San Jose State University
SJSU ScholarWorks

Information Outlook, 1997 | Information Outlook, 1990s

9-1-1997

Information Outlook, September 1997

Special Libraries Association

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

Part of the Cataloging and Metadata Commons, Collection Development and Management Commons, Information Literacy Commons, and the Scholarly Communication Commons

Recommended Citation
Special Libraries Association, "Information Outlook, September 1997" (1997). *Information Outlook, 1997*. Book 9.
http://scholarworks.sjsu.edu/sla_io_1997/9

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

Information OUTLOOK

SEPTEMBER 1997 THE MONTHLY MAGAZINE OF THE SPECIAL LIBRARIES ASSOCIATION • VOL. 1, NO. 9

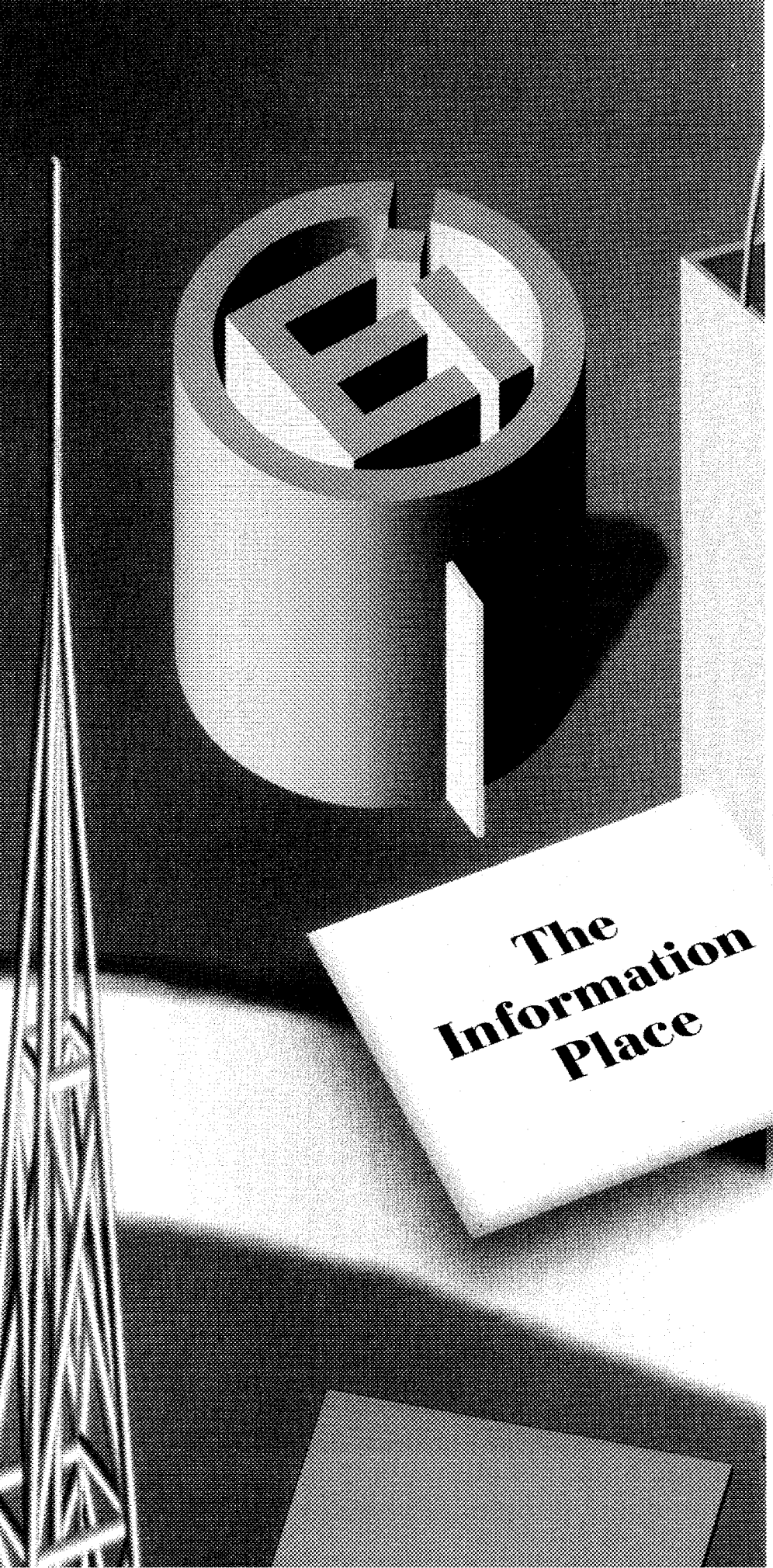
INSIDE THIS ISSUE:

Promoting Leadership

Team Organization—Learning Organization

Managing Computers and Work

The Internet: A New Opportunity for Information Specialists



Open the door on a vast world of engineering information, where Ei is shaping new power tools for the future.

You'll find welcoming support staff and a growing line of exciting, interactive information services designed to put technical professionals, managers and academics at the cutting edge of engineering knowledge.

Feel the surge

Ei, the 113-year-old publisher of Engineering Index®/Ei Compendex®— the world's most comprehensive interdisciplinary engineering index— invites you to explore Ei's rich resources, from Web-searchable databases to electronic text delivery to our award-winning cyberspace community, Engineering Information Village™

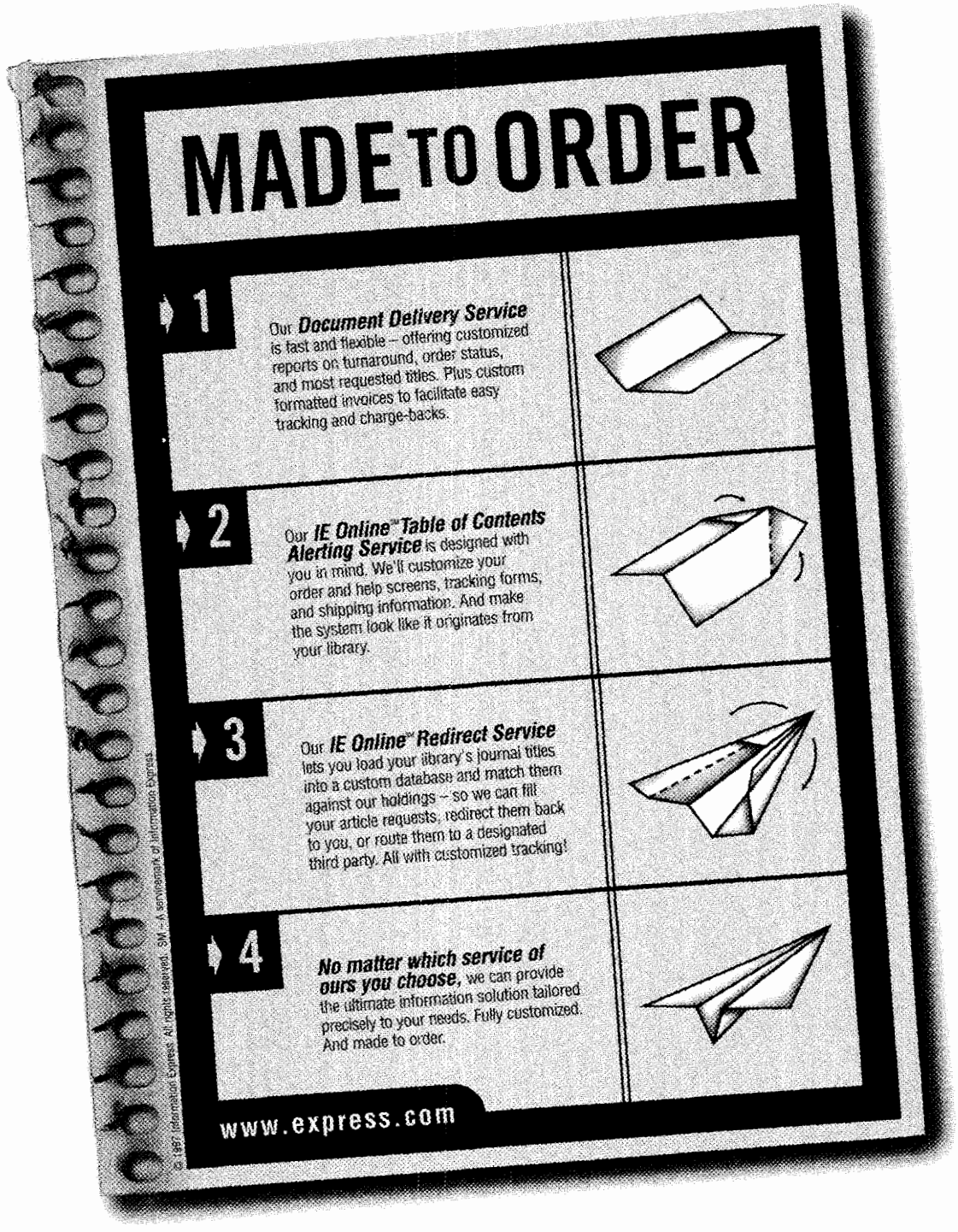
This way to the millennium

Ei *is* the information place. To learn more about how our information resources can help you increase efficiency, promote productivity and get a head start on the future, contact Ei at our corporate, Asia or European headquarters:

1 Castle Point Terrace
Hoboken, NJ 07030 USA
tel 800-221-1044
fax 201-216-8532
e-mail <ei@ei.org>
URL <http://www.ei.org>
In Europe: 1 Stonecross, St. Albans, Herts., AL1 4AA, UK, tel +44 (0)1727-811437
fax +44(0)1727-834052
e-mail <europe@ei.org>
In Asia: fax 632-817-0709,
e-mail: asia@ei.org

Engineering. We've got it covered.

Engineering Information Inc.

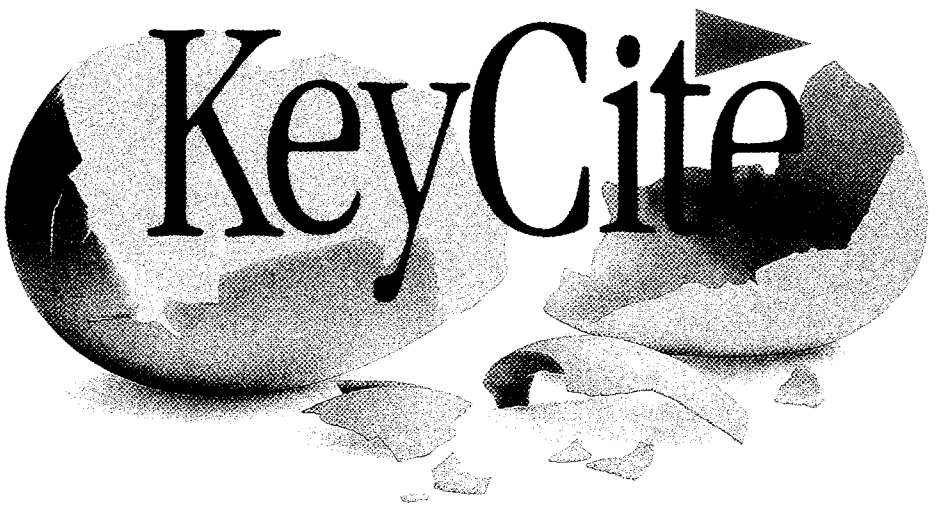


We're Information Express – and we don't just deliver documents. We build innovative and customized information delivery systems for major corporate, academic, and medical libraries. To succeed, we've got to know our clients well and understand what they want.

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

INFORMATION EXPRESS™

The Customized Information Solution.



New. Powerful. A generation beyond Shepard's.®

A powerful new way to do research has just emerged.

Introducing KeyCite. It's a full citator and effective case-finder, rolled into one easy-to-use, graphical service.

KeyCite gives you all the functionality of Shepard's—but with stunning advances that tell you more about a case.

For starters, KeyCite is more current than Shepard's to give you more confidence. The same day a case is added to WESTLAW®, its history is available in KeyCite.

KeyCite also covers citing sources missing from Shepard's. Like one million unpublished cases and hundreds of law reviews.*

You'll love the innovative graphics, too. Red and yellow flags warn you of "bad law," while depth of treatment stars tell you which cases discuss your case the most.

But what's really revolutionary is KeyCite's case-finding power.

Only KeyCite integrates headnotes, West-reported case law, and topic and Key Numbers into one super-efficient tool.

You can quickly focus in on your issue. View just the headnotes you want—*in full text*. And jump to cases on point. What a breakthrough!

FREE BOOKLET! Try KeyCite FREE through November 30, 1997.** To learn more, request the FREE booklet today. You'll discover a powerful new way to do research.

WEST GROUP

FREE TRIAL! CALL TOLL-FREE 1-800-700-9378

*Coming soon, KeyCite and WESTLAW will include coverage back to the earliest reported federal and state case law. **Some restrictions apply.
KeyCite is a service mark of West Publishing Company. Shepard's is a registered trademark of Shepard's Company.

© 1997 West Group 8-9549-3/7-97 730794
I-493-261-S

Information Outlook

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

Information Outlook (ISSN 1091-0808) is published monthly by the Special Libraries Association, 1700 Eighteenth Street, NW, Washington DC 20009-2514 • Tel 1-202-234-4700, ext. 644 • Fax 1-202-265-9317 • e-mail: magazine@sla.org.

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

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

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

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

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

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

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

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

Special Libraries Association

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

www.sla.org

Table of Contents

FEATURES

19 **Team Organization—Learning Organization: The University of Arizona Four Years Into It**
Laura Bender gives a first hand account of the reorganization of the University of Arizona library that placed it at the forefront of organizational restructuring among academic libraries. The result? A team organization whose goal is to be responsive to customer needs.

24 **Managing Computers and Work: Are Companies Informated Yet?**
Is your company informated? And if so, to what degree? Alison J. Head summarizes key findings from a quantitative study that measures the informating process within 17 information industries. The results may surprise you...

33 **The Internet: A New Opportunity for Information Specialists**
The information world is changing and it is imperative that library staff change with it. Hope A. Bell explains why librarians need to prove and publicize they are *the* information experts.

COLUMNS

5 **Executive Outlook**
SLA President Judith J. Field urges members to develop and enhance their leadership skills in order to thrive in the 21st Century.

7 **Making News**

9 **On the Net**

10 **Professional Development Outlook**

12 **Government Relations Outlook**

14 **Findings: Research & Your Bottom Line**

16 **Public Relations Outlook**

37 **Copyright Corner**

38 **Money Matters**

40 **Conference Countdown**

42 **Special Librarians**

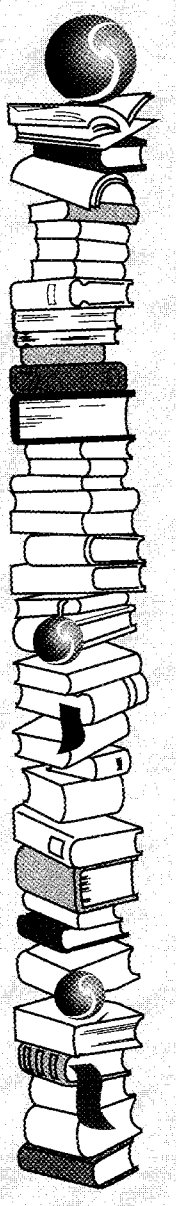
DEPARTMENTS

45 **Coming Events**

46 **In Summary**

48 **Classified Advertisements**

SLA PUBLISHING



New Resources for Success

SLA's Midyear Catalog was mailed to members in August and includes information on all of our newest publications, such as

Special Libraries: A Guide for Management, fourth edition
Internet Tools of the Profession:
A Guide for Information Professionals, second edition
Change as Opportunity:
Information Professionals at the Crossroads
Expanding Techologies — Expanding Careers:
Librarianship in Transition
Exploring Outsourcing: Case Studies of Corporate Libraries
Competencies for Special Librarians of the 21st Century
Enhancing Competitiveness in the Information Age
The ABC's of Cataloging, second edition
Analyzing Library Costs for Decision-Making and Cost Recovery

All of our publications are geared specifically toward information professionals and are excellent resources to help you stay current on changing trends in the profession and ensure that you remain vital in the new information age.

It's Easy to Order!

Check out our new titles as well as a full catalog of our publications on our Web site (www.sla.org) and place an order through the new Virtual Bookstore. As an added incentive, you will receive an extra 10% off your total when you order electonically between now and September 30, 1997.

Our prices have been revised to include shipping and handling costs and your Midyear Catalog has a full listing of publications for easy reference.

So take a moment to flip through your catalog and see what SLA's Nonserial Publications Program has to offer!

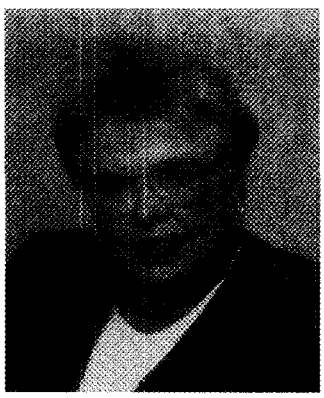
New Dates for 1998 SLA Elections

To assist candidates in making more economical travel arrangements for our Annual Conference, the following changes have been made to the SLA Election Schedule. Please mark your calendars.

Ballots will be mailed **January 12, 1998**
Ballots will be due **March 2, 1998**

Index to Advertisers

AICHE 43
BNA 22
www.bna.com
Chemical Abstracts 18
www.cas.org
Cuadra Associates 27
www.cuadra.com
Derwent 31
www.derwent.com
Dow Jones 44
bis.dowjones.com
Dun & Bradstreet 35
www.dnb.com
EIU 32
www.eiu.com
Ernst & Young 37
Gulf Publishing 21
www.gulfpub.com
Information Access 17
www.iacnet.com
Information Dimensions 8
www.idi.oclc.com
Information Express 1
www.express.com
John Wiley & Sons 6
www.wiley.com
LEXIS-NEXIS 29
www.lexis-nexis.com
McGraw Hill 39
www.books.mcgraw-hill.com
Moody's Investors' Service 41
www.moodys.com
Morgan Kaufmann Publications 15
Newsnet 47
www.newsnet.com
Online Strategies 21
www.onstrat.com
Ovid Technologies 13
www.ovid.com
Primary Source Media 11
www.psmedia.com
SilverPlatter 23
www.silverplatter.com
West Group 2
www.westpub.com



Promoting Leadership

One of the themes for the Indianapolis conference is *"leadership"* and this theme is reflected in our new Strategic Plan which the Board of Directors adopted in June. The association continues to provide and enhance a variety of services designed to aid members in developing their leadership skills. I would like to take a moment to highlight some of these leadership services.

The association continues to publish a wide variety of publications including the new booklet on *Competencies for Special Librarians of the 21st Century* which expands on the executive summary which was distributed to the full membership and *Exploring Outsourcing* which provides cases studies of how corporate libraries have dealt with this very sensitive issue. Our professional development efforts include a new videoconference scheduled for the fall called the Knowledge Management Institute. Also, as a brand new venture, SLA is working in conjunction with Pace University to offer three new multimedia distance learning courses to our members this fall. The association also supports leadership training opportunities for chapter, division, and board officers.

Development of leadership skills is not just an association-level activity. Individual members readily share with others via networking and serving as mentors or coaches. When you talk to active SLA members, they always comment about the impact that networking has had in helping them develop professionally. Chapters, because of their geographic proximity to their members, are also key players in providing leadership opportunities. These activities include training their new officers and committee chairs, providing chapter program meetings, offering continuing education programs, and publishing bulletins. These activities feature area experts and spotlight their own members. Other activities that occur within many chapters are formalized activities which provide mentoring opportunities for new members and student members. All of these activities contribute to their members' professional growth and prepare them for accepting responsibilities either as chapter or division officers. Many chapters have taken the initiative in developing regional conferences to share leadership expertise with others in nearby chapters. A prime example is the Great Lakes Conference IV which will be held in Milwaukee, WI, October 1-3. These are the activities that make SLA both relevant and valuable to many of our members who can not attend the annual conference.

Divisions also play an important part in developing leadership skills in their members. Many of our divisions are subject-oriented and they provide assistance to others in their field. Review the programming that your division does each year for the annual conference, monitor your listserv where a query is often responded to in a matter of hours, and read your division newsletter which often include highlights of the annual conference, analyses of new products, subject bibliographies, and success stories of division members. All of these services help to develop those very necessary leadership skills. One division that excels al this is the News Division. Other divisions reflect the nature of the job category including the Library Management, Solo Librarians, and Information Technology Divisions. These divisions also provide those needed leadership skills and promote a variety mentoring and coaching opportunities.

Within our committee structure, we use the professional expertise of our members and their leadership abilities in areas such as copyright, technical standards, research, and professional development. The results of their activities are reflected in the actions by the board which are then translated into new services or opportunities for our members.

One area that YOU as a member have not been as fully responsive as I would like—nor has your chapter or your division— is nominating people for awards for consideration by the Awards and Honors Committee. This year we are instituting two new awards for which you can nominate people. These are the Rose L. Vormelker Award and the Dow Jones Leadership Award for 21st Century Competencies. These awards are offered in addition to other awards that SLA has already authorized. Please take time out to nominate those people who you look to as mentors, who exemplify those leadership characteristics which we should showcase for others. Keep in mind that a person you nominate may not get the award this year, but if you feel they are deserving, remember to submit their names next year since the files are not retained by the committee.

Also please take a moment to submit names that you want the Nominating Committee to consider for association office. The Nominating Committee strives to provide a balanced slate of officers which reflects the association's membership. Therefore, your input will help them to their job more successfully. The committee can also be of assistance to the president-elect in identifying potential committee members after they have completed their deliberations.

Let's all of us agree today to do a better job of identifying and promoting our leaders. Let's all of us continue to identify new and better ways of developing those needed leadership skills so that we will be prepared for the exciting opportunities awaiting us in the 21st Century.

Judith J. Field

Generally Accepted... Universally Preferred

On your desk!

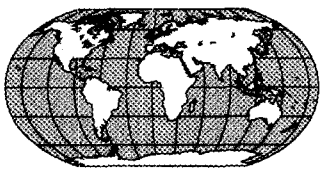
Wiley GAAP 98:
Interpretation and Application
of Generally Accepted Accounting Principles
(0471 193224) $57.00 -Available in October

- On Disk! Wiley GAAP for Windows 98 (0471 195464) $69.00 - Available in December
- On CD! Wiley GAAP for Windows 98 (0471 195774) $69.00 - Available in December
- Or Both! Wiley GAAP 98 Book/Disk Set (0471 195480) ~~$126.00~~ $86.00
  Wiley GAAP 98 Book/CD Rom Set (0471 195847) ~~$126.00~~ $86.00
  Save $40
- NEW! Wiley GAAP for Governments 98 (0471 193232) $59.00 - Available in February 1998
- NEW! Wiley Not for Profit GAAP 98 (0471 239631) $59.00 - Available February 1998

WILEY
Contact your local vendor.

Get the GAAP that Guides the Industry!

INTERNATIONAL NEWS



Materials for Cuba Project

The Special Libraries Association takes part in numerous projects that involve several different parts of the world. Often, liaisons to the SLA International Relations Committee (IRC) ask questions like: What can we do? What should we do? What is our role as an IRC liaison? More importantly, perhaps: How do we get started? Often the answer is, "by chance!"

The International Federation of Library Associations and Institutions (IFLA) held its 86th Annual Conference on June 10-15, 1995, in Havana, Cuba. The conference theme, "The Power of Information: Transforming the World," could not have been more appropriate for the venue. Several Americans attended the meeting and came away with an increased interest and feeling of responsibility to do something to assist our southern neighbor on our lower eastern coast. In my case, however, almost as soon as I arrived, I met colleagues that informed me that a Cuban librarian was looking for me specifically. Since I knew no one in this country prior to my visit, I began looking for her. My colleague was Maria Cristina Santos Labourdette from the University of Havana, Cuba. We soon found each other and began the first of what was to be several discussions regarding a cooperative project. Cristina was attracted to my name by my affiliation—Johns Hopkins University. We talked at length about other Hopkins people that she knew that had visited Cuba. When I returned to the U.S., I immediately started work on the "Materials for Cuba Project."

