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BULLETIN

BUSINESS AND FINANCE DIVISION
SPECIAL LIBRARIES ASSOCIATION

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Nr 129 In this issue...

- *Olson*
MARKETING COMPANION
- *Evans*
BOOK BASICS:
MARKETING INFORMATION
BY WENDY DIAMOND
AND MICHAEL R. OPPENHEIM
- *James*
CAREERS, JOBS, RECRUITMENT
AND LIFE IN THE BUSINESS &
FINANCE WORLD
- *Kirkwood*
A CONVERSATION
WITH ANTHONY RAYMOND
- *Manion & Ganly*
THE VALUE
OF ASSOCIATIONS
- WELCOME
TO TORONTO

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Spring 2005 · Nr 129

Editor

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INSTRUCTIONS TO AUTHORS

- Submissions via electronic mail are encouraged.
- Either MS Word or ASCII files are acceptable.
- Please submit copy after verification, bibliography checking, spell checking and proof reading.
- Use a recent *Bulletin* issue as your style guide.

COPY DEADLINES

- FALL 2005 issue, Nr 130: *AUGUST 15, 2005*
- WINTER 2006 issue, Nr 131: *DECEMBER 1, 2005*
- SPRING 2006 issue, Nr 132: *MARCH 15, 2006*

Peer-reviewed articles require additional time for the review process. Authors who wish to publish a peer-reviewed article should contact the editor(s) for further information.

From the Chair...

**Sylvia
JAMES**
*Sylvia James
Consultancy*

*The
road
to
Toronto*

■ We are just 1 month away from Annual Conference in Toronto and this issue of the *Bulletin* is full of information about all the B&F sessions. It is the culmination of the duties of the Division Chair and represents long hours of planning and discussion. I do hope all of you enjoy the sessions we have planned for you. I very much look forward to meeting you all that attend the sessions or social events in Toronto.

*We
need
your
input*

In a new impetus to understand what you our members would like from the Annual Conference, we are planning on collecting some feedback from B&F members who attend our programs in Toronto this year. If you get approached by any of the students who are helping us collect input, please spare a few moments for them in order to help the B&F Board plan future sessions. Any of you that are attending in Toronto and want to help with this survey, please get in touch with me.

*The
conversion
process*

The big focus this year for us is the launch of the 5 new B&F Sections that have all been formally converted to Sections from Roundtables. They are: Corporate Libraries, College & Universities Business Libraries, Financial Institutions, Investment Services, and the brand new Private Equity Section. All have breakfast events scheduled on Tuesday June 7th. It would be great if you could all support them by attending the one that most suits your interests. Toby Pearlstein, B&F Chair Elect wrote an excellent article about them for this issue.

*And now...
a word for
our sponsors*

A final word in this letter is of thanks to our wonderful sponsors who have very generously contributed to underwriting our conference activities. Thank you all for your support.

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EDITOR'S EPITOME

Victoria A. PLATT
Willamette Management Associates

■ Historically the spring issue of the *Bulletin* was full of articles discussing the upcoming annual conference, and was a guide to all of the Business & Finance Division activities. While it is still so, this year it is also much, much more.

The articles and columns in this issue were written by a group of outstanding authors. Each piece speaks to the need to help others and thereby, help ourselves. I was particularly struck by the dedication the authors have for ensuring our profession is one of skill, success, and strength.

Executive and Advisory Board Members wrote several of the articles in this issue. Not only were these members busy finalizing plans for the conference while maintaining

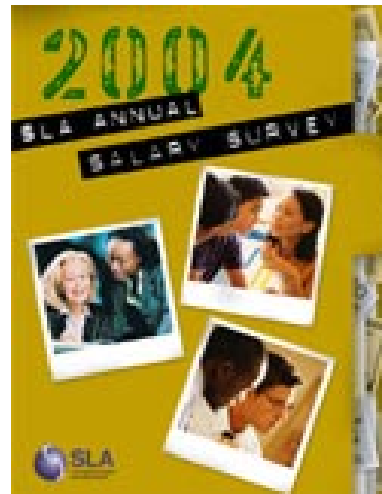
their professional positions, they also wrote meaningful articles that met the editorial deadline.

This issue is meant to excite and prepare you for our conference in Toronto. After reading "Talking Business Information" by Hal Kirkwood, I hope this issue inspires you to appreciate each day and to be courageous. While we are part of an amazing association, we are also members of a greater community.

It is no small task to find time to contribute to the *Bulletin*. Editing this issue was a pleasure and collaborating with such wonderful people an honor. I am grateful to all of the B&F Division members who help create an incredible association, division, and newsletter. See you in Toronto.

THIS PUBLICATION ENABLES INFORMATION PROFESSIONALS TO ASSESS THEIR OWN SALARIES IN LIGHT OF MEASURABLE CHARACTERISTICS, SUCH AS LEVEL OF EDUCATION, YEAR OF EXPERIENCE, JOB RESPONSIBILITIES, AND GEOGRAPHIC LOCATION.

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THE VALUE OF ASSOCIATIONS

This new column will explore issues of importance to the Business and Finance information community as well as themes of broader interest and impact. The authors, a seasoned professional at the top of his field and a mid-career manager, will focus on such issues as networking, professional relationships, customer service, management, research and analysis and the value of membership in SLA and the Business and Finance Division. The authors welcome any input or ideas for their column.

In this issue, Kevin Manion discusses the value of getting involved in a professional association and presents tangible examples of how B&F and SLA membership and involvement have helped him with making important decisions in his career. John Ganly discusses the value of associations as sources of information.

■ Recently, one of my team members asked me about the value of membership in SLA. Her question made me think about my own career and how beneficial membership has been for me.

Back in library school, when I thought about my career after graduation, I always pictured myself in an academic setting and, accordingly, joined associations and networked with faculty and information professionals concerned with that part of our profession. I pretty much ignored the active SLA student chapter at the university thinking them too “businessy” and focused solely on careers in law firms and banks. How wrong I was.....

Upon graduation, I had the opportunity to move to New York City and to work at the New York Public Library in the landmark building at 42nd street and 5th avenue in Manhattan. I soon met the co-author of

this column, John Ganly, who has been a mentor and a friend ever since. If I ever needed an example of how valuable networking is, John provided it. As a trusted colleague and long time member of SLA and B&F, John has acted as a sounding board for ideas and counseled me on important career decisions such as job changes.

In 2003/2004 I had the chance to meet and work with two other colleagues—Susan Fiffer-Canby at National Geographic and Pamela Tripp-Melby at the IMF/World Bank on a joint presentation at the Nashville SLA conference. The presentation, entitled “Three Pillars”, focused on units that comprise records, research and archive components and the challenges of managing such operations.

Since the presentation, the three of us have discussed other issues of importance to our respective operations and I have found their counsel and ideas to be invaluable. We have been asked twice to recap our presentations and recently, we were asked to turn our 90-minute session into a half-day training seminar. The original presentation was suggested by another colleague, Andrew Berner of the University Club in New York City. Experienced professionals like John, Andrew, Pamela and Susan are an asset to our profession and to our association.

Another tangible example of the benefits of membership occurred recently at the Chapter level. In February, the New York City Chapter hosted an evening with Malcolm Gladwell, author of “Blink” and “The Tipping Point”. In his presentation, Mr. Gladwell focused on the importance of the right information and the right amount of information at the right time. He gave tangible examples of how too much information can lead to bad decision making. The five of us from our organization who attended sat around a table the next day and rethought the format and content of a major presentation our unit was leading later in the week. We trimmed down our presentations, focused on the important issues and spoke to the slides rather than from the slides. As a result, the information presented was right on target and will help drive the decision-making process.

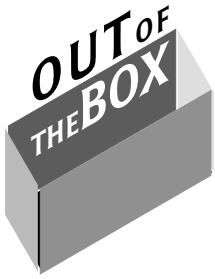
So what did I answer to the team member who asked me about the importance of membership? I told her that I would not be where I am today if it were not for the valuable relationships that I

have built and continue to build with colleagues—relationships that are facilitated and nurtured by membership in our association, divisions and chapters. Today, this staff member is getting involved in the new and growing Competitive Intelligence section of SLA and has already told me how much she has gained from her experience. Kevin has identified the importance of belonging to professional associations and my comments will briefly focus on understanding the value of industry associations and professional associations as sources of information.

Trade literature prior to the introduction of the web was a grey area in which only a few libraries attempted to collect information published by these groups. Even those few were faced with the awesome task of obtaining publications produced in limited quantities for a specialized market. The Internet opened wide the whole world of association information for information professionals. Websites are now filled with association glossaries, directories, statistical sources and regulatory information. It is possible in a single search to retrieve a list of member companies and suppliers and even link directly to the company websites. Standards established for industry goods are identified in many cases as are many other association supported information sources. Trade journals once the province of specialized research collections such as those at the New York Public Library are now often available full text or as contents lists on association websites.

Over the years I have learned the value of association information and have had the good fortune to be in a library that has collected this information. Now all of us can share in the wealth by simply clicking away.

THE DEADLINE
FOR THE
WINTER
2006 ISSUE IS
DECEMBER



CHRISTINE OLSON • *Chris Olson & Associates*
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MARKETING COMPANION

From time-to-time "Out of the Box" features an article authored by an SLA member that is not necessarily from the Business and Finance Division. Topics chosen for the column are of general relevance to our membership and an introduction to interesting authors.

If you are interested in recommending an author for consideration in this column, please contact the Bulletin editor at vaplatt@willamette.com

■ SIX ELECTRONIC BRANDING OPPORTUNITIES

Creating visibility for your library's brand doesn't have to depend on physical items or a "brick and mortar" presence. In today's electronic world the brand props are changing. Signage and posters are giving way to e-postcards and digital self-help. You may already be experiencing a decline in the number of walk-in customers, replaced by people who frequent your web site and ask for information through virtual live chats. If you think none of these new electronic interfaces can support your branding activities, guess again. The evolving electronic world offers plenty of new and exciting opportunities for putting your library's brand out front in the marketplace. If you don't believe us, consider Amazon.com and e-Bay. Both have successfully defined and branded their

organizations and services without having a storefront or physical place.

Here are 6 electronic branding opportunities to keep in mind for expanding and reinforcing your brand name with your target customers.

