February 1999

Rumors

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Mergers and Acquisitions — 1998 M&A: The Year in Review

by Linda Defendeifer (Assistant Professor of Library Administration, University of Illinois College of Law, 504 E Pennsylvania Avenue, MC-594, Champaign, IL 61820) <defendei@law.uiuc.edu> reply to: defendei@law.uiuc.edu; Subject line: ATG M&A [mm/yy].

Imagine you are a character in a fantasy moving from one world to another—one of those tales in which no time elapses on one world while centuries pass on another. The fantasy here is that two months have elapsed since we introduced this column using a metaphor from Greek mythology.

Two months have indeed passed in the world of ATG’s publishing schedule, but on my planet, Columnist Deadline is still December, 1998, and I wrote to you of Medusa and of publisher marriages only two weeks ago. And in the weirdest time warp of all, on a much larger, more rugged planet known as Potential Sources, the entire mergers and acquisitions year 1998 continually offers, accepts, declines, negotiates, prevails, pulls out, and otherwise struggles to a mixed and chaotic close before the eyes of any researcher willing to visit and to explore.

On my fact-finding trip to that planet, via review of excerpts or full text of about a thousand (literally) articles, I tried to augment my librarian’s general awareness of recent large mergers and my associate attorney’s experience in corporate law practice, with facts and opinions to broaden my knowledge and yours regarding less-publicized aspects of publication ownership. By the time I finished, it seemed to me that Medusa’s symbolic head had sprouted more snakes, in more colors and patterns, and with more darting moves, than anyone could imagine—but at least I can now look her in the face and go forward. I hope you can too as you follow the results of my search. I have saved all documentation, so if you need to verify anything below at the source, let me know. All mistakes are the results of a) the time warp; b) typos; c) mental and visual fatigue, strictly my own.

Background. Mergers & Acquisitions’ final 1998 issue described m&a activity in general as “at an all-time high.” Charting leveraged

If Rumors Were Horses

Well, the big news is that the truly awesome Ward Shaw, CARLs chairman and CEO, has purchased CARL and UnCover from The Dialog Corporation effective January 29, 1999. ALA Midwinter was abuzz when the buyout was announced! Shaw emphasized the benefits to CARL’s library system customers. “We have always partnered with visionary libraries. CARL’s independence will re-energize these partnerships.” See this issue, Rumors Focus, p. 14 for more info.

Well, our wonderful, fabulous, energetic, swell, terrific, marvelous, amazing Audrey Melkin was downsized effective Friday, January 29! Audrey was in Philadelphia and looked even more fabulous than ever. She is looking for a job. Here’s how to reach her—phone: 212-213-0392 and 243 E. 33rd Street, Apt. 2A, New York, NY 10016.

The continually urbane and very lively John Cox (John.E.Cox@binternet, please note that this is case sensitive!) has established an international consultancy, John Cox Associates, to specialize in international scholarly publishing issues such as content management, electronic publishing, licensing and consortia negotiation, and in seminar planning and management. Address: John Cox Associates, The Pippins, 6 Lees Close, Whittlebury, TOWCESTER, Northants NN12 8XF United

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Kingdom Tel: +44 1327 857908 Fax: +44 1327 858564 E-mail: John.E.Cox@btinternet.com. John looked great in Philadelphia. Congratulations, John!

Wendy Moore (Acquisitions/Serials Librarian, U. of Georgia, School of Law Library) <wmoore@arches.uga.edu> sends word that she has a new job and she can't afford to miss an issue of Against the Grain! Wendy has moved to Georgia from Furman. Congratulations, Wendy, but we'll miss you in S.C.!

Jacqueline Coats <jaco@midway.uchicago.edu>—remember Jackie and Sem Sutter’s great presentation from at the 1998 Charleston Conference? Well, Jackie has just accepted a position with Yankee Book Peddler as their manager for technical services. She says she is really looking forward to learning what it’s like from the vendor side. Beginning February 15, Jim Mouw (did you know he is an organizer?) will be running the Acquisitions Department at the University of Chicago in an Acting capacity. Scott will continue as Assistant Department Head. And we’ll be seeing Jackie at ALA Annual, I’m sure. Congratulations, Jackie!

