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Information Outlook, June 1999

Special Libraries Association

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O U T L O O K

JUNE 1999

THE MONTHLY MAGAZINE OF THE SPECIAL LIBRARIES ASSOCIATION VOL.3, NO.6

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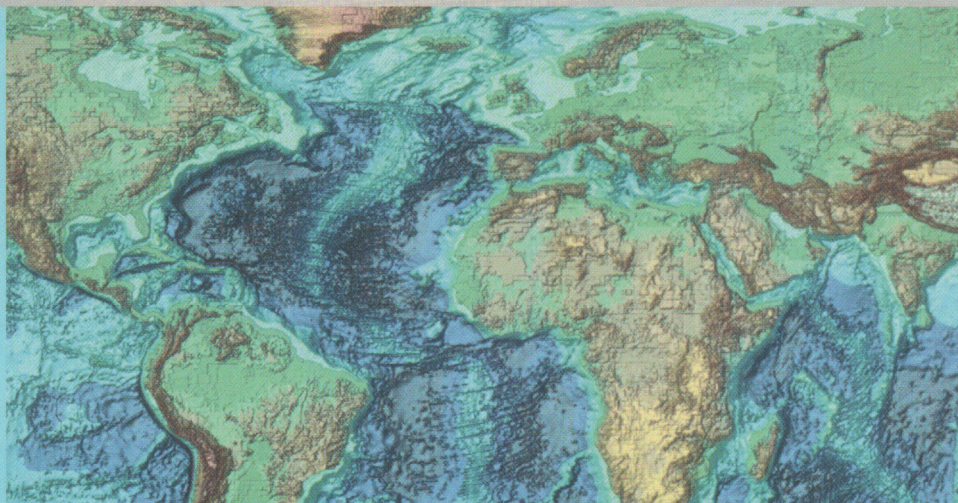
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Customer Service

Confronting International
Clients' Needs

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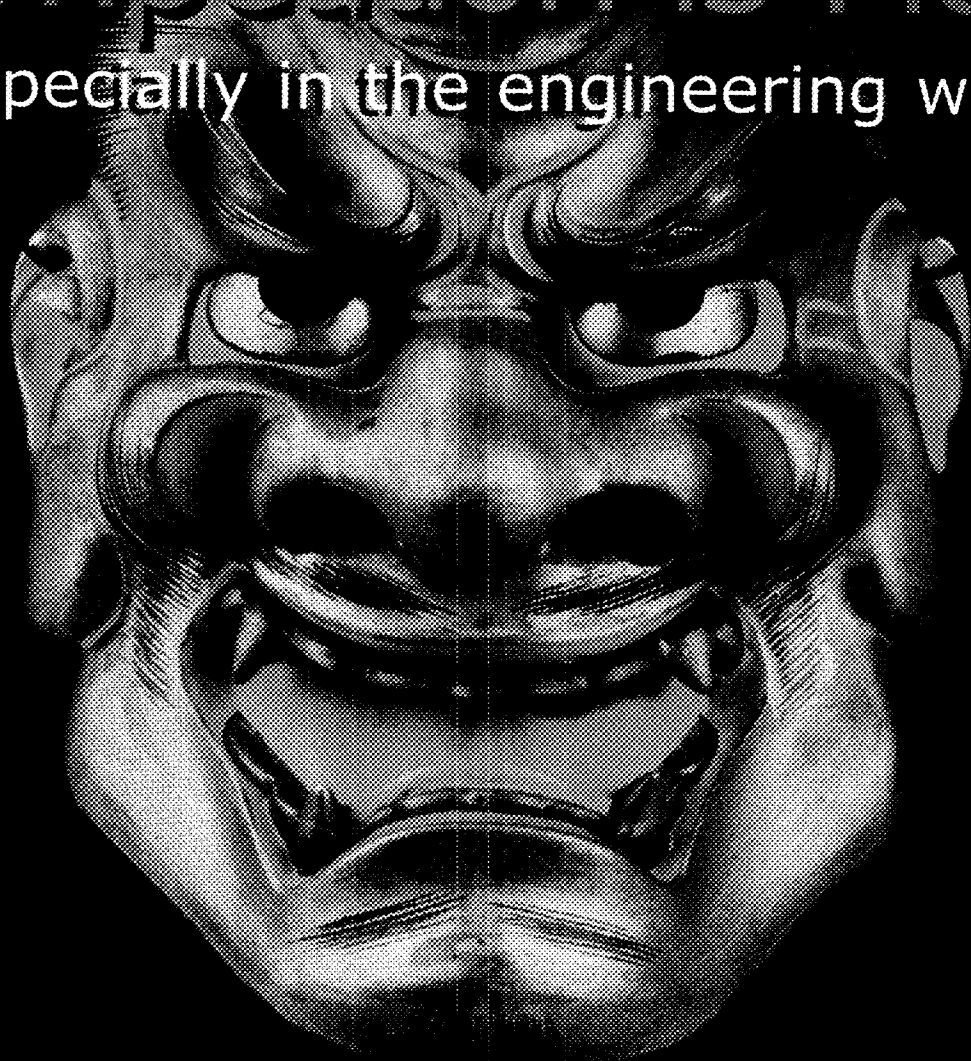
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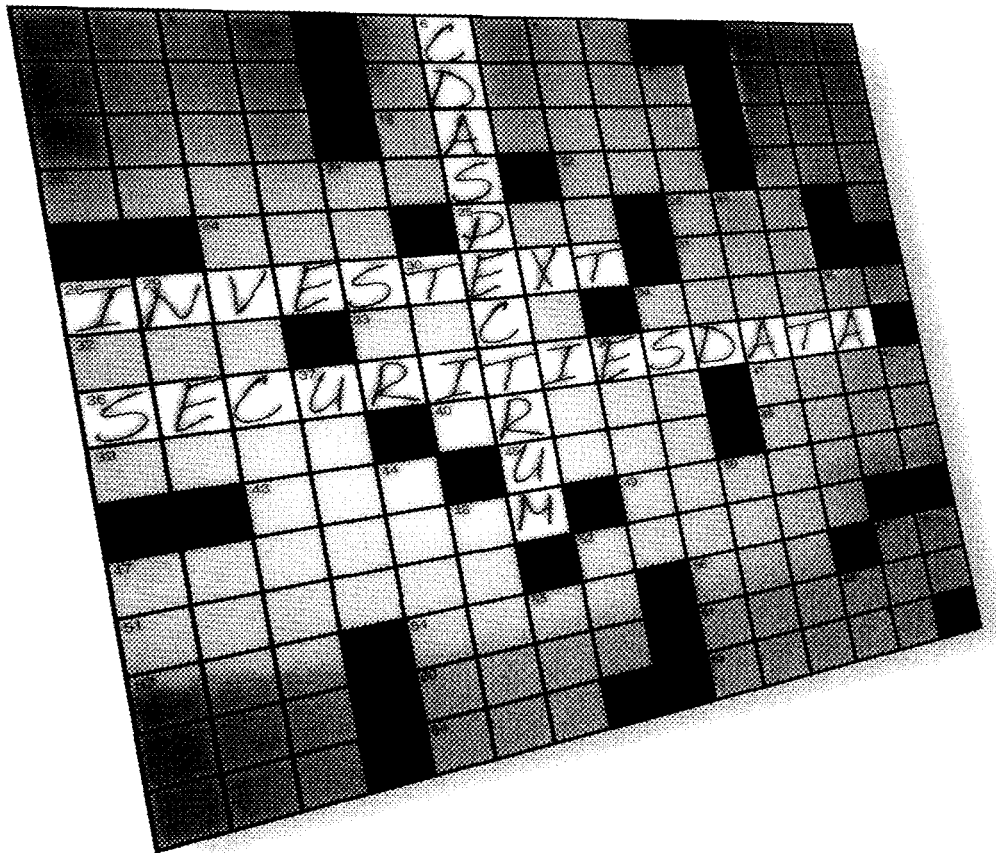
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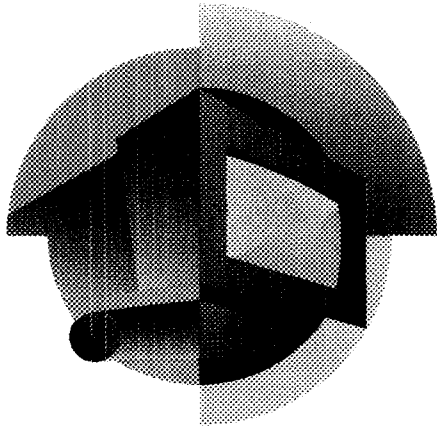


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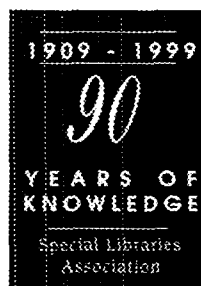
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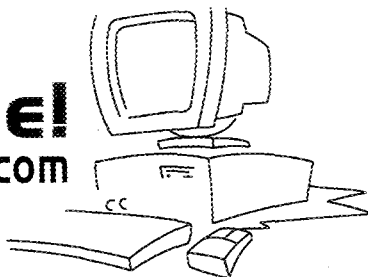
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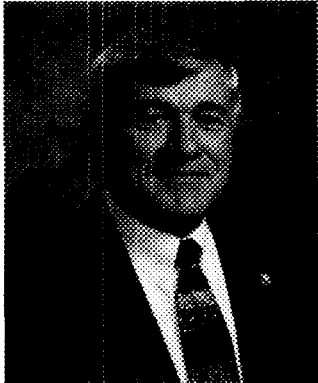
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service help us to stay
sharp and focused on
your needs.

Putting the "Service" in Customer Service

"SLA pledges to provide superior customer service to our members and other customers by strengthening and enhancing the image of SLA; delivering cutting-edge programs; returning all messages within 24 hours; striving to maintain an error-free database; and treating our customers in a courteous and respectful manner."

I am sure you have seen this statement before. But such a bold promise deserves to be repeated so you (the customer) and we (your staff) clearly recognize the importance of our relationship. We at SLA headquarters know that we truly exist because of your membership. It is certainly not said enough, but SLA staff is enormously appreciative of the commitment you have made to your profession and your association. With this there are high expectations of you, as a member, in working to strengthen the association and educate your peers on the competencies required to magnify the value of your profession throughout the world. The synergy that springs from our collective commitment is the driving force behind SLA's success for ninety years. It is the foundation that will serve as our launchpad for the new millennium.

As the membership gathers in Minneapolis, USA this month, the subject of customer service will be a topic of extensive conversation between and among members and SLA staff. Yes, our service to you is critical. Your ideas on our service help us to stay sharp and focused on your needs. But your service—to those who need your knowledge, skills, and intellect—is also a major reason for gathering at the 90th Annual Conference. Why do we attend? To learn, to network, to share, and to explore possibilities we might not have otherwise considered. Annual Conference creates human interactivity, providing us with opportunities to fine-tune our own competencies. In challenging the patterns in our working lives, customer service should be at or near the top of your list of considerations. Your investments now will bring rewards tomorrow.

Customer service is about more than just asking your customers what they want and need. It's about more than sending out surveys to determine customer satisfaction. Customer service is about stretching to give more than the customer expects. It's about providing value-added service without being asked. It's about THINKING LIKE A CUSTOMER! Each of us should know what our customer's expect before they know it. If you can crawl inside your customers' minds and understand how they think, you can go a long way toward truly satisfying their needs. If you can make satisfaction a regular habit, you can make your customers allies in the battle for budgets, respect, or any other needs you might have.

Whether you are visiting Minneapolis this month or you're at work wishing that you were, take time to create your vision for implementing a better, stronger, more flexible customer service plan. And commit yourself and your staff to meeting the goals of the plan. You can even challenge your staff by making your plan known to your customers, just like SLA staff has done for you!

David R Bender

David R. Bender, Ph.D.
Executive Director

MEMBER NEWS

Donovan, Williams and Crites Zero in on Pulitzer Prize

Elisabeth Donovan, research editor for the *Miami Herald*, was a part of the *Herald* team members who recently won a Pulitzer Prize in investigative reporting. She provided direct access to many public records and assisted in Intranet development all within a time frame to load searchable databases for reporters to access. Donovan also trained all project members in Autotrack database and other public records searches. She is a member of the Florida Chapter and News Division.

Margot Williams and Alice Crites were recently recognized by the *Washington Post* for their contribution to the Pulitzer Prize winning series "At the Courthouse." Williams and Crites compiled records into a database which developed the story. Both work at the *Washington Post* in the News Resource Center and Metro News Section. Williams and Crites are active members of the Washington, DC Chapter and the News Division.

Newman Awarded Fellowship

Wilda Newman was awarded a sabbatical fellowship by the John Hopkins University (JHU) *continued, page 12*

SLA NEWS

Beware Fraudulent Request By Mail

SLA Headquarters has learned that someone may be using mailing addresses from its Who's Who membership directory to fraudulently acquire valid bank account numbers in the United States. Hand addressed letters have been sent from a non-North American address requesting assistance in setting up a foreign bank account to transfer twenty five million dollars. For assisting in this endeavor, the writer claims that 25% of the total amount (about six million dollars) would be paid as a commission.

SLA headquarters has been unable to verify whether the phone number listed in the letter is legitimate. However, SLA staff warns against dialing the number, as we have been unable to determine whether the perpetrators are making money from extremely high toll charges assessed to persons who contact them by phone.

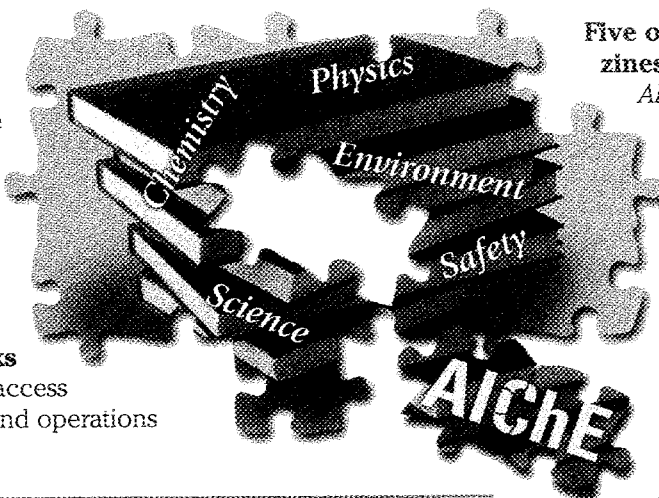
The association has reported this to the U.S. Postmaster, as it has done with similar past incidences.

If you've received a mailing like this, please contact Doug Newcomb, SLA's Public Communications and Publications Senior Director, at doug@sla.org, or by calling 1-202-939-3676.

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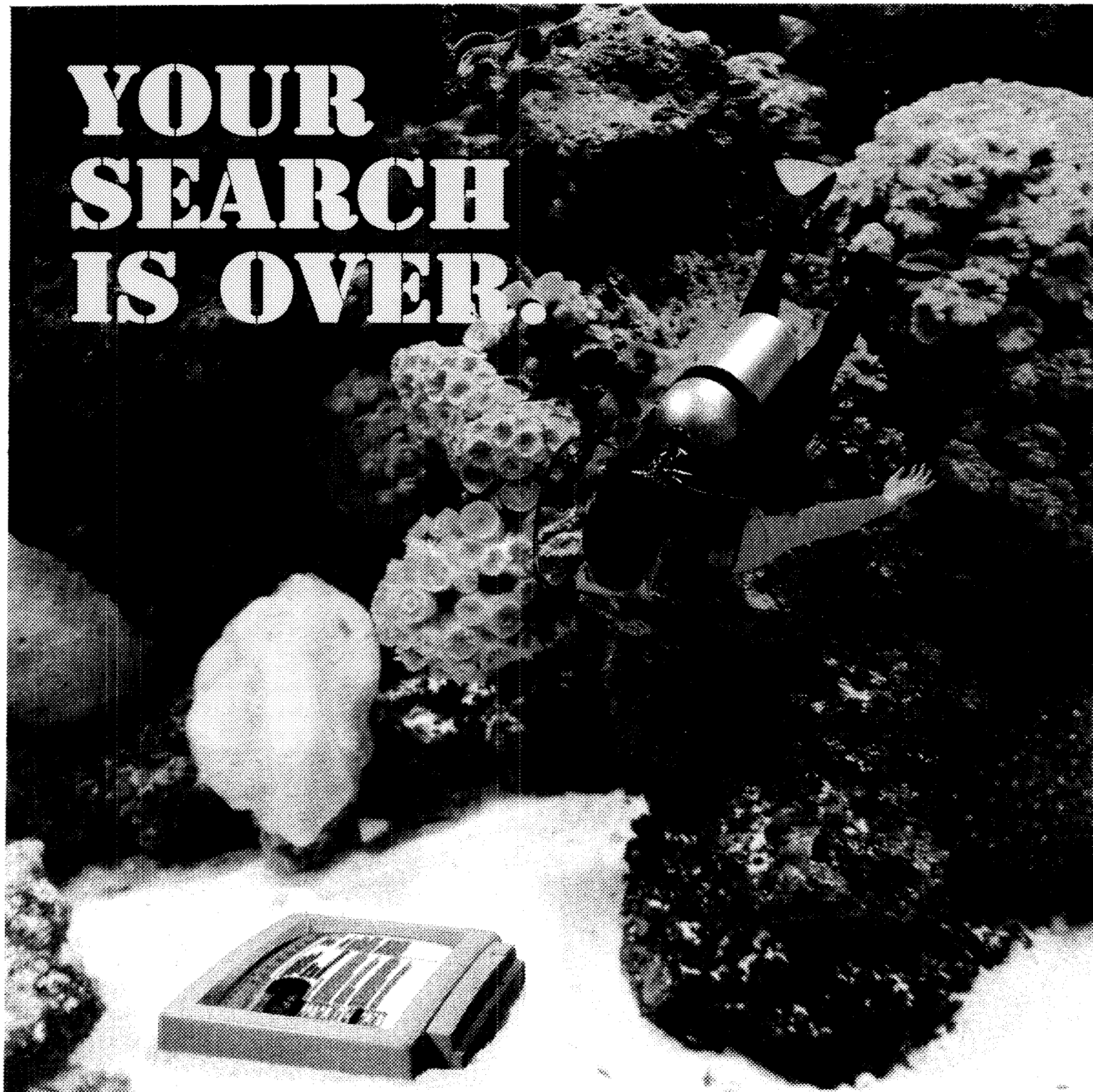
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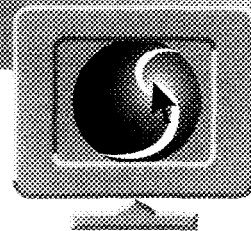


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MEMBERSHIP CARDS: Another Way SLA Provides Excellent Customer Service

Since January, SLA's staff has been striving to maintain the customer service pledge that each member of staff signed at the beginning of the year. This pledge, the impetus of which was the staff's desire to provide excellent customer service, promises the delivery of cutting-edge programs and the staff's determination to provide an error-free database. The new Members-Only section of SLA's web site is designed to help staff work with the membership to achieve both goals.