1. Display your logo consistently across all web site pages.

This may sound elementary, but from where we sit, it needs repeating. Too many library web sites limit their logo to the primary site pages, and overlook ancillary message pages, forwarding pages, error message pages. Every page display related to the library web site should display your logo, and it should be in a consistent location, color, size, and not distorted.

2. Give your library credit.

Use “bylines” to link your brand name with the products and services your information service provides. For example, a report service might use as a byline “101 Citations researched by Super Duper Information Service.” Here are a few byline phrases to get you started.

- “Produced by...”
- “Created by...”
- “Brought to you by...”
- “Researched by...”
- “Developed by...”
- “Coordinated by...”
- “Certified by...”
- “Coordinated by...”

3. Exploit file names.

The names you give documents and other electronic files that are downloaded from your web site can extend your brand name and help solve cryptic file names. Do you know who produced the file named “checklist.pdf?” How about “execsummary.doc?” By adding an abbreviated version of your brand name or acronym to the beginning of every electronic file name, you reinforce your brand presence. For example, USLibExecSummary.pdf, or ThomsonLib_ReadList.doc. Make sure you follow a file naming convention so you maximize the benefits of including your library name. For example, starting file names with your brand name helps all the files from your library to sort together in an alphabetic listing. It’s also easier for people identify the file they just downloaded from your web site.

4. Bookmarks broadcast your brand name.

Web site bookmarks are created using the title of a web page. Make sure your pages each have a title, beginning with the brand name of your

information service. Some folks go further, and include the URL in the page title, or a short brand message. Go to <http://www.wetfeet.com> and bookmark the home page. You’ll see what we’re talking about. Web site bookmarks can travel, so take advantage of this visibility opportunity.

5. Leverage “Send this link/page to a friend” messages.

Are you maximizing the free publicity generated by people who forward your library’s URL or web pages to friends, colleagues and family members? Send yourself a “forward to a friend” message from your library’s website and evaluate it as a marketing opportunity. Is your logo or library name displayed? Have you included a brand message or other slogan lines in the message template? How about promoting an upcoming event or new product?

6. Don’t forget e-mail signature blocks.

Your information service brand can take advantage of signature blocks—the lines of contact information found at the end of e-mail messages. From a marketing point of view, a signature block is an electronic calling card representing the person and the organization to all who read the message. Many organizations include a short promotion message or slogan at the bottom of a signature block. They rotate the message every few months to maximize the communications broadcast opportunity signature blocks give them. If you’re planning to host a special event or want to advertise your meeting room facilities, consider adding a line to the signature blocks your staff is using. One word of caution: keep your signature block short. No more than 7 lines is a good rule of thumb. Keep the lengths of the lines short too. If necessary, use a two-column format for the signature block so it’s visually balanced. You might want to create a series of signature blocks for different situations or to vary the brand messages sent out.

Visibility opportunities for your library brand abound in the virtual environment. We hope these six ideas jumpstart your strategies for extending your brand image using electronic communications. Got another idea for electronic branding that you’d like to share? Drop us a note or send an example to MarketingCompanion@ChrisOlson.com

Reprinted from the January 2005 issue of *Marketing Treasures*. Marketing Companion is a syndicated column distributed by Chris Olson & Associates. Chris can be reached at chris@chrisolson.com. You may also sign-up for a free subscription to *Marketing Treasures* at <http://www.ChrisOlson.com/marketingtreasures>.



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SYLVIA JAMES
Sylvia James Consultancy

CAREERS, JOBS, RECRUITMENT & LIFE IN THE BUSINESS & FINANCE WORLD

This is the seventh in a series of articles on job hunting and career development aimed at business and finance professionals in the difficult economic climate we are all facing.

■ Congratulations! You've been through the trials and tribulations of submitting proposals for contract work or a freelance project as a Consultant in business and finance information work and you've won your first project. Now what do you do to make this the most enjoyable work you've ever done in your career?

I can't emphasise enough that this is what this type of work should be for you. This is the reason you have decided to take this route. The work should be very pleasurable, use all of your qualifications, skills and experience and should give a great sense of satisfaction. It is not like working as a full-time employee. The very first action in your first contract is to cultivate the attitude of a self-employed and self-directed person. You are entering a new stage of your employment life with the emphasis on independent "life".

JAMES
Careers, Jobs, Recruitment & Life
in the Business & Finance World

This is probably going to be the best and most successful stage yet.

But, before I look at the steps in conducting projects successfully, it is important to look again at the next stages of the proposal. This article looks at proposals, their administration and their curious afterlife, when submitted to the client. There are some essential points that need to be considered in fine tuning your understanding of a proposal before undertaking the project.

PROPOSAL ADMINISTRATION

First, a few words on how to keep up to date with (hopefully) the many proposals you will be writing.

To administer your proposals you need to maintain some sort of list of all the proposals you send out. I would suggest a simple spreadsheet with:

- name of client and contact name(s) addresses/numbers
- date of proposal,
- brief details of project
- couple of columns for dates of your follow up with the client
- suggested project fee
- start/completion dates
- any other notes about project

Project details in this spreadsheet can act as the basis for your accounting system, as relevant fields can easily be copied and pasted into your financial business records.

The proposals themselves are usually written as simple word processed documents that I keep in straightforward files labelled with the name of the client in a "proposals" folder.

I also maintain a series of chronological notebooks where I keep all my notes about projects as they are conceived; even if they are to be unsolicited approaches or detailed notes on specific projects. When I have to prepare a new proposal for a specific project I always make immediate and copious notes, which may just be a stream of consciousness about my ideas for the project. The results of any online research I may do for the proposal is downloaded into a specific file connected to the proposal file and referenced to the spreadsheet and notebook. So if the project

comes back to life it is very easy to trace and see what was the initial thought process.

PROPOSAL TO PROJECT

It is an unfortunate fact that quite often there is a significant timing gap between preparing and submitting the proposal and the project being given the go-ahead by the client. All the initial ideas and enthusiasm that probably won you this project have evaporated or even been eclipsed by other projects. Believe it or not, I have known years to lapse between submitting a proposal and being awarded the project. The client has come back to me, offered me the work and talked to me about the project as if we discussed it yesterday.

Try not to sound too surprised if this happens, even if you are inwardly marvelling at such a long delay and how fresh this appears to be in the mind of the client. You may still want to do the project and can regain your mind set for doing the work by keeping very good records of proposals as described above, which will soon re-acquaint you with your thinking that went into the proposal.

This "ritual dance" with projects being on and off between consultant and client is a well known phenomenon and there are obvious reasons for it. Most likely the budget that was allocated for the project fails to materialise. But, sudden changes in management, unforeseen strategic corporate events, like restructuring or takeovers are also common problems in getting the project underway. So, keep up to date with news events that might affect the implementation of your proposal. Other events might also trigger a revival of a moribund project, so look over your proposal list from time to time with this in mind.

Another variation of this gap between proposal and acceptance of the project is the frustration of waiting. Weeks of complete silence from the client may follow the delivery of the proposal. Even if the climate up to proposal submission was very encouraging and you were given all sorts of indications that you are the perfect person to complete the project, don't be disappointed if you are left in limbo. It would be courteous if every proposal were to be acknowledged promptly and the client kept you up to date with progress towards acceptance. It just doesn't happen. My rule of thumb is to follow up with

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the client twice more. If I hear nothing after that I assume that the project has been won by someone else, or far more likely it has been shelved altogether. With experience, you will get a feel for the proposals that will materialise into actual work and learn to focus on those projects.

PROJECTS WITH NO PROPOSALS

There are occasions, when projects are done that have no written proposals. Sometime the work comes up so quickly and is so urgent, it is well underway before you can pause for breath. Then you realise there was no written understanding of what was to be done and it is too late after conflicts occur with the client. Or you may be working with someone you worked with before in a full-time employment situation and who may see no reason for you to write a proposal.

Always, always write a proposal even if it is a half page in length with one or two sentences stating your understanding of the project and fee. If it was a very short project of one or two days and the work is done before the proposal can be written, submit your short proposal with the invoice. This will curtail 99% of disputes about whether a project has been done to requirements and the standard expected.

This type of very short document should also be submitted to potential clients who ask for a ballpark figure for a potential project that is described in a telephone call or e-mail. If the approach is as vague as this, spend as little time as possible on the proposal and estimate a fair fee from the information that has been supplied. Be mindful to qualify the proposal with a note that you are willing to be flexible on the fee and write a more detailed proposal if necessary. Look through the recommendations in the issue of "BF Bulletin" 127, Fall 2004, where I described in detail how to put together proposals.

Sometimes you may be asked to submit what I call a quasi-proposal. This is simply proof of suitability to do a piece of work based on your experience. All it needs to be is the portion of a normal proposal that I called the "CV" in the article on proposals ("BF Bulletin" 127). It may be used by a client to weed out the most suitable consultant for a project. If chosen, you may then go on to develop a full proposal.

STARTING THE CONTRACT

When you win your first contract there may be a feeling of complete euphoria. Then, realisation hits, you have to complete the project, make it a success and get paid.

Even after winning many, many contracts, I still get a lump in my throat at this stage. I remind myself to get well organised so I can get straight on with the project. This will also be the point if you are working on several projects at the same time and you need to plan your time carefully. Not too difficult if all the projects are to be done at your office, but more complex for your schedule if visits to several different client locations need to be planned as part of each project.

The work plan you prepared so carefully in your proposal will now become your blueprint. If there has been substantial delay between submitting the proposal and acceptance of the project, be sure to check with the client that all the stages are still relevant, the chronological sequence and time allowed is still valid and that there are no additional steps to be added. If there are significant changes, especially if the number of fee earning days, or the time period required for a longer contract have increased, rewrite the proposal and re-submit it to the client.

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BUSINESS & FINANCE DIVISION ROUNDTABLES BECOME SECTIONS

Dr. Toby PEARLSTEIN
Bain & Company • Toby.Pearlstein@bain.com

■ The Division Executive Board was very excited to learn in late Fall of 2004 that our application to convert 3 of our existing Round Tables into Sections and to create an additional new Section had been approved by the Division Cabinet and the SLA Board. Read on to find out more information about the Sections of the B&F Division.

You may be asking yourself what's the difference between a Round Table and a Section? I certainly did when I was asked by Chair Sylvia James to take on this conversion effort. The difference boils down to structure and the ability to deliver value to our members.

