

6-1-1997

Information Outlook, June 1997

Special Libraries Association

Follow this and additional works at: http://scholarworks.sjsu.edu/sla_io_1997



Part of the [Cataloging and Metadata Commons](#), [Collection Development and Management Commons](#), [Information Literacy Commons](#), and the [Scholarly Communication Commons](#)

Recommended Citation

Special Libraries Association, "Information Outlook, June 1997" (1997). *Information Outlook, 1997*. Book 6.
http://scholarworks.sjsu.edu/sla_io_1997/6

This Magazine is brought to you for free and open access by the Information Outlook, 1990s at SJSU ScholarWorks. It has been accepted for inclusion in Information Outlook, 1997 by an authorized administrator of SJSU ScholarWorks. For more information, please contact scholarworks@sjsu.edu.

Information

O U T L O O K

JUNE 1997

THE MONTHLY MAGAZINE OF THE SPECIAL LIBRARIES ASSOCIATION • VOL. 1, NO. 6

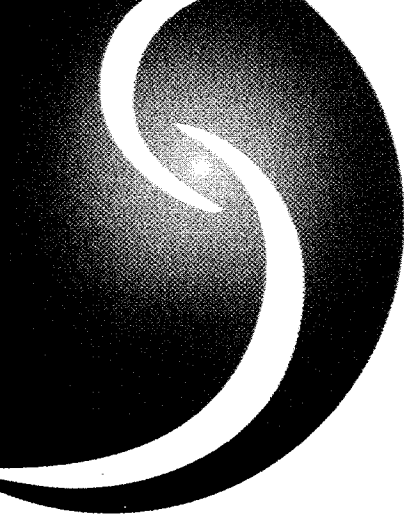


INSIDE THIS ISSUE:

**Moving Forward
to Virtuality**

**Post Information
Age Positioning
for Special Libraries**

**Building Blocks
for Knowledge
Management**



A Special Invitation to SLA Members:

Join Knight-Ridder Information's SLA Affiliates Circle

The Special Libraries Association and Knight-Ridder Information are proud to announce Knight-Ridder Information's SLA Affiliates Circle. This special "members only" program includes:

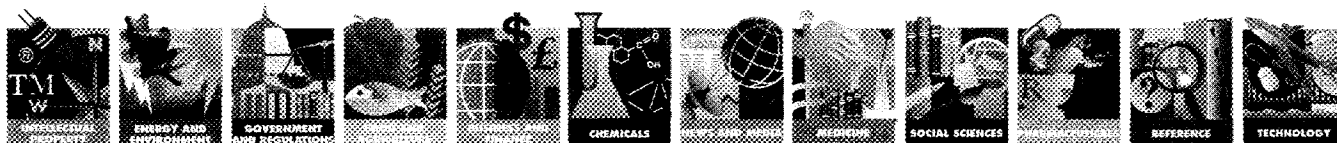
- **30% off** the Knight-Ridder Information Membership Fee. Get access to DIALOG®, the most powerful online search system available with over 450 databases, featuring business, science, intellectual property, and more.
- **30% off** all publications and manuals. From manuals to software, Knight-Ridder Information publishes a broad variety of pieces to help you search DIALOG effectively.
- **Become an instant member** of Knight-Ridder Information's Quantum program. Quantum members are dedicated to transforming the role of the information professional in the workplace. Learn and network free of charge.
- **30% off** all DIALOG training. Choose from our full slate of seminars: Business Applications, Corporate Intelligence, Chemical, Pharmaceutical. Or attend our Basics class for new users at the best rate possible.
- **Get up to \$100 credit** during your first full month of usage if you're a new DIALOG customer. (In addition to our normal new-customer offer.)
- **30% off** UPDATE '98 registration. Come to Knight-Ridder Information's information solutions conference. Network with your colleagues and participate in the latest workshops.

Become a charter member of the SLA Affiliates Circle by calling our ASAF fax delivery number 800-496-4470 and request document #5079 to receive your registration form via fax. Once you fax back the form to us, you'll get a membership starter kit through the mail. Or call us at 800-334-2564 for more information.

This offer is NOT available in conjunction with other Knight-Ridder Information contract options, including volume discount plans.



*SLA and Knight-Ridder Information:
Partners in the Information Professional Community.*



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

©1997 Knight-Ridder Information, Inc. 2440 W. El Camino Real, Mountain View CA 94040. All rights reserved. DIALOG is a service mark of Knight-Ridder Information, Inc. Registered U.S. Patent and Trademark Office.

detailed financials on your takeover target.

alert you of a competitor's material event filing.

and give you tools for peer group analysis.

But what makes their titanium frames

so light is beyond us.



We may not know bike frames, but no one knows financial intelligence better than Disclosure. With Global Access, get online access to 5 million real-time and historical corporate filings. Tap into our SEC and Worldscope databases. Draw key intelligence through our insider trading analytics and expert commentary. And perform custom analysis and competitive comparisons with spreadsheet-ready financials. For a demonstration, visit www.disclosure.com/dga. Or call 800-236-6997 x202 to access the world's largest source of financial intelligence.

F i n a n c i a l O m n i s c i e n c e



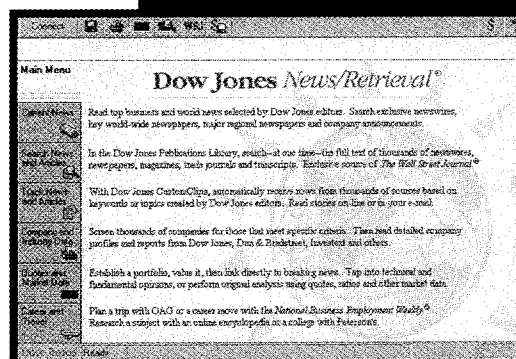
Disclosure is a registered trademark of Disclosure Incorporated. A Primark Company.

“The online *Journal* is not just my starting point for financial information, it’s also the closest thing America has to a great national newspaper.”

“There is no question. Dow Jones’s content is the benchmark for business information. It’s the best. You start and finish with Dow Jones.”

“If you can’t find it here, it hasn’t been published.”

For more information about Dow Jones, visit our Web site or call 800-369-7466 ext. 4138.



<http://bis.dowjones.com>

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 • e-mail: doug@sla.org.

Special Libraries Association assumes no responsibility for the statements and opinions advanced by the contributors to the association's publication. Editorial views do not necessarily represent the official position of the Special Libraries Association.

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.

Refund Policy: Due to the cost of processing a reimbursement, the association's policy is that "No refunds will be issued for amounts under \$5."

Change of Address: Allow six weeks for all changes to become effective. All communications should be accompanied by a mailing label from a recent issue.

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

© 1997 by Special Libraries Association.
 Material protected by this copyright may be photocopied for the non-commercial purpose of scholarship or research.

FEATURES

- 18 Post Information Age Positioning for Special Librarians: Is Knowledge Management the Answer?**
 Stephen Abram revisits some of the language and assumptions about the building blocks of information, knowledge, and organizations, as well as the process of knowledge creation and use.
- 27 Tom Davenport on Knowledge Management: Selected Quotes**
 Jane Dysart presents some of the thoughts and ideas of knowledge management guru Tom Davenport.
- 30 Chief Knowledge Officers? Perceptions, Pitfalls, & Potential**
 Is "chief knowledge officer" or "knowledge executive" a future role for librarians? Mary Corcoran and Rebecca Jones share their views.
- 39 Building Blocks for Knowledge Management at Digital Equipment Corporation: The WebLibrary**
 Mary Lee Kennedy explains how the Digital Equipment Corporation's Corporate Library piloted a Web-based information solution on Digital's Intranet—The WebLibrary.
- 49 Traveling with The Freedom Forum**
 The Freedom Forum and Special Libraries Association are seeking applications from librarians for a two-week program providing opportunities for librarians to work abroad in an international Freedom Forum Library. The projects will be conducted in Europe, Asia, and South America. Barbara Semonche and Margot Williams talk about their experiences in Europe and Asia this past year.

COLUMNS

- 5 Executive Outlook**
 SLA Executive Director David R. Bender reveals the technological steps SLA has taken on the path to virtuality.
- 7 Making News**
- 10 Public Relations Outlook**
- 13 Government Relations Outlook**
- 14 Copyright Corner**
- 45 Professional Development Outlook**
- 47 Findings: Research & Your Bottom Line**
- 48 Money Matters**

DEPARTMENTS

- 4 Letters to the Editor**
- 54 In Summary**
- 55 Coming Events**
- 56 Classified Advertisements**

Letters

TO THE EDITOR

Advertisers

INDEX TO

Dear Readers:

We are very excited to bring you this special edition of *Information Outlook* guest edited by Jane Dysart. This issue focuses on knowledge management, a topic that is becoming increasingly important in arena of special librarianship. As with any change within the profession, information professionals are again faced with unique challenges and opportunities. The contributing authors, Stephen Abram, Mary Corcoran and Rebecca Jones, Mary Lee Kennedy, and Dysart all lend their thoughts on how information professionals can take advantage of knowledge management and ultimately position themselves for a rewarding future.

The Editors

Dear Editor:

I have been enjoying Sharyn Ladner's "On the Net" Column in *Information Outlook*. I would like to point out on pages 40 & 41 of the April issue should read "Abrams Planetarium's *Skywatchers* Diary," not Abrams Planetarium's *Skywaters* Diary." The internet address listed is correct.

Thank you, and keep the "On the Net" coming.

Sincerely yours,
Lawrence W. Woodward
Alexandria, Virginia
USA

Dear Editor:

I receive *Information Outlook*, and before that I also received *Special Libraries* and *Specialist*. I enjoy receiving SLA publications for their relevant and informative articles, and I congratulate you on your efforts with *Information Outlook*. I'm finding the materials much more informative.

I have noticed that while timeliness was an issue for both *Specialist* and *Special Libraries*, *Information Outlook* is doing much better. I received the first two issues promptly. However, I received my March issue in late April—three days after receiving my April issue! What's going on with the mail?

Regards,
S. Lewis
Bromley, Kent
England

Editor Responds: Good question—one to which we wish we had a definitive answer. We're always looking for ways to improve the service and delivery of our publications and *Information Outlook* is no exception. When we changed our publications in January, we also changed the way the magazine is delivered.

Foreign mailings are now handled by a private company specializing in overseas delivery. This company packages and air-mails the magazine in bulk to each individual country where it is then released in that country's own distribution system. We hope this new system will improve the delivery of the magazine and welcome any thoughts on how we are doing.

SLA welcomes 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; e-mail: doug@sla.org.

Cuadra Associates	29
www.cuadra.com	
Derwent Information	43
www.derwent.com	
Disclosure	1
www.disclosure.com	
Dow Jones	2
http://bis.dowjones.com	
EBSCO Publishing	26
www.ebsco.com	
EOS International	12
www.eosintl.com	
Freedonia Group	9
Gale Research	34
www.gale.com	
Information Dimensions	46
Information Access Company	15
www.iacnet.com	
Information Express	37
www.express.com	
INSPEC	38
www.ioj.iee.org.uk	
The Investext Group	cover 3
www.investext.com	
ISI	6
www.isinet.com	
Knight-Ridder	
Information	cover 2, cover 4
www.krinfo.com	
LEXIS-NEXIS	22
www.lexis-nexis.com/infopro	
Library Of Congress	56
Newsnet	24
www.newsnet.com	
NILS Publishing	16
www.nils.com	
Online Inc.	9
Ovid Technologies	32
www.ovid.com	
Standard & Poor's	44
www.stockinfo.standardpoor.com	



Making Our Way to Virtuality

As we move through another association year, we are reminded of the technological advances happening within the profession of special librarianship. New products are popping up on a seemingly daily basis, requiring you to stop your busy endeavors, take notice, jump on board, or be left in the dust—you've all got to grab the gusto while you can.

Your association is doing the same, as we strive to become a virtual association, as you may recall as our fifth bold step...the pinnacle...the summit. What next? We can rest assured, there is a new mountain on the next horizon.

This past year, the association has seen a shift in the technologies available to our staff, which has included making a migration to a Windows-based processing system. Leaving DOS behind has been a major adjustment for many—but, wait! I know all the keystrokes!—I don't want to give them up, but this upgrade has been a big step for us as a technologically advanced association on the move to virtuality.

I would like to run through the major points of our "coming of age" with a summary of the new tools our staff has been given, through generous donations and sponsorships, to make our association work better for our number one customer—YOU!

Our Computer Services and Technology department has been busy blending new technologies and management techniques to meet the business needs of the association. These needs are being met by new program directives in computer services, desktop publishing, and Internet services.

A priority in computer services is to provide network, end-user, and technical support to staff and members. Our desktop publishing capabilities are being improved by providing state-of-the-art layout and design for association publications, brochures, and advertisements. New equipment and software has been purchased to strengthen our current design power. This magazine is a perfect demonstration of the power to which I refer. The four-color process involved in this magazine's production has allowed the association to create more eye-catching, descriptive, and evocative materials to add to the high quality of the written word.

Finally, and most critical to the success of our virtuality, are our advances in Internet services—providing the tools necessary to build our Virtual Association. What report would be complete without citing substantiating data to help illustrate this effort? We at headquarters are impressed with these statistics, we think you will be too.

As you recall, staff was given desktop Internet access in May of 1996. Our Web server officially debuted May 15, 1996. Sponsored by Disclosure, Inc., our site stands out as one of the first completely sponsored Web sites. From its naissance to March 1997, the site has received a total of 865,096 hits! In October 1996, the site was accessed a total of 36,000 times. In March 1997, the site saw 146,000 hits—that's a 400% increase in visitor volume in just six months!

Some other advances in our Internet services surround our List Hosting Service, which began in October 1996. At press time, 30 unit lists are hosted on the SLA listserv, with requests on the rise. The listserv began receiving sponsorship on April 21, 1997, with support from the West Group and Moody's Investors Service. This service could not be provided in this fashion were it not for the generous support of these two companies.

Our new home page, designed with SLA's new logo, debuted this past January with a new streamlined look and feel. Some new additions to the look of the home page were the obvious inclusions of the new logo and new buttons for "What's New" and the "Information Resources Center." Hits to both these sites have increased substantially since the release of the new home page. Also in January, the SLA Web site began a Web Hosting Service. Currently, a total of 10 Web sites are hosted on the SLA Internet Server including the Boston Chapter, Arizona Chapter, and the Student and Academic Relations Division sites.

The future is not too far away, and the association is striving to keep up with the quickly moving information technology progression. Both in the profession of information resource and knowledge management and in running an information-based association, we all must stretch to meet the new technological challenges facing the information professional. This stretch will help us to become more boundary-less, thus allowing us to reach out to our customers in a more timely and diversified nature.

David R Bender

David R. Bender, Ph.D.

SciSearch[®] on STN[®].

**The new frame of reference
for scientific research.**

Online searching of the scientific journal literature.
Quick—what's the first thing that comes to mind?

If it's not *SciSearch* on STN, you might want to give it
a second thought.

Only *SciSearch* offers cited reference searching. So as
you search over 5,700 of the world's most prestigious,
scholarly publications, you can move forward or back-
ward in time—from 1974 to the present—to quickly
retrieve complete information on *every* article that relates

to your search. Full bibliographic data, author abstracts,
and, of course, cited references. All updated weekly.

Add STN's distinctive command language and its
special features for crossfile searching of the Chemical
Abstracts file, and you've got a powerful combination of
search capabilities you won't find anywhere else.

SciSearch on STN. Don't give it a second thought.
Call STN today at 1-800-753-4227.

ISISM

Institute for Scientific InformationSM

3501 Market Street, Philadelphia, PA 19104 U.S.A. Telephone: 1-800-336-4474 or 215-386-0100 Fax: 215-386-2911
Brunel Science Park, Uxbridge UB8 3PQ, United Kingdom Telephone: +44-1895-270016 Fax: +44-1895-256710
Ark Mori Building 30 F, 1-12-32 Akasaka, Minato-ku, Tokyo 107, Japan Telephone: +81-3-5562-3571 Fax: +81-3-5562-3564



MEMBER NEWS

Haley Retires

In April 1997, Roger Haley retired from the United States Senate Library in Washington, DC, after a career of over 35 years. He started as a reference assistant in February 1964, was promoted to assistant librarian in 1971, and was appointed senate librarian in 1973. During his tenure, he was successful in increasing the number of professional librarians on staff and in upgrading service to patrons by introducing and utilizing a wide variety of technological changes. Haley has been a member of the Special Libraries Association since 1976. Active in the

association, he served as chair of the Social Science Division in 1984-85, and as president of the Washington, DC, Chapter in 1990-91. He is also a member of the Library Management; Information Technology; Museums, Arts & Humanities; and Solo Librarians Divisions. At the association-level, Haley has served on the 1989 President's Task Force on the Image of the Information Professional, and has chaired the Bylaws Committee, Nominating Committee, and Committee on Committees. Currently, he serves on the Finance Committee and the Conference Planning Committee for SLA's 88th Annual Conference in Seattle. Haley was the 1993 recipient of SLA's John Cot-

ton Dana Award for his contributions to special librarianship. We wish him all the best in his future endeavors.

Cveljo Awarded International Grant

Katherine Cveljo, Professor Emerita at University of North Texas, Denton, TX, has been awarded a short-term international grant from *International Research Exchange of Scholars* (IREX) to give presentations in Croatia on various aspects of the library and information science profession. She is a member of the Texas Chapter and the Business & Finance Division.

Bibby Joins Staff at Boston College

Elizabeth A. Bibby joined the staff of Boston College Libraries, Boston, MA, as head, References and Instructional Services this past March. The Boston College Libraries have a collection of over 1.6 million volumes. Bibby recently completed an M.S. in Information Science at the University of Tennessee, Knoxville. Her most recent position was head librarian/coordinator for LABAT-ANDERSON Inc., in Atlanta, GA. She is a member of the Georgia Chapter and the Business & Finance and Library Management Divisions.

Fingerman Appointed Editor

Susan M. Fingerman of SMF Information Services, Ellicott City, MD, was recently appointed editor of *CyberSkeptic's Guide to Internet Research*, a monthly newsletter

for librarians and researchers. She is a member of the Baltimore, Boston, and Washington, DC, Chapters as well as the Social Science Division.

Berger Named to Rosary College President's Council

Carol Berger, founder and president of C. Berger and Company, has been named to the Rosary College President's Council, River Forest, IL. Berger was selected to join the council which advises the college's administration in support of its strategic plan, *Vision for the Centennial*. She will provide new program guidance and offer expertise in the library science field. Berger is a member of the Georgia, Illinois, Texas, and Washington, DC, Chapters as well as the Information Technology, Legal, and Library Management Divisions.

INDUSTRY NEWS

Law Library Consortium Establishes Intranet

The New England Law Library Consortium (NELLCO), Boston, MA, a 19 member non-profit corporation composed of libraries in academic, government, and private settings within New England has developed an Intranet for over 100,000 users. As the digital library impacts the legal community, NELLCO's Intranet allows its members to offer its faculty, students, and attorneys paper access of legal information. The Web site, at www.nellco.org, is one of the first law Intranets in New England that is open to the public for viewing.

CHAPTER & DIVISION NEWS

Winner of S. Kirk Cabeen Travel Stipend Announced

The Science and Technology Division announces Beth Jakub is the winner of the S. Kirk Cabeen Travel Stipend Award. Jakub is a student at the Michigan School of Information. The award is offered to a library school student or a first time annual conference attendee. Jakub's winning essay focused on the challenge of seizing change as an opportunity to redefine librarians roles within the business world. She has been an active member of SLA's University of Michigan Student Group. Jakub will be given a stipend to attend the Special Libraries Annual Conference in Seattle, WA, June 7-12, 1997, and will be honored at the Sci-Tech

Annual Meeting on June 9.

Texas Chapter Awards Travel Stipends

The Texas Chapter announces Theresa (Teri) Morgan and Morgan Tucker have been named the recipients of two travel stipend awards of \$1000 each to attend the SLA's 88th Annual Conference in Seattle, WA, June 7-12, 1997. Eligible students were asked to write an essay of 500-700 words on their perception of the "Information Professional at the Crossroads." Both winners attend the University of North Texas and Teri Morgan is an intern at Microsoft. An electronic version of both winning essays will be available on the Texas Chapter Web site at www.eden.com/~texassla/newsletter.html.

1997 Scholarship Winners

The Scholarship Committee of the Special Libraries Association is pleased to announce the winners of its 1997 Scholarship Program. Carolyn Edds, Janette Lawrence, and Morgan Tucker have each been awarded a \$6,000 SLA Scholarship. Awards were granted on the basis of a submitted application form, statement of interest essay, letters of recommendation, and personal interview. Applicants' financial needs were also weighed during the decision-making process.



In addition to being an SLA member, Edds is an active speaker and has hosted demonstrations on digital archiving and Internet resources for research in a newsroom. She is a member of the South Carolina Chapter of SLA, vice-chair of the Online Users Roundtable of the South Carolina Library Association, member of the Investigative Reporters and Editors Association, and chair-elect of the Piedmont Library Association. Along with her professional activities, Edds enjoys hiking, whitewater rafting, softball, and many other related hobbies. She has an undergraduate degree in Journalism and is currently enrolled in the School of Library Science at the University of South Carolina.

Lawrence has a B.A. from the University of Washington, Seattle. Her experience in special libraries extends back to her high school days, when she worked at Weyerhaeuser and was involved in collection, organization, and customer service. Currently, she is working as a reference librarian in a law practice. She is also designing an Intranet, writing HTML codes, and providing consultation services to her colleagues. When she is not busy with her library-related pursuits, Lawrence likes to spend time volunteering. She currently serves as a mediator with juvenile criminal offenders and has acted as a hospice volunteer.

Tucker, who holds a B.A. in Spanish, is enrolled at the University of North Texas, Denton, TX. He is pursuing a Master's degree in Library and Information Science. While Tucker's ultimate goal is to be a systems librarian managing LANs and Intranets, he also has many other interests. He enjoys writing poetry and says he is a physical fitness buff, having participated in many track and field events. Tucker has chosen librarianship because, "it hurts not to know." He wants to be on the cutting-edge, in "an environment that marries technology and information."

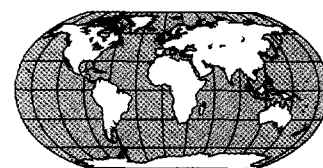
Julia Leggett has been awarded this year's \$6,000 Affirmative Action Scholarship. Leggett is employed by the Asian Division of the Library of Congress and is pursuing her M.L.S. at Catholic University, Washington, DC. Leggett was born and raised in China, where she received her B.A. in English. After completing her degree, she worked as a translator in the multinational corporate environment in Beijing until 1992, when she emigrated to the United States. Leggett relocated to the Washington, DC, area where she started working in a variety of positions in federal agency libraries. She also holds a M.A. in International Transactions and hopes to combine this experience with her M.L.S. to ultimately obtain a position in the field of international business librarianship.

