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Bet You Missed It

Column Editor **Rosann Bazirjian** (Syracuse University)

Truth in Working by **Rosann Bazirjian** (Syracuse University)

This article discusses how companies must become active in developing the atmosphere for the intellectual talents so necessary to succeed in today's world of increasing technology. As productivity and the work force increase, as wages slowdown, and as we toil longer hours, managers need to develop not only higher skills among their workers, but the type of atmosphere in which their workers can prosper. Managers are the decisive factor in determining just how good the quality of their staff can be. As the author indicates, "unlike efficiency, which can be quantified by productivity, quality is hard to measure." How are businesses working to improve quality? One way is by allowing for a looser, decentralized arrangement which gives workers more autonomy and a greater sense of responsibility. The hope is that this

type of environment will enlist a worker's pride, judgment and creativity. The term used to describe this form of management is "management by empowerment." In this environment, as managers continually ask their staff for input, the staff begins to feel as if they are empowered and that what they say has some merit to the manager. The Honda plant in East Liberty, Ohio is cited as one business making good use of this. Management there turns significant decisions over to the workers. Workers claim: "they're letting us see what we can do with our abilities, and helping us, and then promoting accordingly." This article serves to give us all insight as to how to be better managers and it is time well spent reading.

See — "The Truth About the American Worker" by Myron Magnet in *Fortune* for May 4, 1992, p. 48-65.

Access Rather than Ownership: a Burden on University Presses by **Twyla Racz** (Eastern Michigan University)

Although academic libraries continue their efforts to acquire university press materials, unit sales of these materials have declined. The diversification that the presses undertook, i.e., increased number of trade titles, local and regional publications, to remain in business has resulted in material less suited to library needs. Also, libraries are now beginning to place less significance on own-

ership, and more on access. A persistent troubling factor for both university presses and academic libraries is the importance placed by colleges and universities on faculty publications.

See — "Changing Sales and Markets on American University Presses, 1960-1990" by Jennifer Kavinsky Hannifin in *Publishing Research Quarterly* for Summer, 1992, pp. 11-26.

University Presses in Jeopardy by **Philip Dankert** (Cornell University)

Looking at the double-edged sword of (1) a gradual decrease in subsidies that they receive from their institutions, and (2) a decline in sales to college and university libraries, university presses are being forced to both publish fewer titles as well as reduce print runs. Of even greater concern is that some may be eliminated according to the Association of American University Presses (including Stanford University Press which is under review for possible reduction or elimination).

Some of the actions being planned, as outlined in this article include: (1) cessation of printing of monographic series (the *Modern Scandinavian Literature in Translation* series and two others by the University of Nebraska Press are mentioned); (2) restructuring their finances (at Ohio University Press, for example, where the university has temporarily withdrawn its commitment to give the press an annual subsidy); and (3)

perhaps having the greatest implications, basing publishing decisions on the "bottom line" (fiction and general interest books that appeal to a wider audience) as opposed to publishing works based on their scholarly value.

As far as the current year is concerned the sale of academic books is mixed—"some are up, some are down, and others are flat . . ." The University of Chicago Press, the largest of the country's university operations, says that in the past four or five months it has seen orders from some wholesalers for new books drop by as much as half. Most press directors feel that the steps they are now taking seem to be doing the job. They also agree, however, that if the recession continues, more severe action will be called for.

See — "Many University Presses are Forced to Put New Emphasis on the Bottom Line" by Julie L. Nicklen in *Chronicle of Higher Education* for March 18, 1992, p. A31-A33.

Once More With University Presses by **Twyla Racz** (Eastern Michigan University)

The loss of federal funding and the recession of 1973-1975 caused the surviving university presses to become more innovative in publishing and marketing. The various steps undertaken, including the controversial role of publishing more trade books, and the growth of professionalism and the resulting consequences, are discussed in this article. According to

the author, the stability of the presses lies "in defining and developing their role as processors and disseminators of electronically published knowledge."

See — "Academic Libraries and University Presses" by John M. Budd in *Publishing Research Quarterly* for Summer, 1992, pp. 27-37.

Kinsey Institute Versus Indiana University by Pamela Rose (State University of New York at Buffalo)

Kinsey Institute Director June Reinisch is taking Indiana University to court to gain access to files used for a routine review performed in 1988 which resulted in a request for her to resign. Backed by the Kinsey Institute's Board of Trustees, Reinisch refused to resign. However, during the ensuing standoff between

the University and the Institute, "the University deprived the Institute of needed librarians. . ." as well as cutting salaries and other staff.