SLA's Members-Only section of the web site grants our members access to a number of valuable benefits. For the first time ever, SLA's membership directory will be searchable online. This electronic directory enables members to locate colleagues and fellow SLA members from around the globe. The directory is linked to SLA's membership database, and thus includes the most up-to-date contact information available for each of our members. It is updated automatically whenever our database information (such as an address, phone number, e-mail, etc.) changes.

Another useful new service available through the Members-Only section is the ability to review and change membership contact information online. This service eliminates the need to contact SLA headquarters to update information and will help staff in our endeavor to maintain an error-free database. Access to these records is password-protected for security, and each member will be granted access to his or her membership record only. Also included is the ability to view whether dues payments have been processed, to confirm when memberships expire, and to view any past or present committee assignments or offices held. As added benefits, full-text issues of *Information Outlook*® and SLA's frequently visited Online Job Search are also included within the Members-Only section.

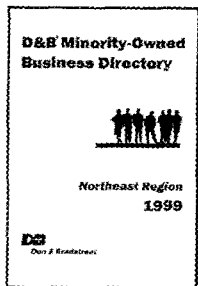
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INDUSTRY NEWS

Micropatent Acquires Optipat, Inc.

Micropatent recently acquired Optipat, Inc., a patent information company based in Washington, DC. Optipat is a leading provider of patent and trademark file histories and paper patents in the corporate and legal markets, providing cutting edge electronic research and document delivery. The acquisition creates a content provider with many different information products that will give users a cost-efficient option to shop in one place for research, document delivery, patent and trademark searches, file wrappers, and custom jobs.

FLICC Awards Honor Federal Libraries and Information Centers

The Federal Library and Information Center Committee (FLICC) of the Library of Congress in Washington, DC, recently announced the National Institutes of Health Library as Federal Library of the Year and the Defense Technical Information Center as Information Center of the Year for 1998. The awards are given in recognition

to the innovative ways federal libraries fulfill the information demands of government, business, scholarly communities, and the American public. The award winners were honored at the Sixteenth Annual FLICC Forum on Federal Information Policies in Washington, DC, this past March.

NCLIS Report Available

The U.S. National Commission on Libraries and Information Science (NCLIS) announced that the final report of a nine-month survey titled *Assessment of Electronic Government Information Products* is now available. The purpose of the survey was to collect detailed information on federal agency plans and practices related to the migration of ink-on-paper and microform products to electronic formats and mediums such as the Internet. The report's Executive Summary, which contains the key findings as well as other background details, may be accessed on the NCLIS web site at www.nclis.gov/news/news.html. The complete report will be available on the Government Printing Office Access web site at www.access.gpo.gov/su_docs/nclisassessment/.

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IN MEMORIAM

Dr. Anthony T. Kruzas

Dr. Anthony T. Kruzas died on Saturday, March 6, 1999, in Ann Arbor, MI, at the age of eighty-four. Kruzas was a professor at Wayne State University, Detroit, MI, and longtime member of the University of Michigan (UM) library school faculty. He was well known to special librarians through his teaching, dedication, and editorship of several

familiar, standard reference tools, including his *Directory of Special Libraries and Information Centers*. Kruzas was designated professor emeritus at UM, Department of Library Sciences in 1978. During his career, he specialized in the bibliography of science, documentation of scientific literature, and special libraries. He was also praised for his outstanding work with library students on the academic level.

A couple of Outstanding Authors



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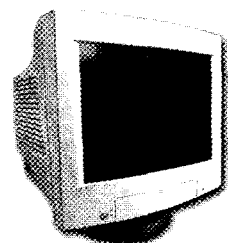
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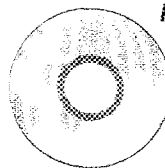
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Member News, from page 6

Applied Physics Laboratory. The Hafstad Fellowship will allow her to conduct research on Knowledge Management and User interfaces-2010 at the Digital Knowledge Center at JHU, Eisenhower Graduate Library from September 1999 through June 2000. The awarding of a fellowship process is a competitive process and is usually given to physicists, engineers, and mathematicians. Newman serves as director on the SLA Board of Directors. She is also a member of the Maryland and Washington, DC Chapters, as well as the Science & Technology Division.

Fredericks Named to Depository Library Council

Linda Fredericks, government and legal librarian, King County Library System, Bellevue,

WA, was recently named to the Depository Library Council to the Public Printer. The Council is responsible for advising the Government Printing Office (GPO) on issues related to public access to Government Information products through the Federal Depository Library Program (FDLP). Fredericks is a member of the Pacific Northwest Chapter and Information Technology Division.

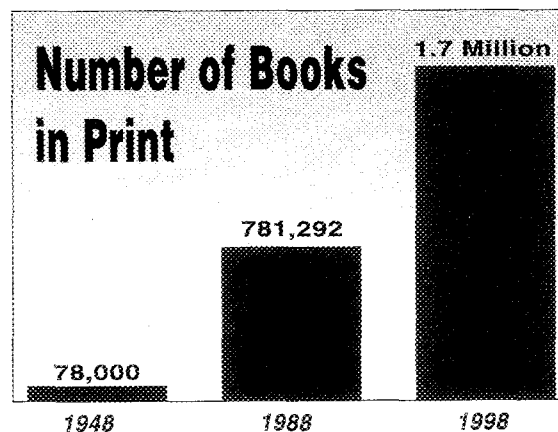
Stirling Updates Environmental Liabilities Reference Work

Dale Stirling, information specialist, Interlox, Seattle, WA, recently updated a 1996 bibliography titled, *A Reading List on Environmental Liabilities, 1980-1995*. Published by Specialty Technical Publishers, Inc. (STP) North Vancouver, BC, the original bibliography included more than 1,300 personally reviewed items.

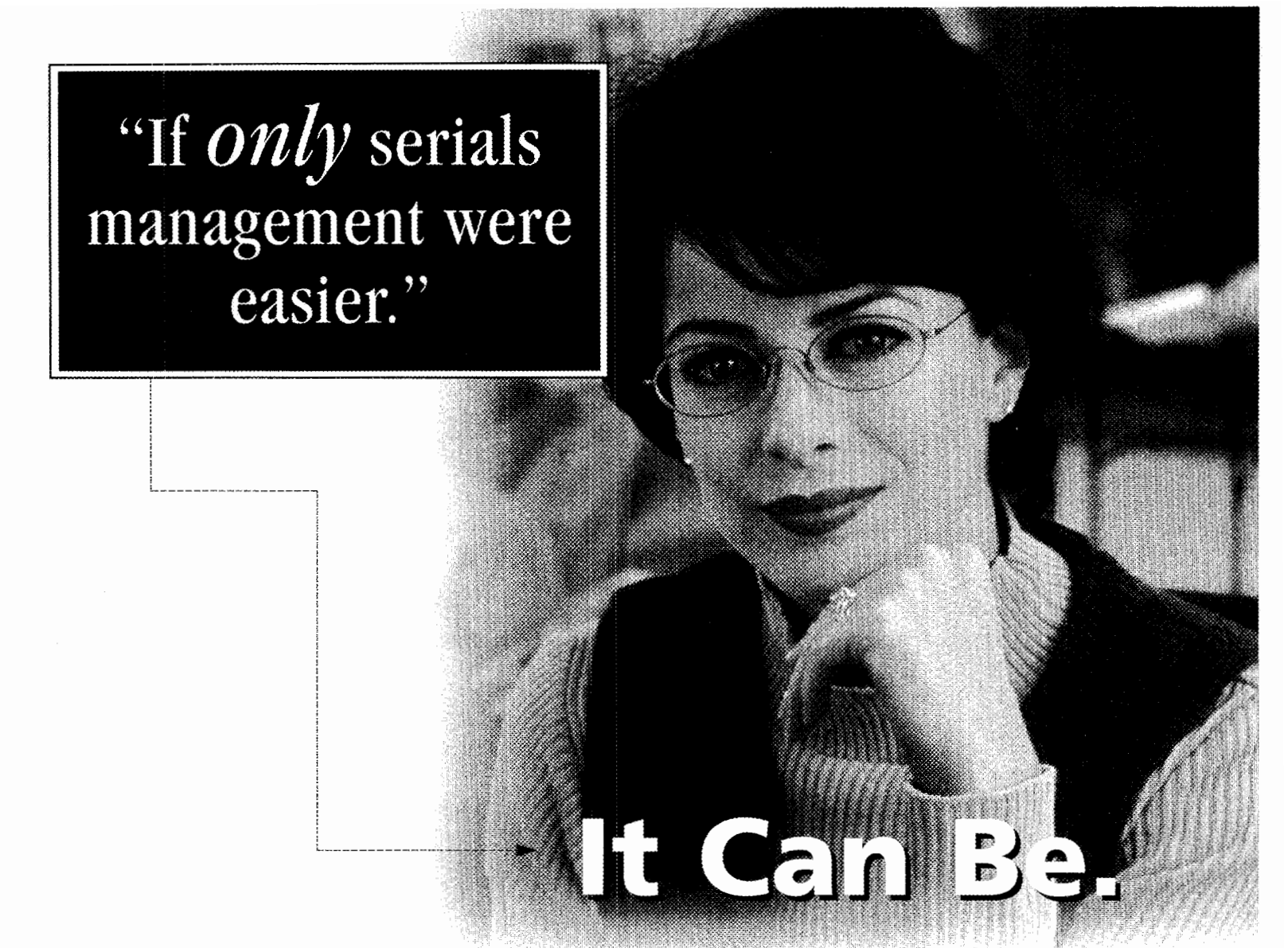
Her 1999 update includes items published between January 1996 and December 1998, which will add 350 new citations to the bibliography, including more references to environmental liability issues in Europe and Asia, as well as references to

Internet-based resources. The update will be published again by STP on CD-ROM. Stirling is a member of the Pacific Northwest Chapter, Biomedical & Life Sciences, Solo Librarians, and Environment & Resource Management Divisions.

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Source: R.R. Bowker's "Books in Print" database.



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Conducting a Library Evaluation in Tamil Nadu

In February 1999, I worked as a consultant for the Tamil Nadu Veterinary and Animal Sciences University (TANUVAS) in Madras, India (or Chennai, as it is now called). This opportunity was made possible through the Agricultural Human Resources Development Project (AHRDP), a five-year World Bank-funded project involving agricultural universities in three states. The project was designed to supplement the efforts of the central and state governments of India to improve the competence and efficiency of the state agricultural education system and its field-level services for the ultimate purpose of achieving better production. A key component in this plan was the development of a modern library and information system to support educational and research efforts. Through contacts made while serving as a consultant to the initial planning effort five years ago (which took me on a whirlwind tour of both northern and southern India), I was asked to return to the state of Tamil Nadu to conduct a more in-depth evaluation of their state university library system. Specific objectives for my consultancy were to conduct a detailed study of the university library in terms of collection development, adequacy of trained staffpower, and appropriateness of library operations; prescribe appropriate strategies for improving the efficiency of the library system; and address future plans and directions for the next two decades, in view of the global trend in information technology.

My work was centered at the Madras Veterinary College (MVC) Library, the major library facility in the TANUVAS University system. During the three weeks of my consultancy, I conducted extensive interviews with the library staff and faculty members, as well as with computer programmers and an architectural design team. The resulting report included two major sections. The first provided an analysis of library operations in terms of strengths, weaknesses, opportunities, and threats in the categories: facilities, staffing, professional development, technical services, automation, equipment and telecommunications, services, management, budgeting, and networking. The second section outlined recommendations for library improvements that would increase access to and use of information technologies both for providing better service and for more efficient technical operations. Also addressed were administrative policies and plans for

developing the library as a national resource for the biological sciences.

Madras/Chennai is the capital of Tamil Nadu and the fourth largest city in India with a population of about 5.4 million. This bustling coastal city is located in southern India on the Bay of Bengal. Located in the heart of the city is the Madras Veterinary College which was established in 1903 to provide care specifically for dogs and horses. Now, of course, it serves a much larger clientele, including cattle, sheep, goats, and poultry as well as local pets. The library clientele is a bit different. It services a faculty and staff of over 600 including university officers and three levels of professors. Courses are taught in the fields of veterinary sciences, fisheries sciences, and basic science. The undergraduate population is about 1,300 and graduates number approximately 300. Currently, the library is housed on one floor of the Clinical Block in very cramped quarters. Part of a new educational building has been designated for new library housing. This new space will provide a much needed home to the library's 35,000 book titles. The strength of the collection has made the MVC library a primary document delivery resource in India for the biological sciences.

The library is run by a committed staff of faculty, librarians, and assistants. The current head of the department of library science, Dr. G. Rajavelu, while not trained in information science, is an energetic administrator and library promoter. Day to day operation of the library is provided by two librarians: one for books and one for journals, while a third librarian is in charge of the current computer systems and a special student placement service offered through the library. As part of the modernization process, the university administration has agreed to hire additional library staff so more computer-related and user-oriented services can be initiated. Also underway is the development of an online catalog, expanded Internet access, and the addition of CD-ROM database search services. The combination of outside funding, a committed staff, and supportive administrators has made it possible for the library to make considerable progress in its modernization program. ☞

10 Zink

International Opportunities
<http://bubl.ac.uk/news/jobs/>

by Barbara Hutchinson, director, Arid Lands Information Center, University of Arizona. She may be reached via e-mail at: barbarah@ag.arizona.edu. For more information, contact Marydee Ojala (marydee@xmission.com).

*"A man's feet must be planted in his country,
but his eyes should survey the world."*

— George Santayana, U.S. philosopher and poet

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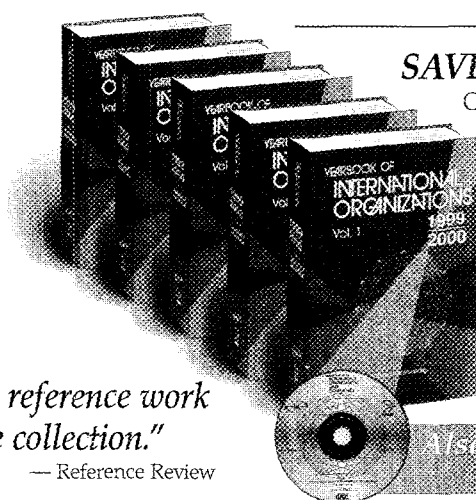
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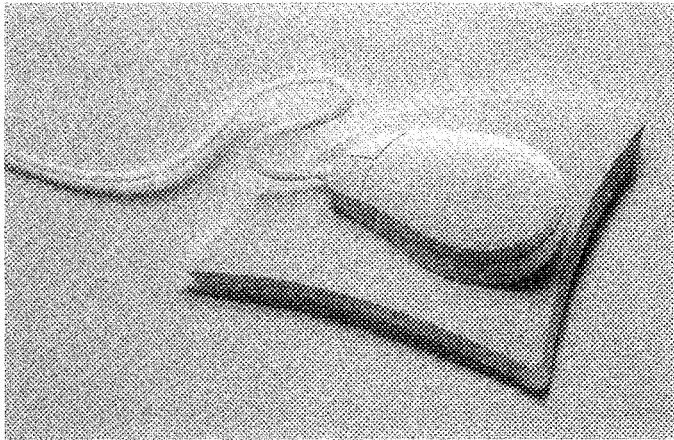
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Professional Development OUTLOOK

Access SLA's Newest Distance Learning Program from Your Desktop

Are you looking for a convenient way to access SLA's cutting-edge educational programs, but don't have the time to leave the office? Do you want the quality of an in-person program, but budget dollars are scarce this year? The Professional Development department will launch its newest distance learning program the *Real-time Desktop Courses* sponsored by the West Group on June 30, 1999. These exciting new instructor-led, real-time courses closely mimic in-person programs, but allow you to participate from your desktop. Each course is scheduled for a



specific day and time when you can participate and use audioconferencing and web technologies.

