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Information OUTLOOK

AUGUST 1997 THE MONTHLY MAGAZINE OF THE SPECIAL LIBRARIES ASSOCIATION • VOL. 1, NO. 8

Post Conference Issue

INSIDE THIS ISSUE:

Change as Opportunity: You Can Say That Again!

Exceptional Information Delivery

Benchmark for Strategic Performance Improvement

Highlights from SLA's 88th Annual Conference

You're looking at the future of the corporate library

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

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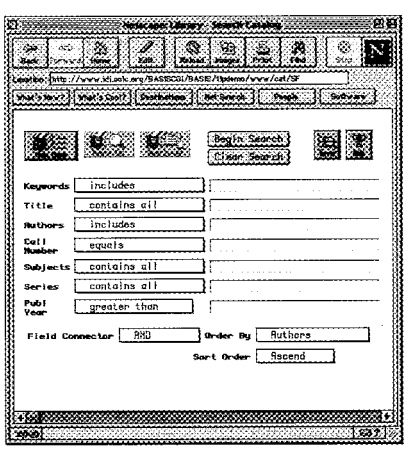

Example of a TECHLIB search screen.

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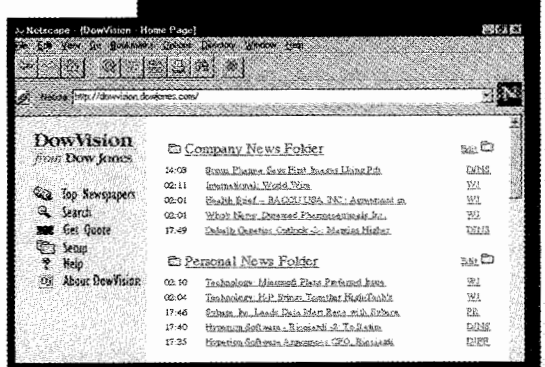

"If you can't find it here, it hasn't been published."

Mike Hogan
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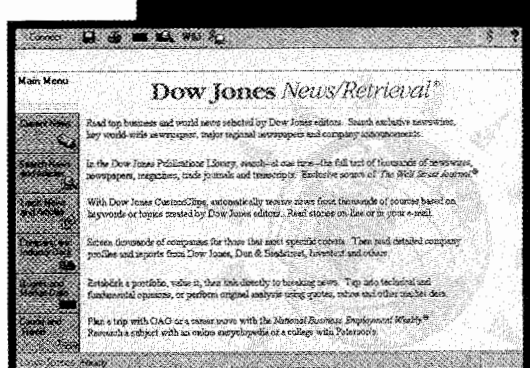

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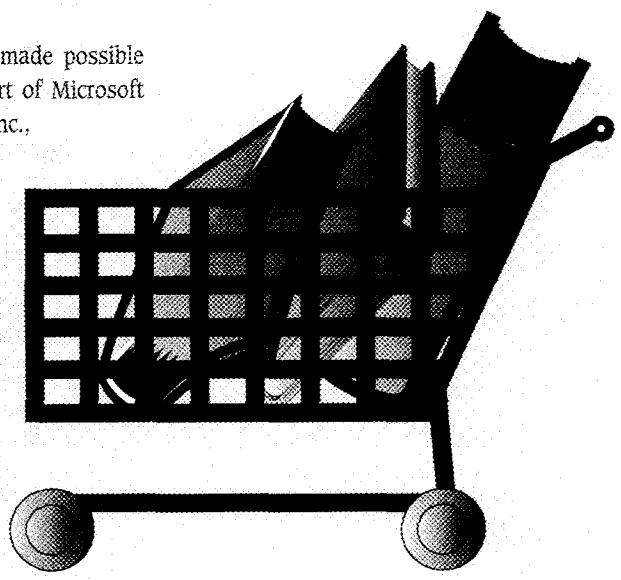
The SLA Virtual Bookstore is Here!



SLA's Virtual Bookstore, made possible through the generous support of Microsoft Corporation and Disclosure, Inc., opened for business on August 1, 1997. Visitors to SLA's home page may access the online ordering system through the Publications link and browse through a comprehensive and searchable catalog of SLA's publications and videotapes. Another step in the migration toward the virtual association, the Virtual Bookstore allows members and nonmembers to make purchases 24 hours a day, seven days a week.

Here's how it works.

Enter SLA's Web site at www.sla.org. Click on "Publications", then "Books" and you will be linked to the bookstore's welcome page. If you'd like to browse by subject area, choose from the listing and enter the pages. If you are looking for a particular title, select "Find a Book" from the menu bar on the left of the screen and follow the search prompts. Books may be found by subject, title, key word, or author. Each book entry includes a full color graphic of the cover, a brief summary, and table of contents, followed by a shopping basket icon along with instructions to "Add to Order" or "Go to Order". Once you've added an item to your order, you will be asked to register.

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The Virtual Bookstore is SLA's pilot project in electronic commerce and, in the future, more SLA products and services will be available for purchase online as we continue to move toward the virtual association. Take some time to visit our Virtual Bookstore and tell us what you think. We welcome your comments and suggestions; send your feedback to books@sla.org. ⊠

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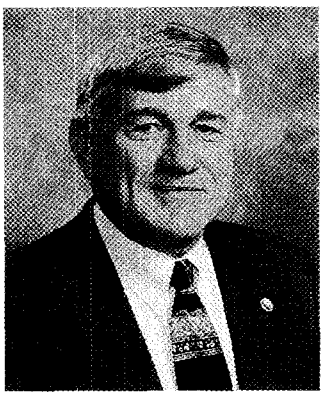

Change as Opportunity - You Can Say That Again!

I am happy to report that headquarters is returning to a normal routine following a most successful annual conference. SLA staff returned safely back to Washington, DC, with a renewed sense of mission and cooperation. This feeling was contagious for everyone who attended SLA's 88th Annual Conference. The Seattle conference was the second largest conference in SLA history with 6,935 attendees, 447 exhibits, and over 500 professional programs and events. The theme which abounded, "Change as Opportunity" gave way to a bonding feeling. In other words, we're all in this together.

The opportunities put before us as information professionals and as an association are many. SLA strives to be an association that is heading for the future with eyes open to opportunities. It is evident that SLA's membership is excited about these changes and opportunities. This was obvious throughout the well attended sessions, classes, and traffic on the exhibit floor.

The vitality of the association is based on these opportunities—this continuum of changes in ideas, programs, activities, plans, and strategies. Each of these opportunities moves the association forward through thousands of individual decisions and actions. With the proper mix of vigor and vitality combined with prudence and patience, the association can look to prolonged progress and success.

The beginning of every new association year affords us a time to sum up the past and make new plans for the future. With cohesive effort among staff, leadership, and membership, we can and will embrace a future in which we determine our own destiny.

Our association's direction will be guaranteed by a sure combination of the following:

1. dedicated membership committed to individual acts of excellence and corporate acts of distinction;
2. an equally dedicated and committed staff, one that knows of what the association is capable, and senses how to make it perform to achieve more;
3. elected officers who provide vision and clear policy direction;
4. effective relationships with a host of "publics"—private, corporate, and government— who are expected to play a role in sustaining and supporting the goals of the association; and
5. strong partnerships with related professional associations to work toward common goals.

Immediate direction was set at conference with the approval of a new strategic plan. The board of directors approved this plan that will carry the association into the new millennium. While the strategic plan establishes SLA's direction over the long term, priorities will be reviewed and adjusted annually. The priorities noted in this newest version of the plan are based on membership input from a variety of unit surveys and discussions. The 1997/98 priorities for the association are to increase member competency in the field, to improve the value vs. perception of the profession to decision-makers, and to increase access to the association which is a priority in the move to the virtual association.

Soon after returning to Washington, DC, we received news of success in an effort that has received unified library community support. On June 26, 1997, the United States Supreme Court struck down the Communications Decency Act, a law that placed severe restrictions on free speech and information access rights in cyberspace. SLA, along with the American Association of Law Librarians, the American Library Association, the Association of Research Libraries, and the Medical Library Association, was strenuously opposed to this law due to its effects on First Amendment rights. The Act's initial intent was to protect children from pornographic content on the Internet. Like the Supreme Court, SLA believes that personal responsibility and parental control are the answers to the problems addressed by the CDA, rather than onerous government intervention at the expense of the First Amendment.

This continued sense of community and cooperation will continue in the coming months, as this coalition works for a fair and balanced reform of the United States Government's printing policies. SLA, in conjunction with the rest of the library community, has been proactive in the development of proposed legislation that has been submitted to the Congress.

These government relations issues are just examples of the opportunities we face in many aspects of the profession. SLA is dedicated to working to produce the best outcome for you and the profession in the present and future. The closely knit structure of SLA has enabled it to grow and prosper throughout its history. Members have a shared value—people pulling together in the same direction. Our association affiliations reflect this value and, we believe, are setting a high standard of community and cooperation.

As in any group function, it is best accomplished when there is commonality of purpose, a shared sense of wanting to succeed together, to belong and to be accepted by your peers. SLA's future challenges will depend on the strength of our connections and willingness to be a part of a cohesive force. Whether it be coming together as membership, staff, or as a part of a coalition of library associations, we feel that we are on the right track and will proceed with bold vigor and renewed strength.

David R Bender

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MEMBER NEWS

Bromley Delivers Presentation

Marilyn Bromley, library manager, Bureau of National Affairs (BNA), Washington, DC, recently gave a presentation on copyright in the digital age at a meeting of editorial managers at BNA. She is a member of the Business & Finance, Legal, Insurance & Employee Benefits, Environment & Resource Management, Library Management, News, Solo Librarians, and Information Technology Divisions

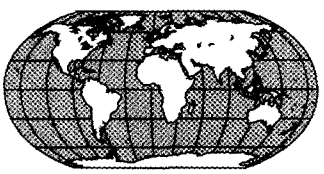
Spiegelman Receives Award

Barbara Spiegelman, manager of technical information and communiations, Westinghouse Electric Corporation, Pittsburgh, PA, was honored with the Distinguished Alumni Award from the University of Pittsburgh School of Information Sciences. She is a member of the Pittsburgh Chapter and the Business & Finance; Food, Agriculture & Nutrition; Information Technology; Library Management; and Petroleum & Energy Resources Divisions.

Piggott and Bender Visit Russia

Immediate Past President Sylvia Piggott and SLA Executive Director David R. Bender had the opportunity to visit the Russian Parliamentary Library. SLA has been working for several years with FYI Information Resources—a Washington, DC/Moscow-based information firm in exploring areas where the association might be able to provide leadership assistance in the development of an informational endeavor which could advance the internal use of information and extend the leadership of SLA. SLA participants could see the day when some affiliation between Russia and SLA would be possible. A highlight of the experience was the opportunity to hear Russia's Prime Minister, Victor Chernomyrdin address Parliament regarding proposed cuts in budgeted spending. All in all, the time provided SLA to renew previous efforts directed to this part of the world, to make new alliances, and to broaden the association's strategic global network.

INTERNATIONAL NEWS



What Does "International" Mean to You?

There is a lot of talk about the global information community, but what does it really mean for each of us as information professionals? How are international issues affecting us in our companies and organizations? As members of the Special Libraries Association, what role can we play in building a stronger international information community? How can the work of the association further cooperation and partnering among the world's special libraries? These are some of the questions we need to try to answer as we enter the next century and a new information age.

As individual librarians, we may be asked to support the information needs of our companies and organizations as they move into international markets. Increasingly, we need to understand how each culture does business and which protocols are appropriate. Many of us are finding it necessary to widen our "invisible" network to include contacts from all parts of the world. No doubt an increasing amount of e-mail is flying in all directions across oceans and continents in the interest of fulfilling professional duties.

Similarly, organizations such as SLA are asked to provide leadership on such issues as international copyright, currency exchange, and transborder data flow and document delivery. By taking an active role in the debate on these issues, the association and its membership can have a direct impact on policy formulation and implementation. Through its publications, programs, and exhibits, SLA also can encourage and facilitate collaborative activities and information exchange among its members and other like-minded professionals regardless of location.

A vital part of this ongoing internationalization process is to create and maintain an active and dynamic two-way communication between the SLA membership and the board. One of the mechanisms put in place for this purpose is the International Relations Committee. Another is the designation of international relations liaisons from each chapter and division. This year, we hope to more closely tie together the efforts of the committee and the liaisons to bring our collective international perspective to the board and to all of the membership. However, to do this, we need your help! Although the six members of the International Relations Committee are appointed periodically by the SLA president-elect, chapter president-elects and division chair-elects need to appoint their international liaisons each spring. Please make sure your chapter and divisions have a designated liaison and communicate this information to the committee and SLA headquarters. If you have concerns or ideas related to international issues, bring them up at chapter and division meetings or contact the International Relations Committee. LET YOUR VOICE BE HEARD! A listserv will soon be in place for ongoing committee/liaison discussions and this column will be used in the future to announce results. ⊠

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*by **Barbara Hutchinson**, chair, International Relations Committee. For more information on "International News," or to contribute to the column, please contact Hutchinson at: 1-520-621-8578; fax: 1-520-621-3816; e-mail: barbarah@ag.arizona.edu.*

INDUSTRY NEWS

SLA and Dow Jones Create New Award

The Special Libraries Association and Dow Jones & Company have announced they will cosponsor a new annual award in recognition of the accomplishments of information professional in the rapidly changing information age. All SLA members in good standing are eligible to apply for the "Dow Jones Leadership Award: 21st Century Competencies in Action." Participants must select three professional and personal competencies as outlined in the SLA report, *Competencies for Special Librarians of the 21st Century,* and write an essay describing how they have developed these competencies in their daily work. The winner will be selected by the SLA Awards and Honors Committee and announced in January 1998. The award includes a $2,000 cash prize and involvement in award-related activities. To obtain a copy of the report and an application, contact Dow Jones at: 1-888-609-2397; Internet: http://bis.dow.jones.com/award; or from SLA's Web site at: www.sla.org/professional/comp.html.

Bill and Melinda Gates Establish Library Foundation

Microsoft founder Bill Gates and his wife, Melinda French Gates, have announced the formation of the Gates Library Foundation. The foundation will operate as a nonprofit organization—dedicated in partnership with United States and Canadian public libraries—contributing computers and digital information to the communities they serve. The foundation will also provide public libraries in low-income communities with the computer hardware and software required for access to the Internet, as well as training and support for library personnel throughout the U.S. and Canada. For more information, contact Chris Hedrick, Gates Library Foundation at: 1-425-882-1200; e-mail: info@glf.org; or visit the foundation's Web site at: www.glf.org

SLA Launches Complementary Web Site to *Internet Tools*

SLA Publishing, the book publishing arm of the Special Libraries Association, has launched a Web site to complement the newly published *Internet Tools of the Profession: A Guide for Information Professionals, second edition,* edited by Hope N. Tillman (ISBN 0-87111-467-4; 249 pages).

This updated edition has expanded with a larger group of participating divisions and maintains the tradition of its predecessor with two goals: to provide a select list with full description of Internet-accessible resources identified as valuable by participating divisions, caucuses, or other SLA units; and to describe how these tools, sites, and resources made a difference to unit members.

To keep the published version up-to-date in real time, the Web site was developed to help manage the inevitable dating of Internet resources. "I recognize that while there is a demand for print publications such as this one, once you have this book in hand, you will want to see its updates" Tillman explains. While Tillman, with the assistance of the authors of each of the chapters, will be maintaining the site she welcomes contributions to keep the links and resources accurate.

The Web version of *Internet Tools of the Profession: A Guide for Information Professionals* may be accessed at http://www.sla.org/pubs/itotp.

For more information on the published book, contact the Special Libraries Association at: 1-202-234-4700 ext. 643; fax: 1-202-265-9317; e-mail: books@sla.org.

CHAPTER & DIVISION NEWS

Biological Science Division Presents Award

The Biological Science Division presented its 1997 Distinguished Member Award to Elisabeth B. Davis at the annual conference in Seattle, WA, in recognition of her exceptional contributions to the profession, the division, and her colleagues. A member since 1976, Davis has chaired many of the division's committees and served as chair 1982-83. She also has been active in the Science-Technology Division.

Library Management Division Honors Patricia Foy

The Library Management Division presented its Management Leadership Award, sponsored by C. Berger & Company, to **Patricia Foy** during SLA's annual conference in Seattle, WA. Foy is director, Knowledge Strategies Group, Coopers & Lybrand LLP, New York, NY. The award recognizes a member's significant contributions to leadership in the profession of information management over a five year period.

Engineering Division Presents INSPEC Award

The Engineering Division announced Line Prouchard as the winner of the 1996/97 INSPEC Travel Stipend Award for her winning essay titled "How Can the Internet Be Used to Provide Services for Clients of Engineering and Science Libraries: With Care." The $500 INSPEC Travel Stipend Award gives library school students the opportunity to attend SLA's annual conference. Prouchard was honored at the Engineering Division's Annual Business Meeting held in Seattle this past June.

Engineering Librarian of the Year Award Announced

The Engineering Division announced Charles Lord the recipient of the 1996/97 Ei/SLA Engineering Librarian Award. The award honors a member of the Engineering Division for distinguished achievement within the engineering library profession. Lord was presented the award and a plaque at the division's annual business meeting in Seattle, WA.

St. Louis Chapter Honors Stephanie Tolson

Stephanie D. Tolson, director of library services, St. Louis Community College, St. Louis, MO, became the first recipient of the Elizabeth Owens Award from the St. Louis Metropolitan Chapter. She was recognized for her distinguished service to the chapter and library profession. A contribution to SLA's Scholarship Fund was made by the chapter in Tolson's name and an award plaque was presented to her at the chapter's annual business meeting in Seattle, WA.

Public Relations Outlook

Public Relations Begins with YOU!

As I returned to Washington, DC, from the annual conference, I was excited and enthused by the amount of support and encouragement surrounding the association's public relations functions and program.

Bright and early on Sunday, June 8, in a small meeting room at the Seattle Sheraton Hotel and Towers, my first workshop for Unit Public Relations Chairs was held, welcoming a crowd of over 30 unit PR chairs and miscellaneous chapter and division representatives. Thanks to all who attended!

An open and informative discussion took place regarding getting the membership behind the public relations effort. The conversation flowed as participants took part in a brainstorming session that resulted in many good ideas for the future of the public relations program.

The main issues discussed:

1. The newly created public relations listserv (sla-pr), primarily for PR chair use, is to serve as a sounding board for any and all PR related ideas, successes, and failures. This forum will be a place for PR chairs to relay any pertinent stories and comments coming from their units to other PR chairs and thus, directly to headquarters. This information will then be disseminated to the general membership via *Information Outlook*.
2. The PR chairs agreed to solicit positive PR items from members of their specific units. Checking in with reality, it is impossible for any one person to know every pertinent item out there relating to positive press, local PR campaigns, and realized worth of the special librarian. Your PR chair will be counting on you, the individual member, to keep him or her up to speed with issues regarding the positive promotion of the profession.
3. It was decided that any negative stories and advertisements referencing the common librarian stereotype will be excluded from this column and from any PR campaign. We want to be a proactive body in promoting the value and stature of the information professional. This column in particular will highlight the positive, good news about special librarians doing their jobs and boosting the common perception of the profession. Good news--- what a concept!

A vital component of good public relations is to believe in the product or cause. It has often been said that 90 percent of life is perception. SLA members must be dedicated to actively change the old, outdated perception of the librarian, and then to encourage the new emerging identity of the information professional in all professional activities. Together, we can change the common stereotype of the librarian and replace it with the technologically advanced, competitive, creative, and vital member of the knowledge management team. SLA is dedicated changing this perception and you, as a representative of the association, to assist with this effort.

Knowledge (and good PR) is Power!

Angela Pollis, PR chair of the Pittsburgh Chapter, sent me an article from the *Pittsburgh Post-Gazette*, Sunday, April 6, 1997, which hailed her good works at U.S. Steel's Technical Center's Information Resource Center. I spoke with Ange and she explained the series of events which led to not one, but two feature articles in the *Pittsburgh Post-Gazette*. Ange explained that as the publicity person for the chapter, she was sending notices of the special anniversary to her local press, and got a nibble on the PR line. A features reporter for the Sunday metro section called her for more information about special libraries.

This reporter, Solveig Peters, was so intrigued she made arrangements for an informational interview with Ange about her role in a corporate information resources center. This article, titled "At the USS Information Resource Center, Ange Pollis Proves Every Day that...Knowledge is Power," is a solid testimonial of the importance and vitality of the special library in a corporate setting. Below are excerpts from this informational interview turned feature story.

Solveig Peters writes:

"Corporate libraries, once an assemblage of thousands of books, company staff reports, journals, and other technical publications, are evolving rapidly to become efficient, centralized collections of essential information.

The USS Information Resource Center, managed by Ange Pollis of Murrysville, is an example of such changes. After many reorganizations, it has become a centralized automated facility."

Ange Pollis:

"Part of our job is to make people instant experts. Recently, an executive called to say that he needed information within the hour for a meeting about a steel making process called direct-rolling—a subject about which he knew little. I quickly pulled together all the useful information I could find on the subject. He told me later that with my help, he had more information about the process than those people who had called the meeting.

As society becomes more knowledge-based, our role as information specialists is becoming more exciting. Gathering, organizing, and disseminating information is still the backbone of what we do, but we're becoming information consultants as well. People count on us to help them learn to use the resources that change every day—because knowledge is power." ⊠

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.

