

# UPDATE

News For

Information Managers

and Special Librarians

November 1, 2003 Volume 12, No. 16

ISSN Number: 1061-5288

## Corporate Librarian Jobs Grow Says Optimistic WSJ Article

According to the *Wall Street Journal* (WSJ), corporate librarians have reason for optimism on the job front this year. WSJ's [CareerJournal.com](http://www.careerjournal.com) site says more mid- to upper-level corporate librarians are being hired than in 2002. "The Hiring Tide Turns for Corporate Librarians," says the piece, especially for experienced professionals in biotechnology, pharmaceutical, law, and medical organizations.

The article quotes specifics from Outsell, the research and advisory firm: an average of 9.18 FTEs are working in corporate libraries this year, up from 8.77 in 2002 but considerably below the 13.09 figure reported in 2001. It predicts a slight rebound to 9.26 in 2004. The "good news" is that most corporate information centers can't cut more positions without closing. Those that have shut down, may have transferred personnel directly into business units.

The WSJ article provides a good overview of the state of the profession, and addresses the confusion over the term "librarian." Job seekers also must look for positions posted as knowledge manager, information specialist, or taxonomist, among others. Nowadays, they also need skills to maintain or create web pages, says the WSJ.

## PubMed Central to Release Digitized STM Journals

The National Library of Medicine (NLM) is scanning the back issues of PubMed Central (PMC) journals that are not already available in electronic form. The complete contents of the scanned issues will be available free in PMC ([www.pubmedcentral.com](http://www.pubmedcentral.com)). Production scanning began in May 2003, with the first scanned issues to be available in mid-November. The material is being scanned a decade at a time, starting with the 1990s.

A pdf file will be created for every article as well as an xml record for the citation and abstract of each scanned article not already listed in NLM's bibliographic citation database, PubMed/MEDLINE. NLM is covering the full cost of scanning the back issues and creating the related OCR and XML files. A journal is expected to provide NLM a disposable copy of its print issues to be used for scanning. NLM provides each journal with a complete electronic copy of its material, at no cost. The journal may redistribute and reuse these files for its own purposes, in any way it chooses.

PMC is a digital archive of life sciences journals, not a publisher (see *CLU* 9/15/99), developed and managed by the National Center for Biotechnology Information at NLM. Publishers voluntarily contribute journals to PMC. Many journals make their content available in PMC as soon as it is published. Others delay release for anywhere from a few months to a few years after publication, but most provide free access to full text within a year of publication. To date, close to

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## Manager's Bookshelf

Watkins, Michael. *The First 90 Days: Critical Success Strategies for New Leaders at all Levels*. Harvard Business School Press. November 2003. \$24.95. 253p. illus. index. ISBN 1-59139-110-5.

Watkins says the first 90 days are critical to a successful transition, "when small differences in your actions can have disproportionate impacts on results." New leaders at all levels are vulnerable because they don't have detailed knowledge of challenges, their networks aren't developed, and they haven't built momentum and credibility, he says. Watkins calls this book a "transition acceleration model." Opportunity and vulnerability—that's how Watkins characterizes the first three months for a new leader—recognizing that success isn't measured simply by avoiding failure.

There are methods for lessening the likelihood of failure and building momentum by building credibility—mobilizing others through vision, expertise, and drive. Transitions develop leadership by strengthening diagnostic skills.

The book provides frameworks for diagnosing situations and developing customized plans for transition. Although it seems most appropriate for mid- to upper-level leaders in organizations, Watkins' approach also is applicable to leaders in individual departments or units. It suggests that it is not just the leader who is in transition, but everyone from above and below—the "impact network"—who are also in transition when a new leader is put in place.

In a transition, the new leader has to get rid of old assumptions, diagnose the situation and clarify the challenges and opportunities, identify improvements, build a productive relationship with the new boss, and manage his or her expectations.

Each chapter is a mini case study, with analysis of what went right and wrong. There are tools for evaluating the situation and tips on how to ensure your personal success. Chapters end with an "Acceleration Checklist" on the topic of the chapter.