The Cuba project has two goals: (1) To provide current subscriptions on specific titles identified by Christina and her colleagues; (2) Collect any other material, especially scientific and technical journal literature, of interest to the project. Material collected is then sent to the University of Havana and either used at the university or distributed to other libraries in Cuba.

How does a project like this happen? The Johns Hopkins University has an exchange program with Cuba that has been in existence since 1979. "the Cuba Exchange has provided a means for scholars and students from Cuba to spend several weeks each semester studying at Hopkins and for their counterparts to travel to the University of Havana." This "initiative (was) begun 18 years ago, at the Nitze School of Advanced International Studies and (is) now located on the Homewood campus, to further understanding and facilitate research between the United States and Cuba." The exchange program is how Cristina knew about Hopkins and was the genesis of our meeting.

Last year, 200 pounds of material was delivered to Cuba. Right now, I have about 6000 pounds of material to be delivered that was a gift from GTE Laboratories in Massachusetts—material the library there was discarding. Librarian Sue Wolfman announced the availability of this material on the Science-Technology Division listserv and I responded. After several months and some expense at both ends of the transaction, the material was received in Maryland for delivery to the University of Havana. The Sci-Tech Division paid the transit costs as part of their international relations division program. I have since heard from a colleague in Canada who has another collection of material for the Cuba Project, and I contacted the Engineering Societies Library in New York for their leftover materials (after their merge with the Linda Hall Library) as well. Additionally, the Toronto Chapter in Canada has committed to a three-year subscription sponsorship for one of the titles that the University of Havana requested. I also donate my personal subscription of the *ASIS Journal*, another specific title request. All material comes to me, including the current subscriptions. I, in turn, get the material delivered to the University in Havana.

If you are interested in participating in this project, either through your chapter or division, or even personally, you may reach me via e-mail: wilda.newman@jhuapl.edu. Announce the Materials for Cuba Project to your chapter or division. By chance or by intent, you can become more actively involved in your international organization, SLA!

---

by Wilda B. Newman. *Newman is information resources manager, Administrative Services Department, Johns Hopkins University, Applied Physics Laboratory, Laurel, MD. For more information on "International News," or to contribute to the column, please contact Barbara Hutchinson at: 1-520-621-8578; fax: 1-520-621-3816; e-mail: barbarah@ag.arizona.edu.*

INDUSTRY NEWS

ARL Announces a New Publication

The Association of Research Librarians (ARL), Office of Management Services has announced a new publication. *Issues and Innovations in Electronic Scholarly Publication* offers a snapshot of current electronic scholarly publishing initiatives. The publication is based on a series of interviews with professionals in twenty libraries, consortia, and publishing enterprises. It also takes a broad look at the issues associated with electronic scholarly publications. For more information call: 1-202-296-2296; or e-mail: pubs@cni.org.

MEDLINE Database Now Available

The U.S. National Library of Medicine recently launched a new service to provide Internet access to the world's most extensive, cost-free collection of published medical information.

MEDLINE is now available at http://www.nlm.nih.gov.

Rachel K. Anderson, president of the Medical Library Association, noted that "patients and their families are regularly turning to health sciences librarians to find reliable health information. Free MEDLINE means that we can now provide consumers with better access to the quality information they need, and librarians can help them to tap into the full power of this authoritative resource."

SLA Web Site "World-Class"

SLA's Web site was selected as a "World-Class Web Site" by the American Society of Association Executives (ASAE). The site was selected for an ASAE Foundation study that will catalog and benchmark exceptional Web sites that significantly add value to their organization's missions.

STUDENT NEWS

SLA Student Groups Prepare for the New Academic Year

As the spring semester came to a close a few months ago, SLA's student groups were busy preparing their bi-annual reports for headquarters. Each group is required to submit two reports each year in order to keep headquarters abreast of activities taking place around their campuses.

As usual, our student groups took part in a wide array of activities over the course of the spring 1997 semester. Bi-annual reports reflected enthusiasm and a strong dedication to the information profession. SLA currently has over 30 active student groups, and while space prohibits mentioning each specifically, suffice it to say that the association appreciates the support it has received from each of group over the last academic year.

As a new academic year dawns, we look forward to the continued support of our student groups. Similarly, we look forward to offering our student members the support *they* need in order to succeed in the rapidly changing environment of the information profession. We encourage each of our non-student members to offer that same support—become active in the student community. Offer to mentor a student who lives in your vicinity or take the time to introduce yourself to the students at your next chapter, division, or caucus meeting. Your support and insight can make a world of difference to someone just starting their career.

SLA wishes its student members a successful and productive academic year and encourages them to actively participate at every level of the association. Not only will this participation ensure our continued receipt of bi-annual reports filled with energetic, innovative, and proactive programs, but also it will guarantee that students reap the many benefits which come with being an SLA member.

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

You're looking at the future of the corporate library

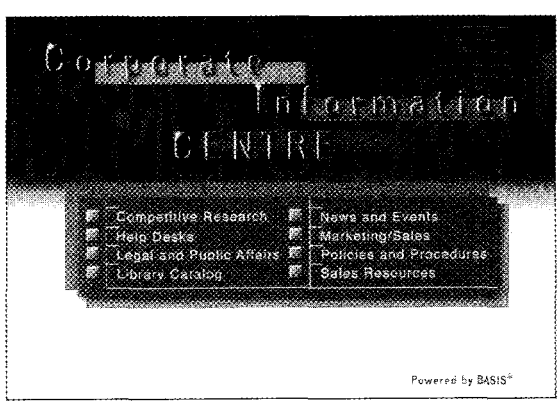
The corporate library is no longer an island, but an integral part of your document management system and the focal point for organizing enterprise-wide information assets. The question is, how do you deliver all your business-critical documents to users in a form they can understand, and you can manage?

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

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

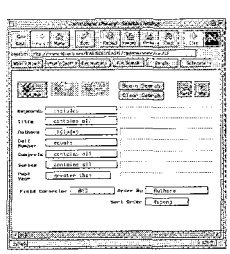
Library smarts: While BASIS manages business-critical documents, TECHLIB manages traditional library cataloging, circulation, acquisitions and serials control functions.

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



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

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



Example of a TECHLIB search screen.

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

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

ON THE Net

Book Information and Reviews on the Web

There are several features that a good book-related Web site should have. Some of these are a local search engine with a searchable archive, a logical directory structure, an easy-to-use interface, and a lot of descriptive content. Information about books can be derived from a variety of sources. This information can be found from booksellers, news gathering organizations, as well as various publishers, associations, and related organizations.

In order to compare the variety of ways that these resources can display information on books, I decided to search for information on a specific book from each of these Web sites. The book under scrutiny is *Being Digital,* by Nicholas Negroponte, which describes the future of digital technology and its influence on society. This book was first published in early 1995, so there should be plenty of information about it on the Web, but it is not so new that some Web sites would not yet contain reviews.

The following Web sites are listed in order of importance. My two favorites are The New York Times Book Review and Bookwire, so they are presented first.

New York Times Book Review

The New York Times Book Review (http://www.nytimes.com/books) is a large repository of book reviews on the Web. There are over 50,000 book reviews that are searchable back to 1980. From their home page, you will notice a form at the top of the page where you can either enter the title or author (or both) of the book that is being researched. In my case, when I entered the words *being digital* into the search form, I retrieved over 3800 citations. However, only three out of the first four records were the most appropriate.

The fine print above the search form recommends that single quote marks be used for a phrase. This helped quite a bit to refine searches on this site. A second search using the format *'being digital'* retrieved only those three appropriate records that were found in the previous search.

The Times BookSmart Search page (http://search.nytimes.com/books/search/) expands search options to include *Book Reviews Only, Book News and Author Interviews,* and a *Full Search* of the New York Times Books archive of reviews news and author interviews back to 1980. A Full Search on *'being digital'* retrieved seven records instead of three. The three reviews that were found before show up as a subset of the seven found in the Full Search which should be expected. However, a review by Samuel C. Florman that was retrieved by both searches had different link titles.

Bookwire

One of the better places for information on books, publishers, and reviews is BookWire (http://www.bookwire.com). This Web site considers itself to be "the first place to look" for information on books and I agree. BookWire is home to many book review resources such as *The Boston Book Review, The Hungry Mind Review, The Quarterly Black Review of Books, New Asia-Pacific Review,* and *The Computer Book Review.* It also includes the Web site of *Publishers Weekly.* Other sections include a list of over 900 publishers, Web sites, book awards, the National Book Critics Circle, and more. They have provided a search engine (http://www.bookwire.com/bookinfo/searchform.html) that lets you search by title, author, and/or publisher.

A search on *Being Digital* brought up a Web page that had links to some of the book's chapters, a short review, quotes from prominent readers, statistical information from the *Publishers Weekly* Hardcover Nonfiction Bestseller List, and links to four bookseller Web sites. The booksellers are Amazon (http://www.amazon.com), Barnes & Noble (http://www.barnesandnoble.com), Book Stacks (http://www.books.com), and Wordsworth (http://www.wordsworth.com).

Amazon

Amazon (http://www.amazon.com) was the first major book selling presence on the Web but they are currently facing stiff competition. There are about 2.5 million book titles available from Amazon. The company has developed a loyal following and it has built a relatively large storehouse of reader submitted comments and reviews. Amazon has a search section that will allow you to search by author, title, subject, keyword, ISBN, and an advanced query mode.

Four records were found for the book, *Being Digital.* One was a hardback edition, one was a soft-cover, one was for the audio cassette, and one was for the CD-ROM edition. Except for the CD-ROM edition, the other three records displayed the same content. Each record showed what other books have been purchased along with *Being Digital,* three synopses, a selection from *Midwest Book Review,* 21 significant reader comments (many of which are quite detailed with a rating from one to ten), and a table of contents.

Book Stacks Unlimited

Book Stacks Unlimited (http://www.books.com) has over 170 000 "reviews" of books that are available for your perusal. Some of these are actually annotations—short descriptive paragraphs rather

Continued next page

by Joseph R. Kraus. Kraus is engineering reference/liaison librarian at George Mason University. He may be reached via e-mail at: jkraus3@gmu.edu. For more information on "On the Net" or to contribute to the column, please contact Sharyn Ladner at: 1-305-284-4067 fax: 1-305-665-7352; e-mail: sladner@miami.edu.

Professional Development OUTLOOK

1997 State-of-the-Art Institute: Focus on Knowledge Management

In the emerging Information Age, the basic element of competitive success for organizations of every size will be the ability to acquire and manage knowledge assets. For this reason, corporate executives around the world are embracing "knowledge management" as a way of leveraging the organization's intellectual capital. Achieving this goal requires new concepts, tools, and strategies—the basics of knowledge management. The 1997 State-of-the-Art Institute, "Knowledge Management: A New Competitive Asset," scheduled for November 6-7 in Washington, DC, will explore the essential elements of knowledge management and how it can enhance corporate productivity and competitiveness. The two-day Institute is designed for senior-level information specialists who are not only looking for the theoretical background for knowledge management, but would like to take back tools and techniques for implementing a knowledge management program. In addition, business professionals involved in their organization's information needs will benefit from this forum.

To kick-off this Institute, Alison Tucker, marketing analyst, Buckman Laboratories, will provide an introduction to knowledge management and provide examples of how it can enhance corporate productivity and competitiveness. The session will also discuss some of the elements, such as management support, that must be present in order to successfully implement a knowledge management program. In addition, Nigel Oxbrow, managing director, TFPL Limited, will identify the core competencies needed in the knowledge management environment.

Also included in the agenda for day one of the Institute will be two knowledge management practitioners, Patricia S. Foy, director of knowledge strategies, Coopers and Lybrand, and Cynthia Scott, director of global information and document management, The R.W. Pharmaceutical Research Institute, Johnson & Johnson, noted for their success in implementing knowledge management programs who will describe how they approached the challenge of turning information into knowledge. They'll discuss what worked and what didn't work, and will identify the opportunities and hurdles that must be considered in embarking upon a knowledge management initiative.

Day two of the Institute will address the effective methodologies for implementing a knowledge management program. This "how-to" session lead by Dr. Jay Liebowitz, professor of management science, George Washington University, will focus on practical solutions—the tools and techniques that you can use in your own organization. You'll have a chance to practice these techniques through a knowledge management case study.

In addition, Dr. Lewis Perelman, president, Kanbrain Institute and executive editor, Knowledge Inc., will explore the roles of key organizational players (library, information technology managers, business units, etc.) and identify potential impacts on the organization. You'll find out how a knowledge management program will impact on an organization's structure and how to realign the functions and responsibilities of the players.

For registration information, check our Web site at www.sla.org under "Educational/Career Opportunities" or call the Professional Development Department 1-202-234-4700, ext. 649.

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

On the Net, from page 9

than reviews. It is possible to search by author, title, ISBN, or keyword (keyword searching was not available at the time of testing). A title search of *Being Digital* retrieved four records. The four formats were the same as those found by Amazon, but the descriptions of the book are different for each record chosen.

BookWeb

BookWeb (http://www.bookweb.org) is the home page for the American Booksellers Association. Although I was not able to find any information about *Being Digital*, this Web site is a good place to get information about the book publishing industry. There are sections on such topics as book fairs and festivals, trade shows and conventions, book selling statistics, tools for bookseller education, a searchable database of bookstores, and more.

The Internet Book Information Center

The Internet Book Information Center (http://sunsite.unc.edu/ibic/guide.html) is part of the WWW Virtual Library for Literature. This is another Web site that does not include a review of *Being Digital*, but I thought it important to mention because of its other features. This site has sections on topics such as What's New for Book-Lovers, Authors, Publishers, Booksellers, Libraries, Readers, The Commonplace Book, Rare Books, Online Books and Magazines, Poetry, and Web Review Databases. It should be noted, though, that some sections appear not to have been updated in a while.

It may be a little ironic to search the Web for information about a paper-based medium, but I would assert that books will be here for a very long time. The Web is an excellent resource for both evaluating and purchasing new books. As Nicholas Negroponte pointed out in *Being Digital*, it is the metadata, the information about information, that often proves to be the most valuable.

Now Online!
Declassified Documents Reference System

Primary Source Media now offers unprecedented access to previously classified government documents. *DDRS* is the only continuing, comprehensive effort to film, summarize, and index classified documents as they are released. Updated bimonthly, this reference system currently includes more than 70,000 declassified documents.

Now *DDRS*'s comprehensive indexing system – including document subjects, issue dates, sources, classifications, and types of communications, as well as informative document abstracts – ***is now online.*** Historians, political and social scientists, and students will all be guaranteed access to this remarkable collection.

PRIMARY SOURCE *Media*

12 Lunar Drive
Woodbridge, CT 06525
1.800.444.0799
www.psmedia.com

"[Government documents] . . . are among the most valuable sources of material for history. They ought to be preserved, and they ought to be used."

Harry S. Truman, May 8, 1954

Government Relations OUTLOOK

U.S. High Court Rejects Decency Act

But Questions Loom Over 'Net Access in Homes, Libraries

In late June, the United States Supreme Court struck down certain provisions of the Communications Decency Act. The 1996 law would have restricted free speech and expression via the Internet and online services. The decision reinforced the idea that cyberspace communications are a dynamic vehicle for transmission of any and all forms of information.

Advocates of the new law believed that certain types of information should not be freely available to all Americans, especially children. Specifically targeted was adult or indecent content and information. But free speech supporters argued that the Internet was unlike any communications tool ever created, allowing for the free flow of ideas between individuals and organizations. Regulation of content by government intervention would have been tantamount to banning books.

"This decision will have a major impact on our society's development and use of electronic communications for decades to come. 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," remarked David R. Bender, executive director of SLA. "This is an achievement for not only the library community, but for every American. It assures us that the rights of expression and access to information that we have always enjoyed will continue to thrive in the ever-developing electronic environment."

So what happens, now that the controversial law has been effectively dismantled? What can we do to address the problem of protecting children from indecent material transmitted on the Internet without violating free speech rights?

T.J. Benoit, president of TAB Computer Systems in Bloomfield, Connecticut, offers one reasonable suggestion for making parents responsible for protecting children from pornographic content at home. The idea is predicated on three assumptions:

1. That browser software authors such as America Online, Netscape, and Microsoft are willing to insert some really easy code into their product.
2. That anyone posting "adult only" material on the Internet include a small HTML tag that identifies their material as having adult content.
3. That parents become involved in what their kids are accessing on the Internet, just like they are involved in what their kids watch on television.

Here's the idea: The browser software authors add a menu selection in their product called "Adult Content Options". The user (i.e., the parent) supplies a user-defined password that is then encrypted and saved. Under the "Adult Content Options" you have a few easy selections:

1. Block all adult content HTML tags.
2. Password access to adult content HTML tags.
3. Ignore all adult content HTML tags.

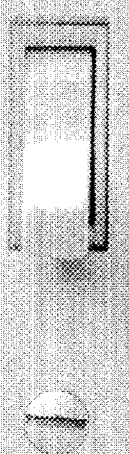
Based on these instructions that are saved, whenever a page is accessed with an adult content HTML tag, the selected option takes effect. With option one, the browser displays a warning message: "This page contains adult material and is not accessible." With option two, the browser prompts the user for the correct password, as previously defined. With option three, the browser ignores the HTML tag and continues. This HTML tag could apply equally as well to any news group, chat room, or other interactive Web creation. It could become the key word meaning "Kids, please stay out!" In addition, the browser could log all sites that were accessed with the adult content HTML tag, thereby allowing parents an even better tool for monitoring their childrens' activities. All it will take is the cooperative effort of responsible "adults" that are putting potentially offensive material on the Internet to properly identify it so that my third assumption above can be met. If the material is identified, parents can make an informed decision.

The suggestion is, at the very least, a beginning. It does fail to address the problem of access to indecent material that is sent via electronic mail. And it certainly doesn't resolve the dilemma of access to such content on computers in libraries. But parents should be granted the opportunity to make use of preventive methods if they so choose.

Speaking of libraries, the American Library Association recently issued a statement concerning the use of filtering software in libraries: "The use in libraries of software filters which block constitutionally protected speech is inconsistent with the United States Constitution and federal law and may lead to legal exposure for the library and its governing authorities." ALA added that, "for libraries, the most critical holding of the Supreme Court is that libraries that make content available on the Internet can continue to do so with the same Constitutional protections that apply to the books on libraries' shelves." ⊠

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

SWITCHING TO THE WEB?



SWITCH TO OVID.

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

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

OVID

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

Findings
RESEARCH & YOUR BOTTOM LINE

Steven I. Goldspiel Research Grants

1997 Grant Focuses on Telecommuting Study

Today, almost 20 percent of all United States workplaces and nearly two-thirds of Fortune 1000 firms have telecommuting programs. Estimates from Link Resources, a New York- based firm that tracks telecommuting trends, indicate that 7.6 million Americans telecommuted in 1994; projections are that 25 million workers will telecommute by 2000. "Knowledge workers" comprise the majority of telecommuters. According to the Bureau of National Affairs, the leading occupational telecommuting categories are business professionals, executives and managers, engineers, scientists, and salesworkers.

As the people who "put knowledge to work," the move to a virtual workplace has important implications for our profession. Understanding the motivations behind the trend to the virtual workplace, projections for the growth of the virtual office over the next five to ten years, and the impact of the virtual work force on the special library environment is essential if our profession is to thrive. SLA has taken another step in helping you stay informed about this trend through funding of the 1997 Steven I. Goldspiel Memorial Research Grant.

Since 1991, SLA has funded key research projects on "hot" topics in special librarianship. The 1997 grant is the latest example of SLA research projects that address issues of primary importance to the profession. Claire McInerney, associate professor of Information Management at the College of St.Catherine in St. Paul, MN, is the recipient of the 1997 Steven I. Goldspiel Memorial Research Grant for her proposal, "Using Information in the Virtual Office: How Special Libraries are Serving Telecommuters." The project proposes to examine how corporate libraries provide information for telecommuters, as well as the preferences and information needs of telecommuters. Prior research on information professionals who themselves telecommute will also be examined and incorporated into the final analysis.

McInerney comments in her proposal, "How telecommuters use information resources to do their work, to solve problems, and to support forecasts, product development, and generally to keep abreast of research is a question that has not yet been reported in the research literature. ...in fact, little has been written at all on how the information specialists in a corporation are positioning themselves to be critical in providing telecommuters with needed information." McInerney notes because telecommuting is still considered a fairly new business practice, special librarians have a "window of opportunity" to position themselves and the profession as key providers of vital information to virtual workers. Moreover, McInerney notes that the implications of telecommuting by special library staff themselves have not been fully addressed in the literature. How special librarians can seamlessly provide information access to remote workers when the information professionals themselves are also virtual workers will be a key aspect of McInerney's research.

McInerney's study will specifically address the following questions:

- Are telecommuters functioning in an information vacuum, or are they finding the information they need?
- Are telecommuters using libraries? If so, which libraries are they using?
- How is information being delivered to the telecommuter?
- Do telecommuters value online sources more than traditional bound materials?
- Are telecommuters becoming end-user searchers or do they depend on an intermediary?
- How are special libraries incorporating services to telecommuters in their strategic plans, their work plans, and their budgets?
- Can excellent information service contribute to telecommuters' productivity?

McInerney's research also promises relevant results for non-virtual workers. As noted in her proposal, the strategies employed by special librarians to seamlessly provide information to remote workers can also be used effectively to link workers on different floors, in different buildings, or in different locations. Rigorous evaluation of "best practices" in serving clients who may work at home, down the street, or in another country will be but one of the useful outcomes of this project.

The research will employ a multi-method approach. Data will be gathered through observation, interviews, secondary analysis, and a mail survey; hence results of the study will be based on both qualitative and quantitative data.

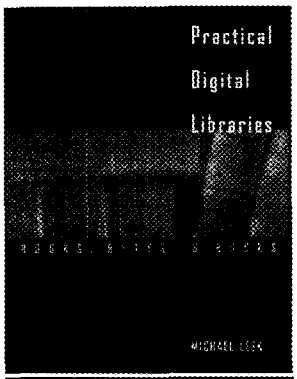
The project is slated for completion in late fall 1998. Results will be disseminated in various media—electronic and print. Final results will also be presented at the 1999 SLA annual conference. Information on previous Goldspiel grants can be found on SLA's Web site, www.sla.org.

Application materials for the 1998 Steven I. Goldspiel Memorial Grant will be available September 1, 1997; the deadline for submission of proposals is February 27, 1998.

Applications of Artificial Intelligence and Expert System Technologies Explored in 1996 Grant

With support from the 1996 Special Libraries Association Steven I. Goldspiel Memorial Research Grant, professors F. W.

For more information on "Findings: Research & Your Bottom Line," or to contribute to the column, please contact Director, Research at: 1-202-234-4700, ext. 615; fax: 1-202-265-9317; or Laura Gasaway via e-mail at: laura_gasaway@unc.edu.



1997; hardcover; 297 pages
ISBN 1-55860-459-6; $49.95

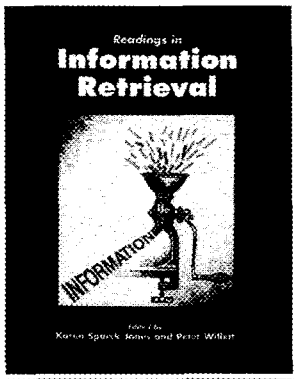
Practical Digital Libraries: Books, Bytes & Bucks

by Michael Lesk, Bellcore

Digital libraries are organized and digitized systems of data that can serve as rich resources for their user community. This authoritative and accessible guide for librarians and computer scientists explores the technologies behind digital libraries, the choices to be made in building them, and the economic and policy structures that affect them.

Practical Digital Libraries

- offers the most wide-ranging overview of digital libraries currently available, covering technical, social,economic, and legal aspects
- analyzes economic and intellectual issues in the emerging digital environment
- shows how text, images, audio, and video can be represented, distributed, used, and collected as forms of knowledge



1997; paperback; 589 pages
ISBN 1-55860-454-5; $49.95

Readings in Information Retrieval

Edited by
Karen Sparck Jones,
University of Cambridge
and Peter Willett,
University of Sheffield

Information retrieval (IR) systems provide end-user access to the huge range of textual information resources that are now available. This outstanding collection of reprinted papers, covering both general theory and specific methods, provides a comprehensive view of the whole area. Each section contains a carefully selected group of papers and includes a critical introduction to that topic as well as an extensive list of additional references for further reading. The broad coverage in this book prepares readers for successful study, research, and practice in all areas of IR.