Money MATTERS

Highlights of Fiscal Year 1996

From Donna Scheeder's June 11, 1997 Treasurer's Report

The Special Libraries Association closed fiscal year 1996 in a favorable position due in large part to the very successful annual conference with very high registrations and which featured a sold out exhibit hall. Other noteworthy highlights of the budget year included the actual investment fund earnings and fund development income both in excess of $50,000 more than projected. These figures are of particular significance since the additional income enabled SLA to fund and implement projects at an accelerated rate. For instance, the initial phases of implementing the virtual association were not slated until a future year, and we are already well into the execution of SLA's electronic commerce site.

At the close of 1996, the association's financial records and statements were audited by the independent accounting firm of Feddeman & Company. SLA's audited 1996 Statement of Revenues and Expense reports total assets of $8,033,980; total liabilities of $1,834,844; total revenues of $5,246,866; total expenses of $4,762,449; and total equities of $6,199,136. The total audited fund balances at December 31, 1996, were $6,199,136.

The General Fund books were closed in a positive position of $36,666 of which the Board of Directors approved to distribute $18,333.00 to the Conference 2000 Fund and $18,333.00 to the Coplen Fund. In addition, the Board of Directors approved transfers from the residual earnings of the 1996 annual conference activity to the General Reserve Fund, an action recommended by the Finance Committee.

As previously mentioned, the investment portfolio performed extremely well during 1996. While many organizations recognized an overall five percent to six percent return on investment, SLA achieved an overall return of 9.4 percent during 1996. The association's investment portfolio at March 31, 1997, had a market value of $3,040,107.72, with a cost basis of $2,739,635.52. The portfolio is conservatively balanced with cash and cash equivalents, fixed income, and equities.

While a strong membership base is the key to a successful organization, it often poses significant financial challenges in order to provide services to the membership. During 1996, the association spent $4,350,061 on delivering programs and services to the membership, accounted for as follows:

Allotments to Chapters, Divisions, Caucuses, and Student Groups	7%
Membership Recruitment and Retention	2%
Publications	13%
Conferences and Meetings	22%
Professional Development	11%
Public Affairs	12%
Leadership Services	15%
Other Programs and Services	18%

For every member of the association, SLA must raise an additional $67.99 of net income to support the full range of services listed above. The means by which SLA is meeting this challenge is through its non-dues revenue-producing programs and activities. During 1996, the association derived a significant 73 percent, or $3,846,768, from non-dues revenue sources.

As we begin the process of assembling the fiscal year 1998 budget, the Board of Directors, Finance Committee, and staff will continue to look carefully at the issues raised by the IRS audit of 1991 and the focus of the Congressional activities of not-for-profit organizations. Running a non-profit corporation poses many challenges. As with any viable organization, the association operates under sound business principles. The association is concerned with meeting the needs of its customers—the membership; bottom line and profitability; and investing for the future. Continued financial growth and membership growth are the keys to positioning SLA as the leading organization in the information industry, which is our stated vision. However, being a non-profit organization presents additional rules and regulations which are specific to associations and sometimes challenge the general business operantes.

The Finance Committee and the Board of Directors in making decisions, must examine issues with regard to dues versus non-dues ratios; related versus unrelated business income; and compliance to the very specific, often-constraining Internal Revenue Code of the Internal Revenue Service. This means seeking ways to become more efficient; re-engineering the delivery of programs and services utilizing technology to its fullest advantage; and looking once again at the dues income.

At its meeting in June, the Board of Directors accepted the recommendation of the Finance Committee to institute a long-range financial plan. The long-range plan was initiated by the Finance Committee to counter ongoing financial projections which consistently demonstrate that by 1999, SLA will be in a negative financial situation unless action is taken to decrease expenses and increase income.

The Finance Committee's goal in maintaining SLA's financial strength remains *the association's ability to fulfill its strategic objectives and to provide cutting-edge programs and services to its members at affordable rates, while maintaining a sound*

Continued on page 45

For more information on "Money Matters," or to contribute to the column, please contact Senior Assistant Executive Director, Finance & Administration Lynn Woodbury via e-mail at: lynn@sla.org.

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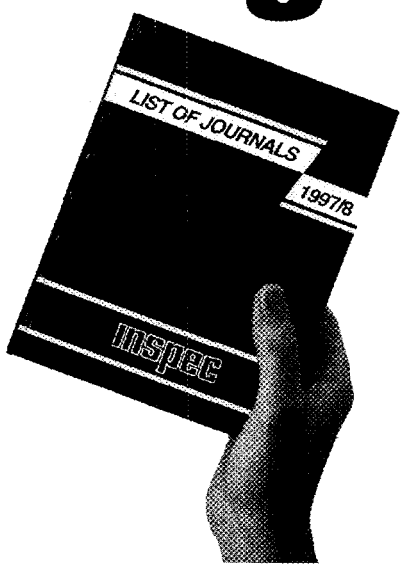

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ON THE Net

Conferences on the Web

The Web is an excellent source of information on past and future conferences of all types. It is useful for finding out about conferences that may be of interest to a special librarian and for gathering information on conferences that one is unable to attend due to distance, timing, or funding. My search for conferences on the Web turned up a wide variety of information, from simple contact information to full program schedules and proceedings. A sampling of conferences of interest to special librarians is presented below.

Finding Conferences

Many locations provide information on conferences, yet no one location is comprehensive. The Yahoo conferences sections are very useful yet somewhat disorganized. Yahoo directories of interest to special librarians are those listing conferences on the topic "Computers and Internet," including the World Wide Web, and those specific to libraries and librarians.

The Internet Conference Calendar is an interesting source that with a little better exposure could become a valuable site. The Calendar allows for searching by topic, date, location, and keyword. The available topic areas are wide and varied, although the actual amount of conferences available seems a bit thin.

As current awareness tools, the Net Happenings list and Web site are excellent. The Web site allows for searching by conferences in and out of North America. The weakness at this site is there is little organization to the links, and announcements of conferences from several years ago are still available.

A Long, Long Way From Home

Special librarians often attend their national or regional library association's conference along with SLA's annual conference. Many interesting and relevant conferences are inaccessible because of the conference location.

An example of this is the World Wide Web Consortium's (W3C) series of International World Wide Web Conferences. These conferences have been located in such cities as Geneva, Switzerland; Santa Clara, CA, USA; Darmstadt, Germany; and Paris, France; next year's W3C conference, the seventh, will be held in Brisbane, Australia. The W3C has created an excellent set of Web sites for each of the six previous conferences, complete with full text proceedings. Three conferences (the third, fifth, and sixth) have audio and video for much of the conference available from their Web sites. The international scope of the Internet makes the information provided by these sites extremely valuable.

Another important conference that many special librarians are unable to attend is that of the International Federation of Library Associations and Institutes (IFLA). Information on future and past conferences is available from the IFLA Web site. Find out what issues and problems librarians from around the world have dealt with, and how they solved them by perusing the IFLA site.

Regional Conferences

Using the Web to find out about regional conferences can be particularly effective. These sites allow a librarian to "virtually" attend the conference months, even years, later.

For example, the University of Hertfordshire's Learning and Information Services Department is presenting the Libtech International '97 conference with its focus on networks, Intranets, and small systems in September. Southern Cross University hosted the third AusWeb Conference in July. The AusWeb site also offers full-text proceedings to past conferences—AusWeb95 and AusWeb96.

The University of Arizona received some acclaim for their first "Living the Future" Conference which detailed the significant organizational changes that the university's library had recently undergone. Arizona will present a second similar conference, "Living the Future II: Organizational Changes for Success" in the spring of 1998.

The University of California - Santa Barbara offered conferences titled "Untangling the Web" in 1996 and "The Universe at Your Fingertips" in April, 1997. The full proceedings, as well as presenter biographies, are available for both conferences.

Conferences for Specialized Audiences

Unique or specialized conferences are also in abundance on the Web. Two conferences being held this summer are the ACM Digital Libraries Conference and the Perl Conference presented by the publisher O'Reilly & Associates. These focused conferences may be easily missed but very relevant to the current mission of libraries. The Perl Conference is especially interesting with a whole track dedicated to "Perl for the Web." Librarians with whom I come into contact are constantly asking the question: "CGI? Do you know CGI?" Attending this conference may provide an answer to this question.

A series of annual meetings for researchers and practitioners in electronic resource provision is ELVIRA, the UK Digital Library Conference. Hosted by De Montfort University, outlines and full-text proceedings are available for portions of this conference. (ELVIRA, by the way, stands for Electronic Library and Visual Information ReseArch.)

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by Hal Kirkwood. *Kirkwood is assistant management and economics librarian at Purdue University. He may be reached via e-mail at: hkirk@hotmail.com; or visit his Web page at http://www.geocities.com/CollegePark/Union/7290/. For more information on "On the Net," or to contribute to the column, please contact Sharyn Ladner at: 1-305-284-4067; fax: 305-665-7352; e-mail: sladner@miami.edu.*

Two recent library-related conferences held in the USA are also available on the Web. These are the LITA/LAMA Conference and the OCLC-sponsored Annual Research Library Directors' Conference. LITA/LAMA, co-sponsored by the Library and Information Technology and Library Administration and Management Associations (divisions of the American Library Association), is one of those conferences I'd love to have attended but couldn't justify the cost. OCLC provides access to the full proceedings of the 1996 and 1997 Research Library Directors' Annual Conferences on its Web site. You may be able to gain a better understanding of that new project you've been assigned to by sneaking a peek at this conference.

Virtual Conferences

The growth of interactivity on the Web is creating a situation where we may not have to leave our homes or offices to attend a conference. There has been some talk about MOOs (Multi-user Object-Oriented environments), chat rooms, and avatars as ways to virtualize the conference experience.

For example, there was a live Internet broadcast of the Bill Gates general session address at the 1997 SLA Annual Conference in Seattle that was sponsored by the Microsoft Library in association with Microsoft NetShow on a Web site hosted by SaltMine Creative, Inc. These are powerful tools for including people unable to attend the conference but who are needed for effective discussion of an issue.

MOOs could be used for virtual conferences where people spread out geographically meet in real time on the Web. Since these are still telnet applications, and thus text-based, a significant amount of typing may be required by the participants. The Internet Public Library has a library community MOO available.

Avatars are what some see as the future in this area. Avatars are graphical representations of the user in a GMUK (Graphical Multi-User Konversation). This takes the concept of a MOO at least one step further. A "visual dimension is added allowing for the illusion of movement, space, and physicality. It allows people to express their identity visually, rather than just through written words. The result is a whole new realm for self-expression and social interaction with subtleties and complexities not seen in text-only chat rooms."*

The potential growth of VRML (Virtual Reality Modeling Language), in conjunction with some of the above technologies, creates a situation where a real-time, "virtual" conference could take place. Watching (and hearing) a session, visiting a vendor's booth, and sitting in on a roundtable discussion are all possible now. Increases in bandwidth and transfer speed will be necessary for this to work efficiently. The NetDay96 Conference is an example of an initial attempt at this type of event.

I believe that there is some utility in this concept of a virtual conference. A reduction in cost and time spent in travel could be a benefit in certain situations. But I disagree that virtual conferencing will serve as a true replacement for conference attendance. A major benefit of attending a conference is the face-to-face discussions after presentations or in the hotel bar in the evenings or the impromptu discussions over lunch. Attending a conference forces one to get out from behind the reference desk or out of the information center and thereby gain a different perspective on one's job and organization. ⊠

* Suler, J. (Jan. 1997). The Psychology of Avatars and Graphical Space in Visual Chat Environments. (available at http://www1.rider.edu/~suler/psycyber/psyav.html)

THE FOLLOWING IS A LISTING OF THE WEB ADDRESSES MENTIONED IN THE COLUMN. THEY ARE CURRENT AS OF JUNE 16, 1997.

Finding Conferences

Yahoo: Computers and Internet: Internet: Conferences and Events
(http://www.yahoo.com/Computers_and_Internet/Internet/Conferences_and_Events/)

Yahoo: Computers and Internet: Internet: World Wide Web: Conferences
(http://www.yahoo.com/Computers_and_Internet/Internet/World_Wide_Web/Conferences/)

Yahoo: Reference: Libraries: Conferences
(http://www.yahoo.com/Reference/Libraries/Conferences/)

Internet Conference Calendar
(http://conferences.calendar.com/)

Net Happenings
(http://www.gi.net/NET/)

A Long, Long Way from Home

International World Wide Web Conferences and Proceedings
(http://www.w3.org/pub/Conferences/Overview-WWW.html)

IFLA Conferences and Proceedings
(http://ifla.inist.fr/IV/index.htm)

Regional Conferences

Libtech International
(http://www.herts.ac.uk/Libtech/libtech.htm)

AusWeb97
(http://ausweb.scu.edu.au/)

Living the Future 1 and 2
(http://www.library.arizona.edu/conference.html)
(http://dizzy.library.Arizona.EDU/conference/conf2.html)

Untangling the Web Proceedings
(http://www.library.ucsb.edu/untangle/index.html)

The Universe at Your Fingertips: Continuing Web Education
(http://www.library.ucsb.edu/universe/)

Conferences for Specialized Audiences

ELVIRA 4: The UK Digital Library Conference
(http://ford.mk.dmu.ac.uk/ELVIRA/ELVIRA4/)

ELVIRA 3 - Abstracts
(http://ford.mk.dmu.ac.uk/ELVIRA/fullprog.html)

ACM International Conference on Digital Libraries
(http://www.lis.pitt.edu/~diglib97/)

O'Reilly Perl Conference
(http://www.ora.com/perlconference)

LITA/LAMA National Conference
(http://pitcairn.lib.uci.edu/lita-lama/)

Fourteenth Annual Conference of Research Library Directors Proceedings
(http://www.oclc.org/oclc/man/9680rldc/9680.htm)

Virtual Conferences

Sixth International World Wide Web Conference
(http://www6conf.slac.stanford.edu/)

88th Special Libraries Association Conference: Bill Gates Live via Microsoft NetShow*
(http://microsoft.saltmine.com/netshow/SLA97.htm)

Internet Public Library MOO
(http://www.ipl.org/moo/)

NetDay96
(http://quest.arc.nasa.gov/netday96/)

*This NetShow presentation may no longer be available when this column is published.

Government Relations Outlook

U.S. Government Printing Policy Headed For Overhaul

Once again, the United States Government is considering a major reform of its printing and publishing policies. The proposed changes could drastically alter the nature and scope of access to government information. Last year, the Clinton Administration's Office of Management and Budget (OMB) issued a report suggesting that the placement of government printing responsibilities within the legislative branch was unconstitutional. This finding was supported by the Office of Legal Counsel at the Department of Justice. Now, the Senate Rules Committee is working with OMB, the Joint Committee on Printing, and the U.S. Government Printing Office (GPO) to reform Title 44 of the U.S. Code, which guides the nation's policies on printing and publishing of government information.

SLA, in coordination with other U.S. library groups, organized the Interassociation Working Group on Title 44 (IAWG). This group was created in order to unify support for a reasonable approach to government printing reform. The group's first order of business was to begin development of a legislative proposal that would best reflect the library community's interests. The IAWG crafted a draft bill based on consultations with Eric Peterson, staff director for the Joint Committee on Printing. The primary issues to be addressed are:

- What is the definition of a "government publication?"
- Should GPO exist under the executive branch?
- What are the roles of the Public Printer and the Superintendent of Documents?
- Should federal information be copyrighted?
- Should there be civil penalties for noncompliance?

The opportunity for discussions came just as the proposal was being developed. In May of this year, the Rules Committee held hearings on the matter and invited both public and private interests to testify. The major players—including the library community and the Information Industry Association—were subsequently asked to submit draft legislation for reforming Title 44. Those hearings produced varied responses from the participants. While OMB and GPO have taken disparate positions on some of the issues at hand, the library community has taken a relatively moderate stance to date. GPO would prefer to strengthen its own position by becoming more independent of Congress, but is opposed to executive branch authority. OMB would prefer direct control over GPO and at least minimal authority over the Public Printer.

On behalf of the library community, the IAWG has developed draft legislation that would achieve the following goals:

1. To revise the definitions to specifically include electronic government information within the scope of the program, as well as works produced at government expense under contracts, cooperative research and development agreements, and other formal arrangements. The IAWG also is concerned about keeping government information in the public domain and removing copyright-like restrictions; however, this falls outside of the chapter 19 revisions proposed by the IAWG, and should be addressed in separate legislation.
2. To maintain a centrally coordinated program for library and public access to government information under the Superintendent of Documents with separate appropriations. This would include the coordination of library-related services (i.e., acquisition, cataloging/locator, access, dissemination, permanent public access, etc.). Also, the Superintendent of Documents should have a separate appropriation to pay for program copies of tangible government information products and access to online products, regardless of the source of the government information or how it may be produced or procured.
3. To establish the responsibility of Superintendent of Documents to coordinate permanent public access to government information through a system that provides for adequate redundancy.
4. To resolve the constitutional separation of powers issue and provide strong congressional oversight. While the resolution of these questions obviously will influence the development and implementation of any revised system, the IAWG draft bill does not specifically address these issues. However, the library community strongly believes that the responsibility for coordinating the dissemination of government information to the public should rest primarily with the legislative branch, and that strong congressional oversight such as through a joint committee is necessary in order to ensure and promote public access.
5. To establish enforceable compliance mechanisms and incentives within Title 44 to ensure agency participation in order to guarantee public access to government information through the program.
6. To provide the necessary flexibility to enable the Superintendent of Documents and the program to respond to changing needs of libraries, users, and agencies. This includes enabling the Superintendent to develop and experiment with new access technologies, standards, software, etc.
7. To provide the Superintendent of

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

Copyright CORNER

Copyright: Free Speech or Property Right?

In the frenzy to hammer out the WIPO (World Intellectual Property Organization) treaties and any subsequent revisions to domestic copyright law, publishers, readers, politicians, academics, and lobbyists have exchanged verbal volleys reminiscent of the clash of the ironsides, Monitor and Merrimac. In the haze of the battle, the lines have been drawn. Publishers have long resented supposed losses from concessions in the 1976 Revisions to the Copyright Act. "Babes in Consumerland" (Vance Parckard, *Hidden Persuaders*) who bought computers thinking online Internet access would remain free and limitless, scornfully brace as pleas go before the FCC for per minute charges and at the prospects of per screen viewing charges.

David Nimmer, of the *Nimmer on Copyright* legacy, noted that during the WIPO treaty negotiations last year, many approaches to copyright could have been taken, such as safeguarding moral rights or as an expression of a natural right; but the "U.S. point predominated," that being "the pocketbook." [1]

Amid the fracas enters Professor L. Ray Patterson from the University of Georgia School of Law who wants to bring copyright law interpretation back to the ideals of the Constitution, in which, he says, the copyright clause has First Amendment values in it. [2] Professor Patterson basically says that in the future, copyright will be viewed as a freedom of speech issue rather than a property right issue.

According to Patterson, copyright is currently viewed by the courts as primarily a property right—intellectual property. As such, the copyright holder pushes for greater and greater "marketing monopoly" towards the ultimate goal of charging for each time a page is read. Professor Patterson says that a copyright in this case becomes only an economic right, severed from its roots in the Constitution. He says we are guaranteed the freedom to speak and thus, the freedom to be heard or read. Copyright, as a property right, becomes an avenue of "economic censorship." Only those who can pay can read, and if the price is high enough no one can read the "free speech."

As we enter the next juncture in the online medium, copyright is of paramount importance. Professor Patterson predicts that copyright will become more of a first amendment consideration rather than a property right because the copyright clause in the Constitution has First Amendment values in it. It depends on how it is presented in the courts.

He says that the current WIPO debates are unconstitutional in U.S. law because they present property as natural law. The copyright holder can control the speech after selling it, resulting in a marketing monopoly. Under U.S. law, copyright is a statutory grant by Congress.

Regarding balance between the copyright holder (publisher) and the readers, Professor Patterson says publishers will maintain a marketing monopoly when selling the book, but afterward, small portions—not as a substitute for buying a whole volume—should be available for copying in the for-profit and not-for-profit sectors equally. In other words, the right to profit from the book (hard copy or online) will br reatined by the publisher, but they will not be able to control the speech afterward, as with licenses.

In summary, in predicting the future of copyright law, Professor Patterson anchors his theory on the primacy of free speech over property law in promoting the right to be heard and read over economic censorship of ideas. It remains to be seen if the courts, Congress, and treaty writers agree. ⊠

[1] "Intellectual Property in the Digital Age: Participants Perspective on the W.I.P.O Diplomatic Conference," May 2, 1997, Washington College of Law, American University, Washington, DC.

[2] "Copyright and Free Speech Rights," *Journal of Intellectual Property Law 1* (Fall 1996).

by Lawrence S. Guthrie, II. For more information on "Copyright Corner," or to contribute to the column, please contact Guthrie at: 1-202-662-6158; fax: 1-202-778-8658; e-mail: lguthrie@cov.com.

Government Relations, from page 14

Documents with the authority to develop or coordinate guidelines that take into account user needs, the integrity of the information, and the life cycle of government information when determining appropriate format(s) for dissemination.

8. To provide for feedback and input to the Superintendent of Documents through advisory council(s) that include librarians and public users.

