Bet You Missed It-Internet Taxes and Internet Addicts

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of agreements and resolve some of the issues in advance for the library customers.

In approaching mergers, suppliers are naturally concerned about how they should roll out the information to current and prospective customers and when announcements should occur. Often libraries become aware only after the fact, and lack detailed knowledge of merger agreements or the potential effects on agreements between the vendor and its customers. Those detailed announcements of the mergers to customers are carefully crafted and choreographed to diminish customer concerns. Nevertheless, they are not always successful.

Announcement of mergers should include or attach a financial statement of the new company. A bank reference to key customers also would help. In addition, mergers often translate into streamlining of services. There may be a slippage in quality and standard turnaround times or improvements. Assuring good customer services from the former company, libraries need to know that the company representatives, who are providing current customer support, will remain at the very least for a transition period, since building new relationships can be time consuming.

Libraries understand good customer support and services and are positioned to provide useful feedback. A wise move on the part of the newly formed vendor might be to send customers a simple but short survey, giving librarians a chance to provide feedback on their issues with regard to the potential effects of the merger. On the whole, library supplier services are generally quite good and often excellent, but the changing face of a business affects those support operations. Libraries know quickly when customer support workloads become too heavy. In the work world today, although many of us enjoy our work, there is inevitably too much of it. When library customers let suppliers know that their requirements are not being met (e.g., expected response times and quality of response), librarians and company representatives need to seek quick solutions. For example, delivery systems between vendors and libraries are probably one of the most difficult areas to perfect. With online vendors ready to pick up the slack, both organizations need to assure minimal or no delays in delivery.

Advice to Libraries

The plethora of mergers brings fewer companies and, thus, fewer choices. This could result in increased charges, reduced service, and loss of discounts. The first question librarians should ask about is the newly emerged company's financial stability. If a library decides to stay with the new company or lacks a choice in the matter, it is important to take a wait and watch approach, carefully examining the bottom line on costs and services.

Libraries must hope for the supplier's need to maintain the customer base and the related desire to serve customers well.

When mergers occur, involved suppliers often provide repeated reassurances that they are giving us one "swell deal." However, the "proof is in the pudding." Certainly each library customer will need to decide if the new company meets its needs and to act accordingly, taking steps to re-establishing the relationships or to move on. Librarians should not overlook the important fact that often there are new services to be gained (e.g., Web-based services, EDI, etc.). Many smaller suppliers have sold out to larger companies to gain access to new technologies. Librarians should examine them carefully and take advantage of them whenever possible. Because of local requirements for doing business, there will be instances where select libraries will be forced to initiate a new RFP process or restart one in the works.

With regard to mergers of publishers and producers of information, librarians need to be very watchful of potential mergers that could affect the general marketplace. In addition, librarians should also be attentive and respond to court and federal and state legislative activities that affect the libraries' ability to acquire materials, providing support to professional associations who are advocating in behalf of libraries.

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Conclusion

Library suppliers and libraries need to remain mindful of each other's needs. Change is a constant and will never go away. All organizations must remain flexible and open to change but mindful of the bottom line and driven by the dollars available. Generally, libraries are publicly supported and cannot rapidly enhance their budgets. Companies continually strive to improve their profits and have a need to move in fast-paced time frames. Producers, suppliers, and distributors in the information chain, including libraries, must continually seek best practices and good relationships across their organizations to benefit library users everywhere.

Endnotes
2 McCabe, Mark J. “The Impact of Publisher Mergers on Journal Prices: an update,” Against the Grain v.11, no.4 (September 1999): 58-61.
3 Luther, Judy. “A Year of Consolidations, Mergers and New Entrants to the Market,” Against the Grain v.10, no.1 (February 1998): 30-33.

PUBLISH, PERISH, OR PERSIST?
by Pamela M. Rose (SUNY at Buffalo)

Will scientists abandon traditional journals and share their research directly on the Internet? Although PubMed Central's ambitious plans have been launched due to technical problems, other companies like Current Science Group are undeterred in their efforts to offer free online research papers. Meanwhile, CrossRef, a publisher-initiated fee-based alternative to PubMed, was launched in June, and traditional publishers continue to dismiss free publication schemes as utopian.