**80 journals are participating, with eight more forthcoming.**

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ject to normal 'fair use' provisions of copyright law. As with existing content in PMC, copyright for the scanned material remains with the publisher or with individual authors, as applicable.

## Award-Winning Intranets Are Work Support Tools

Successful intranets are determined by users' tasks, rather than being document repositories. This is one conclusion of Jakob Nielsen, writing in the October 13 issue of Alertbox, his web usability newsletter, published on the Internet since 1995 ([www.useit.com/alertbox/20031013.html](http://www.useit.com/alertbox/20031013.html)). In that issue, he announces the "Ten Best Intranets of 2003." Among the winners are ChevronTexaco, Fujitsu Siemens of Germany, the Mayo Clinic, the United States Coast Guard, Wachovia Corporation, and North Tyneside College in the U.K. Also on the list are a web design group and some consulting firms. Although most of the winners are large corporations, Nielsen uses North Tyneside College as proof that "good intranets depend more on will, talent, clarity of mission, and commitment to usability than it does on having lavish funding."

In supporting workflow, the systems track projects at various stages and provide statistics and profiles vital to decision-making. One aim is to reduce the volume of email and integrate col-

CORPORATE LIBRARY		Published bi-monthly by Library Journal
<b>UPDATE</b>		
News For Information Managers and Special Librarians		
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Outside U.S.:	818-487-4557	

CORPORATE LIBRARY UPDATE (ISSN 1061-5288) is published bi-monthly by Reed Business Information, 360 Park Avenue South, New York, NY 10011-5300, A Division of Reed Elsevier Inc., 275 Washington St., Newton MA 02158-1630, Tad Smith, President Reed Media Division; Joe Tessitore, Publishing Director. Copyright © 2003 by Reed Elsevier Inc. Corporate Library Update is a registered trademark of Reed Properties, Inc., used under license. Not to be reproduced without permission. Address editorial and advertising correspondence to: 360 Park Avenue South, New York, NY 10010. Telephones: Editorial: Susan DiMattia, Editor (646) 746-6813 or Lynn Blumenstein, Sr. Editor, (646) 746-6839. Joseph Murray, Classified Advertising: (646) 746-7059, Telex 12-7703. Address circulation correspondence and changes of address to: Corporate Library Update, Subscription Dept., P.O. Box 16178 North Hollywood, CA 91615, Telephone: 800-278-2991. Outside U.S 818-487-4557.

### News in Brief

**The first open-access journal** published by the Public Library of Science (PloS) was launched on October 13. PloS Biology is a monthly, peer-reviewed journal available for free at <http://biology.plosjournals.org>. PloS' new publishing model involves publishing fees paid by authors out of grant funds or other sources, instead of subscription fees. PloS has garnered support from the American Association of Law Libraries, Association of Academic Health Sciences Libraries, Association of College and Research Libraries, Association of Research Libraries, Medical Library Association, Open Society Institute, Public Knowledge, and SPARC (Scholarly Publishing and Academic Resources Coalition). It also is supported by a large group of leading scientists. Start-up costs are being supported by a \$9 million grant from the Gordon and Betty Moore Foundation (see *CLU* 1/15/03).

laboration tools. Greater self-sufficiency for users in updating and managing content, supported by a content management system, is the goal of many intranets. Technology platforms is the one area where there is little agreement among intranet builders. "Intranet technology is clearly not mature yet," Nielsen says. There is greater use of Microsoft technology in 2003, and the use of open-source tools is growing. It requires an average of 12 months to redesign an intranet, and the average intranet is updated every three years.