Round Tables are virtually without structure, no membership lists are kept unless a member volunteers to do so, and Coordinators have no specific duties including no responsibility to report to the Division on their Round Table's activities. Nonetheless, there have been many excellent programs run by the Division's Round Tables over the past several years due to the excellent work of the Coordinators. We plan to continue this tradition with our new Section breakfasts in Toronto in June.

Sections gather together into a more formal group structure of Division members who desire a level of added specialization within B&F.

- *Division members must proactively choose to become a member of a Section by selecting it on their membership application or renewal form.*
- *SLA HQ keeps track of Section members thereby better enabling the Division to identify and keep in touch with these interest groups through targeted mailings or the creation of specialized programs.*
- *Sections may apply to the Division Executive Board for funding of activities and must report to the Division Chair any activities they undertake. Their activities then become part of the Chair's annual report.*

Through it's now 5 specialized Sections, the B&F Division is able to offer its members increased depth of service and value. When you review the Scope Notes of these Sections below I think you will agree that they provide current and future SLA members an even greater reason to choose

the B&F Division as one of their membership options.

Watch for details of an informal get-together of members interested in the new Private Equity Section or contact Jan Whittington, jwhittington@uk.adventinternational.com, or Cliff Perry, cperry@warburgpincus.com, for more details.

Also, the Real Estate Round Table has a new coordinator, Andrea Harpole, andrea.harpole@nyu.edu, contact her directly for more information.

SECTION BREAKFAST PROGRAMS— TORONTO (TICKETED EVENTS)

All breakfasts held Tuesday 7:30–8:45 am. See the Ticketed Events Section of the Preview Program for ticket details.

- Investment Services Section Breakfast: "Harmonization of International Accounting Standards" featuring Sylvia James, Sylvia James Consultancy and Ian P.N. Hague, Accounting Standards Board of Canada
- CUBL Breakfast: "Current Issues in Academic Business Librarianship" featuring Gary White, Greg Crawford and Glen McGuigan
- Corporate and Business Information Centers Breakfast: "Success Factors and Pitfalls of Outsourcing" featuring Kevin Manion—Consumer Reports and John Marchant—Business360

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- Financial Institutions Section Breakfast: “Trends in Financial Institutions & Information Centers” featuring Roger Strouse, Lead Analyst, Outsell Inc.

SECTION SCOPE NOTES

The Investment Services Section provides a forum for members to examine how the use of information and the work of the public and academic sectors help capital markets. Meetings and programs focus on emerging policy and regulatory issues of interest to global stakeholders as well as new investment products and services. Section Chair: Rita Ormsby, Rita_Ormsby@BARUCH.CUNY.EDU.

The Financial Institutions Section provides a forum for members to focus on issues related to the compilation, retrieval, and dissemination of key information devoted to banking, finance, and related industry areas, and in the management of libraries and information centers pertaining to these subjects. Section Chair: Nola Sterling, Nsterl@fhlibsea.com.

The Corporate and Business Information Centers Section provides a forum for members to focus on issues related to the operation of libraries, information centers and services, competitive intelligence groups, and content management units in business settings. Meetings and programs focus on management and practices related to information delivery in for-profit organizations and on issues related to advancing the standing of information professionals within these settings. Section Chair: Cynthia Lesky, Cynthia.Lesky@threshinfo.com.

The Private Equity Section provides a forum to facilitate the networking of members involved in private equity or venture capital internationally. Meetings and programs focus on issues pertinent to information professionals within this industry and generally raise the profile of research. Section Co-Chairs: Jan Whittington, jwhittington@uk.adventinternational.com, and Cliff Perry, cperry@warburgpincus.com.

College and University Business Libraries Section: Section Chair: Glen S. McGuigan, gxm22@psu.edu.

HOW WAS THE CHANGE MADE?

- Existing Round Tables were offered the option to petition for Section status
- Round Table Coordinators had to write a Scope Note describing their proposed Section’s *raison d’être* and collect a minimum of 15 signatures of B&F members who supported creation of the Section (these members became the core membership of the new Section)
- Scope Notes and Petitions were submitted to the Division Cabinet Chair for conflict screening and approval and the recommendation was made to the SLA Board that the petitions met all requirements of the SLA bylaws and the Sections could be created.

WHAT HAS CHANGED?

- College & University Business Libraries—remains the same, it was already a Section
- Financial Institutions Round Table—now Financial Institutions Section
- Investment Services Round Table—now Investment Services Section
- Corporate Business Libraries—now Corporate and Business Information Centers Section
- Private Equity Section—newly created

B&F OFFERS EIGHT CONTINUING EDUCATION COURSES AT TORONTO

Christopher HOEPPNER
DePaul University

■ The Business & Finance Division has successfully arranged and presented continuing education courses for many years. At the Toronto conference in June 2005 a total of eight courses will be offered. In arranging these courses I had the opportunity to speak with each of the instructors, and some of their comments are reported below. More complete course descriptions and details can be found in the program at the SLA website (www.sla.org) and in the winter 2005 issue of the *Bulletin* (online at www.slabf.org). Each of these courses explores a topic in greater depth than a conference program can, and I hope you will consider enhancing your conference experience with one or more of the programs. If there is a topic of interest that you don't see represented here, please let me know so that it can be considered in planning next year's conference.

BACK TO BASICS

One of the courses is a day-long introduction to the fundamentals of business research. The instructor, Dr. Roberta (Bobby) Brody, is an Associate Professor in the Graduate School of Library and Information Studies, Queens College, City University of New York. In her current position she teaches courses on business reference and competitive intelligence. "Prior to joining the faculty, I performed business research and built research support tools for 15 years, first in a pension investment research firm and later in my own business," Bobby adds. "Modes of delivery and formats may change, but there are underlying frameworks for performing various types of business research that can help us focus our efforts." Bobby first presented this course under B&F auspices at last year's conference in Nashville; the course was favorably reviewed in the SLA New York chapter newsletter.

SPECIALIZED RESEARCH

The remaining seven courses are at the intermediate level and are a half-day (four hours) in length. Background in their specific subject areas, while helpful, is not required. Four of the courses are in-depth presentations on specific areas of business research.

Independent consultant Sylvia James has been doing research on private companies throughout the world for many years, noting that "it is day-to-day work for me, so it has always been a pleasure to try and impart my enthusiasm for the task to a wide audience, as so many business information researchers seem to throw up their hands in horror at the ingrained perceived difficulties of looking at private companies outside the comfort zone of their country borders." Sylvia has recently authored a series of articles about the background knowledge needed for successful company research in various regions of the world. She plans to use these articles in her course at Toronto to present "a model that might be used to successfully acquire whatever published information is available on any private company wherever it is incorporated."

Ann Cullen (Business Information Librarian, Harvard Business School) brings a varied background to the subject of private equity research. Prior to joining the Baker Library at Harvard, she worked in several major financial services firms, including Warburg Pincus and Crédit Suisse First Boston. "While business librarians typically get training in public equity research, private equity remains a mystery for many," Ann notes. "HBS graduates were some of the earliest practitioners in private equity. I have an active partnership with the School's Private Equity Club; over 80 students attended my workshop last fall." The Toronto course will cover sources

- Back to Basics Business Research: Strategies, Tactics and Sources
Sunday, June 5, 2005
8:00 am to 5:00 pm
\$375 (SLA members)
\$475 (nonmembers)

- Business Library Web Sites: Planning & Methods of Usability Testing
Sunday, June 5, 2005
1:00 pm to 5:00 pm
\$250 (SLA members)
\$300 (nonmembers)

- Making a Business Case for the Information Center: Key Strategies for Business and Financial Libraries
Sunday, June 5, 2005
8:00 am to 12:00 pm
\$250 (SLA members)
\$300 (nonmembers)

- Private Equity Research
Saturday, June 4, 2005
1:00 pm to 5:00 pm
\$250 (SLA members)
\$300 (nonmembers)

For complete course descriptions please refer to the conference program at www.sla.org

and guidelines for conducting private equity research in the U.S. and elsewhere and will include a case study.

Helen Katz (Manager of Research and Information Services, Ontario Ministry of Finance) will present a course on Canadian business research. Helen has taught a business information course at the Faculty of Information Studies, University of Toronto, for more than ten years. "Canada is often seen as a smaller version of the United States," Helen observes. "However, the business information environment is quite different in terms of sources of information and government publishing." The course will explore how these differences affect the researcher seeking information on Canadian companies and industries, looking in detail at key sources.

Issues surrounding corporate governance have become increasingly important in recent years. Neil Infield (Manager of Business Information Services, Hermes Pensions Management) has supported a large team focusing on these issues for an institutional fund manager that has been at the forefront of corporate governance matters. Neil indicates that the course will "cover the history of corporate governance, why it has become so important in recent years, and future areas that are likely to become important, such as a company's corporate social responsibilities, including their environmental impact." The course will cover important sources of information in the field and will include a case study of a U.S. company.

ADMINISTRATIVE ISSUES

The remaining three courses examine administrative issues facing professionals in business libraries and information centers. Hal Kirkwood (Associate Management and Economics Librarian, Purdue University) will be

the instructor for a course he has offered in prior years that critically analyzes and compares market research and investment databases. The course "has mutated several times based on participant feedback," Hal notes. "The growing number of market research and investment database companies in the marketplace makes keeping up very difficult. I perceived this as an opportunity to compile a significant amount of information and present it to help information specialists."

Hal Kirkwood also will be the instructor for a new course this year on the usability testing of business library websites. In addition to serving as webmaster for the business library at Purdue, Hal will bring to this program his experience as team leader of the Purdue University Libraries' web site redesign. "Usability testing of web sites is fast becoming an additional requirement for many information professionals," Hal observes. "The importance of involving users in the design process cannot be underestimated. Many information professionals don't have a solid grounding in the fundamentals of usability testing. This course will fill that gap."

Last but certainly not least, we have a new course this year on the most fundamental of questions: why is it important to an organization to have an information center—and how best to justify this need to management? Independent consultant Lesley Robinson has been a frequent presenter on this subject. When I asked her how she would approach the course, she responded, "I believe that people do not want just theories about running their businesses and services... They want to attend a course and be able to go back to the office and apply what they have learned." The course will include presentations, practical exercises, feedback sessions, case studies and discussions—all aimed at helping information professionals "make a good business case for the survival and growth of their services."