The IAWG proposal was submitted to the Senate Rules Committee and the House Oversight Committee in mid-June. As of this writing, those committees are reviewing the various proposals developed by all interested parties. One thing is certain: the nature and scope of the U.S. Government's printing and publishing policies is very likely to change in the near future. With increasing pressure from the Clinton Administration to resolve the constitutionality of government printing and publishing, Congress is expected to work on this matter through next year. ⊠

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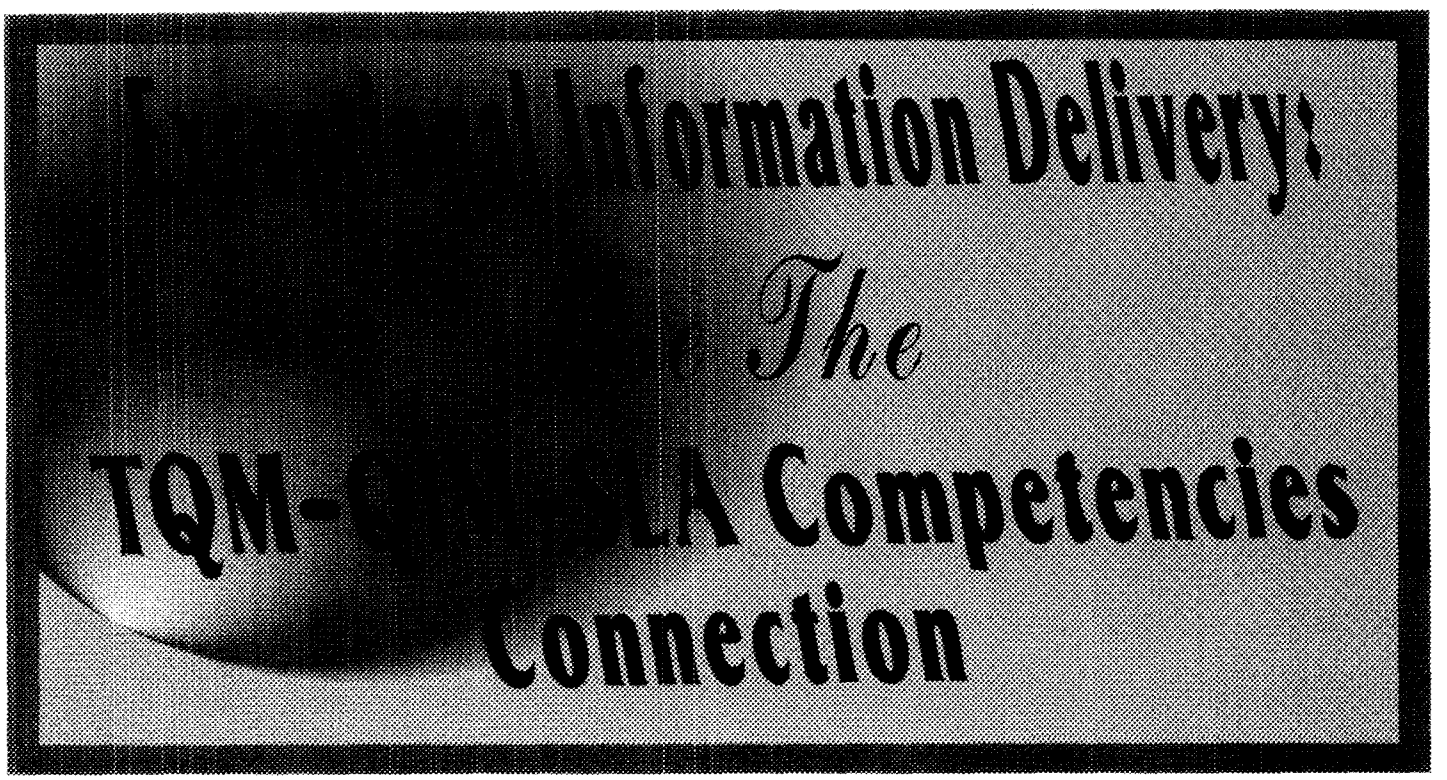

Information Delivery: The TQM-SLA Competencies Connection

by Guy St. Clair

For specialist librarians/information management specialists seeking to achieve excellence in information delivery, three management concepts provide a perfect framework. Combining the basic principles of total quality management *(TQM)*, an information-focused version of *TQM* that I call "quality information management" *(QIM)*, and the ideas put forward in SLA's *Competencies for Special Librarians of the 21st Century* ("The SLA Competencies Statement") creates a solid foundation for organizing and implementing a superior information services operation. Linking *TQM, QIM,* and the SLA Competencies Statement positions the information operation as an organizational functional unit that *works,* that is, one which provides information customers with the information products, services, and consultations they require, advances the mission (whatever it is) of the parent organization or community that supports the information services unit, and gives the information workers themselves job satisfaction, confidence, and the assurance that they are contributing to the success of the enterprise that employs them.

Current trends. Information services management is no longer a "stand-alone" operation, and information practitioners now participate in the entire information realm, in what I like to refer to as "the splendid information services continuum." It is an information spectrum that includes, of course, librarianship (both traditional librarianship and special librarianship), but it also includes records management, archives management, publishing, information technology, information brokerage, consulting, and any other field of interest or study that is related to the process that connects the information seeker with the information.

Related to this, we have redefined our "information age," which has now become "the age of the information customer." All successful information operations are recognizing that the authority of the customer is the authority to which we and our information delivery operations are responsible. And that relates, easily enough, to another trend, one that immediate Past-president Sylvia Piggott has identified. We are now well into what Piggott calls the "second era" of the information age, for having survived the last few decades of birth and pubescent development, the information services management community is now enjoying the benefits of enabling technology—technology that permits us to reengineer our processes, to analyze our resources and our use of them, and to quantify our deliverables. It's a good time to be working in information services.

Beyond that, though, is a further trend that must not be dismissed, and that is what I like to refer to as the integration of information. We are discovering that our information customers are interested in—nay, demanding—what is lightheartedly called "one-stop shopping" (our more serious practitioners speak of providing customers with "a single point of entry" to information). It's what the customers want. They don't want to be told by an information worker that the information they seek is not "here" but somewhere else. They want to ask their question once and have the

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Guy St. Clair is the president of InfoManage/SMR International, a New York-based management consulting, publishing, and training firm. A past president of SLA, St. Clair is the author of several books on information management, including Total Quality Management in Information Services, *recently published by Bowker-Saur. He may be reached via e-mail at: smrintl@mindspring.com or www.mindspring.com/~smrintl/smr.html.*

information delivered from one source, and it's not difficult to understand why. From the information customer's point of view, as Elizabeth Orna has so brilliantly put it, information is "anything people need to know and apply in their work, to achieve their, or the enterprise's, objectives."

Of course. And if that's what the information customers want, that's what the information management specialists will provide. It may take a while and it may take some doing, but in the long run the specialist librarian/information management specialist will discover that the only way to meet the customer's needs and to satisfy the customer's perceptions and expectations about information delivery is to accept that when a customer thinks of "information," he or she thinks of information as Elizabeth Orna has defined it.

TQM/QIM/SLA Competencies. From the management point of view, exceptional information delivery can be provided when the specialist librarian/information management specialist accepts the validity of these trends in the information workplace and incorporates them into his or her management practice. The unifying thread, it seems to me, is understanding and adhering to the concepts embodied in total quality management, quality information management, and SLA's *Competencies for Special Librarians of the 21st Century.* Here is how it works.

Total quality management (TQM), at this point in the twentieth century, does not need to be defined for today's information management specialist, simply because TQM is so deeply inculcated into our management thinking these days. Most information managers accept that when applied properly and given time to work, TQM efforts pay off, and are recognized for the value they bring to organizational management.

TQM works because it is customer focused, because it relates to the very goals that information management specialists are aspiring to achieve. William A. Duncan puts it this way: "TQM is a system by which continuous improvement of all value-adding processes performed by the organization may be achieved. The customer determines if value has been added based on his or her own satisfaction. TQM is predicated on the participation of each organization member to improving products, processes, services, and the company culture."

Given that definition, isn't it obvious that TQM connects to excellence in information delivery?

We would like to think so, but perhaps everyone is not convinced. So let's look further, at something I call quality information management (QIM), a more information-related version of TQM. This particular formulation comes from Michael Barrier, writing for *Nation's Business,* with a little Guy St. Clair thrown in. For Barrier, the TQM "essentials" (as he calls them) are:

- An intense focus on customer service
- Accurate measurement
- Continuous improvement
- New work relationships based on trust and teamwork

To these, I am strongly compelled to add:

- A desire for quality, on the part of all information stakeholders, and
- The commitment and enthusiasm of senior management in the organization

When we apply these six characteristics of quality management to the work we do

for (and with) our information customers, it follows naturally that we (and they) will be satisfied with the results.

But will they? Are the results we're providing *exceptional* results? Are we providing *excellence* in information delivery?

Not necessarily. TQM and QIM are fine, workable approaches to information services management, but the excellence of the effort—the exceptional information delivery proposed in this article's title—doesn't really come into play until the SLA Competencies are linked to TQM and QIM and they're all used together.

The competencies statement developed by the association's Special Committee on Competencies for Special Librarians is truly a fine piece of work, and if we information management specialists are smart, we'll use it to describe what we do (and what we believe) to our customers, our managers, our suppliers, and any other interested parties who make up that wide network we call "information stakeholders."

"But why," many ask, "do we need to go out to others?"

Because they don't know what a specialist librarian/information management specialist does, and the SLA Competencies Statement tells them. In fact, it also tells others in the library and information services profession as well, and it's a message that needs to be delivered. For many years there has been tension within the profession about specialized librarianship. For although most specialist librarians are educated and trained as librarians, their work is clearly different from that of public and school librarians. The SLA Competencies Statement makes it clear that special librarians are different.

In 1991-1993, the first formal steps to recognize these differences and to address the issue of competencies for specialized librarianship were undertaken in the work of SLA's Presidential Study Commission on Professional Recruitment, Ethics and Professional Standards, popularly known as "The PREPS Commission." Underlying the work of the commission was the premise that special librarianship is a unique branch of librarianship and that despite the great diversity within special librarianship itself, special libraries nonetheless have different missions, focuses, and purposes than libraries in the other branches of the profession. What the SLA *Competencies for Special Librarians of the 21st Century* does is to take that recognition—that specialist librarians/information management specialists are different—and identify the competencies that are required for these practitioners to perform well.

While this is obviously not the place to repeat the 11 professional competencies and the 13 personal competencies that Chair Joanne Marshall and her excellent team of visionaries came up with, we can with some success condense the SLA Competencies Statement to five broad component issues, with these five keywords: resources, content, media, manager (or management), and advocate (or advocacy).

With this approach, and thinking about how the SLA Competencies connect to TQM and QIM, the following picture comes into view: The information management specialist has expert knowledge of information *resources;* within a specific subject field or fields, has specialized knowledge of the *content* of these resources; understands and implements information delivery *media;* performs as a *manager* within the organizational entity, whatever it is; and serves as an information *advocate* within the organization or community at large.

These characteristics, when linked to the TQM and QIM criteria previously described and applied by the specialist librarian/information management specialist in the pursuit of his or her information delivery goals, will inevitably permit the information practitioner to provide services that are exceptional and which will not only meet the needs of the information customers, but will do so in a manner that matches the information customers' perceptions and expectations about information delivery. They lead to that happy state of affairs by moving the information worker from the position of being simply an information provider to one in which he or she takes an aggressive and interpretive role in the information transfer process. The specialist librarian/information management specialist becomes, by virtue of his or her participation in the TQM/QIM/SLA Competencies link, an entirely *different* information services employee. This worker becomes, in effect, a knowledge management expert, an insourced information specialist whose information management responsibilities are identified, codified, and positioned at the same management level (within the organizational management structure) as other important management functions (financial management, research management, human resources management, etc.).

Knowledge management. If information is indeed, as Orna asserts, "anything people need to know and apply in their work, to achieve their, and the enterprise's objectives," we are led inexorably to the conclusion that what information customers want is integrated information, without regard to format, location, or the medium through which it is transmitted. When we connect that idea to the emerging discipline of information resources management (IRM), the field in which Kenneth A. Megill, at The Catholic University of America in Washington, DC, has been doing so much good work, the TQM/QIM/SLA Competencies connection begins to fall into place, with respect to excellence in information delivery. As Megill has outlined it, IRM emphasizes the client/user/patron, looks for an empowering and decentralizing management structure, sees the integration of *all* information as its primary task, and requires a commitment to automation and electronic data transfer for providing better information products and services for those clients. That, in brief, is what excellence in information delivery is all about.

This trend toward the integration of information, leading as it does toward the management of a broader-based commodity than a library and its contents, has serious implications for special librarians. In fact, according to Lois Remeikis, a leader in the field of knowledge management (and who moved into knowledge management from a career as a special librarian), "There are many, many people working as special librarians who are qualified to be knowledge managers in their organizations... connecting knowledge management and special librarianship seems to make a lot of sense."

Knowledge management, as an information services construct, is clearly defined by Remeikis: "Simply put, knowledge management is the creation, capture, exchange, use, and communication of a company's 'intellectual capital'—an organization's best thinking about its products, services,

processes, market, and competitors. Closely related to a company's other information activities, knowledge management involves gathering internal information, such as financial and marketing data, and combining it with related external data, such as competitive intelligence. It goes beyond simple records management in that the information captured may include ongoing discussions, corporate stories, and other facts not typically documented." It is not a difficult leap, then, to conclude that knowledge management, in its purest form, is a natural extension of information management as practiced according the thinking that connects TQM, QIM, and the SLA Competencies Statement.

The Insourced Information Specialist. As information management moves into knowledge management, new approaches to information transfer and new management methodologies are coming onto the scene. And it doesn't much matter whether we call this new period in our discipline's history the "second era" of information services, because we've learned to use the enabling technology, or the "third era," because we've moved from information delivery to knowledge management. Regardless of how we characterize our new information age, it's going to be—in fact, already is—a period of time in which specialist librarians/information management specialists are going to be doing things differently. When the advantages of making the TQM/QIM/SLA Competencies link are considered, these new roles and new information delivery demands can be met with considerable ease.

One way it is being done is through the utilization of a methodology which Andrew Berner has identified. He calls it "insourcing," and, like knowledge management, it is a natural vehicle for exceptional information delivery when the TQM/QIM/SLA Competencies link is applied to the information-seeking process.

All information management specialists are familiar with (and many utilize) outsourcing, that process of jobbing out to external providers those functions that are not part of the information unit's core purpose. Such activities as hiring a short-term research team, to determine the feasibility of pursuing a particular course of action before resources are committed, are commonly pursued. Frequently, that first outsourcing results in an external consulting organization or project management team coming in to implement the activity, so that internal staff resources are not used.

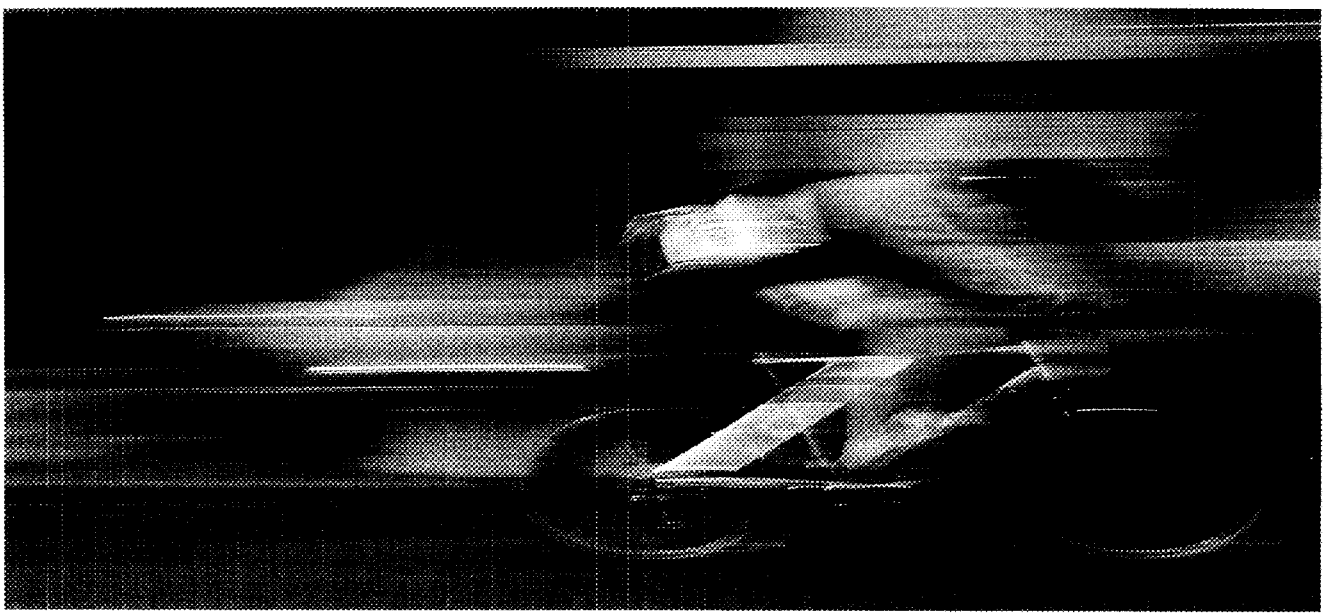
Now the pendulum seems to be swinging the other way. As managers and department chiefs realize that they need information (and come to understand the competitive advantage of excellence in the delivery of mission-critical information), they are also beginning to recognize that the department might very well need its own information management specialist, someone who can perform all functions connected with the management and delivery of information and who performs them exclusively for the department in question. When that unit's manager decides to hire a person to do this work, with his or her tasks limited to serving that unit, the unit is insourcing.

This new methodology establishes the information management specialist as the information "point person" for the department. It requires of that practitioner not only a high level of quality in information management, but a parallel level of accountability and responsibility, for the insourced information specialist provides the information that enables the unit to do its work. Insourcing, as Berner defines it, is "the establishment of a departmental or other limited-sphere information management function in which the employee or employees who perform the function not only acquire the information that is required for the department to achieve its stated mission, but serve the department as information counselors, mediators, analysts, and interpreters. In the department, an agreed-upon information policy defines the scope of the information management function, and all information specifically identified as falling within the agreed-upon range of services is requested through the information management employee, who is generally referred to as an 'insourced information specialist.' ('IIS')"

From a managerial point of view, insourcing as an operational function might be said to represent an almost idealized version of the quality perspective in information delivery, and for combining the management criteria put forward in TQM, QIM, and the SLA Competencies Statement, simply because it provides the best opportunity yet for personal and immediate interaction between the parties involved in the information transaction. Significantly, in the insourcing arrangement the information function is no longer characterized as a "support" function (that is, it is no more a "support" function than the work of the other members of the departmental team), and the role of information in the unit's operation is acknowledged as critical to the unit's success.

Finally, however, the new attention to insourcing is notable precisely because it defines information delivery in terms of the criteria established in TQM, QIM, and the SLA Competencies Statement. The information management function is confirmed as a critical role and that critical role is accepted as a normal operational function, not as a separate "fringe" function to be turned to when necessary. As such, insourcing relates directly to the quality customer service model, for the very concept enhances the critical link between the value of the information provided by the information specialist and the use of that information by the information customer.

Conclusion. What specialist librarians/information management specialists want to do in their organizations is not a mystery, and applying the concepts of *TQM, QIM,* and the SLA Competencies Statement can lead them to success, to a situation that provides benefits to everyone involved. Essentially, what these information workers want is to position the information operation as an organizational functional unit that succeeds. They can do this by building the delivery of information on a foundation that incorporates the tenets of total quality management and quality information management, and by employing practitioners with the competencies that SLA has identified for that success. When that happens, the information unit, whatever its subject speciality or its role in the vast spectrum of information-delivery operations, provides information customers with the information products, services, and consultations that they require, advances the mission (whatever it is) of the parent organization or community that supports the information services unit, and gives the information workers themselves job satisfaction, confidence, and the assurance that they are contributing to the success of the enterprise that employs them. ⊠



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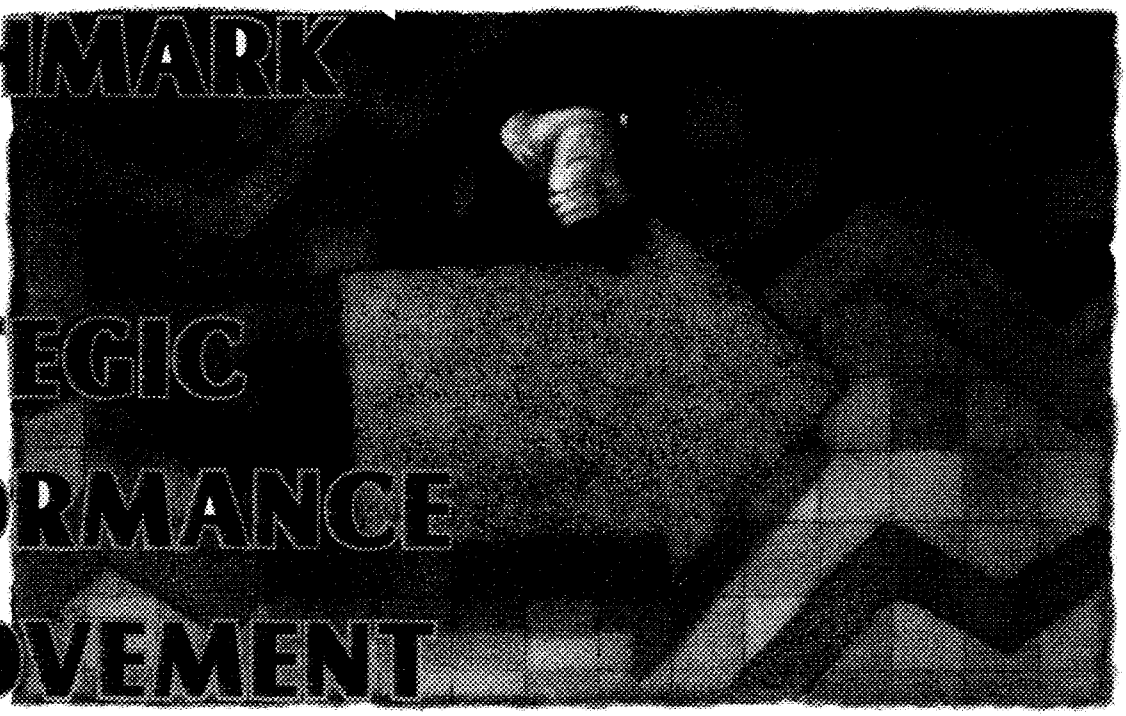

by Annette Gohlke

Librarians face challenges on a daily basis that seem to be reaching volcanic proportions. Pressures have been increasing for years as newer, better, faster technology impacts collections, services, and operations. As if technology isn't enough, the steam continues to build as reengineering, downsizing, and outsourcing proposals or threats bombard them. Librarians in all types of libraries are finding themselves in the position where they must build a solid and effective case on how their library adds significant value to the organization or institution that pays the bills.

