November 1994

Bet You Missed It / Press Clippings / In the News

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Recommended Citation

Bazirjian, Rosann (1994) "Bet You Missed It / Press Clippings / In the News," *Against the Grain*: Vol. 6: Iss. 5, Article 38.
DOI: <https://doi.org/10.7771/2380-176X.1822>

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Bet You Missed It

**Press Clippings — In the News — Carefully
Selected by Your Crack Staff of News Sleuths**

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

Changes in Chinese Publishing by **Joan Loslo** (U. of Northern Iowa)

In China, publishing, book selling, and other media have been making slow progress toward independence from official control. Publication and distribution of books and periodicals was formerly a state-run monopoly. Even the allocation of paper was strictly regulated. Writers were carefully screened before being admitted to a writers' association in which membership was virtually required for publication.

By 1989 Chinese publishing followed one of three routes or a combination thereof: the old government monopoly; private entrepreneurs and nongovernmental distributors with government permission to operate; and uncensored, illegal underground printers and private distributors who focused on pirated or sensational materials, pornography, etc. Though repression in 1990 put a damper on the latter to a certain

extent, the current climate of commercial expansion has fostered the emphasis on publishing and bookselling as anything-goes money-making enterprises. Similar changes have occurred in radio and television.

Though the opportunity to make money now seems to dictate what gets published or produced, the government still suppresses certain types of material, especially that which presents a political threat. "Pornographic" works may also be suppressed, and penalties can be severe. Enforcement is highly inconsistent, however, and commercial forces are transforming the media just as they are changing other areas of Chinese society.

See — "To Get Rich Is Glorious," by Orville Schell in **The New Yorker** for July 25, 1994.

Not Just for Engineers by **Marie Swearingen** (Syracuse University)

Re-engineering the workplace nowadays is simply identifying methods to work smarter. We must not think of re-engineering the workplace as unique to manufacturing corporations, but it should also be acknowledged that such changes are stretching to the customer service arena. As managers, we may either find ourselves as the impetus or possibly the hindrance of the re-engineering process. How do we successfully handle this change effort? This article provides us with helpful hints which are divided into four categories: (1) Stay on top of your industry -- Learn how you, as manager, can project what skills are needed in the future.

(2) Keep everyone informed -- Tips are provided on communication practices if you are to ensure a positive change. (3) Take care of your own -- If the re-engineering process could lead to layoffs, what is your responsibility to your staff? Many suggestions are provided to help ease the transition. (4) Retraining -- a team effort -- Bone up on how all affected persons, whether it be unions, individuals, etc. should be involved as early as possible.

See — "What Re-Engineering Means to Your Role as Manager," in **Supervisory Management**, July, 1994, p. 3.

Infrared: Where People Fear to Tread by **Sandy Beehler** (Cornell University)

Scholars are employing the same infrared technology used in Voyager 2's explorations to help decode ancient manuscripts. The connection came through **Gregory Bearman**, a physicist at NASA's leading planetary science laboratory. Dr. Bearman heard a lecture by **Bruce Zuckerman**, a biblical studies scholar at USC who is working with the Dead Sea Scrolls. Bearman and Zuckerman experimented with a tiny fragment of the **Genesis Apocryphon** which had been sent to the **Getty Conservation Institution** in Los Angeles. Using infrared technology linked to a computer screen they were able to enhance the script enough to read words and phrases previously indecipherable, including some words that were covered by parchment. With the

success of the first test, Bearman and Zuckerman gained permission from Israeli archaeological authorities to examine the rest of the apocryphon. As a result, in one month 200 additional words were deciphered, as contrasted with only 1,000 words over the course of many years' study by hand. Infrared sensors work by detecting wavelengths of light invisible to the human eye, thus providing a higher level of contrast between the parchment and the ink of the scrolls. It is not yet clear who will fund further research using this technology, but it is certain that it will be the tool of choice for scholars in the future.

See — "Sight to the Blind" in **The Economist**, July 23, 1994, p. 79-80.