Mary Nelson is the recipient of the 1997 Mary Adeline Connor Professional Development Scholarship. Nelson is an assistant librarian at the Massasoit Community College in Brockton, MA. She is enrolled in a program at Clark University's Computer Career Institute to prepare herself for the rigors of becoming Massasoit's Windows NT network administrator. Nelson feels obtaining credentials as a network administrator will allow her to help move the community college's library from an information rotary or traffic circle (as they are known in New England) to an information hub, with the capability of better handling high volumes of traffic.

Congratulations to each of our scholarship winners. We extend to them our best wishes for a successful future in the information profession!

88

For more information on "Student News" or to contribute to the column, please contact Director, Membership Christine Kennedy at: 1-202-234-4700, ext.648; fax: 1-202-265-9317; e-mail: christine@sla.org.



Building Information Bridges Between the United States and Mexico

SLA was well-represented at the VII Foro Transfronterizo de Bibliotecas/Transborder Library Forum held February 20-22 in Ciudad Juarez, Chihuahua, Mexico. "Building Information Bridges" was the appropriate theme for librarians from both sides of the U.S.- Mexican border who are linking together through mutually beneficial cooperative projects.

Although nearly 300 people attended this Foro, it remains a grassroots operation. There is no governing structure, no dues. A Foro is hosted by librarians in a particular city, usually on the border, and generally with librarians from "ambos lados" volunteering with programs, logistics, and library visits. This year's Foro was led by SLA member Dr. Jesus Lau, director of the Information Center at the Universidad Autonoma de Ciudad Juarez. He and his staff obviously devoted much time and resources to planning and organizing, and truly were magnificent hosts. Foros have dignitaries, keynote speakers, and workshop leaders offering inspiration and technical advice on interlibrary lending, new technologies, authority control, user education, and other topics pertinent to special, academic, public, or school librarians. Barbara Ford, president-elect of ALA and longtime SLA member, offered the keynote address on "Libraries in

ATTENTION SLA MEMBERS!!

REGISTER FOR THE
ONLINE WORLD
CONFERENCE
AND EXPO TODAY
THROUGH THE SLA
AND PAY ONLY \$296
(A 25% DISCOUNT)
FOR YOUR FULL
INDIVIDUAL CONFERENCE
REGISTRATION.

**Online
World**
CONFERENCE & EXPO
<http://www.onlineinc.com/olworld>

Discount Offer Expires August 15, 1997

THIS OFFER IS GOOD FOR
SLA MEMBERS ONLY.
PRE-PAYMENT REQUIRED
(CHECK OR CREDIT CARD)
AND REGISTRATIONS
MUST GO THROUGH
JOAN McMANNAMA.



Online

Washington

✓ SEND YOUR
REGISTRATION
FORM WITH
PAYMENT TO
JOAN McMANNAMA
BY: FAX
(202) 265-9317
OR MAIL TO:
JOAN McMANNAMA,
SLA, 1700 18TH
STREET NW,
WASHINGTON, DC
20009

the Global Environment." President of the Mexican Association of Librarians (AMBAC) Elsa Ramirez Leyva spoke on cooperation among library associations. SLA President Sylvia Piggett was the keynote speaker at the closing ceremony and OCLC banquet, speaking on "Forging Partnerships Across Borders."

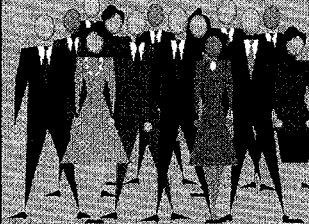
Foros also offer "alegría"—great fun—to participants. Enjoying the social companionship of colleagues is one of the highlights of the occasion. Tours were also offered to several libraries in the Ciudad Juárez-El Paso area, and even to Las Cruces, New Mexico. The University of Texas at El Paso and New Mexico State University were supporting institutions of the Foro, and graciously hosted several busloads of touring librarians.

The next Foro will be held in

Riverside, CA, March 5-7, 1998—the first reunion to be held in the Californias. The 1998 Foro will be hosted by the UC Riverside Library, led by SLA Board of Directors Member Charlene Baldwin. A Web site with more information can be visited on the Internet (www.ucr.edu). Mark the date now on your calendars and join us in strengthening linkages among librarians in the United States and Mexico. ☞

by **Martha E. McPhail**. *McPhail is currently president of SLA's San Diego Chapter. 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.com.*

Why face your
competition
alone?



Let the
Freedonia Team
back you up.

The Freedonia Group, Inc.

Together, we collect the data, analyze the trends, and develop the forecasts. Since 1985, Freedonia has published over 1,200 off-the-shelf industry studies covering a wide range of industries.

Our **in-house team** structure ensures quality analyses and forecasts. Freedonia economics, industry research, corporate analysis, and editorial groups are involved in the production of each study. This provides a valuable system of checks and balances.

Consider our reputation, the **quality**, and the **time and money** you will save by using a Freedonia Group study. Contact us for more information at telephone #216-921-6800 or fax #216-921-5459. The full texts of our studies can be shipped immediately or accessed through our website at <http://www.freedoniagroup.com>.

The full texts of our studies are also available online through the following database services: MAID/Profound, Dialog, Lexis-Nexis, Marklntel, FT Profile, Data Star, and DataTimes.

IN MEMORIAM

Robin R. B. Murray

Robin R.B. Murray died March 18, 1997. He was director of Scholes Library, State University of New York (SUNY) College of Ceramics at Alfred University from 1959-1983. He was awarded Librarian Emeritus Status for his role in building the library's collection and its reputation as one of the most foremost special libraries in the world. Murray also served in various public and special library positions including tenure at the Brooklyn Public Library, the National Research Council of Canada, and Crucible Steel, where he established the company's research library. As a founding member of the Special Libraries Association Metals/Materials Division, and chair of that division from 1979-1980, he re-

ceived the Distinguished Service Award in 1981.

Elizabeth L. Smith

Elizabeth L. Smith, retired vice president and manager of the Reference Center at Campbell-Ewald Company, died March 23, 1997. Smith had been an active member of the Advertising and Marketing Division and the Michigan Chapter of SLA for many years. She began her career at Campbell-Ewald in 1949 as a reference assistant and became assistant librarian in 1953. In 1958 she took over management of the library, later designated the reference center. She was appointed to vice president in 1975 and retired in 1981. She served as treasurer, secretary, and president of the Michigan Chapter and as secretary, vice-chair, and chair of the Advertising and Marketing Division.

Public Relations OUTLOOK

And the P.R. Awards Go to...

At the Winter Meeting in Ft. Lauderdale, FL, the Public Relations Committee met to select the recipients of two of the three 1997 SLA Public Relations Awards. The committee was faced with a difficult challenge since all entries showed excellent effort and determination to increase the public perception and recognition of special librarians and the profession.

The results are as follows:

The **SLA Public Relations Member Achievement Award** was unanimously awarded to **Mary Beall**, University of Illinois, Chicago, and **John W. Marcus**, U.S. Robotics, Skokie, IL, both of the Illinois Chapter for their efforts as initiators and co-coordinators of a remarkable 18-month project on behalf of the entire Illinois Chapter, titled *Info'96*. Over 200 volunteer librarians from Illinois provided in-depth information services to media representatives, delegates, and government officials throughout the Democratic National Convention in Chicago during August 1996. The resulting positive publicity for the profession, in newspapers and magazines throughout the country, was tremendous and clearly made a significant impact on lawmakers and decision-makers throughout the country.

The **SLA Media Award** went to Bonnie A. Nardi, Vicki O'Day, and SLA member, **Edward J. Valauskas**, for their article "Put a Librarian, Not Software, in the Driver's Seat," *Christian Science Monitor*, June 4, 1996. This article was an outstanding piece explaining research conducted at corporate libraries at Apple Computer in Cupertino, CA, and Hewlett-Packard Research Labs in Palo Alto, CA, which investigated whether or not intelligent software agents could do what a librarian could. Both the content and quality of the information provided, and the

placement of the article in a major newspaper were important factors in the decision to award the honor to Nardi, O'Day, and Valauskas.

These winners will be recognized and honored at the Annual Business Meeting and the Awards Banquet at the annual conference in Seattle, WA.

At press time, the winner of the **International Special Librarians Day/National Library Week Award** had not been determined. This award's winner(s) will be recognized with the other recipients of the Public Relations Member Achievement and Media Awards.

The SLA Public Relations awards were determined by the 1996-1997 Public Relations Committee: **Doris S. Helfer**, chair, California State University; **Gloria Dinerman**, The Library Co-Op, Inc., Edison, NJ; **Monica Ertel**, Apple Computer, Inc., Cupertino, CA; **Cynthia Hill**, Sun Microsystems, Mountain View, CA; and **Stephanie Tolson**, St. Louis Community College, St. Louis, MO. **Stephen Abram**, Micromedia Limited, Toronto, ON, is the committee's Board Proctor. Thanks to Doris Helfer for compiling the above summaries.

Two Outstanding Sponsored Awards

Laurie Stackpole, chief librarian with Ruth H. Hooker Research Library, Naval Research Laboratory, Washington, DC, has been selected to receive the prestigious **Information Today Award for Innovations in Technology** for her resourceful pursuits. She has formed innovative relationships with Elsevier and the American Physical Society in her quest to offer electronic journals to her clientele; surveyed the library's users to determine their informational needs; and developed a Library 2000 plan which will help her organization implement a virtual library.

Gwen Harris, information consultant and Internet specialist in Toronto, ON, and **Joanne G. Marshall**, associate professor at the Faculty of Information Studies at the University of Toronto, have been honored with the **H.W. Wilson Company Award** for their article "Building a Model Business Case: Current Awareness Service in a Special Library," published in the Summer 1996 issue of *Special Libraries*. This article provides a practical model of the business case approach that can be used by special librarians in other settings to evaluate a variety of services.

Stackpole, Harris, and Marshall will be presented with their awards at the Annual Business Meeting and Awards Banquet at the annual conference.

These awards are decided by subcommittees of the Awards and Honors Committee. The Information Today Award subcommittee chair was **Anne Gregg**, DowElanco, Indianapolis, IN. The H.W. Wilson Company Award subcommittee was chaired by **Barbara Semonche**, University of North Carolina, Chapel Hill. Thanks to both chairs for their reports.

A Reaffirmation of Significance

This excerpt comes from the March 11, 1997, issue of *Edupage*, a summary of news about information technology, produced as a service by Educom, a Washington, DC-based consortium of leading colleges and universities seeking to transform education through the use of information technology. We think this is a great piece which positively reaffirms the relationship between the value of library science and Web technology education.

Taken from the *Chronicle of Higher Education*, March 14, 1997.

Universities are heeding the call from companies for more qualified techies capable of designing and managing a corporate Web site, and are now beginning to formalize such training with degree programs geared toward producing "Webmasters."

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.

Rather than stressing computer science skills, the programs tend to lean toward either library science (with special emphasis on technology) or graphic media design. Included in the degree programs are courses in such disciplines as organizational psychology, library science, graphic design, and business. For example, Indiana University offers a master's degree in information science, building on the library science program for which it has long been known, and John Brown University is about to offer a bachelor of science degree in digital media. Other programs can be found outside the United States in Australia and Canada.

International Special Librarians Day

International Special Librarians Day, observed April 17, 1997, was a huge success. Many exciting events took place on this celebratory Thursday of National Library Week! As part of the day's festivities, SLA members held information and orientation programs for their companies and departments, hosted notable information professionals to speak at their planned events, peppered corporate Internet and Intranet sites with information about services provided in information resource centers, and much more! We are sure their efforts resulted in heightened recognition and appreciation from their organizations. How did you get involved?

We are also excited to report that many of you heard the promotions on National Public Radio, provided in partnership with LEXIS-NEXIS, announcing April 17, 1997, as International Special Librarians Day. We were thrilled with the responses, as many colleagues and friends

contacted staff and SLA vendors to say that they heard the announcement and to wish everyone a happy International Special Librarians Day!

Another notable accolade was sent to special librarians worldwide from the First Lady of the United States, Hillary Rodham Clinton (see below). The current Administration is very interested in the technological advances in use in the library and information management profession, and in the public utilization of these technologies. United States' President Bill Clinton is de-

termined in his last term as president to make information and Web resources available to all school children, and to increase awareness of the capabilities of new Web technologies.

We appreciate and acknowledge his administration's efforts to make this dream a reality through emphasizing general library education, increasing the public's exposure to information technologies, and promoting the value of information literacy in the United States and around the world. 88

THE WHITE HOUSE
WASHINGTON

April 17, 1997

Dear Friends:

I am pleased to have this opportunity to send greetings to each of you celebrating International Special Librarians Day.

Your dedication to continuing education, providing information resources and maximizing technological advances for your profession is commendable. You can be proud of the contribution your efforts make to both the public and private sector. I applaud your hard work and dedication and wish you continued success in your quest for excellence as information professionals.

Please accept my best wishes for a wonderful celebration.

Sincerely yours,

Hillary Rodham Clinton
Hillary Rodham Clinton

BUILDING INTELLIGENT SYSTEMS FOR YOUR WORLD OF INFORMATION.



It's challenging being a librarian in the 90's - trying to fit all the technology pieces together for the future.

But EOS International is here to help. Our scaleable library software is being used in all types of libraries around the world. The standards you need for tomorrow are built into our software today. EOS systems architecture is open and portable. Searching modules use intuitive navigation, hyperlinks, and other third-generation tools to connect you and your users to the world of information.

The Web and your Intranet are integrated to deliver electronic journals right to your desktop. A click from the OPAC takes you to tables of contents, abstracts, and full-text whether internally or commercially published.

Though our name is new, we have been working with librarians like you for over fifteen years. We are helping over 6,500 libraries worldwide put the pieces together. Why not yours?

EOS International Headquarters: 5838 Edison Place, Carlsbad, CA 92008-6596 USA
800-876-5484, Fax +(1) 619-431-8448, www.eosintl.com, sales@eosintl.com

CARLSBAD • LONDON • SINGAPORE • BOSTON • PARIS

SEE US AT SLA BOOTH 1019

- WEB/OPAC
- Cataloging
- Circulation
- Serials Control
- Acquisitions
- Service & Training

EOS*i*

INTELLIGENT SYSTEMS...
BY DESIGN

Government Relations

Help Us Assess Your Government Relations Program

One of the most important aspects of maintaining a successful government relations effort is the continual assessment of the performance of the program. This means analyzing the needs of the membership and determining if changes should occur. The following survey is our first attempt at maximizing the involvement of the membership in just such an activity.

In celebration of the SLA annual conference being held this month in Seattle, WA, this is your opportunity to reflect on the work being performed by the Government Relations staff and involved members. The survey below is intended to appraise the issues we're working on and determine the matters we need to address regarding advocacy and communications.

Just answer these questions honestly and succinctly, make a copy of this page, and fax it back to SLA at 1-202-265-9317 by July 15. SLA staff will report the findings of this survey in the September issue of *Information Outlook*. Your input will be greatly appreciated.

1. Please rank the following issues in terms of importance to information professionals. Place a "1" beside the issue you consider the greatest concern to the profession, a "5" beside the least important, etc.

- ___ Copyright law affecting electronic information
- ___ Copyright law affecting printed/analog information
- ___ Separate legal protections for databases
- ___ International harmonization of copyright law
- ___ Protection of fair use/fair dealing principles
- ___ Enhancement of the Information Infrastructure (Internet, Intranets)
- ___ Internet access charge increases
- ___ Liberalization of government encryption policies
- ___ Freedom of speech/expression on the Internet
- ___ Development of electronic commerce
- ___ Access to government information from a centralized source
- ___ Improving the competitiveness/perceived value of special librarians

2. Are there other key policy concerns related to special libraries that should be monitored? Please explain. Use additional sheets if you need more space.

3. What can SLA do to improve its advocacy and communications efforts on behalf of the membership? Use additional sheets if you need more space.

4. Have you visited the Government Relations section of the SLA Web site?

☐ Yes ☐ No

Your thoughts on content/presentation?

5. Would you like to subscribe to the SLA Government Relations listserv?

☐ Yes ☐ No

8. Are you willing to communicate with your federal/local government officials on an important issue?

☐ Yes ☐ No

9. Tell us about your contacts or activities within government relations. Use additional sheets if you need more space.

10. Name _____
Organization _____
Address _____
Phone/Fax/E-mail _____

PLEASE FAX TO SLA HEADQUARTERS AT 1-202-265-9317 BY JULY 15.

Copyright and Digital Reproduction in Cyberspace

Most of us really don't think much about copyright laws as we browse the Internet. We "point and click" on our merry way, thankful we are able to find so much information for so little money in so little time. However, the next time we load up Netscape or Microsoft Explorer, we should probably think a little more about copyright, for two reasons. First, we need to ensure that our "netiquette" is infringement-free. Second, we need to familiarize ourselves with the ground rules of what is bound to be an intense debate over how intellectual property law applies to cyberspace.

With recent advances in digital technology, reproduction of both text and graphics has been extremely simplified. While this is a tremendous advantage for most of us, we also need to watch how such reproduction may infringe copyright. Let's take a look at one scenario. A company official is away on business and e-mails the library to see if a particular text is available. The librarian responds that it is, and the official requests the librarian scan the document and e-mail it to him. The librarian complies. However, since this digital reproduction is the equivalent of a Xerox copy, the reproduction must either fall into a fair use exception or a royalty must be paid. While such speedy service represents a high-quality response, the librarian must also ensure that this new library procedure complies with copyright law.

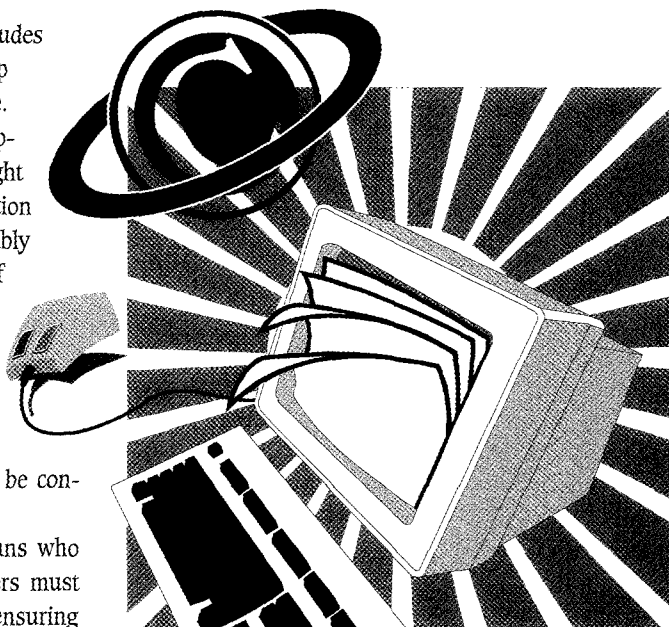
Another scenario further illustrates how digital reproduction poses new hurdles for the special librarian. A colleague e-mails some copyrighted photographs to the librarian for use in the company's new Intranet, which is run by the library. The librarian is about to design a new online newsletter for

the company, and includes the photo as a backdrop for the first issue. However, without approval from the copyright holder, such reproduction and display is probably infringement, even if "innocently" done for aesthetic purposes. Digital manipulation by "cutting" or "pasting" the image is also likely to be considered infringement.

In addition, librarians who are Web page designers must exercise caution in ensuring their pages are free of infringement. For example, inclusion of e-mails, Usenet postings, or parts of other Web pages should be carefully watched since these texts or graphics may contain copyrighted material.

The use of "frames" in Web page design also presents a dilemma for the Web page designer. When a Web designer uses "frames," another linked page appears within the original page. In effect, the other link is reproduced inside the first. However, if the "linked to" page is copyrighted, approval for reproduction should be secured first, in order to abide by the letter of the law. Although many Web sites have given license to reproduce this material, it is possible this may become a contested issue in the near future.

Importantly, proposed changes to copyright law will likely make digital reproduction more difficult. Both the U.S. Patent Office's "National Information Infrastructure White



Paper" (<http://www.uspto.gov/web/offices/com/doc/ipnii>) and the 104th Congress' Senate Bill 1284 (<http://thomas.loc.gov/cgi-bin/query/z?c104:S.1284>) clarify that the "caching," or temporary digital copying by Web browsers, of Web sites will not fall into a "fair use" exception. Moreover, the recent round of talks by the World Intellectual Property Organization failed to carve out a similar "fair use" exception for Web "caches." Therefore, the door may soon be open for copyright owners to prevent their material from being accessed by Web browsers, unless royalties have been paid.

The bottom line is that the price of "surfing" the Net is bound to increase because provisions will be made for royalty payment and collection. While information on the World Wide Web may no longer be free (or at least very low cost), the Clinton Administration is hoping this will be offset by the availability of higher quality copyrighted materials. Still, one must wonder whether this approach will turn out to be farsighted information policy, or myopic mismanagement which will cripple the Internet before it has ever really had a chance to get going.

by Steve Anderson, JD. Anderson is associate law librarian at the Baltimore County Circuit Court. He can be reached at sanderso@mail.bcpl.lib.md.us. For more information on "Copyright Corner," or to contribute to the column, please contact Lawrence Guthrie at: 1-202-778-6158; fax: 1-202-778-8658; e-mail: lguthrie@cov.com.

If only there were a solution just like you...

Now, there is.

InSite ProSM from Information Access Company is the first web-based business intelligence solution developed especially for the needs of information professionals just like you.

InSite Pro puts you in a powerful position with its advanced search features.

You get instant access to more than 2,500 leading international periodicals, without the hourly charges and search fees typical of traditional online services.

Best of all, you get unlimited and predictable access to the most trusted information databases in the world without running up a hefty bill, ultimately controlling your budget. And because

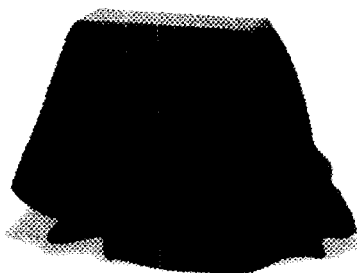
InSite Pro is easy to use, all the searchers in your department can be effective immediately, saving your company time and money in training costs.

InSite Pro—Giving you all the time you need to get Intelligent Solutions@Work.

