

Globalization and Library' Management: Practical Ideas for Effective Strategic Methods

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I.Abstract: Our paper includes a proposed model related to statistics according to the Greek reality. We demonstrate evaluation practices and mainly best-practice and “best-vision” strategy encouraging the improvement in the provision of library services not only in Greece but in a generally implemented framework. Greece is making a great effort to achieve a continuous improvement of the libraries' services as globalization is a reality and multilingual people from many different countries are staying in Greece and they demand high level electronic services. The paper aims to demystify marketing for librarians in our new multi-cultural world. Practical solutions are provided on how to implement a marketing strategy, with particular emphasis on the value of using electronic information resources.

II.Introduction:In an age where we need to compete among the myriad of Internet content providers and fight for the limited attention span of our library patrons, marketing and promotion of our services are paramount to our best well-being. Because of their heterogeneous clientele, age, nationality and language, libraries owe to themselves and to the public to satisfy the customers' needs. So, with the active collaboration with The Greek Ministry of Education and especially with The Greek Ministry of Interior Affairs, we gathered statistics and attention is given to the following parameters:

1. **Promotion of Services:**
2. **Understanding Customer's Needs**
3. **Community**
4. **Profile Marketing Plan**
5. **Marketing Audit**
6. **Management Strategies**

Realistic and measurable targets set should be subjected to ongoing evaluation process as part of the marketing plan, and used to adjust or revise the marketing activities. Evaluations can be in the form of official measurement systems including financial accounting, computerized usage tracking, user satisfaction surveys, or the less structured methods of verbal or written feedback from users. As librarians we should be actively marketing and promoting our library services. We live in a global world that is changing rapidly and we are obliged to respect the particularities of our patrons, their needs adjusting in a right way our practices.

III. Globalization: Globalization in the twenty-first century is no longer just about translation and localization. Effective globalization requires an awareness of technologies and how they are adapted around the world. It also calls for the ability to differentiate products from competition that can originate anywhere in the world, from Austria to Zimbabwe. Even as new technologies provide emerging opportunities for companies looking to go global, they also disrupt our ability to conduct business in accustomed channels. Globalization is a term used to describe the changes in societies and the world economy that are the result of dramatically increased trade and cultural exchange.

Globalization is indeed a great and inevitable event if it is done on a fair and equal basis only. The Earth is an amazing place because of its diversity - culture, history, arts etc. Globalization is bringing changes we see around the world in economics, politics and government. It has an impact everywhere. To begin with, it is a question of transforming use value to exchange value – which is to turn what is not a commodity into one. National libraries have a tremendous use value. It is almost invaluable. But the exchange value is low. However, compared to many other areas – I am thinking of the schools, nursing and health care and communications sectors – libraries have a strong position among the citizens as a non-commercial activity. Their policy of aiming to collect all national printed publications remains intact, but they have had great difficulty in extending deposit to other forms of publication, including material available only online. Today international access is improving yearly as the catalogues of more and more significant libraries become accessible online and libraries come to take more seriously their obligation to supply books in their ownership to other libraries.

All libraries are affected by Information Technology. At the same time it both poses threats, particularly that of being bypassed in favour of direct access, and offers opportunities. The ultimate threat is non-existence, which some think is a real prospect: public libraries because there are other priorities for funding and other opportunities for enlightenment and entertainment; academic libraries because students and researchers will soon be getting everything online. Some do believe in their transfiguration into new types of organization. Others see the likelihood of gradual change, with some new activities added and some old ones fading away. The ultimate opportunity is transformation (rather than transfiguration) into information stores and providers, reaching a larger number and wider range of users in a wider variety of ways and playing an interactive part as information exchanges. Whether threats or opportunities dominate will depend on government policies and (not always the same) practices, on people - both librarians and their consumers - and on chance events.

The fact that globalization's features are usually exaggerated and often explicable does not change the criticism, which is often accompanied by an expressed desire to see the libraries improved. Opportunities for national libraries certainly exist, and they are being taken by many but they tend to constitute even greater opportunities for others. The only more or less unique opportunities they have are those based on exploitation of their collections. How far they go beyond building, maintaining and preserving collections to exploiting them will be a big issue. Doubtless the better national libraries will continue to explore possibilities. And there are opportunities that academic and public libraries have, in serving a prescribed body of users with personal services, that are not open to national libraries.