And speaking of jumping from the academic to the profit sector, I recently heard from Keith Renwick <krenwick@abe.com; krenwick@everett.co.uk> who did just that! Keith—who I have never met but hope to—is now working for Everett’s Academic Book Center in Manchester, UK since last October and sends word that the jobs are quite different. Keith, you’ll recall was once a librarian (see his article in ATG, The Art of Acquiring CD-ROM Technology, v.9#4, September 1996, pp. 81-83) and is now working for a vendor! Keith says he “thoroughly enjoys reading ATG.” Thanks, Keith, and send us specifics on what it’s like “on the other side,” okay?

And, speaking of Academic Book Center, did you recognize the profile which ran in the November issue of ATG? Well, Narda Tafuri (Acquisitions Librarian at University of Scranton’s Weinberg Memorial Library) and Beth White (curator for the John P. McGovern Historical Collections and Research Center at the Houston Academy of Medicine—Texas Medical Center Library), sure did! It was James Boswell and for their skill in recognizing greatness, Narda and Beth will win a set of “Great Profiles” mugs from Academic Book Center. A new profile appears in this issue (p.11) and in the Dec/Jan issue of ATG (p.9). Visit www.acbe.com for details on how to enter.

And, guess what? Fred Lyden <AP010037@BROWNVM.brown.edu> has a new title! He is now Director, Scholarly Communication and Library Research. It is an impressive title, same pay, same rank, but different duties. Fred says he will be pri-
as chief technology officer at America Online, which recently acquired Netscape.

I'm sorry I wasn't there. It was the official launch of Blackwell's new Web service Collection Manager in Australia and New Zealand at the Trade Exhibition, Information Online & On Disc 99, Sydney Convention Centre in January. See: www.blackwells.com/cm/

And, speaking of Australia, The Scholarly Publishing & Academic Resources Coalition (SPARC) (an initiative of the Association of Research Libraries) has been joined in its effort to increase competition in scientific journal publishing by the Council of Australian University Librarians (CAUL). As with many other libraries and library associations overseas, CAUL has been hard-hit by super-inflationary journal price increases and views the alliance as a way to offer alternatives to today's high-priced titles. "Australia's currency devaluation and declining funds for higher education and research have exacerbated an environment that was already difficult," said Diane Costello, Executive Officer of CAUL. "Libraries here are inhbited by the small size of our market relative to the global market, and the increasing size of the publishing entities with whom we have to deal. As libraries, we have long seen that our chances of changing the world on our own are negligible, and we need to be part of the wider global market." CAUL represents all Australian university libraries and promotes collaboration among them and with other Australian and international libraries and organizations. SPARC membership has doubled since its formal launch seven months ago, and in that time several partners have joined its effort, including the Royal Society of Chemistry and the American Chemical Society. Both of these societies will offer new lower-cost alternatives to high-price journals in return for SPARC endorsement. SPARC-supported journals include Evolutionary Ecology Research (www.evolutionary-ecology.com), which began publishing this month; PhysChemComm (www.rsq.org/physics) which is now available online; and Organic Letters (www.aes.org/journl), which launches in July 1999.

More on SPARC. Fifteen members of the Oberlin Group Library consortium have joined its effort to expand competition and drive down prices in scientific journal publishing. Oberlin Group libraries represent many of the nation's most selective liberal arts colleges, so this marks a significant expansion by SPARC into the college library community. Oberlin Group libraries that are now full members of SPARC include Bowdoin College, Bucknell University, Claremont Colleges, Oberlin College, and Wesleyan University. Consortial members include Albion College, Colorado College, Denison University, Eckerd College, Franklin and Marshall College, Macalaster College, Trinity College, St. Lawrence University, Simmons College, and Williams College.

The National Library of China, the largest library in Asia and the fifth largest library in the world in terms of size of its collection, is now an OCLC member. As an OCLC member library, the National Library of China will do its current cataloging online with OCLC and will participate in the OCLC Interlibrary Loan (ILL) service. Established in Beijing in 1909, the National Library of China houses the largest collection of Chinese literature in the world. Serving as a comprehensive research library and national repository, it contains a vast and varied collection of some 21 million items. Its ancient book collection and extensive range of foreign publications are among its most valued holdings. More information about the National Library of China is available on their Web site at <http://www.nlc.gov.cn/etext.htm>, <http://www.oclc.org/oclc/press/981218b.htm>.