WE NEED A BIGGER GARAGE!
by Sandra Beehler (Old Dominion University)

A business opportunity is developing, as IT managers look for solutions to the problem of providing storage and access to huge amounts of data. The amount of storage space needed has jumped over the last five years from gigabytes to terabytes and soon to petabytes. Vendors are betting on Storage Area Networks (SANs) as a long-term solution. The article describes SANs as "collections of Fiber Channel drive arrays, linked with hubs and SCSI-based tape drivers." SAN technology is still in its early stages, and standardization is needed for optimal efficiency. Access tools (e.g., gateway buses for servers) also must be perfected. For those unable to afford the expensive infrastructure for data storage, future options may include leasing SAN space.

See — “Cleaning Out the Files,” Internet World Digest, May 2, 2000.

TO PROTECT AND CONTROL
by Sandra Beehler (Old Dominion University)

The connection between a new digital rights management company called ContentGuard Inc. and Microsoft could spell the end of free content on the Web. Microsoft, which owns an interest in the new company, intends to embed this digital rights management technology into its existing software—Windows, Media Player, Explorer—as well as its upcoming e-book reader, Microsoft Reader. ContentGuard is an offshoot of Xerox Corporation, and its technology employs Extensible rights Markup Lang-

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ONE-STOP TITLING
by Sandra Beehler (Old Dominion University)

This article briefly profiles a company called govWorks, which aims to make the interface between government and the public smooth and instantaneous through the Web. It offers 24-hour response on questions about government, as well as allowing citizens to pay taxes or settle parking tickets online. So far, govWorks has established partnerships with 780 localities around the U.S.

Adventures in Librarianship: Final Report by the Task Force for Committee Review

by Ned Kraft (Order Librarian, Ralph J. Bunche Library) <Kraftno@state.gov>

**Objective**

Pursuant to the directive issued by the Vice-Director for Informational Information, and further clarified by the Assistant VDI (as mentioned by the Vice-Assistant VDI in her memo of 12 June), this task force was formed for the express purpose of reviewing library committee and task force formation, proliferation, and inflation with special attention paid to the cumulative results (speculation) of committees and task forces and to the possible disbursement of task force and committee members (rehabilitation).

**Methodology**

To pursue its objective, the Task Force for Committee Review met as a committee to discuss the pertinent issues, plan refreshments, channel former (deceased) committee members, and reach agreement as to how it could proceed as, in fact, a task force rather than a committee. With its infrastructure thereby clarified and delineated, and after coffee had been served, the task force devised a survey vehicle that would allow it to analyze the pertinent issues which it had previously been unable to analyze (as pertinent).

The survey was sent to a random sampling of all professional staff (roughly 100%). Although the immediate response rate was low (no survey was returned before the deadline), the Vice-Director was able to improve the response rate (to roughly 100%) by issuing a carefully crafted email (some respondents characterized the reminder as a "threat").

Surveys were then independently tallied by an outside agent (the Vice-Director's son-in-law).

**Survey Results**

Although the survey was "anonymous" careful handwriting analysis revealed a relationship between tenure and cynicism toward the committee/task force process. Among respondents, as the years in service rose, so did the dissatisfaction. This measurement has a margin of error (roughly 0.0%).

The survey also found that task force recommendations are rarely followed (some respondents used the word "never") when they conflict with the opinion of the Vice-Director. Again, there was near unanimity on this question, and the conclusion agrees with the historical record.

**Recommendation**

The Task Force for Committee Review recommends the following two options:

The Vice-Director could consider mandating that no professional ever reach more than three consecutive years of service with the organization. The survey results suggest that maintaining a professional staff with an average length of employment of 2.6 years or less will ensure enthusiasm for the Vice-Director's programs by tapping into what has been called the "rose-colored glasses" effect.

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