For more information on Nielsen's rationale

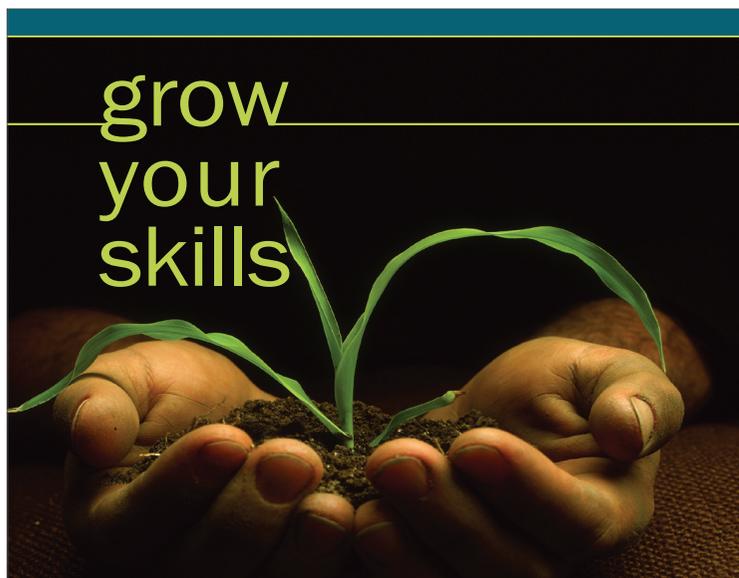
in making his ten selections, visit the web site. There is a downloadable 175 page Intranet Design Annual with screenshots of the winners.

Nielsen, a Sun Microsystems Distinguished Engineer until 1998, is principal of the Nielsen Norman Group, founded with Donald Norman, former vice president of research at Apple Computer. Nielsen has been described as "the king of usability," one the web's 10 most influential people, and "the guru of web page usability."

## Deloitte Report Concludes E-Gov Boosts Economic Competitiveness

**I**nformation technology investments by government agencies should be evaluated not just by the cost savings they generate, but the economic benefits they represent for individuals and businesses. This is just one conclusion in a study by Deloitte Research, issued in September. The report, *Citizen Advantage*, examines such factors as the time and effort it takes to comply with regulatory and reporting requirements.

Businesses have choices when they select the locations in which they will operate. State and local governments are forced to compete in order to attract and retain businesses. The Deloitte study suggests that governments assign a return on investment (ROI) model to their technology investment decisions, in order to reflect the total range of benefits such investments represent to the government agency and to the citizens they serve. It is estimated that



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### In Memoriam

**APRIL BOHANNAN**, former assistant professor of the School of Library and Information Studies of Texas Woman's University, died in September of colon cancer. A memorial service was held on September 14. Memorial donations may be sent to the charity of your choice.

**CAROLINE COUGHLIN**, former faculty member at the Simmons College Graduate School of Library and Information Science and adjunct faculty at Rutgers School of Communication and Library Studies, died on September 25. She was the former director of libraries at Drew University, Madison, NJ.

**JOAN DAVIS** died recently at the age of 75. She was a librarian at Ross Laboratories, now part of Abbott Laboratories in Columbus, OH. She also was head branch librarian in Huber Heights, OH, paralegal specialist for medical investigation for the Lord, Bissell & Brook law firm in Chicago, and head reference librarian for Northwestern Medical School library.

**EUGENE JACKSON**, professor emeritus at the Graduate School of Library and Information Science (GSLIS) of the University of Texas at Austin, died on July 16. He was 88. He received the honorary Doctor of Humane Letters from Purdue University in 1994, where he received his undergraduate degree, and later worked in the engineering libraries. In 1998 the American Society of Information Science and Technology named him to a list of 14 Pioneers of Information Science. He served as president of the Special Libraries Association from 1961 to 1962. He worked as a documents librarian at the University of Alabama, Tuscaloosa, and at the Detroit Public Library's Technology Department. After active service in the Army in World War II he ultimately served in the forerunner of NASA and on a NATO Advisory Group for Aeronautical R&D. He was recruited as librarian for General Motors Research Laboratories and then to the corporate engineering staff of IBM as director of libraries and information retrieval. He served as professor in the GSLIS at the University of Texas from 1970 to 1985, when he retired. Memorial donations may be sent to the Student Loan Fund, GSLIS, University of Texas at Austin, TX 78712-1276.

federal regulations cost citizens and businesses \$843 billion annually. Applying information technology to the regulatory compliance process will reduce the time and money spent to comply. For example, the Small Business Association's Busi-

ness Compliance One Step web site saves U.S. businesses about \$526 million a year by helping them find, understand, and comply with regulations.