- For a complete list of papers please visit the book's website at: http://www.mkp.com/books_catalog/1-55860-454-5.asp

To Order **Call:** 800.745.7323 or 415.392.2665 **email:** orders@mkp.com
or visit our website at: http://www.mkp.com

Morgan Kaufmann

SIOL

Lancaster and Linda C. Smith of the University of Illinois at Urbana-Champaign recently completed their study on "Potential Applications of Artificial Intelligence and Expert System Technologies in the Special Library of the Future". The purpose of the study was to produce a realistic guide to what artificial intelligence/expert systems (AI/ES) technologies are likely to be able to contribute to special libraries in the near future.

Several methods were used to review successes and failures in the application of AI/ES technologies in the library profession and in other environments. An extensive literature review was undertaken, encompassing database searching for the past five years in databases covering both library and information science (LISA, Library Literature, Information Science Abstracts, ERIC) and business and scitech (INSPEC, Compendex, Computer Select, NTIS, Current Contents, Wilson Applied Science and Technology, ABI/INFORM, Wilson Business Periodicals Index). In addition, relevant Internet sites were investigated and selected periodical titles and conference proceedings were scanned cover-to-cover. Reports of implementations were the focus of this review and follow-up contacts were made by mail, telephone, and/or electronic mail to determine the present status of projects and to learn more about available products or services. Site visits were also made to talk with individuals involved in research and development at Ohio State University, Chemical Abstracts Service, and OCLC.

The final report of the study first describes efforts to date in applying AI/ES within libraries and other information service operations. Work includes cataloging, subject indexing (expert system approaches, intelligent indexing), acquisitions and collection development activities, and reference services (referral systems, database selection, information retrieval). The true intellectual tasks associated with the library profession are not easily delegated to machines. Although many library-related applications of expert systems or "intelligent technologies" have been discussed in the literature, this is extremely misleading. Few systems have progressed to an operational state, functioning on a daily basis and providing a real service to library staff or users.

A number of areas closely related to library problems should be monitored for applications that are potentially transferable. The report provides an overview of intelligent text processing, intelligent agents, intelligent interfaces, and data mining. Intelligent text processing is being used, experimentally or operationally, in a number of applications, including text categorization, text extraction, text linkage, text augmentation, text summarization, text generation, and machine translation. Challenges facing researchers in text processing include making systems more robust (greater accuracy, faster, cheaper in linguistic analysis), refining capabilities (e.g., going from document retrieval to passage retrieval to answer retrieval), and making output more cost-effective or attractive to the user (by highlighting, text extraction or summarization). Intelligent agents, programs that can retrieve data intelligently from multiple information sources without any human intervention, are being developed for information retrieval-type tasks within the Internet and as tools designed to achieve more specialized goals in smaller

Continued on page 38

Awards and Honors

In August, unit leaders were sent a packet with nomination forms and descriptions for the 1998 Awards and Honors. These forms are also available on the Web site (http://www.sla.org/pr/awdindex.html) under the Public Relations link.

Administered by the Public Relations Department, the program has reached a new level with the presentation of two new awards that were just approved at the annual conference in June. These two new awards are the Rose L. Vormelker Award and the new sponsored award, the Dow Jones Leadership Award: 21st Century Competencies in Action. The deadline for all awards—unless otherwise noted after its description below—is December 5, 1997.

The current awards given by SLA are listed below with a brief description:

Hall of Fame - for an extended and sustained period of distinguished service to the association.

John Cotton Dana - in recognition of exceptional service to special librarianship.

President's Award - for a notable contribution that has enhanced the association or furthered its goals and objectives.

Professional Award - in recognition of a specific major achievement to the field of information science or special librarianship. (Not necessarily an SLA member.)

Honorary Member - individual must be nominated at the Winter Meeting and is elected by the membership at the annual conference.

SLA Fellow - in recognition of leadership in the field of special librarianship and for outstanding contributions and future service to the association.

Sponsored awards are also a part of the Awards and Honors Program. Currently, we have two such awards:

H.W. Wilson Company Award - to the author(s) of an outstanding article published in *Information Outlook* during the publication year. Sponsored by H.W. Wilson Company.

Information Today Innovations In Technology Award - for innovative use and application of technology in a special library setting. Sponsored by Information Today, Inc.

The PR Department has three awards that pertain to the public relations and promotion of the profession. They are:

Member Achievement - for outstanding contributions by raising visibility, public awareness, and appreciation of the profession.

Media Award - for writing and producing an outstanding feature article on the profession of special librarianship, preferably in a general circulation publication, radio, or television production during the award year (1997).

International Special Librarians Day Award - in recognition of the efforts made by individual member(s) to promote his/her special library, information resource center or the profession for International Special Librarians Day, April 23, 1998. Deadline is May 1, 1998

Information on all these awards is on the Web site at www.sla.org. Please participate!

Love is in the Air

In the July issue of *Essence* magazine, p. 78, SLA member and renowned romance writer, Sandra Kitt, was hailed as "...a supernova among authors of African-American women's fiction." In the article highlighting African-American romance novel writers, *Essence* noted that "Kitt has always had a career outside writing. She is currently a collection specialist at New York's American Museum of Natural History. In fact, it was the skill and confidence she gained in the workplace that fueled her creative energies."

Kitt's writing career was rewarded when she had three novels published in 1984, two of which were hailed as landmark novels, *Adam and Eva*, the first Harlequin paperback by an African-American writer, and *All Good Things* (Doubleday) in hardcover (most romances are paperback). In February 1997, Harlequin released a special Black History Month edition of *Adam and Eva*.

Her books have included a heroine who is an antiquarian book restorer, and in one novel, an archivist for a municipal archive annex. The settings in which Kitt finds her creative muse vary from the beach on a vacation to the daily subway rides back and forth to work as manager of library services at the Hayden Planetarium, part of the Richard S. Perkins Library in the American Museum of Natural History.

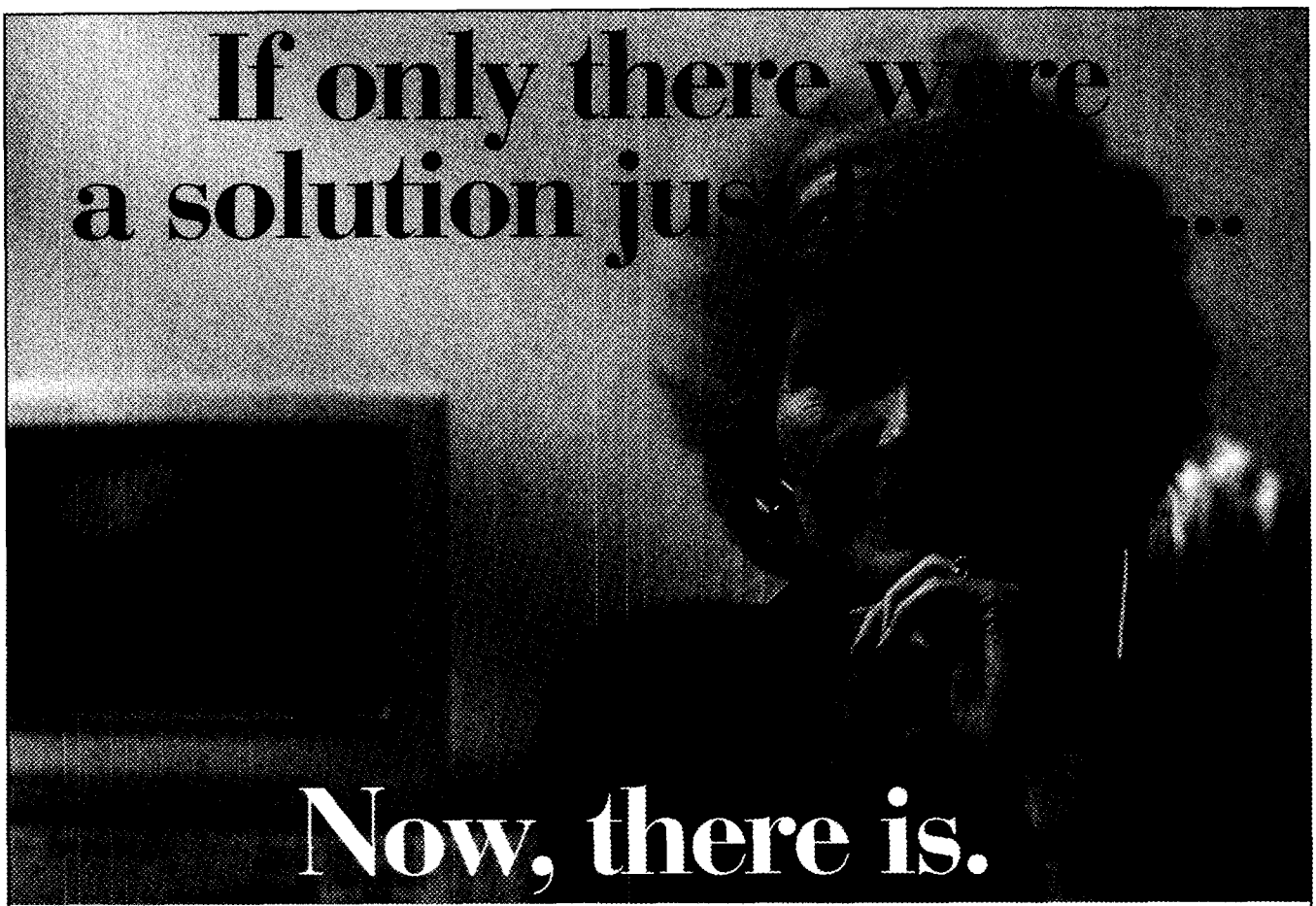
How Do You Spell Positive PR?

V-O-L-U-N-T-E-E-R! If you are looking for a good way to gain a little community recognition, volunteer to help in a local activity with public visibility. The Washington, DC Chapter participated in WETA's—the Washington Metro Area's public broadcasting station (television and radio)—television pledge drive in March.

Ellen Briscoe, of the Washington, DC Chapter, sent me the June 1997 issue of WETA's member magazine, which thanked the chapter in assisting the station to raise over $800,000 toward public broadcasting and WETA's programs and services. The station's magazine circulation is approximately 145,000 throughout Washington, DC; Maryland; and Virginia.

On that note, in the spring 1997 issue of *Special Collections*, the bulletin of the Heart of America Chapter, it was reported that chapter members staffed phones for a KCPT (Kansas' PBS station) fundraising event. Getting involved in area activities is a great way to get the name of the Special Libraries Association into the public eye.

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.



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

InSite Pro puts you in a powerful position with its advanced search features. You get instant access to more than 2,500 leading international periodicals, without the hourly charges and search fees typical of traditional online services.

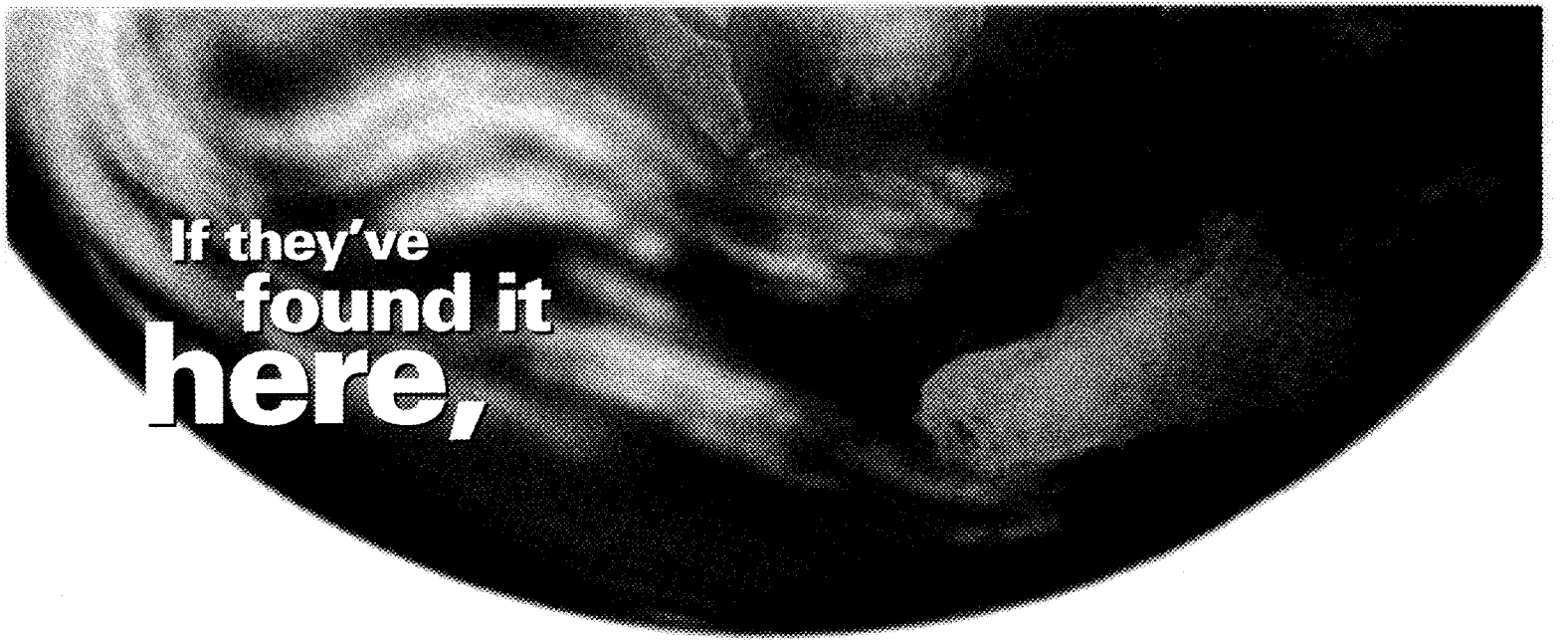
Best of all, you get unlimited and predictable access to the most trusted information databases in the world without running up a hefty bill, ultimately controlling your budget. And because InSite Pro is easy to use, all the searchers in your department can be effective immediately, saving your company time and money in training costs.

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

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

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

Information Access COMPANY



you'll
find it here.

CAS Registry is the world's largest database of chemical substances, including:

- 17 million substance records for chemicals reported in patents and chemical literature since 1957;
- the largest collection of organic substances—more than 12 million, drawn from both journal articles and patents;
- more than 19 million chemical and commercial substance names;
- CAS Registry Numbers®, the international standard for concise and reliable substance identification.

Use CAS Registry for authoritative substance information. Call 1-800-753-4227 or 614-447-3700. Or visit our Web site at http://www.cas.org.

CAS Registry is available through SciFinder®, STN℠, or STN Easy℠.

CAS®

A division of the American Chemical Society.

Team Organization—Learning Organization:

The University of Arizona Four Years Into It

by Laura J. Bender

Our Structure

The University of Arizona Library is in its fourth year of a reorganization that placed it at the forefront of organizational restructuring among academic libraries. This change involved the flattening of the old vertical organization into a horizontal organization whose charge is dynamic and customer-driven.

The restructuring was prompted by several factors. State revenues were not keeping up with economic expansion, materials costs had been rising steadily—especially serials costs (the library had just undergone a $700,000 serials cancellation project), and the library was implementing its first integrated, online catalog (gateway). In the midst of all these changes, the library hired a new dean who recognized that the library was ripe for restructuring. She encouraged a thorough self-examination process. Dean Carla Stoffle had no outcome in mind—the study would determine the final structure. In addition, the library had formed a Task Force on Access/Ownership, whose members concluded that the library must move from the old collection building and maintenance model to one of providing materials and services based on customer need. Although total quality management literature was reviewed, as well as much of the literature on re-engineering, restructuring, reorganization, etc., the structure that evolved was a combination of many theories—all pointing to the goal of becoming an organization focusing on customer needs.

A Steering Committee was formed to come up with a macro design. They asked themselves: "If we were starting a library today, how would we organize ourselves and our work to achieve our mission?" The committee solicited input from all library staff, an open house was held, and two designs emerged. They weighed the pros and cons of the two, and came up with a design incorporating the best of both. This was the macro design presented to the four design teams charged with completing a macro design of functions to be performed in the library. Ten implementation teams defined work at the micro level, identified the staff needed to carry out the work (FTEs), and developed position descriptions. The Operational Adjustment Team determined final FTE allocation. An elected selection team interviewed and hired team leaders. Then the Transition Planning Team appointed people to the eleven identified functional teams.

Based on the studies completed by the aforementioned committees, many more staff would be needed to implement the new plan than there were people available. Of course, not every staff member was involved in the implementation of every change. There was concurrent involvement on the part of many, but the

Laura Bender is a member of the Science-Engineering Team at the University of Arizona Library, Tucson, AZ. She may be reached via e-mail at: lbender@bird.library.arizona.edu.

Library Systems Office, for example, focused its work on getting the online catalog up and running, while many front line librarians worked with their departments to lessen the impact of the deep serials cuts. The transition, therefore, took almost two years; much longer than expected. Over 100 staff were involved, and the organizational design that evolved—that the library functions with today—is the solution based on invaluable staff input and available resources. Staff participation was and is highly valued in the library culture.

There were no models in the library world to help us through these initial stages. The business world had embraced quality management principles, but non-profit organizations have been slow to follow. However, external economic pressures and customer needs are closing the operational gap between non-profit and for-profit organizations and the University of Arizona Library received help from both sectors.

Susan Jurow and Maureen Sullivan, of the Association of Research Libraries, provided several training sessions. The entire university was responding to similar demands for change and, as a result, formed the Continuous Organization Renewal Office to help the library and other departments learn quality management theories and applications. Intel Corporation provided the business consultants who told us it would take at least seven years to approximate the sense of accomplishment associated with self-directed teams and who introduced the library to the "management by planning" process that would be adopted during the restructuring. Intel worked closely with the University Employee Development and Training Office and the Employee Wellness Department to promote good mental and physical health during the transition.

The result of this structural upheaval is an organization that consists of the dean; two assistant deans; two assistants to the dean; a development officer; eleven team leaders who coach, facilitate, and lead (and were selected through an internal process by elected teams of librarians and classified staff, coordinated by the Transition Planning Team); eight functional teams that directly support customers including Fine Arts/Humanities; Research, Archives, Museums, Special Collections; Science-Engineering; Undergraduate Services; Information Access (acquires information resources); Materials Access (responsible for circulation, shelving, etc.); Bibliographic Access (catalogs and processes materials); and three teams that support the organization including the dean's team which are the Library Support Team, the Business Operations Team, and the Library Information Systems Team. Team members chose to join these functional teams, or were encouraged to join, based upon subject knowledge, experience, and appropriate skill sets. In addition to these assigned functional or "home" teams, cross-functional teams of various types are formed to administer budgets (e.g. Information Resources Development/Preservation Council, formerly the Collection Development Committee), address and implement annual plan projects, and address urgent challenges or strategic problems. Members of these strategic, cross-functional teams come from existing functional teams. They are given a defined goal with a designated timeline. The library is finding that many of these projects are not finished within the designated period of time. Defining the work to be done, working with new team members within a new team configuration, and subject and research learning curves all contribute to a longer process than initially anticipated. Many new projects come out of cross-functional teams (responsible for coming up with projects to implement the annual plan goals) that require more than one year to complete. Questions also are raised about the eventual handoff of ongoing work coming out of the project teams. Where does the project go from here? How will the defined outcomes be implemented within the library or on campus? Now many handoffs go back to the functional teams to be incorporated into team objectives that directly serve our customers.

Our Process

Because the new structure calls for budgeting to a strategic plan, the Strategic Long Range Planning Team (SLRP—one of two ongoing teams with rotating membership; the other being Information Resources Development/Preservation), together with the dean and the assistant to the dean for human resources and budget, meet toward the end of each fiscal year as the Budget Advisory Group (BAG) in order to allocate monies to the next year's annual plan projects. Cross-functional teams are appointed by SLRP to develop these projects. The challenge has been not only to come up with the projects that best benefit our customers, but to design a number of projects that are "doable," given the amount of time allocated, the number of other projects and objectives assigned to project team members, and the size of the budget required. In past years as many as 80 people (out of a staff

Oh What a Tangled Web
We Search . . .
Untangle It !

If Your Library Staff or End-Users:

- Aren't Using the Valuable Resources Available on the Web
- Aren't as Comfortable Using the Web as They'd Like to Be
- Aren't Finding What They Expect on the Web
- Need to Find More Relevant Material on the Web – Faster

***Online Strategies* Can Help**

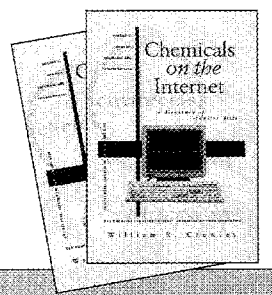
Onsite Workshops
Beginning or Advanced
Customized To Meet YOUR Needs

Courses Created from the Information Professional's Perspective

online strategies

Visit www.onstrat.com or call (703) 242-6078

SHORT CUT
TO A WORLD OF
CHEMICAL INDUSTRY INTELLIGENCE



"...one of the finest collections of Internet sites on a diskette....Mr. Crowley has done an outstanding job organizing a very comprehensive field. Highly recommended..."

—Kevin Miles, Manager of Library Services Haynes and Boone, L.L.P., Dallas, Texas

PLUS FREE Electronic Version ON DISK

Chemicals ON THE INTERNET

A Directory of Industry Sites

William R. Crowley, Editor

Volume 1: Organic Chemicals and Petrochemicals
Feb. 1997. 770 sites, 244 pages, index, free computer disk, 7" x 10" paperback.
ISBN 0-88415-139-5 #5139 $69

Volume 2: Inorganic Chemicals and Minerals
May 1997. 500+ sites, 200 pages, index, free computer disk, 7" x 10" paperback.
ISBN 0-88415-140-9 #5140 $69

http://www.gulfpub.com/sci-tech.html

GULF PUBLISHING COMPANY

P.O. Box 2608
Houston, Texas 77252-2608
713-520-4444
FAX: 713-525-4647

of 200) have been involved in the planning process and the annual plan projects. There were sometimes as many as five projects for each goal in the annual plan. As Robbins and Finley point out in *Why Teams Don't Work: What Went Wrong and How to Make it Right*, "Two things destroy teams, too little challenge and way, way too much." (p. 90). The first step toward the design of successful projects is recognizing this and taking steps to change it. This year, 1997-98, each of the five goals in the annual plan has only one project.

Who Makes the Decisions?

Hard as it may seem, and challenges notwithstanding, decision-making rests with the teams and with the individuals who make up those teams. The dean must answer to the University for Library operations; the buck stops with her in difficult policy situations, but she has relinquished control of the new organization to the new organization. She, and the rest of the Library Cabinet, consisting of the assistant deans, the assistants to the dean, team leaders, and a representative from the Library Faculty Assembly (librarians), serve to question and clarify decisions made by teams. They, along with the entire library staff, must measure decisions based on adequate data and direct customer benefit. In addition to their questioning role, the cabinet allocates personnel and operations budgets at the micro level (BAG allocates at the macro level). They appoint the SLRP team, the group of librarians and classified staff (seven in all) who are to develop the strategic long range plan.

The Information Resources Development/Preservation Council is charged with the development and setting of policies for the allocation of the $6 million information access budget. Teams and individual subject selectors manage their fund lines to meet the information needs of their respective customers.

This decentralized decision-making calls for effective communication between teams—a fact that has proven to be a challenge in the organization. Some teams are much larger than the ideal of seven to nine persons espoused in the team organization literature, and time is needed to learn how to work together effectively. Although there is an open team report meeting every six weeks, where all library staff are encouraged to attend, relatively few attend other than members of the Library Cabinet and members of the reporting teams. As a result of incomplete or ineffective communication, there is often a lack of common understanding of goals, uncertainty about what empowerment means, uncertainty about which decisions require consensus decision-making, and which do not. Individuals bring with them different expectations of outcomes, different learning and working styles, and different approaches to problem-solving.