See — "Kinsey Institute Director Sues Indiana University" by Constance Holden for *Science* in April 17, 1992, vol. 256, no. 5055.

Computer Meets Copyright by Phil Dankert (Cornell University)

Even though concerns exist among its critics that the present copyright law does not adequately protect information available on computers from unauthorized distribution, there has been a shift in recent months from insistence that it be dramatically altered to devising new ways to deal with the concerns. (This shift was no doubt based, at least in part, on the "discovery" of how difficult it would be to change the law.) Included here are the development of "new forms of contractual arrangements, new entities that act as intermediaries between buyers and sellers of information, and new technologies."

Among the groups studying the problems of copyright in the electronic age are CNI, EDUCOM and CAUSE. In addition, the Corporation for National Research Initiatives proposes to solve copyright problems "with electronic systems on computer networks that would keep track of how much money is owed to whom under the copyright laws."

CNI, under the leadership of Paul Evan Peters, is addressing the issue of how some corporate and educational institutions have "successfully signed contracts with publishers that allow for the use of valuable material on electronic networks." Although such contracts will protect the publisher

from the widespread duplication of data there is grave concern among some individuals that this new approach has the potential to restrict access to electronic information (to those associated with the institution holding the contract) and thus to change the "nature of scholarly research and the role of campus libraries. . ." Duane Webster, Executive Director of ARL, believes that these contracts will become more widespread unless the flaws that exist in the current copyright law are corrected.

The issue of database access is still very fluid according to Robert L. Oakley, Director of Georgetown University's Edward Bennett Williams Law Library. Publishers now clearly suspect "that a less restrictive contract will not lead to a significant loss of business." Oakley is also of the opinion that database prices will drop and this, in turn, will allow institutions to "demand less restrictive contracts for the same amount of money."

See — "Critics of Copyright Law Seek New Ways to Prevent Unauthorized Use of Computerized Information" by David L. Wilson in *Chronicle of Higher Education* for May 6, 1992, pp A23-A24.

History is At Stake by William Mingin (Lange and Springer Scientific Booksellers)

The Library of the Russian Academy of Sciences, with holdings of over 20 million items, suffered the largest library fire of the century on February 4, 1988. To 11 : 400,000 books destroyed, 3.6 million damaged. Dr. Valery Leonov, Director of the Library, spoke with Jane Slate Siena of the Getty Conservation Institute about the ensuing recovery campaign.

While Leonov sees a new cultural and intellectual openness in St. Petersburg, site of the Library's central facility, financial difficulties are "bad and are likely to become worse." But Leonov rejects closing cultural institutions because of the crisis: "history is at stake if libraries do not survive."

Leonov, noting that "library science is an international science," praises international assistance in 1988 and says it is needed again now. Russian

cultural institutions suffer from theft, deterioration, understaffing, and the threat of closure.

The recovery effort after the fire has forced the Library to address the state of the facility — too small

by at least half — and a program of phased conservation, addressing the problems of whole collections. A fire suppression system has been installed, but there are none at the Public Library, the Hermitage, or the State Museum, he notes.

As major national libraries are being built or expanded, Leonov sees a need for more conservation resources and says, "problems of conservation, safety, and security are the library issues for the next century."

See — "Preserving the Collective Memory" by Jane Slate Siena in *Getty Conservation Institute Newsletter* for Winter, 1992, vol. VII, number 1.

Museums: an Endangered Species? by Pamela Rose (State University of New York at Buffalo)

Libraries aren't the only institutions suffering the public's apathy in image and dollar support these days. Museums are also facing a traumatic 1990's decade as they are forced to cut staff and research programs in favor of wooing the public with catchy exhibits in order to generate dollars. Harvard biologist Edward O. Wilson refers to natural history museums as "virtual libraries of endangered species and cultures [which] ought to be at

the frontier of research. . ." Wilson and others fear the emphasis on public exhibits at the cost of research will eventually grind research to a halt. Part of the problem is the public lack of awareness of the collections and research functions of a museum. Sound familiar?

See — "Museums Cut Research in Hard Times" by Eliot Marshall for *Science* in May 29, 1992, vol. 256, no. 5061.