On June 30 from 2:00 p.m.-3:30 p.m. EDT, Steve Arnold, president, Arnold IT will serve as our instructor for the course **Hot Trends to Energize Library Service Delivery**. In the last six to nine months, new computing architecture has enabled a range of new user friendly applications and tools. These promise to revolutionize the delivery of library services. This session will focus on the following hot trends: XML, Linux, portals, new interfaces, and new searching systems to retrieve information (text and non-text).

Don't miss **The Impact of Recent Changes to U.S. Copyright Law** on September 21 from 2:00 p.m.-3:30 p.m. or September 23 from 10:00 a.m.- 11:30 a.m. EDT (the same program will be presented both times) taught by Laura N. Gasaway, director of law library and professor of law, University of North Carolina Law Library. Recently, there were significant amendments to the U.S. copyright law which affect libraries in a number of important ways. This course which focuses on the *Digital Millennium Copyright Act* and the *Copyright Term Extension Act*, examines the changes in library practices mandated

by these amendments. Pending legislation relative to databases will also be covered.

A practical, hands-on course **Cybersleuthing** will be available either on December 7 from 2:00 p.m.- 3:30 p.m. or December 9 from 10:00 a.m.- 11:30 a.m. EST. The program will provide you with a step-by-step action plan to find top quality business resources on the Internet. You'll have the opportunity to go to some specific sites that will prove to be invaluable to today's information professional.

Here's how you can take part in the *Real-time Desktop Courses*:

Register in advance as you would for any other SLA program. Registration materials are available on the SLA web site at <http://www.sla.org/professional/desktop.html> or by contacting the Professional Development department at 1-202-939-3679 or by e-mail at profdev@sla.org. **The courses are only \$45 each for SLA members!** Upon registering, you will receive a confirmation letter along with handouts prepared by the instructor for your specific course. The confirmation letter will contain an 800 call in number that will connect you to the audio portion of the course the day of the program along with a web address and password to access the visuals that your instructor will be using.

Prepare for your course 15 minutes in advance of the starting time. Find a space where you will be comfortable. Confirm that this space has a speaker phone and a computer with Internet connection. Access your course visuals on the special web page set up for your course. Take out your handouts that were sent to you in advance.

Call the 800 number at the starting time. This will connect you via audioconference to the instructor and your classmates.

Enjoy the course! The instructor will guide you through the material keeping in mind that you are looking for practical applications of the concepts.

Be an active participant. There will be specific question and answer segments during the course. To ask the instructor a question, it's as simple as pressing a key on your phone. The operator will give you specific directions on the procedure during the program.

In order not to compromise the interactive nature of these courses, participation in each *Real-time Desktop* course is limited. Registration materials are available on the SLA web site at <http://www.sla.org/professional/desktop.html> or by contacting the Professional Development department at 1-202-939-3679 or by e-mail at profdev@sla.org. ☞

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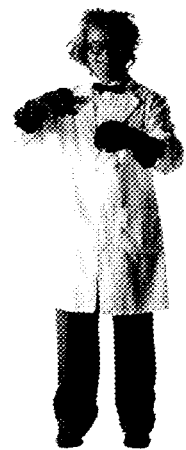
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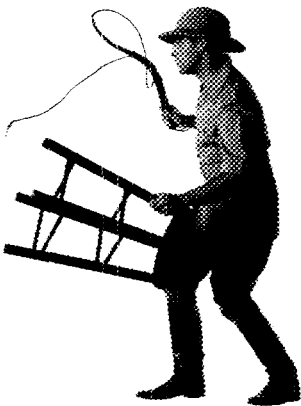
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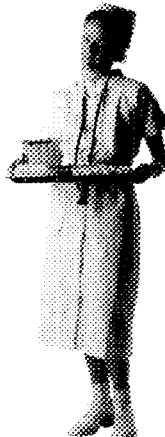
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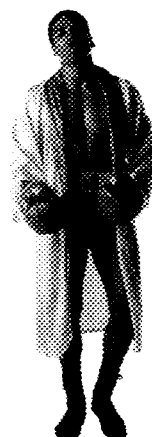
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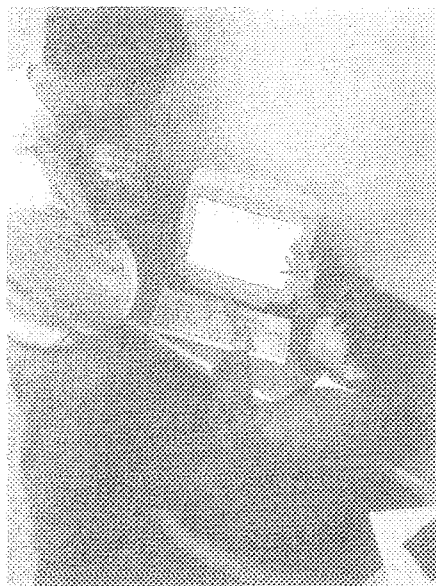
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INFORMATION ON YOUR TERMS





CONFRONTING THE STYLES AND NEEDS OF AN INTERNATIONAL CLIENTELE

by
*Meri
Meredith*

Today, we are all working in a global environment; our clientele reflects the cultural diversity of the world. In 1976, the Asian enrollment in higher educational institutions in the United States was 97,000 students and in 1997 that enrollment had increased to 291,000 students (*Statistical Abstract of the United States* 1998 p.190). European student enrollment has increased from 14,000 to 68,000 for the same period, and Latin American students had increased from 30,000 to 50,000 for that period as well (ibid p. 190). Clearly, we are operating in a multicultural environment. The international students informational needs span a range from truly simple to extremely complex subject matter and often they cannot differentiate which is which. What they think is a simple request may involve hours of research and what they think is a complex request may turn out to be quite easy to find. The process of answering a request may involve teaching the workings of databases, explaining information packaging, or translating a data set into the vocabulary of the particular database. We often act as translators when connecting the international client to the needed information. As well, there are certain attributes needed to provide excellent reference service to international clients.

Creating a Comfort Zone

The very first thing you want to do is

create a comfort zone for your clientele that is conducive to learning. "Smile at people. It takes seventy-two muscles to frown, only fourteen to smile" (<http://www.dallas.net/~barker/1.htm>). "When truly genuine and freely given, the smile elicits almost instant trust and friendship. No frown can ever do that: and it takes so very little effort and energy." (Crawford, PR. "Celebration of the Smile." *Journal de l'association Dentaire Canadienne* 55(3):159, Mar. 1989). An introduction, a gesture to be seated, or some indication that you have all the time in the world will help those living in a "blurred" society take a deep breath and get focused. As an example, I will sit down next to the international person at the computer and show them how the information is organized on it. I also show how easy it is to get a full-text copy of an article from that computer. After the session, the student has more confidence using the computer and building search strategies. I often explain how our particular library is set up to give the student an understanding about the "reference shelves", "index tables", the "periodical room", and the "stacks".

Respect Their Person

The second thing we must keep in mind is the continuous educational environment in which we all work, so being polite is paramount. The learning process lasts a lifetime.

Meri Meredith is a reference librarian in the Business Library at the Ohio State University. She may be reached via e-mail at: meredith.18@osu.edu.

With constant change there is constant learning that can either be fun or very laborious. Try to brainstorm with your clients. This creates a proactive environment in which students can act as teachers and teachers can act as students, both learning from each other. When a client feels you are taking them seriously, they will feel respected. As Maya Angelou said in her inaugural poem, *On the Pulse of Morning*, "Here on the pulse of this new day You may have the grace to look up and out And into your sister's eyes And into your brother's face, Your country, And say simply Very simply With hope—Good Morning." (Angelou p. 10). When you treat a person with respect it builds their confidence. For some reason, our clientele have difficulty reading the certain call numbers. After six years of dealing with this problem, I walk them to the stacks and help them find the item. It is not easy explaining why HF5415.127 comes before HF5415.3 on the shelf. Once they see the difference, they have a better understanding of the structure of the library.

Slow the Pace

In this day of instant gratification, try to slow down. Stop to smell the roses, they will not be there very long. Savor the research and communication process. Get to the real question at hand not the one first stated. Often they are quite different. An international person may hear entirely differently than you. This reminds me of the Asian student who asked me for the ticker symbol for "inter". After a few moments of trying to understand what he was saying, I finally wrote "intel" on a piece of paper. His "L" sounded like an "R" to me. As a result of this communication struggle, he has become an avid user of the library. International students often hesitate in asking for help. One Asian student said she did not feel smart and was afraid to make a fool of herself. I had to assure her that it was her job to ask questions and mine to answer them. Often you need to get the student thinking out of their "box". Much of the time they are set in their thinking and/or way of doing things. The language barrier makes this more difficult, but if you point out a better way, they can sometimes make the

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transition. This involves actually teaching them about different resources, which databases contain which kinds of information. Again, showing can make all the difference in the world in their comprehension.

Sometimes, I am brought into the research process midway so it is important to know what prior steps the patron has taken. I find they are more than willing to retrace their steps. During this process such problems as a book being checked out or in another library will surface. They have learned a valuable lesson—how to completely read a record. This is no small task for patrons new to your library environment which is often much more complicated than the regular public library. At this writing, our patrons can get to the catalog via telenet and the web. They have choices and depending on which choice they make they will be forced to use the keyboard or the mouse. When all systems are in a web version they will not be forced to make a choice, but four years ago they only had telenet access so that is what they learned. I had a student complain to me about how complicated the library has become. Previously, they had access to ABI/Inform on CD-ROM. Now they have access to ABI/Inform, Academic Universe (Lexis-Nexis), Business and Industry, Congressional Universe, Disclosure Global Access, Dow Jones Interactive, Gale Business Resources, Periodical Abstracts, Wall Street Journal on disc, etc. The list goes on and on. The question, "Which computer do I use?" gets asked on an hourly basis.

Show Them How to Do It

A picture can be worth a thousand words. Show them whenever possible. I walk the patron to the resource and show them how to use it, be it a computer or a directory in paper format. I walk them to the stacks and show them how to read a call number. It is always inspiring to me how quickly they pick up on this. They, in turn, educate a fellow student creating a domino effect. International students have a tendency to stick together so if you can educate one, they will do your job in educating their fellow students. Another strategy I use is to sit them down at the computer and point out the steps to be taken, and then make them do the actual steps.

Repeat Business

Repeat, repeat, repeat. I find repetition really helps with international students. Active listening skills are important here. Restating the reference question often leads to a more targeted communication. They might not want all information on Proctor & Gamble (the original question) but rather, specific information on a lawsuit involving Proctor & Gamble. If repeating the question does not work, try rephrasing or rethinking the information request. Repeat business is the name of the game regardless of the for-profit or non-profit status of the institution. I see people over and over again because I make sure they do not leave the library empty-handed. They may have to go to another library, but at the very least they have a citation or two in hand and a clear idea of where they are going. Repetition enhances the learning process and makes it easier. Any time you make life easier for an international student, you are a hero!

Maintain an Optimistic Attitude

Act as if everything you do is a joy for you. It is amazing how contagious this attitude can be and it translates into a friendly and warm environment. People feel isolated and lonely. If you can be of any help it is greatly appreciated. More and more, I hear patrons thank me for my time. Time is such a precious commodity; patrons are thrilled to get valuable help that will speed up their research process. When there are lots of people waiting for help, I ask who is next. This gives everyone a sense of equality. I know what I am proposing takes energy and going that extra mile, but it is worth it in the long run. I also ask them if they found the item for which they were looking. If the answer is no, we go back to the drawing board. I try not to let them exit without the 'exit' interview. One client was looking for labor costs in various countries, not wages, but labor costs which includes benefits. This is not an easy data element to find, but one can get some labor costs through Datastream on approximately twenty-five countries. Another patron wanted to know a specific company's foreign direct investment in a particular country. This is often proprietary information and may just not be documented.



Communication is Key

Communication is key to successful reference work with international students. We communicate with our body language such as facial expressions or handshakes, with our attitude such as being in a hurry or slow deliberation, as well as what we say. Direct eye contact is considered essential here in the United States, but in Japan, it is considered discourteous and disrespectful. Students need to be encouraged to ask questions. They often need an explanation of how things work. They need to understand what a thesaurus does and how databases are constructed, as well as the different kinds of databases—bibliographic, full-text, statistical. Does the database contain citations or records? Is it fully functional or are parts of it not available? I find in a large environment like mine it is important to make the student feel special. I try to get their name and remember it. This can be very difficult. Again active listening helps convey a real interest in their unique information request. Some of them can come up with fairly complicated theories to prove. It is important to explain why a question is not a quick question. I do not know how many times a patron comes in with a quick question they have been working on for hours or days! Or they have been surfing the net and have not been able to find anything. In many instances, what they are looking for is only in paper format in our library.

You Are Now a Reading Teacher

Certain international clients have difficulty reading the English language. Sitting down with them at the computer and reading along side them motivates them to work harder at comprehending the words in front of them. The availability of the Internet can be discouraging to students. They search for hours without finding what they want. Then they come to the reference librarian and get that need satisfied within minutes. Understanding electronic indices can prove a challenge to the international student. Giving them an explanation of the content of the database can be enlightening. Also helping construct search strategies gives them a better understanding of the English language and the thesaurus concept.

I am sure we have all encountered what I call the “bull dog” client. My mentor, John May, former director of the library at Centre College taught me how to handle difficult reference questions. He would just walk around thinking as hard as he could until he found the solution. He would go to the card catalog (it was cards back then), he would go to his office, he would go to technical services. Sometimes thirty minutes would elapse before he could come up with a solution. I suggested brainstorming with the patron so they knew it was not an easy question. One of our faculty approached me about a problem with certain data he had been tracking for some years. His source

was no longer handling the data. Since he spoke in very broken English, it was difficult for me to understand him. I know that many people out there assume we business librarians know about all statistical data. But in truth, we are not economists. He was trying to find something called the Benchmark Input-Output Accounts for the U.S. I found that the Bureau of Economic Analysis tracked this data. I called the Bureau and fortunately reached a knowledgeable person who told me where they had moved that data element. It is found in the *Survey of Current Business*. This process took several days, but I had a happy faculty member who comes to me on a yearly basis with a highly difficult request. He was satisfied the first time and continues to return—repeat business.

Practice Patience

Patience is a virtue and a little humor will not hurt either. We had a visiting professor from India who spoke minimal English and who did not even register with his department. The documentation he showed us was to expire in two days. We found out the hard way that he was visiting for two quarters. The staff showed him over and over and over again how to use some of the electronic sources, but he just could not seem to learn the systems. He was researching human capital and the economics of a country—his country. He had an excellent command of the French language, but was totally lost in English. He kept telling

Be proactive.
Do not
wait for the
user to
come to you.

us he understood when in fact we could tell he really did not understand. I guess according to his culture, it was not okay to say no to a woman. Thank goodness he was the kindest person, but it still took lots of patience in working with him. I was working with a false knowledge base. He gave us a gift from his country before he went back home.

Be Proactive

Be proactive. Do not wait for the user to come to you. Go to the user. I find some users are reluctant to ask for help. If I see someone browsing the shelves, I will ask if they need some help. Many times they do not know how to pose the question. This is when interview savvy comes in handy. I ask if they are looking for company or industry information, is it a public or private company, is it a national or global approach, etc. Usually this gets the juices flowing. Often the clients are grateful for this proactive approach.

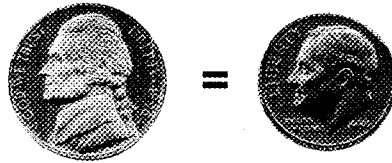
We must do our research on different cultures. For example, it is better to hand a book to an international student with both hands. This way you do not offend anyone. I had one Asian student who refused to read. She wanted me to do all the work for her including reading for her. I told her I realized it must be terribly difficult for her, but reminded her that this was her reason for being in an American university.

Also, hand gestures and body language can mean very different things in different cultures so be very careful which gestures you use. The American "okay" signal can become misinterpreted as vulgar or obscene in other countries. In many instances, it is better to be more formal than casual. There is so much violence and crime in the United States and on television that students see life here as very dangerous. Politeness can reassure the student.

Although we streamline information, Stan Davis, in his book *Blur*, talks about the integration of products and services such as Levi's Personal Pair program. One can have a pair of jeans custom made from any store and it is all done by computer. They take your measurements, send them by computer to their cutting room which cuts a pair of jeans to your particular specifications and, mail the finished product to your home. (Davis p.26)

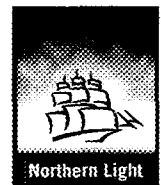
An example of unrealistic expectations is when a client came into the reference room waving a copy of a page from the *Economist* which had some Purchasing Power Parity (PPP) data for seven countries. He wanted the same data for sixty countries on a twenty-year historical basis. This index is used by some as an indication of equitable trading of goods and services across borders and ties in directly with the currency exchange rate. I really did not understand the importance of this data, but three years later, I was still getting the same question! Each time it was a different user, but the same copy of the page from the *Economist*. Since this problem was not going to disappear, I contacted the Economist Intelligence Unit (EIU) in New York and asked them about the PPP. They explained they do not compile that information. When I contacted EIU in the UK, they knew which office did publish this data but certainly not on sixty countries for twenty years. The point is the patron had an expectation that certain data existed and in the format he wanted when this simply was not the case. I did find the PPP for many countries later in the *World Development Report* in Table 1. It is time, knowledge, persistence, and getting to the right people on a global basis that turns a request into a successful result.