For complete course descriptions please refer to the conference program at www.sla.org

- Researching Corporate Governance—from a Business and Finance Perspective
Sunday, June 5, 2005
8:00 am to 12:00 pm
\$250 (SLA members)
\$300 (nonmembers)

- Researching Listed and Private Companies Globally: A Guide and Model
Sunday, June 5, 2005
8:00 am to 12:00 pm
\$250 (SLA members)
\$300 (nonmembers)

- Researching the Canadian Business Scene
Saturday, June 4, 2005
8:00 am to 12:00 pm
\$250 (SLA members)
\$300 (nonmembers)

- Web-based Investment Analyst and Market Research Databases: Critical Evaluation and Comparison
Sunday, June 5, 2005
8:00 am to 12:00 pm
\$250 (SLA members)
\$300 (nonmembers)

PRESENTING BUSINESS INFORMATION: ADDING VALUE, WHY AND WHERE TO START?

Vicky CONNOR

Deutsche Bank AG London • Victoria.connor@db.com

■ The following article is intended to whet your appetite for a SLA Business and Finance session in Toronto this June. Amelia Kassel, MarketingBase, and Andrea Thomas, Ernst & Young, will join Vicky Connor on June 8th at 1:30 for an interesting conversation on providing valued-added deliverables to our clients.

Presenting the results of a research request in a accessible, coherent manner, and tailoring the format of output to the needs of your client can be just as important as carrying the research in the first place. If you do not understand the needs of your client, and how they will use the information it is probably not worth doing the research in the first place.

Back in 2001 a study by Outsell, Inc. documented the growing trend in the preparation of value-added deliverables as librarians change from “reference to research: In creating information tools for users, many information professionals have effectively off-loaded low-end reference work and are focusing on providing value-added research to their users. Some libraries are doing this by taking on new roles in business or competitor intelligence. Some are providing more in-depth research services, including primary research and quantitative analysis.”¹

So why do it? Amelia Kassel in her study of librarians and consultants comments “Despite time barriers, successful librarians who have managed to retain their jobs in tough times suggest that preparing valued-added deliverables or partnering with information brokers and independent researchers to do so both contributes to their image and enhances client perception about the roles librarians play.” Using new skills of competitive intelligence, market research and analysis and writing, are more than just good for saving jobs. These deliverables appreciably help users and are important for:

- minimizing or preventing user exposure to information overload
- increasing customer use
- bringing in new business²

In many organizations existing information departments need to evolve and change, and prove they are adding value. This applies to the individual Information Professional too! A quick look at a specialist recruitment web site demonstrates the growing demand for Knowledge

Managers, Collaboration Analyst, Special Projects Researcher, Research Consultant, and Global Content Managers, all roles requiring candidates to have experience of analysing data, report writing, and adding value to research requests³. Being an expert in interrogating databases, knowing every source or having an in-depth knowledge of an industry is no longer enough. We Information Professionals need to develop and enhance skills (or indeed use the skills we already have), in order to distinguish ourselves from competing internal departments, technology, or outsourced agencies in an era when many think that a one or two word Google search will get the same results as a focussed well thought out search of a specialist database.

So where do you begin? Understanding what your client needs is the starting point. What kind of organisation is it? You probably already know your regular clients and take up opportunities to attend meetings etc—do it more! Try and get yourself involved in weekly briefings, get to know the decision makers, ask lots and lots of questions. Develop a client advisory panel with some friendly clients, ask all clients what they honestly think of your information service (perhaps anonymously) and ask for feedback on every piece of work that goes out. Ask key questions—did this piece of research give you what you needed? If not, why not? Think about information overload, everyone complains about having too many emails to read, too much information coming at them from all angles. Some clients want a basic briefing to read in a cab on the way to a meeting, others will want a more in-depth overview. Do not assume that because no one has said otherwise your clients will use all the data they are given. It may be the case that clients go through the massive 500 page book you have lovingly created to extract the 2 pages they really want and dump the rest. So how thankful will your clients be if you get them the information they need in a few pages, or a few bullet points and think of the return in terms of the money you can save your organization.

Think about the culture of your organization. An accountant may like to see information displayed in a spreadsheet, while a lawyer may prefer a written report, with full back-up material. Consult the literature; much has been written about the information seeking habits of chemists, lawyers, geologists, engineers and pretty much any group you can think of. *(continued on page 23)*

BUSINESS & FINANCE DIVISION

CONFERENCE PROGRAMS IN TORONTO

"BUSINESS INTELLIGENCE IN THE MEDIA"

Monday, 11:30–1pm

B&F Level: All/Advanced

Location: Conference Center 206 A–D

Business & Finance Division Keynote Session

Linda Sims, Business Editor at CTV's all-news network, Newsnet will be giving one of our Division keynote sessions explaining how information is critical to communicating business news in the media.

Anne Caputo of Factiva to moderate

Sponsor Factiva

VENDOR UPDATE

Monday 3:30–5pm

BF Level: Intermediate

Location: Conference Center 206 B–D

News and reviews of the latest business information products from our Division sponsors.

Come and hear our vendor sponsors share a quick overview of how they are using the newest technologies (PDAs, RSS feeds, etc.) to deliver their content into user workflows.

Toby Pearlstein to Moderate

"BUSINESS INTELLIGENCE IN A CHANGING WORLD"

Tuesday, 1:30–3pm

BF Level: All/Advanced

Location: Conference Center 102

Business & Finance Division Keynote Session

Daniel Franklin has been Editorial Director of the Economist Intelligence Unit since 1997 and is also Editor of The Economist's annual publication, "The World in..."; He has helped to transform the EIU from a traditional print publisher into an online business providing continuously updated country analysis and forecasts and will present a fascinating view of business research.

Gayle Kiss, B&F Director to moderate

2005 SLA ANNUAL MEETING JUNE 4-8

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ALACRA
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EIU
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GLOBAL REPORTS
IBISWORLD
LEXIS NEXIS
MERGENT
REFERENCEUSA
S&P

SLA • B&F IN TORONTO

CENTRE OF EXCELLENCE AWARDS RECEPTION

Tuesday 5pm–7:30

BF Level: All

Location: To be announced

The Business and Finance Centers of Excellence Awards are now in their 4th Year. Come to this Reception honoring the winners and hear them talk about the innovative features of their business information services that make them a true Center of Excellence.

Hal Kirkwood,

B&F Advisory Board Member COEA, to moderate
Sponsor Mergent

RESEARCHING INTERNATIONAL MARKETS THE STATISTICAL APPROACH

Wednesday 11:30–1pm

Co sponsor with Ad–Marketing

BF Level: Intermediate

Location: Conference Center 107

Understanding the statistical background is essential for good research into international markets. In this session you will learn about resources for obtaining data on market areas and imports/exports in Canada, G7 comparisons and overviews and economic statistics from International Government Organizations such as the IMF, the OECD and the UN.

Gayle Kiss, B&F Director to moderate

Speakers: Peter Lys of Statistics Canada and

Michael McCaffrey Davis

from the University of York Toronto

Business Monitor International to sponsor

CORPORATE FAILURES– THE AFTERMATH

Wednesday, 1:30–3pm

BF Level: All/Advanced

Location: Conference Center 107

What role do Business & Finance Information professionals have in combating the growing global problem of money laundering and fraud? Money Laundering is estimated as a US\$1.5 trillion industry, representing 5% of the world's Gross Domestic Product. The growth of organized crime and its links to terrorism has prompted many countries to implement and strengthen new laws/regulations to combat money laundering and terrorist financing.

Can you be instrumental in identifying potential problems as you do routine business research and alert users to the signs? This panel will examine how we can be key elements in an effective anti–money laundering program.

Panelists Marty Cullen and Jim Holderman from Lehman Brothers and Anil Mathur from Merrill Lynch will talk about recent high profile failures. Sylvia James, Division Chair will summarise the comments and present a bibliography on frauds and failures that has been researched over many years.

Sponsored by Dun & Bradstreet

PRESENTING BUSINESS INFORMATION

Wednesday 1:30–3pm

“Business Information Alert”

BF Level: Basic/Intermediate

Location: Conference Center 107

Communicating the results of business research effectively to users can be just as important as carrying out the research itself. This panel session will examine the methods, formats, presentation and writing skills that can be used to distinguish your information output to your users.

Moderator Vicky Connor

Speakers Amelia Kessel & Andrea Thomas

Session will be sponsored by “Business Information Alert”

published by Alert Publications

**FINANCIAL INSTITUTIONS SECTION
BREAKFAST**

Tuesday 7:30–9 am

Location: Conference Center 206B

**“Trends in Financial Institution’s
Information Centers”**

Speaker Roger Strouse

Roger Strouse, lead analyst for many of Outsell’s needs assessment and strategic assessment projects and analyst for their financial services market, will speak about strategic assessment, needs assessment, and stakeholder management, and how they all converge to create a foundation for information center value.

Moderator Nola Sterling, Section Chair

Sponsored by IBISWorld Industry Intelligence

**CUBL SECTION
SECTIONS BREAKFAST**

Tuesday 7:30–9 am

Location: Conference Center 206C

Current Issues in Academic Business Librarianship is the theme for this breakfast.

Programme to be presented by CUBL Chair Glenn McGuigan with other speakers Greg Crawford and Gary White

Business Monitor International to sponsor

**CORPORATE BUSINESS LIBRARIES SECTION
SECTIONS BREAKFAST**

Tuesday 7:30–9 am

Location: Conference Center 104A

Research outsourcing: the industry landscape & a portrait of one firm’s experience.

The outsourcing of business and technology research takes many forms, from occasional projects assigned to solo independent pros to large-scale outsourcing, be it off-shore, near-shore, or on-shore. Learn about the practices of organizations as revealed by the 2004 *Business360* survey on Business Research Outsourcing. Then hear from a research director on the creative approaches taken at Consumer Reports to manage a complex research and information management operation.