Copy(rights) and (Wrongs) by **Twyla Racz** (Eastern Michigan University)

The author, vice-president and publisher at **Transaction Publishers** presents a strong argument for the copyright system to remain as it currently exists. After describing the copyright system, she discusses complaints regarding it. **Curtis** contends that publishers have failed to report exactly what it is they do to "help bring order to informational chaos." Libraries caught in a financial crisis due to the costs of scholarly materials and new technologies would not have their

problems resolved by the transfer of copyright to universities and/or professional societies. This would only lead to numerous other issues which she details. **Curtis** concludes that the current copyright system is both sound and equitable and should not be changed.

See — "Who Should Own Copyright?" by Mary E. Curtis, in **Publishing Research Quarterly**, Summer 1994, p. 19-28.

Does Time Control You? by Marie Swearingen (Syracuse University)

Everyone has seen the old cartoon of the office worker whose hair has fallen completely out, the eyes are bloodshot and bloated, and the character looks completely frazzled after a day on the job. Knowing both how to establish your priorities and better time management skills would most likely be a deterrent and cure to premature baldness and the need for eyeglasses. In the article, "Manage Your Time, Your Work, Yourself," (AMACOM, 1993), by Merrill E. Douglass and Donna N. Douglass, helpful (and healthful) hints are provided. Setting priorities: Focus on the desired results and not just the mechanics of the results. Ask yourself if you understand just what the activities are which will lead you to these desired results. If you don't, speak with your supervisor. Projects without due dates and

timeframes provide an excuse for lack of accomplishment or failure. Put these projects in order of importance. Better time management: DELEGATE, DELEGATE, DELEGATE. Redefine your job and pass along routine and low priority items to your assistant. You CAN say no to interruptions when you need to concentrate, without compromising an open-door policy. Organize your tasks -- do the hardest or most creative task first and save the administrative ones for later. And finally, expect the unexpected and allow a bit of unscheduled time during your work day as a buffer for those little "fires" that pop up from time to time.

See — "How to Control Your Time," in *Supervisory Management*, July, 1994, p. 6-7.

Let The New Shine In by Marie Swearingen (Syracuse University)

We all are experiencing change within our respective organizations for a variety of reasons. **Andrew E. Schwartz**, President of A.E. Schwartz and Associates, provides eight essential tips for promoting successful organizational changes that can and should become good habits. 1). Communication -- Effective communication must occur, before, during & after the change. 2). Involve your team members/staff -- Provide a sense of ownership of the change; encourage everyone's participation. 3). Be patient and allow people to say goodbye -- Having the opportunity to gradually let go of the old and accept the new lessens the resistance to the change. 4). Provide training in new values and behaviors -- We all need to know what is expected and how to do it! 5). Get emotionally tuned in -- In other words, do not turn a deaf ear. Be alert to any problems that

need addressing. 6). Provide feedback -- No one likes to be caught by surprise. Continued feedback regarding the change is essential for successful evolution. 7). Establish a Reward System -- The result . . . motivated individuals who will act in ways they feel will lead to the desired outcome. 8). Develop new group norms and a new mission statement -- Provide a clear sense of direction on just how the entire organization fits together -- building teamwork/relationships between groups and subgroups will stop the tendency to operate as separate entities. If your organization is contemplating reorganization, discover the "how to" for ensuring a successful transition.

See — "Eight Guidelines for Managing Change", by Andrew E. Schwartz in *Supervisory Management*, July 1994, p. 3.