Learning Organization

The challenges in the decision-making arena are not being ignored (nor are other challenges facing us as we aspire to become a learning organization). Staff must realize that they are responsible and accountable for what happens in their teams and in the library. To help them toward that realization, the library has offered training in the principles of the learning organization,

including the ideas of Peter Senge, who talks about shared vision, personal mastery, systems thinking, and risk-taking. Robert Fritz states in *Corporate Tides: The Inescapable Laws of Organizational Structure*, "Organizations that can't learn, can't change." (p. 241). Most of the library staff were raised in our performance-based, individualistic culture. Adjusting to the concept of the learning organization and team organization is a hard, slow process. Training needs to be designed to support us as we work on our strategic goals and outcomes. Continuous change and improvement are directly linked to the tension between our vision of what needs to be accomplished, and the current reality as we attempt to create that vision. This vision, in turn, is linked directly to our customers. We learn from our customers. Implicit in the implementation of new services and products is continuous feedback from our customers about their information needs. The library seeks to understand their information-seeking behaviors, and how they go about finding their information. Ongoing communication with our customers feeds information into the ongoing needs assessment loop, so necessary for effective decision-making. The library is in the process of designing a basic needs assessment prototype, including an electronic needs assessment tool.

Mechanisms also have been developed for internal assessment of our services. Internal and external customers can answer a customer satisfaction survey available on the library's Web page. A second phase of this project has been designed for 1997/98 to "bring teams to a shared team vision, to assess team work needs and performance measures, to define needed competencies within the teams, and to create individual performance/learning portfolios. The team implementation will be guided by a well-defined framework or curriculum developed by the project team and facilitated by the team leaders" (taken from the *Staff Environment Call for Members,* May 23, 1997).

Vision

The central concepts and desired outcomes underlying the University of Arizona Library's restructuring include: being customer-centered, having ongoing needs assessment, customer self-sufficiency, empowerment of staff and teams, data-driven decision making, staff development and training, and continuous change and improvement. All of these concepts are predicated on the existence of a shared vision. Department walls in Intel's facility F-6 in Chandler, Arizona, exhibit Intel's vision statement for all employees and visitors to see. The library as a whole needs to define its overall vision. Only then will teams and team members have a clear sense of direction. Most all barriers, real or imagined, that we face in our quest (and there always will be some barriers), whether lack of physical space, lack of money, lack of a uniform technology infrastructure across campus, lack of necessary training for library staff, staff working and learning style differences, little time for reflection, sense of chaos/fragmentation as we head toward self-directed teams, lack of an appropriate compensation/classification system or reward system to recognize new work being performed by staff, lack of balance in life; all of these will be taken much more in stride once a shared vision is designed and adopted by the library. Sporadic attempts have been made to design a shared vision. Staff were asked to contribute ideas. Other library commitments and time constraints have diffused the results. This shared vision will not be comprised of a set of prescribed values or ways of doing our work. It will reflect the desire to grow, remain dynamic, and continually provide services needed by the campus community.

Successes

The library has had, and is enjoying, many successes. The staff are developing many new skills. Partnerships are being formed with faculty, colleagues, and students. There is pride in problem-solving. We are learning that work is a series of processes. We are reducing costs and improving quality. We are breaking the mold of conventional library services. We are learning that collaboration, not competition is key. We are learning how to be responsive to real customer needs. Most importantly, we are positioning the library as a leader of change on the University of Arizona campus.

Within our teams successful goal setting can energize us and productivity improves. Teams combine multiple skills, experiences, and judgments. As the library grows into a learning organization, it must not lose sight of its focus and its most important resource—the library staff. Great organizations build ways to reinforce a shared vision. They constantly look for ways to align their employees and refresh their sense of purpose.

What is Necessary to Create Alignment?

- People who share the same values
- People wanting to work together toward common outcomes
- People who are members of the organization by their own conscious choice
- People who are motivated by a deep desire to contribute to the organization
- A fair game (one in which people can succeed or fail based on the merits of their actions rather than political intrigue (Fritz, p. 261)

Change is hard, and change will always be with us. This is an exciting time for our library. As we are challenged, let's keep in mind Howard Junker's entreaty: "Onward!"

Q. What can BNA PLUS deliver?

- ✓ Government Reports
- ✓ U.S. Supreme Court Briefs
- ✓ IRS Documents
- ✓ Agency Decisions
- ✓ Tax Treaties
- ✓ Federal/State Court Decisions and Filings
- ✓ Federal/State Legislative and Regulatory Documents, *and more!*

A. All of the above—and *fast*!

■ We can deliver documents cited in BNA publications—plus materials from other public and private sources—addressing environment/safety, health care policy, labor/HR, tax issues, and business and legal issues.

■ We can even watch for upcoming documents . . . and send them to you the moment they are released.

■ That's why BNA PLUS is a trusted partner to libraries, organizations, and government offices worldwide.

BNA PLUS

Call 1-800-452-7773 today!

In Washington, D.C., call 202-452-4323

Fax: 202-822-8092 • *E-mail:* bnaplus@bna.com

SEARCH BY SEARCH™

The Key To Expanding Your Database Collection

A New Pay-as-you-go Service From SilverPlatter

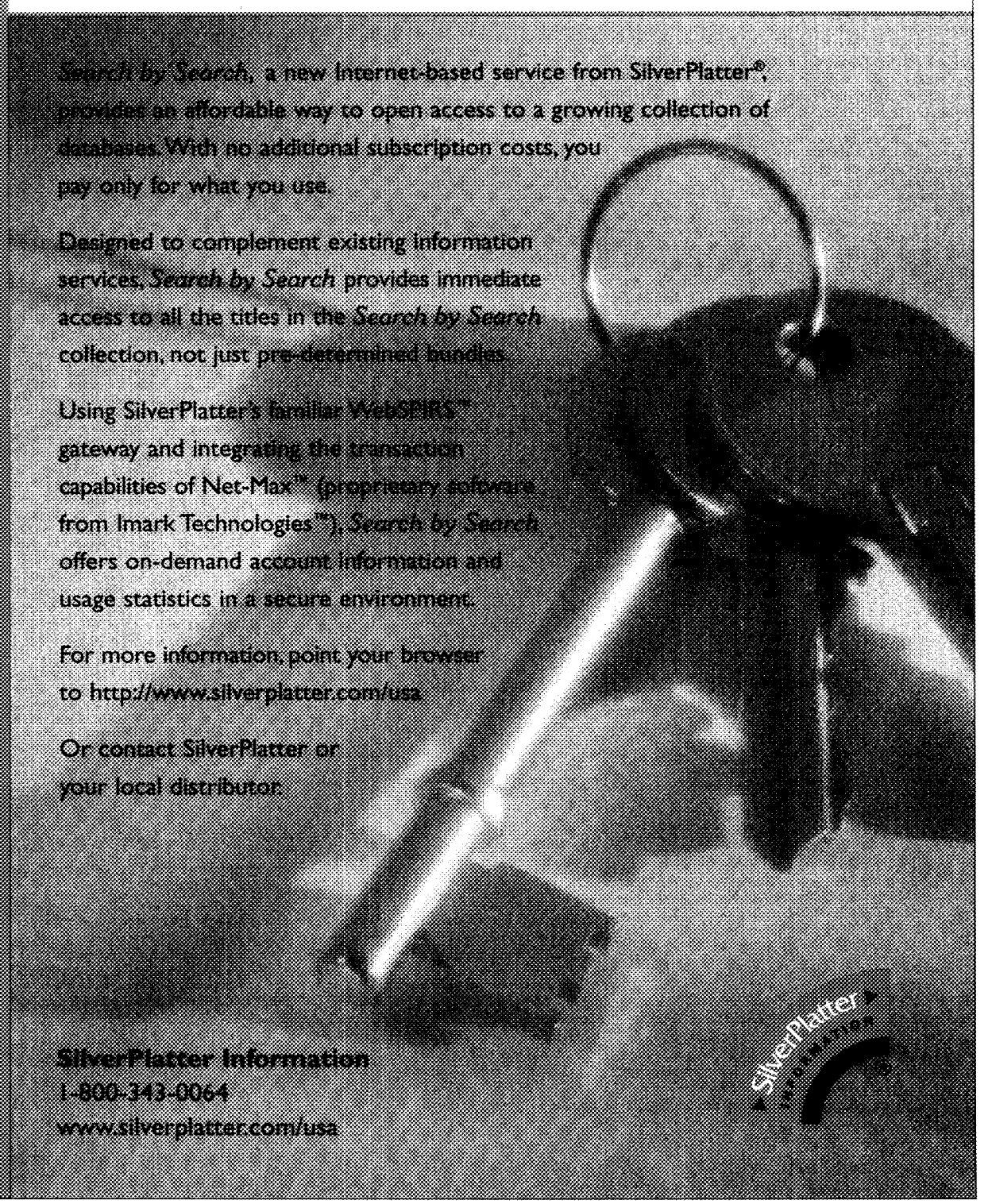
Search by Search, a new Internet-based service from SilverPlatter®, provides an affordable way to open access to a growing collection of databases. With no additional subscription costs, you pay only for what you use.

Designed to complement existing information services, *Search by Search* provides immediate access to all the titles in the *Search by Search* collection, not just pre-determined bundles.

Using SilverPlatter's familiar WebSPIRS™ gateway and integrating the transaction capabilities of Net-Max™ (proprietary software from Imark Technologies™), *Search by Search* offers on-demand account information and usage statistics in a secure environment.

For more information, point your browser to http://www.silverplatter.com/usa.

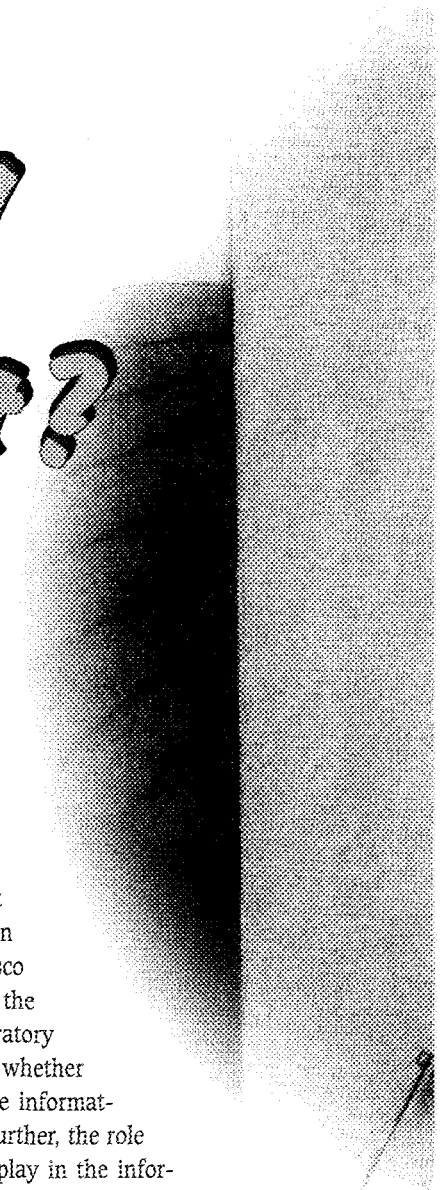
Or contact SilverPlatter or your local distributor.



SilverPlatter Information
1-800-343-0064
www.silverplatter.com/usa

Managing Computers

Are Companies Informated Yet?



by Alison J. Head

In the last ten years, American companies have invested more than $1 trillion in computers; installing systems to manage information and to put competitors at a significant loss. Many automation attempts, however, have been dismal nightmares, fraught with frustration and failure. Both managers and workers have become increasingly aware of the shortcomings of information technology projects, including time delays, unsuitable training, and little integration of systems with business objectives.

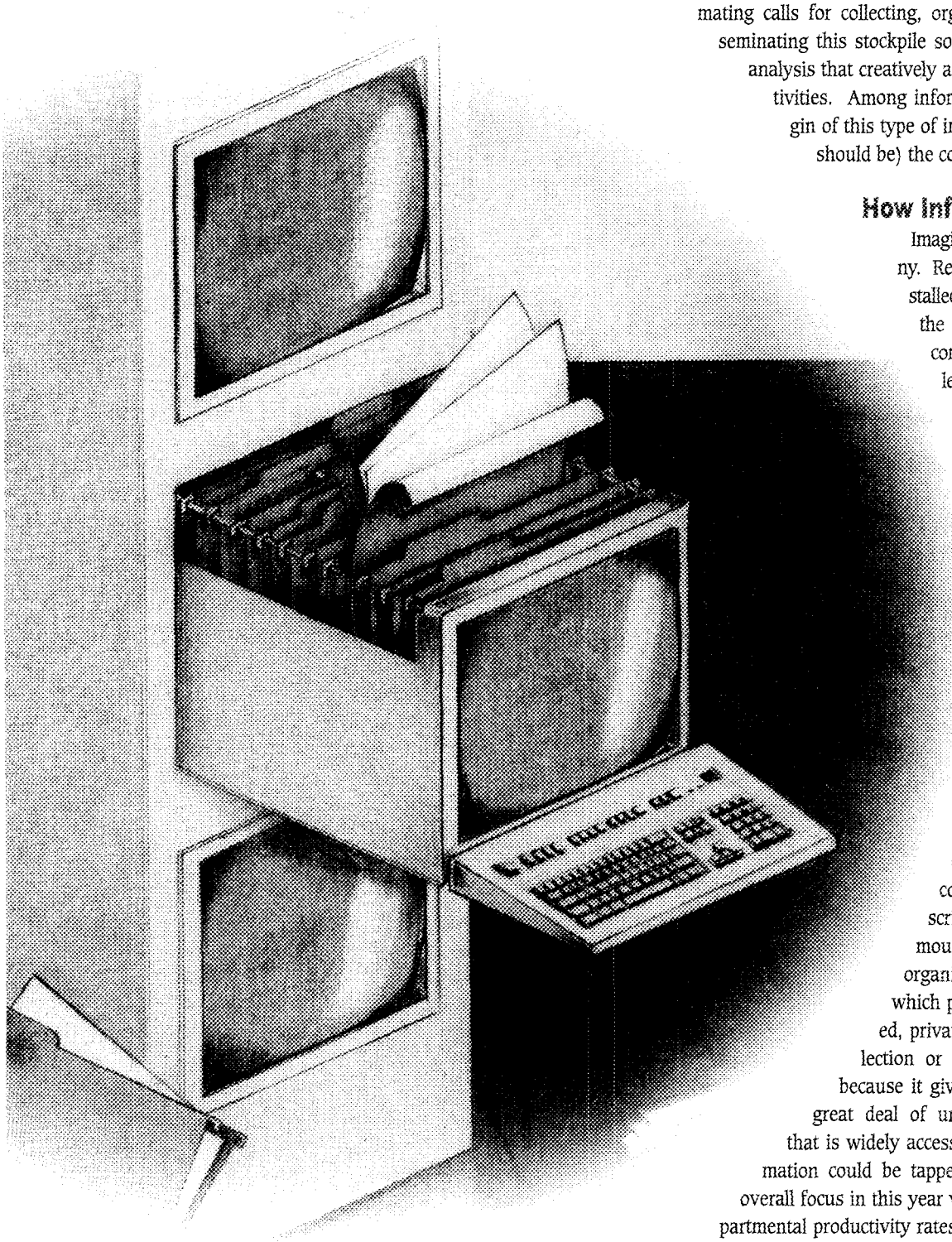
One long-touted panacea for technology woes comes from Harvard Business School Professor Shoshana Zuboff. In her seminal work, *In the Age of the Smart Machine* (1988), she contends that companies seeking efficiency and effectiveness through automation must also *informate*. To date, discussions about informating have been conceptual. In this article, key findings are summarized from a quantitative study that measures the informating process within 17 of the largest revenue-producing information industries in the San Francisco Bay Area; primarily located in the Silicon Valley. This exploratory study's purpose is to determine whether these information industries are informated and if so, to what degree. Further, the role that information professionals play in the informating process is examined.

Alison J. Head is director of information management at The Press Democrat Newspaper, *a* New York Times *Regional Newspaper in Santa Rosa, CA. She is also a Lecturer in San Jose State University's Graduate School of Library and Information Science.* *This study was funded by a 1996 Research Grant from San Jose State University. Special thanks to research assistants Enid Irwin, Rick Sager, David Hatfield Sparks, and Karyn Taylor Quinlan, who all greatly contributed to this project.* *Head may be reached via e-mail at: alison@sonic.net.*

What is Informating?

There are two sides to intelligent technology implementation that Zuboff describes. One aspect concerns automation or the often

and WORK:



arduous engineering task of transforming routine tasks into a rational medium. The other facet, more central in Zuboff's works, involves informating or re-designing work far beyond automated tasks so that new information—the inevitable by-product of computerization—may be developed by workers into a strategic company asset.

In corporate settings, informating has particular resonance among information professionals. Traditionally, information professionals are early adopters of information technologies and subsequently, the administrators of the *informational stockpile.* Informating calls for collecting, organizing, analyzing, and disseminating this stockpile so that workers may engage in analysis that creatively adds value to core business activities. Among information professionals, the origin of this type of information management is (or should be) the coin of the realm.

How Informating Might Occur

Imagine a generic publishing company. Recently, this company has installed a computerized system with the capacity to store full-text and compressed images. This core collection serves as a record of what the company is producing, has produced, is distributing, has distributed, and has sold. Information is pulled together from many disparate sources (i.e. art and editorial departments, research, inventories, and accounting) into one central, core collection that many workers can access (these days, usually through a distributed network system).

In a highly informated organization, this kind of central source becomes an electronic text that reveals a company's purpose. Zuboff describes the source as "an autonomous domain, a public symbol of organizational experience, much of which previously had been fragmented, private, implicit." This central collection or database has inherent value because it gives users, for the first time, a great deal of uniquely compiled information that is widely accessible. At this company, information could be tapped that shows the company's overall focus in this year versus last, work patterns, departmental productivity rates, profit margins, in-house job listings, and presumably much more. These patterns, in turn,

could be the basis for developing new services, products, or strategic direction.

Management can either choose to recognize and to organize this new information or they can choose to disregard it. The decision to ignore the information stockpile is usually derived from a narrow mission of the computerization project, itself; one more focused on automating one particular task than on discovering underlying patterns of work, productivity levels, and overall purpose.

If management decides to tap the information stockpile, then the informating process begins. Workers (if access is granted and creativity is encouraged) are given the chance to explore different patterns in the information; bringing ideas to the company that will increase productivity, decrease operating costs, create new products, or serve customers better.

A Post-Industrial Workplace

Informating addresses the changing roles among managers and workers that occur—*or should occur*—with the influx of information technologies. In the informated work environment—a radical departure from the industrial workplace—three necessary work conditions must be met. First, managers must "free" workers to explore and interpret patterns in the central database's content. In many settings, this means that managers must loosen their grip on authority and control and give way to a more decentralized work environment. Then most, if not all, workers should be encouraged and rewarded for discovering underlying patterns that contribute to innovation and new directions.

Second, each worker needs the resources to participate. This often requires that systems' computer expertise be decentralized and distributed throughout the organization so that workers have more direct, ongoing access to key, raw data. Third, management must make a conscious effort to develop and to train workers so they can determine context within the informational stockpile and participate in the planning process; especially at the brainstorming level.

Measuring the Informating Process

In the Age of the Smart Machine is a comprehensive and insightful book that chronicles workplace pressures occurring with the introduction of the computer. In our exploratory research project, Zuboff's central thesis is divided into four primary dimensions to broadly (not exhaustively) represent the informating process. We surmised that the informated organization has: 1) a central and accessible automated database(s) that reveals functional core; 2) less managerial control and high levels of worker autonomy; 3) decentralized systems expertise, and 4) demonstrated company commitment to development (both people through training and new products through planning).

We used these dimensions to develop a 22-item questionnaire to verbally administer to respondents on-site. The questionnaire was designed to measure whether workplaces were informated and if so, to what degree. Respondents were pre-selected based on their direct involvement with designing or maintaining a company's core database and their willingness to participate in the study. Interviewers used the questionnaire to collect information about worker titles, educational levels, job tasks, assessments of management styles, and activities associated with informating dimensions. Our study's population is derived from the largest revenue-producing companies in the San Francisco Bay Area that are information industries, where information is the key resource in either making products or providing services. The sample is small because the study is exploratory and at a pilot stage. Further research, with formal testable hypotheses and a larger, more diverse sample needs to conducted to more deeply measure the informating process.

Informating Trends from the Field

From interviews conducted by graduate students during June and July 1996, a pattern emerged from our sample about fulfilled and unfulfilled dimensions of the informating process. In particular, key findings reveal that:

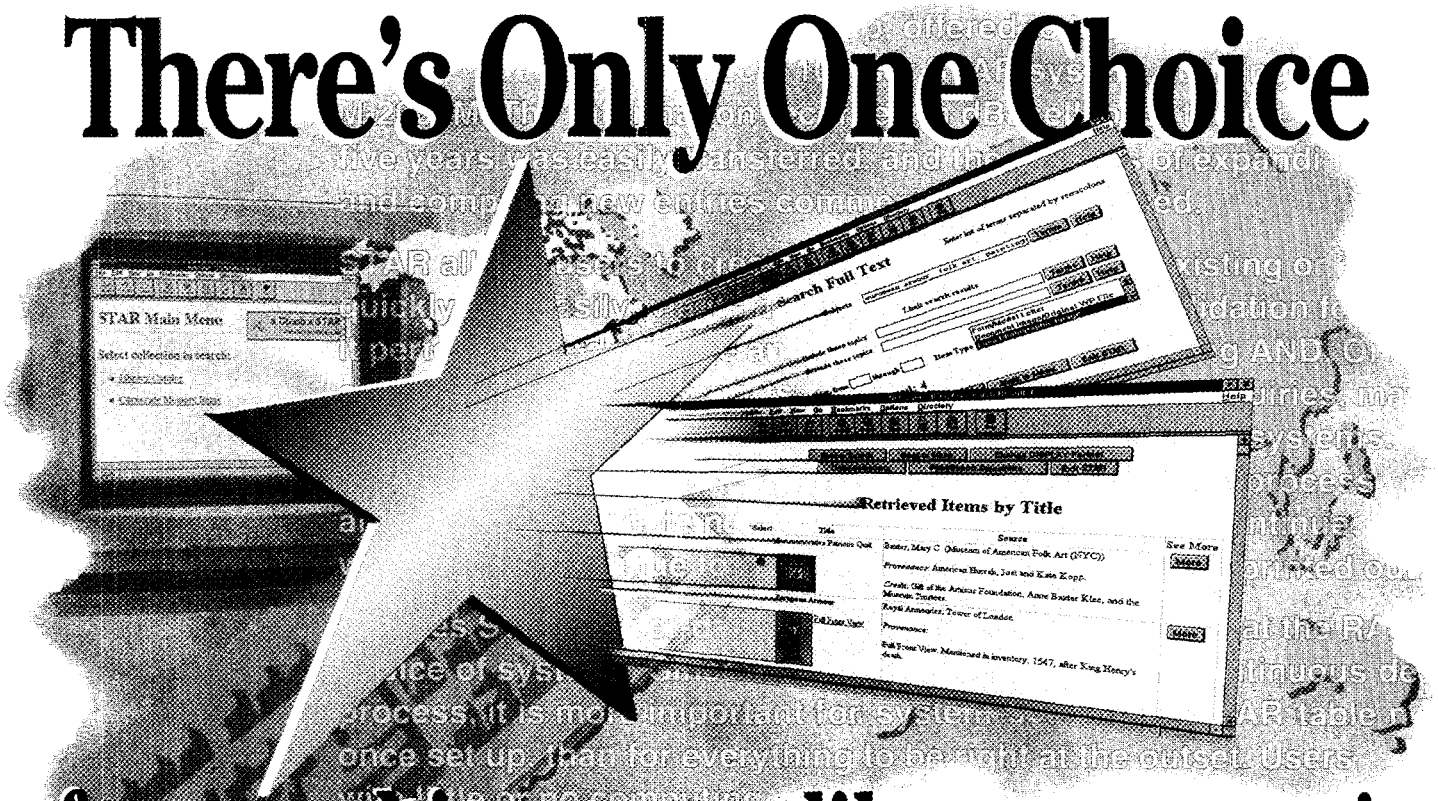
1. **Information professionals play a pivotal role.** Information professionals—whether they are working in a corporate library or in another department as Webmasters—play a key role in designing and/or and maintaining a company's central information resource and in carrying out the informating process. More respondents in the sample have M.L.S. degrees (41.1 percent) than any other educational degree. Respondents with a B.S. (mostly in computer science) are the next largest educational grouping (29.4 percent). Additionally, more than half of the sample report that they "frequently" if not "always" analyze patterns in the database so they can generate ideas about how the company might function more competitively.