With no time to vent steam, librarians are being catapulted into a more competitive environment, as they are encouraged, if not mandated, to operate their libraries "like a business." Now is the time that they must grapple with the three E's -effectiveness, efficiency, and economy. They must not only determine just how effective their libraries are, that is whether they are doing the "right" things, but also how efficiently they are doing them. Efficiency introduces the need to examine work processes, find ways to streamline work, and improve personnel performance. It also points to the need to measure productivity and to look outside their own libraries to external sources for "best practices." Librarians are also finding out just how important it is that they become competent and confident in dealing with finances. They must learn to price their products and services, explain to upper management the rate of return on the dollars invested in their libraries and prove their value in realistic, hard-hitting terms. Benchmarking is an excellent tool for librarians to use to see just how effective, efficient, and economical their library operation is.

What is Benchmarking?

Benchmarking is a Total Quality Management (TQM) tool used to measure and compare the work processes in your library with those in other libraries. The goal of benchmarking is to increase your library's performance by (1) identifying libraries with best practices as partners, (2) measuring and comparing a selected work process against partner libraries, (3) conducting an interview with the "best practiced" library, the one with the most efficient and effective work process and (4) adopting, or adapting, their best practices in your library. You might look at benchmarking as a sort of friendly competitive intelligence activity. Since best practices are always evolving, benchmarking is a continuous process. As a TQM tool, it requires you to focus your efforts on improving the work processes that impact the delivery of library products and services that are important to your customers. Benchmarking is one of the most valuable management measurement tools found in use today. Used properly, it can help you achieve the effectiveness, efficiencies, and economies you need to improve your library operation.

Who Are the Library's Customers?

One important reason to conduct a benchmarking study is to prove your library's value to your customers. To do this, you must know who your customers are and identify what they feel is important to them. There are three primary customer groups to consider when deciding to conduct a benchmarking study. The first group, *Upper Management,* includes those persons who have the ultimate control over your

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Annette Gohlke spent 31 years managing a variety of federal libraries, including a large multi type system, "like a business". She is now president and co-owner of Library Benchmarking International, a small publishing, consulting, and training firm. She may be reached via the Internet at: lbi@world-net.net.

budget and existence. These people need to receive certain things from the library in order to give it continued support. The second group, *Client Users,* are the people who use the library's resources and services either through onsite visits or by requesting them via the telephone, fax, or e-mail. We have to think about what the customer wants when we apply TQM. It requires the librarian to step into the customer's shoes. Sometimes this can be really hard for us because as librarians we understand information and how to find it whereas some of our customers don't. The third group, *Library Staff,* must be considered in the benchmarking equation. The quality of service found in the library is directly attributed to the knowledge, experience, and attitude of the staff. How they feel affects their performance and the type of service they deliver.

All three of these customer groups are critical to your benchmarking effort. You want your benchmarking results to show improvements that will impress your upper management and please your clientele. Furthermore, you need the full support of your library staff to carry out the study and make the resulting improvements.

Critical Success Factors

You must identify what is important to your three customer groups to conduct an effective benchmarking study. What is important translates, in benchmarking terminology, to *Critical Success Factors* and are the criteria that your upper management, library clientele, and staff associates with good library services and resources. You will need to use a variety of methods to identify the critical success factors for each customer group.

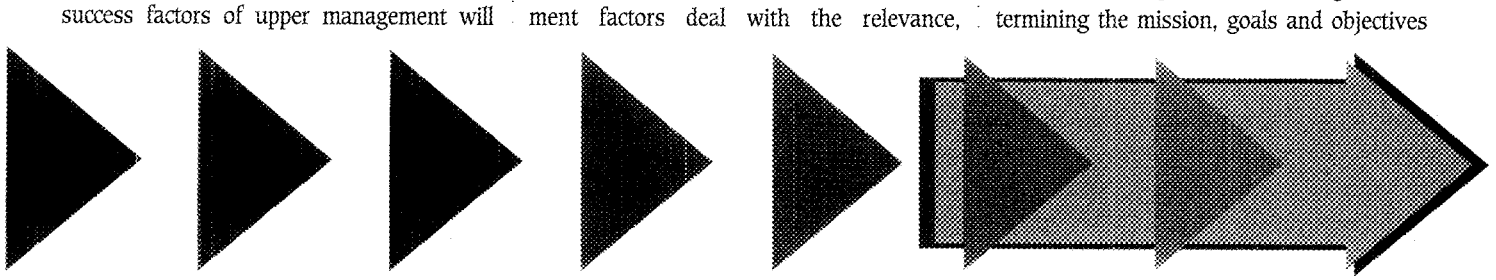
It is definitely important to pinpoint what upper management really wants from the library, but getting that information may not be so easy. They depend on you, as the expert, to know how to provide quality service. Consequently, ferreting out the critical success factors of upper management will take a combination of good reference skills, deductive reasoning, and a dose of intuition. Here are some proven ways to help you gather that information. First, keep your ears and eyes open and always stay tuned to the organizational network to determine the goals and objectives, concerns, values, plans, and problems of upper management. This requires that you get out of the library. It's amazing what you can learn from employees in other departments. Next, make yourself (and the library) visible. Find as many formal and informal opportunities to talk with senior leaders as you can. Keep the communication channels open and the information flowing. Thirdly, make the time to read internal documents that come your way—it's a good way to discover management's values. Realize that management's expectations will probably change over time, so be prepared to be responsive to those changes. Make no doubt about it, what's important to upper management should be important to you!

The general concerns of upper management are really no different for the library than for any other department. They are interested in how much money the library receives and how it spends it, how the library saves money for the company and how much it saves. Time is also of interest. This includes the amount of time the library saves the company's employees thus increasing their productivity. Management wants to know about value-added information, particularly, what information the library produces that customers cannot obtain elsewhere. They are interested whether or not librarians and staff project a professional image and how the library fits into the organization's culture. Other critical success factors deal with the library's ability to provide information to help prevent legal problems for the company or institution. It is also of interest if information is provided in a timely fashion to help employees meet their deadlines. Other upper management factors deal with the relevance, amount, and accuracy of information; consistency of service; error-free service, friendliness and approachability of staff, as well as willingness of staff to "go the extra mile" in a pinch.

Identifying the critical success factors for library customers is usually a little easier. There are many ways to get information on your customers' needs. These include talking to them when they come into the library, providing comment cards for them to complete, and even setting up internal customer committees that serve as advisory councils. However, the most common way that librarians survey customers involves distributing questionnaires and conducting focus group interviews. Of the two, questionnaires are probably the best because they cost less to administer, provide more quantitative information, and are more objective while preserving the anonymity of participants.

Some concerns of customers deal with the availability, friendliness, and approachability of the staff when they enter the library. They also want the library to have what they want, when they want it. Customers are interested in how easy it is to find what they're looking for in the library and how long they have to wait for a special request item to be filled. They want their questions answered swiftly and their telephone calls, e-mail, or fax communications answered immediately. There are usually numerous customer areas that can use some improvements.

The last critical success factors you need to identify before attempting a benchmarking study are those for the library staff. Believe it or not, this action can be as complex as ferreting out those of upper management. The size and compatibility of the staff will certainly affect the process. It is best if the benchmarking team meets with the entire staff for a brainstorming session. Before conducting the session, the team needs to decide on a meeting agenda. Some consideration should be given to discussing and determining the mission, goals and objectives



of the library and the barriers which the librarians feel may prevent them from being accomplished. It would also be helpful to discuss what the current customers expect from the library and librarians and if the librarians feel they can meet those expectations. If they can't, why not? And lastly, the team and library staff need to address the potential barriers to satisfying management's needs.

Digging out the critical success factors for the staff will require a tactful and diplomatic leader with superb listening skills—preferably one who likes people and is respected by the staff. While the entire benchmarking team is responsible for keeping the lines of communication open, it is the leader who is responsible for guiding the brainstorming session and making sure that the discussion covers all agenda questions. It will be helpful to adopt some good ground rules for the session to encourage full participation resulting in a positive productive ending.

The library staff has specific concerns of their own that translate into critical success factors. They may feel that they don't have enough time to do their jobs right. They may also feel an enormous amount of pressure when someone is sick or on vacation. They may not have the necessary skills or training to pick up and do the work of the absent employee. This situation may result in a burgeoning work backlog and frequent customer complaints. It is usually very important to librarians that they are able to satisfy their customers, so when they can't do this, they get frustrated and stressed. Sometimes the staff may feel that the library is understaffed or they may be fearful of a budget cut which will affect their work load and job security. These are all serious and sensitive concerns that must be carefully dealt with by the benchmarking team.

Benchmarking Benefits

Well, we've identified enough critical success factors to generate far more than one benchmarking study. Next, let's look at the benefits of benchmarking. Based on the number of successful benchmarking efforts recorded in journal articles and on the Internet, it is apparent that benchmarking is beneficial. All types of corporations and businesses, big and small, are using benchmarking to improve their processes and in turn achieve the type of efficiencies and economies that favorably affect their bottom lines. Benchmarking, as a proven practical management tool, is now spilling into the not-for-profit arena and is being embraced by local, state, and federal governments and by academic and other types of institutions.

In the library world, corporate libraries—especially those belonging to companies that are experienced benchmarkers and those managed by proactive, savvy librarians—are leaders in the use of benchmarking. Health sciences libraries are also key leaders in practicing benchmarking. According to Joanne G. Marshall, associate professor, Faculty of Information Studies, University of Toronto, and Holly Shipp Buchanan, associate professor and director of libraries, Robert B. Greenblatt, M.D. Library, Medical Library of Georgia, "The application of TQM and continuous quality improvement concepts in health sciences libraries is being driven, in large part, by accreditation trends that emphasize the need for continuous improvement." This affects almost 3000 hospital libraries in North America alone. More and more librarians from public, academic, and government libraries are joining their corporate colleagues in exploring the benefits of benchmarking, either by proactive choice, or the less popular mandate from upper management. With benchmarking on the rise, the probability that you will use it in your library is pretty good. Let's look at five benefits to show you what it can do for your library and staff.

First, it can help you improve your library to better meet the needs of your customers and to make it operate more efficiently and effectively—all real world challenges that you are currently facing or will face in the near future. By identifying best practices, you can maximize your current resources. Benchmarking can be used to explore a new service or product that you may want to adopt in your library.

Second, it can be used to help you gain the support of upper management or improve the support you have. Benchmarking makes you more proactive, demonstrates your willingness to operate like a business, and shows upper management that the library is solving its own problems with the good of the organization in mind. Remember, your benchmarking study should reflect something that interests your company or institution. It makes the library staff stronger team players due to the interaction with other departments and upper management. The outcome is that you will do a better job defending your budget for the out years and may even gain increased resources.

Third, benchmarking provides opportunities to build stronger relationships within the organization and reaches out to other professional librarians to build relationships with them. You'll have a better understanding and appreciation for what other people do within the company and will pick up new ideas that can be used within your library. Also, the process of networking is usually very helpful down the road after the benchmarking study is completed.

Fourth, benchmarking meets the strategic goals of the organization and library. If the company wants to cut costs, the library can look for ways to help the company save money. If needed, the library staff can look for ways to reduce operating costs or increase their productivity. A benchmarking study can help showcase the library process that is selected for benchmarking or can show why other processes were not selected.

Finally, benchmarking can help show how valuable the library resources, especially the librarians and staff, are to the organization! Benchmarking provides a wonderful opportunity for you to show management just what a good job you and your staff are doing and how lucky they are to have you on its team. If your benchmarking effort puts you in the "needs to improve" column, so be it. The organization is just as lucky to have a proactive group with their eyes on the competition, listening and learning how to consistently improve customer service and staff productivity. The bottom line is that you (and your staff) are positive, proactive, and productive professional librarians who know what upper management expects and find ways to exceed those expectations. Your library operating and performance strategies, and thus your benchmarking efforts, are mirror reflections of the goals, values, and objectives of your organization. Customer service, quality performance, and costs are your daily concerns. Benchmarking can help you achieve the results you want if you use it wisely and well. ⊠

SLA in Seattle: Attendees Take the Pacific Northwest by Storm

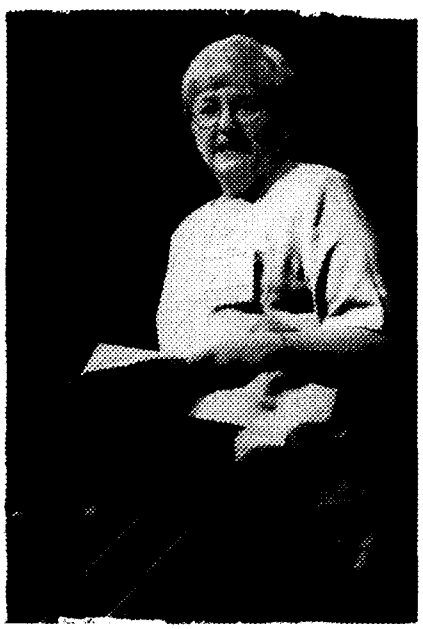


Photo: David Robbins

Conference Chair Corinne Campbell welcomes attendees to the General Session.

Commitment to advancing their careers and to their association was apparent this year when information professionals from the United States, Canada, and around the world came to Seattle, WA, USA, to participate in SLA's 88th Annual Conference, "Information Professionals at the Crossroads: Change as Opportunity," held June 7-12, 1997. Approximately 6,935 special librarians attended this year's successful conference.

SLA's second annual exhibit hall Ribbon Cutting Ceremony opened the doors to a very exciting exhibit show. One of the most diverse shows ever, there were 445 booths sponsored by 330 companies. The hall was filled with the newest technologies, products, and services to help special librarians be more effective and proficient in their jobs.

The general session address was given by Bill Gates, co-founder and CEO of Microsoft Corporation headquartered in Seattle. Gates spoke to a packed audience on developments in information technology and the importance of special librarians in these developments. Another highlight was the third annual President's Reception hosted by Sylvia Piggott which drew over 250 attendees and raised more than $25,000 for SLA's leadership development and enhancement activities.

When not busy attending the many programs and courses offered during the conference, attendees seized the opportunity to visit Seattle's many attractions. Groups went to such places as the Boeing Factory, Microsoft libraries, the San Juan Islands, Red Hook Brewery, Bloedel Reserve, Chateau Ste. Michelle Winery, and the Woodland Park Zoo. Attendees also took walking tours through the historic streets of Seattle.

Keynote Address

Annual Conference General Session Speaker Bill Gates spoke to an audience of more than 5,500 when he delivered his comments on Monday, June 9. Gates, chairman and CEO of Microsoft Corporation, said that advancements in technology will increase the importance of information professionals in corporations as companies work to translate information into knowledge. "It's no exaggeration to say that in most industries, the basis of competition will be on how a company deals with information," Gates said. "Now as we talk about this being the information age, there's no doubt that libraries will play a much more central role than they ever have before."

The videotape of his speech is available from National Audio Video Transcripts by calling 1-800-373-2952 or 1-301-292-2952.

Practitioners' Perspective

Eugenie Prime, corporate library manager at Hewlett Packard delivered the Practitioners' Perspective, "The Fault Dear Brutus" on Tuesday, June 10 to an enthralled audience. An unadulterated Prime challenged

Photo: Glen Conn

The banner welcomed attendees to SLA's 88th Annual Conference in Seattle.

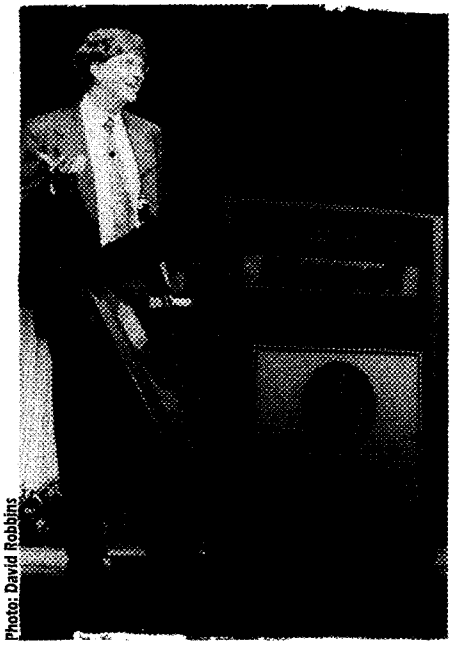


Photo: David Robbins

Microsoft Chairman and CEO Bill Gates spoke to a packed audience at the General Session.

information professionals to stop blaming others, carve their own future in the Information Age, and ultimately take charge of their own fate. Prime, who has been an invited speaker at numerous conferences, is known for her slightly outrageous sense of humor and her ability to express ideas with candidness, simplicity, and wit.

Highlights of the Board Meetings

At the SLA Board of Directors Meeting June 6-7 in Seattle, WA, the board addressed numerous issues ranging from election slates to the conference location in 2006. The following items were addressed at the June 6-7 meeting.

The board accepted the Tellers Committee Report on the results of the 1997 election, declared the elections closed, and approved the slate of officers for the 1997 election. The new members of the 1997/98 board are: President-Elect L. Susan Hayes; Treasurer Richard E. Wallace; Chapter Cabinet Chair-Elect Anne K. Abate; Division Cabinet Chair-Elect Richard P. Hulser; Director Monica M. Ertel; Director Cynthia V. Hill.

The slate of officers for the 1998 election is: for president-elect, Susan DiMattia and Barbara Spiegelman; for division cabinet chair-elect, Joan Gervino and D. Gail Stahl; for chapter cabinet chair-elect, Roberta Brody and Sandy Spurlock; for director, Bob Bellanti, Andrew Berner, Sandy Moltz, and Wilda B. Newman.

Additionally, the board accepted the Research Committee's recommendation to award Claire McInerney the 1997 Steven I. Goldspiel Memorial Research Grant. McInerney's proposed title is "Using Information in the Virtual Office: How Special Libraries are Serving Telecommuters."

Most noteworthy, the board approved a new strategic plan for the association which will take effect immediately. The new plan will be placed on SLA's Web site at: www.sla.org.

The board also approved the recommendation from the Toronto Chapter and the Eastern Canada Chapter Executive Boards to pursue the opportunity being presented by Phase 5 Consulting to develop and participate in an ongoing Web-based survey targeting librarians for the purpose of providing information back to the industry and to our own association.

Several routine budgetary requests received by the Finance Committee were approved as presented. The board approved that all association units be required to record all financial information and submit all financial reports in the Quicken (or other association approved) format no later than January 1, 1999, and that the association provide the Quicken programs at no cost to the units.

The board considered actions for future conferences. Baltimore, MD, was approved as the site of the 97th Annual Conference of the Special Libraries Association, June 10-15, 2006. The board also approved that the SLA Annual Conference Exhibit be reduced from a four day show to a three day show beginning with the 1998 Indianapolis Annual Conference. Additionally, it was approved that the revised show day hours be extended to incorporate those hours eliminated in dropping the fourth day show. Finally, the board approved that there will be a second, but modified no-conflict time during the late afternoon of the first day show.

Additionally, new awards were approved for the association. The first is the Rose L. Vormelker Award with the following description: The Rose L. Vormelker Award is given to individual member(s) of the association in recognition of exceptional services to the profession of special librarianship in the area of mentoring students and\or practicing professions in the field. The board also approved the Dow Jones Leadership Award, 21st Century Competencies in Action over the next four years. Finally, the board approved the recipients of the 1997 Diversity Development Program. They are Barbara Akinwole, W. Kelly Yuille, Andrea Greer, Vinita Singh, and Stephanie Tolson.

The new SLA Board of Directors held their first meeting on Friday, June 12. Among other agenda items, a special committee was appointed to review DACOLT training. Also, past presidents were directed to develop a form and to revisit the question of caucus structure, timing if activities, etc. for discussion at the fall board meeting with directions and recommendations for winter 1998.