You've Heard of Access? by Rick Heldrich (College of Charleston)

In at least one state, Massachusetts, a precedent has been established that allows open access to a researcher's data. It all came to pass because a researcher, Dr. Joseph D. Franzia, had his article in the *Journal of the American Medical Association* on the impact of "Old Joe Camel" on children come under scrutiny by R. J. Reynolds. Reynolds petitioned for access to data from 3 articles on the same topic from *JAMA*. The need to know or see the original data arose from a lawsuit in San Francisco, where Reynold's was the defendant in a case claiming the use of "Old Joe Camel" should have included the ubiquitous surgeon general's warning for cigarette ads. Reynolds sought data of authors from Massachusetts, Georgia, and California. The courts denied access in Georgia, but no decision was rendered in California since Reynolds got the data from a request filed with the state, but in Massachusetts the request for data

was supported by the court. At issue was whether or not Dr. Franzia was biased in his paper against tobacco. Dr. Franzia admits that he began the study with a hypothesis, and that it was possible that the question sequence may have biased the study, but that the sequence was necessary. There is some fear expressed by the author of the Georgia paper, Dr. Paul Fischer, that the intent of the subpoena "had more to do with harassment and intimidation" than scientific discovery, which Reynolds could perform on its own, independently. Reynolds' retort is that studies to support the position are already available and that Reynold's policy does not include research on underage individuals who cannot legally purchase cigarettes.

See — "Just Whose Notes Are These Anyway?" from *Who Controls a Researcher's Files?* by Marcia Barinaga, selected from *Science*, Vol. 256, 1620-1621, 19 June, 1992.

Consider It a Promotion. . . by Pamela Rose (State University of New York at Buffalo)

Refugee scientists from the former Soviet Union are finding life in the U.S. somewhat less than ideal, as they are faced with accepting jobs with less status and money, and in many cases in other disciplines, than their former employment back home. Several organizations including the Association of Engineers and Scientists for New Americans (AES) and the Program for Refugee Scientists (PRS) attempt to match scientists with prospective U.S. employers, but the American

scientific community is often unaware of these Soviet scientists' accomplishments, according to Peyrets Goldmacher, President of AES. Although Radiophysicist Alla Novoselskaya misses laboratory work, she jumped at her first job offer, and now indexes journals for the American Institute of Physics.

See — "Hard Times in the Promised Land" by Eliot Marshall for *Science* in May 8, 1992, vol. 256, no. 5058.

Products Worth Looking For by William Mingin (Lange and Springer Scientific Booksellers)

Australian sound engineer Robert Parker has issued roughly 60 albums of restored US jazz 78's from the 1920's and 30's, 26 of which have now been released in the U.S. through DRG Records. Produced by the Australian Broadcasting Company, the albums are based on mint-condition 78's from Parker's collection of over 20,000, and include such artists as Louis Armstrong and Jelly Roll Morton. Noise suppression, equalization, and enhancement techniques produce a digital stereo "re-creation," supposedly making the music as clear and vivid as when first played. These are not archival preservations, and some jazz purists complain that his "restorations" take liberties with the original material, but Parker scoffs at finding charm in surface noise and bad reproduction.

In April, Carlos Fuentes,

author of *The Old Gringo*, among other books, published *The Buried Mirror: Reflections on Spain and the New World*. The 339-page, heavily illustrated book was paired with a five-hour TV series aired on the Discovery Channel in August. The book and program are Fuentes' response to Kenneth Clark's *Civilisation*, which ignored the Hispanic world. The book is evidently growing in popularity, which the series may enhance. Fuentes sees the book as a chance "to write my own cultural biography" and to provide a southern mirror for North America; as he says, "I believe in the Latinization of the United States — we are going to resemble each other more and more."

See — "Time Capsules" and "Daring Dreamer" in *Time* for June 29, 1992, vol. 139, no. 26, p. 78.

You Are What You Read by Rick Heldrich (College of Charleston)

Along with state IOU's instead of pay come other problems. One way to solve a budget problem is to simply do away with the need for a budget. And so it was at San Diego State University where the entire 14 member anthropology department was eliminated. And there is more to come. 9 of 72 departments (12.5%) will be closed, along with 193 of the 1016 (19%) tenured and untenured faculty. Gone at San Diego State University are, along with anthropology, German, Russian, religious studies, aerospace engineering, health sciences, family studies, industrial technology, natural sciences, recreation, parks and tourism. Deep slashes are slated for French,

Italian, art, chemistry, sociology, and telecommunications and films. While academic departments suffer these serious cuts, at least student and alumni morale will be high since the athletic budget, apparently a real institutional winner, only loses golf and wrestling so it can keep division 1A status. One can only imagine the library budget. Will collection be maintained in defunct and/or slashed disciplines? Why not? All those athletes may need to read something, sometime.

