useful Web sites. As this law is being negotiated both nationally and internationally, the main concern seems to be with restricting unauthorized copying, rather than assuring preservation of creative works. This is such a concern that debates arise on listservs as to whether an electronic "image" in a computer while browsing (essentially looking at an index) for a document constitutes a "copy."

Markoff states that "(t)he communications revolution traces its origins to the sixth century when European monks began copying early Christian literature to preserve their ancient heritage." (NYT, 3/9/97, E3) In the modern era, any such attempts at preservation of threatened Web sites would likely be in violation of copyright law.

But whose responsibility is it to preserve information at Web sites? Should it be the responsibility of the creator, the copyright holder, the Web site provider? Should a process similar to registering a book at the Copyright Office at the Library of Congress be enacted? It would take a large computer memory to hold the contents of each created Web page. And the organization of such information would be a challenge.

My article, "An Overview of Medieval Library Cataloging," [*Cataloging & Classification Quarterly*, Vol. 15 (3) p. 93 (1992)] attempts to depict the first attempts at organizing information in the era to which Markoff refers. Analogously now, we are at another challenging juncture of organizing the information in the transition from print to the electronic medium, as the monks did from "papyrus to parchment." However, of prime consideration is the preservation of the creative product. We want to assure that copyright ensures the preservation of ideas.

❧

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; e-mail: lguthrie@cov.com.



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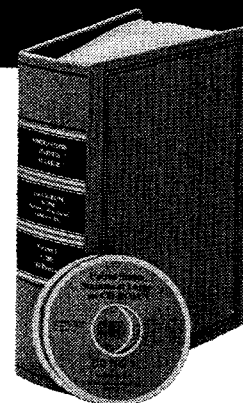
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# Coming EVENTS

## MAY 1997

### MLA Annual Meeting and Exhibit

The Medical Library Association (MLA) will hold their annual conference and exhibit **May 24-28** in Seattle, WA. For more information, Contact MLA at 1-312-419-9094.

## JUNE 1997

### CBHL 1997 Annual Meeting

The Council on Botanical and Horticultural Libraries (CBHL) will hold its annual meeting **June 4-7** in Montreal, PQ, Canada. The meeting's topic is "Marketing New Resources: Managing and Developing Multimedia Information." For more information, contact Celine Arseneault at: 1-514-872-1440; or fax: 1-514-872-3765.

### SLA Knowledge Executive Institute

Developed by the Special Libraries Association, this pilot institute will provide members who are leaders in their organizations with a unique learning opportunity. Taught by leading authors and consultants Tom Davenport and Jim Clemmer, this institute is targeted to develop executive competencies needed for knowledge executive roles. The institute will take place **June 5-7** in Seattle, WA. For more information, please contact Valerie Taylor at: 1-202-234-4700, ext. 617; fax: 1-202-265-9317; e-mail: valerie@sla.org.

### Marketing and Public Relations

The "Marketing and Public Relations" unit of SLA's Middle Management Institute will be offered **June 7-8** in Seattle, WA. For more information, contact SLA's Professional Development Department at: 1-202-234-4700, ext. 649; fax: 1-202-265-9317; e-mail: valerie@sla.org.

### Management Skills

The "Management Skills" unit of SLA's Middle Management Institute will be offered **June 7-8** in Seattle, WA. For more information, contact SLA's Professional Development Department at: 1-202-234-4700, ext. 649; fax: 1-202-265-9317; e-mail: valerie@sla.org.

### SLA Annual Conference

SLA's 88th Annual Conference, "Information Professionals at the Crossroads: Change as Opportunity," will be held **June 7-12** in Seattle, WA. The conference will feature more than 300 educational sessions, seminars, and tours and an exhibit hall with nearly 500 booths. For more information, contact SLA's Conferences and Meetings Department at: 1-202-234-4700, ext. 645; fax: 1-202-265-9317; e-mail: lisa@sla.org.

## JULY 1997

### IDEA 97

Infonortics Ltd. announces a new two-day conference on interactive databases and enhanced agents. The conference will be held in Bath, England

**July 7-8**. For more information, contact Infonortics at: 44 1666 505 772; fax: 44 1666 505 774 e-mail: idea@infonortics.com. Visit their home page at [www.infonortics.com](http://www.infonortics.com).

### MLA Award

The deadline for application to The Medical Library Association's Hospital Libraries Section/MLA Professional Development Award is **July 15**. The award provides librarians with financial support for educational or research activities and award winners receive a cash award of \$800. Application forms are available on the Hospital Libraries Section Web site at: [www.njc.org/hls/hls.html](http://www.njc.org/hls/hls.html), or by contacting Beth Ruddy, Research and Professional Recognition Coordinator, Medical Library Association, Suite 300, Six Michigan Avenue, Chicago, IL 60602-4805.

### Conference on Japanese Information in Science, Technology & Commerce

The Fifth International Conference on Japanese Information in Science, Technology and Commerce will be held **July 30-August 1** in Washington, DC. Information sources, information technologies, techniques for information success, government policies, and comparative information cultures are to be discussed. For more information, contact the Japan Information Access Project at: 1-202-822-6040; fax: 1-202-822-6044; e-mail: [access@nmjc.org](mailto:access@nmjc.org).