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Museums on the Internet by Sandy Beehler (Cornell University)

The article reports on several American museums that are mounting exhibits online through the Internet. **The Library of Congress** currently has four online exhibits featuring photographs of Soviet government documents, 15th century manuscripts from the **Vatican Library** (I saw this exhibit in DC and it was stupendous), sections of the Dead Sea Scrolls, and a 1492 Columbus exhibit. The **Smithsonian** also has a number of exhibits available on the Internet, ranging from art objects to taxonomic family trees. Access to this information is offered through the Institution's anonymous ftp system, photo1.si.edu. You can also browse its online catalog by telnetting to gandalf.si.edu (160.111.86.40). Other museums mentioned in the article are the **Museum of Paleontology** at UC Berkeley (Gopher to ucmp1.berkeley.edu); **National Gallery of Art** (telnet to ursus.maine.edu—logon ursus); **Jane Addams' Hull-**

House Museum (Gopher to nuinfo.nwu.edu—Local recreation...—Galleries and museums); **California Museum of Photography** (Gopher to galaxy.ucr.edu—campus events); the **Harvard Museums** (Gopher at huh.harvard.edu); the **Bishop Museum** in Honolulu (Gopher at bishop.bishop.hawaii.hawaii); and the **Royal British Columbia Museum** in Vancouver (Gopher to cln.etc.bc.ca—Gov't of BC—BC Ministry of Tourism & Culture). The digitized reproductions found through the Internet require special software to be decoded. The images are usually accompanied by explanatory text. [Note: The addresses above which contain a "1" (digit one) could actually contain an "l" (letter el) — the typeface of the article did not distinguish between the two.]

See — "Visiting Museums on the Internet" in *Internet World*, March/April 1994, p. 24-29.

The Mouse that Clicked by Pamela Rose (SUNY Buffalo)

A portrait of the young Internet is a researcher browsing through **Mosaic** during lunch with a sandwich in one hand and a mouse in the other. However, the network is being forced to grow up as cyberspace explodes at a 10-20% per month expansion rate with an influx of new user groups and commercial interests. Many users see the established values of commitment to information sharing and following "netiquette," the unwritten code of conduct, as threatened. In particular, users resent those who see the Internet as a vast merchandising marketplace. Not only are the rules changing, but NSFnet, the backbone for the Internet, is withdrawing entirely after October 1994. NSF's **Stephen Wolff** notes the Internet must become commercial in or-

der to survive, and not be dependent on the vagaries of government financing. This raises the spectra of all users being charged for every mouse click as commercial suppliers take over NSF's former role. **Scott Shenker** of the **Xerox Palo Alto Research Center** (PARC) advocates a hierarchical scheme in which Internet providers offer several grades of service from a basic best effort service for standard email and file transfer to a higher grade for interactive audio and video applications with guaranteed minimal delays. However the Internet evolves, change is a certainty.

See — "Culture Shock on the Networks" by M. Mitchell Waldrop in *Science*, v.265 (August 12, 1994), p.879.

The Ultimate Game by Rosann Bazirjian (Syracuse University)

This is an interesting article which focuses on the "endgame." or "devices that will be on the network's receiving end, making sense of the waves of digital data pouring into our living rooms and dens." The author, **Andrew Kupfer** addresses the battle between the cable companies and phone companies in terms of how we will be accessing information at home in the future. Will customers prefer to receive information from a TV or computer, or some combination of the two? Cable companies like the idea of the set-top box. They are used to this type of device and are speaking about the number of channels the information highway will

have. Telephone companies, however, like the idea of the endgame device being outside the house. They want an intelligent box on the side of the customer's house to control the network. Kupfer continues this article with interesting speculation on other types of endgame devices, focusing on what companies such as **Hewlett-Packard** and **AT & T** are planning for the future of the information network.

See — "Set-Box Wars: The Battle for the Infobahn is About to Start Right in Your Living Room" by Andrew Kupfer in *Fortune*, vol. 130 (4) (August 22, 1994), p. 110-188.