IV. Greek Reality: The population of Greece is quite homogeneous, with an estimated 98 percent of Greek descent. The largest minority groups are Albanians, Armenians, Bulgarians; Gypsies, Slavs, Pomaks (ethnic Slavs from Bulgaria), Turks, and Vlachs (a Romanian group). The Muslim population, estimated at about 120,000, is concentrated in Thrace (Greece's easternmost land region) and the Dodecanese Islands off the southwestern coast of Turkey, because the Treaty of Lausanne (1923) repatriated all Turks from Greece except for those in Thrace and the Dodecanese Islands. In the early 1990s, the Albanian population fluctuated and caused international tension as illegal refugees entered Greece to escape Albania's unstable conditions.

a. Action Plan of The Greek Ministry of Interior Affairs

1. **Demographics and Segmentation:** Part of the environmental analysis is to determine target markets, the specific user groups. For Greek area, locate demographic information for at least the sex, age, language, religion, nationality, family size, educational level, income, and occupation statistics relevant to your community. Find out if any of this data has been gathered for library users specifically.
2. **Context: Environmental or Situation Analysis:** While assessing internal capabilities, also assess the environment, or situation, that affects how the Greek libraries functions. Consider what's happening in the community, region, state, or world-wide that will affect demand for library services. Look at community demographics and the local economy and political situation. Assess the following:
 - Structure of libraries in Greece, system affiliations, networks.
 - Technology, issues of access, expectations for Internet services and access.
 - Economic situation, changes in primary industries of the area.
 - Politics, the realities of support and funding for services.
 - Demographics and population, growth or decline, distribution within age groups.
 - Lifestyles and activities demographics in the area.
 - Media, national campaigns or local news that affect how users think of the library.
 - Education opportunities, types of schools, alternative libraries, home schooling.

3.Promoting the message: The same methods used in marketing are used in libraries' public relations to let people know who and what you are and to build relationships with the media covering and the minorities groups. Examples include press releases, newsletters, brochures, annual reports, or well-designed publications.

Plans include:

- Establishing favorable press relations to get news out about the library on a regular basis.
- Creating publicity for specific services and resources and to create and maintain awareness of library capabilities in the community.
- Representing the library and participating in community planning and organizations, to establish the library as a player in community development.
- Establishing regular communications channels to promote an understanding of your organization internally and externally.
- Maintaining awareness of laws and regulations that affect libraries and lobbying to ensure legislation that helps libraries provide effective services.
- Watching for community and national trends and issues that impact the library's image, and informing library administrators.

Not everyone loves libraries! Not everyone uses libraries or finds them worthy of funding. Sometimes successful public relations involves overcoming negative attitudes.

Public libraries "provide services and programs that support literate, productive, and informed communities" in these ways:

- Libraries are great places for kids, even though they are not Greeks.
- Libraries bridge the "information divide."
- Libraries protect our right to know.
- Libraries connect people with ideas, information and each other.
- Libraries are for everyone, regardless religion and nationality.
- Libraries are a shared community resource.
- Libraries support lifelong learning.
- Libraries support a productive workforce.
- Libraries are community information centers.
- Libraries foster community identity.
- Libraries are a source of community pride.
- Libraries are a "port of entry." to learn more about their new community.
- Libraries support a community of readers.
- Libraries provide global reach and local touch



The enormous potential for international co-operation in the exchange and utilization of information which today's technology offers, and tomorrow's technology promises, presents a unique opportunity to library and information professionals. The growing demand for bibliographic exchange, multicultural Internet resources, research unhampered by geographic or linguistic limitations, and cross-cultural networking, both in the sense of online technology and offline partnerships, is a challenge to libraries which should be welcomed and which must be addressed.

The Global Information Infrastructure which is developing and which will surely be in place early in the 21st century, will require information professionals with a sense of obligation, both to their national needs and to the larger goals of the international community, to digitize, navigate, distribute and preserve all the world's knowledge for all the world's people.