In particular, information professionals are involved with informating projects that are ongoing, highly visible, and complex. Typically, the core database includes a compilation of annual reports, marketing figures and trends, product and service descriptions, newspaper and magazine articles, Web links to other sites, technical specifications and drawings, interactive support services, photos, and job listings. The central source is a kind of "current awareness" tool that is continuously accessible to users online. One respondent suggests that her project, the company's main Web site, functions like a "front door" to the company inviting viewers to understand the company's purpose while providing them with useful information. She reveals that she has "fought long and hard with management" to make the source something beyond an online marketing brochure by including crucial information to users about repairs and support. Another respondent reports that his Web site adds a strategic edge by "off-loading a lot of repetitious tasks" and directly saving the company millions of dollars annually in support calls.

2. **Web applications are the preferred technology.** The Web is a viable alternative to vendor-based network systems for storing and distributing the company's meta-information source. More than a third of the sample (35.2 percent) use external Web sites as their central database; while slightly fewer use internal Intranets (29.4 percent). More than a third of the sample use vendor-based internal networks (35.2 percent) for housing their central database. However, much of the network content is narrowly focused on product specifications and standards.

The flexibility of Web tools for managing multimedia content, the relatively little

There's Only One Choice



for a multi-purpose library system!

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

Web pages made easy.

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

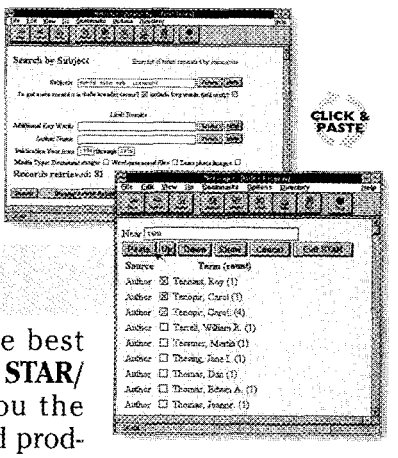
More than just input forms.

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

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

More than just a "back" key.

STAR remembers what users enter and select, so they can automatically paste selected terms from an index display into a search textbox and execute an already fully formed search expression with only one click. And, STAR remembers users' checkbox selections when they want to place orders or request services.



More than a library system.

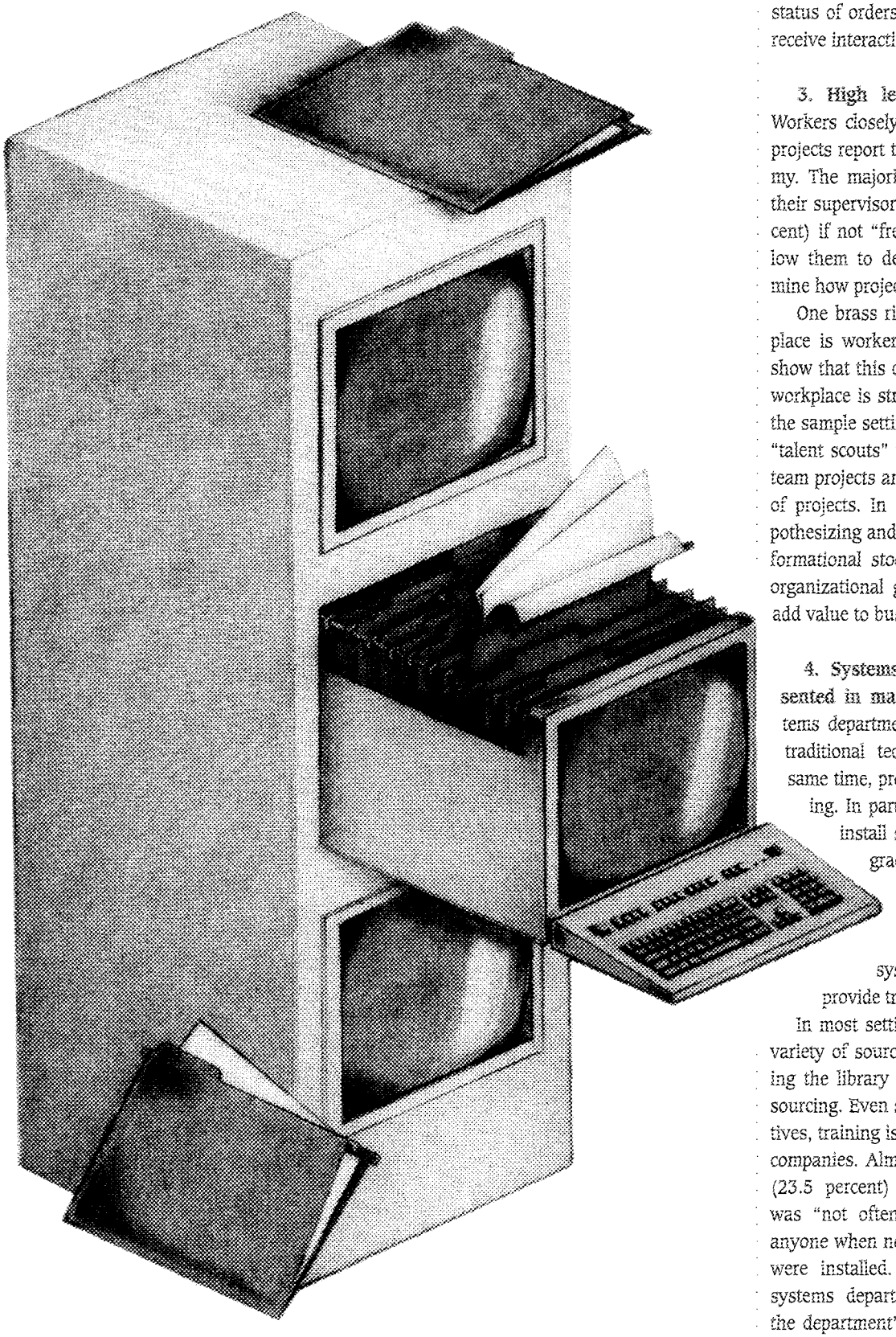
STAR gives you the best possible OPAC, and **STAR/Libraries** gives you the best Windows-based product for managing your collections and processes. And, with other ready-to-use information management solutions — for images, full-text, archives, and records — you'll have the right software to move your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

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

Cuadra STAR®

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

staff required to design and maintain a site, and the technology's inherent accessibility by most users are all reasons respondents cited for the growing popularity of Web-based tools for informating projects. One respondent considers the Web a far-reaching technology that can effectively reach out to his company's customer base with relevant and necessary information, long difficult to deliver. He is creating an "extremely complex" Web site for the company that goes beyond the typical vanity site and serves as the company's "nerve center." A new level of customer service has been created for registered users, who can access bug reports, track the status of orders, peruse case inquiries, and receive interactive technical support.



3. **High levels of autonomy exist.** Workers closely involved with informating projects report that they have great autonomy. The majority of respondents say that their supervisors either "always" (52.9 percent) if not "frequently" (47.1 percent) allow them to define projects and to determine how projects should get done.

One brass ring of the informated workplace is worker autonomy. These findings show that this dimension of the informated workplace is strongly apparent. In many of the sample settings, managers act more like "talent scouts" than "overseers" delegating team projects and providing a general focus of projects. In exchange, workers are hypothesizing and testing what data in the informational stockpile means and how the organizational goals can be maximized to add value to business activities.

4. **Systems training is under-represented in many companies.** Most systems departments in this sample fill very traditional technical roles while, at the same time, provide limited end-user training. In particular, systems departments install software (93.8 percent), upgrade systems (93.8 percent), and provide ongoing maintenance (100 percent). Only a quarter of the systems departments directly provide training to users (25 percent).

In most settings, training comes from a variety of sources besides systems, including the library and to a large extent, outsourcing. Even so, with all of these alternatives, training is under-represented in many companies. Almost a quarter of the sample (23.5 percent) report that basic training was "not often" or "never" provided by anyone when new information technologies were installed. One respondent calls his systems department "unworkable;" citing the department's large turnover rate (more

Bloomberg on LEXIS®-NEXIS®

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

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

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

LEXIS·NEXIS
A member of the Reed Elsevier plc group

Bloomberg
FINANCIAL MARKETS
COMMODITIES
NEWS

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

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

Copyright 1996 LEXIS-NEXIS, a division of Reed Elsevier Inc. All rights reserved.

AB1010

A selection of readings on managing computers and work

Robert Barner. "The New Millenium Workplace: Seven Changes that Will Challenge Managers—and Workers." *The Futurist*, vol. 30, no. 2, March - April 1996, pp. 14 - 19.

Peter Drucker. "The New Organization." *Harvard Business Review*, vol. 66, no. 1, Jan. - Feb. 1988, pp. 45 - 53.

Geoffrey James. "Intranets Rescue Reengineering." *Datamation*, vol. 42, no. 18, Dec. 1996, pp. 38 - 45.

Rosabeth Kanter. "Can Giants Dance in Cyberspace?" *Forbes*, vol. 158 no. 13, Dec. 2, 1996, pp.S247 - 249.

Dennis Kneale. "Unleashing the Power." *Wall Street Journal*, June 27, 1994, p. R1. *(Contains statistic about computer spending that is used in the opening sentence of this article).*

Karen Pennar, Susan Garland, Elizabeth Roberts. "Economic Anxiety." *Business Week*, March 11, 1996, cover story.

Shoshana Zuboff. *In the Age of the Smart Machine*. New York: Basic Books, 1988.

Shoshana Zuboff. "The Emperor's New Workplace." *Scientific American*, Sept. 1995, pp. 205 - 203.

than any other department), as a significant problem. Where training was provided through outsourcing, respondents complained that training lacked relevancy to the tasks they needed to provide on a daily basis.

5. Glass ceiling impedes librarians' company-wide planning opportunities. A major difference between the informated company and one that is not is that in the former, management has a solid commitment to developing new products and services by encouraging worker input during planning stages. For most of the sample, especially information technology workers, participation in company-wide planning is supported. Nearly one-third (29.9 percent) of the entire sample were "always" directly involved in company-wide planning activities, if not "frequently" (35.3 percent).

But company-wide planning opportunities as not spread evenly across job titles. Library workers play a lesser role in planning than any other group in this sample. Even though librarians are significant players (29.5 percent) in *work* on centralized databases, their input into company-wide planning is limited. Four out of five special librarians report that they "sometimes" or "not often" participate in company-wide planning activities.

Earlier findings in this study describe an informated work environment where workers have direction over their work tasks and creative ideas are developed and nurtured by departmental managers. What this last finding implies is that creative input may indeed stop at the departmental level for librarians. In general, special librarians often derive organizational power from accessing and organizing critical information. However, contributions from libraries are often difficult to measure, expertise is usually underutilized, and planning opportunities tend to be confined.

Informating: An Ideal State?

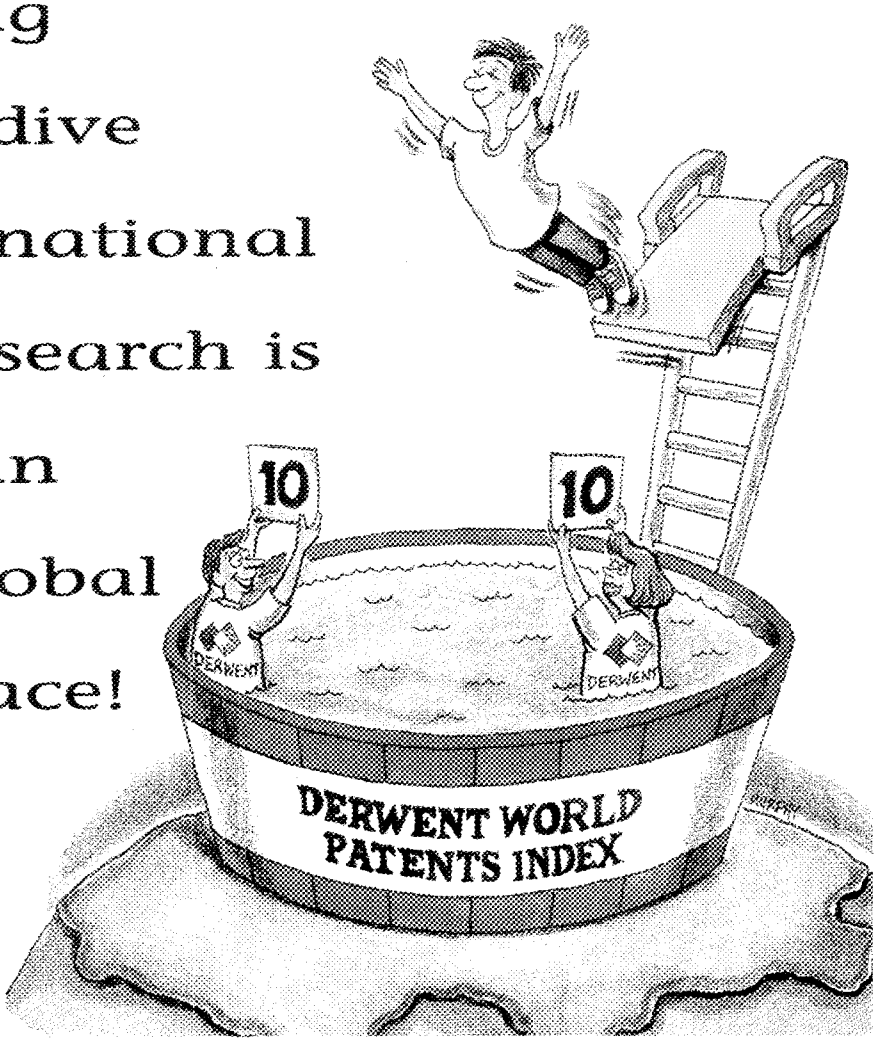
Instead of fully informated companies, this exploratory study indicates that some dimensions of the informating process are widely supported while others are not. As far as living up to the informating ideal, companies in the sample are compiling meta-information sources and many of the informating projects are expanding using Web-based technology. Web and Intranets are highly visible informating projects at most companies and are strategically used to improve customer service, cut down on support time and costs, and give the company a more competitive edge.

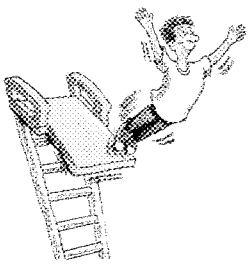
For workers associated with informating projects, managerial control is amended from the traditional command and control model into a more flattened style that provides high levels of worker autonomy. Workers regularly generate ideas on a departmental level and sometimes, but not always, on a company-wide level.

Nonetheless, two fundamental barriers impede the possibility of the highly informated organization about a quarter of workers in the sample. One barrier is a lack of ongoing, relevant end-user computer training (provided through systems, libraries, or outsourcing), which is needed to enlarge workers' technical expertise and in the long run, increase creativity gains. The other barrier, which specifically affects librarians, is a dearth of planning opportunities at the company-wide level. Both of these barriers involve developmental limitations. The first barrier blocks the development of human capital and the second barrier impedes the company-wide innovation process.

A possible explanation for fewer training and planning opportunities in otherwise informated companies, may be a downsizing effect in these highly competitive environments. Many companies in the sample have reorganized and laid off segments of their workforces in the last few years; a consequence of the volatile computer industry. As a result, having widespread training and planning activities available to many workers may be considered a luxury by upper management or an ideal state that occurs during exploratory growth periods. Once a company experiences rapid growth in an area, then efficiency with the defined tasks at hand may become a more prevalent organizational state. ⊠

Performing a perfect dive into International Patent Research is essential in today's global marketplace!

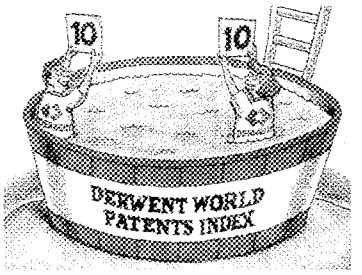




This is why it is essential to use the **Derwent World Patents Index (DWPI)** as your diving pool. By knowing you dove into the world's premier source for enhanced international patent information, you'll feel confident and secure that your research results will receive the highest marks. And in today's information-intense research marketplace, feeling confident that your results are accurate and comprehensive is crucial. With **DWPI** and our wide-range of information retrieval solutions, superior customer support, and fast document delivery, Derwent is the only place you need to go to dive into patent research with confidence.

The Time Is Now!

Don't perform another patent research dive without the premier patent pool — the **Derwent World Patents Index**. The time is now to make absolutely sure you're uncovering all the crucial information that is necessary for your clients or organization to make sound, confident business decisions.



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

DERWENT
Scientific and Patent Information

Derwent Information. Your solution for complete patent research.

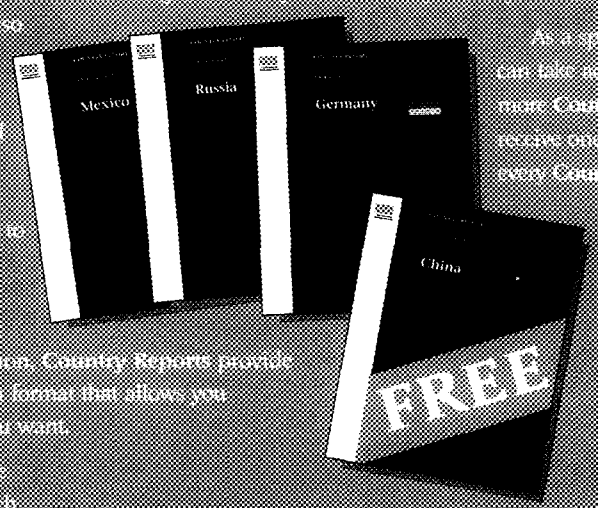
Economy in all things

(Order three or more Country Reports. Choose an extra one free.)

Order an annual subscription to three or more **Country Reports** and you will receive unparalleled business intelligence on any of over 180 countries. You will also receive an extra subscription absolutely free.

The business world is filled with different opinions and conflicting reports, and authoritative information is hard to find. If you are serious about international business, you need reliable, objective intelligence. At just US$405 per annual subscription, **Country Reports** provide everything you need to know in a format that allows you quick access to the information you want.

Published quarterly by the Economist Intelligence Unit, each **Country Report** comprises 25-30 pages of concise intelligence and short-term forecasts on the political economic policy, domestic economy, foreign trade and payments. **Country Reports** also highlight the trends that most affect your business.



As a special introduction to **Country Reports** you can take advantage of a unique offer: order three or more **Country Reports** before July 31, 1997 and you receive one **Country Report** of your choice free. With every **Country Report** subscription, you will also receive a free **Country Profile**, worth £250.

A **Country Profile** is an invaluable resource that gives you background information on the countries you do business with and includes macroeconomic data covering a five-year period.

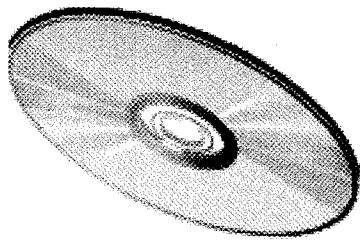
If you are serious about finding the best, most cost-effective source of country intelligence in business, look no further than **Country Reports**. Order three or more and you will discover economy in all things – including the price.

Order your annual subscription to three or more **Country Reports** and choose one annual **Country Report** subscription free by calling