Moderator Cynthia Lesky, Section Chair

Speakers Kevin Manion and John Marchant

Sponsor Dialog

**INVESTMENT SERVICES SECTION
SECTIONS BREAKFAST**

Tuesday 7:30–9 am

With an ever-increasing number of businesses with global operations, librarians/information specialists need to be informed about international accounting standards and efforts for harmonization and convergence of the standards and the effects on public and private companies. Ian Hague will speak on the International Accounting Standards Board’s activities, and Sylvia James will give a European perspective on harmonisation of accounting standards

Sponsored by Global Reports,

LLC Rita Ormsby Section Co-ordinator

Moderator Rita Ormsby, Section Chair

Global Reports to sponsor

**NEW PRIVATE
EQUITY SECTION
INFORMAL BREAKFAST**

Tuesday 7:30–9 am

Location to be announced

Jan Whittington & Cliff Perry hosting

**S&P
BREAKFAST**

Tuesday, 7:30–9 am

Location: Imperial Room Royal York

Standard & Poor’s Annual Breakfast

By invitation from S&P only

Sam Stovell, Chief Investment Strategist at Standard & Poor’s will annual address on the markets

**RESEARCHING
INTERNATIONAL MARKETS
THE STATISTICAL APPROACH**

Wednesday 11:30–1 pm

Co sponsor with Ad-Marketing

BF Level: Intermediate

Location: Conference Center 107

Understanding the statistical background is essential for good research into international markets. In this session you will learn about resources for obtaining data on market areas and imports/exports in Canada, G7 comparisons and overviews and economic statistics from International Government Organizations such as the IMF, the OECD and the UN.

Gayle Kiss, B&F Director to moderate

Speakers: Peter Lys of Statistics Canada and

Michael McCaffrey Davis

from the University of York Toronto

Business Monitor International to sponsor

2005
SLA
ANNUAL
MEETING
JUNE 4-8

OPEN HOUSE

Saturday 9–11:30pm
BF Level: All
Location: Imperial Room Royal York
Theme New B&F Members
ReferenceUSA (InfoUSA) to sponsor

OPEN HOUSE

Sunday 9–11:30pm
BF Level: All
Location: Imperial Room Royal York
Theme: International Members
EBSCO to sponsor
Toby Pearlstein, Chair Elect to moderate

OPEN HOUSE

Monday
Cocktail Party 5:30–7pm
BF Level: All
Location: Imperial Room Royal York
Theme: Authors/Instructors
Factiva to sponsor
Sylvia James, Chair to moderate
Cynthia Lesky, of Threshold, will compile and distribute the B&F Authors brochure.

OPEN HOUSE

Tuesday, 9–11:30pm
Location: Imperial Room Royal York
Theme: Canadian Members
Lexis.Nexis to sponsor
Kevin Mannion, B&F Secretary to moderate

B&F LUNCH AND AWARDS MEETING

Tuesday, 11:30am–1pm
Location: Conference Center
Business Meeting and Awards Lunch
Come and network with your fellow Division members and join with them in congratulating this year's Division award winners.
Alacra to sponsor
Sylvia James, Chair to moderate

B&F BOARD MEETING

Saturday, 11am–3pm
Location: Fairmont

B&F BOARD MEETING WEDNESDAY BREAKFAST

Wednesday, 7am–9am
Location: Conference Center



CE COURSES SATURDAY/SUNDAY ALL HALF DAY COURSES

(except Roberta Brody, which is full day)

- **RESEARCHING
PRIVATE EQUITY**
Ann Cullen
Saturday, June 4, 2005 • 1:00 pm to 5:00 pm
- **BACK TO BASICS
BUSINESS RESEARCH**
Roberta Brody
full day
Sunday, June 5, 2005 • 8:00 am to 5:00 pm
- **RESEARCHING
COMPANIES GLOBALLY**
Sylvia James
Sunday, June 5, 2005 • 8:00 am to 12:00 pm
- **CANADIAN
BUSINESS RESEARCH**
Helen Katz
Saturday, June 4, 2005 • 8:00 am to 12:00 pm
- **MAKING THE BUSINESS CASE
FOR THE INFORMATION CENTRE**
Lesley Robinson
Sunday, June 5, 2005 • 8:00 am to 12:00 pm
- **CORPORATE
GOVERNANCE**
Neil Infield
Sunday, June 5, 2005 • 8:00 am to 12:00 pm
- **WEB-BASED INVESTMENT ANALYST
AND MARKET RESEARCH DATABASES**
Hal Kirkwood
Sunday, June 5, 2005 • 8:00 am to 12:00 pm
- **BUSINESS LIBRARY WEB SITES:
PLANNING AND METHODS
OF USABILITY TESTING**
Hal Kirkwood
Sunday, June 5, 2005 • 1:00 pm to 5:00 pm

CONNOR

Presenting Business Information:
Adding Value, Why and Where to Start?

Ensure you keep up to date with this kind of material through SLA, academic web sites and the many discussion groups that exist. Amelia Kassel comments "Since many businesspeople are visual and prefer reports with tables, graphs, and charts, it's great whenever possible to make simple tables quickly from the research you've conducted, or use some already available from a range of sources. Dialog's Report Feature is one way to gather data in tabular format for inclusion in a report.You can also save time on making tables or charts by using online database systems such as Alacra, LIVEDGAR, InfotechTrends, and OneSource, all of which allow you to export business and financial tabular data into spreadsheets."²

Most information departments will have a form to be completed when taking a request from a client. This will often specify the clients name and department, internal billing codes, information needs and date ranges. Some information departments will have reference desks and reference librarians whose job it is to take requests from clients. Think about how you can use the same strategies for communicating the results of a search back to your client

So what if you are already working flat out—where will you get the time? Adding value doesn't have to be an onerous extra task. As you formulate

your plans think of how you can easily add value to the most basic request. If your client wants a news run, ask them how many articles they would like to have, the date range, the key sources and over time you can develop a standard for your information department. Remember the obvious, bold all key words and search strategies, take out duplicated articles. Remove page breaks as well to take out all blank space. If the request was for a 6 months company news run, don't include articles that include pages and pages of unnecessary and duplicated information such as company results, or the same story over and over again. If you find an article that includes a synopsis of the company strategy and history highlight that for your client, and of course add a title!

Think about developing templates as the medium of conveying results of a search back to clients. As Andrea Thomas explains "Using a template is a great way to save time when presenting research. These summaries could be a valuable, time saving deliverable for a customer to read."⁴ Templates can be developed for a number of standard requests, and will also aid the Information Professional to ensure all areas have been covered in a logical manner before packs are returned to clients.

Company templates could contain:

- Brief company description, share price charts.
- Latest financial results, financial forecasts.
- Key executives, and any management appointment or changes.
- Lines of business/products, any product launches.
- Segments, subsidiaries and operations.
- Shareholders.
- Corporate strategy.
- Marketing strategy, advertising, targeting of particular markets.
- Key competitors.
- Any pending litigation.

Industry templates could contain:

- Brief Industry description and overview.
- Key market players.
- Market share.
- Market sizes.
- Key developments in the industry.
- Future impacts such as technology or changing demand factors.



CONNOR

Presenting Business Information:
Adding Value, Why and Where to Start?

- News articles.
- Web site links.
- Trade and Professional organisations.
- Lists of published market research covering the industry.

Alternatively as Amelia Kassel suggests you can look for sources that already do much of this for you.² There are many sources that pre-compile this type of data in well laid out reports that can be used as a starting point to save you time. For example Hoovers Handbook, for company and industry snapshots, names of major players, key organisations and associations and resources with links. Euromonitor snapshots of industries cover the basics for a number of European and North American consumer markets. Thomson Financial cards are great for big public companies. Alternatively new technologies exist that will automate compiling many sources of information. Alacra Book is used in many big companies to pull together company annual reports, news, broker research report, earnings estimates and a whole host of other sources into a single pdf document ready to give to your client.

Think of other innovative methods of getting information back to clients, Andrea Thomas again “If providing information on an ongoing basis or regular intervals, it might be best to convey this in a newsletter format with summarized articles grouped by topics such as litigation, alliances, and strategy.” This is a great suggestion, and can be a newsletter either in print or on your intranet. Andrea comments “Similarly, streamlining information into a standard deliverable could save you time by not having to recreate the format and also provide a good marketing opportunity to brand your research services.”³

Longer more in-depth findings can be presented as a report. “Less is more” is a good style to learn when writing up findings for clients. Prefix your report with bullet points that draw out the key findings/most salient points of your research. Attach the full findings too, as some clients may prefer to review all materials and incorporate data into their own reports or analysis. Sylvia James suggests incorporating a list of checklists including:

- Accuracy—research should answer the question posed by the client.
- Credibility—do the results make sense, and are they presented in a completely

understandable format that is useable?
Copyright and data protection legislation been observed?

- Attribution notes—are they required and have they been added?
- Gaps in research—have these been explained?
- Timeliness—projects should be compiled to agreed deadlines
- Up to date—data should be the most recent published and essential criteria should be checked as being the most up to date from the most appropriate source.⁵

So in summary, find out what your clients want, discover how they actually use the information you give them. Try out new ways of presenting data for them—graphs, charts etc instead of written reports. Don’t assume that adding value is always an onerous task—it can be pretty straight forward—try tidying up news runs and bolding the most important parts. Use sources that already compile data to save you time. Create templates for common requests and bullet point findings for clients. Amelia Kassel comments “Value-added deliverables take hours to prepare but the *pay off* is BIG.”

VICKY CONNOR

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SOURCES MENTIONED

- 1 Outsell, Inc. “The Changing Role of the Information Professional 2001: Implications for Vendors, Buyers and Users of Content in the Corporate Marketplace.” *Information Briefing*, Vol.4, No. 29, July 25, 2001.
- 2 Kassel, A. “Value-Added Deliverables: Rungs on the Info Pro’s Ladder to Success.” *Searcher* Vol 10. No.10. Nov/Dec 2002.
- 3 TFPL March 15th 2005.
- 4 Andrea Thomas, Ernst and Young.
- 5 James, S. “Adding Value, the Presentation of Business Information.” *Business Information Review*, Vol 21 (1):44-52.



www.sla.org

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DIANE EVANS
Waveland Press

MARKETING INFORMATION: A STRATEGIC GUIDE FOR BUSINESS AND FINANCE LIBRARIES BY WENDY DIAMOND AND MICHAEL R. OPPENHEIM

For this issue our columnist reviews Wendy Diamond and Michael R. Oppenheim's recently published book for the experienced researcher. If you have recommendations for future book reviews, please contact Diane Evans.

■ A large industry cannot be summed up in one, or even a few, words. Marketing is no exception, so sticking with the basics seems like a smart place to start. *Marketing Information: A Strategic Guide for Business and Finance Libraries*, by Wendy Diamond and Michael R. Oppenheim, therefore, sticks with information and the best ways to obtain it.