In conclusion, all that really matters is the kindness we impart on others. This world can be a very scary place especially at the speed at which we are living. Many international clients are not accustomed to the pace of the United States. If we can convey a sense of sharing and caring, we can propel their learning experience. I do not know from whence my clientele comes nor how long they have struggled with their informational need prior to coming to me. However, I do know I want them to achieve success because when they are successful, I am successful too. Hopefully, their research will better the research and development process which in turn will better the progress of their countries which in turn will better the world as a whole. Creating a comfort zone, smiling, respecting, slowing the pace, showing, repeating, communicating, being proactive, practicing patience, and learning different cultures is necessary when dealing with an international clientele. ☪

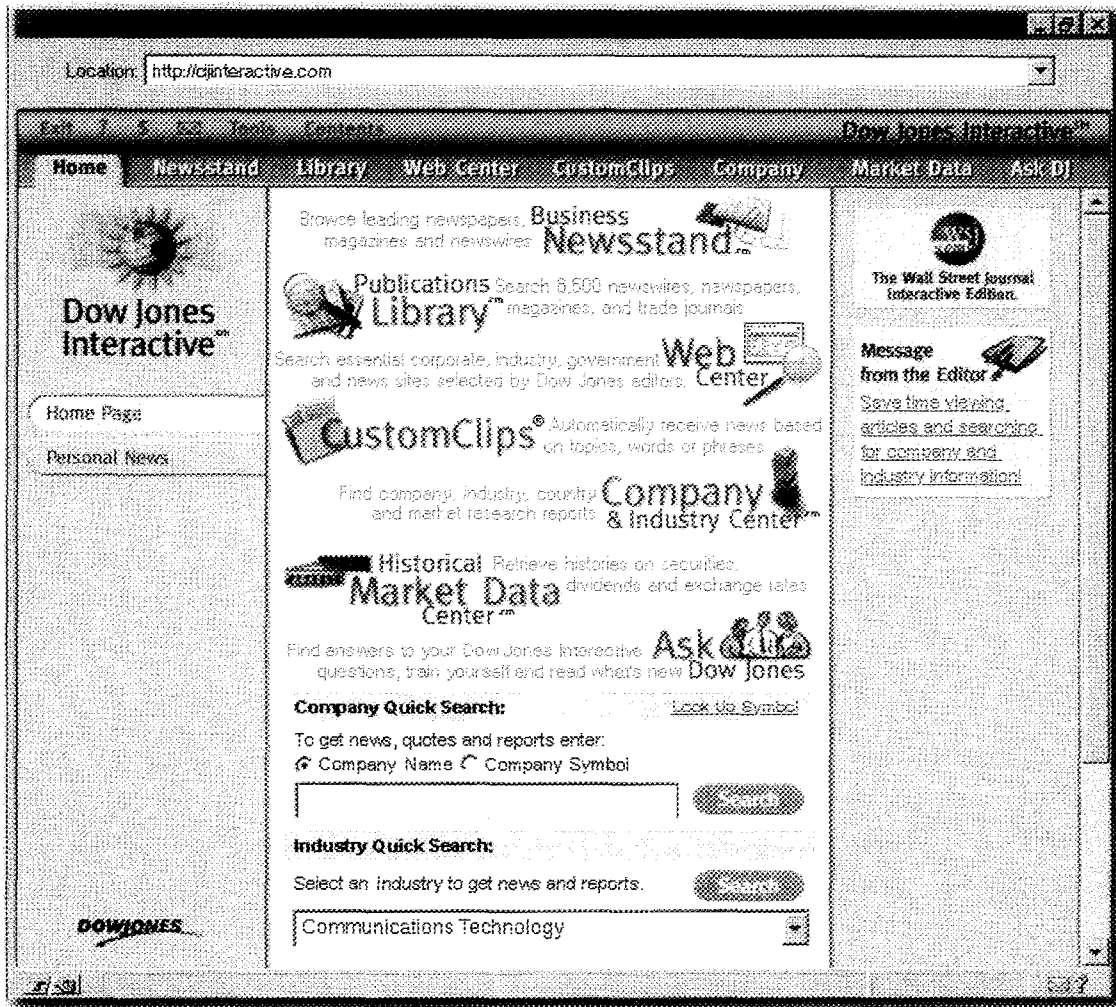


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ISO 9000: The Librarian's Role

by

CHRIS DOBSON

and

CAROLYN ERNST

If you've seen the Dilbert cartoon on ISO 9000, you probably think it's just another management fad that takes a lot of time, generates piles of paper, and has no impact on the bottom line. While ISO certification does take time and documentation is a major part of the process, it really can improve a company's processes and products. And, believe it or not, your library may be ground zero. If you have technical standards in your library, or if you are responsible for supplying electronic sources of standards to engineers, ISO 9000 can change your life.

Just What Is ISO?

ISO 9000 is a series of international quality assurance standards developed by ISO, a worldwide federation of national standards bodies from approximately one-hundred countries. ISO is not an acronym; it is pronounced "eye-so." The word is derived from the Greek word *isos*, meaning equal or the same. The International Organization of Standards, the official name of the organization which is located in Geneva, Switzerland, thought that ISO would

give the proper context to its mission—establishing standards that are the same worldwide.

One of the driving forces behind the growth of ISO certification is the global economy. The ISO 9000 standards enable designers, manufacturers, service providers, vendors, and customers to work with the same set of quality standards, regardless of where they are located.

The ISO standards codify what really amounts to common sense. They specify that a company have a quality manual, that people be trained in the jobs that they do, and that management pay attention to what's going on. The presumption is that if a company has a sound quality assurance process, good quality and customer service will result.

There is no single standard called ISO 9000, but here is a simple breakdown of the ISO 9000 series:

- ISO 9000-1 provides guidelines and basic definitions that describe what the series is about and help in the selection and use of the appropriate ISO standard (9001, 9002, or 9003).
- ISO 9001 is the most comprehensive standard and is a model for use by both manufacturing and service organizations. It is used to standardize a quality system,

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from initial design and development of the desired product or service, through production, installation and servicing. For instance, General Electric has design engineers, manufacturing engineers, a sales force, and service technicians. The functions of each of these groups of employees would be examined under different sections of ISO 9001.

- ISO 9002 is identical to ISO 9001 except it omits the requirement of documenting the design/development process. This standard is used when a corporation manufactures and distributes a product after the design and development have been completed. No research or development is done at a Coca-Cola bottling company. That has already been done by the headquarters R&D department.

*Note the flexibility of the ISO 9000 standards. Although Coca-Cola does "design and

develop" its product, the headquarters location, including R&D, would need ISO 9001 certification. The bottling plants need to conform only to ISO 9002. In fact, you can register a single product line at a site. Some corporations begin the certification process with a single business unit or product rather than trying to qualify the entire company at once.

- ISO 9003 is for use by organizations that need to show they are delivering the desired product or service—service companies and distributors, like the mail order house that supplies you with your prescription medicine or a retail operation such as Sears.
- Finally, ISO 9004-1 is a basic set of guidelines organizations can use to help develop and implement their quality management system.

Your organization becomes "registered" under any of the three ISO standards (9001,

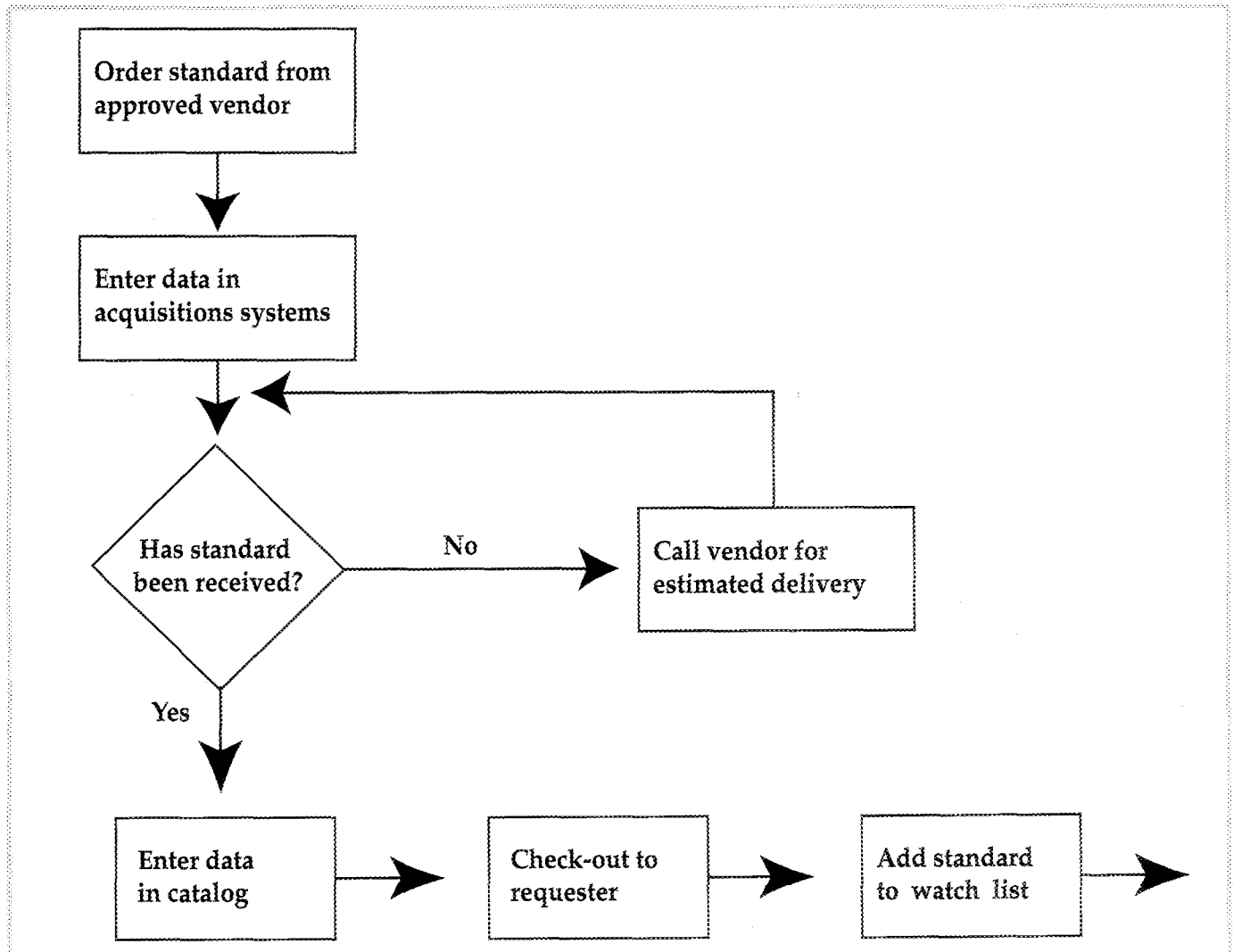
9002, or 9003) if a third-party auditor finds your organization fulfills the requirements of the ISO 9000 standards. The independent auditor has been trained and is sanctioned by ISO to do the assessment.

Taking Control

Part of assuring quality, according to ISO, is designing products to current standards. This sounds logical. What it means in practice is that someone has to keep track of the standards. Someone has to know who has what standard. Someone has to make sure the engineers have the most current standards available or that they know when they are using obsolete standards. If the library is responsible for supplying standards, that someone is you.

ISO 9001 is a complex document with twenty different sections, but there's only one small area that concerns librarians.

FIGURE A



Section 4.5 covers "Document and Data Control." (If you are also in charge of records or archives, you will need to deal with 4.16 also.) Section 4.5 provides a way of establishing and maintaining procedures to ensure the standards are:

- Accessible—You need to know where to locate them at all times. You also have to make sure that those documents can be accessed easily by all who need them.
- Updated—Many corporate libraries have standards in the library—either paper or electronic copies. Very strict procedures must be followed to make certain they are controlled properly and the obsolete versions are clearly marked. Why not just get rid of those obsolete documents? There are several reasons you might want to keep them.

1) If your company manufactures high-tech equipment for developing countries, it may be manufacturing to obsolete standards because the country's infrastructure won't support the latest technology.

2) Your company may support older equipment and the support people need to be able to answer "why does it work this way" questions based on the older standards.

3) Your legal department may require that you retain older standards for use in product liability lawsuits.

These are all valid reasons and there are undoubtedly more.

- Controlled, regardless of format (paper, electronic, or other media)—In order to implement the provisions in ISO 9000 standards, someone needs to monitor the use, storage, and currency of all copies of external standards being used by your company.

Putting ISO into Practice

Standards are available on paper, on CD-ROM, or through web-based services. You may have any or all of these formats. ISO 9000 impacts your standards acquisition procedures in two ways. First, you must know what revision of a standard you need. When an engineer asks for a certain version of a standard, ask if he wants the most current version. He may not realize the standard has been updated. Designing to the wrong standard has a negative impact on quality, something ISO is designed to avoid.

Second, ISO 9000 impacts standards you order that will never be stored in the library. You have to keep track of what you ordered and for whom, even after you receive it. This facilitates updates and labeling of obsolete versions. Now you have to catalog everything you order. There are no particular format requirements for cataloging. ISO 9000 is vague enough on the details to allow companies to make the system fit their requirements.

If you do keep obsolete standards in the library, extra care must be taken in your shelving arrangement to make users aware of the difference. Stamp them "obsolete," shelve them separately from current standards, and use folders or binders that are different colors to distinguish between current and obsolete. When you receive standards on CD-ROM, label the non-current jewel cases and store them separately.

The most difficult aspect of ISO compliance for the library is keeping the standards current. If you have paper standards, there are updating services that alert you to new revisions. In addition to using an updating service, you must be prepared to advise an engineer at any time whether a particular standard is current. Regardless of whether the format is paper or electronic, you need a

very reliable vendor, a web page address, or a telephone number that can be used to verify currency of standards from each organization that supplies them.

Putting it in Writing

Documentation is the major task associated with ISO certification. ISO stipulates three levels of documentation:

Level 1 is the company's policy manual. Your only concern with this level is to make certain the librarian is listed as the person responsible for document control.

Level 2 is the quality manual and nothing directly concerns you.

Level 3, however, is operational procedures. This is where you document how you actually acquire, catalog, shelve, circulate, and update the standards. The basic sections of a Level 3 document are:

Purpose: the why part of your documentation. For instance it might say "to define procedures for controlling external documents obtained by the library staff."

Scope: concerning the areas, people, or documents affected by the procedure. In our case, the documents are technical standards issued by external organizations and acquired by the library staff.

FIGURE B

TRAINING WORK SHEET	
Date	Sign Off
<u>Cataloging software:</u> Employee shall demonstrate correct entry of a new document record, revision of an existing document record, location of a document record, and generation of a list of documents according to specified criteria.	_____
<u>Circulation records:</u> Employee shall demonstrate identification in the circulation records of the borrower of a particular document.	_____
<u>Document supplier's system:</u> Employee shall demonstrate logging on to the web-based system and identifying the currency of a particular document on the system.	_____
<u>Location of documents:</u> Employee shall demonstrate ability to locate the following items: Current documents in hard copy Obsolete documents in hard copy "Watch list" notifications List of contacts for standards currency verification Obsolete documents on CD-ROM	_____ _____ _____ _____ _____
When all requirements are met, employee and supervisor sign and date below. This form will be retained by the library manager.	
Employee's signature: _____	Date: _____
Supervisor's signature: _____	Date: _____

Responsibilities: the job titles of the individuals responsible for carrying out the procedures. The library manager is responsible for control of the external documents. Employees who borrow controlled documents are responsible for returning them to the library.

Reference documents: such items as the Procedure for Writing Procedures (part of the Quality Manual), and the user manual for your library software. Include any documentation that is used in doing the job.

Definitions: all the library terminology in your document. Include terms such as library catalog, IHS Telecom Standards, CD-ROM, ILL Updating Service, etc.

Procedure: the actual steps that must be followed. The level of detail should be sufficient for a new person to read the document and understand what has to be done. Probably the best way to approach this section is to write down all the steps you perform for each activity related to the standards. First, flowchart the process. It doesn't have to be fancy (see figure A). You only need two shapes—rectangles for processes and diamonds for questions. Now it is easy to list the steps.

When you have completed the procedures, ask someone outside the library to read them. If you have to explain why or how you're doing something, that explanation should be in the document.

The instructions should include the retention period for your catalog, circulation records, and the standards themselves. The final procedures document will include places for approval signatures, copies of any forms mentioned in the instructions, and a revision number.

For those tasks that do not necessarily require an M.L.S., you will also need Training Worksheets. These are relatively straightforward checklists designed to verify that the employee performing a task knows how to do it correctly (see figure B).

Once the procedures document is complete, make sure everyone on your staff who handles standards is intimate with the procedures. One of the tasks of the ISO auditor is to read the procedures documents and then see if the steps are actually being followed.

The Auditor Cometh

The dreaded audit. The auditor observes activities, documents the observations, and reports the results. Therefore, it is vital to

implement all procedures before the audit. Unfortunately, document control is one of the two areas of weakness most frequently identified by the audit (training is the other). Because document control is mentioned so often in all sections of ISO 9000, the auditor will often come to the library following a "trail." He or she will select a process and follow it from the beginning to the end, exploring side trails to ensure compliance with procedures. There are some cautions for the audit.

- When the auditor asks you a question, answer only that question. When you offer peripheral information, you may be opening yourself to additional probing questions.
- Follow your procedures. If your actions don't match the written procedures, you will be cited as being out of conformance.
- Always have a written record documenting all training, even on-the-job training. Equally important is to be able to produce any written report mentioned in your procedures.
- Make sure everyone has read and understands all of the procedures. They should also know where the written procedures manual is and be able to refer to it if there is any doubt.