Exhibitors/Sponsors

Attendees in Seattle met on Sunday, June 8 to attend SLA's Ribbon Cutting Ceremony. The ceremony provided SLA members with an opportunity to network with SLA President Sylvia Piggott and SLA Executive Director David Bender, SilverPlatter Information CEO Brian Earle and others, and with the opportunity to be among the first to view the 1997 exhibit hall—the most exciting ever! This year there were 445 booths sponsored by 330 companies. The hall was approximately 40,000 square feet and was filled with the newest technologies, products, and services to help attendees become more effective and proficient in their jobs.

As in the past, annual conference sponsorship was very successful with 19 of 28 sponsorship categories being partially or fully sold. The sponsors who generously supported conference activities are:

- Knight-Ridder Information—official online services sponsor
- Chemical Abstracts Service—provided conference tote bags
- Ovid Technologies—sponsored the Fellows' Reception for First SLA Attendees and the contributed paper sessions
- Moody's Investors Service—co-sponsored Practitioner Presentation and sponsored refreshment breaks
- Microsoft—sponsored the Internet Room and Presidents Reception
- Turpin—sponsored the SLA staff office
- Derwent—sponsored the exhibit hall refreshment break

Dun & Bradstreet—co-sponsored Practitioner's Presentation
EBSCO sponsored CNNVention Kiosks and 1998 Program Planners Session
SilverPlatter—sponsored Ribbon Cutting Ceremony
OneSource Information Services—sponsored technology track CE courses
Telesec Library Services—sponsored the 1997 Employment Clearinghouse
Disclosure—sponsored the "Guide to Exhibits"
UMI—sponsored the General Session
The Freedom Forum—sponsored *Conference Update*

Annual Business Meeting

The Annual Business Meeting took place Wednesday, June 11. The agenda included speeches from the association's leadership, official installation of the new Board of Directors, and recognition of the 1997 SLA Fellows and the recipients of the Information Today Award, the Public Relations Awards, and the Diversity Leadership Development Program Award.

Newly elected SLA officers include: President-Elect L. Susan Hayes, president, Oak Harbor Publishing, Delray Beach, FL; Treasurer Richard E. Wallace, manager, Technical Information Center, A.E. Staley Manufacturing, Decatur, IL; Chapter Cabinet Chair-Elect Anne K. Abate, librarian, Dinsmore & Shohl, Cincinnati, OH; Division Cabinet Chair-Elect Richard P. Hulser, consultant, Digital Library Global Education Industry, IBM Corporation, New Haven, CT; Director Monica M. Ertel, director, Knowledge Systems Lab, Apple Computer, Inc., Cupertino, CA; Director Cynthia V. Hill, manager, Sun Library and Information Services, Sun Microsystems, Inc., Mountain View, CA.

Assuming new positions on the board for 1997-1998 are Past-President Sylvia E.A. Piggott; President Judith J. Field; Chapter Cabinet Chair Peter Moon; Division Cabinet Chair Rebecca Vargha.

Continuing to serve on the SLA Board of Directors are Bruce Hubbard, Julia Peterson, Stephen Abram, and Sharyn Ladner.

President's Report—Sylvia Piggott Scorecard for 1996-97

"Last year at this time, I made a commitment to you on some initiatives which I believed would move the association in the direction we want to see it go. Today, I will present to you a scorecard of the year's achievements.

Photo: David Robbins

General Session speaker Bill Gates along with Past-President Sylvia Piggott and SLA Executive Director David R. Bender.

Priorities

The following priorities were chosen for association year '96-'97:

1. A New Logo
2. Communication to Membership
3. Updated Strategic Plan
4. Virtualization of the Association
5. Promotion of the *Competencies for the 21st Century*
6. Continued Internationalization of the Association

The Logo

SLA has been making adjustments to its processes, products, and services as the environment changes. One of the symbols which we felt should be updated was our logo. After much research and design attempts, a new logo was selected at the fall board meeting and was presented to our membership via electronic and paper media. At the Winter Meeting, the leadership was able to see and receive the logo in a variety of formats. The feedback has been very positive.

Communication

Communication to the membership took several forms. Another major change which took place during the year was the phasing out of *Special Libraries* and the *SpecialList* and the birth of our new monthly magazine *Information Outlook*. The inaugural issue of *Information Outlook* was distributed to the membership in January 1997. Again, the feedback has been very positive.

Electronic Media

The Web and listservs were also used extensively to keep the membership, the board of directors, committees, staff, and the public connected to the association. This medium facilitated fast turnaround time necessary for decision-making and for moving ahead quickly. Both the president and the president-elect made several visits to chapters which provided another medium for communication face-to-face with the members.

Strategic Plan

Last year, members completed a Super Survey the results of which was used in reviewing the Strategic Plan adopted in 1989. After several months of discussions among the Board of Directors and staff, a new Strategic Plan was adopted by the board at the June 1997 board meeting. The new Strategic Plan concentrates on three broad areas: (1) Developing Professionals for the 21st Century (2) Promoting the Value of the Information Professional (3) Building the Virtual Association. What is involved in these three areas and how these things will be accomplished will be reflected in future priorities.

The Dow Jones Leadership Award

Celebrating THE ACHIEVEMENTS OF Special Librarians

The Theme: "21st Century Competencies in Action"

The Dow Jones Leadership Award will be presented annually to a member of the Special Libraries Association who exemplifies leadership as a special librarian through examples of personal and professional competencies.

The Leadership Award is based on the 11 professional competencies and 13 personal competencies essential for special librarians, as highlighted in the SLA "Competencies for Special Librarians of the 21st Century" executive summary.

This unique and innovative award is the first of its kind for the information profession. If you think you have what it takes to win, just complete and return the attached application along with your essay explaining why.

Note: Copies of the SLA executive summary are available at **www.sla.org/professional/comp.html** or by calling the Dow Jones InfoPro Alliance at **888-609-2397**.

Special Libraries Association

DOWJONES

Dow Jones is proud to sponsor this award as part of an ongoing commitment to Special Librarians.

The Dow Jones Leadership Award
"21st Century Competencies in Action"

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(Please submit your essay with this form).

Official Rules: From the SLA executive summary "Competencies for Special Librarians of the 21st Century" select three professional competencies and three personal competencies. Then describe in essay form how you have put each selected competency into action, providing practical examples from your work environment. The essay should be approximately 500-600 words in length. For a copy of the SLA executive summary, call the Dow Jones InfoPro Alliance at **888-609-2397** or go to **www.sla.org/professional/comp.html**.

Eligibility: All Special Librarians and Information Professionals who are SLA members in good standing are eligible. You may enter a colleague in this competition by completing the application and essay in their name and attaching your name to the application.

Deadline: Dec. 5, 1997.

Judges: SLA Awards and Honors Committee.

To Apply: Send your application and essay electronically to **dysart@inforamp.net** or mail them to Jane Dysart, 47 Rose Park Drive, Toronto, Ontario, M4T 1R2, Canada

Winner Announced: January 1998. Award will be presented by Dow Jones at SLA's Annual Conference Awards Banquet in June 1998.

The award carries a $2,000 cash prize. In addition, the winner may be profiled in a Dow Jones publication, presented at an SLA-related function, featured in an advertisement for the award in a Dow Jones publication, and/or be profiled in SLA's *Information Outlook*. The winner will be asked to sign a publicity release.

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Internationalization

SLA has for many years now been a force in the international information arena having participated in forums such as International Federation of Library Associations (IFLA), International Federation for Documentation (FID), among others. This year the association engaged in some other international activities to further our penetration into the international arena. The president and president-elect attended the FORO VII (transborder librarians conference between the United States, Canada, and Mexico) and the association exhibited there as well; the president attended the International Agricultural Librarians meeting in Tucson, AZ, at which there were librarians from over 35 countries, many of whom were from third world nations. SLA exhibited at this conference and provided aid to two needy librarians. In both of these instances SLA was able to market itself and to form some alliances. The president and executive director were invited to visit the Parliament Library and other specialized libraries in Moscow. Here we were able to evaluate the potential for collaboration between SLA and the Russian librarians including the potential for forming a chapter of SLA.

Virtualization of the Association

Recognizing that technology is an important feature of the daily workings of SLA, we as a board agreed that we should begin to test how virtualization might work. A chapter and a division were identified to become virtual so that we might get some data to evaluate the pros and cons of such an existence. The results should be forthcoming at the end of a year. As the association becomes more virtual, there is a concerted effort being made to see how to best leverage our investment in technology for the benefit of our membership. With this in mind, courses were delivered via electronic means with great success, products and services were identified for electronic delivery, and the Web page underwent further enhancements. Much of the preparation for the conference including the conference program were available via the Web site.

Competencies for the 21st Century

Once the document was received and approved by the board, we knew it required wide distribution in order to spread the word. However, it was evident that the format in which it is presented was as important as the content. A glossy executive summary was prepared and distributed to the Human Resources departments of Fortune 500 companies, all members, library schools, and the Committee on Accreditation. Subsequently, the document has been translated into French, Spanish, German, and Japanese. In addition, library school educators were invited to react to the document at the Winter Meeting in Fort Lauderdale, FL; focus group discussions were held; a monograph with the competencies as the central theme was commissioned. This monograph was on display and for sale at the SLA booth at the conference.

Photo: David Robbins

Sylvia Piggott shares the President's Report with conference attendees during the Annual Business Meeting.

And Now for the Credits!

Not only was the board busy all year in helping to achieve the goals of the association but so were the entire staff and many of the members. Some special committees were formed with the president as ex-officio member to get certain jobs done quickly. These are:

Competency

Thanks to committee members Joanne Marshall, Mary Dickerson, and Julia Peterson. Thanks also to Julia Peterson for securing some funding from Cargill to assist with the preparation of the Executive Summary and Barbara Spiegelman for editing the document.

Tool Kit

Recognizing that the Solo Librarians is the fastest growing division, a committee was formed and chaired by Charlene Baldwin to investigate the kinds of topics which the association could assemble in a Tool Kit to assist professionals in the field. It was agreed that the Web site would an appropriate place to mount topics as necessary.

Logo Committee

Chaired by Barbara Spiegelman, the committee was able to work with staff and the designer to produce a logo for the association.

DACOLT

DACOLT, the medium by which we train incoming leaders, required some consideration in order to improve on what was being done. Chaired by Lynn Tinsley, a report was brought to the board with a recommendation that the DACOLT agenda be revised to meet the association needs. During the 1997/98 association year this will be done.

Conference Taskforce

Recognizing that the annual conference is one of the most important activities of the association and further more that it is the chief revenue earner for the association, a taskforce chaired by Anne Abate with a committee consisting of members and staff spent the year gathering input from the membership and vendors in order to evaluate the conference. This committee will continue to monitor the situation and report to the board from time to time.

Unit Activities

At this time, I would like to recognize the committee chairs who answered our call for assistance at the beginning of the association year. All of these chairs were assisted by committee members who helped them to achieve the goals set out in their charters. They are:

Affirmative Action Chaired by Rosalind Lett with committee members Alice Bell, Alfred Thomas, Gloria Zamora

Awards and Honors Chaired by Didi Pancake with committee members Jane Dysart, Judith Field, Dorothy McGarry, Lynn Tinsley

H.W. Wilson Chaired by Barbara Semonche, with committee members Anne Abate, Mary Ellen Fleury, Anne Galler, Ethel Salonen

Information Today Chaired by Anne Gregg with committee members Karen Bleakley, Karola Yourison

Bylaws Chaired by Eleanor MacLean with committee members Mary Moon, Elizabeth Winiarz

Cataloging Chaired by Amy Paster, committee members Elfrieda Cavallari, Deborah Hatfield, Randall Tenor, John Leide, Tina Kussey, Adam Schiff, Sara Shatford Layne

Committee on Committees Chaired by James Tchobanoff with committee members Kay Mowery, Cornelia Kelley

Conference Program Chaired by Corinne Campbell with committee members Sharyn Ladner, Ellen Mimnaugh, Paulyn Heinmiller, Roger Haley

Consultation Services Chaired by Janice Suter with committee members Marie Gadula, Doris Helfer, Mary Jane Miller, Bonnie Burwell

Copyright Chaired by Lawrence Guthrie with committee members Barbara Walker, Richard Geiger, Sarah Wiant

Finance Chaired by Donna Scheeder with committee members Carol Ginsburg, Agnes Mathis, Roger Haley, Stephen Abram

Government Relations Chaired by Joan Gervino with committee members Susan Merry, Barbara Folensbee-Moore, Linda Fredericks, Lawrence Guthrie, Linda Maddux, Erika Mittag

International Relations Chaired by Mary Lee Kennedy with committee members Wilda Newman, Melvin Westerman, Una Gourlay, Dorothy McGarry, Zaida Diaz, Rubby Hamilton

Networking Chaired by Sandra Spurlock with committee members David Jank, David Stern, Pat Wilson, Marilyn Redmond, Wilda Newman

Nominating Chaired by Janice Anderson (1997 elections) with committee members Terry Dean, Mary Dickerson, Pauline Leeds, Stephanie Tolson

Professional Development Chaired by Mary Dickerson with committee members Toby Pearlstein, Robert Ballard, Suzi Hayes, Judy Mcfarlane, Sandra Kitt, Robert Bellanti

Public Relations Chaired by Ann Talcott/ Doris Helfer with committee members Monica Ertel, Cynthia Hill, Stephanie Tolson, Gloria Dinerman

Research Chaired by Laura Gasaway with committee members Nick Mercury, Pat Molholt, Fred Roper, Rebecca Smith

SLA Scholarship Chaired by Bill Fisher with committee members Barbara Best-Nichols, Thomas Moothart

Endowment Funds Chaired by Betty Eddison with committee members Sarah Warner, Nettie Seaberry, Lynn Tinsley, Dorothy McGarry

Strategic Planning Chaired by Julia Peterson with committee members Karen Kreizman, Barbara Akinwole, Judith Field, Stephen Abram, Donna Scheeder, David Bender

Student and Academic Relations Chaired by Larry Wright with committee members Renee Bush, Karen Wensing, Steven Weil, John Leide

Technical Standards Chaired by Marjorie Hlava with committee members Una Gourlay, Linda Paschal, Jean Piety, Ty Webb

Tellers Chaired by Marilyn Bromley with committee members Myra Weinberg, Kenlee Ray

General Membership You have kept our association strong, you have been good ambassadors for the profession. You supported the association in several ways—through attendance at SLA activities, sharing your opinions through speaking and writing, remaining loyal to the association through your continued membership

Staff Liaisons We have a strong contingent of senior and middle management people at headquarters who have partnered with our committees, board, membership, and vendors to make the year a successful one. They are Executive Director David Bender and staff—Lynn Woodbury, Fred Casey, Jim Mears, Kevin Heffner, Maurice Harris, Douglas Newcomb, Christine Kennedy, Jennifer Stowe, Ernie Robinson, John Crosby, John Latham, Liana Sayer, Valerie Taylor among others. We are grateful to David and all his staff for their outstanding contribution.

And the "L" Word

The designation "Library" was discussed via listservs, individual discussions, focus groups and the 'jury is out' There is no definite conclusion on keeping or eliminating the "L" word from our name. This discussion will continue. We changed some important symbols this year and this change will happen when the majority of the membership wants it.

Thank You

I thank you the members for electing me as your president and for giving me a chance to spend two busy but exciting years working for a profession and an association which I love. Thanks to the board and the staff for your support and hard work in helping me to leave this association strong, sought after as the premier information association. Finally, a big thank you to the vendors who have been generous!"

Inaugural Address—Judith J. Field
The New Renaissance: From Gatekeepers to Gateways

"I have been actively involved in SLA for over twenty-five years which indicates how much I love and respect this organization. If there is one insight that I can share with you from my lengthy experience, it is that SLA is a living, breathing, organic organization. It is now, and has always been, the sum of its members. As your president for the next year, I am charged with ensuring that SLA, and indeed our profession, remains healthy, vibrant, and relevant.

I strongly believe that we are at the crest of a new renaissance and that we are seeing the rebirth of our profession and our association. We can now identify emerging evidence of this long anticipated and very promising future. Our members are assuming roles of Chief Knowledge Officer, Chief Information Officer, Webmaster, and Knowledge Manager. Some members have become very successful as entrepreneurs and others have been able to justify the insourcing of their services. Most interesting is that some of our members are now being asked to serve as internal consultants to their organizations. The time has come for us to start praising ourselves for our accomplishments.

Tom Davenport, an instructor in our pre-conference Knowledge Executive Institute, calls the world we live in now a "knowledge ecology." We, as librarians, are the microbiologists of this knowledge

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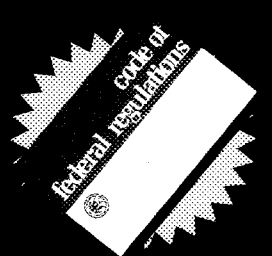

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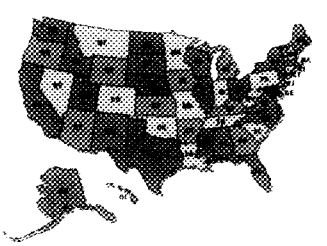

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ecology. It is our profession that is charged with ensuring that the knowledge ecology is healthy and in balance. This new emphasis is because the Information Age has matured. It is time to focus on what we need to do to adapt to this knowledge culture. To fully understand the nature of this knowledge culture we can ask ourselves some questions.

Knowledge Ecology

What are the components of a healthy knowledge ecology?

- Organized, usable, and useful information
- An experienced group of professionals with advanced information literacy skills
- Boundaryless global movement of information
- A collaborative decision-making ethic
- Balance between end-user rights and intellectual and physical access to information
- Networked in such a manner that it is enabled by technology but is not dependent on it

SLA's Ecology

What are the components of a healthy SLA ecology?

- Knowledgeable, marketable, visible members with leadership skills
- A pool of committed volunteers
- Career-long mentoring opportunities for all members
- Availability of interpersonal networking; not just technological networking
- Lifelong learning opportunities
- Adaptability
- Opportunities for collaboration and partnerships

There can be no PUNY VISIONS for us! Puny visions do not provide the basis for long term success for either the association or for you. Heed Eugenie Prime's call—our speaker for the Practitioner's Forum on Tuesday— to develop visions that result in you being seen as a key partner in developing your organization's knowledge ecology.

Adaptability

In reviewing the above components for a healthy SLA ecology, adaptability serves as the key driver for our profession and a successful knowledge ecology requires as one of their core competencies for success—adaptability. How are we then, as a profession, adaptable?

We have a long tradition of adapting to new technologies and successfully applying them to information services. We have learned to roll with the punches. More importantly, we have learned to seize opportunities and meet any challenge that comes our way. We are the "Champions of the Knowledge-based Economy." We are now the *Change Masters* that Rosabeth Moss Kanter urged us to become at our 1986 annual conference in Boston. Passivity is no longer a behavior that we tolerate.

Photo: Glen Conn

Eugenie Prime shares her thoughts during the Practitioners' Perspective. Corinne Campbell and SLA President Judith J. Field look on.

Accomplishments

SLA is on the forefront, enabling our members to achieve success in this new knowledge culture that is indicative of the renaissance of our profession. Here are some of the examples of our recent accomplishments.

- We have identified and widely publicized *Competencies for the 21st Century* and have seen it translated into French, German, Spanish, and Japanese.
- We have promoted several distance education programs and they have been more wildly successful than our grandest dreams.
- We have watched our Web site achieve over a million hits in under a year.
- We have the potential now for chatrooms, Internet conferences, and have just conducted a successful simulcast on the Web of our keynote speaker this past Monday.
- A virtual bookstore is now a reality and I hope you took time to check out our venture into electronic commerce at the Convention Center.
- Our technology at headquarters is moving SLA to the forefront of other nonprofit associations.
- Our public relations staff have generated excellent press coverage for the conference and several members.

Goals

With so much positive forward momentum, what do I want us to achieve together in the next year? First, I want to share SLA's new Strategic Plan—the one created and approved by your Board upon completion of a long but important and ongoing planning process. It is coming soon to SLA's Web site and will be printed in your next *Who's Who*.

I want to work with this board and all SLA units to implement this new Strategic Plan including our long range financial plan. I want to involve the entire association—all its components—the units, the staff, and our membership—in its implementation if we are to maximize our success and to reach the goals stated in our Vision Statement.

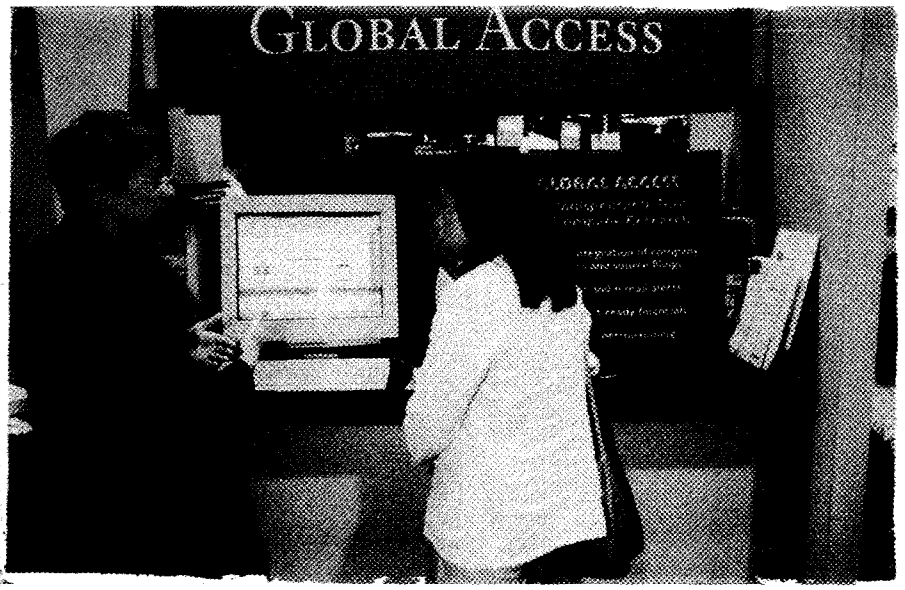

Photo: David Robbins

Conference attendees had the opportunity to chat with the many vendors in the exhibit hall.