Costs will be reduced when e-government provides one-stop information sources, simplifies and streamlines reporting requirements and reduces the number of forms, making transactions, such as paying fees and obtaining permits, easier, and helping businesses understand what regulations apply to them, and how to comply with them. Governments will be better able to justify the costs of technology investments when they have the ROI argument in hand. To access the complete Citizen Advantage study, visit [www.dc.com](http://www.dc.com).

## Amazon's Search Inside Book Draws Mixed Responses

Amazon's new Search Inside the Book offering allows customers to search the full text of more than 120,000 books of all genres from over 190 publishers. Reaction to the service is mixed; publishers are cautious, authors are concerned, but librarians welcome the effort as a way to expose readers to forgotten or neglected titles.

Amazon says that copyright isn't a problem because it is supplying pictures, not text. It scanned the books into images, using OCR technology. Search results offer links to book titles where it is possible to view and print several pages before and after the location of the search term. To do so, users must sign in and provide a credit card number, which is not charged unless they buy. Amazon has agreed to terminate a customer's access to a book after they access more than 20 percent of the title within one month. However, the Author's Guild, a writers' trade organization, says that some staff members have been able to view and print as many as 100 consecutive pages by searching for different terms. Its message to members says that "publishers do not have the right to participate in this program without their authors' permission."

Because the results are links to books that have been scanned into images that can't be downloaded, copied, or linked to any other page, Amazon assures publishers that its purpose is to encourage the sale of more books, not provide a free source of information. Nevertheless, critics have pointed out that some short excerpts, such

as recipes and travel information, are vulnerable. One publisher declined to supply books of poetry or reference works for this reason. Another admitted to only supplying backlist titles.

The service uses the most basic search methods, an implied Boolean "and" between search terms, and phrase searching with quotation marks. Table of contents are not hyperlinked. Amazon is interested in exploring more advanced methods. It has announced the formation of A9.com, a new company devoted exclusively to search technologies.

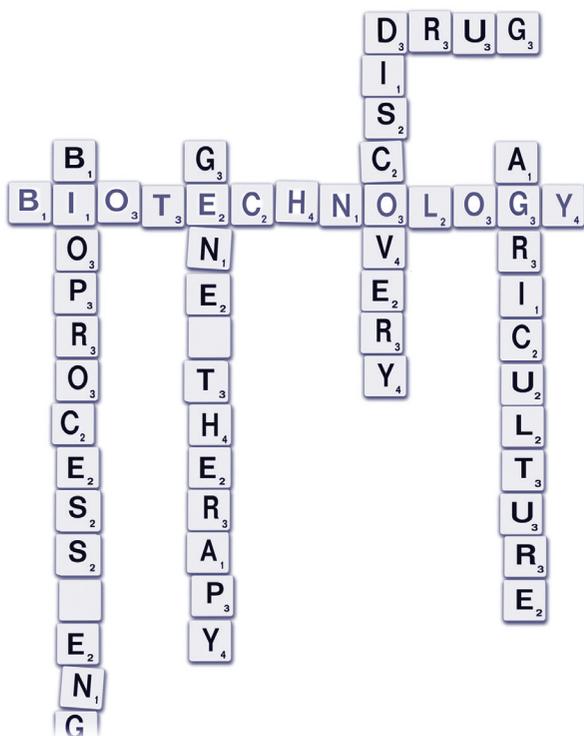
## UC Professors Urge Boycott Of Elsevier's Cell Press Titles

Two professors at the University of California (UC) have called for a system-wide boycott of Cell Press titles following years of unsuccessful negotiations by the California Digital Library to secure a system-wide electronic license. In a letter to colleagues, Peter Walter, a biochemist, and

Keith Yamamoto, professor and chair of the Yamamoto Lab, implored colleagues to quit editorial boards and cease reviewing for and submitting to Cell Press. In addition, the professors asked colleagues to "talk widely" about the pricing and business practices of industry-leading publisher Elsevier, which publishes Cell Press' titles.