Making the Most of an Opportunity

If you think complying with ISO 9000 sounds like a lot of work, you're right. It is. But ISO 9000 can benefit both you and your library. It gives you added visibility. Your role in the product design process will be more obvious to management. You will have an opportunity to demonstrate your skills in organizing material and documenting procedures. You will serve as a model in document control. You will be invited to attend or serve on committees because of your expert knowledge on how to store and retrieve information. One records manager impressed her management so much at an initial ISO 9000 meeting that she was appointed team leader for the effort and eventually was named employee of the year.

The library will also benefit from the added scrutiny of document control. This may be your opportunity to recommend an upgrade to your automated library system in order to facilitate document control. The

ISO 9000 initiative may be the compelling reason to discard those outdated materials. ISO 9000 will be the rationale to update your standards collection.

ISO 9000 also enhances your job security since the librarian is officially listed in the ISO 9000 level 1 document as the controller of documents. As a result, your job has become an ISO 9000 requirement.

Ready or Not

Chances are that if your company does not already have ISO certification, it will soon. If your company is already certified and you escaped the process, don't think you can relax. To maintain its certification your company will undergo a complete audit every three to four years. Find out who oversees the ISO process for your company and start working to bring your library into compliance. You don't want to be in the position of one of our clients which was ready to bid on a multimillion-dollar project when they discovered the winner had to have ISO certification. Our client decided it could complete the certification process in six months, although most companies spend two years on the task. When we got their call, they were already in month three. Someone had just discovered the library had standards. All the policies and procedures had yet to be established, documented, and implemented. With a little planning, you can adjust your procedures, draft your documentation, and prepare for an audit while continuing to serve your customers. Along the way, you may discover opportunities for improvements and efficiencies you never would have noticed without the prompting of ISO 9000.

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Additional sources, information on the librarian's role in ISO 9000, and links to ISO-related sites, can be found on the ISO section of our web site: www.netcom.com/~f1srvc.



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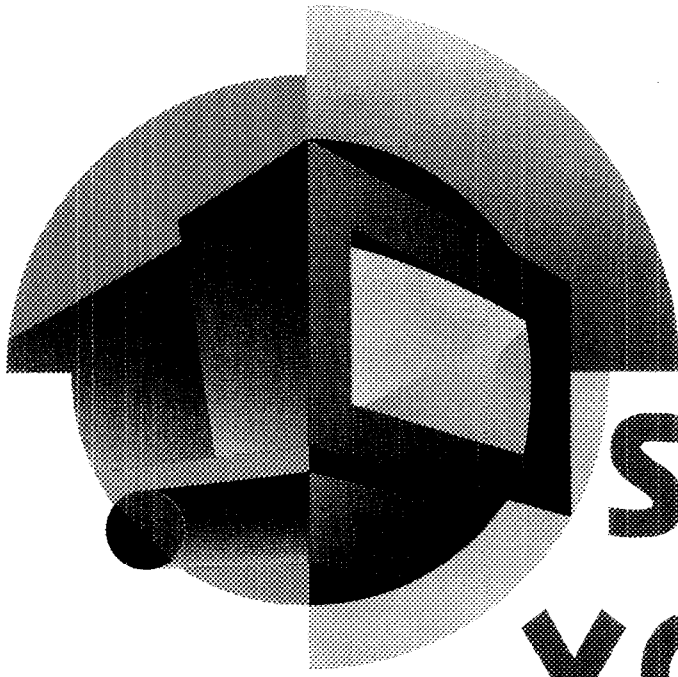
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SHAPE UP YOUR WEB PRESENCE

by
**Anne K.
Abate, Ph.D.**

Several months ago, I started on a project to locate, visit, and evaluate the web pages of all chapters of the Special Libraries Association. This project was an effort to determine the health of the SLA chapters based entirely upon their web presence. The results of this world tour assisted me in learning more about the fifty-six chapters of SLA as presented to members and outsiders on the web.

The web presence of SLA is strong. The majority of the chapters have web pages that they use to convey information to their members and to the public. Some chapters are doing some extremely innovative things on their web pages.

First, some statistics on the SLA chapter web presence: Forty-five of the fifty-six chapters have a web page. Two more chapters are planning on developing their web page soon (a few more have appointed committees to work on the project). That means eighty percent of the SLA chapters will have a presence on the World Wide Web this year. All of these pages are linked from the main SLA page. If you want to do some exploring for yourself, you can start at: <http://www.sla.org/membership/maps/coff.html>. All of the chapter pages are just a couple of links away from here.

There are some interesting things to learn in this tour of the web pages of the Chapters. Some of these ideas could easily be incorporated into your own web page

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design efforts. Of course, there are many common elements of the chapter web pages. Most include a list of officers and committee chairs. Some provide contact information for these individuals. Many chapters are including a link to their recent or past bulletins or newsletters. Some provide meeting minutes or reports from recent meetings. A few chapters have been fortunate enough to have members in the news so they have included speeches from outstanding members or feature articles on their members. Many chapters are beginning to put their procedure manuals on the web.

SLA Chapters on the Web

Here are some of the more interesting things chapters have included that you may want to investigate:

The Arizona Chapter includes links to the web pages of their members (<http://www.sla.org/chapter/caz/mempages.html>). The Florida and Caribbean Chapter does this as well (http://www.sla.org/chapter/cfc/members/indiv_pages.htm). This is a great way to illustrate the diversity of SLA membership.

The European Chapter is so proud of their board members, they provide pictures of them on their page (<http://www.sla.org/chapter/eur/board/board.htm>). It is difficult for a larger organization to provide a more personal touch for its members over the web. This is a good start.

Does your organization have a logo? The Maryland Chapter sponsored a logo contest last year (<http://www.sla.org/chapter/cmd/>). Contests and surveys really help to get your membership involved in the content and development of the web page.

The North Carolina Chapter has included a consolidated calendar on their web site (<http://lis.unc.edu/ncsla/nchome.html>). They incorporate the dates from the local library school along with their own events and SLA association events. It's one stop shopping for the meeting planners in North Carolina.

Have you ever wondered which local chapter of an organization you are supposed to join? The San Andreas Chapter provides a map of their area and the areas of surrounding chapters (<http://www.san-andreas-sla.org/sa/sa-index.htm>). No more



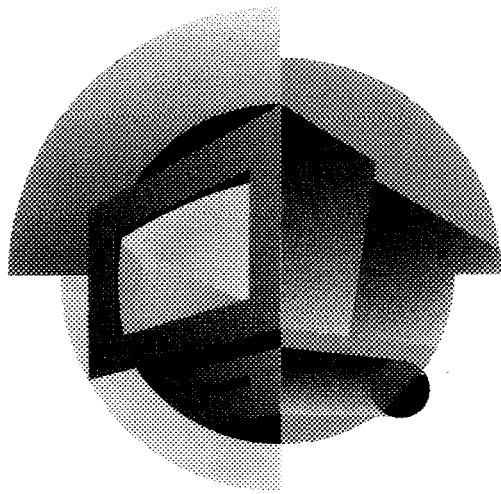
guessing! They also provide some other interesting graphics from this link including a graph of membership growth over the last fifteen years.

The Central Ohio Chapter has included a partial membership directory on their site (members names may be withheld from the online directory upon request) (<http://www.sla.org/chapter/ccno/directory.htm>). This is a great way to help the members of the organization keep in touch with one another.

Have you ever wanted a personal invitation from the president of the organization?

The Southern California Chapter includes an audio message from their president (<http://www.sla.org/chapter/cor/>). They are also doing some other exciting things that are worth checking out.

The Toronto Chapter web page is another one to watch (<http://www.sla.org/chapter/ctor/index.html>). They are making new announcements about their web page every week. One great place to check out is their Librarian's Resource Centre (<http://www.sla.org/chapter/ctor/toolbox/resource/index.html>). It provides a broad collection of resources to assist in research.



A good web page can be used to assess the health and stability of an organization.

The Western Michigan Chapter includes their "Web Site of the Week" on their page (<http://www.msu.edu/user/wmichsla/>). This is an example of an organization helping the members to explore the web.

If you want to volunteer to help out the Sierra Nevada Chapter, their volunteer form is available online (<http://www.dcn.davis.ca.us/~libray/Sierra.htm>). They even provide suggestions of the committees that currently need help.

The Eastern Canada Chapter has provided the first bilingual web presence of the Chapters (<http://www.sla.org/chapter/cccn/>). Bien fait!

The Oregon Chapter has a "members only" section on their web page (<http://www.sla.org/chapter/cor/>). But, since I am not a member, I have no idea what they keep in there!

These are just a handful of examples of the exciting web page ideas put to good use by the chapters of SLA. Along the way on my chapter web page tour, I also picked up quite a few best practices of web page design. These were compiled from the good practices being followed by some of the chapters, as well as the glaring needs made obvious by mistakes on some of the pages. Many of these fine points of design may seem obvious to experienced web authors, but they can be excellent reminders to all web authors and surfers alike. A web page may serve as the introduction or "calling card" for an organization. It is important to keep this tool up-to-date so that the best side of the organization is always reflected. First, why do you need a healthy web page?

Healthy Web Pages Mean a Healthy Organization

A good web page can be used to assess the health and stability of an organization. That does not mean that an organization with a bad web page is unhealthy; but it would be difficult for an unhealthy or unproductive organization to support an excellent web presence. (An analogy: Being overweight and out of shape does not necessarily mean that you

have high blood pressure or high cholesterol; but it is more likely for an individual in great shape and of the proper weight to be in good health.)

How do you measure the health of a web page? There are several important indicators of web page vitality. These are by no means the only signs of health of a web page or an organization, but they are a good start: 1) The page is being updated frequently. This does not necessarily mean every day, or even every week. The recommended updating frequency is dependent upon the content of the page. If the content changes once a year (e.g., listings of officers), the page should be updated once a year. If the content changes on a regular basis (e.g., monthly meeting notices) the page should be designed to be updated at least once a month. Nothing squelches potential interest more than out-of-date information. 2) The page provides useful links to other pages and (most importantly) these links are all still active. Bad links are very good indicators of a web page is not being kept current or is not being maintained properly by the owner. 3) The ownership of the page is clearly indicated and the responsible individual is easy to identify and contact. Organizations that keep their pages up-to-date are proud of them and do not mind being linked to the page. In a similar way, the individual responsible for maintaining a page will be proud of a good page and will want to have their name on it. They will also be receptive to constructive suggestions provided by surfers and users of the information. 4) "What's New" lists should really be talking about new things. Any listing of "Coming Attractions" should not list things that are in the past. Meeting Announcements should turn into Meeting Reports after the event has occurred. New and exciting things should be reported on "What's New" lists. If not, why would anyone care to read further?

Updating the Web Page

Based on these basic indicators of good health and the examples provided by the chapters of SLA, there are several simple



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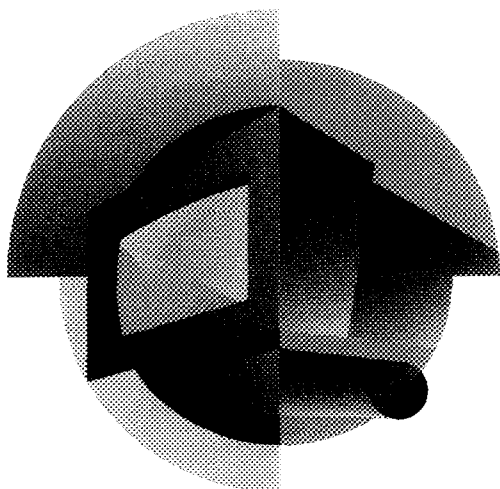
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steps that you can take when designing a web page that will give it the appearance of good health, even when you do not have the time or resources to keep track of it as often as you would like.

Annual Calendar of Events

Active organizations can have a busy and ever-changing schedule of events. Rather than trying to keep up with each meeting or event as it occurs, include an annual calendar of events on the web page. In this way, outsiders can see how active your organization has been in the last few months, and insiders can check where the next meeting will be held. This information would only need to be updated on an annual basis, or when some of the details change. This is a great way to seem on top of things when you don't have the resources to update the page on a regular basis.

Piggy-back on Other Services

Figure out the information you want to provide and then see if it is already available. All organizations do not have the resources to maintain extensive directories, information lines, or employment listings. Look around for other online listings that cover your area and ask permission to link to those existing lists. Consider pooling your resources with other area organizations to maintain a jobline for the area. See what your State Library has to offer and determine if a link to their page will assist your members and other visitors to your web page. Try something like the consolidated calendar in North Carolina. There is no need for multiple groups to maintain the same information.

Appoint a Team

There are many exciting things that can be done through the wonders of the web, probably more than can be accomplished by just one person. Appoint a committee or a team to develop and maintain your web

page. Organizations also need the dependability that comes from having several individuals cross-trained in the skills necessary to maintain the web page. It would be crushing to develop an outstanding web presence based entirely on the ingenuity and creativity of one member—then have that member transferred to a better opportunity in another state. Organizations live by committees. Use a committee for the web as well.

Running List of “What’s New”

Take a lesson from the SLA web page (<http://www.sla.org/whatsnew.html>), maintain a running list of “What’s New” information. In this way, even if you don’t have time to update the list on a regular basis, readers cannot accuse you of having an old list. You just never take anything “off” the list. If you attempt to have one “what’s new” item on your page, what do you do when nothing new happens? A running list allows you to present that busy and happy image again and look back on all of the great things that have happened to your organization.

Looking toward the Future

Although this review was directed at the web pages of the chapters of the Special Libraries Association, these are lessons that could be adapted for all organizations. The web is a growing and evolving force. We are all learning the best methods of providing information using this tool. Lessons can be learned in many environments. As special librarians and information professionals, our skill set continues to increase. It is a good idea to remember these simple rules of web page design since you never know when “web page developer” will be added to your job description.

I am pleased to report that the web presence of the Special Libraries Association as reflected in its chapters is a healthy one. Through the hard work and determination of our chapter web developers, the association checks out as fit and ready to conquer the Internet. ☞

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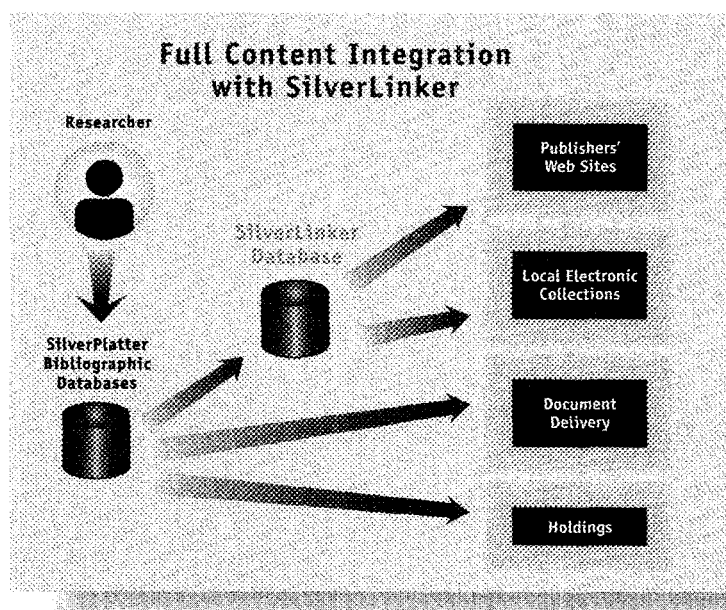
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SPOTLIGHT

on SLA Members:

An Interview

with

Debra Bade, Director of News Research at CNN

Being a 24-hour news network means we face constant deadlines throughout the day. During breaking news events, we have only a few minutes to locate the information needed before a news report will air.

Information Outlook staff took some time to chat with Debra Bade, director of news research at CNN (Cable News Network). An SLA member since 1988, Bade is an active member of the News Division and the Georgia Chapter. Here, she shares some information about her library, her role at CNN, and her outlook on the profession. Our thanks to Debra for letting us get a glimpse into her busy information center.

Information Outlook: What is the mission or role of your library?

Debra Bade: CNN's Library provides research services (both video and information research) to CNN staff and to the broader Turner Broadcasting organization. In place since the creation of CNN in 1980, our facility developed as both a news research center and a corporate library with the primary focus being the CNN networks and the immediate needs of newsroom staff in developing news packages and programming for our 24-hour news network. Other clients include Turner Network Television, Cartoon Network, Turner Entertainment Reports, and others. In our corporate library role, we often partner on projects with units such as sales, marketing, or strategic planning to explore new business ventures or provide competitive intelligence.

IO: What would be a typical request? Are the requests you receive time sensitive?

DS: Our Bookings unit staff schedule guests who will appear on CNN and often conduct pre-interviews with those guests. The typical goal of the researcher working with the booker is to check out the credentials of guests, uncover anything which might make CNN reconsider using someone as an expert or guest, and discover or flesh out opinions or comments to pursue during an interview. Other common research requests are for biographical information, statistics, general background information on a topic, or company financial information.

Yes, all of the research we do is time sensitive. Being a 24-hour news network means we face constant deadlines throughout the day. During breaking news events, we have only a few minutes to locate the information needed before a news report will air. The same tight deadlines often apply with regular programming as story ideas and topics change frequently during the course of a day. With long-form programming or investigative pieces, we normally have more lead-time. One of the challenges for researchers is to prioritize incoming research requests quickly and respond immediately to high priority requests while at the same time not losing a beat with other less urgent questions.

IO: For which CNN programs do you provide research?

DS: We provide research for any and all of our programming, including our general news production group, and programs such as Crossfire, Larry King Live, Showbiz, etc.