4. **c. Basic Philosophy:** Marketing library service is not just a question of money, but of the attitudes of the staff and the entire nation. Goods are used, but service is experienced. The public image of service is born primarily out of the experiences of the people who receive the service. This image crystallizes gradually. Approaching marketing from a philosophical standpoint can help any nation achieve the objectives for which it was established. In library and information services, marketing can help us clarify the following aspects of our work:

- ◆ A focus on the users' goals and on helping users articulate these at every level.
- ◆ A focus on providing an environment in which **all** users can study and work.
- ◆ The belief that each user has unique needs, requirements, and expectations when he or she visits the library.
- ◆ A commitment to helping the user develop skills to acquire information from various sources.



We who work in the library are the most important marketing resource. The deciding factors for success are our attitude and our commitment to our users, clients, customers, patrons, or employers. Implementing a marketing approach requires that top management establish the marketing concept and that the frontline departments share responsibility for the customer with the rest of the organization. The marketing concept must guide all functions and departments of the library and must be understood and accepted by everyone—from the chief librarian to the circulation clerk. This process must also establish carefully designed measures of customer satisfaction. We must remember that marketing library services is not a separate function—it belongs to everyone: It is a way of working and a way of living.

There is an extreme interdependence between marketing and the trinity of library and information services (acquisition and organization and delivery). The service trinity includes the following key relationships:

1. A library's service strategy must be clearly communicated to its customers, every nationality, language and religion one has.
2. The service strategy must be communicated to all employees, from circulation clerks to top management

3. To maintain consistency in services, the strategy must include systems to run the day-to-day operations of the library.
4. Organizational systems must support the service staff, and their impact on customers must be understood.

b. Consortia of Hellenic Libraries: The “necessary merit” of the Digital libraries. The level of development of new information technologies determines the co operational relations between libraries. A brief, comparative retrospection on the evolution of new information technologies, the collaborative relations of Greek libraries and the main role that libraries are playing each period, verifies the above predicate. Emphasis is laid on (yet under formation) collections of electronic journals of Greek libraries, prevalent tendencies, economic, technical and institutional variables. These variables objectively establish libraries collaboration as the “necessary good” of the digital libraries. A framework of positions and rules is also described for a feasible and reasonable policy on the coordinated development of the national collection of electronic journals.

Programs – Libraries consortia in Greece:

- ◆ [ARTEMIS - Interuniversity digital library for electronic documentation of modern Greek grey literature](#)
- ◆ [Greek Academic Library Network](#)
- ◆ [Total Quality Unit for Academic Libraries](#)
- ◆ [SKEPSIS : Digital Library of academic material](#)
- ◆ [School Libraries - Project presentation](#)
- ◆ <http://www.ekt.gr/school-library/project.htm>

Greek libraries have experienced a tremendous evolution towards modernization during the last few years. The lack of tradition in libraries and the existence of an educational system based on the single textbook did not favor until recently the development of libraries in Greece. However, the European Community action aimed at enabling European libraries to play an important role in the information market, and the Community Support Framework, through which libraries could be funded at the national level, allowed for a dynamic set of actions for Greek libraries. All types of libraries, academic, public and school are moving ahead - 500 school libraries were established in secondary schools alone. In the academic libraries, the horizontal action can be proud of the creation of a consortium called HEAL LINK that shares journal subscriptions and will also operate a Union Catalog of bibliographic records. Library-related organizations such as the National Documentation Center and the National Book Center, offer additional support in this movement of progress.

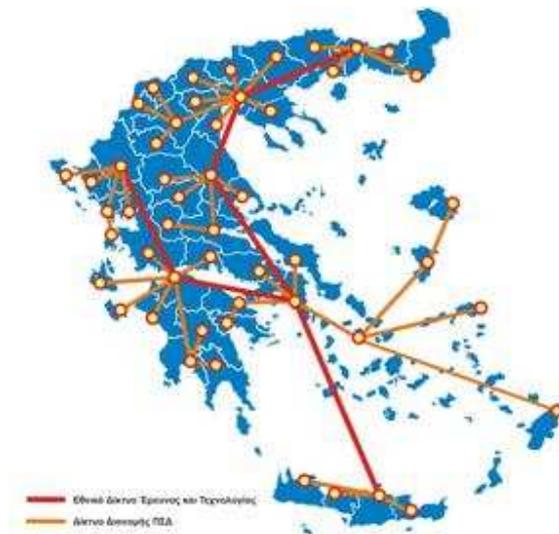
Greek libraries implement the innovation and technological changes which happen in libraries worldwide. It was a question, if these technological changes are followed by the organizational ones and which are the responses of the staff. Overall, Greek libraries are keeping their focus to improve diversity, and results in terms of demographics and pay show improvement. It is likely medical library management will need to focus on recruitment of minorities as a long-term solution.