Walter said that the issue reached critical mass once he and his colleagues moved to the new UCSF Mission Bay campus in March. "We are 20 minutes from the main library, we don't have a paper library here, no archives, so we rely exclusively on electronic access," he said. After an initial free trial access to Cell Press titles, access was eventually turned off. Researchers in the UC system rely on individual subscriptions, or institutional subscriptions at UC libraries for Cell Press titles.

According to figures released by Walter and Yamamoto, in 2002 the University of California paid Elsevier "\$8 million for system-wide online access to its journals, roughly 50 percent of the total budget for all online journals that the UC



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libraries subscribe to as a single system." Cell Press was acquired by Elsevier in April, 1999 and is not part of the Elsevier package currently licensed by the UC system.

In response to the boycott, Cell Press has offered to extend free access to its journals until the end of the year. Lynne Herndon, president and CEO of Cell Press, said, "Negotiations are ongoing." She acknowledged that deriving a site license "represents a significant financial commitment on the part of the university library." Particulars of the offer, for online access only, were posted on the liblicense-l discussion list, as follows. "Access to *Cell*, *Neuron*, *Immunity*, *Molecular Cell*, *Developmental Cell*, and *Cancer Cell*... is \$90,000 annually. This offer guarantees access for three years to all scientists and students at all campuses and major hospitals, including the approximately 10,000 biomedical researchers, graduate students, and post-docs, who are active users of our content. The quote breaks down to roughly \$1.50 per top-quality journal per year for each active user within the UC system. This is an excellent value," states Herndon.

Walter, however, said that he has urged colleagues to reject the offer of free access and to abide by the boycott. "They will just turn off access again." -- *with reporting from Andrew Albanese*

## Clark Atlanta SLIS to Close Despite Widespread Opposition

Over the protests of university faculty, alumni, and the library profession at large, the board of Clark Atlanta University (CAU) has decided to close the School of Library and Information Studies (SLIS), the only library program, although conditionally accredited, in Georgia. It is one of five of the university's programs being closed to save \$8 million; last year, CAU's deficit was \$7.5 million.

"To say that we are stunned would be an understatement," said SLIS Dean Arthur Gunn. "We are uncertain as to how a university that has more than a \$2.4 million athletic budget and has a budget crunch can eliminate programs that are so critical to the progress of our communities. We are devastated by it."

In a statement, CAU Board Chairman Carl Ware said that phasing out SLIS was especially difficult. "Since 1941—a time when career options were limited for African-Americans—the School of Library and Information Studies has been a well-spring of professional opportunity for Clark Atlanta graduates," he said. SLIS is one of only two LIS programs at historically black institutions. CAU's statement said, among other things, that SLIS had low student enrollment. The cur-

### Company Announcements

**A new version** of the EDGAR Online Pro service has been released, offering fundamental, ownership, initial public offering and secondary offering datasets, and advanced search tools previously offered only to large enterprises. New financial tools allow the comparison of financials across multiple companies and industries. Subscribers now can search SEC documents by 18 different criteria. For more information, call 888-870-2316.

**BIOSIS is entering final negotiations** with the Thomson Corporation to sell the publishing assets of Biological Abstracts and BIOSIS, U.K. Existing brands, Biological Abstracts, BIOSIS Previews, and Zoological Record databases, will be retained. They also will remain available through various platforms such as Thomson ISI Web of Knowledge, Dialog, Ovid, and STN, but become more aligned with Web of Knowledge.