IO: How do you and your staff keep up with current events? What is a typical day like for you or your researchers? What do you find most exciting about working at CNN?

DS: Staying abreast of current events is critical in performing our work and we keep up by reading many news publications and scanning incoming wire stories in our newsroom system during the day. A typical day for one of my researchers would be spending four or five hours on our Research Desk fielding calls for video or information research. During hours off the desk there are projects such as book cataloging, circulation, vertical file, and indexing video records in our archive database which must be maintained.

The constant change at CNN keeps work here exciting—different questions come into our Research Desk each day. The fast pace challenges employees to respond consistently, quickly, and with the best possible research. During breaking news events this energy and climate is further enhanced. In addition, new competition in the cable industry, technological advances, and our ongoing effort to improve our programming also challenge us as a company.

IO: To whom do you report in the hierarchy at CNN?

DS: I report to Kathy Christensen, our Vice President of News Archives and Research. In terms of the larger hierarchy,

we are grouped together with CNN's Information Technology and Interactive units and report to Scott Teissler, Chief Information Officer and Chief Technology Officer of Turner and CNN.

IO: Tell us about your staff—how many people work in the department and what are their duties? Have you been downsized or upsized recently?

DS: A staff of forty-five people includes professionally trained librarians who perform both video and information research along with a variety of other projects; documentation assistants who view video and create an abstract or description for our archive database; and clerical assistants. I oversee our research efforts and Dina Gunderson directs our archive operation. In addition, we have a small team of people who make up CNN imageSource and handle licensing and sales of CNN footage to external customers.

The department has maintained a slow growth pattern in recent years. As is the case with many libraries however we would certainly love to add more personnel in order to respond to all the projects on tap.

IO: Do you outsource any projects? If so, which ones and why?

DS: In a sense, yes—transcribing of CNN programming is handled by an outside company—Federal Documents Clearing House (FDCH). We simply don't have the staff to transcribe twenty-four hours of news onsite everyday and this arrangement has worked well for us. FDCH delivers CNN transcripts to the Lexis-Nexis service where they are exclusively available to researchers. We also have a portion of our archival footage stored off-site and work closely with our storage facility to coordinate delivery of footage as needed for air. This is not an ideal situation since sometimes footage simply can't be delivered as quickly as needed, but without adequate physical space to house the entire collection at headquarters presently we have no choice but to maintain some of our less frequently used footage in other quarters.

IO: How does the international nature of CNN impact research?

DS: CNN is a truly global organization with staff members working in many bureaus around the world. Reporters in Baghdad, London, Havana, and other international locales call our research desk frequently and researchers work with them on developing stories in the countries from which they report. Access to international publications and transcripts is essential in assisting these international clients.

IO: What kinds of research resources do you use?

DS: We use a wide variety of online research tools to respond to information needs including Lexis-Nexis, Dow Jones Interactive, Dialog, Westlaw, Autotrack, and others. Internet resources are heavily used, as are physical collections of research materials in the library: CD-ROM, newspapers, magazines, microforms, and a core collection of reference books. On the archive side our internal archive database yields information about news packages and raw footage stored in our system that can be used in new production work.



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JO: What are your financial priorities? Do you spend more money on electronic resources than print resources? Why?

DB: Electronic resources are a greater financial priority or focus than print resources for CNN, largely because we need to have the most recent information available for our news research and that currency is usually found via online sources of information. We've always been very conscious of research costs and work to get the most bang for our buck in going after research tools.

JO: Have you worked with end-user research products? What challenges have you had to face in getting research systems in place?

DB: Yes, I've tried a number of end-user tools. Software versions of end-user tools were not very successful for us because of incompatibility with other desktop applications and the difficulty in maintaining the products on more than a handful of workstations. Now that there are better web-based research options for end-users like Lexis-Nexis Universe and Dow Jones Interactive this is a more realistic strategy. My goal is to enable many of our reporters to locate basic information on their own and free up my staff to spend more time on complex research projects.

JO: Is your library becoming more virtual? Do you have an intranet? What challenges have you encountered working on this project? Do you have suggestions for other librarians involved in similar processes?

DB: We've moved rapidly toward a more "virtual" kind of library as new technologies have allowed us to make changes in the ways we retrieve and deliver information. Remote print capability allows researchers at our Atlanta headquarters to deliver instantly research to reporters in some bureau locations. E-mail delivery of research has become an attractive option as we've upgraded computers and rolled out e-mail access to newsroom users.

CNN's Intranet grows constantly and many departments contribute corporate information to our Intranet. The Library has both research and archive efforts in place. Reporters and producers now search our archive database over the Intranet. Links to research subscriptions, web site recommendations, and breaking story research are also at their fingertips. A task force is a great idea with Intranet development in that it can help initiate a conversation about corporate and news goals for such a project—those goals may or may not be the same.

JO: How much involvement do you have with CNN's web site? Where does information on the site come from and how is it coordinated?

DB: The Library is involved with developing research materials for staff to use internally on our Intranet. CNN Interactive is responsible for maintaining our external web site at <http://www.cnn.com>. Within our structure, CNN Interactive is essentially another CNN network—like CNN SI or CNNfn, only they are an Internet network. We provide research services to Interactive staff. News

reports airing on CNN make their way to our Interactive site as do stories from other information companies with whom we have partnered. A large staff of writers and web specialists maintain information on cnn.com around the clock.

JO: Are you or your staff involved with training library patrons on library services or the internet?

DB: Yes, we offer frequent training opportunities to CNN staff. We have a popular weekly orientation session for new employees. Higher-level research sessions are offered as needed. We often combine forces with vendors in offering training sessions on end-user research tools.

JO: What future projects are coming up which will impact the operation of your library?

DB: CNN is moving toward digitizing incoming video feeds, implementing digital search capability at desktops, and archiving video in digital format rather than tape (currently the archive is a mix of betacam sp, 1-inch reel, and ¾ inch cassette tapes.) One step in this migration will be a complete redesign of our archive database to take place over the course of the next year.

JO: How do you feel about the word "librarian"? Do you think SLA's name accurately reflects the membership?

DB: The word "librarian" may be a bit outdated. In my role, I tend to think of myself as a combination of an information specialist and a journalist. SLA's many members come from environments where the "library" may be called the "information center," "research center," "archive," "cybrary," etc. The fact that so many of us have found new names for our libraries would suggest that the words "library" and "librarian" may no longer truly reflect our professional talents or our responsibilities. This is a good time to examine whether Special Libraries Association itself should change its name.

JO: As an active SLA member, how has the association helped you to advance your career? Where do you think SLA should be heading in the future?

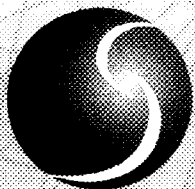
DB: I've been primarily involved in SLA's News Division and have found this Division and the association invaluable over the years. The News Division has wonderfully energetic members from television, newspaper, magazine, and radio organizations around the world. A tremendous amount of professional support is available to news professionals through this group as we share our different areas of expertise and problem-solving abilities. This support and sharing takes place through various venues: annual and regional conferences, discussion list activities, the division newsletter, and in telephone conversations with other members. I'd love to see SLA expand internationally and grow into a global information resource for our colleagues around the world. The upcoming Global 2000 Conference in Brighton is a great step in that direction.

Debra Bade is CNN's Director of News Research and incoming Chair-Elect of SLA's News Division. She may be reached via e-mail at: debra.bade@turner.com.

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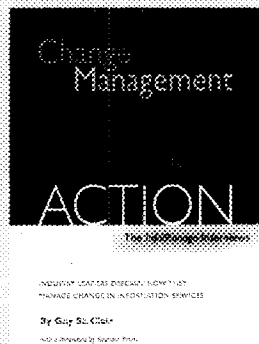
The *SLA Annual Salary Survey 1998*, a popular resource, will help you to evaluate your current status in your profession. If you are interested in library management issues, our latest publication, *Knowledge and Special Libraries* will teach you how to play a pivotal role in your organization's knowledge management culture. If you aren't able to make it to our annual conference this year, you can find out more about the evolving role of the information professional through the *90th SLA Annual Conference Papers*, or explore knowledge management and content management through the compendium of presentations from the recent *State-of-the-Art Institutes!*

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by Guy St.Clair



Industry leaders describe how they manage change in information services. The dynamic information management industry has evolved to the point that information services managers must deal constantly with change. This timely publication provides the practical experiences of industry leaders making

change work in their organizations. Readers will benefit from the experiences of academic, special, and public librarians and other information professionals in large, small, and medium sized organizations reflected in sixty interviews. Highlights include case studies with Lois Remeikis of Booz, Allen, & Hamilton, Lucy Lettis of Arthur Andersen, Trish Foy of Coopers & Lybrand, and Barbara Spiegelman of Westinghouse Energy Systems. Beginning with a description of the change management process, the author identifies ways to apply change management theory to the information services field.

An excellent resource for senior information managers (in both private and non-profit organizations) as well as library managers looking for ways to apply change management to their field.

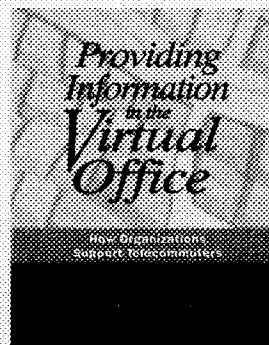
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Providing Information in the Virtual Office: How Organizations Support Telecommuters

by Claire R. McInerney



Telecommuting and other types of remote work are becoming an increasingly common work option for knowledge workers. In an information age, where information itself is key to performing work tasks, understanding effective ways to deliver data and information to knowledge workers

is important to good management. Now that more employees are working in a virtual environment, whether they have data, information, and knowledge they need or desire is crucial to the success of the organization. This study investigated how four large international companies deliver information to those who work remotely and use computer and other technologies to retrieve information.

This research documents innovative practices being used to make information accessible, the barriers to access that still remain, and implications for future research on information delivery to the virtual work environment.

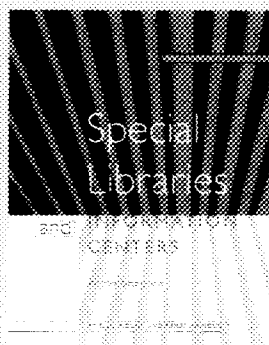
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by Ellis Mount and Renée Massoud



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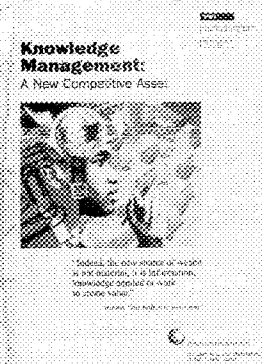
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edited by James M. Matarazzo and Suzanne D. Connolly



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The theme of this conference anticipates and celebrates the information professional's roles as leaders of the information future. As members of knowledge teams — and now leaders of knowledge capital, information professionals have the skills, expertise, creativity and savvy to assume true leadership roles in

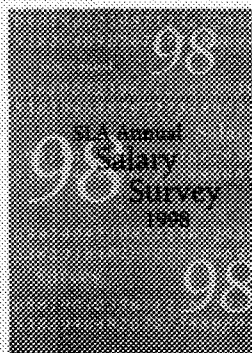
the creation, organization, dissemination, and management of knowledge. These papers cover four distinct areas of the evolving information profession: Evolving Roles: Where We Are Going, Practitioner's Toolkit: The Nuts and Bolts, Knowledge Management: What We Do, Leadership: Who We Are.

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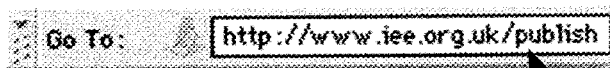
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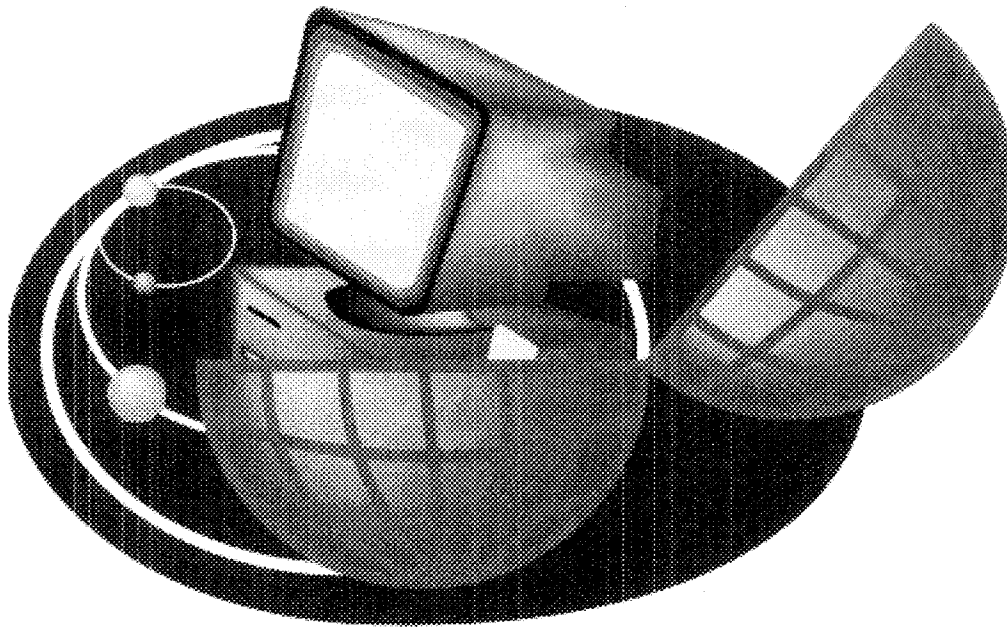
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Anti-Circumvention and the Digital Millennium Copyright Act

The DMCA added sections 1201-1205 to the Copyright Act, titled "Copyright Protection and Management Systems." This particular portion of the Act added prohibitions on circumventing copyright management systems, the most technical and difficult part of the DMCA to understand. This is the only section of the DMCA that has a delayed implementation date—it is not effective until October 28, 2000. It prohibits the manufacture, import, sale, or

acquired the right to use a copy of a computer program that may require circumvention of a technological measure in order to identify and analyze elements of the program that are necessary to achieve interoperability with other computer programs under certain conditions. Interoperability is defined as "the availability of computer programs to exchange information and of such programs mutually to use the information which has been exchanged."

Encryption research is limited to serious research to advance the state of the knowledge in encryption technology and in the development of encryption products. In order to qualify for this exemption, an act of encryption research must meet several requirements. First, the person must have lawfully obtained the encrypted copy of the copyrighted work or the performance or display of that work. Second, the act must be necessary to conduct such encryption research. Third, the person must have made a good faith effort to obtain authorization before the circumvention; and fourth, the act must not constitute in-



trafficking in any technology, product, service, device, or component that is primarily designed or produced for the purposes of circumventing a technological measure that effectively controls access to a work. The term "circumvention" is defined as "to descramble a scrambled work, to decrypt an encrypted work, or otherwise to avoid, bypass, remove, deactivate, or impair a technological measure without the authority of the copyright owner."

There are some important exemptions to this amendment: (1) law enforcement, (2) reverse engineering, (3) encryption research, (4) protection of personally identifying information, and (5) security testing. There is also a minor exemption for libraries, but it likely will have little impact. Law enforcement agencies are not prohibited from disabling copyright management systems in the course of investigating, protecting information security of a government computer, or intelligence gathering. The reverse engineering exemption applies to a person who has lawfully

fringement under the Copyright Act or other laws.

If the technological measure, or the work it protects, contains the capability of collecting or disseminating personally identifying information reflecting the online activities of a person, then it is not a violation to circumvent the technological measure. Security testing likewise is exempted from this prohibition against defeating technological protection measures if the information derived from such security testing is used solely to promote the security of the owner or operator of the computer system or network. However, such information derived from the security testing must not be used in a manner that facilitates infringement under the copyright law.

10 Zink

Digital Millennium Copyright Act Status & Analysis
www.arl.org/info/frn/copy/dmca.html

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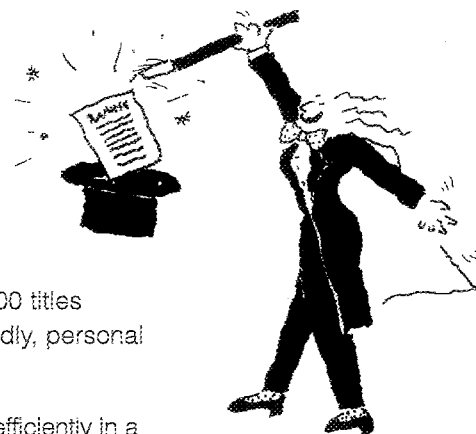
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The exemption for nonprofit libraries, archives, and educational institutions grants to those institutions the right to gain access to a commercially exploited copyrighted work that is encrypted or otherwise protected solely for the purpose of making a good faith determination of whether to purchase the work. The library may not retain the work longer than is necessary to make such a determination nor may it obtain a commercial advantage or financial gain by circumventing the technological measure. This exemption appears to offer very little since any vendor who wanted to sell access to a protected work would make it available to the library for the purpose of evaluating whether to acquire access.

The amendment also protects the integrity of copyright management information such as digital watermarking. Knowingly providing false copyright information is prohibited as is the intentional removal or alteration of such information.