c. The Greek Schools' Network (GSN - www.sch.gr) is the educational intranet of the Ministry of Education and Religious Affairs (www.ypepth.gr), which interlinks all schools and provides basic and advanced telematics' services. Thus, it contributes to the creation of a new generation of educational communities, which takes advantage of the new Informatics' and Communication Technologies in the educational procedure. The implementation of the Greek Schools' Network is funded by the Framework Programme for the Information Society (www.infosoc.gr), in close cooperation between the Ministry of Education as well as 12 Research Centers and Highest Education Institutes, specialized in network and Internet technologies.

1. Educational Exploitation of the Greek Schools Network

The current design and implementation of the Greek Schools Network focuses in providing useful services to all members and to the minorities of the basic and middle education community, fulfilling among others the following goals:

- Access to telecommunication and informatics services
- Access to digitized educational material
- Distance learning, e-learning
- Encourage collaboration
- Information and opinion exchange
- Conduct of thematic discussions, seminars, lectures, etc.
- Access to digital library services
- Communication and Cooperation of all educational degrees
- Communication with European educational networks
- Facilitate complimentary educational programs
- Provide education to individuals with special needs or disabilities
- Inform, educate, entertain



2. Network architecture

The network is hierarchically structured into three layers:

a. Users' categories

In order to maintain the educational orientation of the network, its users are certified individuals, educational or administrative entities of the National Education. In particular, the users are divided in the following categories:

- **Schools** : At least one user account have been provided to all middle grade education schools and 92% of first degree education schools.
- **Administrative units** :At least one user account has been provided to more than 2.282 administrative units of National Education.
- **Educational staff** :The Greek Schools Network offers fully personalized access to all educational staff, with the dial-up service being broadly used under certain terms.
- **Students** :Network access is provided to students through the school laboratories. In addition, pilot personalized access is offered to second grade students of Achaia and Corinthian Prefectures.
- **Administrative staff** :as with educational staff

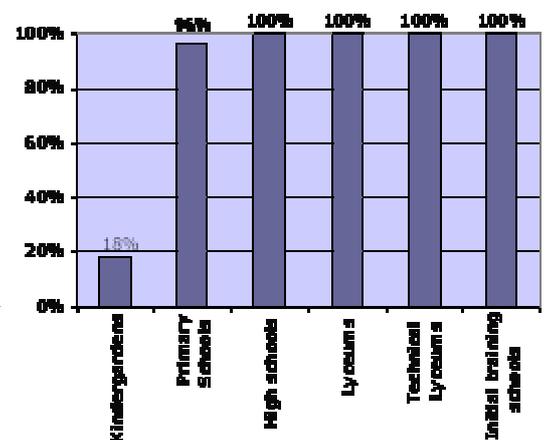
3. Available Services

The Greek Schools Network offers a broad package of services to its units and users. The most important of these are:

1. Automated registration procedure for educational staff and students
- Users Administration Service
2. Remote network access (dialup)
3. E-mail lists
4. Web Portal offering news services and personalized access to telecommunication and informatics services
5. Controlled access to the World Wide Web, prohibiting access to web sites with harmful content for underage
6. Wizards for automatic webpage creation
7. Asynchronous distance learning, for hosting and distributing digitized lessons
8. Teleconference
9. Video On Demand delivering streaming educational multimedia material
10. Live Internet transmission (webcasting)
11. News and Discussions
12. Electronic Magazine Personal Calendar, Personal Address Book, Notes and "To Do", accessible through the World Wide Web
13. Directory Service
14. Voice over IP
15. Online statistics
16. Help-Desk, for immediate solution of technical problems.

4. Networking progress

Currently, all educational and administrative units of the second educational degree are part of the Greek Schools Network, as well as (approximately) 96% of the first degree educational units (estimated time of completion: end of 2006). The Greek Schools Network is also exploited to interconnect other important units, such as Public Libraries, Second Opportunity Schools, the General State Archives, etc.