CARL Corporation is pleased to announce that the Northeast Massachusetts Regional Library System (NMRLS), a consortium of over 225 libraries, has subscribed to Dialog@CARL and is making the service available to its members. Patrons of NMRLS libraries can use the intuitive Web interface designed by CARL to independently search and retrieve information from the array of commercial databases available through Dialog@CARL. NMRLS is licensing access to the Dialog@CARL Basic Collection, a multidisciplinary set of approximately 300 Dialog databases, of which nearly 60 percent are full-text sources. Because Dialog@CARL subscriptions are based on a flat annual fee price structure, NMRLS libraries are able to offer unlimited patron use of the service with no transaction fees. The Dialog@CARL interface provides a point-and-click environment so that NMRLS users do not have to learn search commands or protocols to utilize the Dialog databases. More complex search features such as Boolean, truncation, proximity, and limiters are also supported for more advanced researchers. NMRLS joins several other consortia and library systems that have subscribed to Dialog@CARL, including the Colorado Alliance (CO), the Rochester Regional Library Council (NY), and Westchester Library System (NY). NMRLS is a regional, multitype library system whose mission is to support cooperation among member libraries to enable them to provide access to the widest possible range of resources and information for the people of northeast Massachusetts. Programs offered through NMRLS include interlibrary loan services, access to electronic resources, and continuing education workshops. NMRLS services are provided through state funds administered by the Massachusetts Board of Library Commissioners. The NMRLS Web site can be accessed at http://www.nmrls.org.

Richland County Public Library (Columbus, South Carolina) recently announced that it will migrate from its current Dynix Library Automation System to a Horizon Library Automation System. Richland County Public Library has been an Ameritech Library Services customer since 1984, when it became the first urban library client to purchase Dynix. The Richland County Public Library system consists of a main library, nine branches, and a bookmobile. The library system serves a county population of 285,720 and a Greater Columbus metropolitan population of 453,331. Along with a fifty percent increase in visitors, Richland's annual circulation has doubled since 1993 and is currently over three million with more than two million annual visitors. The library is accessible twenty-four hours a day from its Internet Web site at http://www.richland.lib.sc.us. "The Richland County Public Library has enjoyed a long and successful partnership with Ameritech Library Services," said C. David Warren, the director of Richland County Public Library. "We look forward to this new venture with increased enthusiasm and expectations of what the future holds in the delivery of public library services in the new millennium. This migration is significant for several reasons," said Lana Porter, president of Ameritech Library Services. "Richland County Public Library is one of our oldest customers and with this migration, Richland will be one of the first U.S. public library clients east of the Mississippi to be operational with the Horizon system. Ameritech provides a pathway for libraries to migrate from Dynix to Horizon when they are ready to move to open systems with client/server architecture and this installation will allow Richland to use the newest technologies to provide patrons the best possible services at individual workstations." For further information, contact Judy McClendon (Richland County Public Library) at 803 929-3472 or jmclendon@richland.lib.sc.us.

Lori Bunting has been appointed assistant general counsel for OCLC. Ms. Bunting joined the OCLC Legal Department in October 1992 as a staff attorney. She has served as a legal advisor to OCLC management for many of OCLC's products and services—including the OCLC RetroCon service, the OCLC TechPro service, OCLC SiteSearch suite, the OCLC FirstSearch ser...
vice and the OCLC Access Suite—and works regularly with OCLC’s regional offices and OCLC-affiliated U.S. regional networks. Before joining OCLC, she was an associate at the Columbus, Ohio, law firm of Emens, Kegler, Brown, Hill and Ritter. Ms. Burrinton is a 1990 graduate of the Ohio State University College of Law. She received her bachelor of arts degree in 1987 from the University of Michigan (<http://www.oclc.org/oclc/press/981218.htm>)

With more than 1,200 electronic journals from a broad range of publishers around the world, powerful searching capabilities, and a simple interface, EBSCO Online<sup>®</sup> was released Jan. 4, 1999. "EBSCO Online is a natural extension of the services and expertise we’ve offered for many years as a subscription agency,” said F. Dixon Brooke Jr., vice president and division general manager of EBSCO Subscription Services.

As a full-service solution for electronic journal management, EBSCO Online<sup>®</sup> is a World Wide Web-based service that provides a single site for end users to search and access their library’s collection of electronic journals. A key feature of the system is the ability to search across journal content regardless of publisher. Administrative features enable librarians to set up a dynamic electronic journal collection, order new electronic journals and track usage. EBSCO Online<sup>®</sup> handles authentication so customers do not have to deal with the problems of keeping up with multiple URLs, usernames and passwords. Administrators can choose from a variety of authentication methods to accommodate access depending on user community needs. Development of the system began more than two years ago. External system testing began in early 1998 and involved working with libraries in the United States, Europe, Australia and Asia.