**LexisNexis is the latest information provider** to partner with Microsoft Office. Users of the Research Task Pane

featured in Word 2003, Excel 2003, and PowerPoint 2003 will be able to match their search terms against LexisNexis' free database of court decisions found on its lexisONE legal portal. For a fee, users can then expand their research using the LexisNexis Shepard's Citation Service to determine the validity of a case. Users also conduct a free search against approximately 3400 titles in the LexisNexis Bookstore. Gale, Factiva, and eLibrary already have signed on (see *CLU* 4/1, 3/15).

**Emerald**, international management and information science publisher, has announced the acquisition of the *Journal of Business Strategy* and the *Handbook of Business Strategy*. A free 30-day trial to Emerald ManagementFirst, containing both new acquisitions, is available by visiting [www.emeraldinsight.com/managementfirst](http://www.emeraldinsight.com/managementfirst). The journal provides in-depth articles focusing on practical applications of business theory, forecasting, business development, trend-spotting, and competitive intelligence. The annual handbook

rent enrollment is approximately 99 FTE.

While CAU's original plan stated that SLIS would be phased out at the end of the 2004-05 academic year, the latest statement said the phase-out of all five programs would be fully implemented by 2007. Gunn noted that many SLIS students attend part-time, and that a closing in 2005 might jeopardize those who had enrolled this fall.

Deans, directors, and chairs of LIS schools in the southeast convened at CAU on September 29 for a "CAU Summit," in an effort to show support for the school and further strategize. President Walter Broadnax refused to meet with a special delegation made up of library educators, American Library Association officials, and other prominent librarians. — *Norman Oder*

## Collaborating with Public Affairs One Duty of Embassy Librarians

For directors of the Information Resource Centers (IRC) in American embassies all over the world, one major responsibility is collaborating with the public affairs officers on the embassy staff. Two people who welcome this partnership are Petter Naess, information resource director at the U.S. Embassy in Oslo, Norway, and Ayse Ozak-

inci, reporting from Turkey.

**IRC IN OSLO:** The embassy job has been the "first and only library job" for Naess, who was hired as IRC director in 1986. He grew up as a Norwegian in the United States. Like his two peers in Bogota, Columbia and Accra, Ghana, featured in the October 15 issue of *Corporate Library Update*, Naess stresses the necessity for being both bilingual and bicultural in order to be most effective in an embassy setting.

The embassy in Oslo has an IRC staff of three. One of Naess' primary responsibilities is "to select, retrieve, repurpose, and disseminate information that advances the goals of the embassy's country-information that explains, defends, corrects misperceptions about the United States." He believes that the State Department "has exaggerated expectations of the efficacy of disseminating policy information to change attitudes about U.S. foreign policy. At the same time, they underestimate the importance of nonpolicy related services (e.g. accentuating the many positive aspects of the U.S. that have nothing to do with its foreign policy) in creating a positive attitude about the U.S. as a whole."

After 9/11, because of the focus on "anti-Americanism," the embassy in Norway made special efforts to publicize positive messages—a joint project of the IRC and the public affairs officer. Bringing marketing into the public diplomacy mix

### Company Announcements

summarizes current strategic management issues in marketing, branding, leadership, and growth strategies as well as knowledge management, corporate governance, working with consultants, and CRM.

**Swets Blackwell has acquired W.H. Everett & Son**, the subscription business of the world's oldest independent bookseller and subscription agent. All subscription activities currently handled from Everett's head office in London will be integrated into Swets Blackwell's system by the end of October. Swets Blackwell will change its name to Swets Information Services on December 2, 2003.

**The National Agricultural Library (NAL)** has selected the Relais Enterprise document delivery system to further automate the library's document delivery services and result in greater efficiencies. The library receives, from customers in the U.S. Department of Agriculture and other organizations and libraries around the world, about 120,000 document delivery requests for items from the NAL collections. These

collections include more than 3.5 million items of information about food, agriculture, and natural resources. With the use of Relais Enterprise, customers will be able to both request and receive materials electronically, and to check on the status of their requests via the World Wide Web. The Enterprise system is being integrated with NAL's new Voyager library system from Endeavor. The Voyager system will be available later this year, while the Enterprise system will become operational in mid-2004.