**Unveiling at
Special Libraries Association,
Seattle, June 8-11, 1997
Booth #735**

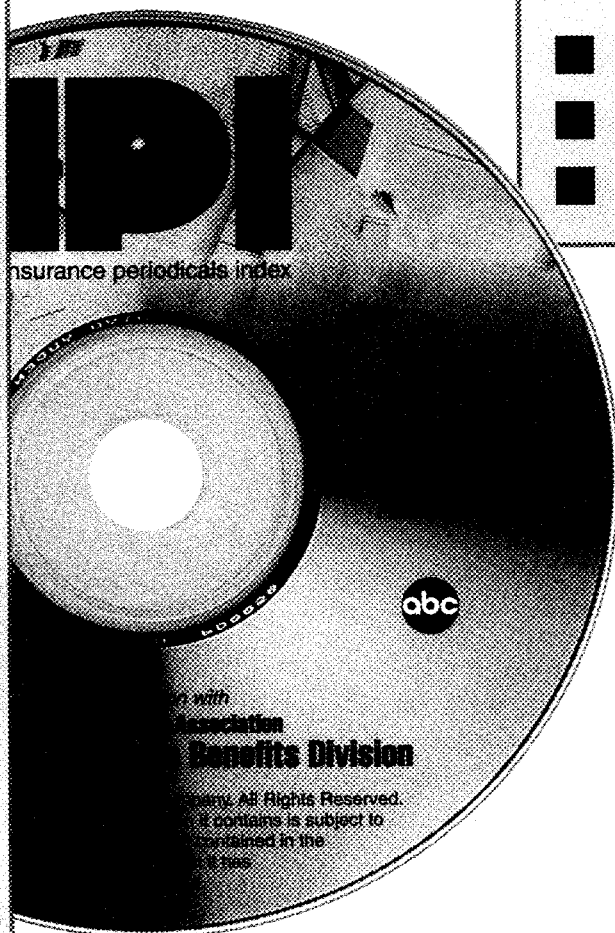
**Call
1-800-419-0313,
ext. 1152
today to get a
FREE trial password*
to test InSite Pro.**

*Free trial limited to qualified respondents—
available May 19, 1997



Information Access
COMPANY

Ten Years in the Making, and Worth the Wait Insurance Periodicals Index



- *Comprehensive coverage*
- *Easy to use*
- *Produced by Division Members*

Now you can get authoritative indexing and abstracts for more than ten years of Insurance, Risk Management and Employee Benefits journals on a single CD-ROM. It's the index to more than 40 journals and over 180,000 articles, produced by NILS Publishing Company in association with the SLA's Insurance & Employee Benefits Division.

Published twice annually. An annual subscription is just \$250—delivering a fully cumulative, fully updated CD-ROM in June and December.

Call NILS for information & an Order Form

1.800.423.5910

For a list of Indexed Journals visit www.nils.com

NILS Publishing Company • 21625 Prairie Street • Chatsworth, CA 91311

KNOWLEDGE OF OUR ROOTS & OUR FUTURE

I'm excited to be the guest editor of this issue of *Information Outlook*. We are focusing this month on knowledge management—an area that is gaining more attention. Many of the issues being addressed, as well as the challenges and opportunities that knowledge management presents, loom large in our future.

The advent of the internet and global-village birthed an unruly era of information glut. As special librarians, we continue our attempts to harness that information into usable, actionable bits and pieces. Those who can successfully filter data into information and process it into knowledge will form the future of knowledge management.

A number of years ago, library guru Jesse Shera characterized the library's purpose—"to bring together human beings and recorded knowledge in as fruitful a relationship as is humanly possible." The linking of people and knowledge is the core of what we, special librarians do. Since its early 1900's, SLA's motto has been "Putting Knowledge to Work." It is a motto that continues to describe our core values and activities.

As we digitize existing collections, acquire materials and intellectual property in ever changing formats, virtualize our services, focus on different services and levels of service for key client groups, we continue to manage at least some of the information assets and knowledge bases of our organizations. We enable *human beings* in our organizations to take action with *recorded knowledge*, and have an impact on the bottom line.

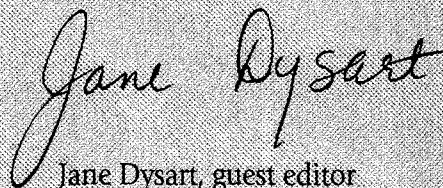
And so, Stephen Abram begins this issue with a look at the opportunities for transformational librarianship and success in the knowledge economy.

Next, I offer some selected thoughts and ideas on knowledge management from publications authored by leading management consultant and academic, Tom Davenport.

Then, Mary Corcoran and Rebecca Jones describe how senior management and special librarians view the competencies necessary for knowledge management and executive positions.

And last but not least, Mary Lee Kennedy evaluates the process at Digital Equipment Corporation for building a foundation for knowledge management.

I hope you enjoy these articles and give us feedback!



Jane Dysart, guest editor
Dysart & Jones Associates
dysart@inforamp.net

Post Information Age Positioning for Special Librarians:

Is Knowledge Management the Answer?

by Stephen Abram

"Knowledge is power, not information. Information is power only if you can take action with it."
Daniel Burris

In this article, I will take a few heretical positions that will challenge some of the sacred cows of our profession. Unlike most heretics, though, I will suggest a replacement for these views that I hope will steer us on to a better course to the future of special librarianship and, at the very least, initiate a debate on the best positioning for SLA and special librarianship.

Heresy Number One: "Special Librarians are not in the information business"

We, as special librarians, made a poten-

tially disastrous error, those many years ago when we decided to position ourselves in the "information business." Information businesses are marked by their ability to create information and disseminate it widely—often for a profit. Generally, special librarians do not, as part of our core mandate—create information. While we do create information about information (metadata), I believe this is a higher-level calling in the knowledge continuum. The drive to stake out territory by positioning special librarianship as being in the information business has produced a number of negative behaviors that have, in my opinion, limited our ability to make as much forward progress in our profession, as we might desire. Examples of this behavior include:

1. The growth of data professionals and technology experts into information roles has been perceived as a threat by

many of our members. This has driven behaviors that mitigate against making a partnership with the very group that has access to the advanced technology and data skills we seek for success. We lose the ability to display our complementary skill set and are forced into a competitive positioning.

2. We view the natural progression of our traditional partners and supporters—information suppliers and publishers—as a threat, too. Their strategies to access the information end-user at the desktop is the next, most logical, step for them to survive. Suppliers and publishers must protect and expand their traditional professional end-user markets as their old retail, library, and direct mail channels are disintermediated by the Internet and WWW.

3. We view the entrance of new players into the information field as a threat. Indeed, we've seen some library associations putting forward position papers to the traditional suppliers asking them to slow the pace of change and adoption of new technologies! Of course, we

Stephen Abram is director, Corporate & News Information at Micromedia Limited in Toronto, Ontario, Canada. He is a member of SLA's Board of Directors, and sits on the Association Finance and Strategic Planning Committees. He can be reached via e-mail at: sabram@micromedia.on.ca



would all like the pace of change to be a little more leisurely—but asking for traditional suppliers to ignore the threat of the new players to their real information businesses is not a viable request. Indeed, a number of these new players present opportunities for major future alliances for both our profession and our association.

Heresy Number Two: "Special Librarians cannot manage knowledge"

Currently, we are running the risk of lurching headlong into a new positioning

of our profession and our role as "knowledge managers." The plain fact is that knowledge, per sé, *cannot* be managed. In fact, capturing knowledge in any form other than into a human being's brain, reduces it to mere information, or worse, data. Only the knowledge environment can be managed.

The reality is that special librarians—possibly all librarians—have operated at a level superior to mere knowledge management. We play a role in the knowledge "environment" as key catalysts in the knowledge continuum. Information systems technology professionals will have grown

from their data roots into information management and the systems to support information—including delivery, integration, search interfaces, etc. Our success as a profession has historically been when we are associated with knowledge-based enterprises (universities, media, engineering, accounting, consulting firms, etc.) or with the knowledge intensive portions of corporations (research and development, sales and marketing, strategic planning, etc.). This is primarily because our contribution to the knowledge environment of our organizations is a tangible one directly related to successful decision-making.

The Knowledge Continuum

To understand how I have come to believe the heresies above, it is necessary to revisit some of our language and assumptions about the building blocks of information, knowledge, and organizations. The process for knowledge creation and use flows through a continuum (see chart) where data transforms into information, information transforms into knowledge and knowledge, drives and underpins behavior and decision-making. So bear with me while we move through some definitions:

Building Block #1: What are Data?

Data are raw facts that have no context or meaning on their own. The key success factors in data management are implementing standards and quality control procedures allow the data to be used effectively and confidently. It rarely has value to end-users except in the context of turning it into information.

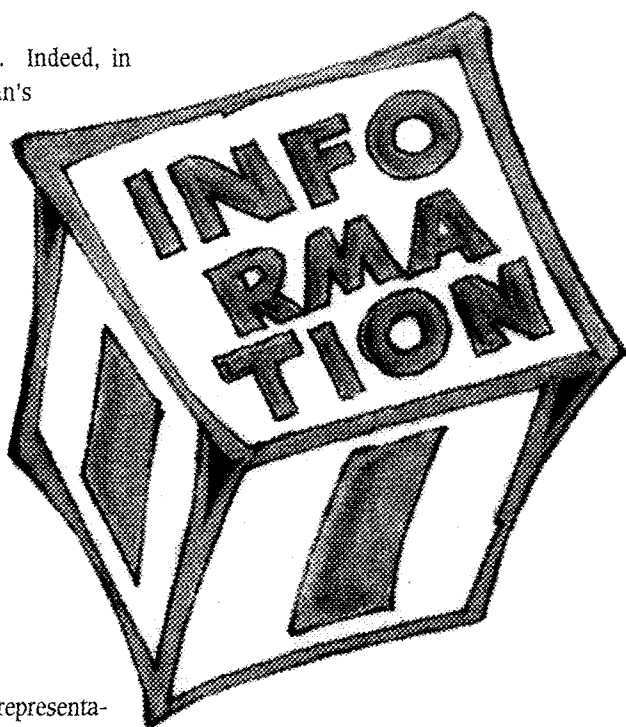
The transformations that take place during the creation of data include the application of standards, such as SGML, HTML, Fields, Tags, MARC, normalizing currencies, or applying rules like GAAP, Z39.50, etc. It is possible to practice special librarian-

ship in a data environment. Indeed, in many respects the librarian's predominant and historical role in cataloging, indexing, and creating metadata systems is a good example of where the foundation is for roles in the knowledge economy. We see many emerging roles in the data environment and often these resulting positions revolve around the use and organization of data and its relationship to information.

Building Block #2: What is Information?

Information is a tangible representation of data or knowledge within a specific context—usually in some end-user oriented product like a book, magazine article, or study. The key success factor is the effectiveness of the representation in communicating the information. The same data can be represented many ways in order to meet the needs of different types of users. It only has value to the end-user if it meets their specific needs at the time they need it. Information is created by databases designed for specific outputs or by authors turning their knowledge into information for others.

The kind of transformations that occur in the creation of information are in the representation of data: display, chart, format, publish, aggregate, picture, graph, sort, rank, highlight, etc. A lot of special librarians practice in the information industries, as we do in all industries. One of the key components of the information business is the creation of information from knowledge and data. This requires both the librarian's research and technical skills. For instance, news and media librarians will often manage the research library but also enhance the newspaper with additional access points for the published electronic versions.



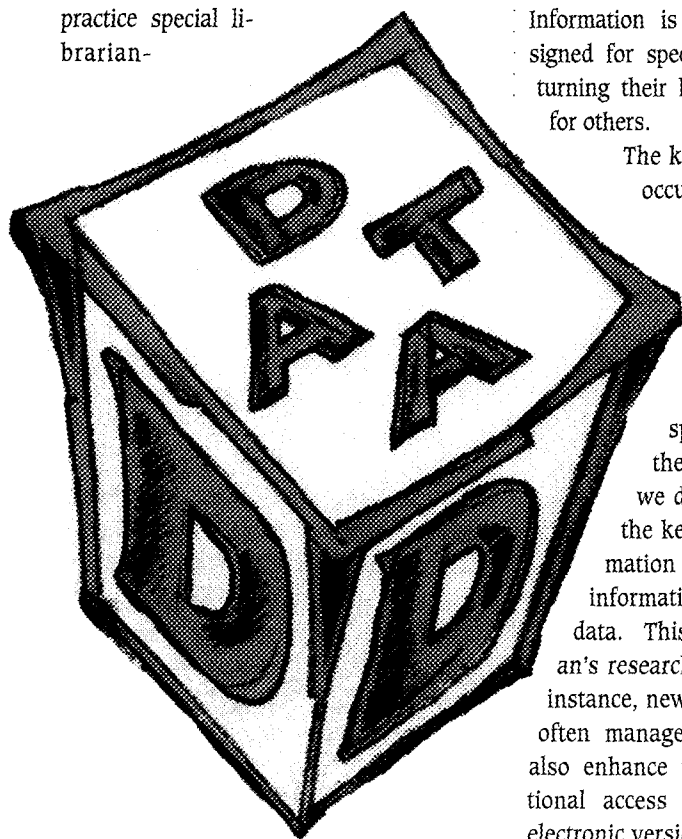
Building Block #3: What is Knowledge?

Knowledge is information in context of an individual's role, learning behavior, and experiences. The key success factors include the congruity between the information and the individual's perspective. It only has value in the context of the situations where it is being applied.

The major steps that occur in the transforming of information into knowledge are learning, knowing, filtering, evaluating, and balancing. Hence, we are allied here with teachers, trainers, publishers, and other knowledge professionals in ensuring that knowledge transformations occur effectively. A great number of special librarians practice in the portion of the knowledge environment where information is provided to end-users who transform it into knowledge. For example, we see special librarians in academic settings where the product is knowledge as well as in integrated research teams within successful organizations.

Building Block #4: What is Behavior?

The most important behavior to special librarians, in the context of knowledge and information, is *decision-making*. We must focus on those decisions that result in action, even if that action is non-action. The goal of a good decision is for it to have intelligent, informed and impactful results.



The Knowledge Continuum

Transitions	Data	Information	Knowledge	Behaviors
Selected Verbs	Collect Database management Computer record Records management	Display Chart Format Graph Represent Publish Picture	Knowing Learning Filtering Evaluating Balancing	Do Decide Choose Apply Enact Act
Transformations by Information Professionals	Standardize Field Tag Organize Aggregate Format	Index Catalogue Select Organize Deliver Format Enhance Improve	Serve Interpret Educate Train Find Lead Direct Improve	Authority Endorsement Confidence Satisfaction Contribute
Technological Interventions	Electronic Conversions from print SGML or HTML conversions Electronic Aggregation Image/Text Formatting	BPR - Business Process Re-engineering Network Electronic Layout Electronic Distribution	Groupware Intranets Search Tools World Wide Web Decision Support Systems	No Technology - just Intelligent, Informed, Impactful behavior - the 3 "I's"
Questions for the Future	By moving towards information aimed at the needs of an individual, does the role and importance of large databases aimed at mass markets decline?	<i>Does increasing the number of information transactions make an organization more successful? Or should we focus on the quality of the transaction?</i>	<i>If we accept that knowledge can only be stored effectively in an individual human brain, how do we store information so that it can be absorbed as knowledge faster?</i>	<i>What are the roles of special librarians in having material and measurable impacts on the behaviors within their organizations or upon their clients?</i>

The value of the decisions in an enterprise or organization is in direct proportion to its results in the context of the individual or social organization.

Although knowledge—by its very definition—cannot be managed, the *process* can. This transformational process is nicely summed up in the SLA slogan: *putting knowledge to work* and turning information into knowledge.

Perhaps some examples would assist here. The process is (A) moving information into knowledge and back, and (B) creating and enhancing knowledge environments to have a material impact on the decision-making

behaviors and results of our organizations and the individuals therein. I call this process “transformational librarianship.”

Moving Information into Knowledge and Back Again—Building Knowledge Environments

Review the chart provided with this article. In many cases this process has been represented as one where, by moving through the data / information / knowledge continuum, one can become wise. We all know by personal experience this is not necessarily true. So what creates a wise individual or organization? How does one

develop “wisdom”? I believe wisdom is situational. One can be a wise accountant or a wise oil patch reference librarian. This wisdom comes from not only working through the data / information / knowledge continuum but in basing present and future behavior on the learning developed through repeated trips through the process. In the English language there are not separate words to define knowledge concepts. There is only the verb “to know.” In French, however, there are two verbs, “savoir” and “connaître”—or roughly “know how” and “know that” respectively. Thus, in the past, we have run the perception risk of being posi-



Bloomberg on LEXIS-NEXIS®

It's a first—the powerful partnership of the world's premier financial news service and the leading online information search and retrieval company. And for the first time, you'll have access to Bloomberg's broad financial news coverage and key summary financial data using the full-text searching and archival capabilities of the LEXIS-NEXIS services.

Blazing new trails in information isn't new to either company: LEXIS-NEXIS pioneered online information search and retrieval with the launch of the LEXIS® service for legal professionals, then expanded to news and business information with the NEXIS® service. Michael Bloomberg introduced THE BLOOMBERG terminal in 1981, a real-time financial information network for professionals.

When it comes to firsts in the information industry, LEXIS-NEXIS and Bloomberg are the first to come to mind. Bloomberg on the LEXIS-NEXIS services. Now available.



LEXIS-NEXIS
A member of the Reed Elsevier plc group

Bloomberg
FINANCIAL MARKETS
COMMODITIES
NEW YORK

LEXIS and NEXIS are registered trademarks, and the INFORMATION ANYDAY logo is a trademark of Reed Elsevier Properties Inc., used under license. Bloomberg is a trademark of Bloomberg L.P.

Copyright 1998 LEXIS-NEXIS, a division of Reed Elsevier Inc. All rights reserved.

AB1010

For more information, call 1-800-227-4908 or visit our website at <http://www.lexis-nexis.com/bloomberg/>



tioned as fact keepers ("know that") rather than for our true talents as an extremely information literate profession ("know how"). For success in the knowledge economy we need to play up our "know how" and the key role it will play in this new age.

What are the Keys to Successful Transformational Librarianship?

The keys to our future success lie in the following strategies.

1. Focusing on Where the Transformations Occur

Instead of thinking of our professional skills as being informational skills, we should look at what we do as transformational. Sometimes this is called "adding value." But, most of the time our added value is in the transformation and not in the products and tools we use. When we organize information, we are taking data, books, and bookmark files and making them more accessible and useful to the end-user. When we create indexes and catalogs we are creating tools and services to ensure less time is spent in the hunt for information and more time is available to turn it into knowledge. Indeed these skills have now become so important they have been renamed "metadata" skills or competencies in the development of information about information. One has only to search AltaVista a few times and get 200,000 hits to powerfully understand the importance of metadata skills to the knowledge economy!

2. Focusing on the Learning Organization:

The key activity that happens when users interact with us, our libraries and services, is "learning." Organizations that encourage learning and focus on learning in its broadest context will, I believe, be all the more successful. Strategist Peter M. Senge's works—including the book, *The Fifth Discipline: The Art and Practice of the Learning Organization*—contain many methods and theories for developing learning organizations.

3. Turning Information into Knowledge and Putting Knowledge to Work

Here is perhaps the biggest opportunity for us as special librarians. We have no primary need to look backward and see the growth of emerging professions into the information world. We must look forward into the knowledge economy and carve out a strategic niche for ourselves that allows our profession to have an impact in the new economy. The role for us in the new world is to be the guides and navigators for the exploration of the information ocean. We must develop new services and products while enhancing our skills to underpin meaningful social and economic development. Remember the three "I's": we will form the base for informed, intelligent, and impactful decision-making in our society and enterprises. Special librarianship will be one of the catalysts in this development—if we focus our skills, knowledge and energies in this direction.

4. Learning the Tools of Transformational Librarianship

We know technology is vitally important to the emerging knowledge economy. We will NEVER forget that technology is just a tool, an enabler to the creation of the new age, a focus for opportunity, and not the driver of the change. The drivers of change are the people who adopt the enabling technologies and use them to promote improvements to knowledge creation

and the management of the knowledge environment.

When we think about these tools it might be useful to divide them up into three types.

Knowledge Tools or "K" Tools:

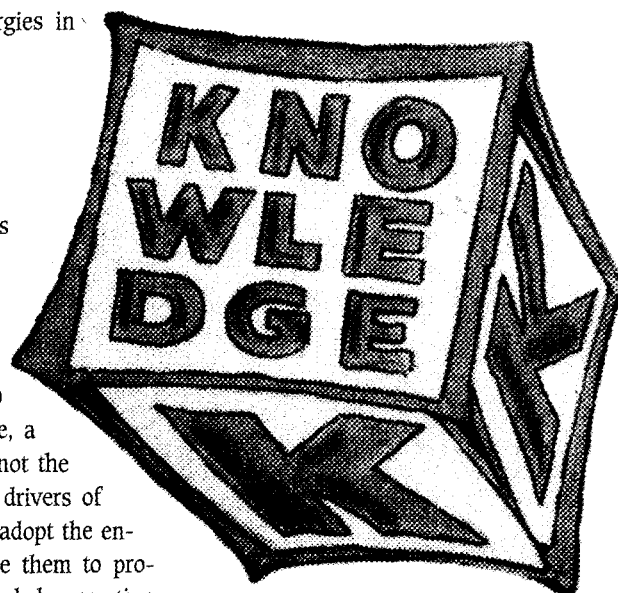
Knowledge tools are those tools that encourage data and information to flow more quickly into knowledge. Examples of these types of tools are the metadata tools or new search engines, indexing, filtering tools, and just-in-time information, or just an old-fashioned card catalog.

Decision Tools or "D" Tools:

Decision tools supply knowledge and information in a format or environment that allow for quicker, better, more effective or more informed decisions. Examples of these are decision support systems software, push technologies that provide information only at the point of need, the emerging communication tools that allow for conferencing so knowledge workers can interact for decision-making combined with the needed information, just-in-time filters, etc.

Information Architecture for Knowledge Environments

A new architecture is emerging for the creation of these knowledge environments—one which recognizes decisions can be better when humans interact easily. Some of the emerging building blocks of





Always fresh, with real-time, business information from over 1,000 industry sources and 26 continuous feed newswires.

Savor full text information so in-depth and so easy to access via Boolean options, it's mouth watering.

THE WORKS, MADE EASY.

More detail, expert opinion, analysis and quality information than any other online service. No bologna.

Lettuce get you in the know today.
Call 1-800-952-0122.

NEWSNET
Working Knowledge®

1-800-952-0122

<http://www.newsnet.com>

email - Info@newsnet.com

this new architecture are client/server, net computers, standard networking protocols like TCP/IP, groupware such as Lotus Notes, and the new offerings coming from Netscape and Microsoft that emulate some of the Macintosh and Lotus models. One of the most exciting things about this emerging architecture is that it can be global, borderless, and open.

Conclusion

The Information Age ended sometime in 1995. It was an abject failure—not because information wasn't hugely important, but because the society of the old era continued to view and measure the Information Age with tools, paradigms, and strategies suited to that time. It's fascinating to watch the economists for the old economy furiously trying to apply supply and demand models to the information economy! Especially since supply/demand economics presumes a limited supply of something and that success accrues to those who harness the limited supply for wealth creation. Information, of course, is in unlimited supply and the emergence of the commercial Internet and WWW in 1995 destroyed an age! Future success will not go to those enterprises that

corner or manage limited supplies or serve a manageable demand, but to those enterprises and professions that can effectively manage this unlimited supply of key and vital information through filtering, organizing, and improving accessibility.

Taking the Knowledge Positioning

My belief about using the knowledge environment as the paradigm for viewing our professional challenges at the dawn of this new age causes me to ask four key questions:

1. By moving toward information aimed at the needs of an individual as opposed to a group, does the role and importance of large databases aimed at mass markets decline?
2. Does increasing the number of information transactions make an organization more successful? Or should we focus on the quality of the transaction?
3. If we accept that knowledge can only be stored effectively in an individual human brain, how do we store data and provide services so that information can be absorbed as knowledge faster?
4. What are the roles of special librarians in having material and measurable im-

pacts on the behaviors within their organizations or upon their clients?