I want to continue our 7/24 (seven days/twenty-four hours) strategy for the virtualization of our headquarters services.

I want us to rethink how, and what, professional development opportunities we deliver to meet the FULL range of SLA members, from the neophytes through the knowledge executives. We need to prepare the next generation of leaders not just for SLA, but for the profession all over the world.

I want to initiate closer working partnerships with other information industry associations.

Tomorrow's successes will depend on new collaborative partnerships with other associations.

I want to review the governance structure of our association to ensure that it will meet the realties of our future environment and the needs of our members into the 21st century.

The Vision

We are now seeing both the power and the stretch in our Vision Statement as we strive to become the Knowledge Association. We must continue to stretch—to be the leaders and the catalysts in the emerging knowledge-based economy.

Our initial vision in 1909 of "Putting Knowledge to Work" still motivates us today and demonstrates how forward looking our founders were. They did not believe in limitations and neither do we! Partner with us to achieve this vision. Be involved in your future success.

Allow me to listen to you as you share your ideas and concerns whether by e-mail, phone or letter. Continue to share by participating in surveys when your input is sought. Many of these surveys will help provide us with good demographics so that SLA can more effectively deliver expected services you desire. Plans are underway to partner with a major research firm to undertake a massive Web-based survey of information professionals worldwide. When asked, support it, participate and share your thoughts and your vision. Do the same when your chapter or division asks you for input.

Our relationships with our colleagues continues to be one of our greatest assets. We now have the opportunity to relate and network with each other everyday using technology. However, do not allow technology to master you, master technology to achieve your professional goals. Choose to use technologies like listservs or e-mail so they enhance the quality of your current SLA experiences. Over time you will have you will find that you have a higher quality relationship with SLA if you continue to adopt or experiment with appropriate new technologies as they are made available to the members.

In today's world volunteering is seen as some as either a chore or a luxury they must forego. Please do not let the stress of modern life and business reduce your commitment to your own professional growth. Do not let the craziness with your current employer reduce your value to your next employer. Do not allow the day-to-day economic news diminish your belief in your professional value. Seek quality volunteer opportunities. Let your professional association, let SLA renew you.

My vision of SLA is that it will incubate the best information professionals for the 21st century.

Next year at our annual conference in Indianapolis, IN, the conference planning committee will pride you with examples of Leadership, Performance, and Excellence that puts us, the INFORMATION PROFESSIONALS IN THE DRIVERS' SEATS

Join me in Indianapolis and I will share with you our successes."

1997 State-of-the-Association Address—David R. Bender, Ph.D. Executive Director

Good morning. I am delighted to share this time with you. This year, I want to show you where we've been. We've made it, another year down the road together! Our association has gone through many changes this year—some readily visible and some not so evident. I am proud to report that these changes are coming together nicely, creating a foundation upon which the next several years of progress will be built.

My presentation of this year's State of the Association Address is going to be different from years past. I hope you enjoy it. Historically, the annual membership report fulfills two purposes. These are: 1) a summation of a few of the association's internal and external activities, achievements and accomplishments, and 2) an opportunity to look ahead to some immediate and longer term goals that should occupy our attention.

A couple of years ago, I borrowed several quotes from Jack Welch, the dynamic CEO of the General Electric Company to underscore some points I wanted to make in my membership address. Again this year, I was captivated by several of his recent observations about leadership, organizational planning, and management. Well, perhaps not all of them. One of Welch's observations is, and I quote, "one of the things about leadership is that you cannot be a moderate, balanced, thoughtful, careful articulator of policy. You've got to be on the lunatic fringe." I have not added this leadership mode to my arsenal....tempting as it may be

some Friday afternoons! In spite of what some may think, I still prefer and consider consistency the most effective way of planning and managing.

And I doubt that a lunacy-style of management has made the General Electric Company the extraordinary business and financial success story that it is today. No, it is some other Welch maxims to which I refer in effort to incorporate some thoughts and recommendations concerning this association's future organizational health and growth.

Then too, an advertisement caught my eye and held my attention this past year. "If deadlines got longer, not shorter...If education were getting less important, not more...If success were a matter of luck, not brains and hard work." If indeed! Each of us know within the construct of our own professional existence that these words describe a world vanished away, if it ever existed. To rest upon our oars or to hope for the best just doesn't make it anywhere anymore. The dynamics of the workplace and this association continue to change with persisting force. In our quest to become a virtual association, this change is ongoing. Our job as members, elected leadership, and staff is to accept the ever-changing dynamics that govern our efforts, work with unceasing vigor to shape them to our benefit, and remain ever mindful that an array of exciting—and yet unanticipated—challenges will continue to test our mettle as professionals.

I am proud to introduce the first "Year In Review" video, which will highlight the association's accomplishments since last we met.

At this point in the presentation, a video was shown highlighting the year's activities.

As you can see, we are heading to the future...and that future is not too far away! In following these highlighted bold steps, and reaching our ultimate goal—a virtual association—we are putting SLA in a powerful leadership position. This is all well and good...it will make a lot of people feel very proud....yes, new members will be drawn to SLA because this association is the preeminent international body in the field of information management. But this will also force us all to give some thought to another important consideration—how do we exercise this leadership?

SLA has always been seen as a premier professional association. The move to the virtual association can only be accomplished through a series of exercises which involve building and strengthening staff skills, member relations, the association's global infrastructure and financial position. The Special Libraries Association emphasizes this move to the virtual organization, enhances and strengthens this, especially in terms of the international membership. Now, as an organization, we can deliver services to the same degree as if we are next door. When SLA is a virtual association, you can be sure that the international, especially the non-North American membership, will now go well beyond its present eight to ten percent of the membership. So as a virtual organization, we will able to do much, much more than we can do now, but we must be cautious. We must move with care to ensure that the things we are doing are the right things to do for the future of information services and special librarianship.

This past year, 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 met by new program directives in computer services, desktop publishing, and Internet services. The association has seen a shift in the technologies available to our staff, which has included a migration to a Windows-based processing system and individual desktop Internet. Our Web Server was officially "live"on May 15, 1996. Sponsored by Disclosure, Inc., our site stands out as one of the first Web sites sponsored by a sole organization. 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 percent increase in visitor volume in just six months! And I am excited to report that from its birth until April 30, 1997, the site has received over one million hits!

Some other advances in our Internet services surround our List Hosting Service, which began in October 1996. Our new Home Page was unveiled 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. These efforts, working in concert, have been a part of this year's success as a technologically advanced association on the move to virtuality.

With this move comes the need to focus our attentions and efforts to ensure that we stay on track. In this respect, GE's CEO, Jack Welch, has provided important advice that I like to appropriate for the guidance and governance of the Special Libraries Association. In this movement to virtuality, I challenge this association's members and leaders to:

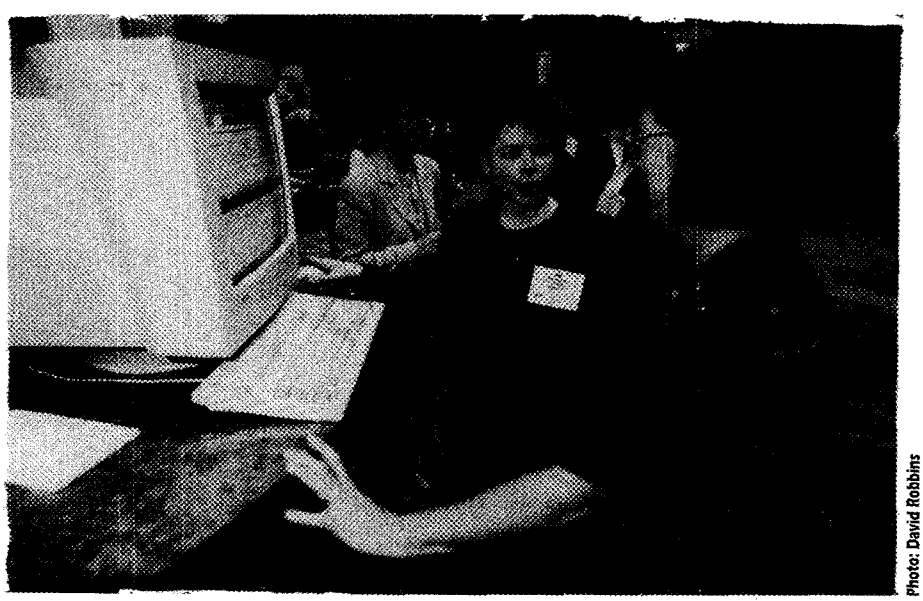

Photo: David Robbins

Attendees took advantage of the opportunity to learn about the newest products and services available for special libraries.

1. Have a passion for intelligence;
2. Be open to ideas from anywhere;
3. Have the self-confidence to involve everyone in decision making and leadership;
4. Create clear and simple visions...and communicate them to all;
5. Have enormous energy and the ability to energize others;
6. Stretch...set aggressive goals, reward progress...yet understand accountability and commitment;
7. See change as opportunity...not threat!

Are these visionary goals? Perhaps. But not, my friends and colleagues, if we are to manage the future of this association in a manner that will ensure its continued good health and prosperity into the coming century. Of course, we will always and forever be confronted with unforseen problems and hidden solutions. But if we keep our collective focus on strategy, if our efforts are both principled and pragmatic, if we care about what will work and what is right, and if we are patient and willing to plan and prepare for the long term rather that the short-term future, then our work will be crowned with success. Of that I am certain.

This vision and plan for the SLA personifies to me what is called "boundaryless behavior"....applauding an obsession with measuring, analyzing, improving, and controlling every process in the workplace as desirable methods that the association's members and leaders should undertake to achieve our goals. Boundaryless behavior demands that we forsake the cocoon of comfort and security—the what-is-known—to pursue the challenge of an often unknown and unanticipated future. Quality performance, sophisticated information services, applied technology, and globalized and networked professional societies of information managers are the realities that must drive the future planning and organizational efforts of this association.

If we all have a passion for intelligence; are open to ideas; have the self-confidence to involve everyone in decision making and leadership; create clear and simple visions; have enormous energy; stretch; and see change as opportunity, I am confident that we will successfully choose the correct direction, decide the appropriate policies, and establish realistic targets for growth that are both attainable and sustainable for our Special Libraries Association.

Photo: David Robbins

With 445 booths sponsored by 330 companies, the exhibit hall was one of the most diverse shows ever.

Awards Presentation

One highlight of the Annual Business Meeting was the recognition of numerous members of the profession for their contributions to special librarianship as well as the association. The first presentation was the recognition of new Fellows of the Special Libraries Association. This honor was created to recognize individuals who are at or near the mid-point of an active professional career for their leadership in the field of special librarianship and for their outstanding contributions and expected future service to the association. Fellows are called upon to advise the Board of Directors and to alert the membership to issues and trends warranting action. This year's winners were: Joan Gervino, Wilda Newman, Marydee Ojala, and Jean Scanlan.

The Information Today Award for Innovations in Technology annually recognizes one or more SLA members for their innovative use and application of technology in a special library setting. Winners receive a plaque and a cash award from Information Today, Inc. This year's winner was Laurie Stackpole.

Next, the public relations awards, coordinated by the SLA Public Relations Committee were announced. The first award presented was the SLA Public Relations Member Achievement Award. This award is designed to recognize the outstanding contributions made by members of SLA to the public relations goals of the profession, the association, or the library or information center. This year, the award was presented to Mary Beall and John Marcus for their efforts as initiators and co-coordinators of an Illinois Chapter project named "INFO 96."

The next award was the SLA Public Relations Media Award which recognizes a journalist or journalists who published an outstanding feature on the special libraries profession, preferably in general circulation publication or radio or television. This year the award was presented to a team of journalists, Bonnie Nardi, Vicki O'Day, and Edward Valauskas for their article in the June 4, 1996 *Christian Science Monitor*, titled "Put a Librarian, Not Software, in the Driver's Seat."

The last public relations award was the International Special Librarians Day Award which goes to a member or members who most effectively use this annual event to promote their own libraries and the profession. The winning organization was Highsmith Company, Inc. located in Fort Atkinson, WI. Genevieve Mecherly was on hand to accept the award on behalf of the library.

Following this, the five SLA members that were selected to participate in the SLA Diversity Leadership Development Program were announced. This program is administered by the SLA Affirmative Action Committee and sponsored by EBSCO.

The program aims to encourage the participation of members of diverse backgrounds in association operations by pairing them with experienced SLA members who serve as mentors. The five winners and their mentors were:

- Barbara Akinwole, mentored by Barbara Best-Nichols.
- Kelly Yuille, mentored by Peter Moon.
- Andrea Greer, mentored by Douglas Hambley.
- Vinita Singh, mentored by Joan Gervino.
- Stephanie Tolson, mentored by Glen Holt.

Awards Banquet

This year's awards banquet honored members and nonmembers whose accomplishments on behalf of the association and special libraries have made a contribution to their organizations, our association, and to the profession. The program began by honoring SLA Contributors and new Legacy Club members. The first category was the President's Circle recognizing those who have contributed $10,000 or more. Recognition went to three companies including Knight-Ridder Information, the H.W. Wilson Company, and LEXIS-NEXIS.

The second category of giving is Benefactor. Judith Schott of Readmore Inc. accepted a gift for Readmore for their gracious support of the association.

Next, the new Legacy Club members were announced. This special group was created to recognize individuals who make a financial commitment to SLA's future through wills, real estate, insurance retirement, and other long-term giving instruments. New Legacy Club members include: Margaret Downey, Judith J. Field, Dorothy McGarry, and Guy St. Clair.

Next was the announcement of the recipients of the SLA scholarships. This year the association is distributing $6,000 scholarships to three individuals pursuing degrees in library and information science. The three recipients of the SLA scholarships were: Carolyn Edds, Janette Lawrence, and Morgan Tucker.

The Affirmative Action Scholarship for $6000 was also announced. This scholarship is granted to a member of a minority group for graduate study in librarianship leading to a master's degree at a recognized school of library or information science. This year's winner was Julia Leggett.

Photo: Glen Conn

Laurie Stackpole displays the Information Today Award for Innovations in Technology that she was presented at the Annual Business Meeting.

The Mary Adeline Connor Scholarship for Professional Development offers an award of $6000 for a post M.L.S. certificate or degree in any subject area. This year's winner was Mary Nelson.

The next award was sponsored by the H.W. Wilson Company—publisher of quality indices and reference books since 1898. The H.W. Wilson Company Award is given to the author of the most outstanding article published in SLA's former quarterly journal, *Special Libraries*. This year the award was won by Gwen Harris and Joanne Marshall for their article published in the Summer 1996 issue titled, "Building a Model Business Case: Current Awareness Service in a Special Library." Each winner received a certificate of merit and a check for $500.

Following this, Mary Beall and John Marcus were presented with the President's Award for their efforts in providing the "INFO 96" information booth during the Democratic National Convention in Chicago last summer.

The next award was the John Cotton Dana Award. This prestigious award is given to the SLA member or members in recognition of exceptional service to special librarianship. Sally Wiant and Chuck Finnerty were this year's winners.

The final award of the evening was the Hall of Fame award. This year, the honor was awarded posthumously to Cathy Jones. Her husband, Tom Jones, was on hand to accept the award on her behalf.

At the close of the award's presentation, SLA President Sylvia Piggott presented the silver chain of office to 1997/98 association President Judith J. Field. The silver chain of office is symbolic of the link between librarians of all nations. Attached to the chain are silver dollars, representing the international understanding and cooperation among our members, located in more than 60 countries around the world.

Division and Caucus Programs

Advertising & Marketing Division

by Marie Connelly

Monday opened with co-sponsored programs. One with the Education Division featured panelists Daniel Atkins of the University of Michigan and James Neal from The John Hopkins University Library discussing the new information professional. A second program, co-sponsored with Library Management Division's Consultant section, presented a panel discussion on the 'how-tos" of marketing.

Jeff Bezos, founder and head of Amazon.com, spoke Monday afternoon, highlighting the story of Amazon.com and reinforcing the importance of customer service.

Tuesday's lunch and annual business meeting introduced those present to the

Photo: Glen Conn

Edward Valuaskas is presented the SLA Public Relations Media Award.

division's award winners. The First Time Attendee Award was presented to Ellen Crumley who studied for her M.L.S. at Dalhouise University in Halifax, Nova Scotia. The division presented Brady Leyser of Young & Rubicam, Toronto, its Award of Merit for his outstanding work in editing *What's New in Advertising & Marketing*, a division publication.

Afternoon sessions featured a discussion of the experiences of practitioners who've started a library from scratch and the annual "How Do you Practice" session moderated by Roberta Piccoli of J. Walter Thompson, Chicago. Professor John Whitehall-Ward of the University of Washington presented the day's final program, "Basics of Graphic Design" using a slide presentation to illustrate the fundamentals of graphic design and explain the elements contributing to good design.

"Best of the Web," featured comments on best Web sites from the sponsoring divisions speakers, representing the Business & Finance, Legal, News and Advertising & Marketing Divisions. If you didn't attend, check out www.llrx.com/extras/sla.htm for a listing of and links to the Web sites discussed.

On Thursday, Bob Herbold, executive vice president & chief operating officer of Microsoft, spoke to the group on the marketing and branding efforts behind the Microsoft brand. Linda Leste, marketing communication manager, followed with a presentation on Internet Advertising. After lunch, Bob Bejan, executive producer, MSN, spoke about MSN. A tour of the Microsoft Museum and library capped off the visit.

Chemistry Division

by Sandy Plisch

The Chemistry Division began several new initiatives in 1997. The first was to add a conference planner position to off load some of the conference responsibility from the chair. The first planner, Marilyn Dunker, is preparing for the Indianapolis conference. The second initiative was to begin a strategic plan under committee chairperson, Tina Chrzastowski. Tina is currently soliciting ideas. The final plan will be voted on next June. A third important accomplishment is the launching of a division Web page, under Webmaster Susanne Redalje, which she will continue to develop in the coming year.

This year the division offered a half day CE course on "Teaching Chemical Information" to help meet the demand for more training. It was well received, and we are considering offering it again. The division helped sponsor two program on perennial topic of serials, the first on pricing and the second on directions collection development. We had a busy schedule for the conference, including "Chemical, Metals, and Materials Information on the Internet;" "Electronic Notebooks;" "Academic Roundtable;" "Toxicology Roundtable, Indoor Air Quality;" the fascinating Pacific Science Center Reception; and three vendor updates.

Our new chair, Roger Beckman from the University of Indiana, enthusiastically took the reins of power at the annual breakfast meeting. The division's chair-elect is Ellen Mimnaugh of Chemical Abstracts, and the new secretary is Jim Oliver from Michigan State University.

Engineering Division

by Charles Lord

Engineering Division programs included discussions on internet resources, virtual reality and life in the "post-web world." Information management and service issues covered serials collection development, geographic information systems, standards, vendor updates, and delivering information to engineers in a fragmented information world.

Dr. Edward Wenk spoke on "Beyond Information: Coping with Technology in the 21st Century." Dr. Wenk shared with the audience three lessons on providing information and research services he learned while working for the Congressional Research Services, "(1) a mandate to engender confidence in integrity of the product, its quality and objectivity, the honoring of truth, (2) the need to provide information and analysis on context as well as content, and (3) the awareness that information must be transformed to knowledge and then to understanding in terms that the client can appreciate and utilize." He concluded his presentation by challenging librarians and information specialists as the profession which has by virtue of preparation, tradition expertise and commitment to service to actively rise to the modern challenges presented in the management and control information in the technological world.

This was the first year that the Aerospace Section was a part of the Engineering Division. A highlight for Aerospace members was the tour on Thursday. Everyone enjoyed the visit to the factory where the 777, 767, and 747 are manufactured. The 90-minute tour was followed by lunch at Ivar's Salmon House, decorated with Northwest Native American art and featuring a beautiful view of Lake Union and downtown Seattle beyond. The tour concluded with a visit to the Boeing Technical Library in Renton, where Corinne Campbell and staff members presented an overview of library services and new ventures.