New Kids On the Block by Rosann Bazirjian (Syracuse University)

This article addresses the growth of Taiwan in the personal computer business. Many fast-selling brand names and key PC components are engineered and manufactured in Taiwanese companies. One example cited is **Acer**, which today is the leading brand name in Southeast Asia and Latin America. The author, **Louis Kraar**, then mentions some of the key reasons why the Taiwanese have become so successful in this field. They are extremely quick — for example, they move from a concept to the production line in 90 days. Kraar says that is less time than the Japanese and Americans take to reach a decision. He also claims that the Taiwanese companies know their place

in the world value chain and know where they can prosper. They have learned to specialize and squeeze-down costs and have "perfected the art of symbiosis" or "soaking up knowledge from their customers." All of these factors are making the PC industry for Taiwanese businesses grow. The rest of this article provides the reader with an interesting history of some specific Taiwanese businesses and addresses plans for the future in the computer business.

See — "Your Next PC Could be Made in Taiwan" by Louis Kraar in *Fortune*, vol. 130 (3) (August 8, 1994), p. 90-96.

Women Writers by Twyla Racz (Eastern Michigan University)

Although from the American Revolution to 1880 the authors of elementary readers were male, after 1880 until 1950, women dominated the field. In this article the author, using primary and bibliographic sources, discusses the reasons why women rose to prominence and what led to their loss of this preeminent place. The silent reading movement, the emergence of men as researchers, the shift toward realism in the texts, and most of all

the "back to the home" emphasis in the 1950s were all contributing factors that reduced women to a secondary position. The author is a professor in the Department of Educational Services, Brooklyn College.

See — "Gender and Textbooks: Women Writers of Elementary Readers, 1880-1950" by E. Jennifer Monaghan, in **Publishing Research Quarterly**, for Spring 1994, p. 28-46.

Future with Holograms by Pamela Rose (SUNY Buffalo)

Stanford physicist Hesselink and colleagues report the first demonstration of a holographic storage system that reads and writes digital information while connected to a computer's hard drive [the full report begins on p.749 of this issue]. A working holographic storage system has eluded researchers because of problems with poorly performing optical crystals and the difficulty of linking light-based media with electron-based computers. While other storage technolo-

gies handle bits of data one at a time, a compact holographic system could transmit an entire "page" of digital data in a single flash of a laser beam and could store whole libraries of data for quick retrieval. [The August 12th issue of **Science** had a special section on Computing in Science]

See — "Will Holograms Tame the Data Glut?" by James Glanz in **Science**, v.265 (August 5, 1994).

The Robot in Our Midst by Pamela Rose (SUNY Buffalo)

James White, VP at the Silicon Valley start-up **General Magic**, says it's time to stop thinking of the network as digital plumbing, and start thinking of it as a digital universe with its own laws, structure, and ultimately its own inhabitants -- "agents" or autonomous software robots who could make airline reservations, schedule meetings, and retrieve information for you. White's firm is now marketing **Magic Cap**, a graphical network interface designed to interact with a network full of agents, and **Telescript**, a language to help create software agents. The concept of these agents is to turn computer users from workers into managers who delegate tasks to a set of agents

who, for example, scan and organize daily email and search the net for a particular piece of information. Such agents need safeguards, however, which **Telescript** provides by keeping the agent as just a piece of text useless without the **Telescript** engine, and requiring each agent to carry "credentials" and "permits." Other companies are developing similar products and researching issues such as agent-human and agent-agent interaction.

See — "Software Agents Prepare to Sift the Riches of Cyberspace" by M. Mitchell Waldrop in **Science**, v.265 (August 12, 1994) p.882-883.

Big Brother Is Watching by Sarah Tusa (Lamar University)

If you have recently filled out a warranty card, redeemed a coupon or used a GM MasterCard, you have contributed, perhaps unwittingly, to "one of the biggest changes in marketing since 'new and improved.'" Marketers are increasingly taking advantage of advances in information technology to target customers on an individual basis. Using "so-called massively parallel database computers," companies such as **American Express**, **General Motors**, **Kraft General Foods** and others collect large amounts of information about consumers and use this data to generate targeted promotions. For example, **Philip Morris Co.** and **RJR** have assembled huge databases of smokers they can reach directly for purposes of marketing related goods. It is not even necessary in

some cases to rely on past purchases of a product. Some institutions will sell lists of names and other personal information to database marketers. Businesses have found that they get a substantially larger return with database marketing than they did with mass marketing or even market segmentation, with responses in double digits, as opposed to "the typical 2% to 4% for junk mail." Hence, efforts to fight the Big Brother practices of these businesses generally fail because "when politicians balance industry's interest in reaching markets against the consumers' right to privacy, marketing usually wins."