Largely because it continues to be useful in understanding the changes that our society is undergoing, we still see the popular press trumpeting the arrival of an Information Age—an era that ended years ago. We know better—and we have the skills, in alliance with information technology professionals and emerging or traditional information businesses, to transform our enterprises in preparation for enormous success. Grasping the opportunity now to position ourselves and our organizations for the knowledge-based economy is vital. As part of this repositioning, I propose we think seriously about taking the knowledge positioning for SLA in support of its members.

As Nike (and, past SLA president Didi Pancake) said, "Just Do It!" "When I hear the mantra 'anything, anywhere, anytime', I try not to choke. My goal is to have 'nothing, nowhere, never', unless it is timely, important, relevant or engaging." Nicholas Negroponte, *Wired*, Aug. 1994. ☞

Selected Knowledge Management Web sites

Some Principles of Knowledge Management
by Thomas H. Davenport, Ph.D.

<http://knowman.bus.utexas.edu/pubs/kmprin.htm>

The Clemmer Group

<http://www.clemmer-group.com/>

The Knowledge Management Forum

<http://revolution.3-cities.com/~boneyman/>

ENTOVATION International Knowledge Innovation
(sm) Strategies for the Millennium

<http://www.entovation.com/>

A Business Researcher's Interests: At the Crossroads
of Business, Management & Information Technology

<http://www.brint.com/interest.html>

CIO Magazine

<http://www.cio.com/CIO/>

Knowledge, Inc.: The Executive Report on
Knowledge, Technology and Performance

<http://www.webcom.com/quantera/>

Knowledge Management: From Information into Knowledge

<http://www.knowledge.stjohns.co.uk/Km/Default.htm>

The Official Intellectual Capital Homepage

<http://www.business.uwo.ca/~nbontis/ichome.html>

Knowledge Management:

Refining Roles in Scientific Communication

<http://www.ckm.ucsf.edu/Papers/RefiningRoles/>

An Architecture for Information in Digital Libraries

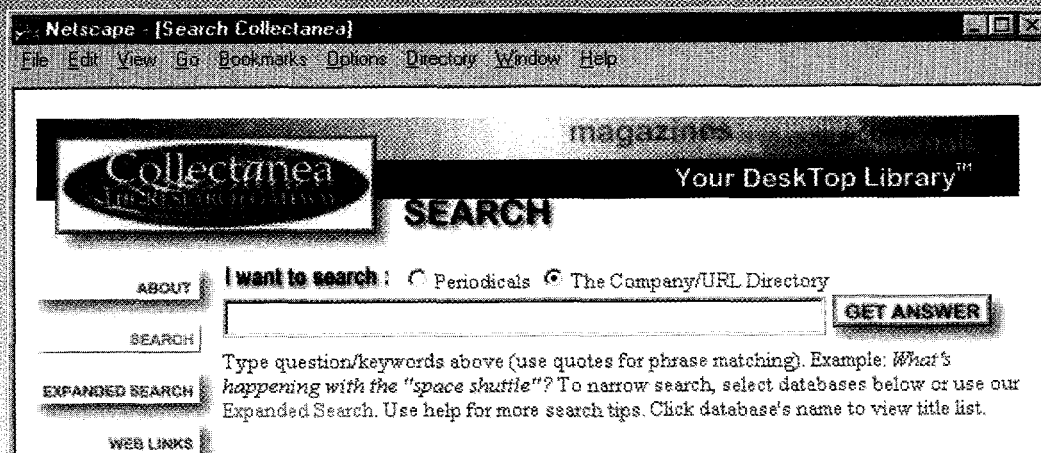
<http://www.dlib.org/dlib/february97/cnri/02arms1.html>

American Productivity and Quality Center

<http://www.apqc.org>

Solutions

FOR THE CORPORATION



Site license a desktop library for all your employees.

Collectanea

UNIQUE Internet/Intranet Solution

EBSCO Publishing offers multiple research solutions ideal for your company. One solution is Collectanea, our unique DeskTop Library™ service. Collectanea is an easy-to-use, inexpensive online resource providing access to periodical abstracts and full text in 50 special interest areas. Users will enjoy unlimited access for a flat fee.

Collectanea also offers company descriptions, contact information and press releases. It delivers information to end-users over the Internet or through your company's intranet.

SPECIALIZED Reference Collections

Collectanea consists of 1,600 full text publications featuring hyperlinks to pertinent Internet sites and a company directory. To help users manage the scope of their searches, Collectanea contains six specialized reference collections.

- Professional Services
- Industries
- Consumer Products
- Health & Wellness
- Hospitality & Entertainment
- Government & Education

MULTIPLE Search Options

Users can search Collectanea for company information by topic, company name or location, and products and services provided. Collectanea allows users to search by natural language or keyword using a form of Boolean logic. A "find similar documents" feature is also available to save valuable searching time.

Comprehensive Databases

- Business Source Plus™
- Business Source Elite™
- Newspaper Source™
- Hoover's Company Profiles
- MasterFILE FullTEXT 1,500™
- The Serials Directory™, 11th Edition
- Current Citations™

Contact EBSCO Publishing for more information:

(800) 871-8508

or (508) 356-6500

Fax: (508) 356-5640

E-mail: ep@epnet.com



THE LEADER IN INTEGRATED INFORMATION MANAGEMENT

©1997, EBSCO Industries, Inc.

Tom Davenport on Knowledge Management: *Selected Quotes*

by Jane I. Dysart

Is Davenport a Knowledge Management Expert?

I found it refreshing to read some of our thoughts about knowledge management reflected in the writings of a knowledge management guru respected in the business and the academic community. Tom Davenport sees many relationships between journalists, librarians, management consultants and others who are building a knowledge economy—they are not competitors but partners. Davenport presents a positive future filled with opportunities for us to expand our current roles, develop new and exciting tools, and be a central and critical part of the knowledge management process within our organizations.

As part of the faculty for SLA's Knowledge Executive Institute held in early June, Tom Davenport shared his ideas on knowledge management. Here are few of those ideas in selected quotes from articles he has already written. I look forward to his two new books: *Information Ecology: Managing Information and Knowledge as if People Mattered*, Oxford University Press, April 1997, and *Working Knowledge: Managing What Your Organization Knows*, Harvard University Press, Fall 1997.

On Knowledge

Some quotes from Davenport's *Some Principles of Knowledge Management* in Booz Allen's *Strategy & Business*, Winter 1996.

"Knowledge will not be well-managed until some group within a

company has clear responsibility for the job. Among the tasks that such a group might perform are collecting and categorizing knowledge, establishing a knowledge-oriented technology infrastructure and monitoring the use of knowledge."

"The goal should be to facilitate the creation, distribution and use of knowledge by others."

"The last untapped source of commercial advantage is the knowledge of people in organizations."

On "The Future of Knowledge Management"

Some quotes from Davenport's Think Tank column for *CIO Magazine*, December 15, 1995/January 1, 1996 issue.

Predictions:

"The two leading technologies for knowledge management — Lotus Notes and the World Wide Web — will essentially merge, with database, replication and discussion capabilities combining with hypertext and multimedia features. Hypertext knowledge bases will become capable of generating their own linkages to other documents. Agents will be available, but usage will be restricted by security concerns. The most popular form of agent will perform keyword searches — no big advance over today. Finally, the problems that have today with security, 7-by-24 operations and remote access to knowledge databases will largely be resolved."

"Expert systems and neural networks are already being abandoned today...they won't be a major force in the future of knowledge management. Good old algorithmic logic programs will be the workhorses of knowledge management, but they will be contained in object-oriented modules for easy maintainability. Individual pro-

Jane Dysart is a principal in Dysart & Jones Associates, specializing in library direction planning, information strategy, problem-solving, and conference development. She can be reached via e-mail at dysart@inforamp.net.

grams will specialize in specific knowledge functions, e.g. diagnosis, configuration or prediction."

"The most dramatic improvements in knowledge management capability over the next years will be human and managerial... the trickle of titles like Chief Knowledge Officer, Intellectual Capital Asset Manager and VP Knowledge Transfer will turn into a flood."

To facilitate the management of knowledge, "the smart ones will address all the key knowledge management resources — not only technology, but also people, content and economics. They will manage all stages of the knowledge management process from creation to use."

Impact:

"Since knowledge is information that is highly valued by people and has at some point resided in someone's brain, people are the most important resource in effective knowledge managementfirms that excel at knowledge management will corner the market for people who are adept at creating and using knowledge....Managers will be evaluated not only on how 'successful' their decisions were but also on the knowledge used in making them. The most successful firms in the future will make knowledge management every employee's responsibility."

Successful organizations and companies "will calculate not only the costs of managing knowledge but also the benefits — in bad decisions averted, in products and services that better meet customer needs, and in wheels not reinvented. Today, the lack of a clear tie to corporate economics is holding back the concept of knowledge management. In the future, at least some firms will have made the connection between knowledge and money."

Processes:

* Knowledge Creation

"Probably best performed today by universities... the best knowledge creators are academics..."

* Knowledge Extraction

"Future knowledge extractors will focus on rewards for knowledge, hiring good knowledge creators and providing easy-to-use tools for capture" and the "best at extracting knowledge are consultancies, particularly Andersen Consulting and McKinsey. The former emphasizes the use of extraction technology specifically Lotus Notes; McKinsey & Co. Inc. emphasizes hiring and promoting the right people."

* Knowledge Distribution & Access

"Categorization and organization of knowledge will be a core competency of every firm. This will require strategic thinking about what knowledge is important; development of a knowledge vocabulary (and a thesaurus to accommodate near misses); prolific creation of indices; search tools and navigation aids; and constant refinement and pruning of knowledge categories. Knowledge editors will have to combine sources and add context to transform informa-

tion into knowledge...the scarce commodity in knowledge management will be attention."

"Technology plays a big role in this distribution process...Firms need to convert from an information push strategy, in which we ship information and knowledge to those who might be interested in them, to a pull strategy. Those who need knowledge must seek it, and someone should be making it easy for them. Hewlett-Packard Co. has a head start on the future in this area."

* Knowledge Transfer

"Successful knowledge transfer involves neither computers nor documents but rather interactions between people. If you want me to absorb your knowledge, then spend time with me, work with me, do my job and let me do yours. The more time together the better."

On "Knowledge Roles: The CKO and Beyond"

Some quotes from Davenport's April 1, 1996 Think Tank column in *CIO Magazine*.

"A chief knowledge officer captures and leverages structured knowledge, with information technology as the key enabler."

"CKO jobs...often involve overseeing efforts to use technology for knowledge capture and distribution. A good CKO should combine an orientation to structured, explicit knowledge with an intuitive feel for precisely how cultural and behavioral factors may impede or enable the leveraging of knowledge in an enterprise. Measurement and economic return should also be key points of focus."

"CKOs have three critical responsibilities: creating knowledge management infrastructure, building a knowledge culture and making it all pay off."

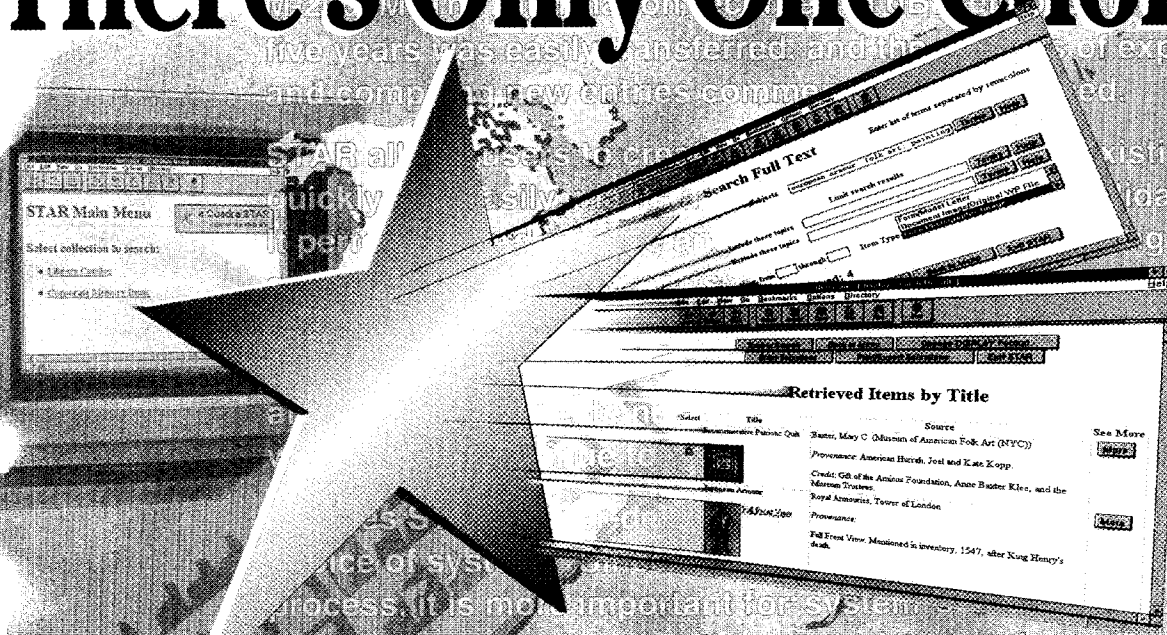
Knowledge management "roles all require a combination of 'hard' elements (structured knowledge, technology and tangible benefits) with 'softer' traits (a sure sense of the cultural, political and personal aspects of knowledge)."

As Davenport says, "no one firm does all these things today, but the skills to do them are most commonly found among librarians and print journalists."

Closing Comments

As Davenport says, it will take "long-term investors and harvesters across multiple fronts" for knowledge management success; but we, special librarians, have a head start! Let's foster our relationship with Tom Davenport, publish excerpts from his new books, and work with him on knowledge management economics. Wouldn't it be wonderful if we could work together to create business models proving the positive impact we, special librarians, have on our organizations with respect to knowledge management?

There's Only One Choice



for a multi-purpose library system!

With the Cuadra STAR search engine and unique STAR Web interface, you can offer fully interactive, "state"-aware assisted and expert searching of your databases — on the Internet and intranets — using standard browsers.

Web pages made easy.

Without needing to become HTML experts, administrators can easily customize Web sessions provided with the **STAR/Libraries** application package or design their own, from menus and search pages to reports and hypertext links/order forms.

More than just input forms.

You can give your users more than "menu, menu, click, click" and more than just keyword searching in a single input box. With STAR, you can offer users a variety of assisted and expert search pages designed just right for your database content and users.

Expert and novice searchers alike will become satisfied users when they can easily explore your databases and find what they're looking for!

More than just a "back" key.

STAR remembers what users enter and select, so they can automatically paste selected terms from an index display into a search textbox and execute an already fully formed search expression with

only one click. And, STAR remembers users' checkbox selections when they want to place orders or request services.

More than a library system.

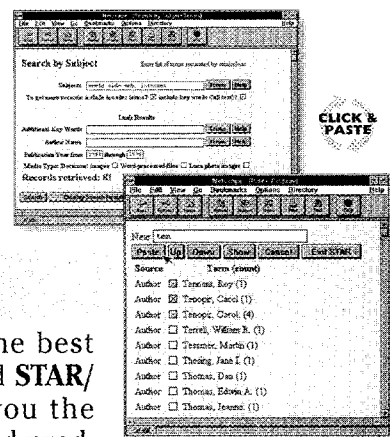
STAR gives you the best possible OPAC, and **STAR/Libraries** gives you the best Windows-based product for managing your collections and processes. And, with other ready-to-use information management solutions — for images, full-text, archives, and records — you'll have the right software to move your library and organization into the 21st century.

Don't settle for less. There's just one choice.

Cuadra
STAR®

CUADRA ASSOCIATES, INC.

11835 W. Olympic Blvd., Suite 855 • Los Angeles, CA 90064
(310) 478-0066 & (800) 366-1390 • Fax (310) 477-1078
e-mail: sales@cuadra.com • Internet: www.cuadra.com



CHIEF

KNOWLEDGE

OFFICERS?

PERCEPTIONS,

PITFALLS,

&

POTENTIAL

by Mary Corcoran and Rebecca Jones

Attend any conference or event where information professionals are gathered these days and the discussion will turn, sooner or later, to the issue of new roles for the profession. One of the roles being discussed is that of "chief knowledge officer"

or "knowledge executive." This role is viewed by many in our profession as a logical, and perhaps deserved, fit for librarians.

A few years ago when "chief information officer" positions were being carved out, many librarians were aghast when these roles were filled with candidates from the systems environment rather than

from the library profession. Will—or we should say—*is* this pattern being repeated with the emerging knowledge executive roles? Will information professionals fill these positions? Perhaps the questions to be asked are:

- * should information professionals fill these positions?
- * what are the competencies required for these executive positions?
- * do librarians have these competencies?

Market research recently completed for SLA indicates some of the answers to these questions. The findings are crucial to our future. We must not only listen, but also learn from them.

Mary Corcoran is managing partner of The Knowledge Forum, specializing in seminars and workshops for information managers. She may be reached via e-mail at: knowledge@quake.net

Rebecca Jones is a principal with Dysart & Jones Associates, specializing in library direction planning, problem-solving, service design and role definition. She may be reached via e-mail at: rjones@inforamp.net

Market Research: Background

In summer 1996, Knight-Ridder Information, Inc. and Teltech Technical Knowledge Service agreed to sponsor the development costs of the Special Libraries Association Executive Leadership Program through the year 2000. The association welcomed this addition to their professional development program. For years, the association had been offering a broad array of courses, including the Middle Management Institute, primarily aimed at librarians in entry-level through to middle management career stages. This new course would focus on the competencies and skill development requirements for those librarians on the career path to executive positions.

SLA strongly felt that the Executive Leadership Program be market driven, with its design and curriculum based on market research. The methodology used for this research involved a series of interviews with both executives and senior management librarians within organizations representative of SLA's top constituencies. It was critical to complete interviews with both of these segments to ensure the results reflected perceptions of the organizations' executive ranks as well as of the library market being targeted for this course. Interviews were conducted with 23 individuals within 11 organizations.

The findings from these interviews are extremely interesting within the context of a discussion concerning chief knowledge executives positions. They not only offer valuable insights into the competencies expected of executives in general, and of knowledge executives in particular, but also highlight which of these competencies many librarians feel they do not have and recognize that they must develop for their careers to progress.

The Findings: Perceptions

The findings pertinent to this discussion are organized as follows:

1. **Executive Competencies:** competencies organizations look for in their executives.
2. **Knowledge Executive Competencies:** competencies organizations involved in or developing knowledge management initiatives look for in executives responsible for these areas.
3. **Executive Competency Development for Librarians:** competency gaps librarians feel they must address to progress to executive positions.
4. **Knowledge Executive Competency Development for Librarians:** competency gaps librarians feel they must address to progress to these knowledge executive positions.

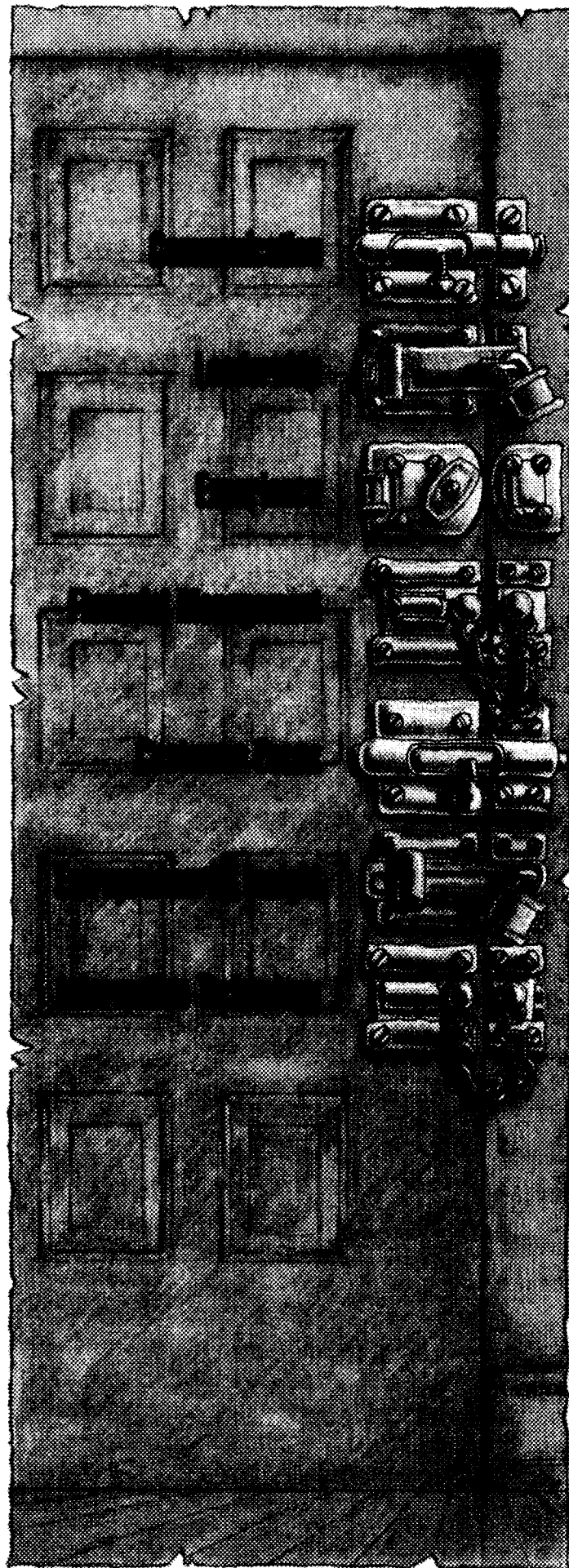
1. Executive Competencies:

Based on the research, executives are expected to demonstrate these competencies and specific skill sets:

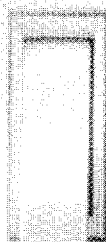
(a) Communication

Presentation Skills:

- present information and concepts concisely, articulately, coherently and within the audience's context



**SWITCHING
TO THE
WEB?**



**SWITCH
TO
OVID.**

Ovid brings live full text with graphics and essential bibliographic databases to your desktop. It's easy to switch to Ovid. Locally or remotely, fixed-fee or pay-as-you-go, the ease of the Web is now connected to the power of Ovid.

Visit our home page at <http://www.ovid.com>.



O V I D

Ovid Technologies, Inc. 333 Seventh Avenue New York, NY 10001 (212) 563 3006 tel (212) 563 3784 fax

Influencing Skills:

- build a large lobby of peers, superiors, subordinates, enlisting support as required
- demonstrate strong negotiation and persuasive abilities

Inter-Personal Skills:

- demonstrate a presence, confidence, and assertiveness
- convey potentially sensitive messages with empathy

(b) Leadership

Skill sets for this competency are grouped under the fundamental practices Kouzes and Posner discovered from their research of leadership behaviors (James M. Kouzes & Barry Z. Posner, *The Leadership Challenge*, 1987).