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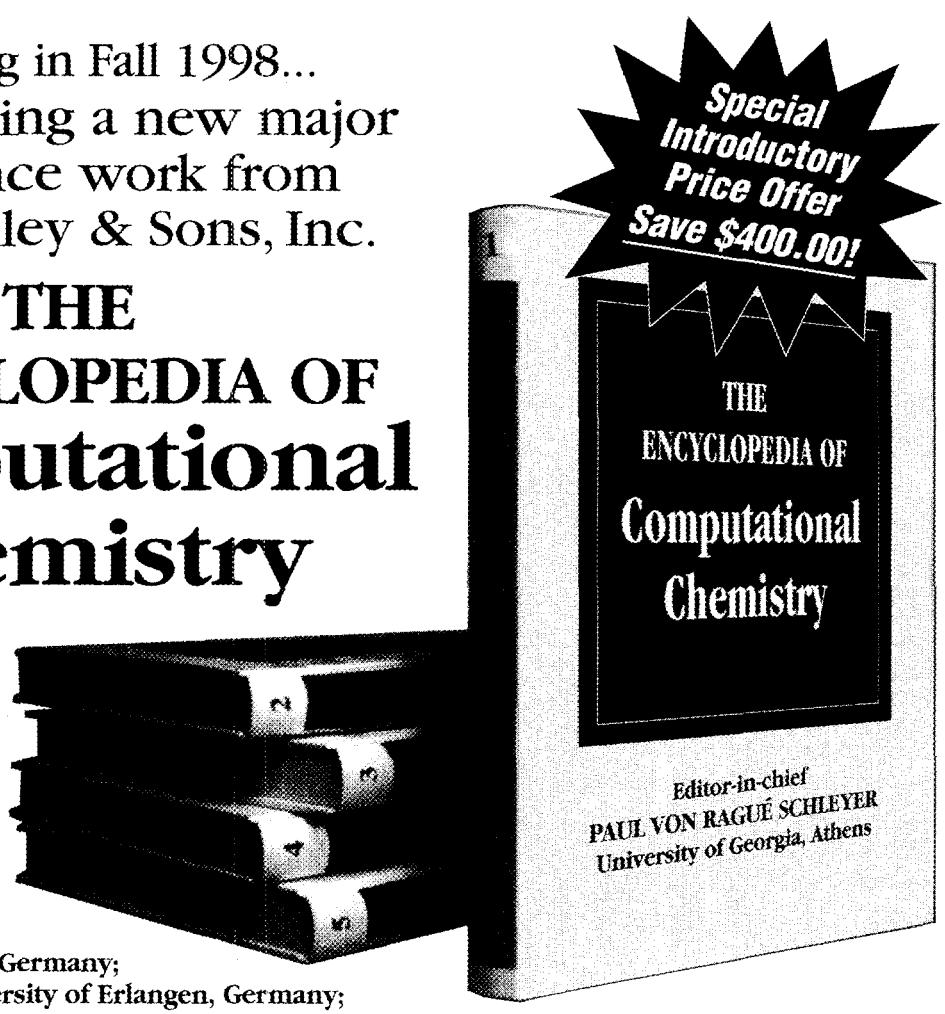

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Environment & Resource Management Division

by Judy Buys

This was the first year of the Forestry and Forest Products section, and in their first business meeting, a chair was selected, many program ideas were produced, and several projects were discussed. The section was formed to increase visibility for librarians in forestry libraries and ways to advertise the section to those librarians were also discussed. "International Forestry Library and Information Organizations: What is IUFRO?" was the first program for the new section, and moderators Deborah Sommer and Ginger Brown were able to disentangle the IUFRO sections and divisions and offer help on finding IUFRO publications. They also described Silvavoc, a clearinghouse of multilingual forest terminology. The IUFRO home page is http://iufro.boku.ac.at/iufro.

"Information for Sustainable Development: A Focus on Environment and Industry" was presented to a packed audience and outlined how to find environmental information on developing countries and the role UNCED information centers play in supplying information about and to developing countries.

"Geographic Information Systems and Data Issues for Special Libraries" was presented by Nancy Tosta, Melissa Lamont, and Linda Zellmer. Tosta reviewed who produces and needs geospatial data (Federal agencies, state government, county government among others), four trends in GIS (decreasing costs of technology, increasing networking, increasing need for integrating data, and more standards), and seven data issues (expensive to manage, hard to find, difficult to access, not current, not documented, differing formats, incomplete). In response to all this, the federal government in partnership with states developed the National Spatial Data Infrastructure and through it the Federal Geographic Data Committee (FGDC) which in turn was tasked with developing standards for types of data. From all this has come FGDC standards and the National Geospatial Data Clearinghouse where many data producers are submitting metadata. Future GIS work will be most important on the neighborhood to regional level.

Food, Agriculture & Nutrition Division

by Heather K. Moberly

The Food, Agriculture & Nutrition Division (FAN) celebrated its 25th anniversary at the conference in Seattle with a champagne reception attended by more than 60 members.

The "Food for the Web" program featured FAN members Sue Wilkinson and Larry Himelfarb sharing their experiences in creating a corporate Web presence. The "Nutraceuticals" program, co-sponsored with the Pharmaceutical and Health Technology Division, discussed foods that may provide a medical and health benefit beyond basic nutrition. "Electronic Laboratory Notebooks," co-sponsored with the Chemistry Division and Pharmaceutical and Health Technology Division, updated the audience on the latest in scientific hardware/software, and regulatory aspects of electronic laboratory notebooks. The National Agricultural Library and the United States Agricultural Information Network updates provided information about the latest initiatives from these organizations.

The Associates of the National Agricultural Library luncheon featured Graham Kerr, television's "Galloping Gourmet." He spoke about his evolving involvement with healthful lifestyle changes including easily prepared low-fat cuisine and support of sustainable agriculture.

The 1997 FAN Distinguished Member award was presented to Amy L. Paster, a FAN member since 1987. She has been instrumental in the behind the scenes workings of the division. FAN also thanked Outgoing Chair Susan Shepherd and long time Food For Thought editor Lilian Mesner for their dedication and hard work.

Insurance & Employee Benefits Division

by Paula Grande

This year marked the 75th anniversary of the Insurance and Employee Benefits Division. Members celebrated the happy occasion at the annual Conference in Seattle.

Division programming included a lively presentation by Bob Alexander, President of American International Pacific Insurance Company on trends in the property/casualty insurance industry, as well as these joint programs with other divisions:

- Update on the Americans with Disabilities Act: What you Need to Know to be Prepared for upcoming litigation;
- Promoting Understanding of the Human Genome Project: Social, Ethical and Policy Issues;
- Surviving Downsizing and Outsourcing: Strategies and Case Studies.

Barbara Booth once again presented her highly successful CE course on indexing and abstracting for in-house databases. Other highlights included the presentation of the division's annual scholarship award to Joel Scheuer and a demonstration of the insurance Periodicals Index on CD-ROM at the annual IPI Indexers' Meeting. Division members regularly index and abstract over 40 journals to produce this unique product, made available by NILS Publishing Company.

The division's last event as a fascinating tour of SAFECO Insurance Company's art collection. Thanks to Kimberly Anicker, SAFECO librarian, we were treated to the tour and talk by Julie Anderson, the collection's curator.

Metals/Materials Division

by Patricia Cromi

The Metals/Materials Division participated in four programs and three events at the 88th Annual Conference in Seattle. "Chemical, Metal and Materials Resources on the Internet" was a standing room only session. Grace Baysinger of Stanford University presented a list of sites for chemistry. Shari Worthington of *Science and Engineering Network News* presented a more in-depth look at several materials sites including the Geopolymer Institute of France, NASA Tech Report server, and the Visualizations in Materials site. "Contemporary Collection Development" dealt with serial issues in corporate and academic libraries. Katherine Jurisk and Thea Welsh from 3M discussed their serial collection development process. They conduct a journal review process that includes looking at serials with multiple copies, subscriptions over $400, and a journal usage survey. Tina Chrzastowski from the University of Illinois presented the results of two surveys of university cancellations of subscriptions. The surveys covered which subscriptions were being canceled, overlap of cancellations among universities and which subject areas were most affected by cancella-

tions. Gad Engler from Louisiana State University presented an algorithm for deciding which serials to cancel.

The creation of a Metals/Materials Web site was discussed at the breakfast meeting. Any members interested in working on the site are to contact Suzanne Weiner (stweiner@mit.edu). The Internal Web/Intranet session presented a panel of speakers discussing their experiences with Intranet development. The Pacific Science Center reception offered interactive, hands-on exhibits for attendees. Finally, the Document Delivery options session included speakers from EbscoDoc, Canadian Institute for Science and Technical Information (CISTI), Linda Hall Library, and UnCover.

Museums, Arts & Humanities Division

by Susanne Phelps

The Museums, Arts & Humanities Division (MAH) spent Wednesday afternoon at the Seattle Art Museum downtown guided through *Seattle Collects* and part of the Asian and Northwest collections by two knowledgeable docents. Elizabeth Dasota presented the museum library to our group of visiting librarians. The Thursday visit to the Museum of Doll Art in Bellevue proved that dolls trace the history of many cultures, including many of our own personal histories.

Sandi Kitt, MAH member, spoke about being a published author (18 books!!) and a librarian at the division's annual Book and Author Luncheon.

Larry Kreisman, Seattle architectural historian and member of the Seattle Architectural Foundation presented 25 energetic SLA members with examples of Seattle's history through architecture by merely walking us up and down the streets and buildings in central Seattle.

Just how can we preserve the record? That part of our culture which may not be safe even though it is in libraries or museums and that part which is still in Grandma's attic. William Withuhn, Smithsonian Institution and JoAn Segal, Women of the West Museum spoke to this issue. Effort and political action are essential for continuation of our current cultural institutions such as the Smithsonian. Money, effort, and political action are required to begin new museums such as Women of the West.

Physics-Astronomy-Mathematics Division

by Joanne Goode

The Physics-Astronomy-Mathematics Division (PAM), celebrating our 25th Anniversary this year, sponsored five roundtable discussion groups, held three open houses, and co-sponsored four programs with other divisions. One of our open houses was held at the Physics-Astronomy Library at the University of Washington. Another highlight was the presentation of our new division award recognizing members for special contributions to the fields of Physics, Astronomy, and Mathematical Librarianship as well as service to the PAM Division. The award was presented to Marlene Cummins, Ellen Bouton, Sarah Stevens-Rayburn, and Jack Weigel. We also recognized Jack as one of the original founders of the PAM Division.

The "PAM Wide Roundtable," covered issues of interest for all division members. The "Vendor Update Roundtable" was a panel discussion involving representatives from PAM related publishers.

Each of the disciplines represented by PAM held a roundtable session. Discussion focused heavily on the issues of serial costs, electronic journal publication, and document delivery trends within the publishing arena specific to the discipline. The Computer Science Roundtable, co-sponsored by Sci-Tech, also addressed these topics. All of the sessions involved perspectives from librarians and publishers. A mathematician from UW was invited to the Mathematics Roundtable to lend yet another view.

The division co-sponsored two additional programs: "Serials Pricing" and "Contemporary Collection Development" and joined with a group of divisions in hosting a reception at the Pacific Science Center.

Petroleum & Energy Resources Division

by Edna Paulson

The Faxon Company, Inc., sponsored a presentation by Robert J. Beck of the *Oil & Gas Journal*. In "The Energy Bridge into the 21st Century," Beck explained economic forecasting and suggested the future holds increased consumption of energy worldwide, increasing carbon emissions, and placing of economic value on the environment.

"The Good News—Success Stories for Librarians" was sponsored by Editions Technip. Julie Lemerond of Exxon Production Research Company described how a wall-mounted directory of library staff members helps clients. Kathryn Kern of BT Bank of Canada told how she emphasizes product quality and customer satisfaction. Kimberly Allen of MCI Communications Corporation described her library as "networkMCI Library (nML): Phoenix from the Ashes."

Reva Basch's presentation, "Online Research in the Age of the Web," was sponsored by API EnCompass. Basch shared her experiences in writing her latest book, *Secrets of the Super Net Searchers*, as well as tips from the experts she interviewed.

Frank Lopez, Chevron Research and Technology Co., moderated the contributed papers session. Mary Ann Hornberger of Chevron Services Co. described training clients to use the World Wide Web. Sharon Modrick of Chevron Research and Technology Co. uses strategic business calls to investigate information needs of her library's clients. Xenia Stanford of NOVA Corporation described the rethinking of information services and the design of a new organization to deliver them.

In "The Information Resource Audit: First Step to the Knowledge Advantage," Ronald F. Peters said the audit can begin in a part of the organization with the support of a senior person, then link to the next section of the organization. The result is improved connection of the library with the organization's knowledge workers. Gulf Publishing Co. sponsored the session.

A highlight of the annual business meeting was the presentation of PER's Student Award to Melanie Bruner of Wayne State University.

Science-Technology Division

by Sandy Moltz

"Patents in Engineering and Science: Conducting a Thorough Patent Search" was presented Sunday. The instructor, Lucille J. Brown of LJB International, introduced the class to the patenting processes in the U.S. and Europe. She then moved into an examination of the various sources for patent information and the best way to utilize each source fully.

"Serials Pricing: Panel Discussion" on Monday featured Rick Gaviorno from ACS

Publications who spoke on all American Chemical Society (ACS) electronic journals to be available by January 1998. Pricing for ACS journals are dictated predominantly by editorial costs (70-80 percent) and paper and printing costs (20-30 percent).

The Academic Sci-Tech Librarians Roundtable moderated by Locke J. Morissey and C. Anne Turhollow was well attended this year. Two major topics were discussed—electronic journals and Web pages. It was generally felt that electronic journals present many technical and managerials problems and many librarians decided to wait with their subscriptions until problems with publishers can be resolved.

Thomas Furness, founder of the Human Interface Technology Laboratory, presented an exciting overview of the capabilities of the virtual world at the University of Washington, in Wednesday's program, "Virtual Reality: Extending the Limits of Human Capabilities." Toni Emerson, librarian at the HIT Lab, discussed the virtual challenges for the librarian. The presenters focused on the development of the three-dimensional world for the PC.

Social Science Division

by Judith Fortson

"Meet the Social Science Division" introduced new and prospective members to the people and work of the division in another friendly setting. Three of our more seasoned members talked about their own institutional responsibilities, giving everyone a fascinating glimpse of the diversity of interests and experience found in SOC.

The Social Science Division sponsored eight program sessions in Seattle, covering a wide range of topics. Two sessions for which were were sole sponsor are especially notable. The first, "Digital Libraries: Costs and Benefits," attracted a sizable audience who came to hear three distinguished speakers—Andrea Sevetson, John Ober, and Ellen Meserow Sauer—talk about purchasing access to electronic resources, converting resources to electronic formats, and engineering new tools to search and retrieve the content of digitized collections.

The second session, "Expanding Our Audience," brought to us two Seattle locals who are actively involved in an effort to provide electronic resources and communication avenues to a large number of organizations as well as to the people of the Seattle area. John Chaney and Charles Payton described the enormity of the task of working within a local government to acquire the necessary hardware and expertise to extend a coordinating effort to neighborhood groups.

At our Annual Business Meeting we congratulated ourselves on the adoption of our handsome new divisional logo, which comes just in time for the celebration of our 75th Anniversary next year in Indianapolis—an event that we're very excited about.

Solo Librarians Division

by Rhea Austin

The Solo Librarians Division sponsored seven programs and was the lead division for five of them. "Integrating Internet Resources" was overflowing. For those who missed it or would like reminders of the content, one of the speakers, Terry Chadwick, has put her notes on the Web at http://www.tbchad.com and will include the notes of the other speaker, Jan Tudor. Three speakers, Kimberly Allen, Kathryn Kern, and Daille Petit spoke about "Success Stories for Solos" with excellent ideas for implementing good practices into our libraries. Guy St. Clair followed this theme with his speech on "Twenty-five Years of Successful Solo Librarianship." We co-sponsored "Starting from Scratch" with the Advertising & Marketing Division in which five pioneering librarians discussed the challenges and rewards in establishing a new information center. In "Partnering with Vendors," two vendors (Gale and EBSCO) and a practising librarian, Ellen Lytton, told how we can help each other do our jobs better. We also co-sponsored "Document Delivery Options" with the Metals & Materials Division, with CARL, EBSCO, and CISTI describing their services. Mary Ellen Bates provided good advice on when, why, and how to use "Information Brokers" to our mutual advantage. The final Executive Board Meeting spent two hours in planning for a successful 97-98 year and convention in Indianapolis. We also left time for socializing with a continental breakfast, book signing party for Judy Siess, and the dessert party.

Association Information Services Caucus

by Joyce Koeneman

As it began its second year, the Association Information Services Caucus offered productive and well attended meetings at the annual convention. The caucus, with the co-sponsorship of the Transportation Division and the support of Engineering Information, held its roundtable meeting Monday, June 9. Later the same day the "Second Annual Reception and Tea" was sponsored by Gale Research.

At the roundtable, members facilitated discussions on topics specifically relating to the association environment. Facilitators and topics were: Joan Gervino, American Bankers Association, "Web Management"; Sharon Levy, National Wildlife Federation, "Serving Staff"; Christine Klein, National Association of Chain Drug Stores, "Generating Revenue"; Deborah Smith -Cohen, American Society of Association Executives, "Ethical Dilemmas"; Mollyne Honor-Forte, Association for Information and Image Management, "Organizational Change"; Karen Mark, American Health Care Association, "Copyright"; Joyce Koeneman, Association of American Railroads, "Benchmarking"; and Joan Long, American Chemical Society, "Archives".

Christine Klein, National Association of Chain Drug Stores will take over as convener in January 1998. The caucus has 77 members.

Baseball Caucus

by Jeff Lambert

Over fifty baseball fans (including many caucus members) turned out for the fifth annual SLA Baseball Caucus meeting on Monday, June 8, in Seattle. Jim O'Donnell, professor of literature at Edmonds Community College and member of SABR (Society of American Baseball Research), captivated his audience with an entertaining slide presentation on the history of baseball through literature. He used slides of book covers and related baseball subjects, focusing on fiction, poetry, drama, and children's literature from the 1850s to present. During his question/answer session, he made numerous references to Andy McCue's, *Baseball by the Book: A History and Complete Bibliography of Baseball Fiction*. You may contact Jim at

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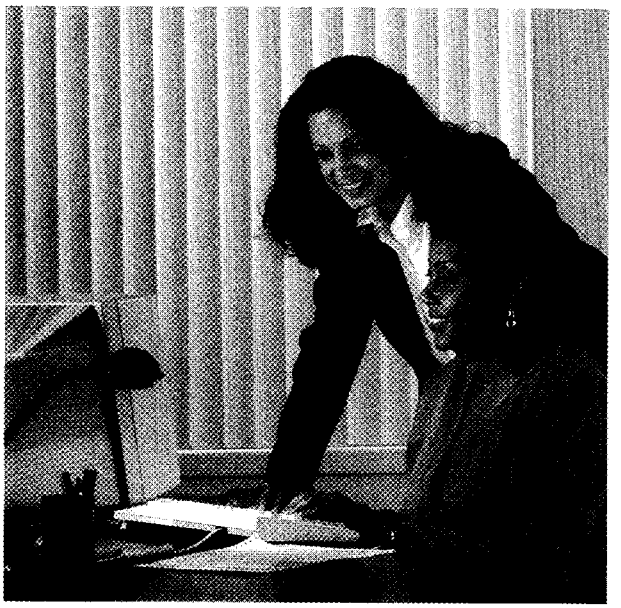

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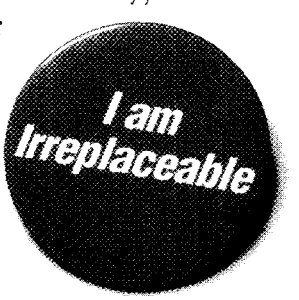

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jodonnell@edcc.ctc.edu, if you have questions and wish to discuss baseball literature.

While our second speaker Kevin Kalai, director of Baseball Information for the Tacoma Rainers (the Seattle Mariners Triple A Minor League affiliate) was unable to attend due to a last minute scheduling conflict. His organization provided our group with baseball caps. At the close of the meeting, we had door prizes to give out. (Tacoma Rainers T-shirt, Seattle Mariners Cap, and T-shirt.) Winners were Terry Dean, Schuyler Cook, and Anne Jones.

On Thursday evening, 40 members of the baseball caucus gathered and watched the Seattle Mariners win a wild game against the Colorado Rockies 12-11, in the Kingdome. Many thanks to local caucus member Pamela Yorks, who provided caucus members with directions to the Kingdome and information on sports museums and tours.

Diverse Issues Caucus

by Elsie Okobi

This is a caucus trying to find its niche in the association. Its charge is to address issues and concerns affecting the diverse populations involved in the information profession, regardless of sex, race, religious or other orientation. The caucus has seen a decline in membership as new caucus came into existence and took over issues that the caucus originally dealt with.

Despite the decline in membership, Diverse Issues Caucus has sustained itself by joining forces with the Affirmative Action Committee and at the same time trying to establish an identity of its own. Activities for this association year include a joint program presentation with the Affirmative Action Committee, "Managing Diversity in a Virtual World: Can You Make a Difference?."

The caucus held a reception on the theme "Diverse Issues Involve Everyone." It was an informal gathering for networking and recruitment of new members. It was successful in attracting new members—membership increased from 22 in April to 37 in June. Members were asked to communicate issues of concern to the convener. We pledged to explore the possibility of joint programs presentations with other committees and eventually become self-sufficient. Members pledged to work during the new association year to be more visible and active.