## AUGUST 1997

### ISA Research Grant

The Board of Directors of Documentation Abstracts, Inc. (DAI) announces it will award an Information Science Abstracts Research Grant of \$1,500 in 1997. The grant is awarded to one or more information professionals to conduct a research project oriented toward the study of the primary or secondary literature of information science. Applicants must send a completed application package by **August 31** outlining the scope and nature of the proposed project, providing evidence of an established methodology and a viable research design. For more information, please contact Judith Watson at: 1-614-447-3662; fax: 1-614-461-7158; e-mail: [jwatson@cas.org](mailto:jwatson@cas.org)

## SEPTEMBER 1997

### Middle Management Institute

"Analytical Tools," a unit of SLA's Middle Management Institute, will be held **September 25-26** in Washington, DC. For more information contact Valerie Taylor at: 1-202-234-4700, ext. 617; fax: 1-202-265-9317; e-mail: valerie@sla.org. ☞

*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; e-mail: [susan@sla.org](mailto:susan@sla.org).*

## Building Intelligence into your Intranet

by Michael Nanfita

The explosion of Intranet usage presents information professionals with a challenging opportunity—developing the corporate Intranet. Where do you begin? Who's assistance do you enlist? The successful project requires hard work, a positive attitude, and relies on teamwork. Properly designed Intranets are an economical means of integrating people, processes, and information. Librarians are well-positioned to deliver this medium by providing effective organizational design, purpose, and utility to Intranet development.

## A Conversation with Bill Gates

Known as the visionary behind the PC revolution and the concept of "information at your fingertips," Bill Gates, co-founder and CEO of Microsoft, has a long history of involvement with libraries. SLA is delighted that Mr. Gates will be the keynote speaker at this year's annual conference in Seattle. Where does he go for information, knowledge, insights, and ideas? How does he see Microsoft fitting in over the next ten years? What keeps Bill Gates awake at night? Questions like these and more are all addressed here in an exclusive conversation with Bill Gates.

## Hello DALI: Training the End-user of a Digital Image Archive.

by David Cappoli, Suzanne Oatey, and Laura Vinales-Simpkins

Learning new technologies is always a challenging task. The information professionals at the *Los Angeles Times* library rose to the challenge and conducted training sessions for end-users of their digital image archive. With substantial preparation, planning, and group sessions, the venture proved successful, and the librarians entered their own learning curve as well. Overall, their training efforts left them with a positive experience and the end-users were excited to have access to the library's image archives from their desktops.

## Incorporer les informations à votre Intranet

par Michael Nanfita

L'explosion de l'utilisation d'Intranet présente aux professionnels de l'information à la fois une occasion et une gageure : celle de créer l'Intranet d'entreprise. Par où commencer? A qui demander de l'aide? Pour qu'un projet soit couronné de succès, il faut non seulement travailler dur et avoir une attitude positive, mais il faut aussi pouvoir compter sur la collaboration des membres de l'équipe. Des Intranets bien conçus sont un moyen économique d'intégrer les personnes, les processus et l'information. Les bibliothécaires sont bien placés pour fournir ce véhicule car ils apportent un organigramme opérant, un but et un programme utilitaire à la réalisation d'un Intranet.

## Une conversation avec Bill Gates

Connu comme le visionnaire à l'origine de la révolution de l'OP et du concept de « l'information à portée de la main », Bill Gates, co-fondateur et PDG de Microsoft, a un long passé quant au rôle qu'il a joué dans les bibliothèques. La SLA est heureuse que M. Gates soit l'orateur chargé du discours-programme à la conférence annuelle de cette année à Seattle. Où trouve-t-il ses informations, ses connaissances, sa pénétration et ses idées? Comment envisage-t-il que Microsoft s'intégrera dans les dix années à venir? Pourquoi passe-t-il des nuits blanches? Des questions de ce genre et d'autres sont incluses dans la conversation exclusive avec Bill Gates.

## Salut DALI : Former l'utilisateur final d'une archive d'images digitales

par David Cappoli, Suzanne Oatey et Laura Vinales-Simpkins

Apprendre de nouvelles technologies est toujours une gageure. Les professionnels de l'information à la bibliothèque du *Los Angeles Times* ont relevé le défi et ont conduit des stages de formation pour les utilisateurs finals de leur archive d'images digitales. Parce qu'elle avait consacré énormément de temps à la préparation, à la planification et à de longues discussions en groupe, l'entreprise a été couronnée de succès; quant aux bibliothécaires, ils ont eux aussi introduit leur courbe d'apprentissage. Dans l'ensemble, leurs efforts de formation leur ont laissé l'impression que l'expérience avait été positive et que les utilisateurs finals étaient excités d'avoir accès aux archives d'images digitales depuis leurs ordinateurs de bureau.