Challenge the Process:

- recognize and seize opportunities for change and growth
- maintain cross-organizational focus
- work across organizational boundaries and pursue horizontal solutions

Inspire a Shared Vision:

- create and impart a vision
- enlist support in that vision from subordinates, customers, superiors, peers and suppliers
- think strategically and involve others in strategic planning

Enable Others to Act:

- foster teamwork and collaboration
- coach and mentor; counsel others to grow personally and professionally

Model the Way:

- exemplify organizational and personal values and practices
- establish a trustworthy reputation
- show maturity of thought

Encourage the Heart:

- inspire and motivate others to grow, personally and professionally

(c) Experience

Organizational Knowledge:

- build broad-based working experience within operational, planning, and infrastructural functions

Business Acumen:

- develop strategic and operational know-how

- take a concept of a product/service through to fruition and delivery to customers

Intellectually Capable

Effective Resource Recruitment and Deployment:

- acquire necessary resources and apply these accordingly to meet business goals

Global Perspective and Experience (for international organizations)

(d) Financial Management

Fiscally Responsible:

- demonstrate ability to manage significant budgets

Corporate Finance Understanding:

- comprehend various financial statements as well as the processes and instruments used to manage an organization's finances
- understand drivers of financing needs, financial forecasting, and sustainable earnings

Effective Application of Financial Factors:

- grasp how cost/benefit analyses and depreciation considerations form part of decision-making

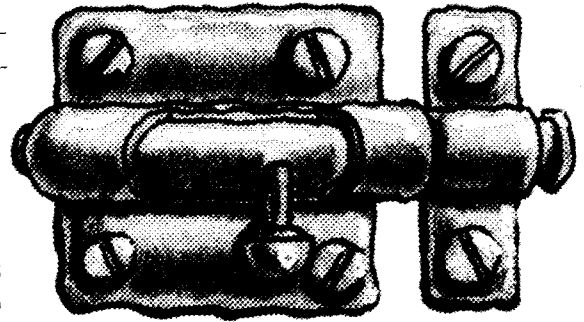
(e) Customer Focus

Customer-Driven Strategies:

- understand the diverse customer community and the need to adapt product and market goals and plans accordingly
- create a listening and customer-responsive environment
- take a panoramic view of the environment in which the organization operates and works with stakeholders to develop strategies and capabilities responsive to this environment

2. Knowledge Executive Competencies:

Knowledge management executives within those organizations interviewed that currently have, or are developing, knowledge management initiatives are expected to demonstrate competencies listed above plus an emphasis on the following:



(a) Entrepreneurial Insight and Approach

Knowledge management executives are expected to:

- communicate and sell a new concept, particularly one that is an intangible and requires definition
- effectively explain, promote, and encourage cross-organizational participation and obtain the commitment of tangible and intangible resources required to build technology-based knowledge systems
- plan, launch, and grow customer-focused products

(b) Information Technology Grounding

Knowledge management executives are expected to:

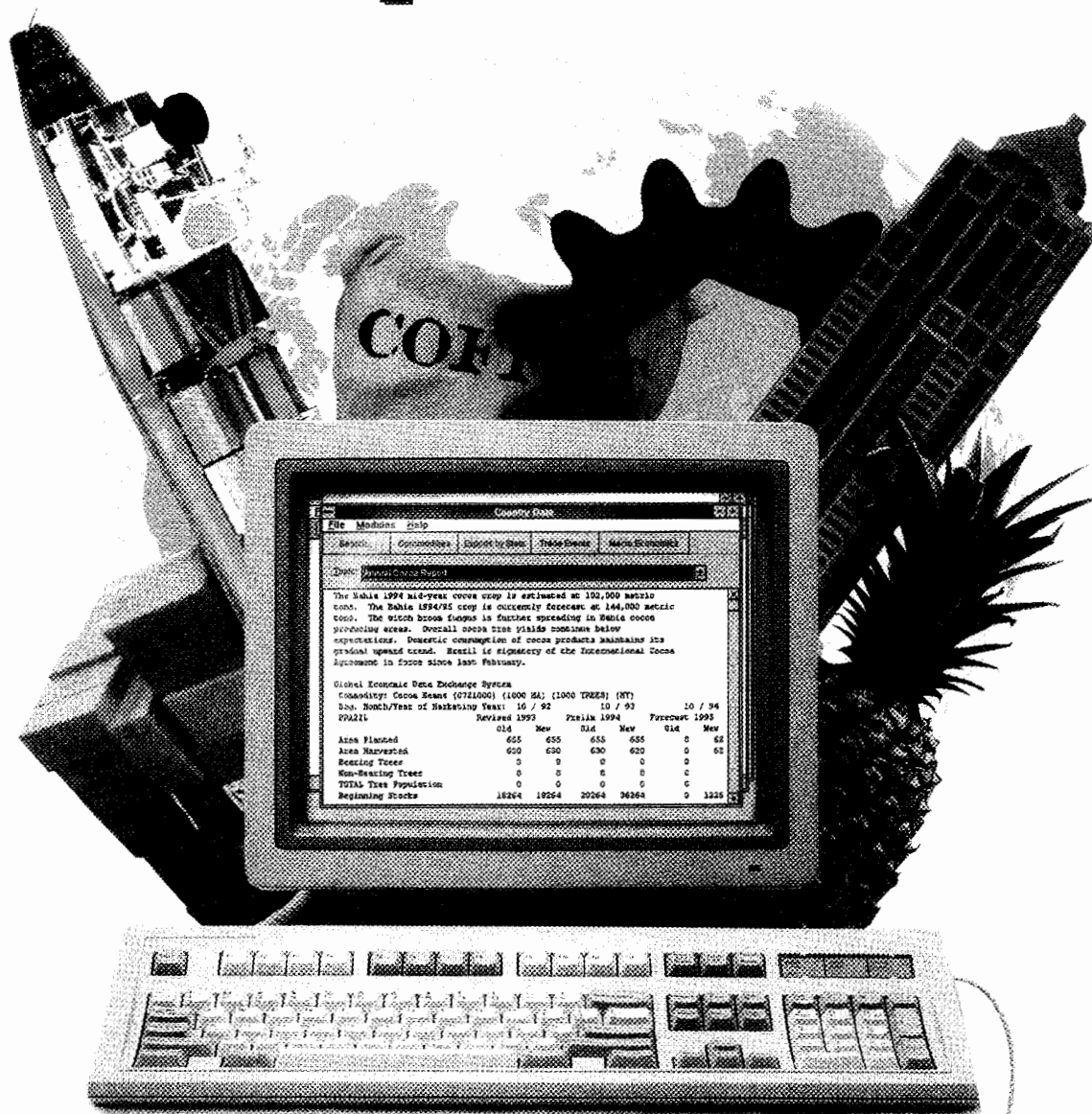
- have a high-level and practical understanding of information technologies
- envision and execute a technology-based plan across departments and technology platforms

(c) Leadership:

Knowledge management executives are expected to:

- lead a new initiative, with no set parameters
- inspire people across the organization to participate in horizontal solutions that impact their vertical "silos"
- create an environment in which individuals and the organization are comfortable with ambiguity as the knowledge base expands and changes
- create strategic alliances and partner-

Your ship has come in



It's called **Import/Export USA**, a monthly updated CD loaded with information on 264 countries, 20,000 commodities and 162 industries.

This comprehensive import/export information is coupled with a Windows™ interface and downloadable, custom-graphing capabilities — features that you won't find in comparable import/export products. In fact, the closest match would contain three competing CDs, at twice the price!

Windows is a trademark of
Microsoft Corporation.



For more information on Import/Export USA, call 1-800-877-GALE.

SLA Attendees: Set sail for **Booth #618** for a free demonstration.

ships to deliver a "whole product" offering

3. Executive Competency Development for Librarians:

Librarians interviewed felt they have gaps in the following executive competencies and specific skill sets that they would like to address in some type of executive

development program. Gaps are listed in order of the frequency with which they were identified:

(a) Communication

Presentation Skills:

- present information and concepts concisely, articulately, coherently, and

within the audience's context

Influencing Skills:

- build a large lobby of peers, superiors, subordinates, enlisting support as required
- effectively negotiate and persuade

Inter-Personal Skills:

- demonstrate presence, confidence and assertiveness

3M Steps up to the Challenges of Information & Knowledge Services of the 90's

Knowledge management has become a trendy buzzword in 1997, but not all companies are rushing to hire and staff "knowledge departments." In fact, some organizations, like McKinsey and 3M, consider their knowledge advantage so critical that knowledge transfer activities have long been developed and integrated into their work processes. What can we learn from the early adapters?

Two of 3M's information services leaders, Barbara Peterson (Director of Information Services) and Kristin Oberts (Technical Manager, Information Services), have insightful observations about creating and improving services to help the company leverage its core technologies across its business units.

- Information services staff have become consultants and partners to the entire organization, joining and becoming equal, active participants in teams such as 3M's major re-engineering program to improve the patenting process.
- Information professionals are responsible for managing the flow of both internal and external information at 3M.
- Identification, deployment, and training of 3M professionals on appropriate information technology platforms are critical new roles.

Skills and attributes they find crucial to leading these initiatives include:

- Strong persuasive communication skills to sell the organization on policies and guidelines surrounding how information is collected, contributed to and shared.
- Strategic planning to ensure products and services are aligned with what clients need and what the current technology infrastructure supports.
- Ability to gain management commitment for the large capital expenditures required to deploy information tools throughout the organization.
- Having the vision as well as a practical knowledge of technology to provide the leadership for successful information system implementation.

What Makes a Knowledge Leader? A View from Booz, Allen & Hamilton

Lois Remeikis was hired by Chuck Lucier, Booz, Allen & Hamilton's Chief Knowledge Officer, to assume responsibility for identifying, capturing and developing the content that comprises the "best thinking" of the firm. As Director of Knowledge & Information Management, Lois leads a team of 75 information professionals worldwide and is a key member of BAH's knowledge team, a cross-functional team of senior practice leaders and technology managers.

When we posed the question of what it takes to become a knowledge leader, Lois responded that senior-level communication is critical. Every knowledge manager on Lois' team must be willing to question and challenge the expert consultants and, yes, even the firm's officers, when they work on a client engagement team. Are they sharing their best ideas with the rest of the group? Does another expert from another side of the business have a better approach?

Though a strong foundation in information technology and the librarian's strong information organization skills are critical, Lois views change management and people skills as the most important for knowledge executives.

(b) Leadership

Challenges the Process:

- recognize and seize opportunities for change and growth
- develop cross-organizational focus
- ability to work across organizational boundaries and pursue horizontal solutions

Inspires a Shared Vision:

- create and impart a vision
- enlist support in that vision from subordinates, customers, superiors, peers and suppliers
- think strategically and involve others in strategic planning

(c) Experience

Organizational Knowledge:

- develop broad-based working experience within operational, planning, and infrastructural functions
- develop experience and proven capabilities within marketing and sales, product management, and research & development

Business Acumen:

- understand strategic and operational know-how
- take a concept from inception through to delivery of a product/service

(d) Financial Management

Corporate Finance Understanding:

- understand various financial statements as well as the processes and instruments used to manage an organization's finances
- understand drivers of financing needs, financial forecasting, and sustainable earnings

Effective Application of Financial Factors:

- understand how cost/benefit analyses and depreciation considerations form part of decision-making

4. Knowledge Executive Competency Development for Librarians:

Librarians interviewed also felt they have gaps in the following knowledge executive competencies and specific skill sets.

Again, they are seeking ways to address these gaps. Gaps are listed in order of the frequency with which they were identified:

(a) Information Technology Grounding

- demonstrate high-level and practical understanding of information technologies
- envision and execute a technology-based plan across departments and technology platforms

(b) Leadership

- lead new initiatives, with no set parameters
- inspire people across the organization to participate in horizontal solutions that impact their vertical "silos"
- create an environment in which individuals and the organization are comfortable with —ambiguity as the knowledge base expands and changes

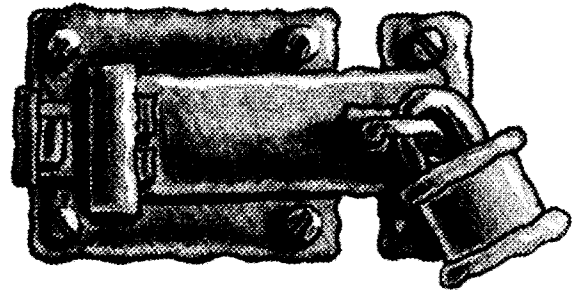
(c) Entrepreneurial Insight and Approach

- communicate and sell a new concept, particularly one that is an intangible and requires definition
- effectively explain, promote, and encourage cross-organizational participation and obtain the commitment of tangible and intangible resources required to build technology-based knowledge systems
- plan and manage a new product/service from conception through to fruition

Pitfalls

Like it or not, perceptions are reality. The reality, as illustrated by these findings, is that organizations filling knowledge executives positions look for individuals who possess certain competencies. And, the reality is that few librarians possess these competencies.

This is not to say that all librarians do not possess these competencies or that there aren't librarians in executive positions. There are. In fact, some of these



librarians were interviewed for this research. They not only agreed with the competencies identified for knowledge executives, but they also agreed the competency gaps facing many librarians are in the areas of information technology grounding, leadership and entrepreneurial approach that is so critical for these executives.

Potential

In reviewing these findings, we see good news and wonderful potential. We now have a much clearer understanding of the skills and experiences that librarians wanting to progress to executive positions must develop and exhibit. Equipped with this understanding, those individuals can identify the courses, jobs, and opportunities they must pursue to gain this experience. The other good news is that SLA can create professional development programs addressing specific executive competencies highlighted by the targeted market.

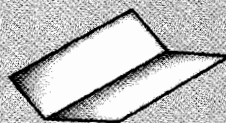
SLA used this understanding to create and pilot the first module of the Executive Leadership Program, Knowledge Executives Institute, at the 1997 annual conference in Seattle. The Institute concentrates on several of the information technology, leadership, and communication skill sets.

How librarians choose to apply this understanding and truly exploit its potential will, of course, depend upon each individual. We have, as a profession, been "putting knowledge to work" (SLA's motto for almost 100 years). In this, the dawn of an era valuing knowledge and the ability to manage it, it is up to us to put the knowledge from this research to work, to seize job opportunities in operational and planning functions, to develop corporate finance understanding, to hone confident influencing skills and the many other competencies of which we are so capable. The only pitfall will be if librarians do not make this choice. "If not us, who? If not now, when?"

MADE TO ORDER

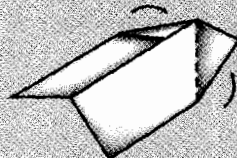
1

Our **Document Delivery Service** is fast and flexible – offering customized reports on turnaround, order status, and most requested titles. Plus custom formatted invoices to facilitate easy tracking and charge-backs.



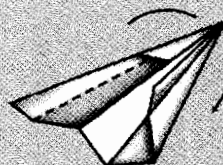
2

Our **IE Online™ Table of Contents Alerting Service** is designed with you in mind. We'll customize your order and help screens, tracking forms, and shipping information. And make the system look like it originates from your library.



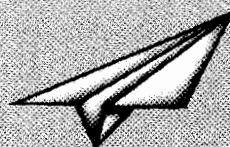
3

Our **IE Online™ Redirect Service** lets you load your library's journal titles into a custom database and match them against our holdings – so we can fill your article requests, redirect them back to you, or route them to a designated third party. All with customized tracking!



4

No matter which service of ours you choose, we can provide the ultimate information solution tailored precisely to your needs. Fully customized. And made to order.



www.express.com

© 1997 Information Express. All rights reserved. SM - A service mark of Information Express.

We're Information Express – and we don't just deliver documents. We build innovative and customized information delivery systems for major corporate, academic, and medical libraries. To succeed, we've got to know our clients well and understand what they want.

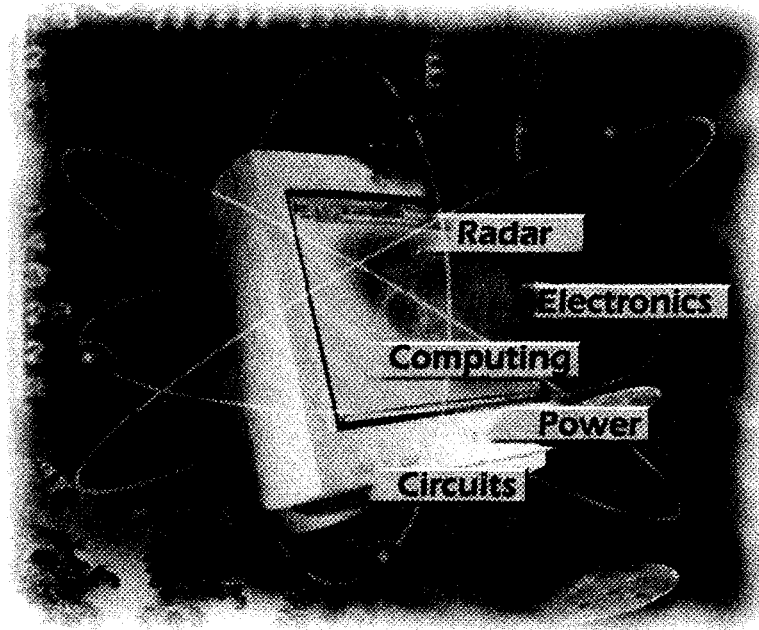


INFORMATION EXPRESS™
The Customized Information Solution.

That's our business. And we've built a reputation on it by providing fast, accurate, and competitively-priced service that goes the extra mile. Find out what the flap is all about. Call us at 415-494-8787 or e-mail us at service@express.com. Come visit our web site: www.express.com.

See Us At SLA, Booth #1113

Easy Access.



IEE Online Journals: Now on the Web.

The IEE Online Journals include the IEE Proceedings Online as well as Electronics Letters Online. IEE Proceedings is published under 12 titles each containing current, original contributions from all over the world. Electronics Letters covers modern electronics including electronic science and engineering, telecommunications, optoelectronics, and optical communication.

IEE Proceedings Online include:

- ▶ Circuits, Devices and Systems
- ▶ Communications
- ▶ Computers and Digital Techniques
- ▶ Control Theory and Applications
- ▶ Electric Power Applications
- ▶ Generation, Transmission and Distribution
- ▶ Microwaves, Antennas and Propagation
- ▶ Optoelectronics
- ▶ Radar, Sonar and Navigation
- ▶ Science, Measurement and Technology
- ▶ Software Engineering
- ▶ Vision, Image and Signal Processing

HomePage: <http://ioj.iee.org.uk>

*Come by and see a demo at our Booth # 723/725
at the Special Libraries Association Annual Conference*

The Power of Information

INSPEC
THE INSTITUTION OF ELECTRICAL ENGINEERS

INSPEC Dept. • IEEE Operations Center • 445 Hoes Lane, Piscataway • NJ 08855 • Tel: (908) 562-5549 • Fax: (908) 562-8737 • e-mail: inspec@ieee.org

All IEE and INSPEC products and services available in the Americas through the INSPEC Department of the IEEE.

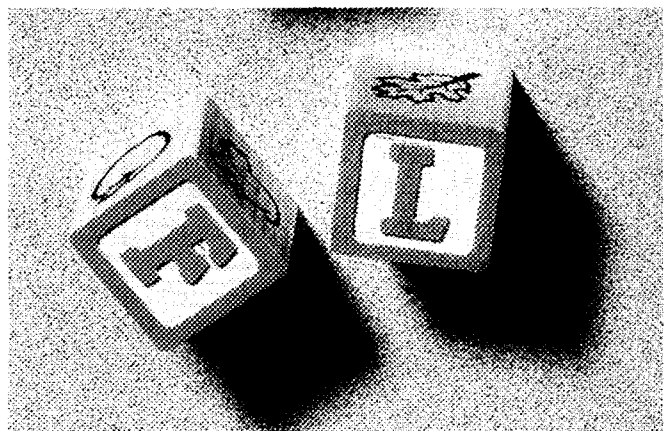
Building Blocks *for* **KNOWLEDGE MANAGEMENT** *at* **Digital Equipment Corporation: The WebLibrary**

by Mary Lee Kennedy

In 1996, the Digital Equipment Corporation's Corporate Library Group (CLG) piloted a web-based information solution on Digital's Intranet: The WebLibrary. The value proposition? *Provide consistent, reliable, authoritative external content, and content expertise for effective decision making and timely transference and application of knowledge—anytime, anywhere.* The pilot focused on proving that the Web and Web-technology could be an effective information delivery vehicle. The pilot was targeted at 1,500 key library users in the technical and business community within Digital

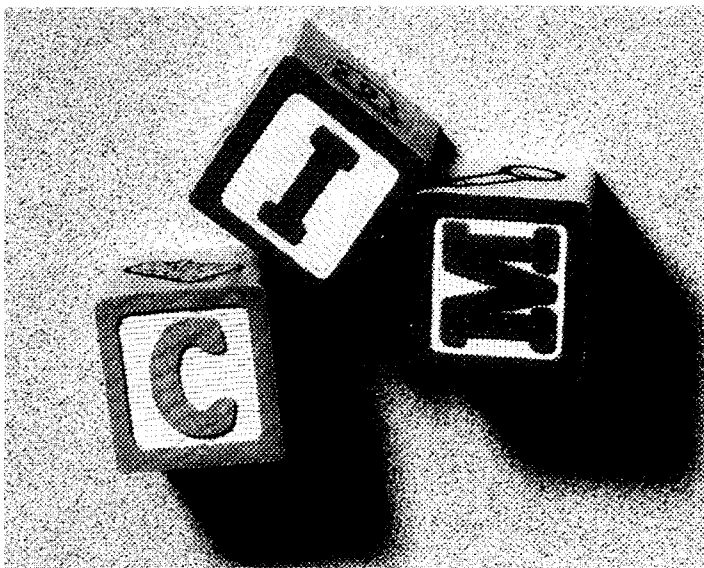
Equipment Corporation. Within less than four months, we had more than 4,000 desktop users clamoring for more.

The CLG had brand identity on the Intranet via the WebLibrary, but we knew successful achievement of our value proposition required much more than the implementation of some technology. What occurred throughout 1996 and continues today is the establishment of a new way of doing our work—



creating the building blocks for knowledge management. The focus of our work is on evaluating, analyzing, synthesizing, qualifying, and delivering externally created content. As a worldwide group of 43 information professionals, this is achieved by applying our expertise in strategic areas of

Mary Lee Kennedy is manager of the CLG, Digital Equipment Corporation. She can be reached via e-mail at: maryl.kennedy@ljo.dec.com.



the corporation. Our work is driven by partnerships with targeted businesses, information programs that cross organizational boundaries, and alliances with complementary corporate groups. What underlies all of our work is the need to ensure the information and knowledge we impart is trustworthy and can be applied, shared, and re-used.