V. Attitudes – Questions: Greek libraries have undergone extensive changes, particularly since the 1970s when automated systems were first being introduced and utilized. Those were the days when the public came to the library for information, information that could not be found anywhere else. There was no Internet, nor were cable companies offering two hundred channels to surf out everything from how to make the perfect golf swing, to indepth analysis of health and financial matters. It is pointed out, *globalization meant that globalization was increasingly hard to maintain [because] the nation state was undermined by the international flow of information around and across the globe . . . with information playing an integral part.* Conceivably, libraries are currently global information sites, with librarians funneling through and disseminating information for their clients. Ever more, libraries will be expected to operate like businesses, with budget concerns, and a greater dependence upon technology to be the panacea for all the problems that come with financial cutbacks and loss of staff (Harris 1997,7). Therefore, it is realistic to say that since the transnational corporations are now the key players in the powerful sphere of global economics, and information plays an integral role in its societal manifestations (Webster 1995,162), then the kinds of information available, and how it is distributed, would be critical areas of concern for a “global”, citizen of my nation and of the world, librarian.

In the middle of this paradigm shift, stands the librarian, a constantly reskilled, information connoisseur who performs a multitude of tasks through the organizational practice of team management, always with an eye to the business world to see how to reengineer libraries in fundamental and structural ways (Shapiro 1994,285). Currently, the organizational patterns of individual libraries have been broken down, developing large departments within libraries, which are often somehow merged with the computer services branch. Shapiro and Long suggest "that libraries can no longer afford a small cadre of technological wizards to manage technology. Rather, technology must be integrated throughout the library" (Shapiro 1994,289). Library systems in general, are becoming decentralized, creating huge networks of interconnected links, or the global 'virtual library'. This concept of flexibility has "everything to do with maintaining highly centralized control through decentralized tactics" (MacDonald 1991,193).

a. Internal Impact

Attitudes

- From “how do I relate to the nation? (dualism)
- To “how do I relate to the world? (pluralism)

b. External Impact

Economics

- NC businesses sell goods abroad = job gain
- NC jobs transferred overseas = job loss

Demographics

- We go there, get married, have kids...
- They come here, get married, have kids

Questions:

1. If the library becomes mainly a marketing tool – will every city and every citizen need one in the new modern global era?

Education is a commercial enterprise in many parts of the world, and universities compete for the best faculty and the best students. Good library services may help to attract both researchers and students. Economy and competition may very well determine the future of library services. Commercial libraries, or information management service-companies, may provide library services to all on demand. Thanks to the internet we can choose to be our own travel agents.

2. Why not be our own librarians?

The digital library is available 24/7, and provides information from anywhere to anywhere. With cordless broadband technology it may be used almost everywhere. Used sensibly it provides society with a perfect tool for distance learning, as well as life-long learning. It may contain all textbooks needed in a university, in addition to all necessary research material. Even primary-source material is being scanned, and thus made accessible to the world – at a price. Proper training in information literacy will become even more vital. Mandatory general courses will be given - supplemented with specialised and tailored courses on demand. Librarians or subject specialists with teaching skills will train faculty and students according to their needs. Basically the library should be a self-service operation. Patrons should be taught all necessary skills needed to use the collections in full.

3. How will be the library global world in 2016?

In 2016 we will need less people with traditional library skills. At the same time we shall need more people with skills in teaching, marketing, IT, and digital publishing. In Japan increasing numbers of young people are reading books on their cell-phones. In a small country like Greece, national subscriptions to information databases could be considered an option. The nationally stated goal of life-long learning, and the rapid spread of broadband-technology both pull in this direction. This would remove large numbers of digital publications and databases from the exclusive collections of the university libraries, and put them into the public domain. Management of these accounts would be done centrally, saving significant labour costs. From a national economic point of view, this might be a sensible solution.

Respecting the diversity:

Their Cultures

- ◆ **Our users** come from different cultures that are also based on a set of assumptions.
- ◆ While there may be individual differences, the culture or community they come from share a common set of experiences and values that shape their perceptions of the library.

What Global Curriculum?