The field of marketing has one of the more problematic dispositions of any industry, and that is one of change. It has all of the factors that makes life what it is, cycles, development, unexpected shifts, and the dual nature of surprises. If anything, marketing is about trying to create or nail down a picture of something that doesn't stay still. One of the odd and great things about information used in creating such a picture is that it is cyclical. An industry needs and generates the information that researchers are required to find to help fill in the

EVANS
 Marketing Information
 by Wendy Diamond and Michael R. Oppenheim

picture, which is returned to the industry to maintain its growth, herald its change, or predict its death. All of these things give birth to more information than researchers may be required to find some day.

When it comes to marketing research, the fact that you are researching a market, or an industry, that is uniquely different at each request is quite a challenge. It would seem, then, that there cannot be a step-by-step process to conduct the necessary research. "This combination of diversity and lack of predictability means that it is necessary to look at a variety of types of sources, each of which will provide a few pieces of the puzzle" (p. 43). Due to the complex nature of marketing and industry research, Diamond and Oppenheim recommend and detail an eight step process to handle the many sources available to maintain the definitive picture a researcher should provide. One of the helpful elements of marketing and industry research is the development of search tools. For example, there is a system that classifies industries, which produces industry codes. The North American Industry Classification System (NAICS) and the Standard Industrial Classification (SIC) are both used by government agencies and information providers to organize information such as company listings, economic reports, and narrative overviews. These codes have their limits, however, when it comes to industries that are small or specific.

Codes will not get a researcher to the finish line. Details are the little minefields of complexity. For example, particular to the marketing field are what the authors call the four Ps: promotion, product, pricing, and place. Individually, these topics have many subtopics, creating a complex body of informational needs. In business, complex does not come cheaply, nor easily. Because of this, the potential value of information proscribes another question when considering where to look for information: its cost. Here, usefulness is a factor, if a government agency finds gathering a set of data useful, it may make it available to the public for free. If gathering the information is intensive or taken over a long period of time, then it becomes expensive. Before a search is begun a researcher can consider these questions and with the answer figure out the best direction in which to go. Other guidelines include where the information needs to come from, such as a primary or secondary channel or a current or historical source.

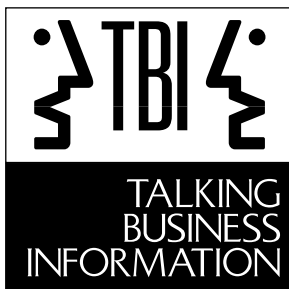
Diamond and Oppenheim also explain the problem common to all fields of research, the matter of time and place. "There is a life cycle to business information that dictates the type of 'packet' in which it appears. Thinking about information in terms of its stage in the life cycle can be helpful in discovering where to look for a particular item" (p 7). The information contained in "packets" or "packages," such as news, press releases, articles, and reports, are also subject to appropriateness. The "life cycle" is indicative of timeliness. The format information is given in is indicative of appropriateness. Together, the authors weigh out these two crucial factors on a set of scales, as one goes up, the other goes down. Once a scan is concluded, the authors do suggest that an analysis of an industry should make clear its characteristics: a definition and scope, its structure, historical development, growth patterns, present trends, innovations, competitive nature, customer characteristics, product lines, and environmental factors for the industry.

In order to facilitate that conclusion, the authors are not shy about sharing their recommendations and give many examples of books, libraries, Web sites, and other online resources to investigate. Throughout the book they include boxes with tips for finding case studies, handbooks, or useful Web sites, where to find information on copyright and fair use issues, and free library catalogs. Prior to the introduction there is a table listing many specific marketing concepts and the relevant chapter within the book, as well as several examples of particularly good resources. The authors make a worthwhile effort to organize the book's topics and information into a easily comprehensible work. That said, since the questions involved in a marketing or industry scan will vary in complexity and timeliness, the amount of variables could make a researcher wonder what the final picture will look like, but it should be fun to find out.

DIANE EVANS

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HAL KIRKWOOD
Purdue University

A CONVERSATION WITH ANTHONY RAYMOND

In this issue's column, Hal Kirkwood takes Talking Business Information to places most people never experience. It is an interview that will amaze and impress you. In light of present day political activity, we are truly lucky to hear Tony Raymond's story.

■ In this issue of the *Bulletin* we chat with Anthony Raymond, business librarian at Santa Clara University. Tony received his MLS from the University of Toronto, Canada. He's a second-generation librarian. Tony's father was a practicing librarian for several years before he obtained a Ph.D. in Library Science from the University of Chicago and began teaching library management in the School of Library Services, Dalhousie University, Canada. Tony spent the first twenty years of his career in library technical services. He accepted the position of business subject specialist at the Orradre Library, Santa Clara University in December 2001.

HK: Tell me about your job now as a Business Subject Specialist at Santa Clara University?

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AR: I am part of the Instructional and Research Services team at Orradre Library that consists of eight librarians, including the Head, Alice Whistler, and one support staff. Each subject specialist is responsible for the support of a school or group of departments within a school. I am responsible for supporting the Leavey School of Business. The business school has about 1000 undergraduate and 1000 MBA students. This represents twenty-five percent of the total undergraduate and about forty percent of the total graduate students respectively. The School has strong ties within Silicon Valley and it is recognized as a leading MBA program nationally. Dean Barry Posner is a best selling author in the field of leadership.

Each subject specialist has three primary areas of responsibility within their subject area: instruction, reference/research assistance and collection development. Additionally, we are all responsible for providing general reference at a centralized reference desk and for providing instruction sessions to freshmen students in one of the core Rhetoric and Composition courses. Most of my time is spent on instruction, in the form of providing in-class instruction, individual or small group instruction, or creating research guides for business research. While it is true that students seek me out for assistance with their research projects, I always make sure that I show them the research process and never simply hand them the data. This is true for both undergraduate and graduate students. I consider instruction the most important aspect of my job in that it directly supports student learning. Instruction is typical in the academic library environment but I don't believe instruction is primary in corporate, government or even public libraries. In those environments it is a matter of actually doing the research and obtaining the data for the customer without instructing them how to do so themselves. This is an important difference! I love working with students and faculty and I find that providing instruction and research assistance for six departments intellectually stimulating and challenging.

Typically, subject specialists at Orradre Library work about eight hours a week and two or three weekends a quarter at the central reference desk. We provide general reference in person, by email and for about a year now, real-time online reference, or "virtual reference." I don't like the

term "virtual reference" since a reference transaction over the Internet is as real as an in person transaction! I prefer the term online reference. General reference is a welcome break from business research and I enjoy the variety of questions from many different subject areas. At SCU we are planning to move away from the traditional model of having librarians staff a reference desk (that is, actually sitting at a desk) to a model where support staff will staff the "information" desk and librarians will be "on call" to answer those questions which support staff refer. The advantage is that librarians will not spend their time answering directional/informational questions (which we shouldn't be doing) and can concentrate on providing higher-level service. We plan to try this model out before we move into our new facilities and it should be interesting.

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*-Henry Bolzon
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The third major component of my job, collection development, takes the least amount of my time. This is because, at the moment, 98% of the money used to purchase specialized business resources at SCU goes toward the purchase of “on-going entities,” that is, either periodicals or databases. In business, and this is not of course the case for all disciplines, monographs definitely ranked third in importance behind periodicals and various types of databases. Since there is never enough money to purchase all the databases or journals on the business school’s wish list, I’m afraid I have no choice but to purchase few monographs. I use Choice Magazine for scholarly book selection (I am also a reviewer for Choice Magazine) and a number of other publications to select those few popular titles we purchase. I control a budget of approximately \$270,000 for the purchase of specialized business resources and about the same amount is spent from the general reference budget for specialized business resources, for a total of about \$500,000. Of course, it is never enough!

HK: Do you have faculty status at SCU? Is that good or bad?

AR: Librarians at SCU do not have faculty status and I think this is fair. After all, at most universities faculty are expected to have a Ph.D. in order to achieve tenure. Also, faculty must publish significant works in their discipline. As far as I know, at none of the universities where librarians have faculty status are librarians held to these standards and I think this is unfair.

HK: Santa Clara University is starting the construction of a new library. What has been your involvement in that process?

AR: We are excited about the prospect of a new state-of-the-art library that will also house Media Services and Information Technology Departments. A student survey we conducted sometime ago indicated that there was a high level of dissatisfaction with the current physical facility, not with the service provided but with the building itself. From the beginning, library administration has kept staff informed about the progress of the design of the new facility, both the building and the interior arrangements. It was decided to build the new library on the site of the existing library and our understanding is that we will be housed in temporary quarters for approximately two years as the existing

library building is torn down and the new one constructed. We have been preparing for this move for about one year now. However, we have a lot of money to raise, just over \$80 million, and our understanding is that we have only met about forty percent of our goal.

HK: There has been a lot of discussion, and this is especially true in business information, that students can find everything they need on the Internet. They just need to search Google. How do you approach the “Google vs. the Library” mentality in your instruction to undergraduate and graduate business students?

AR: Not too long ago I attended a conference in which one of the programs was titled, “Google as God.” I believe my approach to the “Google vs. the Library” issue is typical of academic librarians, that is, while we understand that Google is a tremendously powerful and important resource, it has a long way to go before it can compete with the proprietary databases available in the typical academic library. The trick is to make sure that students are aware of this point. Unfortunately, faculty are not always in agreement with the librarians about Google being a supplementary resource. When doing scholarly research it is sometimes also a matter of educating the instructors. It is also important to teach students to evaluate and be critical of the information they come across when surfing the Internet. For example, we have a website evaluation exercise in which freshmen are to compare three websites on Martin Luther King Jr. Part of this exercise involves identifying the publishers of the websites. One of the websites, which purports to be an objective historical website is, in fact, published by a white supremacist group and the students are always amazed—and pleased—when they figure out that this is not an objective or scholarly website at all.

HK: Where do you go to keep up on the changing field of business information? What lists, publications, websites do you follow to stay current?

AR: I read books on doing business research and am on several listservs, for example, businfoteachers and buslib-list. There are a growing number of online workshops and, of

course, SLA and ACRL are excellent sources of professional development as well!

HK: What is your opinion of blogs? Specifically, do you see a role for them in an academic library setting?

AR: At this point I do not see blogs as a significant resource in an academic library setting. Simply, we are already experiencing information overload and there are potentially huge numbers of blogs covering every conceivable topic—who is going to have time to read them?