Making the Value Proposition a Reality

In Thomas Davenport's work titled, *Some Principles of Knowledge Management*, he discusses each of the following principles:

- ♦ Knowledge management is expensive.
- ♦ Effective management of knowledge requires hybrid solutions of people and technology.
- ♦ Knowledge management is highly political.
- ♦ Knowledge management requires knowledge managers.
- ♦ Knowledge management benefits more from maps than from models, more from markets than from hierarchies.
- ♦ Sharing and using knowledge are often unnatural acts.
- ♦ Knowledge management means improving knowledge work processes.
- ♦ Knowledge access is only the beginning.
- ♦ Knowledge management never ends.
- ♦ Knowledge management requires a knowledge contract.

These principles address many of the issues the Corporate Library Group (CLG) grappled with and have ultimately solved in staking a claim on Digital's Intranet as authorita-

tive conveyors and managers of information and knowledge. What follows is an explanation of how we have set the foundation for our work.

Understanding Our Role in Knowledge Management

The CLG is not charged with managing Digital Equipment Corporation's

knowledge. We are charged with managing the external content and providing credible content expertise. We *do* ensure the corporation has the external information it needs to run its businesses, and more importantly, we *do* ensure information is business driven, can be tied to business impact, and ultimately affects the outcome of a decision. In other words, it is applied information. We *are not* responsible for managing Digital's intellectual capital, but we play a fundamental role in the growth of intellectual capital. We are leading by example, and we have earned a respected reputation for reliable, consistent, trustworthy content that is applied and used to create and build knowledge.

Our Web-based solution, the WebLibrary, is composed of the elements discussed below. These elements demonstrate how Davenport's principles apply to our work. I have chosen to discuss a few key parts of each element to exemplify the principles. Of course, all of the principles are part of the solution, and many may occur in more than one element.

Foundation

The foundation of our work is a group of information professionals. We are trained and skilled in secondary research and analysis, the assessment and analysis of information needs, information mapping, the evaluation and application of content sources, appraising the usefulness of content delivery and management models, optimizing the use of the Internet and the Intranet, and proprietary content navigation and indexing tools. We are involved in Web authoring

and Web publishing, as well as managing images, artifacts, and internally creating content through our archival capabilities.

The principle demonstrated here is:

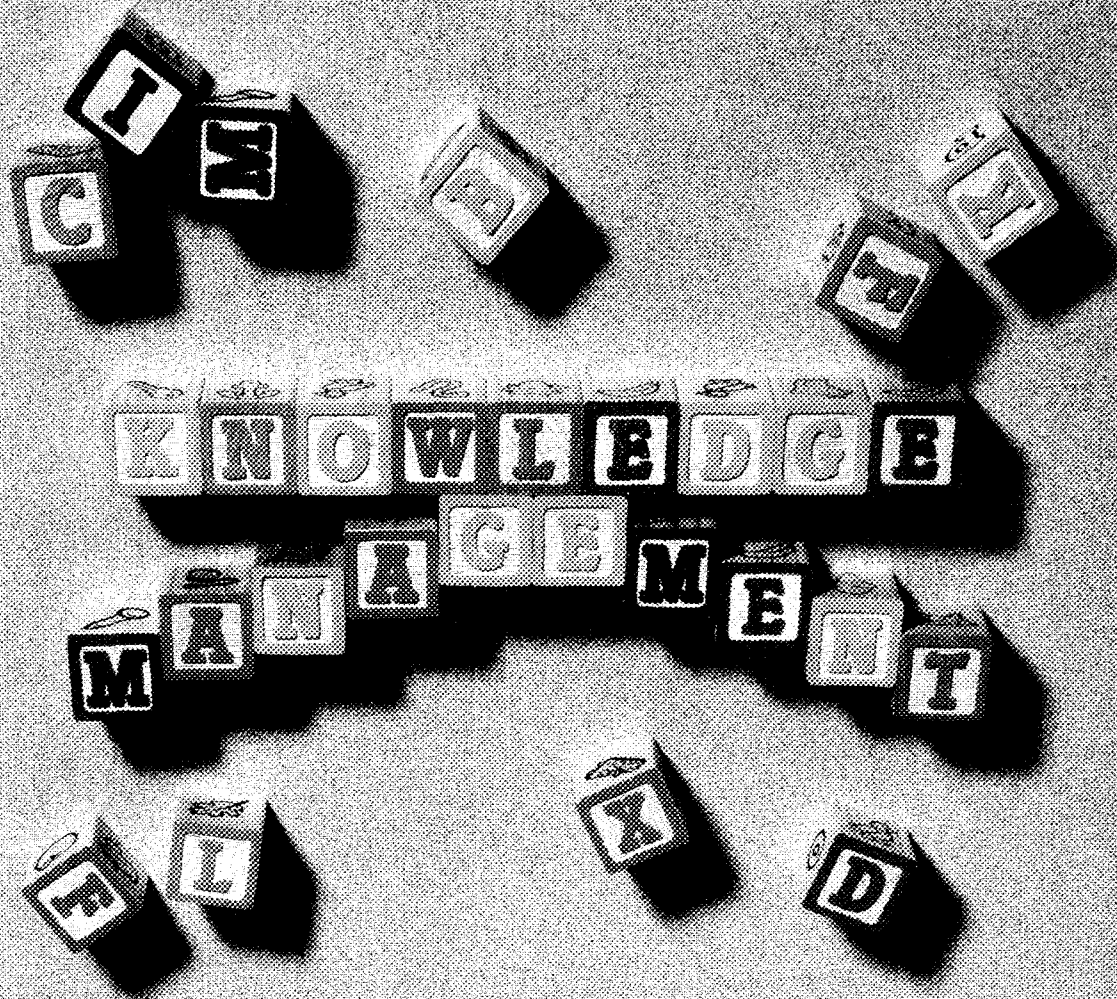
Knowledge management requires knowledge managers.

Partnerships

In 1996, we decided it was impossible to succeed by trying to be all things to all people. We concluded we would be most valuable to the corporation by focusing our efforts on the strategic areas outlined by senior management. We targeted subsets of the strategic areas where we knew we could succeed in applying a proactive information service, with desktop products that would not only be accepted by our targeted business partners within Digital, but could even be jointly developed. We looked for champions and opportunities for demonstrable success stories.

The focus of our partnership work is on providing proactive, pre-emptive, information and knowledge solutions that would be impossible through the traditional service model of the reference function. We do have a reference function and it is still a significant part of our service portfolio, but it is no longer the only service we provide. The partnership focuses on joint-ownership of the content and therefore the results occurring from its use and implementation. It circumvents the questions of ownership and sharing by centering the work and work process on achieving specific goals.

Partnerships are based on quarterly deliverables that are defined and agreed to by both the business partner and the information partner (CLG). Success is defined by the business partner and includes both quantifiable and qualifiable metrics. Success is focused on business impact, dollars or time saved, key learnings, competitive positioning, creation of market advantage, etc. Success is not related back to the process or to any arbitrary transactional measurement. In fact, if the information does not create some kind of advantage or key learning that leads to an increased knowledge base, it is considered to be outside the boundaries of success. Ideally, the work is expected to provide a result that would have been impossible without the level of work available through the partnership.



There are common elements between partnerships, such as the construction and maintenance of a Web-based pathfinder, the inclusion of electronic content specific to the partnership, tailored views of news, market research, technical information, and the assignment of content and research experts for project work, in-depth research, and other possible deliverables. Each partnership may also have unique deliverables such as market data books, tailored newsletters, and industry reviews. The information and knowledge imparted in a partnership increases the relevancy of the work we do, its application in the strategic area, and ultimately the creation of new information and knowledge. It is the combination of the marvels of the Web-technologies and our expertise and partnerships that lead to knowledge as defined in the context of a business' success.

The principles demonstrated here are:

- Effective management of knowledge requires hybrid solutions of people and technology.
- Knowledge management is highly political.
- Sharing and using knowledge are often unnatural acts.
- Knowledge management requires a knowledge contract.

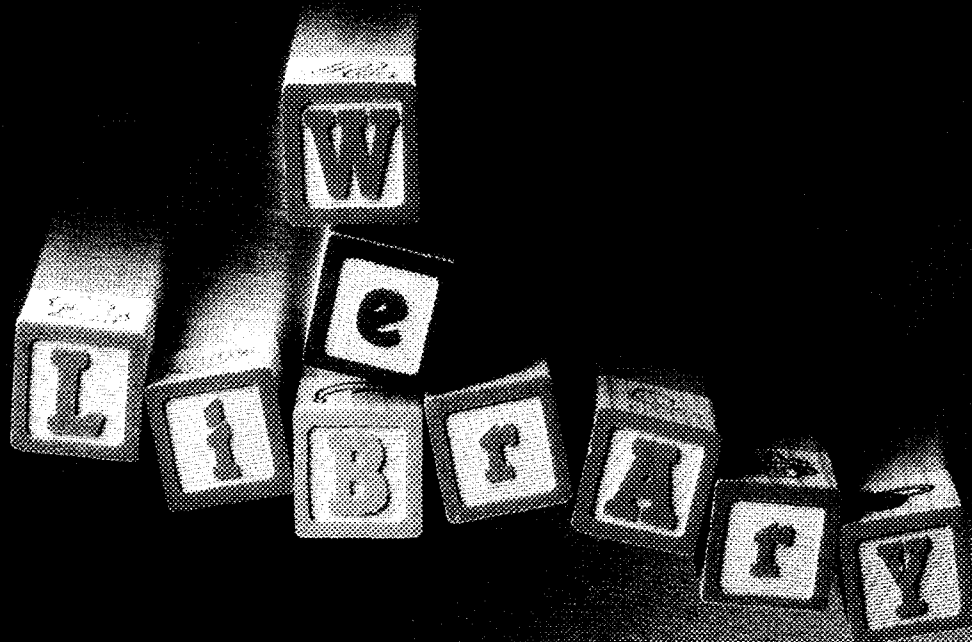
Programs

We created three information programs to address cross-organizational information needs, to propose and leverage content solutions, and to ensure cost-effective content selection and implementation. The programs are the Market Research and Competitive Information Program, the Technical Information Program, and the Strategic Information Program. The over-

arching goal of all the programs is to ensure Digital has the information it needs to be competitive.

The emphasis in 1997 has been on the assessment of the corporation's technical information needs. The CLG spearheaded a worldwide needs assessment study of a representative sample of the technical community. Based on the results of the study—covering content forms, delivery vehicles, key subject areas, training, and expertise—the CLG has recommended a set of actions that will be implemented by the CLG, or reported out to other corporate groups who own a complementary process.

The benefit to the corporation will be an increased awareness of technical information, the use and creation of information and knowledge, and ultimately, ideally, an increase in intellectual capital, and technological innovation that will translate into



competitive advantage. Real money will need to be spent to achieve this—it will not be a small amount of money. However, it will be well-spent. If our future work is anywhere as effective as it has been in the Market Research and Competitive Information Program, the cost savings will be significant.

The WebLibrary will be the delivery vehicle for the information and knowledge. The expertise to carry out the work, to validate its continuing relevancy and content options, will be critical to its ultimate success. Ultimate success will mean increased credibility with the technical community and improved knowledge transfer and application as a result of our work.

The principles demonstrated here are:

- * Knowledge management is expensive.
- * Knowledge management means improving knowledge work processes.

Desktop

It is not news that the Web provides an interactive delivery model that can become an online community. The WebLibrary is no exception. Although the interactive possibilities of the WebLibrary are yet to be developed, it has become a very popular space on the Intranet. Our user-base and our inclusion in other Web-based solutions inside the corporation have increased by leaps and bounds over the year. In our pilot, we had 4,000 users. Over the past quarter, we had almost 900,000 user sessions—twice as many as in the previous quarter.

Information access and retrieval technology is very dynamic. We focus on ensuring reliability and relevancy. Our work is searchable, browseable, and can be profiled via agent technology. Next steps include team rooms, or forums, the evalu-

ation of Web-casting technology, and the implementation and management of knowledge-based indices. The beauty of these technologies is they allow the content and value-added work to be leveraged, shared, and applied as needed, within the context required by the end-user.

The principle demonstrated here is:

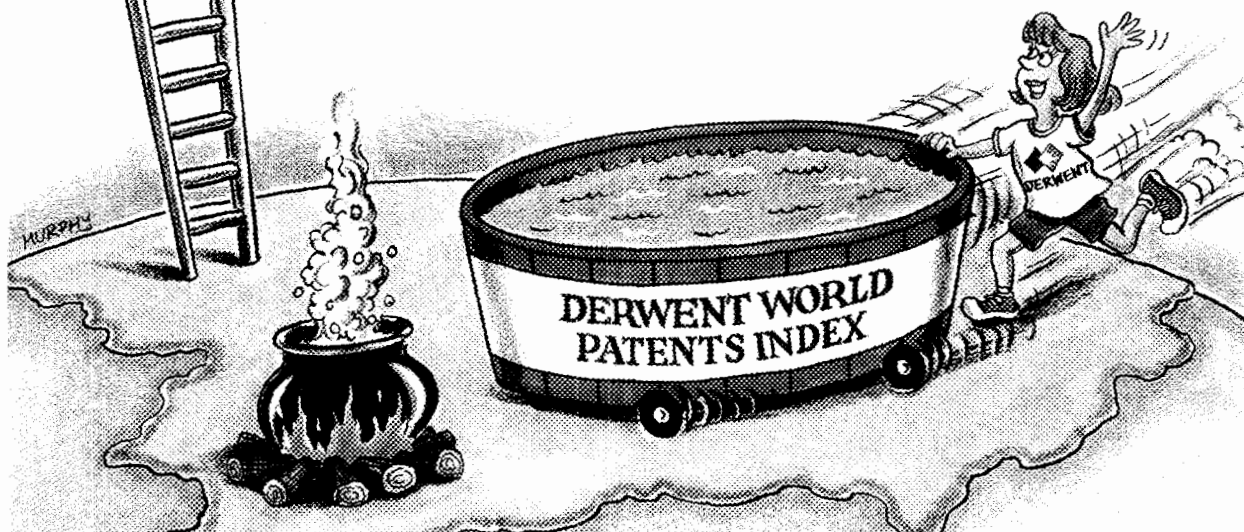
- * Knowledge management benefits more from maps than from models, more from markets than from hierarchies.

What Happens Next?

There are two additional principles not highlighted above that will keep us all busy for a long, long time:

- * Knowledge access is only the beginning.
- * Knowledge management never ends. ☼

"I assume you want an International Patent Search with that?"



When asked to perform a patent search, getting comprehensive information is your responsibility. Without complete search results, your organization or clients could land in some hot water. So at Derwent Information, we take our responsibility of providing you with access to worldwide patent data seriously. We understand you need valuable, user-friendly, complete information with unrivaled service and support. This is why the **Derwent World Patents Index (DWPI)** is the world's premier patent database. DWPI provides you with the global coverage you need, along with enhanced titles and abstracts for more effective searching. DWPI should be your first choice for uncovering comprehensive patent research...and for helping your organization or clients stay out of hot water!

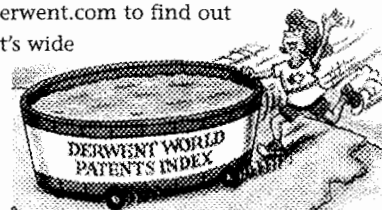
Did You Know???

- The **Derwent World Patents Index** contains over 8 million inventions...6 million of which are internationally patented. If you only search U.S. patent databases,

you could miss 75% of the world's patent information!

- Patents are often the first and only source of published information on new technologies.
- Every abstract contained in DWPI is written in English, giving you easy access to patents that originate in foreign countries!

Give us a call at 800-451-3551 to find out how Derwent and the **Derwent World Patents Index** can help you, and to receive information on our FREE Online Searching Training Seminars. Or, visit our Web Site at <http://www.derwent.com> to find out more about Derwent's wide range of information solutions.



DERWENT
Scientific and Patent Information

Visit booth #1415/1417 at SLA for a special sneak preview!

**STANDARD
& POOR'S**

Advantage

Research Made Easy

Business and investment research is easy when you have the ADVANTAGE.

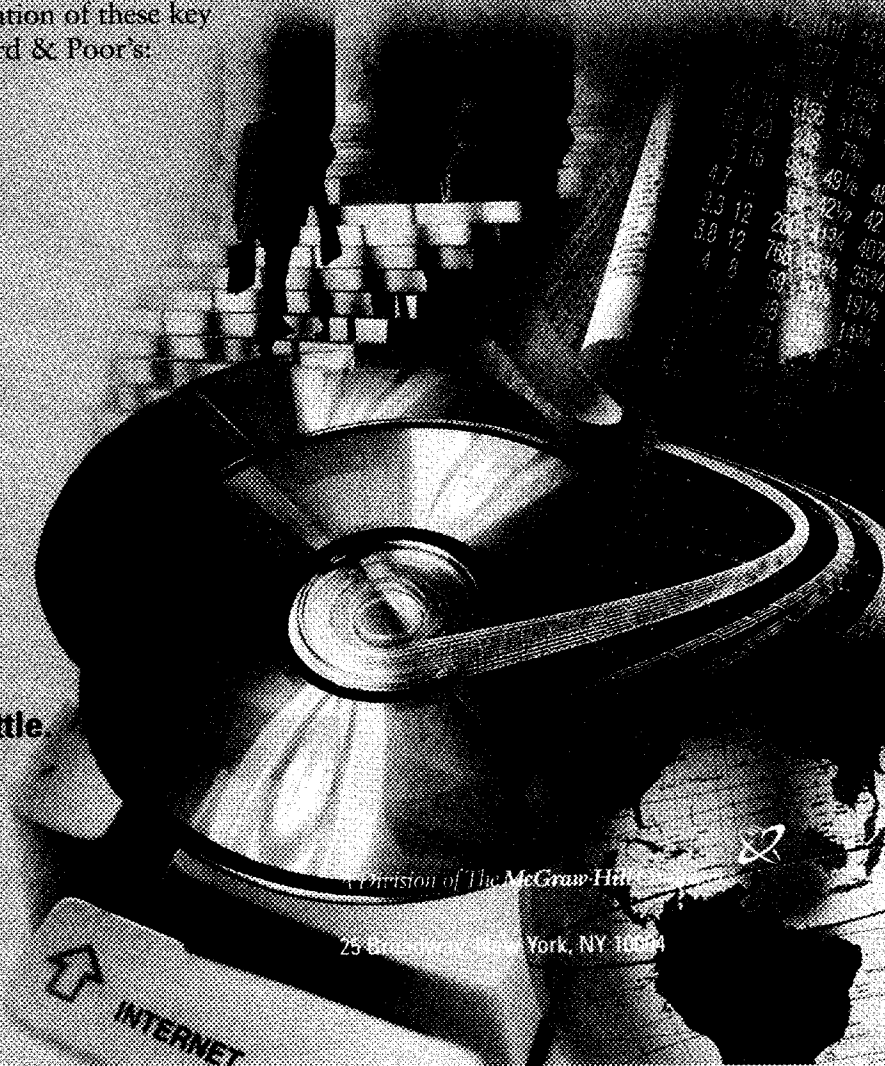
Now you can have the business, financial and investment information you want...in one powerful source. Standard and Poor's ADVANTAGE gives you fast, flexible electronic access to a vast store of information.

This versatile, easy-to-use research tool is available on CD-ROM and the Internet. It's searchable, with over 500 data elements. And you can tailor the information to meet your particular needs.

Select all, or a combination of these key publications from Standard & Poor's:

- *Bond Guide*
- *Corporation Records*
- *Dividend Record*
- *Earnings Guide*
- *Industry Surveys*
- *The OUTLOOK*
- *Register of Corporations, Directors and Executives*
- *Stock Guide*
- *Stock Reports*

Take ADVANTAGE.
Visit us at Booths
640, 642, and 646,
SLA Conference, Seattle.



A Division of The McGraw-Hill Companies

25 Broadway, New York, NY 10004

INTERNET

Professional Development

Cutting-Edge Technology Makes Learning Easy

According to the Special Libraries Association's 1996 Super Survey, SLA members ranked distance learning formats, such as computer-based instruction and videoconferencing, right behind attending continuing education programs in-person as the preferred delivery format. In response, SLA's Professional Development Department has expanded its distance learning by offering members even more opportunities to participate in educational programming from any location.

SLA is now offering members the opportunity to participate in high-quality multimedia courses from their homes or offices. SLA is partnering with Pace University's School of Information Science and Information Systems to offer three technology courses from September 8, 1997, through October 12, 1997.

"The Seven Keys to Highly Effective Web Sites" introduces a number of key concepts that make some Web sites better than others. Students will view over 100 carefully selected Web sites that are attractive, provide valuable timely information, are easy to find and use, are responsive, and actively involve their visitors. Students will discuss the strengths and weaknesses of these sites, and learn how to apply some of these lessons to their own sites.

If you are interested in learning about the main aspects of HyperText Markup Language (HTML), you'll want to participate in "Creating Your Own Homepage: HyperText Markup Language Essentials." You'll learn how to create a real HTML document, links for several HTML documents, ordered and unordered lists, hyperlinks, and HTML documents that include sounds and images.

If you have already taken an introductory HTML course, there is an "Advanced HTML" program. This course will cover the advanced features of HTML including the

use of tables on Web pages, special characters, and transparent and interlaced images. Students will learn how to create Web pages with forms, including transmitting and processing their data. Client-side image maps will be explored and techniques and uses of frames will be studied by participants with a brief introduction to JAVA scripts.

What makes these courses unique is their combination of delivery formats to address the needs of every type of student.

use a browser, familiarity with the World Wide Web and basic Internet terminology, and approximately two hours a week to dedicate to the course. For registration information, check our Web site at www.sla.org under "Educational and Career Opportunities" or call the Professional Development Department at 1-202-234-4700, ext. 649.

SLA and Knight-Ridder Information, Inc. will be partnering again for a fall distance learning videoconference titled, "Giving Us-

SLA is now offering members the opportunity to participate in high-quality multimedia courses from their homes or offices. SLA is partnering with Pace University's School of Information Science and Information Systems to offer three technology courses from September 8, 1997, through October 12, 1997.

Each new module will be introduced by the instructor through **videotaped instruction**. **Online instruction** gives participants the hands-on interactive training they need to master the topics. In addition, **textbook readings** supplement the understanding of information provided on the Internet and videotapes. **Discussion groups** allow participants to raise questions or share ideas with the instructor and fellow classmates. Finally, **handouts** enhance learning with supplemental outlines and graphics. You select the time and place that is most convenient for you to participate. To take part, you must have Internet connectivity with the ability to

ers What They Really Want/Need" to be held on October 16, 1997, from 1:00 p.m. - 4:00 p.m. The program will focus on determining what users really want, the differences between what users want versus what they need, and providing services to users in an increasingly virtual world. The broadcast will take place between 1:30 p.m. - 3:00 p.m., with "wrap-around sessions" before and after the broadcast. The event will be hosted by SLA and Knight-Ridder in the following cities: Washington DC, Philadelphia, New York, Boston, Chicago, Toronto, Dallas, San Francisco, and Los Angeles. You can add your city by registering your own site if you live in the U.S. or Canada. If a site is already being hosted by SLA/Knight-Ridder in your city, special arrangements can be made in order to bring the program into your

Continued on page 46

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.