(1.212) 554 0600

and quote reference 108228

Terms and conditions: Offer applies to new subscriptions to **Country Reports** only. Offer does not apply to subscriptions to the following publications: **Country Forecasts**, **Country Finance**, **Country Commerce**, **Country Risk Service**, **Country Risk Review**, **Country Reports** on CD-ROM, **Business International Service**, **Country Reports** on the Internet, **Country Reports** on Business Suite, **Country Reports** on Business Asia-Pacific, **Country Reports** on Business Europe, **Country Reports** on Business Latin America, **Country Reports** on Business Middle East & Africa, **Country Reports** on Business North America, **Country Reports** on Business Eastern Europe, **Country Reports** on Business Western Europe, **Country Reports** on Business Global Outlook, **Country Reports** on Business Global Finance, **Country Reports** on Business Global Trade, **Country Reports** on Business Global Industry, **Country Reports** on Business Global Risk, **Country Reports** on Business Global Economy, **Country Reports** on Business Global Forecasts, **Country Reports** on Business Global Analysis, **Country Reports** on Business Global Intelligence, **Country Reports** on Business Global Strategy, **Country Reports** on Business Global Planning, **Country Reports** on Business Global Management, **Country Reports** on Business Global Marketing, **Country Reports** on Business Global Sales, **Country Reports** on Business Global Service, **Country Reports** on Business Global Support, **Country Reports** on Business Global Training, **Country Reports** on Business Global Development, **Country Reports** on Business Global Research, **Country Reports** on Business Global Consulting, **Country Reports** on Business Global Advisory, **Country Reports** on Business Global Solutions, **Country Reports** on Business Global Partnerships, **Country Reports** on Business Global Alliances, **Country Reports** on Business Global Networks, **Country Reports** on Business Global Communities, **Country Reports** on Business Global Culture, **Country Reports** on Business Global Diversity, **Country Reports** on Business Global Ethics, **Country Reports** on Business Global Responsibility, **Country Reports** on Business Global Sustainability, **Country Reports** on Business Global Citizenship, **Country Reports** on Business Global Leadership, **Country Reports** on Business Global Vision, **Country Reports** on Business Global Mission, **Country Reports** on Business Global Values, **Country Reports** on Business Global Principles, **Country Reports** on Business Global Standards, **Country Reports** on Business Global Practices, **Country Reports** on Business Global Innovation, **Country Reports** on Business Global Excellence, **Country Reports** on Business Global Quality, **Country Reports** on Business Global Improvement, **Country Reports** on Business Global Transformation, **Country Reports** on Business Global Change, **Country Reports** on Business Global Future, **Country Reports** on Business Global Trends, **Country Reports** on Business Global Opportunities, **Country Reports** on Business Global Challenges, **Country Reports** on Business Global Solutions, **Country Reports** on Business Global Success, **Country Reports** on Business Global Achievement, **Country Reports** on Business Global Recognition, **Country Reports** on Business Global Awards, **Country Reports** on Business Global Honors, **Country Reports** on Business Global Prizes, **Country Reports** on Business Global Medals, **Country Reports** on Business Global Trophies, **Country Reports** on Business Global Certificates, **Country Reports** on Business Global Diplomas, **Country Reports** on Business Global Degrees, **Country Reports** on Business Global Qualifications, **Country Reports** on Business Global Credentials, **Country Reports** on Business Global Licenses, **Country Reports** on Business Global Permits, **Country Reports** on Business Global Authorizations, **Country Reports** on Business Global Approvals, **Country Reports** on Business Global Endorsements, **Country Reports** on Business Global Recommendations, **Country Reports** on Business Global Testimonials, **Country Reports** on Business Global References, **Country Reports** on Business Global Citations, **Country Reports** on Business Global Quotations, **Country Reports** on Business Global Excerpts, **Country Reports** on Business Global Abstracts, **Country Reports** on Business Global Summaries, **Country Reports** on Business Global Digests, **Country Reports** on Business Global Compendiums, **Country Reports** on Business Global Handbooks, **Country Reports** on Business Global Manuals, **Country Reports** on Business Global Guides, **Country Reports** on Business Global Directories, **Country Reports** on Business Global Encyclopedias, **Country Reports** on Business Global Dictionaries, **Country Reports** on Business Global Thesauruses, **Country Reports** on Business Global Glossaries, **Country Reports** on Business Global Indexes, **Country Reports** on Business Global Tables of Contents, **Country Reports** on Business Global Prefaces, **Country Reports** on Business Global Introductions, **Country Reports** on Business Global Conclusions, **Country Reports** on Business Global Appendixes, **Country Reports** on Business Global Bibliographies, **Country Reports** on Business Global Footnotes, **Country Reports** on Business Global Endnotes, **Country Reports** on Business Global Cross-References, **Country Reports** on Business Global Hyperlinks, **Country Reports** on Business Global Multimedia, **Country Reports** on Business Global Interactivity, **Country Reports** on Business Global Virtual Reality, **Country Reports** on Business Global Artificial Intelligence, **Country Reports** on Business Global Expert Systems, **Country Reports** on Business Global Neural Networks, **Country Reports** on Business Global Fuzzy Logic, **Country Reports** on Business Global Genetic Algorithms, **Country Reports** on Business Global Chaos Theory, **Country Reports** on Business Global Complexity Theory, **Country Reports** on Business Global Nonlinear Dynamics, **Country Reports** on Business Global Quantum Computing, **Country Reports** on Business Global Molecular Computing, **Country Reports** on Business Global DNA Computing, **Country Reports** on Business Global Optical Computing, **Country Reports** on Business Global Biological Computing, **Country Reports** on Business Global Chemical Computing, **Country Reports** on Business Global Physical Computing, **Country Reports** on Business Global Mathematical Computing, **Country Reports** on Business Global Computational Theory, **Country Reports** on Business Global Algorithmic Theory, **Country Reports** on Business Global Information Theory, **Country Reports** on Business Global Coding Theory, **Country Reports** on Business Global Cryptography, **Country Reports** on Business Global Steganography, **Country Reports** on Business Global Data Compression, **Country Reports** on Business Global Error Correction, **Country Reports** on Business Global Data Transmission, **Country Reports** on Business Global Data Storage, **Country Reports** on Business Global Data Retrieval, **Country Reports** on Business Global Data Mining, **Country Reports** on Business Global Data Warehousing, **Country Reports** on Business Global Data Visualization, **Country Reports** on Business Global Data Analysis, **Country Reports** on Business Global Data Modeling, **Country Reports** on Business Global Data Simulation, **Country Reports** on Business Global Data Prediction, **Country Reports** on Business Global Data Forecasting, **Country Reports** on Business Global Data Projection, **Country Reports** on Business Global Data Extrapolation, **Country Reports** on Business Global Data Interpolation, **Country Reports** on Business Global Data Smoothing, **Country Reports** on Business Global Data Filtering, **Country Reports** on Business Global Data Cleaning, **Country Reports** on Business Global Data Validation, **Country Reports** on Business Global Data Verification, **Country Reports** on Business Global Data Quality, **Country Reports** on Business Global Data Integrity, **Country Reports** on Business Global Data Security, **Country Reports** on Business Global Data Privacy, **Country Reports** on Business Global Data Protection, **Country Reports** on Business Global Data Backup, **Country Reports** on Business Global Data Recovery, **Country Reports** on Business Global Data Archiving, **Country Reports** on Business Global Data Migration, **Country Reports** on Business Global Data Conversion, **Country Reports** on Business Global Data Integration, **Country Reports** on Business Global Data Exchange, **Country Reports** on Business Global Data Sharing, **Country Reports** on Business Global Data Collaboration, **Country Reports** on Business Global Data Synchronization, **Country Reports** on Business Global Data Replication, **Country Reports** on Business Global Data Distribution, **Country Reports** on Business Global Data Publishing, **Country Reports** on Business Global Data Subscription, **Country Reports** on Business Global Data Licensing, **Country Reports** on Business Global Data Royalties, **Country Reports** on Business Global Data Pricing, **Country Reports** on Business Global Data Billing, **Country Reports** on Business Global Data Payment, **Country Reports** on Business Global Data Refund, **Country Reports** on Business Global Data Cancellation, **Country Reports** on Business Global Data Termination, **Country Reports** on Business Global Data Expiration, **Country Reports** on Business Global Data Renewal, **Country Reports** on Business Global Data Upgrade, **Country Reports** on Business Global Data Downgrade, **Country Reports** on Business Global Data Support, **Country Reports** on Business Global Data Maintenance, **Country Reports** on Business Global Data Training, **Country Reports** on Business Global Data Documentation, **Country Reports** on Business Global Data Help, **Country Reports** on Business Global Data FAQ, **Country Reports** on Business Global Data Glossary, **Country Reports** on Business Global Data Index, **Country Reports** on Business Global Data Table of Contents, **Country Reports** on Business Global Data Preface, **Country Reports** on Business Global Data Introduction, **Country Reports** on Business Global Data Conclusion, **Country Reports** on Business Global Data Appendix, **Country Reports** on Business Global Data Bibliography, **Country Reports** on Business Global Data Footnotes, **Country Reports** on Business Global Data Endnotes, **Country Reports** on Business Global Data Cross-References, **Country Reports** on Business Global Data Hyperlinks, **Country Reports** on Business Global Data Multimedia, **Country Reports** on Business Global Data Interactivity, **Country Reports** on Business Global Data Virtual Reality, **Country Reports** on Business Global Data Artificial Intelligence, **Country Reports** on Business Global Data Expert Systems, **Country Reports** on Business Global Data Neural Networks, **Country Reports** on Business Global Data Fuzzy Logic, **Country Reports** on Business Global Data Genetic Algorithms, **Country Reports** on Business Global Data Chaos Theory, **Country Reports** on Business Global Data Complexity Theory, **Country Reports** on Business Global Data Nonlinear Dynamics, **Country Reports** on Business Global Data Quantum Computing, **Country Reports** on Business Global Data Molecular Computing, **Country Reports** on Business Global Data DNA Computing, **Country Reports** on Business Global Data Optical Computing, **Country Reports** on Business Global Data Biological Computing, **Country Reports** on Business Global Data Chemical Computing, **Country Reports** on Business Global Data Physical Computing, **Country Reports** on Business Global Data Mathematical Computing, **Country Reports** on Business Global Data Computational Theory, **Country Reports** on Business Global Data Algorithmic Theory, **Country Reports** on Business Global Data Information Theory, **Country Reports** on Business Global Data Coding Theory, **Country Reports** on Business Global Data Cryptography, **Country Reports** on Business Global Data Steganography, **Country Reports** on Business Global Data Compression, **Country Reports** on Business Global Data



THE INTERNET:

A New Opportunity for Information Specialists

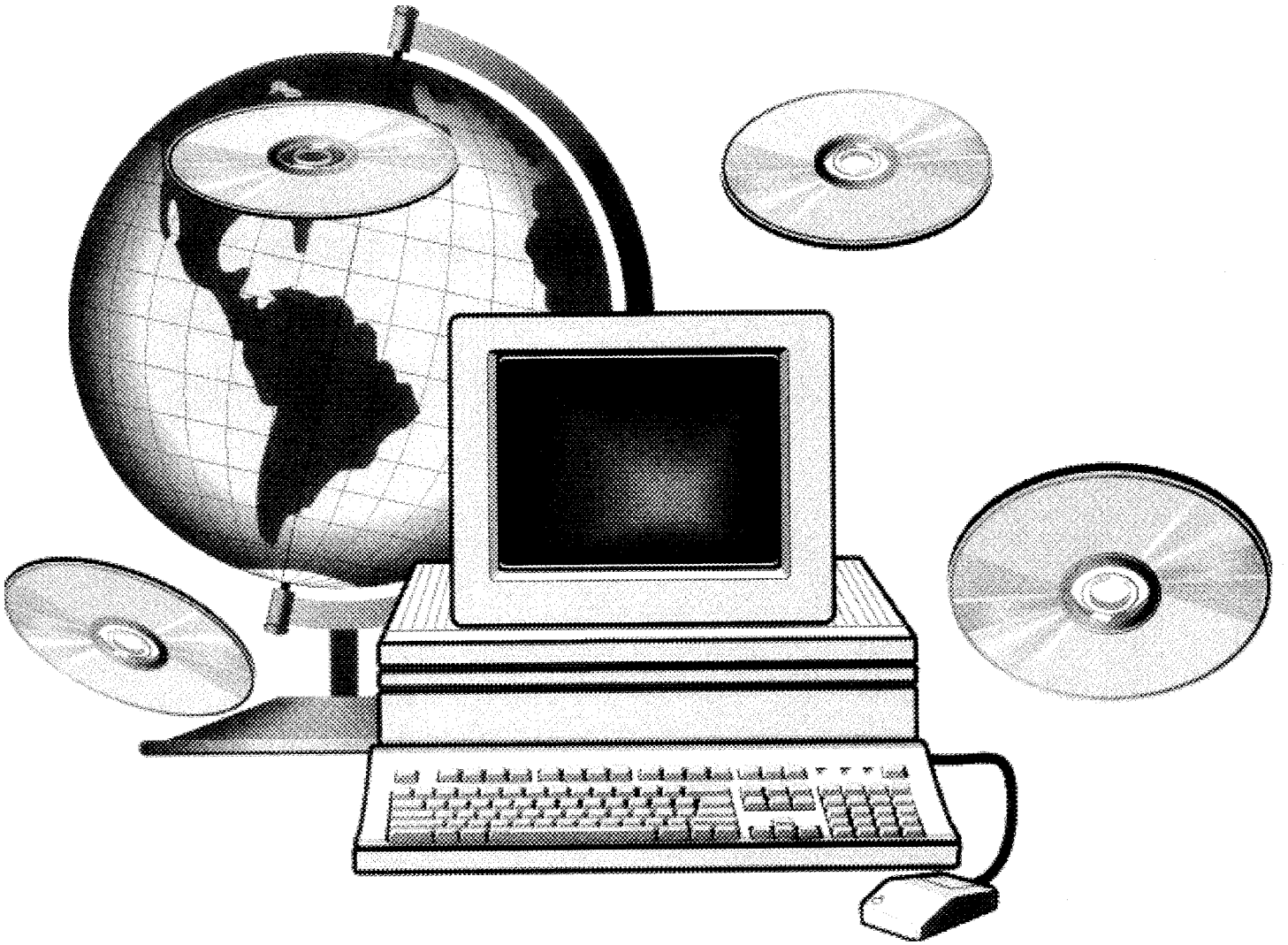
by Hope A. Bell

The information environment is changing rapidly and many information professionals are struggling with the fear that end-user access to the Internet (and other electronic media) will adversely affect their jobs. The Internet is no longer the playground of technophiles. It is fast becoming *the* perceived place to find all the information you want and is frequently used by library clients. Libraries and their card catalogs are looked upon as antiquated—not keeping up with to the minute information users now demand. The information world is quickly changing and it is essential that library staff change with it. Librarians need to prove and *publicize* that they are information specialists who can still provide valuable assistance with their clients' research needs. Internet technology provides an avenue for information specialists to show they are professionals who have adapted to the new technology and have much to contribute to any project because they wear many hats—problem solver, computer user, librarian, researcher, trainer, marketer, writer, database developer—the list is endless.

Hope Bell is manager of the Resource Centre for the Eastern Ontario Cluster of offices for KPMG and serves 250+ KPMG professionals. She can be reached via e-mail at: hbell @kpmg.ca. KPMG is an international firm which offers a comprehensive range of financial advisory and management consulting services.

The Enemy

Ignorance is an information professionals biggest enemy, not the Internet. The media hype surrounding the Internet has led many people to believe that everything they want is on the Net. As a result, users believe there is no reason to visit a library or speak with an information professional. Clients don't realize that the majority of the information on the Internet is "promotional" in nature and does not include many reputable information sources that are expensive or fee-based. Some will subscribe to various services or request research from online information providers without doing any cost/benefit analysis or realizing that they could obtain the same information from their information professional at a much lower price. *Education is the key.* Everybody has heard of the Internet and is



anxious to learn more. By fulfilling that need, you can educate your clients and market your facility at the same time. You don't have to be a "techie" to develop Internet expertise and implement an Internet strategy in your organization. Chances are, the majority of people that you encounter will be less knowledgeable than you. They may know the jargon and how to use Netscape, but they will most likely be beginner researchers. The skills for searching the Internet are the same research skills that information specialists have been using and teaching their clients for years.

Most people do not realize that the Internet has many different features (e-mail, Telnet, FTP, listservs, Usenet Newsgroups, World Wide Web) and confuse the Internet and the World Wide Web. Web browsers and search engines are so user-friendly that beginners require minimal or no instruction. Once they begin using the Internet, they quickly become hooked, spend several hours a day on the Web, and consider themselves experienced Internet or power users. However, I discovered that few people actually know how to search effectively or answer simple Internet-related questions—What are the 2 types of search engines? What does error 404 mean? What's the difference between a listserv and a newsgroup? How do I evaluate the information I find?

"Searching" the Internet is not as easy as "surfing" the Net. Information overload and information quality can be a problem. Many people can do Internet research themselves, but their searches are not as effective as they could be and they do not know how to evaluate their findings. This is where the information specialist can lend their expertise, but the method and extent of assistance will vary with each person and each facility. Take a proactive approach.

Internet Strategy

Before your facility gets involved with the Internet, it's a good idea to create an Internet strategy.

Get Started—Get Connected

- Find a local Internet Service Provider and subscribe.
- Conduct an informal survey among your clients to determine their level of knowledge of the Internet. Decide where you want to place yourself in the "Internet hierarchy."
- Decide how much time and money you want to dedicate to your Internet strategy.
- Discuss your Internet strategy with your superiors.

Become an "Expert"

- Take seminars, read, and volunteer to help with as many Internet-related projects as possible.
- Add the Internet to your collection of "research tools" and use it regularly. Experience is the best teacher.
- Obtain your Internet Trainer Certification (A recognized program is expected to be in place by the end of 1997. Current information on the status of the program

Every day, you put your company's future on the line. Why trust anything less than Dun & Bradstreet Online?

To make the business decisions that impact your company's profitability you need a source of information you can trust. That's Dun & Bradstreet.

A full range of solutions ... one source.
Check financial statements. Identify company ownership. Assess a firm's stability and profitability.

Quick, convenient access.
D&B's online solutions are offered on many popular online services, including: Knight-Ridder Information/ DIALOG®... Dow Jones News/Retrieval®... Information America®... LEXIS®-NEXIS®... WESTLAW®... NewsNet®... CompuServe®... Prodigy®... and CDB Infotek.

For more information, and a free copy of *How to Protect Yourself From Business Fraud,* call our Customer Support Group at 1-800-223-1026 ext. 225.

Dun & Bradstreet

D&B

© 1997 Dun & Bradstreet, Inc.

will be available at www.kovacs.com)

Position Yourself as an "Expert"

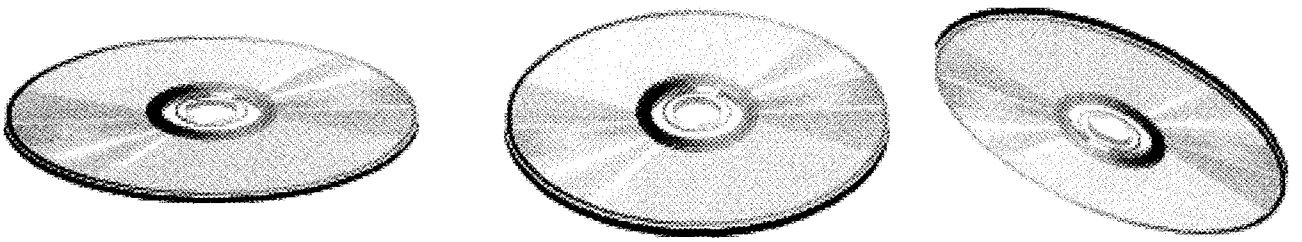
- Regularly link your name with the word "Internet." (I wrote short Internet articles/site reviews and placed them in an internal newsletter. Topics ranged from "What is a URL?" to "The Internet vs. Traditional Online Databases.") Articles don't have to be technical—remember most of your audience are Internet beginners and want easy-to-understand instructions and tips. Knowing how to use the Internet isn't enough; you have to publicize what you know and what you can do.
- Get involved in your organization's Internet preparations. Don't wait for people to come to you. Be proactive. Does your organization have a Web page? An Intraweb site? Are they working on one? You can suggest content, volunteer to help with the editing/structure, or design a "library" segment for the Internet/Intranet. Has your organization prepared an Internet/Intranet strategy? Suggest a committee be formed and be sure to include yourself as one of the members. Evaluating, organizing, and indexing information is our specialty. Does your organization have Internet policies? Do a survey of your local library community, create a draft policy list, and present it to management.
- Post interesting Internet articles on bulletin boards or cite them in internal newsletters.
- Target particular groups or divisions of the organization. Most internal groups have weekly or monthly meetings. Ask to speak about the Internet for ten minutes. Use this time to broadcast what you can do for them, answer questions, and give them some tips on how their business could benefit from this use. Organizations require a business case for using information services and the Internet to justify the time and dollars spent.

Network

- Find out who in the organization is working on Internet-related projects and talk to them. Find out what they're doing and ask if you can help or at least be kept informed. Are there staff in your organization working at cross purposes; maybe two or three groups developing an Internet strategy for the company? A Web page?
- Communicate with your Marketing and Information Technology staff to avoid accidentally stepping on someone else's toes. Information Technology staff are tremendous allies and if approached correctly are usually willing to join forces to create an outstanding Internet team. Stress that you want to work as a team and that your research knowledge would compliment their technical knowledge.
- Talk to information professionals outside your organization, develop a network, and learn from their experiences. What Internet strategies have they implemented and did they work? Gather samples of Internet training and marketing materials prepared by these organizations.

Educate and Train Your Users

- Post notices volunteering to help and train new Internet users or advertise a



library "Internet hotline" that people could call with Internet problems.

- Develop short (30-45 minute) "lunch & learn" sessions to gradually introduce the Internet to your clients. Topics could include the basics of using Netscape, the research process, how to use particular search engines, how to subscribe to listservs, how to use push technologies, etc.
- Prepare Internet-related quick reference cards or laminated bookmarks—topics could include search engine comparisons, cyber citations, or lists of desktop reference sites, phone books, dictionaries, etc. Be sure to prominently feature the information center logo and your name.
- Teach short "Introduction to the Internet" or "How to search the Internet" seminars. Explain in simple terms what the Internet is, how it works, and then target the subject areas of most interest to your audience. Market the seminars as "better than books" because they allow interaction with other users and can target their areas of difficulty. Limit the seminar size to a manageable number so you can give individual attention. Keep in mind that, in addition to the Internet, some clients may need to be taught research methods (i.e. how to choose key words and what Boolean searching is). I developed an interactive two-and-a-half hour "Introduction to the Internet" seminar which included a PowerPoint presentation and 30-page workbook with KPMG-specific information. Seminars were offered at a variety of times over a three week period. The response was overwhelming.
- Don't hog all the accumulated knowledge and expertise. Share it with colleagues and clients. If you find a great site or figured out why that software wouldn't interface with your computer, let people know.

Don't Stop

- Don't stop with Internet searching and don't get in a rut and stop learning. Take advantage of opportunities to learn any and all aspects of the Internet that are presented—HTML programming, JAVA, creating Adobe documents, etc. The Internet is constantly changing. Remaining the "Internet Expert" requires an investment of time and a willingness to learn.

The Impact

KPMG was the first of the "Big Six" Canadian accounting/consulting firms to develop an Internet homepage (http://www.kpmg.ca) in November 1995, and it introduced Internet access to all of its Canadian staff in the spring of 1996. An Intraweb site was created for internal documents. The main Intraweb page includes links to the Canadian KPMG libraries called the "Global Information Network" and the "Introduction to the Internet" materials that I created. More than half of the professional staff in my office attended the first training seminars we conducted and are now using the Internet effectively. An additional 15 percent requested one-on-one sessions. New staff members are given Internet training as part of their orientation sessions. Tax professionals can access tax forms; audit staff can access exchange rates; administrative staff can use dictionaries, electronic telephone books, and postal code directories—there is a multitude of time saving business uses. Staff can create personalized electronic reference collections on their desktop. The Internet is considered an important business tool. A national, mandatory "Internet research" course is being developed and is expected to be implemented by 1998.

As a result of the Internet, my job description and workload have increased, rather than decreased, and the nature and quality of questions have risen. Staff have been educated regarding the limitations of the Internet and realize it is still necessary to ask their information specialist for assistance with research. My name is linked in their minds with "information" and "Internet." The number of quick reference questions has decreased, but the number of research requests and requests for Internet assistance are steadily increasing. My work with the Internet raised my profile and that of the KPMG Information Centers, opening some new doors for the firm's information specialists. In joint efforts with other office professionals, "Job Search on the Internet" and "HR and the Internet" seminars were created and held for KPMG clients. We have also been asked to develop national training materials and have been given representation on national committees.

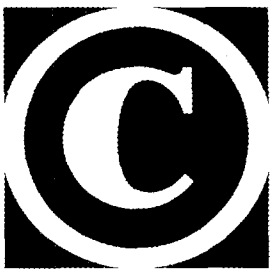
The Future

The Internet is information. Recognize that an information professional's expertise lies in their ability to communicate and teach others how to find information. Clients need to develop a business case to justify dollars spent, recognize the Internet's limitations, learn how to select search terms that target the information they want, choose a search engine, apply tricks to searching particular search sites, evaluate the information they find, understand the copyright laws, etc. These are things that their information professional can teach them. Internet users (your clients) may doubt they need any additional training or assistance until their information specialist takes a proactive approach and shows them what they're missing.

Do not shrink from the Internet, embrace it. There are "new world" information professionals and "old world" information professionals. "New world" information professionals will adapt, survive, and prosper.

Copyright Corner

Copyright Audit and the CCC



Of concern to many librarians is the theoretical concept of a "copyright audit." Such an audit would conceivably entail a visit from an external agency to determine if company's copyright policy and practices are following copyright law.

Pursuing this idea, I contacted Dave Davis, program developer at Copyright Clearance Center, Inc. (CCC). Mr. Davis courteously responded to my e-mail and followed up with a phone call. When asked, he said, "I am not familiar with the concept of 'copyright audit.'... To my knowledge CCC has not done anything like that."

He went on to describe a somewhat distant concept which is part of a copyright compliance program. He said that what the CCC does do for licensees (corporations that already have a license from CCC) is an Annual Authorization Service (AAS), in which the CCC asks the corporation to conduct their own survey of photocopy activity (of copyrighted material) for a period of time and report it to CCC. CCC takes this data and statistically determines AAS royalties. This is the mechanism of compliance for larger corporations with high photocopying. Beyond the survey, there is no more counting—ie. it is not pay-as-you-go. An estimate of usage is made based upon the number of employees copying and the industry which the corporation is in.

Another compliance mechanism at CCC is the Transaction Reporting Service (TRS) which is a pay-as-you-go approach of reporting each instance of photocopying of copyrighted materials. CCC respects the confidentiality of records, but if the court requests them, CCC will comply.

Although Mr. Davis said CCC does not do copyright audits, he mentioned that he thought the Software Publishers Association (SPA) conducts "'software audits' where a corporation is visited and their computers checked for registered (and non-registered) software." I attempted to contact the SPA, but at the time of writing, had not heard back from them.

Overall, I appreciated Mr. Davis' promptness and courtesy in responding and he seemed to emphasize that CCC is attempting to help companies comply with the copyright law, not to police it.

---

by Lawrence Guthrie, II. Guthrie is interlibrary loan librarian, Covington & Burling, Washington, DC. 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.

Advantage

KNOWLEDGE IS OUR HIGHEST VALUE

At Ernst & Young, we deliver value to our clients by capturing, reshaping, and transferring knowledge. The Ernst & Young Center for Business Knowledge™, a fully-dedicated resource center, employs leading edge information professionals, technologies and methodologies to support the knowledge requirements of our clients and professionals. Our dynamic team works out of several strategic locations across the country, such as Atlanta, Boston, Chicago, Cleveland, Dallas, Detroit, Houston, Indianapolis, Los Angeles, New York, Philadelphia, San Jose, St. Louis, Vienna, and Washington.

BUSINESS RESEARCH/ INFORMATION PROFESSIONALS

Relying on your powerful business research skills, you'll collaborate with innovative professional services teams on fast-paced, client engagements. Major clients and team members will depend on your expertise in leading edge searching techniques, as well as your ability to quickly assimilate a broad range of business subject matter.