HK: Many new librarians are choosing corporate, knowledge management, or other alternative paths. What can be done to recruit top-quality graduates to academic business libraries?

AR: This is a good question and I'm not sure I have any answers. I believe there are people who will be happier in a corporate environment and others who are better suited to the academic environment. These environments are very different in nature and both have their advantages and disadvantages. I think the best library schools can do is make sure students understand the environments and the differences between them as much as possible. Internships are a good way to see this up close. In May I am participating in a panel discussion for a business reference course at San José State University Library School where the professor invited three business librarians, one from a public library, one from a corporate environment and myself to discuss our jobs and then answer questions. I think this is another good way to introduce students to the different working environments within librarianship.

HK: You spent some time working overseas in the Persian Gulf. How did you become involved in that? What were some of your experiences in the Middle East?

AR: In fact, I spent about eight years living and working on the Arabian Peninsula, three years in Kuwait and about five years in Abu Dhabi, United Arab Emirates. In November 1987, I was hired by Kuwait University along with six other American librarians to reorganize and develop their library system. We were involved in bringing automation into the library. I was responsible for training technical services staff

in online cataloging, using OCLC and the new automation library system, writing a report on why it was desirable to change from the use of the Dewey Decimal classification system to LC, managing the reclassification project once it was approved, and supervising the first ever collection inventory at Kuwait University Libraries. In the end we found the library system was missing over 100,000 volumes! Apparently, over the years, well-intentioned library administrators sent large numbers of books to countries in need, for example Sudan, but never bothered to update the card catalog!

Unfortunately, my experience in Kuwait ended in disaster for our project team, Kuwait University, and almost for my family and me. I was in Kuwait when Iraq invaded the country in August 1990. I spent the next several months "in hiding" in my apartment. Fortunately, my family had left on vacation two weeks before the invasion happened. Normally I would have been out of the county in the middle of summer because it is extremely hot. Everyday can be over 100 degrees Fahrenheit, even at night, and sometimes reaching temperatures over 130 degrees. People tended to take vacations out of the country during the summer but I had accepted a position with a college in the U.A.E. and resigned my position with Kuwait University. I stayed to finish off some projects before heading to the U.A.E. I was supposed to start my new job on September 1, 1990, but as it ends up, I was nine months late!

A librarian colleague of mine at Kuwait University, Mike Hanson from Wisconsin, was another who joined me in my apartment after the Iraqi's broke into his and almost captured him. He spent a day on the roof of his apartment building and then when the Iraqis left he snuck back to his apartment to telephone me and tell me he was coming over. He had to walk a couple of miles though Kuwait City to get to my place. Three members of the group were out of the country at the time of the invasion. The sixth member, my boss, Rita Hug, who is now with the University of Colorado at Colorado Springs, also came to stay with me after the invasion. She, along with the other American woman and children, had been allowed to leave the country in September, about a month after the invasion. Iraqi soldiers finally captured Mike and me in mid-November, about three and a half months after the initial invasion. The Iraqi soldiers were doing a house-

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Anthony Raymond

to-house sweep in my area and finally got to my apartment. They rang the doorbell, then knocked and then broke the door down and came rushing into the apartment and arrested us at gunpoint.

Mike and I ended up being flown to Baghdad and sent to an Iraqi chemical weapons factory about forty miles southwest of Baghdad as “human shields.” When we reached the chemical weapons factory, Mike and I were put in two different barracks and didn’t see each other again until the day we were released about two weeks later. All this time I did not have any contact with my wife and children and I’m sure it was harder for them than me because at least I knew what was happening to me while they could only imagine. We were given bad food, allowed to walk around in a small fenced-in area and otherwise left pretty much alone. On December 9th the Iraqi’s decided to release all of their “guests”, as they were calling us, and I was back with my family in the U.S. by December 11th. Our release seemed like a miracle and I can tell you that that Christmas was a very special one for my family and me!

Six months later, well after the Gulf War was over, my family and I decided that I should take up my job in the United Arab Emirates, which the College had generously kept open for me. I showed up nine months later than expected! We spent about the next five years in Abu Dhabi, U.A.E., where I was working as the head of library technical services with a technical college called The Higher Colleges of Technology. We loved our life in Abu Dhabi and had a marvelous time. When my daughter was ready to begin grade seven, we decided to return to the U.S. so she could go to high school there. Of course the Iraqi invasion was an unpleasant experience, but the Kuwaiti and Emir’s were extremely polite and friendly to us and we made many good friends in both countries. To me, it is amazing that all these years later the U.S. is still involved militarily with Iraq.

HK: How did you discover the opportunity at Kuwait University? Was it simply posted somewhere or was it part of some type of program?

AR: In 1987 the ALA Annual Conference was in San Francisco. I was curious about library jobs

abroad and went to the ALA job office to apply for a number of positions in what I thought were exotic places, the Virgin Islands, Guam, Kuwait and a couple of others. Never thinking I’d hear back from any of them, about a week later I received a call from Dr. Mohammad Zehery. He taught library science in North Carolina but also worked as a consultant for Kuwait University. He asked me to fly to North Carolina for an interview and a couple of weeks later I was hired. My wife was happy to go. The typical expatriate employment contract included a salary competitive to those in the U.S, air tickets to your destination of origin, free housing, schooling for up to three children, and eight weeks vacation. Since the first \$75,000 of foreign earned income is tax exempt we were not going to pay much income tax. We thought we could save some money and do some traveling at the same time. We ended up doing both and had a chance to travel in Europe and Asia quite a bit.

HK: How have you benefited from your experiences within the Special Libraries Association and specifically in the Business & Finance Division?

AR: SLA is an important organization to me. It is a major source of professional development and a great resource for networking with business librarians nationally, regionally and locally. Every SLA conference is a learning experience and the networking opportunities are priceless.

ANTHONY RAYMOND
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Suggestions/recommendations for future interviewees are welcome!

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MENTOR REPORT

Stephen MARVIN

■ Q. Where can I find more about Mentoring and the Business and Finance Division of SLA?

A. The best answer is to visit the B&F Web site—<http://www.slaf.org/>. You will find complete information regarding the many activities and groups associated with the B&F Division. The scope of the Business & Finance Division encompasses all aspects of business and financial libraries, including planning, collection building, design of services and operations, personnel education, and the development of new business information sources. Frustration continues with the access to the Mentoring portion of the B& F web page. Unfortunately the ID/Password to access what lies beyond the veil has continuously failed. The secondary obstacle is the B&F Division would prefer to limit access to the Mentor/Mentee portion to only members of the B&F Division.

Over the past year, several people contacted B&F for mentoring relationships. During the annual meeting in Nashville as many as 20 people signed up to participate. With the desire to participate in some leadership capacity and with honest intention to serve, frustration surmounted from the encounter with technical blockades. A great deal of thought was made on behalf of the B&F membership to consider the following options in form of proposals.

A. PROPOSAL TO DO MENTORING VIA THE B&F ELECTRONIC MESSAGE LIST.

An electronic message system aka listserv, would not provide the confidentiality assumed by the mentor/mentee relationship. Though technically simple to use to solicit B&F members to participate with a request for a Mentor by a mentee, any member or non-member of SLA may participate and join any list.

B. PROPOSAL FOR A B&F BLOG

Blogs allow you to post current information in a timely manner. A password protected method may be applied to allow the host of the Blog to control who will have access to it. Thus, B&F Members only, and those only interested in Mentor relationships can be given unique access. Blogs are free utilities on the Internet. However, users are dependent upon the server being available. The server is at the whim of the provider of the Blog service. B&F members may be hesitant

to share information though they may be likely to read from posting on a Blog.

C. PROPOSAL FOR A B&F COMMUNITIES OF PRACTICE

SLA has created a utility called the Communities of Practice (CoP) announced at the 2004 Leadership meeting in New Mexico. An excellent description of the CoP was presented but has not been described to great detail in the Outlook. If you are familiar with Blogs, the CoP has similar features in that you can post current information in a timely manner. What makes the CoP different is the added communication utilities. The CoP also provides security via the SLA ID and Password account. However, again, any member of SLA may participate and join any CoP.

Thus, reviewing the CoP would be particularly timely for the B&F Division. Several Chapters and Divisions have activity on the CoP with impressive numbers of members. There is some concern the activity has not been as frequent. Some list the latest activity from November 2004. B&F is the largest division of SLA. Like a Blog, activity is dependent upon the facilitator's participation to maintain dialogue and crisp content.

There is ample focused documentation and planning for the CoP. The system is maintained by SLA. All members may feel confident their access to the service will be secure and retain proprietary information and protect confidential content.

The Facilitator's Guide will not only help perform necessary tasks, but will help motivate to apply dedication and skills to the B&F Community's growth and success. The good news—It's free! The better news—it takes a community to maintain a CoP. The best news—SLA has a very strong B&F community.

SUMMARY OF THE B&F MENTORING COMMUNITIES OF PRACTICE

- *Technical Requirements*

AOL users should access the Internet through AOL, then open IE or Netscape to visit the SLA Communities of Practice web site. The more recent your browser version, the better you can take advantage of available features while using

the Internet. Both Microsoft and Netscape maintain websites that provide free downloads of recent versions of their browsers.

You do not have to accept cookies in order to use the CoP site. Cookies are used just as a convenience.

The SLA web site does not deploy advertisements in pop up windows, and it is recommended that pop up blocker software be turned off while you are interacting within the CoP site.

The chat feature of the Communities of Practice web site uses java scripts and applets to execute the chat window. If you are having problems connecting to Chat, and are connecting to the chat from a company network, you may need to contact your IS department to let them know they need to open ports 7777 and 7877. This will allow you to connect to the chat.

The majority of web pages are designed for monitors set to a resolution of 800 x 600 pixels. Newer systems are likely to use higher settings.

The system uses a login procedure to protect you and the system from unauthorized access. Logging in gives access to custom information on your personal and community pages.

- **Member Report**

The Member Report page provides a listing of members alphabetical by last name, join date and last visited date. This report contains when members joined, when they last visited the community, and determine activities for participation.

- **Facilitators**

There are a number of options when working with the Facilitator section of the Facilitator Controls.

- **Community Info**

The Community Info section helps track activity in the community. The Community Info page will provide running totals of activity. The report will provide a rolling 12-month overview. The report indicates the activity of the community. This includes the number of members who have joined/unjoined, types of hits, and number of

new items that have been posted to the site as well as the number of members who have viewed available items in the community.