Test sites used all the features and functionality of the system including full-text searching, direct full text access and subscription management features.

EBSCO Online<sup>®</sup>’s goal is to provide a full-service electronic journal system for information professionals, librarians, information users and publishers, according to Brooke. "We wanted to ensure that our goal of providing a complete service was met prior to releasing the system,” he said. "Beta testing was comprehensive and provided us with valuable feedback that assisted with system development. EBSCO Online<sup>®</sup> is well-proven and a viable option to meet the needs of our customers for electronic journal ordering, management and access. As a result, we can manage electronic journals more streamlined.” To request EBSCO Online, customers and prospects can simply contact their nearest EBSCO Regional Office. Trials of the service are also available by calling regional offices. For customers already subscribing to electronic journals, EBSCO can provide transition services to consolidate those subscriptions, simplifying order and access functions.

An agreement between the international publisher Wiley-VCH, based in Weinheim, Germany, and the German Materials Science Society (Deutsche Gesellschaft fuer Materialwissenschaft e.V., DGM), based in Frankfurt, has been announced. Wiley-VCH is a business of John Wiley & Sons, Inc. (NYSE: JW.A and JW.B), which is headquartered in New York. Effective January 1, 1999, the agreement involves the acquisition of DGM’s current book program by Wiley-VCH and the co-development of future DGM titles under a joint imprint. Moreover, commencing mid-1999 Wiley-VCH will publish in collaboration with the DGM a scientific/technical journal for both DGM members and the materials science community with the title Advanced Engineering Materials. The DGM, one of the strongest organizations in materials science in Europe, is involved with the materials science aspects of the production, processing, and application of metallic and non-metallic materials. It has 3,000 personal members from industry and academia and its corporate members total 100 industrial companies and 100 universities. The DGM supports numerous committees and working groups and holds a wide variety of conferences and exhibitions as well as continuous education courses.

Cambridge Scientific Abstracts (CSA) and Academic Press (AP) have entered into an agreement that strengthens their products. Subscribers to both services will be offered seamless access from the abstract databases on CSA’s Internet Database Service (IDS) to the full-text articles on the AP journal service IDEAL. The Academic Press partnership with CSA capitalizes on the advantages of hypertext linking to bridge the gap between research resources and retrieval of original documents. As part of the agreement, bibliographic records with abstracts of content published by AP are sent electronically to CSA for inclusion in the IDS databases, ensuring that AP journal information, found by users of the CSA interface, is consistent with the content available directly through IDEAL.

And there’s more from Academic Press. IDEAL will expand the number of titles it offers to nearly 200 publications with the addition of 19 journals published by Churchill Livingstone and W.B. Saunders Ltd. The new journals will be available on IDEAL beginning with their January 1999 issues. The IDEAL online resource delivers content to nearly 7 million authorized users in more than 900 institutions in 13 countries. Supporting IDEAL is a consortia licensing program, known as the Academic Press Print and Electronic Access License (APEAL), which was introduced in 1996. Current IDEAL subscribers will be given the option to add the new Churchill Livingstone and W.B. Saunders Ltd. journals to their existing APEAL contracts.

The Dawson Information Services Group (ISG) has announced an agreement with ADIS International to provide the full content of 12 journals through the Web-based electronic delivery product—Dawson Information Quest (Dawson IQ). ADIS International is a leading medical publisher offering comprehensive, up-to-date drug and disease management content. ADIS International journals now available through Dawson IQ include Drugdex, Clinical Drug Investigation, Disease Management and Health Outcomes, Drugs, Drug Safety, Pharmaco-Economics, and Sports Medicine, to name a few. In addition to journals, Dawson IQ will also link to the full content of several ADIS International newsletters, including InPharma, Reactions, Pharmaco-Economics and Outcomes News. "We are continually working to provide our clients with a dynamic and ever-growing selection of electronic journals in all the major disciplines,” said Jan Peterson, Vice President of Publisher Relations and Content Development for Dawson ISG. "The ADIS International collection is a relevant source for medical information, and certainly will be of great value to our clients.” ADIS International is a world-renowned medical publisher and database provider specializing in strategic healthcare communications and intelligence systems for global drug development and disease management. For nearly 30 years, ADIS International has been a leading publisher of objective and evaluated information related to the optimal use of drug therapy in clinical practice. ADIS’ goal has been to present the best scientific evidence to support clinical decision-making and ultimately improve patient outcomes. A free trial of Information Quest, Version 2.0, is now available at http://www.informationquest.com. For more information regarding Dawson IQ’s unparalleled search, access and retrieval capabilities, or to try Dawson IQ, please contact your Dawson, Faxon or EOSi representative, or visit http://www.informationquest.com. Publishers should contact Jan Peterson at <jpeterson @eq.com>.