See — "Budget Ax Lops Off Entire Departments at San Diego" by Marcia Barinaga, selected from *Science*, Vol. 256, June 26, 1992, P. 1757.

Sci-Fi in Support of Science by Rick Heldrich (College of Charleston)

In his new book *Cosmic Wormholes: The Search for Interstellar Shortcuts*, to be published by E. P. Dutton, author Paul Halpern proposes space travel via wormholes to achieve interstellar travel. Halpern, Assistant Professor of Pharmacy and Science, feels such travel is theoretically possible, albeit not in the near future. Wormhole academicians can be found today, but the employability of this research specialty is currently low, with many having to resort to non-permanent and post-doc level positions. Halpern is not a wormhole physicist but has relied on the theoretical work of others in putting together his book. Current work on wormholes is understandably limited to cerebral experimentation, which

fits in nicely with the art of science fiction. When does Halpern expect concrete wormhole experimentation? He estimates that by 2500 A.D. it may be possible to build a wormhole. But don't hold your breath for that; wormhole existence would mean that time travel is possible, and time travel (which is not new in Sci-Fi) seemingly violates laws of causality (as per *Back to the Future* films). As physicist/realist Stephen Hawking points out, if time travel were possible in the backward sense, we'd have lots of time travels as tourists right now.

See — "Cosmic Wormholes: Where Science Meets Science Fiction" by Scott Veggebery in *The Scientist*, Vol. 6, No. 15, July 20, 1992.

It's the Same Old Sales by Rick Heldrich (College of Charleston)

So what does it take to get ahead (i.e., promoted) in academics? According to the author, it's not exactly what you might think you should do. Some interesting avenues are addressed in this article. You can make your particular skills seemingly vital to the success of the senior members of your department welfare. You can publicize your own professional activities to individuals on a mailing list that you design. If about to set out on your own, garner enough preliminary data while working under the auspices of another's lab to substantiate a grant application. You might raise attention by asking "insightful" questions at meetings or pre-announced seminars after you've done some "homework" to prepare for the event. You can creatively get yourself "invited" to give seminars, often just by casually letting people know you'll be

available to do so. You can do the "right" type of service work (i.e., work that puts you in contact with influential people) but should avoid mundane tasks. Recognizing where you are and what you need to do should help you decide about how involved to become in teaching. Peer-reviewed publications or original work are needed; the more prestigious the journal, the better. Review articles and books might also help. And don't overlook mixing it up intellectually with the big guns in your field who might need the stimulation as much as you do. The bottom line is to approach selling yourself as a valid component of scientific communication.

See — "Promoting Yourself Is Key to Climbing Academic Ladder" by Liane Reif-Lehrer in *The Scientist*, July 20, 1992, Vol. 6, No. 15, P. 20-21.

Global Change on Disc by Pamela Rose (State University of New York at Buffalo)

A new set of software billed as the first "interactive global change encyclopedia" was demonstrated by Canada Space Agency (Fax 514-496-4220) at the International Space Year Global education conference in Washington, DC. GEOSCOPE, which will be available in English, French and German, is the latest PC-compatible collection of computerized images, coupled with environmental facts and figures. The pro-

gram allows the user to animate images to view changes over time, call up images and data about specific geographic regions, or use a "philosophy workroom" containing words and images from Galileo to Carl Sagan. A CD-ROM reader is required to access the complete image library.

See — "World on a Disc" for *Science* in May 22, 1992, vol. 256, no. 5060.

Muses in the Teeter-Totter Arena by Sarah Tusa (Lamar University)

Business Week muses upon the teeter-totter arena of software copyright protection. In light of recent court rulings (*Computer Associates vs. Altair*), there is a perceived change of direction limited coverage by copyright laws. Whereas earlier cases (i.e. *Whelan vs. Jaslow*) essentially protected "both the basic structure of a computer program and its line of written code," an emerging trend, according to copyright specialist Gary M. Hoffman, is to protect only

specific screen elements. The teeter-totter has not yet settled, and the degree and nature of the entrepreneurial efforts in the field of software development are seen to be at stake. While the software industry awaits an ultimate decision from the Supreme Court, software makers "will probably increase their filings for patents, which offer more absolute protection than copyrights."

See — *Business Week* for July 20, 1992.

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