- **Keyword Search**

The Keyword Search page shows what keywords people are using to find information. This information can help organize the information available in the community to help community members find information more easily. For example, resource may be classified by the category "fruit", however members are searching for the word "orange" to find information. Given this information, you may want to further break down the categories that are being used into more specific fruits rather than on a generic level.

- **E-Mail Blast**

An E-mail Blast is an easy way to send an e-mail to the entire membership of the Community. This feature is available only to Facilitators. Attachments cannot be included in e-mail blast messages.

- **Frequently Asked Questions (FAQs)**

The Frequently Asked Questions (FAQs) area is where Facilitators post FAQs and their answers. Members can also submit FAQs. Some members may post questions here that may not be appropriate for a FAQ. (The question may be specific for only this person.) If this is the case, e-mail the member acknowledging the question and provide the answer if known or refer the member to the CoP to post a discussion thread, to another CoP or SLA.

Populating a community with questions is a way to begin populating the FAQ section of a community. As members begin participating, FAQs will be submitted and it is the facilitator's responsibility to answer the question, research the answer or work with a subject matter expert.

- **Resources**

Members and Facilitators can upload text and other documents to the Community Resources area for sharing with other Community members. As a Facilitator, there may be a need to view and approve documents before they are published on the Community page. If chosen not to review resources submitted by members before they are

posted to a community for other members to access, review materials periodically to be sure they are appropriate for the community.

Categories allow the Facilitator to group similar resources together. This will help members find resources on a particular topic. Categories may be changed at any time. Think of topics/areas that are pertinent to the community topic for use as the categories.

Community Resources are papers or other documents members want to share with each other—sample forms, guidelines, presentations, etc. The Community Resources function shows these resources as links grouped by category. Each link provides type, size, the author's name and date/time when submitted.

All files are automatically scanned for viruses before they can be posted to a community. Files that could potentially contain viruses where scanning software is not able to detect it includes self executable or files with an extension of ".exe" and are not permitted to be uploaded to any community.

When a document is submitted, the contributor usually designates the appropriate category, keyword, the type of file, and description of the file. This is how documents are organized, so the Facilitator may need to rename documents, change user-defined categories or keywords to follow set naming or organization of the resources.

There are three types of document status:

- *Pending*—awaiting approval or denial. Member submissions appear here before you approve them. May also be an item posted to the page but being withheld from Community view as you check for additional information, etc.
- *Denied*—the item was posted to the page, but has been judged unacceptable and is not viewable by the Community.
- *Approved*—the item has been posted to the page, is appropriate, and is displayed for view by members of the Community.
- *Discussions*


The Community Discussions are where members can discuss different topics. Unlike Chat, which

requires all participants to be in the Chat room at the same time, members can post and review messages based on their own schedules. Members can post their own discussion threads and respond to ones currently posted in the community. A suggestion to generate activity in a community might be to post a thread on a subject that is more of a personal nature so people are not intimidated to participate.

Group discussions by topics can be organized making it easier for members to find messages. The topic areas are called Threads.

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The editing function should be used in cases of typographical errors or when editing your own work. Members have the ability to edit their own messages. Facilitators also have the ability to delete members' threads.

- **News**

As described above with FAQs and Resources, community News items can be categorized to help members find information easily. Categories allow you as the Facilitator to group similar news items together. A designation for some categories for resources will be needed when first opening a Community. Otherwise, all news items will be categorized as "general." Categories have the ability to be changed at any time. The Community News area allows you to review contributions submitted by members and determine whether to approve, delete, or edit these contributions.

- **Links**

Links administration allows to add, edit and delete links for the Community, and to review and approve links that have been submitted by Community members (mainly to make sure the link is appropriate and correct).

There are three types of document status:

- *Pending*—awaiting approval or denial. Member submissions appear here before you approve them. May also be an item posted to the page but being withheld from Community view as you check for additional information, etc.
- *Denied*—the item was posted to the page, but has been judged unacceptable and is not viewable by the Community.
- *Approved*—the item has been posted to the page, is appropriate, and is displayed for view by members of the Community.

- **Polls**

The Community Poll function allows Facilitators to survey Community members on quick questions. Polls can be as simple as "yes" or "no", "true" or "false", or they can have multiple-choice answers.

Multiple polls can be set up at a single time.

- **Chat**

Chat allows to set up specific times for members of your community to come together and discuss a particular topic of interest. In order to log chat sessions, set logging properties to on in the software. Logs can then be posted to the community news or resources session for those members who were unable to attend the chat session to view.

If logging in from a network that may have a firewall or restrictions on the traffic that can flow to and from the Internet, you will want to be sure the network is able to receive and send traffic through ports 7777 and 7877 (normal Internet traffic flows through port 80). Please check with the Help Desk or IT Department from where you are accessing chat to ensure that the appropriate ports are available.

When conducting a Chat in your community you may obtain a transcript. Chat does not automatically archive the chat. In order to do that, the administrator of the chat has to start and stop logging of the chat through Chat Administration.

- **Events**

The Facilitator can add or delete events to the Community calendar, and edit existing events' start and end dates.

Getting Help

If you have questions about using this site, you can click on the site-specific Help links or click the FAQ link found at the top of all web site pages in the purple bar. If additional help is needed or to report a problem, use the Virtual Help Desk.

- **Search the Knowledge Base**

The Knowledge Base evolves from the questions members make to the various Communities of Practice sites.

Thank you.

STEPHEN MARVIN
B&F Mentor Chair

BUSINESS & FINANCE DIVISION ANNUAL FINANCIAL STATEMENT JANUARY 1- DECEMBER 31, 2004

submitted by **Terry BROOKS** *Treasurer*

Submitted on March 11, 2005.

TOTAL FUNDS AVAILABLE—ALL ACCOUNTS (JANUARY 1, 2004)			<u>\$63,318.36</u>
CHECKING ACCOUNT, WACHOVIA			
Opening Balance (January 1, 2004)		\$13,775.08	
Income	\$66,112.91		
Transfer from Savings, Wachovia	\$6,000.00		
Transfer from SLA Pooled Account	\$20,000.00		
Total Income		\$92,112.91	
Expenses	\$86,470.47		
Transfer to Savings, Wachovia	\$5,700.00		
Total Expenses		\$92,470.47	
Balance of Annual Transactions			(\$57.56)
Closing Balance (December 31, 2004)			\$13,717.52
SAVINGS ACCOUNT, WACHOVIA			
Opening Balance (January 1, 2004)		\$3,007.52	
Income	\$14.17		
Transfer from Checking, Wachovia	\$5,700.00		
Total Income		\$5,714.17	
Expenses	\$36.00		
Transfer to Wachovia Operating Acct.	\$6,000.00		
Total Expenses		\$6,036.00	
Balance of Annual Transactions			(\$321.83)
Closing Balance (December 31, 2004)			\$2,685.69
SLA POOLED FUND			
Opening Balance (January 1, 2004)		\$46,536.26	
Income			
Interest Income	\$1,029.37		
Total Income		\$1,029.37	
Expenses			
Transfer to Operating Account	\$20,000.00		
Total Expenses		\$20,000.00	
Balance of Annual Transactions			(\$18,970.63)
Closing Balance (December 31, 2001)			\$27,563.63
TOTAL FUNDS AVAILABLE—ALL ACCOUNTS (December 31, 2004)			\$43,968.84

VISIT THE BUSINESS & FINANCE
DIVISION'S WEB SITE AT **www.slabf.org**

You'll find:

- *Articles from the Division's Bulletin*
- *Information about SLABF-L, the Division's electronic mailing list*
- *Information and applications for the Division's mentoring initiative*
- *Links to Web resources of interest to librarians and business information searchers*

The Division's Webmaster (Verna Riley, verna-riley-broome@Kenan-flager.unc.edu) welcomes items (either lists or individual links) to be added to the links as well as any other suggestions for improving the site.

SLA BUSINESS & FINANCE DIVISION—APPROVED BUDGET FY 2005

submitted by **Terry BROOKS** Treasurer

Income	2005 Allotment		\$ 23,250.00
	Bulletin		
	Subscriptions	\$ 150.00	
	Advertising	\$ 10,000.00	
	Total Bulletin		\$ 10,150.00
	Conference		
	Vendor Support	\$ 38,750.00	
	CE Courses	\$ 54,000.00	
	Ticketed events	\$ 8,100.00	
	Total Conference		\$ 100,850.00
	Interest Income		\$ 1,200.00
	Total Income		<u>\$ 135,450.00</u>
Expenses	Communication		
	Winter <i>Bulletin</i> 2005	\$ 9,000.00	
	Spring <i>Bulletin</i> 2005	\$ 9,000.00	
	Fall <i>Bulletin</i> 2005	\$ 6,000.00	
	Division Web Site	\$ 1,500.00	
	Brochures & Stationery	\$ 200.00	
	Total		\$ 25,700.00
	Member Development		
	New Members	\$ 500.00	
	Member Awards	\$ 3,500.00	
	Mentoring Initiative	\$ 750.00	
	Total		\$ 4,750.00
	Grants & Student Stipends		
	Grants & Stipends	\$ 8,450.00	
	Mailings; Miscellaneous	\$ 50.00	
	Total		\$ 8,500.00
	Conference		
	CE Courses	\$ 31,000.00	
	Speakers	\$ 3,500.00	
	Section Meetings	\$ 12,000.00	
	Networking & Recruitment	\$ 16,500.00	
	AV Equipment/Signs	\$ 10,500.00	
	Catering services	\$ 2,000.00	
	Travel	\$ 8,000.00	
	Miscellaneous	\$ 500.00	
	Total		\$ 84,000.00
	Winter Meeting		
	Catering Services	\$ 1,000.00	
	Travel	\$ 4,000.00	
	Total		\$ 5,000.00
	Strategic Planning Group		\$ 200.00
	Special Research Projects		\$ 200.00
	Miscellaneous		\$ 100.00
	Total Expenses		<u>\$ 128,450.00</u>
Total Budget Surplus or Deficit			<u>\$ 7,000.00</u>

*Lexis/Nexis
full-page ad:
“Now, I can do it all.”
(see Winter 2005 issue
number 128, page 6)
on this page.*

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for details see:
[www.sla.org/content/Events/
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