- ◆ Political science, sociology, communication,
- ◆ criminal justice, economics, geography
- ◆ English as a second language
- ◆ International business
- ◆ Industrial science
- ◆ Marketing and retail
- ◆ Medical laboratory technology
- ◆ Horticulture technology

Issues

- ◆ International and/or Greek students tend to underutilize library services
- ◆ Unfamiliar with the organization and mission of libraries in the Greece
- ◆ May not have access to professional reference and information services
- ◆ Access to books and other forms of information may be limited

The Community Libraries

- ◆ Front lines
 - Preparing students who have lost their
- ◆ manufacturing jobs to labor
 - Educating new immigrant populations from **Armenia, Bulgaria, China, Poland, Pakistan, Turkey** and elsewhere

What Global Curriculum?

Almost every subject can and should have a global perspective

Our Audience – Our Tools

- ◆ Supporting staff
 - ◆ Supporting students
 - ◆ Supporting the community
 - ◆ Instruction Outreach
 - ◆ Collection development
-
- ◆ May have never used a library database

Issues

Both populations

- ◆ May have used computers on a limited basis
- ◆ May feel intimidated by technology
- ◆ May be afraid to ask for help
- ◆ May not understand how to seek, obtain, or evaluate information (a.k.a. information literacy)

Issues

Use of Language

Issues

Nonverbal Communication

- ◆ Eye contact
 - Greek students use direct eye contact to indicate attention and respect – students from other cultures look away or down as a sign of respect
- ◆ Space
 - Middle Eastern students tend to get physically close, while Japanese students keep a fair distance

Suggestions and Recommendations for Library Instruction

- ◆ Be culturally sensitive
 - ◆ Many may have never had library instruction
 - ◆ Can't make assumptions about what they do and don't know
 - ◆ Many are not used to instruction that is interactive, group or discussion-oriented
- ◆ Be language and communication sensitive
 - ◆ Don't be afraid to repeat things
 - ◆ Avoid library jargon
 - ◆ Demonstrate things visually, as well as verbally and do it slowly

Opportunities

- ◆ First Steps
 - ◆ Talk to groups of students to listen to their concerns and what they want and need from the library
 - ◆ Talk to your colleagues and student workers in the library about the importance of being sensitive to different cultures

Suggestions and Recommendations for Library Instruction

- ◆ Offer one-on-one instruction whenever possible
- ◆ Offer online instruction (coming soon!)
- ◆ Recruit and hire students to act as "peer" consultants
- ◆ Conduct open houses and orientations especially for international, or returning adult students
- ◆ Design a series of handouts that can be distributed through the international center or other campus support units

VI. What is the Government's Will for the Future: The YPEPTH has established a new strategic framework for the school library service: outlining the Government's long-term strategic vision for the role of libraries. The new strategy will enable libraries build on existing strengths and ensure they position themselves at the heart of the education. School libraries, a place where are gathering pupils of different nationalities, consist a valuable infrastructure, which have the potential to help pupils and students. By clarifying key priorities provides a focus for future work across the provision of the proper library services through the country's school libraries in order to meet the needs of the educational community, adapted to best suit local circumstance. The Greek Government's drive for better education for our young, and its determination to make lifelong learning a possibility for all our citizens, puts a heavy demand on the libraries in order to become access points to a nation-wide treasure-house of digital content as well

as creators of unique digital content themselves. The Special Secretary of Libraries & Archives with goodwill and determination is paving the way for cross-domain co-operation in its areas of concern, so the time is right for a bold initiative to forge new links between school libraries and the educational sector, school libraries and technology.

VII. Conclusions: Libraries have an organizational culture based on a set of assumptions we have either invented, discovered or developed to cope with external adaptation and internal integration. We deliver services based on these culturally and intellectually-based assumptions. The library of 2016 might be open 24 hours a day – based on self-service. The very scale of the internet and its information resources will demand the existence of people able to advise users, educate them in information issues, and point them in the right direction. Students attend a university to learn, not only a special subject, but also the art of pursuing knowledge in general. The librarians and subject specialists of the university library can help them do just that. Greek libraries should not become museums of old dusty volumes. They should be beacons of knowledge on campus. Places where mind meets mind and new thoughts are shared. They should be repositories of all the help students, teachers and researchers might need regarding information issues. The future is coming rapidly – and if we still want to keep our slice of it, we have to determine who and what we are. Globalization is not a threat, is a challenge and we have to do a good dealing with it.

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