## Integrando la Inteligencia en su Intranet

por Michael Nanfita

La explosión del uso de Intranet presenta a los profesionales de la información con una oportunidad desafiante—desarrollar el Intranet para un grupo. ¿Por donde empezar? ¿A quién pedirle ayuda? Completar un proyecto exitoso implica mucho trabajo, una actitud positiva, y depende del trabajo en equipo. Si son diseñados adecuadamente, los Intranets son una forma barata de integrar a la gente, los procesos, y la información. Los bibliotecarios están en una buena posición para presentar este medio proporcionándole un diseño organizacional efectivo, metas, y utilidad al desarrollo del Intranet.

## Una conversación con Bill Gates

Conocido como el visionario detrás de la revolución del PC y del concepto de "información a la punta de sus dedos," Bill Gates; el fundador conjunto y Oficial Ejecutivo de la Corporación Microsoft, tiene una larga trayectoria de participación con las bibliotecas. SLA está encantada de que el Sr. Gates sea el exposante principal de la conferencia anual de este año en Seattle. ¿Donde consigue información, conocimiento, entendimiento, e ideas? ¿Como se imagina Microsoft en los próximos diez años? ¿Que mantiene a Bill Gates despierto de noche? Preguntas como éstas y otras serán contestadas aquí en una conversación exclusiva con Bill Gates.

## Hola DALI: Capacitando al usuario final del Digital Image Archive (Archivo de Imágenes Digitales)

por David Cappoli, Suzanne Oatey, y Laura Vinales-Simpkins

Aprender nuevas tecnologías siempre es una tarea desafiante. Los profesionales de la información en la biblioteca de Los Angeles Times enfrentaron un desafío y llevaron a cabo sesiones de entrenamiento para usuarios finales de su archivo de imágenes digitales. Con mucha preparación, planificación y sesiones en grupo, la actividad tuvo éxito, y los bibliotecarios también aprendieron algo. En general, las actividades de entrenamiento les proporcionaron experiencias positivas y los usuarios finales quedaron felices de tener acceso a los archivos de imágenes de la biblioteca en sus computadoras.

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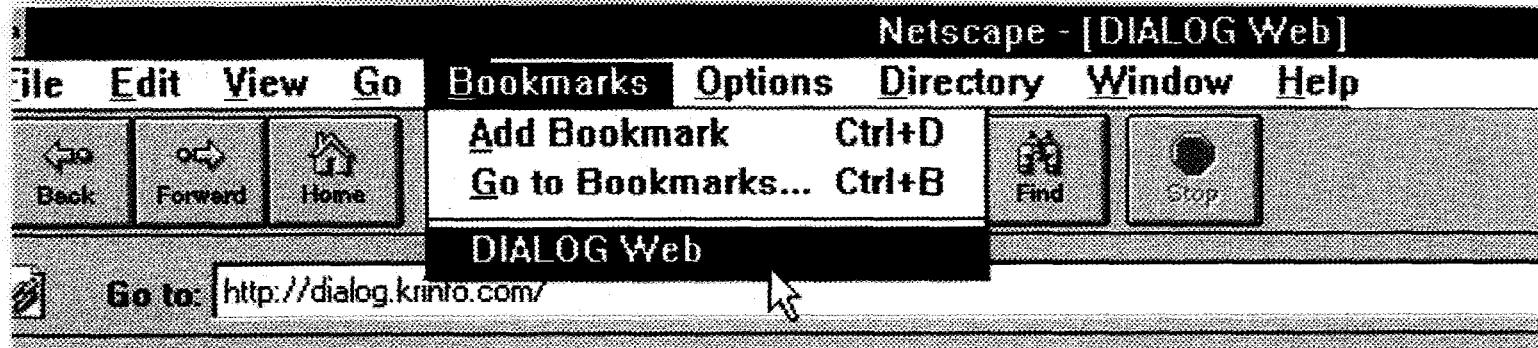
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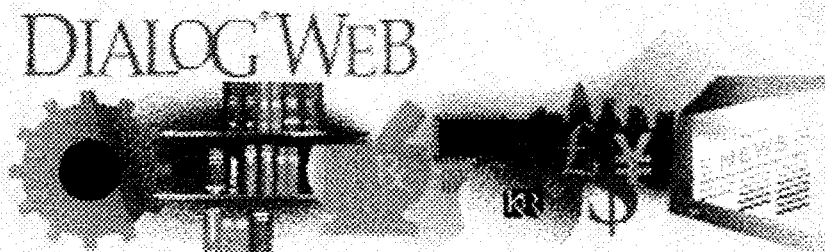
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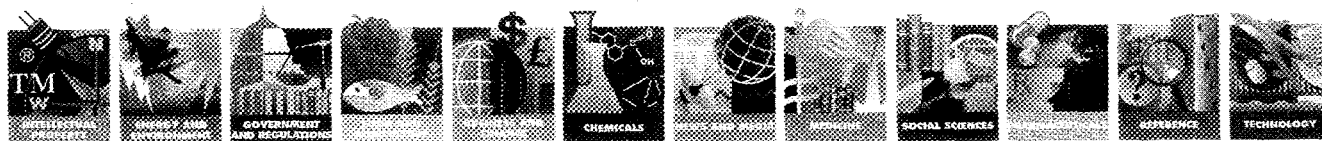
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