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?

You're looking at the answer. TECHLIB is the integrated library system of choice for over 250 of the world's most prestigious research organizations. Consider what it delivers:

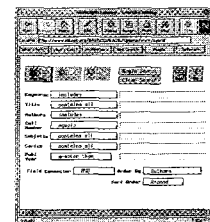
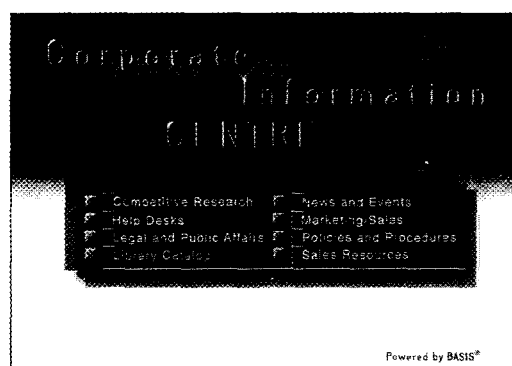
Web smarts: TECHLIB uses the BASIS Intranet solution. No other technology delivers so many industrial-strength document management and security features to reliable Intranet distribution.

Library smarts: While BASIS manages business-critical documents, TECHLIB manages traditional library cataloging, circulation, acquisitions and serials control functions.

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.



Example of a TECHLIB search screen.

Want to know more about the future of the corporate library? For your free White Paper or additional information call 1-800-328-2648 or download it off the Web: www.idi.oclc.org



Information Dimensions

a subsidiary of OCLC
6600 Frantz Road, P.O. Box 8007
Dublin, OH 43016-2007

Professional Development from page 45

facility for staff development. To register for the program or to host a site, check our Web site at www.sla.org under "Educational and Career Opportunities" or call the Professional Development Department at 1-202-234-4700, ext. 649.

Our last distance learning videoconference, which aired on March 20, 1997, titled "The Future For Librarians: Positioning Yourself For Success," reached approximately 4,000 librarians—our largest audience ever. The videoconference, jointly sponsored by SLA, the American Association of Law Libraries, the Medical Library Association, and LEXIS-NEXIS, was a site registration event only. This means that rather than rent sites in select cities, each association's chapters and/or members hosted their own sites. Some sites used the program as a fundraiser for their chapters, while others brought the program into their facilities for staff development. SLA members hosted 55 sites with a combined total of 155 for all three associations. This program featured panelists discussing the new roles that librarians will be taking in the changing infor-

mation environment; the knowledge, skills, and attitudes needed to assume these roles; and how today's librarians can maximize their influence in the 21st century.

The SLA distance learning program has grown dramatically during the last two years. Our first videoconference aired in September 1995, with "Issues Concerning Electronic Copyright." This program featured a panel of leading experts examining and discussing issues the electronic environment raises, and the impact new copyright restrictions will have on corporate and other librarians. There were downlink sites in seven cities with 120 librarians attending. In April 1996, SLA featured our second videoconference, "Getting What You Want: Developing a Marketing Strategy." This program focused on how to market the library/information center and how to use different technologies to one's advantage. This event was hosted in seven cities with 80 people in attendance. In October 1996, over 500 librarians took part in the "Getting Out of the Box: The Knowledge Management Opportunity" videoconference which was available in 15 cities throughout the

U.S. and Canada. This program delivered insights and practical tips on the emerging knowledge management phenomenon, its strategic importance, and how librarians can position themselves to play a key role.

If you missed any of these distance learning programs, you can still order videotapes of the programs in either VHS or PAL format. Contact the Publications Department at 1-202-234-4700, ext. 643.

SLA is striving to meet the needs of all of its members. The distance learning format allows us to offer high-quality educational programs to cities that normally do not have the opportunity to participate. Currently, our new multimedia courses can accommodate members from all over the world—not just the U.S. and Canada. Feedback from members who have participated in these distance learning programs has been excellent. We encourage you to find out how you can take advantage of these educational opportunities. For more information on any of the above distance learning programs, check out the SLA Web site at www.sla.org, under "Educational and Career Opportunities," or call 1-202-234-4700, ext. 649.

Is Your Benefits Package Keeping Up with Compensation Trends?

Do you know what your total compensation package is worth? Increasingly, many employers are compensating their employees with a combination of salary and non-cash benefits—benefits that are often worth 30% of straight salary compensation. When assessing your total benefits package, it is necessary to include all aspects of your compensation. This is because a company that has an average salary for its industry and peer group can have superior short- and long-term incentives and vice-versa. There are five basic components to a compensation package. These are: direct compensation (base salary); short- and long-term incentives; health and welfare benefits; deferred compensation; and employee fringe benefits.

The overall trend in the 1990s has been to move away from the traditional notion of base salary as being the most significant portion of total compensation to incentive pay. Consequently, employers are moving away from solely using traditional straight salary compensation with regular fairly standard annual increases toward using more creative ways of compensating employees through merit and bonus increases.

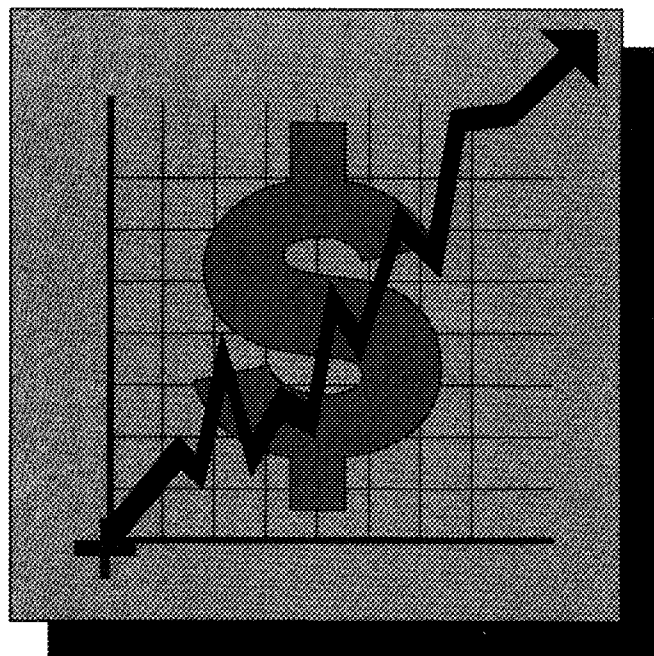
Further, while traditional, direct compensation (cash plus bonus), is still the largest component of total compensation, each year employee benefits represent an increasing percentage of total compensation. One common explanation for the growth of employee benefits has been the increasing tax rates faced by typical workers. The tax-free status of employee benefits makes them attractive to most employees.

The 1990s have been the decade of expanding benefit options, albeit often coupled with decreased company funding for those options. This will hit most employ-

ees hard because, in addition to other cost-cutting measures that corporations implement to save money—such as downsizing, restructuring, and cutting operational expenses—many companies decrease their employee benefit costs by reducing funding for some benefits and eliminating other benefits entirely.

According to data released by the Labor Department's Bureau of Labor Statistics (BLS), benefits costs paid by private industry employers accounted for 28.4% of total compensation costs for the year ending March 1996. The figures are from BLS' annual report showing dollar amounts of wage and benefits collected as part of the Employment Cost Index (ECI) data series. Legally required benefits, such as social security, workers' compensation, and unemployment insurance, averaged 8.5% of total compensation costs and nearly three-tenths of all benefit costs. Other important benefit categories include insurance, paid leave, retirement and savings and supplemental pay, which includes premium pay for overtime, shift pay, non-production bonuses, and lump-sum payments provided in lieu of wage increases.

Employee benefits are clearly the second largest component of total compensation. Since benefits currently average nearly 30% of total compensation, it is critical for employees to consider noncash benefits in order to assess their total compensation.



Economists have developed the concept of "cash-equivalent value" to measure the value of noncash benefits to an employee. The cash-equivalent value approach is fairly straightforward, asking, "What is the minimum amount of additional cash compensation an employee would want to become just as well off as if he or she received the benefits?"

One measure of employee value for which there is sufficient research data for a meaningful discussion is valuation of non-cash benefits by employer cost. This information is readily available through the Bureau of Labor Statistics Employment Cost Index (ECI). However, there are some pitfalls to watch out for when using the ECI:

- Because the noncash benefit is not subject to personal income taxes, employer cost will overstate the cash-equivalent value of the benefit. That is, assuming the employee is subject to a 28% tax rate, it will require \$1.28 in cash wages to equal the value of \$1 in noncash benefits.
- Firms have typically provided benefits

Continued on page 48

For more information on "Findings: Research and Your Bottom Line," please contact Director, Research at: 1-202-234-4700, ext. 615; fax: 1-202-265-9317.

The SLA Budgeting Process

The association is currently in full-swing with budget planning for the fiscal year 1998. SLA's budgeting process is quite complex and actually began last winter when staff developed program philosophies and financial assumptions for the Board of Directors to review at the 1997 Winter Meeting. Ongoing input from the leadership and membership via strategic plans, surveys, board actions, and unit reports lead to the development of the 1998 Association Program Plan.

The plan, which details the activities of each program within the association, is developed by staff each spring and submitted to the Board of Directors for approval in June. Once the plan is approved, the annual budget is developed by staff in July and August. At this time, requests for funding are also solicited from the association units (chapters, divisions, caucuses, and committees) with a budget request form sent July 1st to the presidents, chairs, and treasurers of each unit. The units then have the

opportunity to request funds in excess of the annual dues allotment. Each request is incorporated by staff into the draft budget which is reviewed by the Finance Committee for conformance to association funding guidelines.

The draft budget is submitted to the Finance Committee in September and reviewed for viability within a certain economic framework. Recommendations are made to the Board of Directors and the draft budget is then submitted for final approval in October. The budget is implemented by staff throughout the next fiscal year and is monitored continually through monthly financial statements, variance analysis, and trend reports. Further, through the independent annual audit, the fulfillment of budget objectives is examined and reviewed.

The annual budget is also utilized as a long-term planning tool. Using the current budget as a basis, staff and leaders are able to identify:

- trends through a five-year historical analysis;
- five-year financial projections based on economic indicators and strategic objectives;
- costs per member statistics based on current levels of service.

As outlined above, the budgeting process is quite comprehensive. Since the budget process for any given year begins, at a minimum, one to five years prior to implementation, it is imperative that any prospective budget item input be given ample time for consideration for inclusion in the budget. ☞

by Donna Scheeder. Scheeder is acting chief, Congressional Reference Division, Library of Congress. For more information on "Money Matters," or to contribute to the column, please contact Scheeder at: 1-202-707-8939; fax: 1-202-707-1833; e-mail: dscheeder@crs.loc.gov.

Professional Development from page 47

to their work forces as a whole, rather than tailoring them to the preferences of individual employees. This is in part because federal income tax laws restrict employer deductions to those benefits that are provided to employees on a nondiscriminatory basis. The result of employer provided benefits on such a diverse scale is that, given the varied ages and family status of a typical work force, the portfolio of noncash benefits provided may not be representative of an individual worker's personal preferences, meaning the employee would have less than the case equivalent value for them.

- Given economies of scale, the employer's marginal cost tends to be significantly lower than the employee's market price for noncash benefits. As a

result, the employee may not choose to purchase the same quantity of benefits as provided by the employer.

Nonetheless, use of the ECI can provide a general benchmark for comparison purposes of your compensation package. At this stage, you can now calculate your total compensation package.

Calculating your compensation package need not be a daunting task. Generally, a good approach is to use a spreadsheet, or even a worksheet on paper, that lists all of the components of your compensation. Then, check government and industry statistics for parameters on the relative proportion each contributes to the total compensation package. Common elements of a compensation package include annual wages and salaries, social security contributions, bonus/merit pay, health insurance, other insurance such as life insurance, disability

insurance, and accidental death and dismemberment coverage, paid leave, supplemental leave, deferred compensation, fringe benefits, such as free parking, professional memberships and subscriptions, and workers' compensation.

If you have difficulty in determining the value of these or any other benefits provided by your employer, check with your employer's benefits administrator. He or she may be able to assist you in determining a market value for the benefits received or advise you of their cost to the employer.

Knowing your total compensation package will put you in the driver's seat when the time comes for your performance review. You not only want to ensure that you're receiving fair market compensation for straight salary, but also that your benefits are in line with industry standards. ☞

TRAVELING WITH THE FREEDOM FORUM

Bucharest/Warsaw Barbara Semonche

In 1996, The Freedom Forum International Division, in partnership with the Special Libraries Association, offered me the opportunity to venture to Bucharest, Romania and Warsaw, Hungary. Working at Freedom Forum Libraries at the Center for Independent Journalism in Bucharest and the Warsaw Journalism Center in Warsaw, my assignment was to help The Freedom Forum librarians in these cities create and develop their World Wide Web search skills and home pages. Simultaneously reaching journalism students and working journalists was an added feature. The tour of duty was two weeks, one in each of the cities.

The extraordinary contributions of The Freedom Forum International Library Network to an emerging East European free press are just beginning to be known. The Freedom Forum librarians are bilingual and provide excellent assistance to journalists, students, and researchers on a walk-in, call-in, or e-mail basis. Perhaps most importantly, all this is done without charge and without fanfare. It is noteworthy that the American concept of news librarians and media researchers working side-by-side with journalists as an investigative team is unknown in East European newspapers. In time, this will change. Active cooperation with our international news library colleagues offers promise for expanding the image and the role of news researchers.

Romania is just beginning to emerge from catastrophic economic deprivation resulting in sliding standards of living. The Ceausescu regime, though overthrown in December 1989, continues to burden the entire country with crushing debt, poor transportation, and a weak telecommunication infrastructure.

Armed with my laptop loaded with seven multimedia Internet and WWW instructional computer presentation programs in Astound!, a special computer cable and adapter designed for use in Romania and Poland, additional disks with such unique applications at the *Raleigh News & Observer* NeRD (News Research Directory), and back-



Barbara Semonche and Tiberiu Cazacioc, library director of the Center for Independent Journalism, pictured in Revolutionary Square in Bucharest, Romania.

up disks of all my programs and Web files, I met The Freedom Forum librarian, Tiberiu Cazacioc, to begin my training programs.

Tiberiu has developed close ties with the libraries and schools of journalism and library science in Romania, so we made visits to Bucharest University, Central University, and Hyperion University, a private university in Bucharest. I relied on my computerized presentations, handouts and Tiberiu's wonderful translation skills. I consulted with Tiberiu about which of my programs would be best suited for particular audiences. Following my opening presentations were questions from the groups, then some hands-on training experience. By the end of the week, Tiberiu and I were sharing the instructional program. It was "team-teaching" at its best. The sessions would have been even more successful if the live demonstrations on the Web were not so slow, due to the lack of a direct link to the Internet. I had to remind myself that this was just the beginning. More sophisticated technology and telecommunications are to come to Bucharest and the whole of Romania.

Most of our sessions were for librarians

and journalism students in groups ranging in size from six or seven to 15 or 16 students. Although no large screen projection equipment was available, the groups were still small enough to see what was projected.

Everyone was interested in the Internet. Most had never seen a computer access the Internet. Only a few had actually worked with computer word processing programs. An even smaller number had e-mail addresses and Web experience. Few Romanian universities offer Internet access, although some have servers. However, an increasing number of Romanian newspapers, radio, TV, and wire services are developing Web sites.

Surprisingly, the phrase "news librarian" or "news researcher" is completely unknown among journalists, journalism educators, and library science faculty in Romania. (The term "special librarian" is a bit of a mystery to them as well). That does not mean that investigative reporting is not done there, but when it is, it lacks the critical element of carefully balanced news research for accuracy and comprehensiveness. It may be a long time before news



Barbara Semonche and Roszkowska (standing) observing an editor during a tour of the newly launched Warsaw newspaper, *Zycie*. Two of *Zycie*'s reporters are in the foreground.

librarians are part of Romania's news organizations. Then again, it might happen faster with proper working models such as The Freedom Forum News Library.

The Freedom Forum News Library at the Warsaw Journalism Center, a training program for young student journalists, was the next stop. Maria Roszkowska, the librarian there, had planned a busy training program, but allowed me some time to see some of Warsaw's unforgettable sites.

Poland is farther down the road to democracy than most of its neighbors. However, this does not mean that there was less need for the type of training I had come to provide.

Essentially, my training methods in Warsaw were similar to what I had done in Bucharest. The only significant difference was that most of the students and instructors at the center spoke English. Only one class of students required the services of an interpreter. (FYI—WWW is pronounced VU-VU-VU in Polish!) Typically, I would meet with groups each morning and afternoon for three hours each. I made a 30-40 minute presentation and then began to demonstrate online, which was often a slow process. Telecommunication services are making progress in Poland, but there is still a long way to go—even for colleges and universities. However, while Poland does not yet have the telecommunications infrastructure to accommodate high-speed digital lines,

that is not stopping the development of commercial, academic, and personal Web sites.

Shortly before I arrived in Warsaw, Maria conducted an informal telephone survey of selected librarians in Poland asking about their experiences with the Internet. She was stunned to learn that few of them knew anything about it. Undoubtedly, this response will change before long. Similar to Bucharest, the concept of news librarianship is relatively undeveloped. Interestingly though, while I visited the newly launched Warsaw newspaper, *Zycie*, meeting its editors and reporters and admiring its high-tech, state of the art editing and graphics equipment, I discovered that its "library" was still clipping, pasting, and filing articles manually. There was no computer access at all. Apparently, the job is seen as a "clerical type" position.

I will continue to offer my knowledge and skills to both the libraries in Bucharest and Warsaw. Both centers made me feel truly special and I came away with great respect for all those I met.

Would I go back to Bucharest and Warsaw? In a heartbeat.

Barbara Semonche is library director, UNC-CH School of Journalism and Mass Communication at the University of North Carolina—Chapel Hill. Semonche was named a Fellow of SLA last year and is a past chairman of the News Division. Her e-mail address is semonch@gibbs.oit.unc.edu.

Hong-Kong/Philippines Margot Williams

Hong Kong appeared like the Emerald City after a long journey above the endless dark ocean. As the jet descended precipitously through an astounding glittering cluster of skyscrapers and high rise flats, I felt like Dorothy whirling down to the center of the Land of Oz. Toto, we're not in Kansas—or Washington, D.C.—anymore. As one of two 1996 recipients of The Freedom Forum/SLA international library fellowships for news librarians, I had prepared for my two-week journey to Hong Kong and the Philippines by visiting World Wide Web sites on the Internet and designing a training program for Asia-based journalists and librarians to assist in building their own home pages.

Yet even with my extensive planning—due both to a vocation in news research and a lifelong interest in Asian studies—I was not prepared for the thrill of dropping into a tornado's center. With just eight months to go before the "handover" of Hong Kong back to the People's Republic of China by the British at the time of my November arrival, the people residing there—citizens, expatriates, and members of the foreign press and business communities—were faced with the certainty of imminent change and an uncertain future.

My ambitious plans for a training program that would include a journalist's guided tour of the Internet, HTML instruction, and Web page creation was matched by The Freedom Forum Hong Kong staff's itinerary. The week was filled with sessions around Hong Kong, including visits to journalism classes at Hong Kong Baptist University and the University of Hong Kong, the librarians and Metro news staff of the *Chinese Ming Pao* daily, the English-language *South China Morning Post's* online news crew, and the local branch of the Women in Publishing Society. The extraordinary Foreign Correspondents' Club was another site for classes and one-on-one tutorials.

Thanks to The Freedom Forum's John Schidlovsky and Janet Cheung, wherever I set up my little PowerPoint and Netscape road show, all the computers, display equipment, and Internet connections worked, the audience was packed, and translation between Cantonese and English was provided when necessary. Many of the



Margot Williams conducts a Web site development training course at The Asian Center of the Freedom Forum.

attendees had connections to the Internet and all had an interest in making better use of the technology in their newsrooms or for freelance opportunities.

Between classes, I was able to get in several shopping adventures (including the Jade Market), ferry rides through a harbor filled with container ships and sampans, sightseeing on Victoria Peak, and a visit to *The Washington Post's* bureau. I also took advantage of the opportunity to sample some of the most delicious cuisine in the world. The noisy, crowded, and bustling street scene reminded me most of my own home town, New York City.

Best of all was the opportunity to learn about Hong Kong from many of the 200 or so people I met through the program. In each conversation, when the topic of the imminent handover was inevitably raised, Hong Kong residents expressed a positive spin. But among the local news folks and foreign press, a sense of wariness emerged. Coverage of news about the mainland and criticism of the new government's changes is already "self-censored" and the future of a free and open local press is in doubt.

An alternate vision of the Hong Kong success story is seen on Sunday afternoons in the Philippines when the downtown streets are thronged with Filipina domestic workers enjoying their day off together. My flight to Manila was filled with workers returning for Christmas to the families left behind and to the uncertainty of continued employment in Hong Kong after the Chinese government takes over.

Manila is also a vital and crowded metropolis (the traffic is insane!), but it's less developed technologically. The phones don't always work. Fortunately, they worked fine during all the classes held at the Philippine Press Institute, where The Freedom Forum has opened one of the few news libraries on the island nation. Joselyn Pattaguan is the accomplished special librarian who manages the library, maintains its print and digital collections, and trains press institute members and journalism students in the use of online resources there.

Ermin Garcia, the Philippine Press Institute's director, arranged for me to provide an Internet training workshop for journalists nominated by Institute member news-

papers around the country. All the attendees were currently or imminently slated to be the Web specialists on their staffs. All were struggling with their need to become experts in the online world. Typically, the participating news librarians were most familiar with using the Internet and other online tools for research, the graphic artists were most comfortable with the elements of Web page design, and the more youthful participants were the most positive about the Web's potential as a news medium.

I sincerely hope my brief programs brought useful new information and encouragement to the attentive, enthusiastic participants because I suspect I learned more than I taught. My online journeys to Asia cannot compare to the "Real World" "Face To Face" experiences. It seems that the more time I spend in the glow of a computer screen, the more I appreciate personal contacts and real adventures.

As Kathleen Flynn noted in her report on the 1995 Freedom Forum fellowship in the Czech and Slovak republics, "Virtual reality can take you only so far." I second that emotion. ☸

Margot Williams is metro resource director at The Washington Post and writes a column on the Internet for The Post's Technology section. She is also teaching a Spring '97 course on Online Writing, Reporting and Research at George Washington University's School of Media and Public Affairs. Her e-mail address is williams@washpost.com.



Margot Williams is joined by one of her classes at the Freedom Forum news library in Manila, Philippines.

The Freedom Forum/Special Libraries Association International Library Program 1997

The Freedom Forum and Special Libraries Association are seeking applications from librarians for a two week program providing opportunities for librarians to work abroad in an international Freedom Forum Library. The projects will be conducted in Europe, Asia and South America.

There are three training opportunities in 1997.