The remedies for the anti-circumvention prevention provision are not the usual copyright remedies. An aggrieved party may obtain an injunction and monetary damages. Both actual damages and any additional profits of the violator as well as statutory damages are available, but the statutory damages are unique. For each violation, a successful plaintiff may recover from \$200 to \$2,500 per act of circumvention. For knowingly providing false copyright management information or removing or altering copyright information, the statutory damages range from \$2,500 to \$25,000 per act. There are also criminal penalties for willful acts for purposes of commercial advantage or private financial gain that include fines of

not more than \$500,000 and/or imprisonment for more than five years for the first offense. For subsequent offenses, the fine may not be more than \$1 million with imprisonment of not more than ten years. The criminal penalties do not apply to nonprofit libraries, archives, and educational institutions, but presumably libraries in the for-profit sector are subject to the criminal penalties.

For a two-year period that began at the end of last October, and during each succeeding three-year period, the Librarian of Congress must make a determination of whether users of copyrighted works are—or are likely over the next three years—to be adversely affected by these prohibitions in their efforts to make non-infringing uses of a particular class of copyrighted works. The librarian is directed to consider (a) the availability for use of copyrighted works; (b) the availability for use of works for nonprofit archival, preservation, and educational purposes; (c) the impact that the prohibition on circumvention has on criticism, comment, news reporting, teaching, scholarship, or research; and (d) the effect of circumvention technological measures on the market for or value of copyrighted works. If the librarian identifies such classes of copyrighted works, he is to publish the class that will excuse anyone likely to be adversely affected. This determination is currently underway.

The anti-circumvention provisions are confusing and it is difficult to predict how they will be applied. The amendment states that nothing affects the fair use defense, but it is unclear how one could exercise fair use rights in using a work if decrypting it in order to permit such use violates the law. ☞



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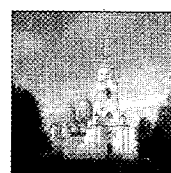


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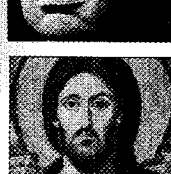
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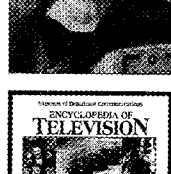
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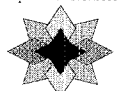
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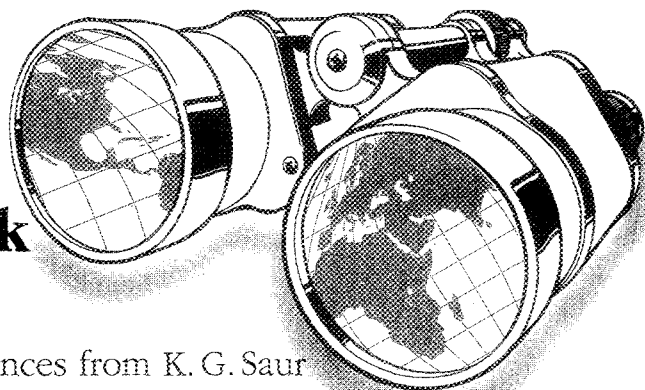
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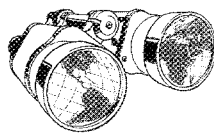
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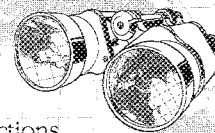
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Finance Committee Meets at SLA Headquarters

The Finance Committee held its spring meeting at the association headquarters on April 19. The agenda included topics related to the closing of fiscal year 1998, the review of FY 1999 finances, and fiscal planning for years 2000 and beyond.

The committee reviewed the 1998 audit report and management letter as prepared by the independent accounting firm of Langan Associates. The reports indicate that the association is conforming to generally accepted accounting principles and is operating under sound policies and practices. The 1998 General Fund reports a deficit in the amount of \$15,668 that will be carried forward to FY 1999 as an operating expense as approved by the Board of Directors. The operating deficit is due primarily to a lower than anticipated level of registration from the 1998 Annual Conference.

The committee reviewed the financial statements and budget variance report for March 1999. While the financial performance is currently strong, there is some concern regarding income in membership and the annual conference at this point. Staff will continue to monitor the fiscal progress in each of the program areas and report variances from budget. If the financial prospects still cause concern mid-year the association will enter into a financial contingency plan.

Representatives from Merrill Lynch Asset Management attended the meeting to present the detail regarding the association's investment accounts and to provide insight into the performance of the investment portfolio. The association's reserves and returns are expected to remain strong throughout 1999.

With regard to fiscal year 2000, the committee reviewed the financial assumptions approved by the Board of Directors at the Winter Meeting. The financial assumptions will be incorporated into the Association Program Plan and Budget documents developed by the staff. The assumptions include: (1) the Urban Consumer Price Index is projected to rise approximately 2%; (2) the AIMS Association Financial Index is projected to increase near 4% which will relate to an across-the-board increase in operational expenses; (3) growing U.S. trade deficits will actually help hold down inflation and interest rates; (4) overall staffing costs will increase by 7% to 8% to fund the salary administration plan as approved by the Board of Directors and will include the expansion of outsourcing; (5) legal and other professional services will continue to rise at a rate of 5% to 6%; (6) travel and lodging costs will continue to increase 5% to 8%; (7) further tech-

nological advances and the continued implementation of the virtual association will enable the association to provide more products and services in the digital format, offering potential sources of additional revenue. However, the initial period of changing any delivery method causes uncertainty. Staff will be faced with offering both digital and print formats in undetermined quantities as the initial demand may be somewhat vague; (8) SLA's international interests and exposure will continue to increase, especially in relation to Global 2000. This will create greater demand for the development, implementation, and delivery of products and services to a growing international membership.

With regard to the specific projections for membership counts, the following assumptions were made in projecting the 2000 figures: (1) the growth in regular and associate memberships will be significant (nearly 4%) based on current promotional plans; (2) the percentage growth in student members will increase over the 1998 and 1999 actual figures as the Student and Academic Relations Committee continues to actively pursue new student groups and promote membership in SLA; (3) the decrease in the number of retired members will continue to be evident. We have experienced an 11% to 18% decrease in the number of retired members over the past three years. However, the Retired Members Caucus is promoting the retired membership quite heavily and we have proposed a modest increase over the 1999 actual figures; (4) the dues and fees income figures are based on the rate structure in place as of January 1, 1999; (5) an adjustment of \$18,750.00 has been included for 300 unemployed members to pay the one-time 50% reduced regular member dues rate of \$62.50; (6) as part of the aggressive marketing plans for membership growth, the formation of two new chapters is projected. With this projection comes the expectation for additional chapter affiliations.

The committee also spent considerable time in reviewing and updating the association's long-range financial plan; reviewing and adopting practices and protocols for SLA's evolving fund development program; and defining financial objectives relating to the funding of the Diversity Leadership Development Program, chapter visits; unit allotments; and capital expenditures.

The Financial Committee will meet informally at the Annual Conference in June. The fall meeting is tentatively scheduled for September 27, 1999, at the Association headquarters where the main focus will be the FY 2000 Budget and the Association's Long-Range Financial Plan

For more information
contact
Richard Wallace,
SLA Treasurer
(revallace@aestaley.com)

All the News That's Fit to Transmit: Publishing an Electronic Newsletter

For a number of years, I have been publishing newsletters for various organizations and in various formats: print, e-mail, and on the web. The advantages of digital over paper make electronic newsletter publishing especially attractive when funds are limited. You no longer worry about paper and postage costs. You don't fiddle with printing and pasting address labels. You don't have to learn and use complicated layout and publishing software. Distribution is practically instantaneous. If you already have experience producing print newsletters, many of your skills will transfer over into the electronic medium. However, before you make the decision to go digital, it helps to familiarize yourself with some of tasks that are unique to electronic publishing. Some of the differences you will encounter between print and electronic media include design and layout, distribution, publicity, subscriber list maintenance, and handling back issues.

Design and Layout: "Branding" Your Newsletter

If you are converting an existing print newsletter into an electronic publication, note that many design details that work in print don't translate well into electronic format. For example, colors and graphics can pose problems even for web-published newsletters. Choose colors carefully; colors that look great in printed materials can be unattractive and distracting on the screen. If your newsletter is sponsored by an organization that already has identifying colors and logos, try to match them in your web newsletter. This will provide a consistent appearance and help readers identify your publication with your organization. Do keep graphics and their file sizes to a minimum; readers with slow Internet connections will appreciate graphics that don't take forever to appear on their screens.

There are many basic web design guides (both books and web sites) that you can consult for layout advice. Jakob Nielsen's "Alertbox" is a good source of tips—see particularly the January 24, 1999, column, "Differences Between Print Design and Web Design" www.useit.com/alertbox/990124.html.

E-mail-only newsletters published as plain text force

you to limit your design options even further. However, limited layout doesn't have to mean lousy layout. E-mail newsletters can benefit from even the most rudimentary graphic design: use spaces or other devices to separate articles; break articles up into easy-to-absorb paragraphs; point your readers to a web site where they can view any non-text materials. Line lengths are important in e-mail newsletters—watch out for the "disappearing end of line" when line lengths exceed the width of the reader's screen. It's a good idea to send yourself a copy of the newsletter and then view it on a small-screen monitor so you can get a preview of what many of your readers will encounter. You may find you need to adjust line lengths or line breaks before e-mailing out the final copy.

Distribution: Getting the Newsletter to Subscribers

Before you send out your e-mail newsletter, familiarize yourself with the technicalities of e-mail distribution lists. Unless your subscriber list is extremely small, you will need a distribution system composed of the hardware where the subscriber list resides, the distribution software that gets the newsletter to the subscribers, and the technical staff who keep everything running smoothly. Your organization may have all or part of these components already in place. If not, check out these resources for some suggestions:

Vivian Neou's "E-mail List Management Software"

www.catalog.com/vivian/mailling-list-software.html

Tim Tripp's "Overview of Software"

www.inforamp.net/~ttripp/oia/

If your organization can't set up a distribution system for your newsletter, there are a few web sites that will "host" your subscriber list, often in exchange for including their advertising. For a list of these services, see Vivian Neou's "Internet Mailing List Providers" www.catalog.com/vivian/mailling-list-providers.html.

Publicizing Your Newsletter and Getting Subscribers

Currently there are few companies where you'll be

Continued, page 56

by Carolyn Kotlas. This article is based on a presentation, "Self-Publishing Electronic Newsletters," <http://www.unc.edu/~kotlas/sarc99.html> given at the Special Libraries Association South Atlantic Regional Conference, March 11, 1999, in Charleston, SC. Kotlas is information resources consultant at The University of North Carolina at Chapel Hill Center for Instructional Technology and publisher of the Infobits electronic newsletter <http://www.unc.edu/cit/infobits/infobits.html>. She can be reached via e-mail at carolyn_kotlas@unc.edu.

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On the Net, from page 54

able to purchase a list of e-mail addresses to get your subscription list started; however, there are a number of ways you can get potential subscribers to come to you. Try advertising your newsletter in print publications, both in and outside your organization. Use other electronic newsletters in related fields as sources for publicity. Just as you are, their editors are constantly looking for content. They may be happy to announce your publication, especially if you provide them with a ready-to-use copy of your announcement with details on how to subscribe.

For either e-mail or web newsletters there are several free electronic resource announcement services available. Before submitting your newsletter announcement, check out any submission guidelines so you don't waste time submitting information to services that are not interested in your newsletter's subject area.

Here are some suggested announcement sites:

Newjour

<http://gort.ucsd.edu/newjour/>

Colorado Alliance of Research Libraries E-Journal Website

www.coalliance.org/ejournal/

The Scout Report

<http://scout.cs.wisc.edu/scout/report/index.html>

Net-Happenings

<http://scout.cs.wisc.edu/scout/net-hap/index.html>

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www.siteowner.com/

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Circulation Management: Managing Your Subscribers

Now that you've got your newsletter written and publicized, what's next? If your newsletter is distributed by e-mail, you'll have to create the subscriber list. Your distribution system may have commands that allow you to have exclusive control over the circulation list. This is useful if you want to restrict who can receive the newsletter. However, if your newsletter is freely available, it will be less work for you to let people subscribe themselves. Keep in mind self-service subscribing doesn't get you completely out of the loop; some people will still ask you to handle the subscription process for them. Always include instructions on both how to subscribe and how to unsubscribe to the newsletter in every issue. This will cut down on, but not necessarily eliminate, the number of messages asking you how to get off the subscriber list.

After your newsletter has been sent out, get ready for "bounced" e-mail, the electronic equivalent of "Return to sender; address un-

known." When the receiving end can't route the e-mail to a user on its system, you'll get an automated error message notifying you that your message couldn't be delivered. Some distribution software will try to automatically remove inactive addresses from the subscriber list, but none seem to do a complete job. So resign yourself to periodically deleting non-functioning addresses.

If your newsletter is only published on the web, do you need a subscriber list? Maybe. A web-published newsletter makes more demands on its readers: They have to remember to check the site periodically to see if there's a new issue. To keep your readers coming back to your newsletter site, think about setting up a mailing list to alert readers when new issues are put on the web. You should include the table of contents in the message to engage their interest.

Back Issues

Another advantage electronic newsletters have over print is in dealing with back issues. Your newsletter never goes out of print when it's archived on the web. Distribution software often can handle the archiving chore automatically and preserve your newsletter as a plain text file. If your e-mail newsletter includes web links in its articles, consider archiving the issues as web pages, using HTML tags. Readers can then easily link to the sites.

Subscriber Feedback: Listening to Your Readers

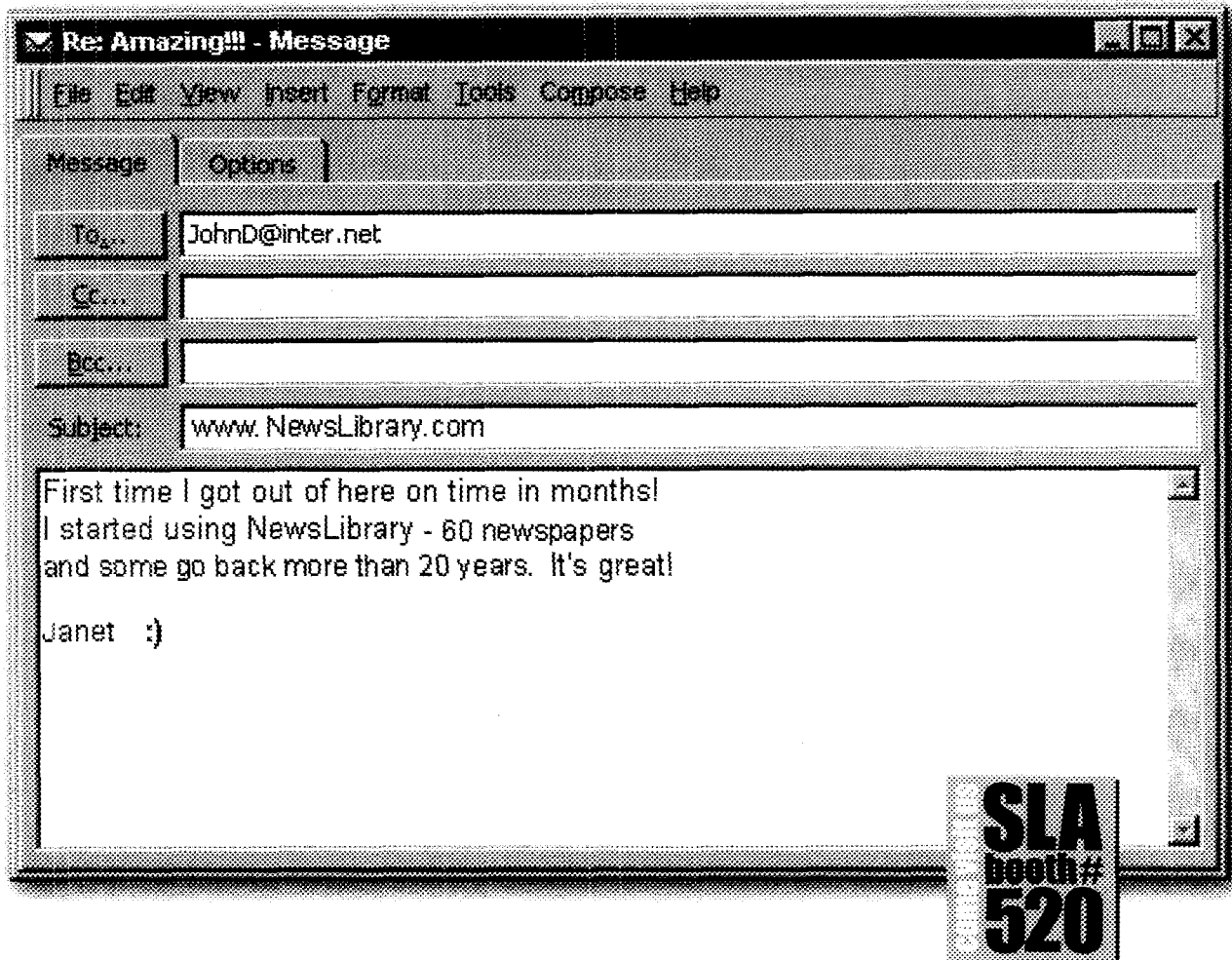
One of the pleasures of publishing electronic newsletters is the contact you can expect from subscribers. The speed and casualness of Internet communication makes readers more comfortable communicating with a newsletter's editor. It is not unexpected to receive e-mail from readers just minutes after you've sent out your latest issue. Readers will send you their comments and questions, notify you of changes of in their addresses, and alert you of errors in the newsletter.

Include as much contact information as possible in every issue: your name; e-mail address, postal address, telephone number, fax number, etc. If your newsletter is published on the web, consider providing a form that readers can use to send you feedback. You can set up the feedback form to send readers a standard acknowledgement of receipt. However, a more personalized reply from you is even better, if you can take the time.