**Marcel Dekker and OverDrive**, Inc. have partnered to launch two ebook sites. The institutional site, [www.ebooks.lib.dekker.com](http://www.ebooks.lib.dekker.com), allows libraries to purchase titles for perpetual access, including multiple and concurrent viewing. Discounts on bulk purchases and free trial access are offered. The other, [www.ebooks.dekker.com](http://www.ebooks.dekker.com), serves the individual consumer. Dekker offers over 500 ebooks with scientific, technical, and medical information content, with new titles added every week.

## People

**MONICA ERTEL** is the new director of customer services at Innovative Interfaces. She will be responsible for the 24/7/365 help desk and web-based service center, CSDirect. Most recently she was director of global knowledge management at Korn/Ferry International. Prior to that, she was director of knowledge systems at Apple Computer, with responsibility for the Apple Library as well as research in information management.

**DONALD KENNEDY** is the new director of sales at WebFeat, federated search technology for private and corporate libraries. He comes with 20 years of experience at Enterprise Solutions of Englewood CO, and at Thomson Learning Corporation, Ziff-Davis Information Company, and Information Marketing International.

is now considered by many to be a failure because of the continually increasing anti-Americanism. Naess expects to see a renewed focus on cultural diplomacy, providing more nonpolicy information about the U.S.

Primary users of the services in Oslo are journalists, researchers, and prominent participants in the public debate. "The inhouse audience has become more important and we are functioning to a greater extent as a special library for the mission." Although the volume of reference questions has decreased as end users find the information they need on the IRC's web site and elsewhere on the Internet, the sophistication of reference questions handled by the IRC staff has increased. "No matter how much information you post on the web, people will always want to speak with a person, either directly, via email, or through chat," Naess says.

In addition to being politically astute, Naess describes his job in very broad terms. "I am involved in everything from bringing over speakers and conceiving programs, selecting international visitors to the U.S., translating, speechwriting, ...in addition to IRC core activities... A particularly important and exciting part of my job is looking at ways of harnessing new technology for public affairs issues."

**REPORTING FROM TURKEY:** Ozakinci started to work for the "American Library" in Istanbul as a library clerk in 1973. She took some correspondence courses from Utah University and trained herself to become a librarian. She moved from being a circulation/periodicals librarian to outreach and subject specialist and then as international relations specialist. In 1997, when the American Information Resource Center was

established, she took on responsibilities as IRC director. At that time, most of the book collection was given away. Today, staff relies on electronic information resources. Ozakinci's main responsibilities are supervision of two information assistants, formulating the annual plan and technology plan, overseeing outreach, reference, programming, and other administrative duties. She also provides strategic guidance to the public affairs officer. She also is involved in future development of an American Corner in Bursa, similar to those satellite centers described by Charles Akpalu in Ghana (*CLU*, 10/15)

Ozakinci's list of major users mirrors those in other embassies—government officials, the media, business community, leaders in Turkish society and culture, the military, and scholars. "IRC services go beyond the handling of specific factual questions. Electronic information packages can be prepared in response to queries or to complement special programs." Researchers have access to the IRC by appointment. Outreach to the wide variety of potential users is primarily through personal touch. "The best way to reach the target audience is individual contact," Ozakinci says. "If we show examples of the kind of services they could get from us, they always come back and establish a strong contact with us." Focusing on the issues that interest them is the best way to reach users, she says.

We asked Ozakinci and all of her colleagues why the job at the IRC appeals to them. "What appeals to me most is to see myself in a bridge position between two cultures," Ozakinci said. "When answering to their needs, I can provide information about the real America, what's behind the daily or short-lived policies they gather from the news and bits and pieces of information from TV programs and the press. There are many more 'America's stories to tell the world,' such as democracy, self-criticism, and freedom of expression. That means I feel useful."

Especially in this critical time for the United States, in its relations with countries all over the world, it is this writer's opinion that we are well served by the dedicated IRC staffs of American embassies. The four who have been highlighted in two issues of *Corporate Library Update* are representative of the group.

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