ERNST & YOUNG CENTER FOR BUSINESS KNOWLEDGE™

A Bachelor's Degree and proven business research success are required; a business-focused Master of Library Science or an MBA is preferred. One to three years' industry experience is essential, as is knowledge of business concepts, issues, processes, and information technologies. Proficiency in the use of major information vendor products and services (e.g. Dialog, Dow Jones New Retrieval, Lexis-Nexis, SDC, etc.) and experience with a wide variety of business information sources are required. Refined communication skills, a strong customer service orientation and a commitment to teamwork are indispensable. Experience in a Lotus Notes environment is a plus. Light travel is required.

Along with the stimulating atmosphere of our Center for Business Knowledge, you'll enjoy extremely challenging assignments and innovative work environment. All Ernst & Young team members are offered competitive salaries, benefits, and opportunities for growth. Interested candidates may send cover letters and resumes with salary requirements to: **Recruiter-SM/BRIP/SLA, Ernst & Young LLP, 1220 Skylight Office Tower, 1660 West Second Street, Cleveland, OH 44113; Fax (216) 622-1483.** Ernst & Young is an equal opportunity employer m/f/d/v.

ERNST & YOUNG LLP

Money MATTERS

From the Treasurer

When I began my first term as SLA treasurer for the period 1991-1994, I wanted to provide the membership answers to the questions I knew they had regarding SLA's finances. As a result, I instituted the "Money Matters" column as a means of keeping the membership informed of SLA's financial situation and the critical fiscal issues facing the association.

Over the past six years, this column has covered topics such as financial forecasts, cost analysis, financial trends, and frequently asked questions. The goal has been, and continues to be, to provide succinct information in a user-friendly format. In future columns, you will see charts, graphs, and narratives to illustrate the issues at hand.

As I begin my second term as treasurer, I encourage each of you to digest the information presented and provide feedback. If you don't understand the information, ask for clarification. If there is a topic you would like to have covered in a future column, please let me know. Thank you for your continued support and involvement. ⊠

*by **Richard Wallace**. Wallace is manager, Technical Information Center, A.E. Staley Manufacturing Company, Decatur, IL. For more information on "Money Matters," or to contribute to the column, please contact Wallace at: 1-217-421-3283; fax: 1-217-421-2419; e-mail: rewallace@aestaley.com.*

Findings, from page 15

universes of data such as corporate databases. Equipping a system with an intelligent interface allows it to be accessed by a wider range of users. Although such interfaces could be used in a variety of application domains, those of most interest for libraries are designed to simplify access to information retrieval systems. The most basic of such interfaces embed some knowledge of databases and systems so that the user need not be familiar with these details in order to retrieve relevant records successfully. More sophisticated interfaces have a user modeling capability that allows them to adjust to a user's skills and patterns of usage. Data mining tools are designed to find hidden information in databases comprised of various forms of "hard" (e.g., sales and other financial) data. While they can be useful tools, they should not be considered a substitute for more purposive research. In all these application areas, one needs to go beyond the "intelligent" label and determine the actual capabilities of the particular application. For example, an "intelligent agent" may actually be performing clerical searching tasks where all the "intelligence" can be built into the program and human intervention is not needed.

The report also briefly touches on four application areas with possible relevance to libraries: help desks, medical diagnosis, critiquing systems, and groupware. Help desks perform a type of commercial "reference service" and are dependent on approaches to information retrieval. Diagnosis is included because the diagnostic role of the physician bears some resemblance to the role of the librarian in diagnosing information needs. Critiquing systems and groupware are both applicable to library situations, the former to education and training and the latter to various forms of collaboration.

Technologies offering greater flexibility in input and output may also prove relevant to libraries. Speech technology includes both speech synthesis and speech recognition (the harder problem). There is a further distinction between speech recognition and speech understanding: speech recognition requires that a system identify the words in an utterance, while speech understanding requires that a system also handle the problems of natural language understanding. Speech recognition is useful for structured tasks such as data entry, but a dialogue of any kind requires speech understanding. Computer vision includes recognition of printed characters to allow text processing by computer and recognition of other objects. Developments in the latter area offer new ways of handling image databases, such as querying by visual example.

Lancaster and Smith conclude that those developing prototypes using AI/ES technologies for library applications have found it difficult to scale up to deal with more general problems and more realistic volumes of data. Operating systems in libraries and other domains represent considerable investment in development. Nevertheless, information processing tools of ever-increasing sophistication will continue to be developed and many will become commercially available. Some of these will be of direct relevance to librarians: browsers and search engines, filtering agents, data mining programs, resource (i.e., database) selection tools, retrieval software for text and images, and user-friendly interfaces.

Looking to the future and the growing importance of the digital information environment, it will continue to be important to provide a realistic assessment of the capabilities and AI/ES technologies. Areas worth pursuing would be those related to the efficient exploitation of network resources on behalf of library users.

In summary, technologically advanced systems may have a useful role to play in the emerging digital library environment, but it is important to recognize their limitations and the fact that they do not reduce our need to continue to develop our human expert resources. Lancaster and Smith conclude their report with the admonition: "We must not let over-reliance on technology, or over-optimism regarding its capabilities, lead us to settle for competence or mediocrity in place of true excellence."

For further information on the research project, contact Linda Smith via e-mail at: lcsmith@uiuc.edu; or call: 1-217-333-7742. ⊠

The #1 reference on industry and business growth is back—and better than ever.

The leading industry-growth reference that professionals have trusted for 35 years is back. *The U.S. Industry & Trade Outlook '98* replaces the *U.S. Industrial Outlook*. It offers an annual sector-by-sector review and forecast of the U.S. industrial economy, along with industry-specific examinations of international trade. Features include:

- Up-to-date information on hundreds of industries, divided into 50 groups
- New graphical snapshots of economic and trade trends
- 650 easy-to-read tables and charts
- New coverage of global industry trends
- Hundreds of industry reviews, analyses, and forecasts
- And much more!

Coauthored by DRI/McGraw-Hill, Standard & Poor's, and the U.S. Department of Commerce/International Trade Administration, the new *Outlook* boasts a broader array of government, economic, and industry analysts contributing to its profiles. Whether your patrons want to accurately size up industrial markets, identify growth potential, or pick the next hot area for investment, only one source has it all: *the U.S. Industry & Trade Outlook '98*.

Formerly the best-selling reference *U.S. Industrial Outlook*®!

U.S. INDUSTRY & TRADE OUTLOOK '98

Industry-by-industry overview of U.S. economy—from manufacturing to high-tech to service industries

650 easy-to-read tables and charts

100s of industry reviews, analyses, and forecasts

New graphical snapshots of industry and trade trends

Comprehensive data from public and private sectors

DRI/McGraw-Hill and Standard & Poor's and U.S. Department of Commerce/International Trade Administration

0-07-032[illegible]-1 / $[illegible] (Paperback)

Available through all wholesalers or by calling 1-800-722-4726 fax: 614-755-5645

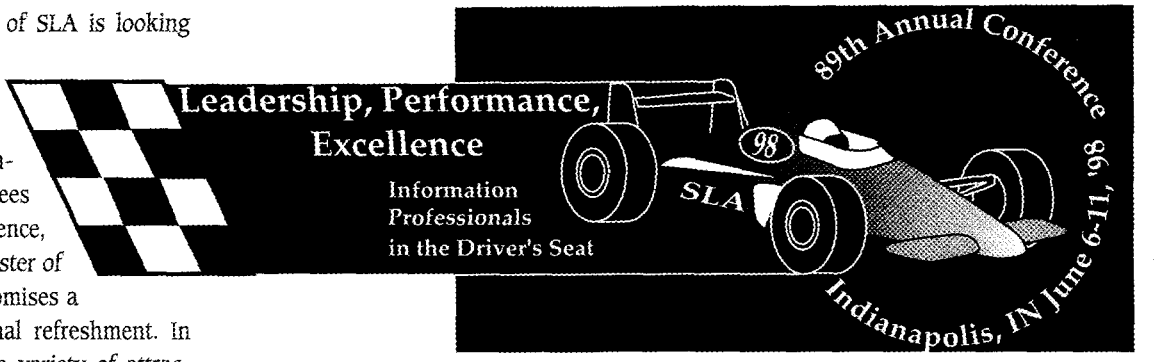
World Wide Web
www.books.mcgraw-hill.com
www.business.mcgraw-hill.com

McGraw Hill

A Division of The McGraw-Hill Companies

Conference COUNTDOWN

Indy in '98: Looking Forward to Hoosier Hospitality



The Indiana Chapter of SLA is looking forward to sharing Indianapolis with you at the annual conference in 1998. Having the conference in Indy guarantees you comfort, convenience, and value. And a rich roster of conference programs promises a wellspring of professional refreshment. In addition, you will find a variety of attractions to enhance your stay. Indianapolis is a modern and clean city, rich in culture and activities. Affordable and safe, it offers all a place to relax, an avenue to enjoy learning from each other, and an opportunity to open our minds in order to explore new directions in our work. Small town charm and city excitement are combined in this city like nowhere else.

Chosen as the state capital because of its central location in the state of Indiana, Indianapolis was built in a forested wilderness. Although a plan for the city was drafted and state government operations were moved there permanently in 1824, Indianapolis developed slowly because transportation routes were lacking. "The Mammoth Improvement Bill," passed by the Indiana General Assembly in 1836, fostered the development of roads, canals, and railways throughout the state. Indianapolis became a transportation center—the Crossroads of America—home to eight rail lines by 1855 and with several roads ending in it or passing through it. The remnants of an aborted canal project provide pleasure today to residents and visitors. In recent years, the city has undergone an unsurpassed renewal and is setting new standards in urban and economic development, "without losing its focus on family and community," according to *Employment Review*, August 1996. In addition, the February 1996 issue of *Association Management*, ranks Indianapolis as one of the best cities in activities for families. By all means, plan on bringing the family to Indy!

President Benjamin Harrison, Madame C.J. Walker, James Whitcomb Riley, Kurt Vonnegut, Jr., David Letterman, and Jane Pauley are among the diverse and accomplished American citizens from Indianapolis. But history and literary talent are not the only noteworthy claims of this Hoosier town. Arts and culture abound and include such opportunities as the world-renowned Indianapolis Symphony Orchestra and the Indianapolis Artsgarden which provides first-class experiences in theater, ballet, opera, and jazz.

Family entertainment opportunities include the Indianapolis Zoo which is one of the attractions of the White River State Park, a unique 250-acre urban park located downtown. The zoo features 3,000 animals in simulated natural habitats. The World's Largest Children's Museum awaits children of all ages. New additions to the Children's Museum are Science Works, a $2.5 million state-of-the-art science gallery which features cutting-edge science innovations, and kid-size activities such as a construction site, a geological dig, and a 20-foot limestone rock wall for climbing. Adjacent is the CineDome Theater, a 300-seat, large format theater that shows films that complement museum exhibits.

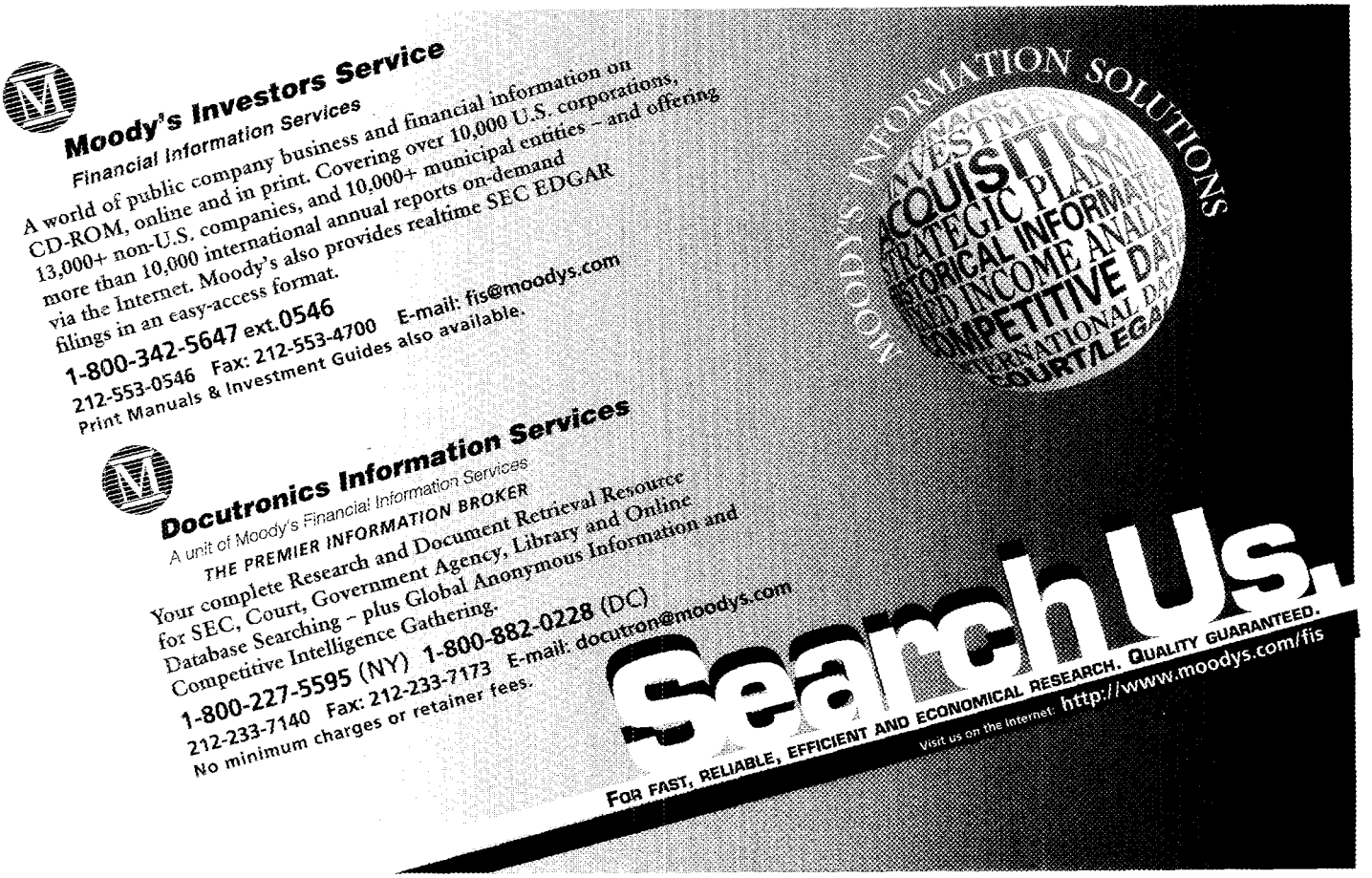
But if there is another dimension of Indianapolis that is as important to the culture of the area as it is to economic development, it is sports! In an unusual mix of culture and recreation, the Conner Prairie living history museum, which depicts life in 1836 Indiana, recently opened an 18-hole golf course. The Prairie View Golf Club, designed by Robert Trent Jones, Jr., includes a state-of-the-art practice facility, golf shop, and 70 acres of trees, lakes, and wetlands.

If golf is not appealing, perhaps indoor soccer will be of interest. Market Square Arena, host to the Indiana Pacers and the Indianapolis Ice is now home to its own professional indoor soccer team, the Indianapolis Twisters, who are scheduled to play a June to September season. But no visit to Indy would be complete without a visit to the Indianapolis Motor Speedway, host to the Indy 500® (we will be there after the race when the crowds have returned home), and the Brickyard 400®. You can take a virtual tour of the Speedway Museum before the conference at the following Web site: http://www.indyracingleague.com.

Special Libraries Association members who are baseball fans will not be disappointed in Indianapolis! *The Indiana Book of Records, Firsts, and Fascinating Facts* states: "The Indiana city which has provided

---

by Carol Szambelan, Hesburgh Library Reference Department, University of Notre Dame. For more information on the conference visit SLA's Web site at: www.sla.org/conf_meet/index.html.



the most players for the major leagues is Indianapolis, which was the home of 27 who made it to the big time out of a total of 204 native Hoosiers in major league uniforms since 1884." Where might a baseball fan go to see history in the making? The answer lies in the open air, 13,500-seat grass ballpark known as Victory Field. Victory Field Ballpark, which opened in April 1997, is the home of the AAA Indianapolis Indians and is also located in White River State Park.

Have you heard of the Hoosier Dome? Well now it is called the RCA Dome and National Track and Field Hall of Fame Museum. Home to the NFL Indianapolis Colts and conveniently attached to the convention center, the building itself is an architectural marvel being one of only six air-supported domed stadiums in the world. Besides all the new structures in the city, there are numerous newly renovated historic buildings to visit that add to the charm of the downtown area. The Chesapeake Building is one example as is the historic Union Station. Further information on attractions and landmarks is available at the URL: http://www.indianapolis.org/attract.htm#index.

Always high on our list of adventures in convention locations are culinary ones. Diverse dining options are there for you to experience in Indianapolis. Many new restaurants have recently opened downtown. Some are ethnic such as the Mikado Japanese Restaurant. The Snow Lion, which is Tibetan (one of only four such restaurants in the country), is said to be operated by a nephew of the Dalai Lama. Italian and other European restaurants have a presence in Indy along with traditional American cuisine. You can count on steakhouses (some historic), and breweries. One spot that can't be missed is named the Slippery Noodle Inn. Described as the oldest bar in Indiana (established in 1850), the Inn is notorious for good food, booze, and Blues.

Finally, for those of us who savor shopping adventures, there is the Circle Center Mall. Circle Center is a downtown shopping and entertainment experience featuring anchor stores such as Nordstrom and Parisian, 100 specialty shops, a multiscreen cinema, restaurants, and night clubs. For antique lovers, the Indianapolis Downtown Antique Mall, located in historic Fountain Square, offers an opportunity to browse for bargains in numerous individual shops.

If touring libraries is of interest, Indianapolis offers many opportunities. The Indiana State Library, numerous colleges, and special libraries are located here. One way to tour the libraries beforehand is to take a virtual tour. A Web site that includes many libraries is located at: http://metroscope.com/indianap.html. This Web site also includes "The Fan's Guide to Indy" and "Main Street Indy" for general information as well as arts and entertainment information.

One last word must be about "Hoosier Hospitality." This city combines community, recreation, and urban sophistication like no other. It is a place where individuals and families can be comfortable, safe, and have fun. Consider this a cordial invitation to visit Indianapolis for the 1998 Special Libraries Association Conference. This is your opportunity to experience Hoosier Hospitality firsthand. ⊠

Special LIBRARIANS

The Best FIRST Place to Look

I don't know about the rest of you, but the teacher who did the most for me in Reference often repeated, "There is always a best FIRST place to seek information. After looking there, seek the other tools that may have what you need." I provided her with a good illustration of that statement with a tale of my days as a serials clerk in a company library in San Diego, before I started on my M.L.S. One day, I was covering the lunch hour—usually a quiet time—when the phone rang. It was the personnel department. They had located exactly the person they wanted to head up a project team. The project would bring in major contracts for the company. They knew we were in a race, since several other companies would be bidding, and any of them might reach this guy before we did—which presented a problem. Personnel had an address for him that was several years out-of-date and no phone number. It was literally so important they wanted to telephone him immediately with an offer. They had the usual information from the *Who's Who* and knew he was a member of both the American Chemical Society (ACS) and the American Institute of Physics (AIP). So, they asked if I could locate a current phone number. They also knew he lived in the Washington, DC, area, but weren't sure if he was in Maryland or Virginia.

This being the days of printed lists, I instinctively reached for membership directories. I knew we had one for the ACS and for the AIP. Though a fairly common name, I figured I should be able to narrow it down by elimination. I was happily thumbing through the first directory when the librarian came back from lunch. I described the urgent phone call, told her I was searching the ACS, and suggested she check the membership directory for the AIP. She gave me a funny look, reached under the counter, and asked, "Why not look in the Washington, DC, phone book? We've got it right here."

Oops! I had been taking a less than optimal route to the information. We did locate the name in the phone book quickly and personnel was happy to get the information. Soon after that, I learned all the phone books in our collection—just in case. Nowadays, of course, phone books are available online, on CD-ROM, via the Web, and in who knows what other arrangement. I recall a recent article, however, in which the author found his name and phone number in several different listings and only three had the current number, although all claimed to be current.

Recently, a student asked for help in locating biographical information on Madonna. He said he had spent over two hours on the World Wide Web and found dozens of pages about Madonna (the singer), as well as several other Madonnas, and a few parody pages. The trouble was, he needed simple biographical information, like where she grew up, how she got in the business, etc. None of these sites had that kind of information. A quick trip to the reference shelves and I acquainted him with *Current Biography* and *Newsmakers*. Both books had the information he needed and they included references to further print sources as well. He was surprised. With all this available in print, why didn't someone put it on the Web? I told him a little about the copyright laws and left him to his research.

Will the problem get worse in future? I believe it will. In giving a bibliographic instruction session to a journalism class last year, I stressed the differences between print and online sources; between lengthy written reports and the sort of one paragraph summaries all too common on the WWW, so they could complete their assignment to prepare an obituary for an assigned individual. The teacher came to me later and asked that I stress print sources even more. The quality of research seemed to end with what the students found online, period.

Over the years, I have developed my own set of "first best sources" and I imagine we all have. Sometimes the source is surprising, especially to one of our faculty or other experts in the field.

Over the years, I have developed my own set of "first best sources" and I imagine we all have. Sometimes the source is surprising, especially to one of our faculty or other experts in the field. "Why would you start there? It doesn't even cover the time period." All too often, I am starting there because I found it useful before. That's how I found that a dictionary of the Middle Ages also covers some earlier years, as well.

Do some of you want to share a "first best source" that might surprise us? Let me know. I've heard from several of you with anecdotes I can work into columns, and I'm always looking for more.

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.

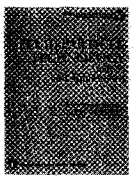
PICK THE POWER PACKAGE

You don't have to spend time and energy searching for chemical engineering information! Just place your one-time order for the American Institute of Chemical Engineers' (AIChE's) "Power Package Plan '98." Then, let AIChE energize your collection with reliable delivery of the best the profession has to offer, including:

AIChE Journal *(Monthly)*

The publication of record for ChE R&D, presenting the most important fundamental and applied chemical engineering research. With its comprehensive coverage of the field's expanding technologies, a subscription to the *AIChE Journal* is like getting nine technical magazines in one.

AIChE Symposium Series *(3 Titles)*



Presents the latest research findings from recognized experts in such disciplines as environmental engineering, heat transfer, and computer-aided process design.

Chemical Engineering Progress *(Monthly)*

The latest news from chemical engineering's industrial frontlines, including in-depth technical articles and reports on important trends in the field.

Biotechnology Progress *(Bi-Monthly)*

Research reports, reviews, and news on products and services for the biotechnology/bioprocess industries.

Process Safety Progress *(Quarterly)*

Practical advice for the design, operation, and maintenance of safe installations. Presents new techniques, and advances in loss prevention technologies.

Ammonia Plant Safety *(Annual)*

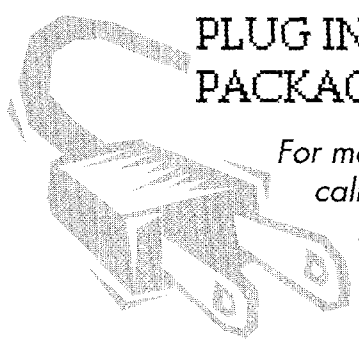
New technologies for cleaner, safer, and more efficient plant operations in the manufacture, storage, and transportation of ammonia and related products.

Environmental Progress *(Quarterly)*

Covers critical issues in the preservation and improvement of our environment, including air, water, and solid and liquid waste management, abatement, and treatment.

Chemical Engineering Faculties *(Annual)*

Provides key information on approximately 158 U.S. and 284 international Chemical Engineering Schools, including faculty, department heads, and degrees granted.



PLUG INTO THE POWER PACKAGE TODAY!

For more information, call Dolly King, Package Plan Manager, at 212/705-7662.