The project will be to conduct a training program and create appropriate training materials on the Internet and its use in news research. One librarian will conduct training in each of the following:

- Hong Kong and Cambodia
- Russia
- Argentina

Applications for this program will be judged by a panel of representatives from the Special Libraries Association and The Freedom Forum.

QUALIFICATIONS:

- M.L.S. from an accredited school.
- Proficiency with Internet as a research tool.
- Interest in the news library environment.
- Current member of Special Libraries Association.

TO APPLY:

In addition to completing the application form, you must supply the following information:

1. An essay outlining the training program you would develop, the training methods and materials you would use, the training activities you would organize and why you are uniquely qualified to execute this project.

2. Three references or letters of recommendation.

You may also include a current resume (optional and not in lieu of completed application form).

DEADLINE:

Your application must be postmarked by August 31, 1997 to qualify for the 1997 program. All materials, including recommendation letters and essay should be submitted by the deadline.

Send the completed application to:

Phyllis Lyons
Director/Library Services
The Freedom Forum
1101 Wilson Boulevard
Arlington, VA 22209
Phone: 703/284-2862
Fax: 703/528-3520
E-Mail: plyons@freedomforum.org

EXPENSES:

The Freedom Forum will arrange and fund airfare, lodging, per diem for meals, shipping of materials, and a \$1000 stipend for the successful candidate(s).

NOTIFICATION:

The successful candidate will be notified in writing by September 19, 1997.

Upon completion, the candidate is required to submit a report to the Director/Library Services of The Freedom Forum detailing the activities and results of the project.

(FOR FREEDOM FORUM USE ONLY)

Name: _____

Checklist:

- ☐ Completed Application
- ☐ References
- ☐ Essay
- ☐ Resume (optional)

THE FREEDOM FORUM/SPECIAL LIBRARIES ASSOCIATION

APPLICATION FORM

Last Name: _____ First/Middle Name: _____

Permanent Address (Where the Selection Committee can reach you):

Address: _____

City: _____ State/Province: _____

Country: _____ Zip/Postal Code: _____

Telephone (Where the Selection Committee can reach you): _____

EDUCATION

Undergraduate College: _____

Degree: _____ Year Degree Granted: _____

Major: _____ Minor (if you had one): _____

Graduate College: _____

Degree: _____ Year Degree Granted: _____

EMPLOYMENT EXPERIENCE

Current Position: _____ From: _____ To: _____

Company: _____

Responsibilities: _____

Previous Position: _____ From: _____ To: _____

Company: _____

Responsibilities: _____

Previous Position: _____ From: _____ To: _____

Company: _____

Responsibilities: _____

Other Appropriate Experience: _____

Career Goals: _____

Applicant Signature: _____ Date: _____

Post Information Age Positioning for Special Librarians: Is Knowledge Management the Answer?

by Stephen Abram

Stephen Abram takes a few heretical positions that will challenge some of the sacred cows of the profession. These are: 1) Special librarians are *not* in the information business and 2) Special librarians *cannot* manage knowledge. To understand how he has come to believe these heresies, Abram revisits some of the language and assumptions about the building blocks of information, knowledge, and organizations, as well as the process of knowledge creation and use. By illustrating this "knowledge continuum" Abram hopes impact the future and positioning of special librarianship.

Building Blocks for Knowledge Management at Digital Equipment Corporation: The WebLibrary

by Mary Lee Kennedy

In 1996, the Digital Equipment Corporation's Corporate Library Group (CLG) piloted a Web-based information solution on Digital's Intranet: The WebLibrary. The value proposition? *Provide consistent, reliable, authoritative external content, and content expertise for effective decision making and timely transference and application of knowledge—anytime, anywhere.* The pilot focused on proving that the Web and Web-technology could be an effective information delivery vehicle. The pilot was targeted at 1,500 key library users in the technical and business community within Digital Equipment Corporation. Within less than four months, we had more than 4,000 desktop users clamoring for more. Mary Lee Kennedy explains.

Chief Knowledge Officers? Perceptions, Pitfalls, & Potential

by Mary Corcoran and Rebecca Jones

Attend any conference or event where information professionals are gathered these days and the discussion will turn, sooner or later, to the issue of new roles for the profession. One of the roles being discussed is that of "chief knowledge officer" or "knowledge executive." This role is viewed by many in our profession as a logical, and perhaps deserved, fit for librarians.

A few years ago when "chief information officer" positions were being carved out, many librarians were aghast when these roles were filled with candidates from the systems environment rather than from the library profession. Will—or we should say—is this pattern being repeated with the emerging knowledge executive roles? Will information professionals fill these positions? Mary Corcoran and Rebecca Jones share their views.

Le positionnement des bibliothécaires spécialisés après l'ère de l'information: La gestion des connaissances est-elle la solution?

par Stephen Abram

Stephen Abram adopte quelques points de vue hérétiques qui mettront en question certains principes sacrés de la profession. Ce sont les suivants: 1) La fonction des bibliothécaires spécialisés *n'est pas* de donner des renseignements et 2) Les bibliothécaires spécialisés *ne peuvent pas* gérer les connaissances. Pour comprendre comment il est arrivé à croire ces hérésies, Abram réexamine certaines formulations et suppositions sur les composantes de l'information, des connaissances et des organismes ainsi que le processus de la création et de l'emploi des connaissances. En illustrant ce «continuum des connaissances», Abram espère avoir une profonde influence sur l'avenir et le positionnement des bibliothécaires spécialisés.

Composantes de la gestion des connaissances dans la société Digital Equipment : la WebLibrary

par Mary Lee Kennedy

En 1996, le Groupe de la bibliothèque d'entreprise de la société Digital Equipment a mis à l'essai sur l'intranet de Digital une solution au problème de l'accès à l'information basée sur le Web: la *WebLibrary* (bibliothèque du Web). Quelle est sa valeur? Selon la proposition, *fournir un contenu externe cohérent, fiable et qui fait autorité, ainsi que l'expertise du contenu, ce qui permettra de prendre des décisions efficaces et de procéder au transfert et à l'application des connaissances en temps voulu — n'importe quand, n'importe où.* Le point de ce projet pilote était de prouver que le Web et la technologie du Web peuvent être un véhicule efficace pour la livraison de l'information. Le projet pilote a ciblé 1,500 utilisateurs clés de la bibliothèque dans les domaines technique et commercial au sein de la société Digital Equipment. En moins de quatre mois, nous avions plus de 4 000 utilisateurs d'ordinateurs de bureau qui en réclamaient davantage. Mary Lee Kennedy explique.

Directeurs généraux chargés des connaissances? Perceptions, embûches et possibilités

par Mary Corcoran et Rebecca Jones

Prenez part de nos jours à n'importe quel congrès ou événement où sont réunis les professionnels de l'information, et la discussion portera tôt ou tard sur la question des nouveaux rôles ouverts à la profession. L'un des rôles mentionnés est celui de «directeur général chargé des connaissances» ou «cadre responsable des connaissances». Ce rôle est considéré par de nombreux membres de notre profession comme logique et, ce qui est peut-être mérité, bien adapté aux bibliothécaires. Lorsqu'il y a quelques années, les postes de «directeur général chargé des connaissances» ont été divisés, de nombreux bibliothécaires ont été horrifiés de voir ces rôles alloués aux candidats issus des systèmes informatiques plutôt qu'aux membres de la profession de bibliothécaire. Est-ce que ce modèle sera — ou devrions-nous dire *est* — reproduit, étant donné l'émergence des rôles des cadres responsables des connaissances? Est-ce que les professionnels de l'information occuperont ces postes? Mary Corcoran et Rebecca Jones partagent leurs points de vue.

La Posición de los Bibliotecarios Especiales Después de la Era de la Información: ¿El Manejo de Conocimiento es la Solución?

por Stephen Abram

Stephen Abram tiene un punto de vista herético que desafiará a algunas de las vacas sagradas de la profesión. Es el siguiente: 1) Los bibliotecarios especiales *no* están en el negocio de la información y 2) los bibliotecarios especiales *no pueden* manejar el conocimiento. Para entender como ha llegado a estas herejías, Abram revisa el lenguaje y algunas de las suposiciones sobre los elementos que componen la información, el conocimiento y las organizaciones, así como el proceso de la creación y el uso del conocimiento. Detallando la "progresión de conocimiento," Abrams espera tener un impacto en el futuro y la posición de la profesión de bibliotecario especial.

Elementos para el Manejo de Conocimiento en la Corporación Digital Equipment: La Biblioteca de la Red Digital Mundial

por Mary Lee Kennedy

En 1966, el Grupo de Bibliotecas Corporativas (CLG) de la *Corporación Digital Equipment* probó una solución de información con base en la Red Digital Mundial: La Biblioteca de la Red Digital Mundial. ¿Cuál fue el valor de la proposición? *Proporcionar un contenido externo coherente, fidedigno y con autoridad, así como la experiencia de contenido para la toma de decisiones efectiva y la transferencia y aplicación del conocimiento oportuno—en cualquier momento, en cualquier lugar.* La prueba enfocó en probar que la Red Digital Mundial y la tecnología de la Red Digital Mundial puede ser un vehículo efectivo para la entrega de información. La prueba se dirigió a 1,500 usuarios clave de bibliotecas en la comunidad técnica y comercial dentro de la *Corporación Digital Equipment*. En menos de cuatro meses, tuvimos mas de 4,000 usuarios de computadoras pidiendo mas servicios. Mary Lee Kennedy se lo explica.

¿Oficiales Principales de Conocimiento? Percepciones, Trampas y Posibilidades

por Mary Corcoran y Rebecca Jones

Si usted asiste a cualquier conferencia o evento donde se juntan los profesionales de información en estos días, tarde o temprano la discusión tratará con los asuntos relacionados a los nuevos papeles que podrá jugar la profesión. Uno de los papeles en discusión es el de "oficial principal de conocimiento" o de "ejecutivo de conocimiento." Muchas personas en la profesión ven este papel como una adaptación lógica, y tal vez merecida, para los bibliotecarios. Hace pocos años, cuando se crearon las posiciones de "oficial principal de información" muchos bibliotecarios estaban espantados cuando se cubrieron estas posiciones con candidatos del ambiente de sistemas en vez de la profesión de bibliotecario. ¿Este patrón será—o tal vez deberíamos decir *es*—repetido en los papeles emergentes de ejecutivo de conocimiento? ¿Los que cubrirán estas posiciones serán los profesionales de información? Mary Corcoran y Rebecca Jones comparten su punto de vista con nosotros. ☞

Coming EVENTS

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.

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, 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.

AUGUST 1997

Hispanic Library Education Institute

"Hispanic Leadership in Libraries" will be the focus of the third National Institute for Hispanic Library Education, which will be held **August 8-10** in New Brunswick, NJ. Topics that will be addressed include using political power, positioning your library, and assessing and improving one's own leadership. For more information, contact Karen Novick at 1-908-932-7169; fax: 1-908-932-9314; e-mail: pds@scils.rutgers.edu.

Photographs Seminar

"Preserving Photographs in a Digital World" will be held **August 16-21** in Rochester, NY. Expert and new photographic collection managers will gain an understanding of how to improve the way they care for their collections as well as how to make them accessible in the traditional and digital world. For more information or a brochure, call 1-800-724-2536, ext. 327.


ISA Research Grant

The Board of Directors of Documentation Abstracts, Inc. 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, contact Judith Watson at: 1-614-447-3662; fax: 1-614-461-7158; e-mail: 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.

NAHSL '97

North Atlantic Health Sciences Libraries annual conference will be held **September 27-30** in Burlington, VT. The theme is "Trail Guide to the Health Information Environment." For more information, visit their Web site at <http://vtinednet.org/dana/nahsl/nahsl.htm>, or e-mail NAHSL97@thyme.uvm.edu.

OCTOBER 1997

SLA Regional Conference

 The Great Lakes Regional Conference IV, hosted by the Wisconsin Chapter of the Special Libraries Association, will

be held in Milwaukee, WI, **October 1-3**. The theme of the conference is "Beacon to the 21st Century." For more information, please contact Mary Jo Hansen, Great Lakes Regional Conference IV, P.O. Box 1403, Brookfield, WI 53008-1403; e-mail: mjh@execpc.com; or visit their Web page at www.uwp.edu/glrc.

NOVEMBER 1997

AGSI Annual Conference and Workshop

The Association for Global Strategic Information (AGSI) will hold their 1997 annual conference and workshop, "From Data to Intelligence," **November 17-19** in The Hague, The Netherlands. For more information, contact AGSI, c/o Infonortics Ltd., 15 Market Place, Tetbury, Glos. GL8 8DD England; tel: +44 1666 505 772; fax: +44 1666 505 774.

MLW '97

The 41st annual Military Librarians Workshop will be held **November 18-20**, in Dayton, OH. There will be workshops on benchmarking, federal benefits, and technical report publication. For more information, contact Carolyn Ray at: 1-937-255-7454; e-mail: raycj@b045mail.wpafb.af.mil; or Gail Hodge at: 1-937-656-0982; e-mail: hodgeg@wpgate1.wpafb.af.mil.

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.

Classified

ADVERTISEMENTS

POSITIONS OPEN

MGR-CORPORATE RESEARCH CENTER When you work for Sprint, you join a team that is a recognized leader in the dynamic telecommunications industry. We currently have an opening for Manager-Corporate Research Center in Kansas City. Responsibilities include managing a group of specialists that support the information needs of Sprint employees. Research services include fulfilling traditional reference requests, a daily news summary, monthly competitive updates and acquisition requests for books and magazines. Additional responsibilities include negotiating requests for books and magazines. Additional responsibilities include negotiating and insuring contract performance by research vendors. Qualified individuals must have 5-7 years corporate library management experience, a Masters Degree in Library Science, or equivalent work experience. Strong contract negotiation skills with telecom research vendors and experience in supporting users with electronic library services is required. Also required are matrix team management skills. Our ideal candidate must also possess leadership experience in library associations (Conference Board, SLA, others), a Masters Degree in Business Administration, and industry research and competitive analysis experience. Sprint offers a challenging work environment with an excellent salary and

benefits package. Interested candidates should respond by fax or mail to: Sprint, Dept. MM/PD, Mailstop KSOPKQ0111, P.O. Box 12915, Shawnee Mission, KS 66282-2915. We are proud to be an EEO/AA employer M/F/D/V. Also, we maintain a drug-free workplace and perform pre-employment substance abuse testing.

ASSISTANT ENGINEERING LIBRARIAN FOR INFORMATION AND INSTRUCTIONAL SERVICES Duties: Will be responsible for the management of public services, reference, and bibliographic instruction, visitor and outreach services, and materials processing and collection management in the Grainger Engineering Library Information Center. The incumbent will participate in collection development and faculty liaison activities. The incumbent will contribute to the development of electronic information resources and systems, promote the continuing application of information technology to meet changing user needs, assist in training and supervising Grainger Library graduate assistants, and participate in special projects connected with Grainger's mission to explore emerging information technologies. Qualifications: Required: M.L.S. Five years professional experience in an academic science or engineering library. Expertise in World Wide Web and online searching. Research and scholarship record to justify a tenured appointment. Salary & Rank: Minimum salary of \$41,000 for appointment as

Associate Professor of Library Administration. Application/Deadline: Send letter of application and complete resume with the names, addresses, and telephone numbers of five references to: Allen G. Dries, Library Personnel Manager, University of Illinois at Urbana-Champaign, 1408 West Gregory Drive, Urbana, Illinois 61801. Phone (217) 333-5494, by June 16, 1997. A.A./E.O.E. FOR COMPLETE DETAILS AND A COPY OF THE JOB ANNOUNCEMENT, PLEASE CALL 217-333-5494.

MARKETING PAGE

LIBRARY BENCHMARKING step-by-step notebooks, bi-monthly newsletter, training classes and consulting service. Increase your library's performance & profile by using successful **Total Quality** methods. For a **free copy** of *Library Benchmarking Explained*, contact Library Benchmarking Intl, PO Box 2593, Universal City, TX 78148; 800-659-1914 voice & fax; lbi@world-net.net; or visit our homepage (<http://www.world-net.net/users/lbi>).

Assistant Chief Library Services Division and Specialist Information Science

Vacancy Announcement #970070

Senior Level Position \$85,073 - \$115,160

The Congressional Research Service (CRS) invites applications for the position of Assistant Chief Library Services Division. CRS is the department of the Library of Congress that provides objective, non-partisan policy analysis, research and information to Congress. The individual selected for this position will share with the Chief responsibility for the overall functioning and administration of the division, including planning, directing, and executing the division's information and research support program.

Qualified candidates will possess a minimum of one year of specialized experience at the GS-15 level in the Federal Service or at a comparable level of proficiency outside the Federal Service which demonstrates a minimum level of proficiency in the ability to assist in managing and directing the division operations and work a diverse staff and a knowledge of library and information research services including reference, bibliographic control, and research publishing and product distribution.

Applicants must obtain a copy of Vacancy Announcement #970070 to apply for this position. The vacancy announcement lists the knowledge, skills, and abilities (KSAs) that must be addressed. For a copy of this vacancy announcement and an application form, please call the Library of Congress Employment Office at (202) 707-4315 or (202) 707-5627. One can also obtain copies by visiting the Library of Congress Employment Office in Room LM-107, 101 Independence Avenue, SE, Washington, DC, Mon.-Fri., 8:30 am-4:30 pm. Applications must be received by June 30, 1997.



THE LIBRARY OF
CONGRESS

The Library of Congress is an EEO/AA Employer.

Bill Seals
Publications Manager
National Association
of Broadcasters

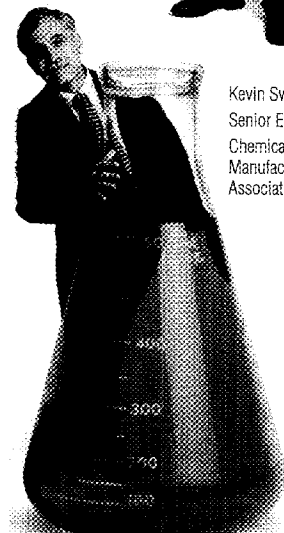


Susan E. Bergman
On-Line Information Manager,
Membership and Insurance Services
Health Insurance Association
of America



Associate With Our Newest Experts

Kevin Swift
Senior Economist
Chemical
Manufacturers
Association



Mary Bradshaw
Vice President
MultiMedia
Telecommunications
Association



With The Investext Group's new **Industry Insider™** database, getting the big picture — on virtually any industry — has never been easier.

The first database of its kind, **Industry Insider** brings together reports from leading trade associations in a single online collection. So now you can get the analysis, trends, forecasts, statistics, and economic indicators you need from the trade associations serving some of today's hottest industries.

Of course, with the world's largest collection of brokerage reports and market research, you'd expect nothing less from The Investext Group.

Our Investext®, MarkIntel®, and PipelineSM databases contain over 1 million reports from nearly 500 contributing firms around the globe. Easy to see why we deliver more expert answers than anyone else in the field.

Want to know more? Get the inside scoop by calling us today at 1-800-662-7878.

The Investext Group
MORE EXPERTS. MORE ANSWERS.

<http://www.investext.com>

© 1997 The Investext Group. All products are trademarks or registered trademarks used herein under license.

Yvonne D.H. Dock, CAE
Senior Director,
Marketing &
Membership
Automotive Parts
& Accessories
Association

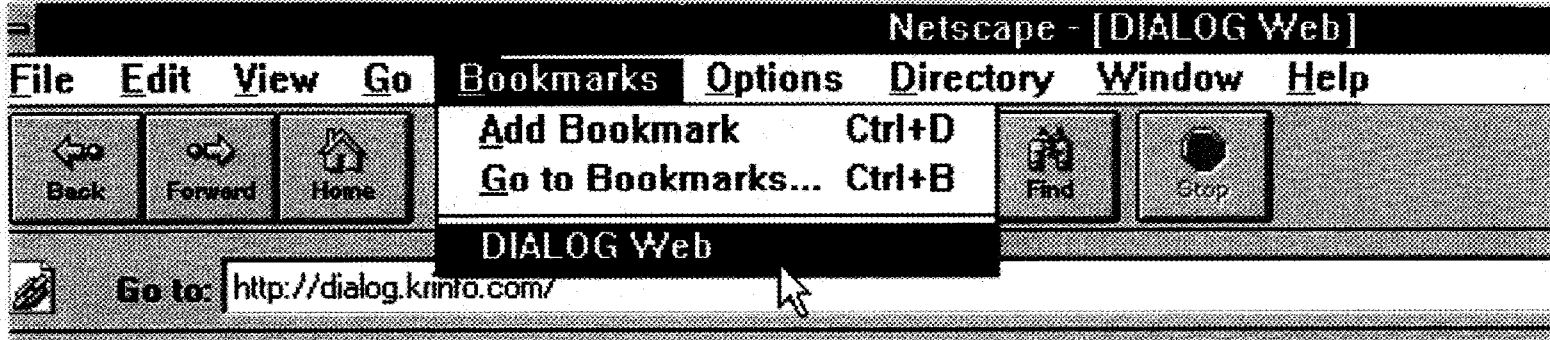


John Lutley
President
The Gold Institute



David Napier
Manager, Economic
Data Service
Aerospace
Industries
Association of
America, Inc.





Welcome to DIALOG Web,
your one stop access to
the complete DIALOG
collection - offering
more content at one site
than is available on the
entire World Wide Web.

DIALOG WEB



MILLIONS AND MILLIONS OF SOURCES AND ONLY ONE BOOKMARK

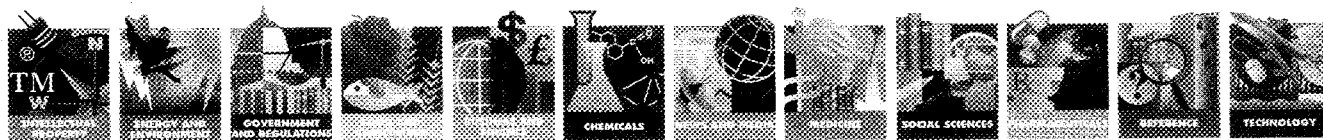
Introducing DIALOG® Web at <http://dialog.krinfo.com/>

The Web *is* information. Period. And no other Web site delivers as much information, as the exciting new DIALOG Web.

In one powerful site you get everything you need to stay on the cutting edge of your business. All delivered with full HTML output. And, our revolutionary new Database Directory works like today's popular search engines, letting you quickly browse through over 450 DIALOG databases...information-packed databases ranging from business, news, and government to science, medicine, chemicals, and almost everything in between.

You also get easy, context-sensitive links to our Web Bluesheets with detailed descriptions of DIALOG content. So take the best road to the information you need. Click on DIALOG Web today. You can also phone 800-334-2564 (or 415-254-8800), fax 415-254-8123, or e-mail us at customer@krinfo.com for more information.

DIALOG® WEB
KNIGHT-RIDDER INFORMATION



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

©1997 Knight-Ridder Information, Inc. 2440 W. El Camino Real, Mountain View CA 94040. All rights reserved. DIALOG is a service mark of Knight-Ridder Information, Inc. Registered U.S. Patent and Trademark Office.