Gay and Lesbian Issues Caucus

by Roger Strouse

The Gay and Lesbian Issues Caucus (GLIC) held a combined business meeting and program attended by 30 people. The program portion consisted of an excellent slide presentation by two representatives of the Northwest Lesbian and Gay History Museum Project. The Museum Project is "...an organization which researches, interprets and communicates the history of lesbian, gay, bisexual and transgendered people in the Pacific Northwest for the purposes of study, education, and enjoyment." Caucus attendees were fascinated not only by the subject matter, but also by the process and challenges of starting and maintaining such an ambitious archive project solely with volunteers. Thanks to John Alita and Rowan Fairgrove for arranging this program.

The business meeting portion went smoothly. Co-conveners for the next two conferences are Roger Strouse (roger.strouse@lexis-nexis.com) and Gene Danilenko (gpdanilenko@imation.com). Rowan Fairgrove will continue to manage the caucus' Web site (http://205.226.66.2/~rowanf/SLA/gisla.html). Gene is looking into the creation of a caucus listserv, which would be hosted by SLA. It was decided by meeting attendees that next year's meeting will be directly followed by an open reception or party of some sort. Caucus co-conveners will plan this event.

Information Futurists Caucus

by Richard P. Hulser

With more than 70 people in attendance, Convener Richard Hulser dedicated the business meeting and discussion to Paul Evan Peters who was Executive Director of the Coalition for Networked Information and passed away suddenly in November 1996. Paul was noted as a true imagineer and an inspiration to the development of the Information Futurists Caucus.

The caucus co-sponsored two very well attended sessions in Seattle. One was with the Engineering Division where Edward Wenk, Jr., University of Washington Professor Emeritus of Engineering, related his thoughts in a presentation titled "Beyond Information: Coping with Techology in the 21st Century." The other session, "Virtual Reality: Extending the Limits of Human Capabilities," was co-sponsored with several divisions and focused on work being done by Thomas Furness and Toni Emerson at the University of Washington Human Interface Technology Laboratory. Check out their Web site at www.hitl.washington.edu/.

Sandy Moltz introduced Greg Bear, award winning science fiction author and Seattle resident. He led us through some thoughts on "Joy and Panic in the Dataflow Age." Noting that the largest distributed network is the bacterial community, Greg referred to the human body as a spaceship for bacteria—walking pools of information anatomy with structure and capability for the shaping of knowledge. We are not angels according to Greg, we are bacteria—built to do different things. These and other comments provided a base for a lively discussion.

International Information Exchange Caucus

by Toni Powell

The International Information Exchange Caucus convened on Monday, June 9, 1997, with 30 people attending the meeting. The focus of the meeting was to discuss what attendees expected out of the caucus. Some attendees indicated they were interested in networking to find sources for international information while other attendees were concerned about helping the information have nots. It was agreed that both groups could be served by the caucus but the important thing was to communicate. The discussion then turned to the listserv, EURSLA-L.

Many attendees felt that the listserv was misnamed and not well known by caucus members. Rita Fisher volunteered to post the listserv address on the message board so attendees could sign up for it. Toni Powell agreed to look into moving the list to SLA (we were told the current listserv owner was looking for a new home for it) and to give it a new name. The list will also be publicized and Edna Reid volunteered to contact our international members about it if she could get the e-mail addresses to do so. Toni Powell will contact headquarters to see if we can get this information. ⊠

Special LIBRARIANS

Black Jack Pershing's Cookbook, or, Getting User Support

Years ago, our library offered free searching on Dialog to interest our users in a new and untried research method. One customer who took us up on the offer was Dr. Smythe of the History Department. He was known as the world's living expert on the life of General Black Jack Pershing and consequently had published a definitive biography of the General.

Dr. Smythe arrived at the appointed time, helped set up a search strategy, then challenged me to find anything that he hadn't already uncovered about General Pershing. The initial hit list of nearly two hundred items was quickly reduced when he pointed out that he had read every issue of various journals in the field. We then reduced it further by getting rid of the articles he wrote or co-authored. Finally, we got the list down to 27 items. At that point, we looked at each citation. Dr. Smythe recognized former students and colleagues and admitted he had read the all of the articles...until we came to an intriguing title about General Pershing's cookbook. "Stop, I want to look at that one," he insisted.

Excited, he told what he knew of the cookbook story. Briefly, when the United States government "loaned" Pershing to the government of Peru to help train troops, he took along his usual entourage—a chauffeur, a valet, and his personal cook. He found that the army in Peru had low morale and a high rate of desertions. He speculated the poor army chow was partially to blame. As a result, he called upon his cook to devise some recipes using local ingredients and then got the government to print a cookbook and train their cooks. That, along with the more ordinary training and discipline he taught helped solve the desertion problem. In due time, he was called back to the U.S. and continued in his career.

Now, why was Dr. Smythe so excited? Well, he knew the outlines of the story, but had never actually *seen* a copy of the cookbook. The authors of the article had located it and he was able to finally look at this elusive publication—one of the few items he hadn't found in all his previous research.

"Why didn't I see this article myself?" he asked. "I read all the journals in the field regularly. Where was this printed?"

It was in the *American Journal of Home Economics*. At that, Dr. Smythe laughed. It was in a field he definitely didn't cover regularly. And, in locating it, the worth of massive databases covering multiple fields was proven. He became one of our regular users and spread the word about this new tool to his skeptical colleagues.

The same thing is still happening to many of us. Even with the Web and search engines being used by end-users, some still look in the wrong places and assume they have covered the field exhaustively until we are able to challenge them, all the while demonstrating the basic principles of our field and proving that we are needed and useful.

Even with the Web and search engines being used by end-users, some still look in the wrong places and assume they have covered the field exhaustively until we are able to challenge them, all the while demonstrating the basic principles of our field and proving that we are needed and useful.

Have any of you interesting tales of helping unbelievers? Let me know and we can let our hard-pressed practitioners know. ⊠

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

Money Matters, from page 10

fiscal position. Without a strong financial base, this goal would not be attainable. The Finance Committee established seven principles to guide their decisions and plans for long-term financial stability. The committee reviewed an exhaustive set of options which included both expense reductions and increased income. The committee also spent considerable time balancing the various options in relation to SLA's dues versus non-dues income ratio with findings from membership surveys and the IRS examination. The committee reduced expenditures where strategic priorities were not jeopardized as a routine function of the program planning and budgeting processes over the past three years. The committee, in examining all income options, sought to narrow the gap in the dues/non-dues ratio. After extensive analysis, the Finance Committee has developed the specific recommendations of its long-term financial plan. The items which have been selected by the Finance Committee as viable options for long-term income growth and stability are expected to yield an overall additional income for each of the next five years. This logical long-range plan will be phased in over the next five years. ⊠

Coming EVENTS

AUGUST 1997

Photographs Seminar

"Preserving Photographs in a Digital World" will be held August 16-21 in Rochester, NY. 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

New Distance Learning Courses

SLA and Pace University introduce three new interactive distance learning courses to be offered September 8-October 12. Delivery format includes online instruction, discussion groups, video, textbook, and handouts. Courses include: The Seven Keys to Highly Effective Web Sites, Creating Your Homepage: Hypertext Markup Language Essentials, and Advanced HTML. For more information, contact Director, Professional Development Valerie Taylor at: 1-202-234-4700, ext. 617; fax: 1-202-265-9317; e-mail: valerie@sla.org.

Online World Conference & Expo

Online World '97 Conference & Expo will be held September 15-17 in Washington, DC. For more information, call 1-800-248-8466 or visit Online Inc.'s Web site at http://www.onlineinc.com/olworld.

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://vtmednet.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.

ALIA Conference

The Australian Library and Information Association (ALIA) will hold their Special, Health, and Law Librarians Conference in Perth, Western Australia October 12-16. Details about the conference can be found on the home page http://edge97@portia.murdoch.edu.au.

Giving Users Want They Want/Need

SLA's distance learning program, "Giving Users What They Really Want/Need," will be offered October 16. Individual registrations in select cities and site registration in any city in the U.S. or Canada is available. For more information, contact Director, Professional Development Valerie Taylor at: 1-202-234-4700, ext. 617; fax: 1-202-265-9317; e-mail: valerie@sla.org.

International Chemical Information Conference

The International Chemical Information Conference & Exhibition will take place October 19-22 in Nimes, France. For more information, visit the Infonortics Ltd. home page at: www.infonortics.com.

NOVEMBER 1997

School for Scanning Conference

School for Scanning: Issues of Preservation and Access for Paper-Based Collections will be held November 3-5 in New York, NY. The conference will train participants in digital technology, file formats, text and image scanning, metadata, digital preservation, legal issues and more. For more information, contact Gay Tracy at 1-508-470-1010; fax: 1-508-475-6021; e-mail: tracy@nedcc.org.

SLA's State-of-the-Art Institute

Knowledge Management: A New Competitive Asset, the 1997 State-of-the-Art Institute, will focus on the emerging knowledge management movement and how it can enhance corporate productivity and competitiveness. It will take place November 6-7, in Washington, DC. For more information, contact SLA's Professional Development Department at: 1-202-234-4700, ext 649; fax: 1-202-265-9317; e-mail: profdev@sla.org.

To contribute to "Coming Events," please forward your event announcement to Susan Wright at 1-202-234-4700, ext. 644; fax: 1-202-265-9317; e-mail: susan@sla.org.

IN Summary EN Somme EN Resumen

Exceptional Information Delivery: Use the TQM-QIM-SLA Competencies Connection

by Guy St. Clair

For information management specialists seeking to achieve excellence in information delivery, three management concepts provide a perfect framework. Combining the basic principles of total quality management (TQM), quality information management (QIM), and the ideas put forward in SLA's *Competencies for Special Librarians of the 21st Century*, creates a solid foundation for organizing and implementing a superior information services operation. Linking TQM, QIM, and the SLA Competencies Statement positions the information operation as an organizational functional unit that works—one which provides customers with the information products, services, and consultations they require.

Benchmark for Strategic Performance Improvement

by Annette Gohlke

Librarians face challenges on a daily basis that seem to be reaching volcanic proportions. Pressures have been increasing for years as newer, better, faster technology impacts collections, services, and operations. As if technology isn't enough, the steam continues to build as reengineering, downsizing, and outsourcing proposals threat or bombard them. Librarians in all types of libraries are finding themselves in the position where they must build a solid and effective case on how their library adds significant value to the parent organization. Now is time to grapple with the three E's—effectiveness, efficiency, and economy. Benchmarking is an excellent tool for librarians to use to see just how effective, efficient, and economical their information services operation is.

SLA in Seattle: Attendees Take the Pacific Northwest by Storm

Commitment to advancing their careers and to their association was apparent this year when information professionals from the United States, Canada, and around the world came to Seattle, Washington, USA, to participate in SLA's 88th Annual Conference, "Information Professionals at the Crossroads: Change as Opportunity," held June 7-12, 1997. Approximately 6,935 special librarians attended this year's successful conference—SLA's second largest conference ever! With continuing education courses, division programs, dynamic speakers, and an exciting exhibit hall, the Seattle conference was an outstanding accomplishment.

Distribution exceptionnelle de l'information: Utilisez la connexion de compétences GGQ-QGI-SLA

par Guy St. Clair

Trois concepts de gestion offrent un cadre parfait aux spécialistes de gestion informatique recherchant l'excellence au niveau de la distribution des informations. La combinaison des principes fondamentaux de la gestion globale de qualité (GGQ), de la qualité de gestion informatique (QGI) et des idées mises en avant par la SLA dans Les Compétences pour bibliothécaires spéciaux du XXI siècle, crée une fondation solide qui permet d'organiser et de mettre à exécution une opération supérieure des services informatiques. La liaison entre GGQ, QGI et la déclaration de compétences de la SLA met l'opération informatique dans la position d'unité fonctionnelle d'organisation qui remplit sa fonction --celle de fournir aux clients les produits informatiques, les services et les consultations dont ils ont besoin.

Point de référence pour le perfectionnement stratégique de la performance

par Annette Gohlke

Tous les jours, les bibliothécaires font face à des défis qui semblent atteindre des proportions volcaniques. Depuis des années, les pressions se sont augmentées à cause d'une nouvelle et meilleure technologie plus efficace qui affecte le rassemblement, les services et les opérations. Comme si la technologie ne suffisait pas, la pression continue à monter en raison de réorganisation, réduction d'effectifs et l'épuisement des ressources qui représentent une menace. Bibliothécaires de tous les domaines se retrouvent dans une situation où ils doivent démontrer comment leur bibliothèque contribue une valeur significative à l'organisation mère. Le moment est venu où il faut s'attaquer aux trois E -- l'efficacité, l'efficacité du rendement et l'économie. Le point de référence constitue un outil de travail excellent aux bibliothécaires qui leur permet de vérifier le degré de l'efficacité, du rendement et du facteur économique de l'opération du service informatique qu'ils utilisent.

SLA à Seattle: Les participants prennent la route du pacifique nord-ouest par Storm

L'engagement envers leurs carrières et leur association s'est manifesté lorsque les professionnels de l'information des Etats-Unis, du Canada et du monde entier se sont réunis à Seattle dans l'état du Washington pour participer à la quatre-vingt huitième conférence de la SLA : " L'heure des décisions irrévocables des professionnels de l'information : Le changement comme opportunité", qui a eu lieu du sept au douze juin 1997. Approximativement six mille neuf cent trente-cinq bibliothécaires spéciaux sont venus assister à la conférence de cette année qui s'est révélée une vraie réussite -- la deuxième plus grande conférence de la SLA de tous les temps! Les cours de formation continuée, les programmes de division, les orateurs dynamiques et la salle d'exposition sensationnelle ont tourné la conférence de Seattle en un accomplissement exceptionnel.

Distribución de la información excepcional: use la conexión de aptitudes TQM-QIM-SLA

por Guy St. Clair

Para especialistas administradores de la información que buscan alcanzar la excelencia en la distribución de información, tres conceptos en administración proporcionan un marco perfecto. Combinar los principios básicos de administración de calidad íntegra (TQM), administración de información de calidad (QIM), e ideas presentadas en *Aptitudes para los bibliotecarios especiales del siglo 21* de la SLA, crea una base maciza para organizar e implementar un negocio sobresaliente de servicios informativos. Ligar TQM, QIM, y la declaración de aptitudes de la SLA, sitúa el negocio de la información en una unidad funcional que marcha - una que proporciona a los clientes con los productos, servicios y consultas de la información que necesitan.

Punto de referencia para la mejoria del funcionamiento estratégico

por Annette Gohlke

Diariamente, bibliotecarios se enfrentan con desafíos que parecen alcanzar proporciones volcánicas. Hace años que aumenta la urgencia, a medida que la tecnología mas nueva , mejor, y más rápida afecta las colecciones, los servicios y los negocios. Como si la tecnología no fuera suficiente, el vapor continúa a elevar a la misma vez que proyectar de nuevo, despedir personal, y propósitos fuera de la biblioteca, les amenaza o los bombardea. Bibliotecarios en todos tipos de bibliotecas se encuentran en la posición de tener que elaborar un caso macizo y efectivo sobre la manera que su biblioteca añade un valor significativo a la organización principal. Es hora de tratar de vencer las tres 'es'—eficacia, eficiencia, y economía. Para bibliotecarios, es un beneficio óptimo usar el punto de referencia para ver exactamente lo efectivo, eficiente, y económico que es su negocio de servicio de información.

SLA en Seattle: los asistentes cogen el noroeste del pacífico como un vendaval

Este año fue evidente el compromiso de avanzar sus carreras y su asociación cuando profesionales de la información de Estados Unidos, el Canadá, y de todo el mundo vinieron a Seattle, Washington, USA, para participar en la 88 Conferencia Anual de la SLA, "Profesionales de la información en un punto crítico: cambio visto como oportunidad", celebrado en junio, del 7 al 12, 1997. Aproximadamente 6.935 bibliotecarios especiales asistieron la conferencia exitosa - ¡la segunda conferencia de SLA más grande de todas! Con asignaturas de ampliación de estudios, programas de sección, conferenciantes dinámicos, y un salón de exhibiciones atractivo, la conferencia de Seattle fue un acontecimiento destacado.

Classified Advertisements

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The St. Louis Mercantile Library at the University of Missouri-St. Louis seeks applicants for the positions of Curator, John W. Barriger Railroad Collection and Curator, Herman T. Pott Inland Waterways Collection. Principal responsibilities include in-depth reference service, selection of research materials for the collections, assistance in developing and implementing library policies, and donor relations. Requirements: ALA accredited M.L.S.; advanced degree in American history, at least three years of experience in special collections public services, preferably in an academic setting, reading knowledge of two foreign languages, including Spanish or French; knowledge of standard procedures and policies, including oral history, technique, cataloging, and computer technology as related to special collections; strong oral and written communications skills. Highly desirable: for the Barriger Curator - demonstrated knowledge of American railroad and transportation history; for the Pott Curator - demonstrated knowledge of American river and waterways transportation history. Salary commensurate with experience. For consideration, please submit a letter of application and three references by August 15 to John Hoover, St. Louis Mercantile Library at the UM-St. Louis, 510 Locust St., 6th floor, St. Louis, MO 63101. UM-St. Louis is an equal opportunity/affirmative action employer committed to excellence through diversity.

Healthcare Industry Researcher/Analyst International management consulting firm with a global healthcare practice is seeking a research information specialist based in Chicago. Responsibilities include information retrieval and presentation, development of information resources, and support of a global healthcare practice team. The position requires an MA/MS in library/information science—or an equivalent combination of education and experience—plus a minimum of five years online search experience in a healthcare company or practice. Knowledge of a wide variety of Windows-based applications a plus. Please mail you resume to Mr. Kai Lindhoist, Healthcare Practice Group Chair, Egon Zehnder International, 21 S. Clark Street, Suite 3300, Chicago, IL 60603 or fax 312-782-6162.

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Special Libraries Association

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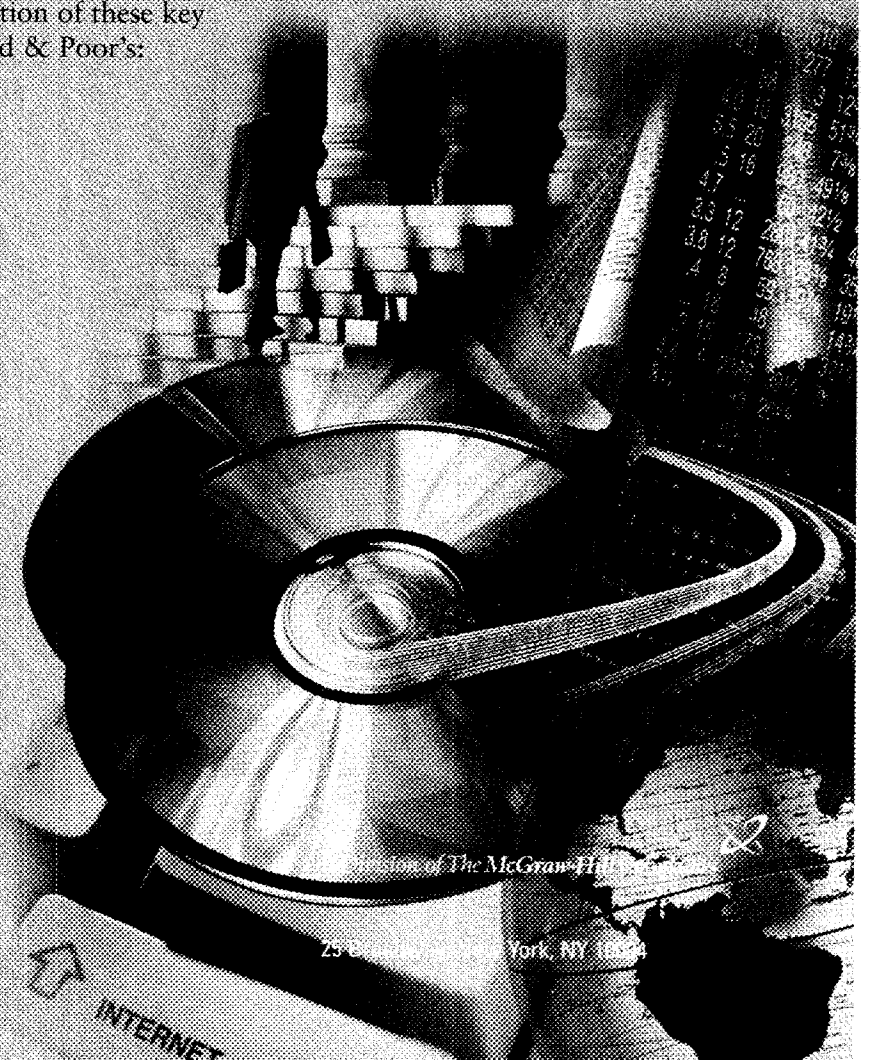

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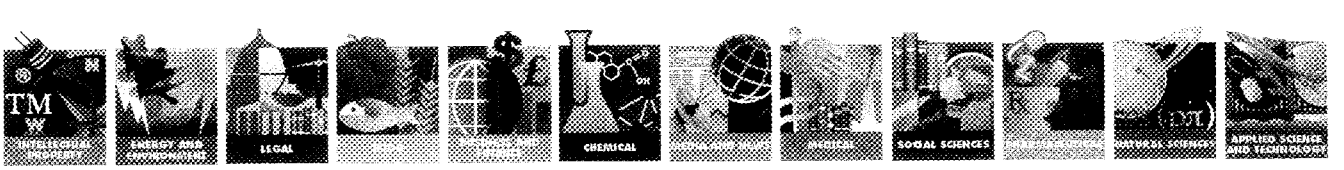

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