More. Dawson Information Services Group (ISG) has signed an agreement with The National Technical Information Service (NTIS) to provide nearly one million bibliographic citations and abstracts through Information Quest (IQ). NTIS is a non-

<http://www.against-the-grain.com>
appropriated agency of the U.S. Department of Commerce’s Technology Administration. The NTIS collection includes government-sponsored technical reports, business and management studies, international marketing reports, materials and chemical science data, technology innovations, training tools, and much more. “NTIS is the premier source for government-sponsored research products. The NTIS collection contains a wealth of information, supporting U.S. industry’s competitiveness in today’s global marketplace,” said Ron Lawson, Director, NTIS. To preview IQ, see the information above.

SilverPlatter Information and Dawson Information Services Group have agreed to link SilverPlatter’s bibliographic databases to the fulltext of journals offered through Information Quest (IQ). This agreement will add more than 20 publishers to SilverLinker’s growing list of quality fulltext publishers. In addition, the agreement will allow linking to fulltext from SilverPlatter’s forthcoming multidisciplinary Internet service, the KnowledgeCite Library. For more information, visit www.silverplatter.com.

The Library Corporation (TLC) will host the ILL Protocol Implementation Group (IPIG) meeting designated to complete the interlibrary loan (ILL) profile promoting interoperability between library automation systems. The meeting, to be held February 24-26 at the Wingate Hotel in Winchester, Virginia, marks the first time a vendor has been selected by the IPIG organization to host an IPIG event. The three-day meeting will bring together representatives from the 45 companies and organizations involved with the implementation of ISO ILL standards to address a single topic. The sole purpose of the meeting is to complete the IPIG-ILL profile—a description of the operating characteristics of automation technologies which provide a blueprint to technology developers for communication and interoperability between systems.

Ex Libris (USA) has undertaken a major expansion in North America. The company has opened a new, expanded North American Office in Chicago Illinois. “This facility will house sales, marketing, support and development staff,” said company President, Carl Grant. Grant also announced that Russell McDonald has joined the company as Vice President of Sales/Marketing. McDonald who is also an industry veteran, was most recently Director of Sales at Ameritech Library Services. Prior to that, he was the Director of Strategic Accounts at Innovative Interfaces. In another step, the company has moved Oren Beit-Arie, from the company Headquarters in Israel, to the Chicago office to assume duties as the Vice President of Operations. The company also announced that John Kolman has assumed the new role of Vice President of Research and Development. Kolman is widely known and respected for his many years as a Vice President at NOTIS. The company also announced the addition of staff to the sales, development and operations departments.

James Steenbergen joined the company as Sales Librarian. Luis Lacayo joined the Research and development department and finally, Jerry Speckt, joined the Operations department. The system marketed by Ex Libris, called ALEPH, is now in over 450 installations with more than 16,000 concurrent users in 39 countries. Ex Libris World Headquarters are in Israel with offices in Jerusalem and Tel-Aviv. The company also maintains offices in Brazil, Argentina, Luxembourg, UK and Germany, and has exclusive distributors in Scandinavia, France, Greece, Hungary, Italy, Mexico, Norway, Poland, Portugal and South Africa. http://www.exlibris-usa.com

The full 1998 issue of Issues in Science and Technology Librarianship is now available at http://www.library.ucsb.edu/islt/. The theme of this issue is the serials crisis in science and technology libraries. You’ll find an article by Albert Henderson, editor of Publishing Research Quarterly, and responses by Rob Kirby, David Flinkart, and Emily R. Mooney.