See — **Business Week**, no. 3387 (Sept. 5, 1994).

The Internet Cracker by Philip Dankert (Cornell University)

Although attacks on computers are not new, those on the Internet aimed at the infrastructure of the global network by computer "crackers" ("mean-spirited hackers") are, and they are causing alarm in certain quarters because of the potential for widespread damage.

"These assaults on the infrastructure ... could easily give intruders the ability to monitor traffic on the Internet, block the delivery of individual messages ... or deny Internet service to a person or a specific college, company, or government agency." It has been suggested that a carefully coordinated attack could disable much of the Internet.

While the vulnerabilities that are currently being exploited have been understood for years, the

sophistication of recent episodes "has put these crackers on a plane far above their predecessors." As a result, researchers are frantically searching for ways to prevent this. In order to be effective, the solutions must be both easy to use as well as relatively inexpensive.

One aspect of the problem faced by those attempting to deal with it is that those in the Internet community will not report incidents to law enforcement officials (the "secrecy of the Internet").

See — "Crackers: A Serious Threat" by David L. Wilson in **The Chronicle of Higher Education**, August 17, 1994, p. A23-A24.

Battle of the Printers by **Sandy Beehler** (Cornell University)

A lab scientist at **Canon** in 1977 led to the development of the ink-jet printer, which last year overtook laser printers in sales volume. The introduction of laser jet and ink-jet printers in 1984 triggered a revolution by providing a cheaper way to print texts produced on the new word processors. Though laser printers had the edge in precision and speed, improvements in ink-jet technology over the past decade have narrowed the competition. Working with Dupont, Hewlett Packard has come up with an ink that coats the paper's surface rather than dyeing paper fibers, resulting in darker, more opaque printing. There have also been advances in software and me-

chanical parts for ink-jet printers. The fact that ink-jet parts can be miniaturized and embedded in other products means that they have already begun to hit the road with laptop computers. They are also being used in engineering design and graphics work as well as a substantial portion of the fax market. Laser printers still have a slight advantage of speed, but ink-jets are catching up and have the additional advantage of producing cheaper colored paper. This writer obviously thinks ink-jet printers will be the only choice in the near future.

See — "Ink-jet Printers: Lucky Squirt" in **The Economist**, July 23, 1994, p. 80-81.

A History Lesson by **Twylla Racz** (Eastern Michigan University)

Why did the South lag behind the North in building a book culture? This interesting article explores the barriers that hindered the development beginning with the success of Southern colonial governors in preventing the establishment of printing presses. The rural character of the region, the societal emphasis on oratory and physical activities rather than reading and writing, the higher illiteracy rate, the role of the Bible, and, especially the pre and post Civil War effects are discussed. To add to the obstacles the South was for

many years culturally dependent upon England and New England. Even when Southerners wrote, neither southerners nor Northerners bought. Urban development of the region and the rise of a middle-class was the turning point leading to today's many influential Southern writers. Wilson is a professor of History and Southern Studies at the University of Mississippi.

See - "The South's Torturous Search for the Good Books" by Charles Reagan Wilson, in **Publishing Research Quarterly**, for Winter 1993-94, p 3-15.