Some Final Advice

Publishing your electronic newsletters can mean stretching your technical skills. Be patient and give yourself permission to make some mistakes. Then enjoy the rewards. An electronic newsletter can be a valuable marketing and public relations tool for your organization. It's a low cost way to provide authoritative information, advice, and instruction to staff, clients, or customers. It will get you noticed by more people within and outside your organization. You may even get a surprising number of nice letters from appreciative readers, letting you know that your work has a positive impact. If you do get negative comments, don't dwell on them, but see if there is something in the comments that you can use to improve your newsletter. Above all, don't forget to take time to enjoy the experience.

For a list of useful books, articles, and web sites for electronic newsletter publishers see: www.unc.edu/~kotlas/sarc99.html#read.



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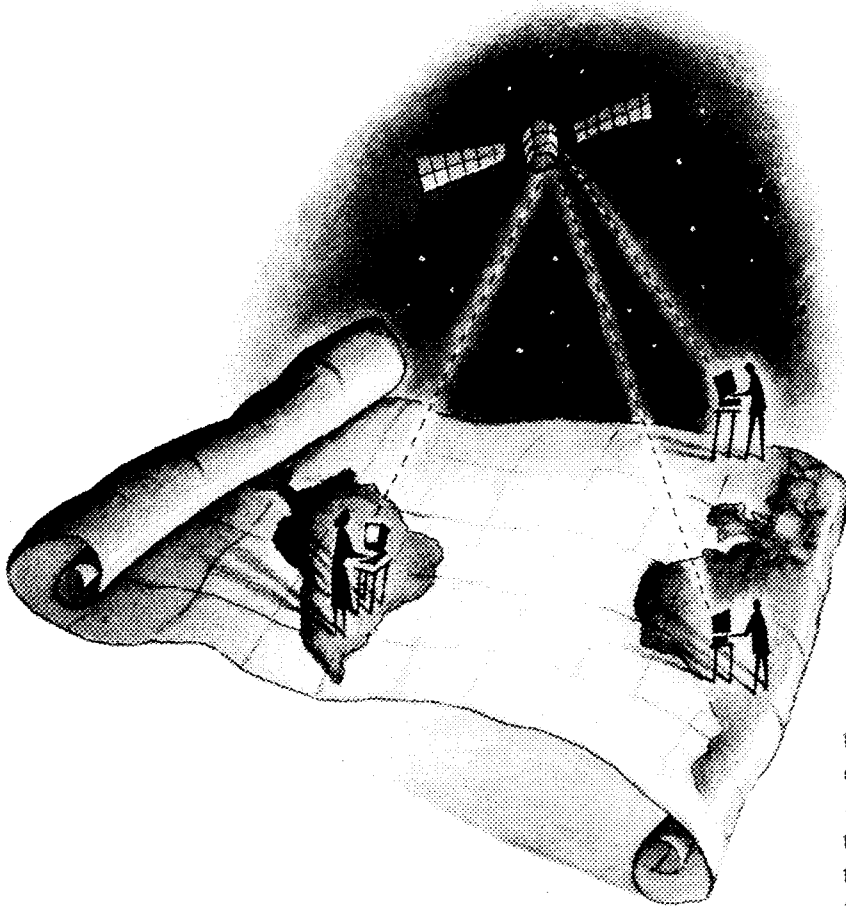
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Map Collections on Library Web Sites: Are They Customer-Focused?

During a recent sabbatical leave research project, I evaluated the content of library web sites as it related to library map collections. The web searches were conducted during July and August 1997, and the analysis of the sites produced some thought-provoking data, including grave concerns about how we are presenting our libraries to our customers.



Using both printed and electronic sources, I compiled a list of more than 1,000 map collections, representing most of the major, identifiable collections in the United States and Canada. A smaller study group, which met the needs of my research project, was selected from this list. The primary criterion for inclusion in the study group was that the parent library have a web site. Further, the map collection had to meet at least one of three additional

criteria—contain a minimum of 10,000 individual map sheets; have more than fifty percent of the collection be made up of rare maps (as opposed to reproductions of rare maps); or, have been identified as having in-house electronic map resources. Applying these criteria, 202 map collections were selected for the study group. The collections in the study group ranged in size from fewer than one-hundred to more than four million sheets, and included academic, public, state, federal, and special libraries.

As my research progressed, I found that it was sometimes surprisingly difficult to get information about map collections from library web sites. Some sites described the types of maps in the collections, others provided information about computer mapping software and application products, a few were limited to web links, and one provided a list of all the maps in the collection.

During a brief pilot study, I had developed a list of items pertinent to my research, which I thought should be included in web sites. The list was eventually pared to seven items: physical location of the map collection within the library, hours of operation, telephone number, collection development statement, description of collection contents including CD-ROM programs and mapping software, electronic links to other web sites, and circulation policy. These items were especially important if the map collection operated under different rules from the parent library.

Examining the information that was compiled for the sites in the study group, it was possible to assign each site to one of four groups: (1) separate map web site (2) map collection described (3) map collection mentioned (4) map collection not mentioned. The criteria that I used to establish the four groups were developed from my observations of the different styles and contents of the web sites I analyzed [1].

Assigning each web site to one of the four groups produced the following breakdown: seventy-four of the libraries (37%) had separate web sites for their map collections, thirty-nine (19%) described their collections,

io. Zink

Map Libraries on the World Wide Web
<http://www.map.lib.umn.edu/map-libraries.html>

by Anita Sprankle, maps & electronic resources librarian and library webmaster at Kutztown University, Kutztown, PA. She can be reached at: sprankle@kutztown.edu. For more information, contact Ruth Arnold, Ph.D. (ruth@sla.org).

thirty-five (17%) mentioned their collections, and fifty-four (27%) made no mention of their map collections.

The differences in format and contents among the various web sites did not appear to bear any relationship to the type of library, the size of the map collection, the size of the staff, or the geographic location. The choice of web site format and content seemed to be random rather than related to any identifiable characteristic of the collection and may, in fact, have been a reflection of the background and interest of the webmaster more than anything else.

Time has passed since this study was done, and web sites have undergone much modification and updating, but the results at the time of the study were both interesting and discouraging. Of the 202 libraries in the study group, fifty-four made no mention of their map collection, while another thirty-five mentioned it but gave no, or few, details about the location, size, contents, or other items that I established as being necessary for a web site. All of the libraries were identified as having a map collection, yet a shocking total of eighty-nine libraries (44%) gave a major collection within their library little or no web site publicity. Shame on them for omitting details about their map collections! As a map librarian and geographer, I am distressed that on one hand the lack of geographic knowledge of our youth is well-documented, while on the other hand libraries with an established web presence are not taking the opportunity to advertise their map collections. Admittedly, the web sites in this study were not randomly selected, I have not done a study using randomly selected web sites, and I have not made a similar study for other types of library collections or services. However, I believe it unlikely that I identified a group of sites that was heavily skewed toward under-representation of map collection data, or that map collections are the only collection or service that has been overlooked or under publicized on web sites. Maybe it is time to reexamine the content of our web sites to see exactly what we are providing for our cyber customers.

[1] Criteria for these four groups are available from the author. ☞

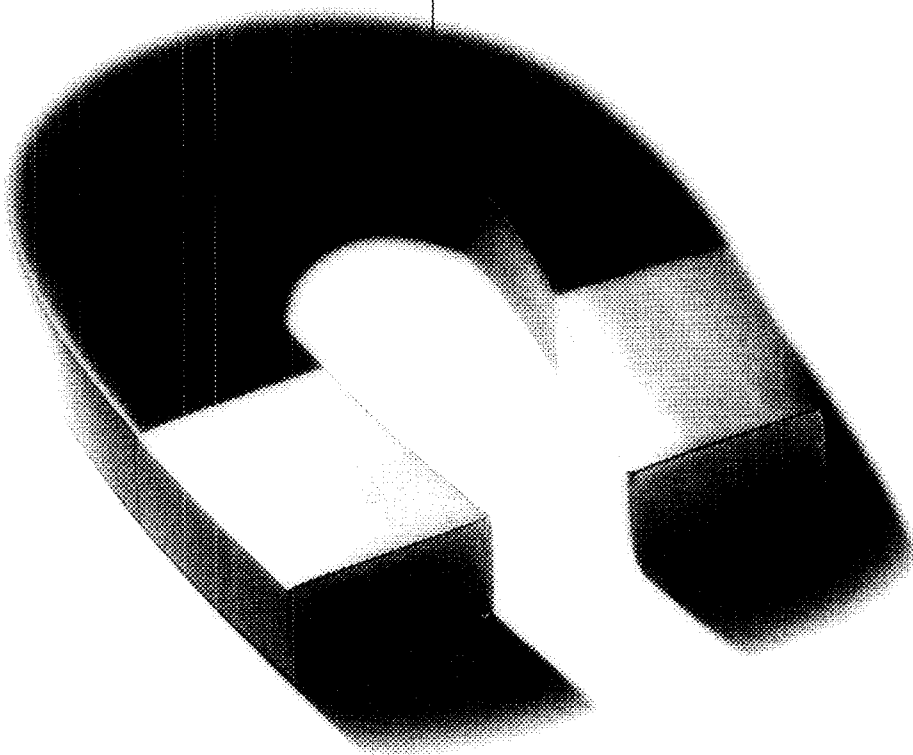
(This article was adapted from an earlier version that appeared in the Pennsylvania Library Association Bulletin, September 1998.)

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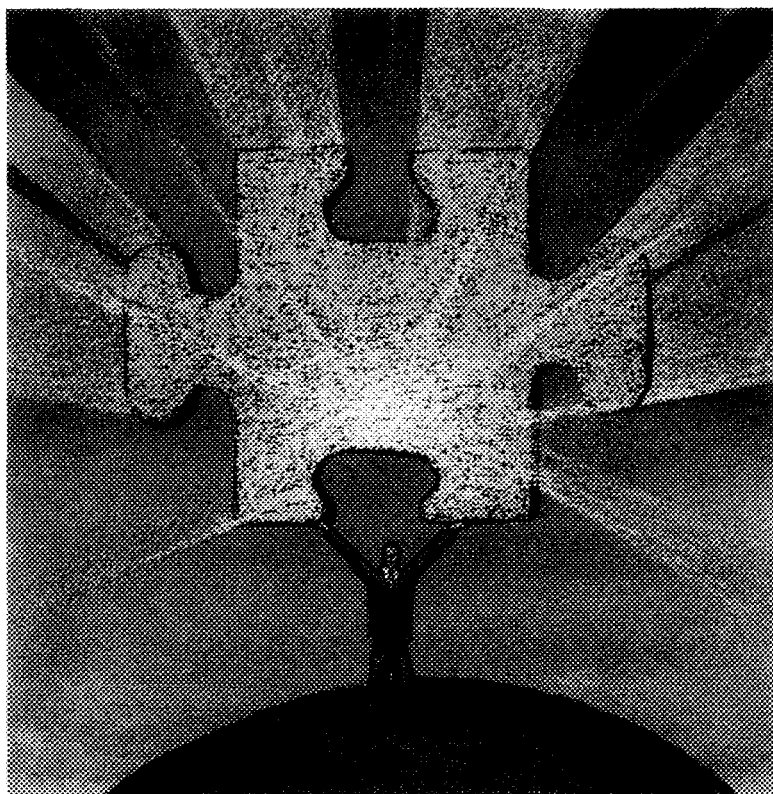


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tools for you to implement in the ongoing fight to alter the perceptions of your profession.

Changing perception is an arduous task—one that requires communications savvy and, quite frankly, nerves of steel. Today, we must relate to organizational decision-makers in their language: What is a library's return on investment? What's the cost-benefit? Is your role a support function or a core competency of the organization? Some organizational leaders understand your profession's value, and practice what they preach. But most simply don't get it. In the future, as new waves of educated professionals enter the workforce and take on executive and managerial roles, new ideas and attitudes will take shape. It is our job to try to mold these ideas

and attitudes before they evolve, so we can all speak the same language.

In between these two phases, though, we must work with a crop of budding and future managers and executives, most of whom have a firm grasp of the essential challenges and opportunities concerning the flow of information within organizations. They know that desktop computer access can put information at the fingertips of every employee. They realize that such access has an infinite level of potential (for now). They understand the value of intellectual capital, and the importance of sharing knowledge. Yet they lack the fundamental recognition that information—and thus, knowledge—cannot be managed by each and every employee, lest a company with thousands of employees might experience "information anarchy." They believe technology can solve most of an organization's information-related needs and problems. It is this generation of management that will usher in the age of librarian-driven knowledge management—if **we help them realize our value.**

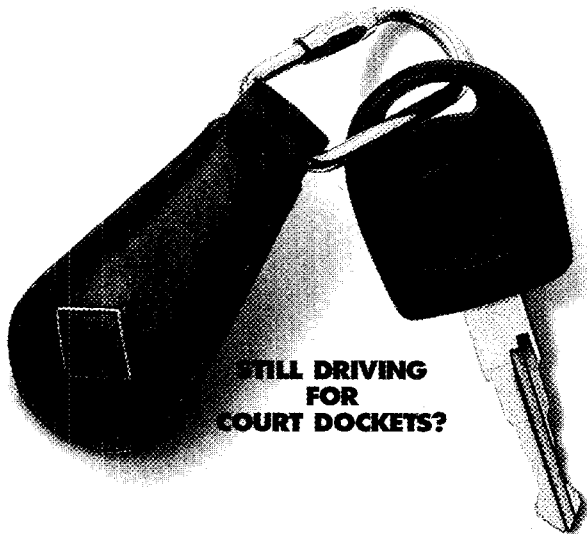
This is where your competencies come to fruition. By working with decision-makers (and even those who aren't decision-makers) to develop new ideas and strategies for meeting their information needs, you will begin paving the way for a greater perception of your value. Remember: You already know how valuable you are; it's your colleagues who need to be convinced!

Take the time to find out what "blue sky" information needs your customers have, then find a way to meet those needs. Don't guarantee results up front! The golden rule of customer service is to promise good, then deliver great. Your baseline level of service should be to ensure an adequate, but consistent, delivery of your product. Once you've achieved consistency, then you can move on to exceeding customer needs when possible. Before long, you'll be exceeding customer needs consistently!

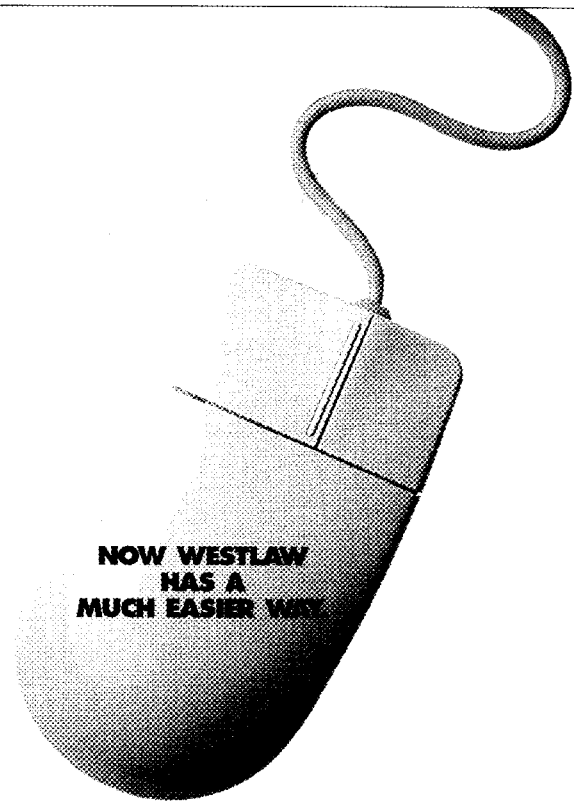
Moreover, find new ways to get your message out to employees who would not otherwise be aware. If your company's marketing department, for instance, isn't fully using your library's services, be proactive! Meet with the department's management. Write a promotional piece for their internal newsletter. If they don't have one, ask the manager to send a group e-mail to all employees. Where there's a will, there's a way. ☞

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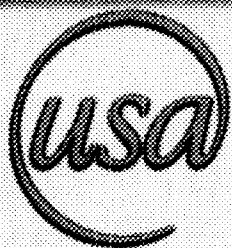
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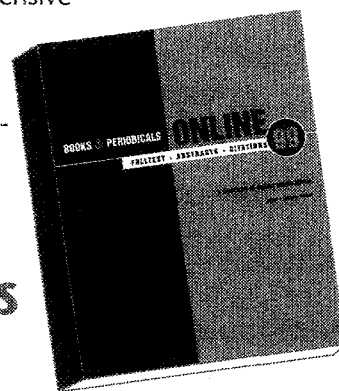
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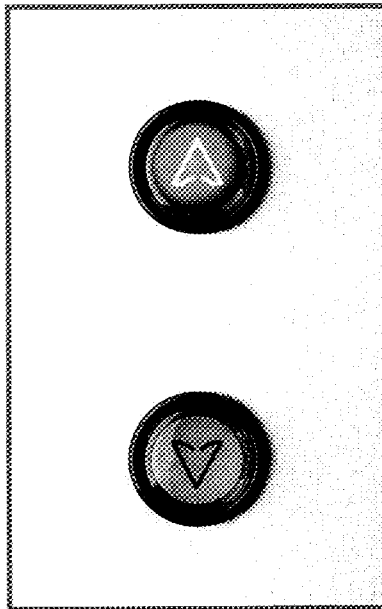
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