Adam Marshall <adamm@portland press.co.uk> sends word that the full text of papers for Biotechnology and Applied Biochemistry are now published online as soon as they are ready. This will mean that a paper may be published and available to readers online several weeks before the printed edition. The first three papers from volume 29, part 1 (February 1999) were published online on 30 November 1998, and as of 15 January the issue is complete with eleven papers now available on the Biotechnology and Applied Biochemistry Web site: http://bab.portland press.co.uk/bab/029/1/default.htm. Full free access to this online journal is restricted to institutions that have a subscription to the printed version. Access is by IP address registration. Contact the following for further information about how to register: <support@portlandpress.co.uk>.

According to Edupage, 26 January, 1999, a company called RuleSpace may have found a filtering software solution that won’t cut out continued on page 85

Rumors Focus — CARL Corp., UnCover Company Purchased by Ward Shaw

by Bruce Strauch (the Citadel)

At the top of our acquisitions news, Ward Shaw has purchased CARL and UnCover from The Dialog Corporation for $2.25 million, of which $1 million is cash with the balance payable through a loan note by January 2001. Ward has been Chairman and CEO of CARL since its founding. The pair of companies were first bought by Knight Ridder (now The Dialog Corporation) in 1995 and in turn by MAID plc in November 1997. Now they’re back full circle.

Reached by phone in Boulder, Ward says he “has a lot of confidence in the future of the company” and looks forward to reestablishing partnerships with libraries. “I am excited about the future of this company. We have an extremely talented staff who are committed to providing libraries the means to empower their users. Our goal is to create a structure in which the employees participate in the profits. I can’t imagine a better group of people to go forward with the enterprise.”

When asked about the money which is needed to operate the company, Shaw said that “we have more than adequate capital at hand for operation of the company.” He stressed the value of CARL’s independence with the new ownership structure which “assures that CARL and UnCover control their destinies.”

And this news breaks just as CARL was busy signing major contracts in Singapore with the National Library Board to provide the CARL system for all public libraries and the Ministry of Education for all schools.

CARL’s innovative systems and products for libraries include: Information Management and Delivery System (IMDS), UnCover online article database, Kid’s Catalog, Everybody’s Catalog, CARLweb, Dialog@CARL, and NoveList. Over 750 libraries use CARL systems and products.

ATG has known Ward Shaw for a long time and is always gratified to see a familiar face in there swimming with the mergers & acquisitions sharks.
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too much needed information in the hopes of cutting out distasteful information. RuleSpace's WebChaperone software is based on an "artificial-intelligence engine called the Intelligent Content Recognition Technology, and is designed to differentiate between legitimate content and pornography."
See TechWeb 26 Jan 99.

According to Jim Nichols, Plain Dealer reporter, The American Civil Liberties Union says it will file a barrage of lawsuits in 1999 to ensure that adults can use libraries' Internet-connected computers to look at pornography and other materials that may be deemed offensive. http://www.cleveland.com/news/pdnews/metro/caliber.shtml

Here's a publisher that archives the product! Against the Grain! Lea Fraser <leaf@pop.ucr.edu> sends word that the University of California at Riverside has an ATG subscription but needed a replacement volume! Here we are at ATG ready to help!

Speaking of which, your full-service publisher, value-added librarian recently heard from Margaret A. Rioux <mrioux@whoi.edu> who needed help with an ATG article citation. Do you remember the article by Tony Ferguson called "Interesting Problems Encountered on My Way to Writing an Electronic Collection Development Statement." Well Maggie and Steve Oberg are doing a seminar on digital resources in libraries for the IX Transborder Library Forum in Mexico in March and they wanted to cite this article by Tony. Pretty exciting that Maggie and Steve's article is going to be translated into Spanish.

Bill Schenck (Library Services, Library of Congress) <wsch@loc.gov>, reported to Collection Development Officers of Large Research Libraries Discussion Group during ALA Midwinter (and to CollDev-I) that the Library had received an increase of 5.2% ($454,000 in its materials budget) for FY99. This increase permits additional spending for subscriptions for electronic materials, increased support to acquire current publications from the People's Republic of China and Taiwan, replace missing and lost books, and increased support for Special Collections. The Library of Congress lifted the moratorium on all but high-priority subscriptions at the beginning of FY98 but continues to exercise restraint in initiating new subscriptions.

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So, what are we to do? We need to cultivate within ourselves and with our organizations a tolerance for off-the-wall thinking so that out-of-the-box solutions can be aired and adopted when appropriate. The alternative is more of the same old, same old solutions with which we are all too familiar.

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