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Virtually Real
by **Pamela Rose**
(State University of New York at Buffalo)

Remember the movie **Brainstorm**? **Natalie Wood** played the piano while **Christopher Walken** experienced it? Virtual reality (VR) is really here, although still primitive. No fewer than 40 scientists presented VR displays in theoretical physics, earth sciences, chemistry, biology and aerospace engineering. One application by researchers at the **University of North Carolina** uses a Nanomanipulator to push 100 atoms of gold around a surface, a feeling like pushing bags of jello across a rough surface with a screwdriver. The UNC technology is also being used by **Vivian Cody**, a **Medical Foundation of Buffalo**

chemist, to study enzyme structures by immersing herself in the VR-displayed molecular model and exploring it with the mechanical tracking arm. And physicist **Andy Hanson** of **Indiana University** is working in a world of four dimensional objects, a display virtually impossible to describe. Enthusiasts acknowledge that the real payoff for VR technology may lie far in the future, but for now it's a pretty far-out research toy.

See — "Taking the Data in Hand — Literally — With Virtual Reality" by Gary Taubes in **Science** v.265, August 12, 1994.

Jamming On the Net
by **Pamela Rose**
(SUNY Buffalo)

The availability of information on the information superhighway is staggering, with traffic jams already the norm. Unsuccessful efforts to create programs to provide intelligent help in dealing with large amounts of information have given way to new Artificial Intelligence (AI) research on very large knowledge bases (VLKBs) which can produce their own hybrid knowledge bases from older data collections.

Other case-based systems can solve new problems by analogy to previous solutions, while software "agents" are helping users explore complex unstructured information (see "Software Agents . . . pp.882-883).

See — "High-Performance Artificial Intelligence" by James Hendler in **Science** v.265 (August 12, 1994) p. 891-892.

Here I Come to Save the Day!
by **Pamela Rose**
(SUNY Buffalo)

Cybermouse isn't just on the way, it's a reality as an online virtual laboratory animal for exploring the immune system. Available through **Mosaic** at <http://bitmed.ucsd.edu>, Cybermouse is just one of an expanding breed of simulations that allow researchers to run experiments and test hypotheses that would be time-consuming or difficult in live animals. Recently Cybermouse has been used to study how the AIDS virus spreads

through the lymph nodes. In addition, a handful of researchers hope to reverse the logic of understanding the human immune system via computers in order to treat viruses which plague computers by endowing computers with a digital immune system.

See — "Do Immunologists Dream of Electric Mice?" by Gary Taubes in **Science**, v.265 (August 12, 1994) p.886-888.

Beyond Our Reach
by **Philip Dankert**
(Cornell University)

As "distance learning" rapidly expands through the development of new technology, colleges and universities are being forced "to revisit some of the most basic policy issues they have ever faced" such as the kind of education to be provided, its quality, cost and for how many students.

While at present distance learning has concentrated on part-time students (those interested in non-credit or adult education classes), specialists in the field and academic policy makers believe that there exists an opportunity to do much more. For example, technology can be expected to help colleges "provide a wide range of programs, including undergraduate degree courses" to more students and "to do so ultimately, for less money than it would take to build new campus facilities or hire new faculty members."

On one hand, as the idea that distance learning might soon become an alternative to traditional campus programs, and thus has captured the attention of both individual and organizations (campus administrators, faculty unions, regional accrediting agencies), important policy questions have been raised: 1) Many academics "regard electronic alternatives to traditional instruction increasingly as a threat to job security," 2) What rules apply when

one institution wants to offer a program or programs, that are considered part of the "special province" of another university? Stated in another way, in the electronic age where does one institution end and another one begin? 3) How will distance-learning courses affect faculty workloads and compensation? Union officials see a possible threat here to their members' job security and working conditions.

As the boom in this area progresses, there is the expectation that more and more colleges will join consortia or enter into agreements with other institutions in an attempt to impose some order. **Rich Goss**, Dean of Telecommunications at **Kirkwood Community College** comments that "academic leaders should begin planning now for a time perhaps in as little as five years away, when distance learning will give most students virtually unlimited course options from institutions all over the world, regardless of where they may formally enroll." As librarians, this article should give us much to think about.

See — "Extending the Reach of Virtual Classrooms" by Robert L. Jacobson in **The Chronicle of Higher Education**, July 6, 1994, p. A19-A21, A23.