Total cost for the 1998 Package Plan: $1,735*

A SAVINGS OF ROUGHLY 23 PERCENT OVER THE COST OF PURCHASING ALL THESE VOLUMES INDIVIDUALLY!

* Outside U.S.: $2,035

American Institute of Chemical Engineers, 345 East 47th Street, New York, NY 10017-2395

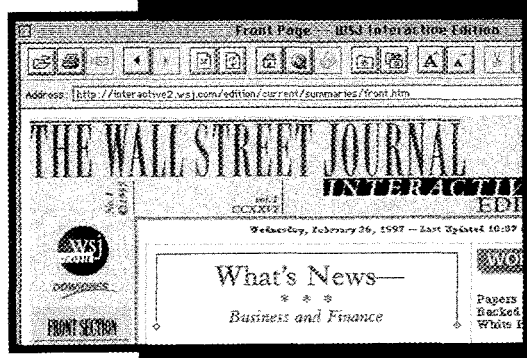
AIChE PUBLICATIONS

Essential tools for today's chemical engineer

DOW JONES HAS PEOPLE TALKING.

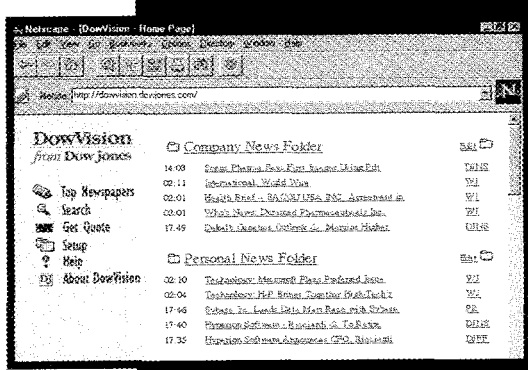
"The online *Journal* is not just my starting point for financial information, it's also the closest thing America has to a great national newspaper."

Jack Pluenneke
Business Week, August 1996



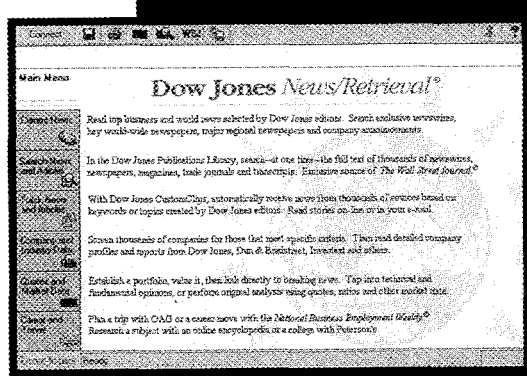
"There is no question. Dow Jones's content is the benchmark for business information. It's the best. You start and finish with Dow Jones."

MaryAnn Whitney, Team Leader, Library Services,
Chevron Services Co.



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

Mike Hogan
PC Computing, November 1996



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

DOWJONES

http://bis.dowjones.com

©1997 Dow Jones & Company, Inc. All rights reserved. NRE-164h

Coming EVENTS

OTHER EXHIBITS SCHEDULE

European Conference on Computer Supported Cooperative Work (ECSCW '97)
http://www.comp.lancs.ac.uk/computing/research/cseg/ecscw97/
Lancaster University
September 7-11, 1997
Lancaster, England

Annual Conference of the SLA Arabian Gulf Chapter
Husain@KUC01.kuniv.edu.kw
SLA Arabian Gulf Chapter
September 10-12, 1997
Dubai, UAE

Online World
http://www.onlineinc.com/olworld
Online Inc.
September 15-17, 1997
Washington, DC

North Atlantic Health Sciences Libraries '97 Conference
http://sageunix.uvm.edu/dana/nahsl/nahsl.htm
NAHSL
September 27-30, 1997
Burlington, VT

Great Lakes Regional Conference IV
http://www.uwp.edu/info-services/library/glrc/
SLA Wisconsin Chapter
October 1-3, 1997
Milwaukee, WI

Information Industry Association Annual Convention & Exhibition
http://www.infoindustry.org/mtng/iiamtng.htm#ann
IIA
October 5-8, 1997
San Francisco, CA

MultiCom '97
http://www.multicomexpo.com
Lindsay Communications Group
October 7-9, 1997
Washington, DC

FID (Biennial)
http://www.db.dk/fid/home_uk.htm
FID
October 11-17, 1998
New Delhi, India

ALIA Special, Health, & Law Librarians Conference
http://edge97@portia.murdoch.edu.au/edge/edge.html
Australian Library and Information Association
October 12-16, 1997
Perth, Australia

Document, Image & Information Management Expo
http://www.diime.com
AIIM and IW Online
October 14-17, 1997
Chicago, IL

Association of Records Managers and Administrators
http://www.arma.org/hq/home.html
ARMA
October 19-22, 1997
Chicago, IL

The International Chemical Information Conference and Exhibition
http://www.infonortics.com/chemical.html
Infonortics
October 19-22, 1997
Nimes, France

International Conference on Fee-Based Information Services in Libraries
http://gort.ucsd.edu/fiscal/
UCSD Corporate Programs
October 30- November 1, 1997
San Diego, CA

American Society for Information Science: Annual
http://www.asis.org/annual-97/ASIS97.htm
ASIS
November 1-6, 1997
Washington, DC

Business Information Conference
http://www.tfpl.com
TFPL
November 10-11, 1997
New York, NY

Internet Librarian '97
http://www.infotoday.com/internet/internet.htm
Information Today, et al.
November 16-19, 1997
Monterey, CA

AGSI '97
http://www.infonortics.com
Association for Global Strategic Information
November 17-19, 1997
The Hague, The Netherlands

Online Information
http://info.learned.co.uk/events
Learned Information
December 2-4, 1997
London, England

1998 World Congress on Information Technology
http://www.worldcongress1998.org/ITAA/WITSA
June 21-24, 1998
Fairfax County, VA

For more information on the events listed above, please contact Manager, Information Resources Center John Latham at: 1-202-234-4700, ext. 639; fax: 1-202-265-9317; e-mail: john@sla.org.

SLA EVENTS

For more information visit our Web site at: www.sla.org.

Multimedia Distance Learning Courses
The Seven Keys to Highly Effective Web Sites
Creating Your Own Homepage: HTML Essentials
Advanced HTML
September 8- October 12, 1997

Middle Management Institute
Analytical Tools
September 25-26, 1997
Washington, DC

Distance Learning Program
Giving Users What They Really Want/Need
October 16, 1997

Fall Board Meeting
October 23-25, 1997
Washington, DC

1997 State-of-the-Art Institute
Knowledge Management: A New Competitive Asset
November 6-7, 1997
Washington, DC

1998 Winter Meeting
January 22-24, 1998
Washington, DC

1998 Winter Education Conference
January 25-27, 1998
Washington, DC

SLA 89th Annual Conference
June 6-11, 1998
Indianapolis, IN

SLA's Second International Conference on Special Librarianship
October 16-22, 2000
Brighton, England

In Summary

Team Organization—Learning Organization The University of Arizona Four Years Into It

by Laura Bender

The University of Arizona is in its fourth year of a reorganization that placed it at the forefront of organizational restructuring among academic libraries. This change involved the flattening of the old vertical organization into a horizontal organization whose charge is dynamic and customer driven. The organizational structure that evolved—that the library functions with today—is a team organization. These teams combine multiple skills, experiences, and judgements who share a common goal; to be responsive to real customer needs. As the library grows into a learning organization, it must not lose sight of its focus and its most important resource—the library staff. Great organizations build ways to reinforce a shared vision. They constantly look for ways to align their employees and refresh their sense of purpose. The University of Arizona library is doing just that.

Managing Computers and Work: Are Companies Informated Yet?

by Alison Head

In the last ten years, American companies have invested more than $1 trillion in computers; installing systems to manage information and to put competitors at a significant loss. Many automation attempts, however, have been dismal nightmares, fraught with frustration and failure. Both managers and workers alike have become aware of the shortcomings of information technology projects, including time delays, unsuitable training, and little integration of systems with business objectives. In her work, *The Age of the Smart Machine*, Harvard Business School Professor Shoshana Zuboff contends that companies seeking efficiency and effectiveness through automation must also informate—redesigning work far beyond automated tasks so that new information may be developed by workers into a strategic company asset. Are companies informating yet? And if so to what degree? In this article, key findings are summarized from a quantitative study that measures the informating process within 17 information industries.

The Internet: A New Opportunity for Information Specialists

by Hope A. Bell

The information environment is changing rapidly and many information professionals are struggling with the fear that end-user access to the Internet (and other electronic media) will adversely affect their jobs. The Internet is no longer the playground of technophiles. It is fast becoming the perceived place to find all the information you want. The information world is quickly changing and it is essential that library staff change with it. Librarians need to publicize that they are information specialists who can provide valuable assistance with their clients' research needs. Internet technology provides an avenue for information specialists to show they are professionals who have adapted to the new technology and have much to contribute to any project.

En Somme

Organisation de l'équipe—Apprendre l'organisation L'Université de l'Arizona le fait depuis quatre ans

par Laura Bender

L'Université de l'Arizona est dans la quatrième année d'une réorganisation qui l'a placée en tête de la restructuration organisationnelle des bibliothèques universitaires. Ce changement a entraîné l'aplatissement de l'ancienne organisation verticale pour en faire une organisation horizontale dont la charge est dynamique et poussée par la clientèle. La structure organisationnelle qui en a résulté — et dans le contexte de laquelle la bibliothèque fonctionne — est le système d'équipe. Chaque équipe est une combinaison de multiples talents, expériences et idées et poursuit le même but : répondre aux véritables besoins des clients. Au fur et à mesure que la bibliothèque croît et devient un organisme de documentation, elle ne doit perdre de vue ni son point focal ni sa ressource la plus importante — le personnel de la bibliothèque. Les grandes organisations élaborent des moyens de raffermir la vision qu'elles partagent. Elles ne cessent de chercher des moyens d'aligner le personnel et de nourrir sa résolution. C'est exactement ce que fait la bibliothèque de l'Université de l'Arizona.

Gérer les ordinateurs et le travail : Les entreprises sont-elles déjà informatisées?

par Allison Head

Au cours des dix dernières années, les entreprises américaines ont investi plus de mille milliards de dollars en ordinateurs pour mettre en place des systèmes de gestion de l'information, ce qui leur procurerait un grand avantage sur leurs concurrents. Plusieurs tentatives d'automation ont toutefois été d'horribles cauchemars, pleines de frustration et d'échecs. La direction aussi bien que les travailleurs se sont rendu compte des défauts des projets de technologie, parmi lesquels des retards, une formation inadéquate et peu d'intégration des systèmes pour atteindre leurs objectifs commerciaux. Dans son ouvrage, *The Age of the Smart Machine*, le professeur Shoshana Zuboff de l'Ecole Commerciale de l'Université Harvard argumente que les entreprises qui veulent arriver à l'efficience et à l'efficacité par le biais de l'automation doivent également informatiser — reconcevoir le travail bien au-delà des tâches automatisées de sorte que les nouvelles informations puissent être développées par les travailleurs pour en faire un avoir stratégique de l'entreprise. Les entreprises sont déjà informatisées? Et si oui, à quel dégré? Cet article résume les résultats clés d'une étude quantitative qui mesure le processus de l'informatisation dans 17 industries de l'informatique.

Internet : Nouvelle possibilité pour les spécialistes de l'information

par Hope A. Bell

Le milieu de l'information change rapidement et de nombreux professionnels de l'information luttent contre la crainte que l'accès à Internet (et autres médias électroniques) par l'utilisateur final affecteront défavorablement leur poste. Internet n'est plus le terrain de jeux des technophiles. Il devient rapidement ce qui est perçu comme le lieu où se trouvent tous les renseignements désirés. Le monde de l'information change rapidement et il est essentiel que le personnel de la bibliothèque change au même pas. Les bibliothécaires doivent proclamer qu'ils sont des spécialistes de l'information et qu'ils sont en mesure de fournir une assistance précieuse à leurs clients dans le domaine de leurs recherches. La technologie d'Internet offre aux spécialistes de l'information un moyen de montrer qu'ils sont des professionnels qui se sont adaptés à la nouvelle technologie et sont à même de faire une contribution importante à n'importe quel projet.

En Resumen

Organización en Equipo - Organización que Aprende La Universidad de Arizona tras cuatro años de experiencia

por Laura Bender

La Universidad de Arizona se encuentra en su cuarto año de un proceso de reorganización que la ha colocado en la vanguardia de la estructuración organizacional dentro del género de las bibliotecas académicas. Se trata de un allanamiento de la antigua organización vertical, que consta de un ímpetu dinámico y dictado mayormente por las preferencias de su clientela. La estructura organizacional de la biblioteca se ha evolucionado en una de equipo, combinándose dentro de los equipos respectivos las aptitudes, experiencias y criterios que tengan en común la misma meta; la de responder a las necesidades de los clientes. A medida de que la biblioteca se convierta en una organización dispuesta a aprender, no deberá perder de vista tanto su enfoque como su recurso más importante — el personal de la biblioteca. Las grandes organizaciones han sabido construir las medidas apropriadas para reforzar una visión compartida por todos sus empleados. Constantemente buscan la mejor manera de alinear a sus empleados y despertar en ellos un sentimiento de misión. Esto es precisamente lo que la Universidad de Arizona está llevando a cabo hoy en día.

El Manejo de las Computadoras y el Trabajo: Ya han llegado las empresas a ser informatizadas?

Por Alison Head

Durante los últimos diez anos, las empresas norteamericanas han invertido más que un billón de dólares en la instalación de sistemas de computadoras, con el doble fin de manejar la información y de sacar ventaja a sus competidores. Sin embargo, han habido muchos intentos fracasados de informatizar a las empresas, produciéndose frustración y pesadillas. Tanto los gerentes como los empleados se han ido dándose cuenta de las deficiencias de los proyectos de technología de informática, como son las demoras, el entrenamiento insuficiente, la falta de integración de los sistemas de computadoras con los objetivos de la empresa. En su obra titulada *La Epoca de la Maquina Inteligente*, la profesora Shoshana Zuboff de la Facultad de Estudios Empresariales de la Universidad de Harvard postuía la teoría de que las compañías que buscan la eficacia y la eficiencia por medio de la instalación de sistemas de computadoras también deberán informatizar, o sea, remodelar el trabajo más allá de la asignación de tareas definidas en la computadora, a fin de que los empleados tengan la oportunidad de desarrollar nueva información que puede convertirse en un saldo ventajoso para la empresa. Han logrado esto ya las empresas, y en caso afirmativo, hasta qué punto? Este artículo resume los puntos más relevantes de un estudio cuantitativo que mide este proceso dentro de 17 empresas de informática.

El Internet: Una Nueva Oportunidad para los Especialistas de la Informática

por Hope A. Bell

El ambiente de la informática está cambiando rápidamente, dejando a muchos profesionales de computadoras con la ansiedad de que el acceso del usuario al Internet (y a otros medios electronicos) les afecte negativamente a sus puestos de trabajo. El internet ya no es terreno exclusivo de los "tecnofilos," sino se está convertiendo a toda velocidad en la mejor fuente de información de cualquier índole. El mundo de la información está cambiando rápidamente, y por tanto es necesario que el personal de las bibliotecas sepa cambiar también. Los bibliotecarios deberán hacer saber que dotan de conocimientos especializados de la informática, y que son capaces de aportar una asistencia muy valiosa a sus clientes investigadores. La tecnología del Internet proporciona a los especialistas de la informática una vía por la cual puedan demostrar tanto su profesionalismo y adaptabilidad a la nueva tecnología, como su potencial de contribuir positivamente a cualquier proyecto que se presentara.

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

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

THE WORKS, MADE EASY.

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

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

NEWSNET
Working Knowledge®

1-800-952-0122

http://www.newsnet.com email - Info@newsnet.com

Classified Advertisements

Positions Open

SCIENCE REFERENCE COORDINATOR (Librarian IV) MILTON S. EISENHOWER LIBRARY JOHNS HOPKINS UNIVERSITY The Milton S. Eisenhower Library seeks an enthusiastic and forward-thinking librarian to transform its Science/Engineering Library into a user- and technology-centered information service. The Science/Engineering Library is a newly renovated floor in the main library with a collection of 322,000 volumes, 2,700 periodicals, and a large number of electronic resources. The Acquisitions budget for science and engineering is approximately $2,500,000. A team of four librarians, including the Coordinator, select books and provide reference, instructional and liaison services to the 20 science and engineering departments. The Science/Engineering Library is a unit within the Resource Services Department. RESPONSIBILITIES: Develop a program that best meets the needs of the science and engineering faculty and students. Such a program would include ascertaining what information, products and services scientists and engineers need and how the staff and the library will deliver these products and services. Strategies would include electronic product development, the packaging, customization and marketing of useful information, document delivery services, interface system design, and the facilitation of interdisciplinary research. A high level of interaction between faculty and students and the librarian is essential. Supervise three librarians and student staff, manage the Science Reference Fund and the Science/Engineering Interdisciplinary Fund and 4-6 subject funds depending on background and experience. Serve as liaison to Welch and applied Physics Laboratory libraries. Serve as a member of the Coordinators Group in the Resource Services department to help manage the department and provide a strong cooperative relationship between the Science/Engineering Library and the department as a whole. QUALIFICATIONS: MLS from an ALA accredited library school and two-three years experience in a special or science/engineering library required. Two or more years experience in collection development and/or reference strongly preferred. Demonstrated ability to conduct seminars and instructional programs. Experience working with information networked technologies, including designing and creating web sites and pages, highly desired. Excellent interpersonal skills, including the ability to work well with coworkers and administrators and a demanding user group. Demonstrated leadership qualities, supervisory experience, and the ability to work flexibly and creatively in a changing environment. Willingness to work a flexible schedule, including evenings and week-ends. For more information on the library, please consult our Web site at: http://milton.mse.jhu.edu:8001/libinfo.html. The starting salary range is $37,800-$48,000, depending on experience and education. To be considered, please send letter of application, resume and three letters of reference, indicating job #S97-6515 by September 30, 1997 to: The Johns Hopkins University, Homewood Human Resources, 119 Garland Hall, 3400 N. Charles Street, Baltimore, MD 21218. Excellent benefits including tuition plans for staff, spouse and dependent children. Smoke free and drug free. A.A./E.O.E.

For information on placing classified advertisements, please contact Director, Exhibits & Advertising Lorna Walls at: 1-202-234-4700, ext. 650; fax: 1-202-265-9317; e-mail: lorna@sla.org.

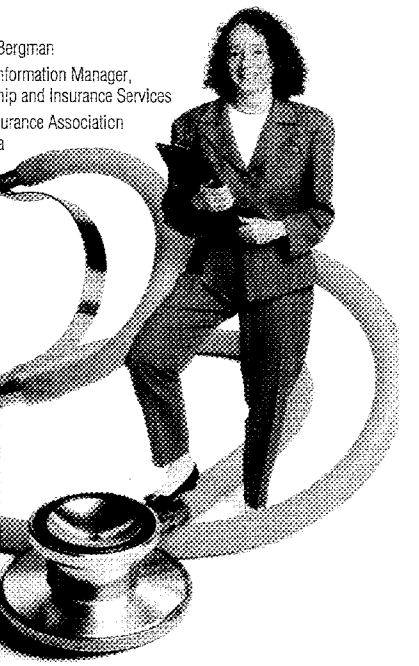
We Buy Chemical Abstracts, and journals in all research subjects. Call or send your list of available years/volumes. **Research Periodicals & Book Services, Inc.** P.O. Box 720728, Houston, TX 77272. Fax (713) 779-2992. Phone (713) 779-2999. **Toll Free: 1-800-521-0061.** Email:rpbs@rpbs.com. We sell space-saving microfilm for many titles.

EXPERT CATALOGING SERVICES WITH FASTCAT Outsourcing doesn't have to be painful: Clear up backlogs, special collections, foreign language cataloging, or just supplement your technical services staff. Library Associates provides Original and Copy cataloging, and Retrospective conversion services. USMARC or customized formats. Send the work off-site to us or we'll send staff to you. fastcat@primenet.com or (800) 987-6794 for more information.

CONTRACT CATALOGING: for ongoing, current cataloging or help with cataloging backlogs, use the OCLC TechPro service. TechPro provides expert cataloging and processing that's customized and affordable. Ask us about the new basic price option for books and serials projects that require only minimal editing. Contact OCLC at 1-800-848-5878, ext. 4386 or send e-mail to: marcia_stout@oclc.org.

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

Bill Seals
Publications Manager
National Association
of Broadcasters



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

Associate With Our Newest Experts

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

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

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

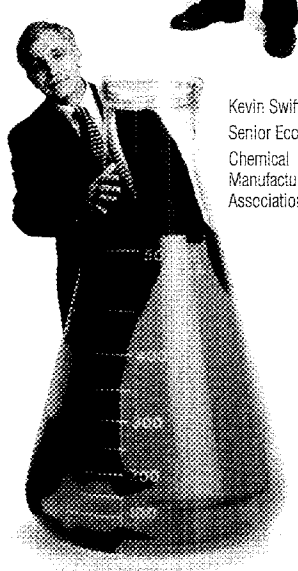
Our Investext®, MarkIntel®, and Pipeline℠ databases contain over 1 million reports from nearly 500 contributing firms around the globe. Easy to see why we deliver more expert answers than anyone else in the field.

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

The Investext Group
MORE EXPERTS. MORE ANSWERS.

http://www.investext.com

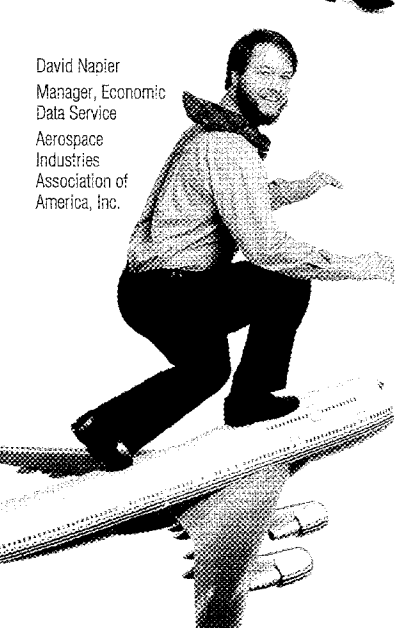
© 1997 The Investext Group. All products are trademarks or registered trademarks used herein under license.



Kevin Swift
Senior Economist
Chemical
Manufacturers
Association

Mary Bradshaw
Vice President
MultiMedia
Telecommunications
Association

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



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

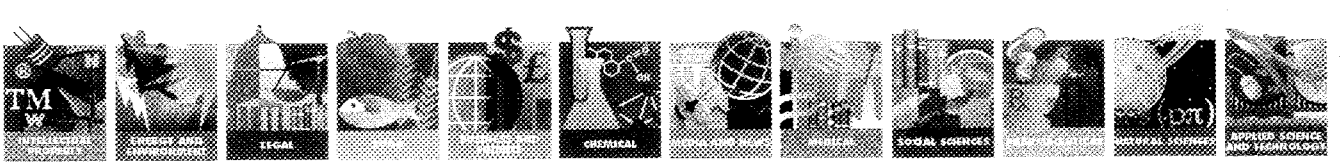
John Lutley
President
The Gold Institute

FEED YOUR DRIVE FOR KNOWLEDGE

Knowledge is power. And with KR OnDisc™ CD-ROM products, you have access to the business and research information you need to make informed and knowledgeable decisions. At your desktop. Like competitive research. Emerging technology trends. Strategic planning. New markets waiting to be tapped. And more. Plus each database is available for a fixed price and gives you unlimited access.

From business and industry to science and technology, you're covered with KR OnDisc. All with easy-to-use, powerful search software for both novices and experienced information professionals. Get a taste of how KR OnDisc feeds you the information you need with our 30-day free trial program. Phone 800.334.2564 or 415.254.8800. Fax 415.254.8093. E-mail krondisc@krinfo.com. Or visit our website at http://www.krinfo.com/ today.

KR ONDISC™
KNIGHT-RIDDER INFORMATION



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

©1996 Knight-Ridder Information, Inc. All rights reserved. KR OnDisc is a trademark of Knight-Ridder Information, Inc.
All other marks are the property of their respective owners.