

# SINGAPORE LIBRARIES Bulletin LAS

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## Prof Cave in the limelight at LAS Dinner

This year's LAS Annual Dinner was held in Amara Hotel on 21 November 1998 at 7 pm. The guest speaker was Professor Roderick Cave, with Dr Schubert Foo (Head of Information Studies Division, NTU) and Dr Christopher Chia (Chief Executive, NLB) as the VIPs.

The highlight of the event was the speech given by Prof Cave who spoke on "Fifty years in Libraries". It was a very interesting and entertaining talk on his connections with libraries, first as a user, then as a librarian, and later, as an academic in library science and information studies.

*Prof Cave talks about his 50 years in libraries*



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The Editor of the Bulletin is Lim-Yeo Pin Pin.

Articles, letters to the editor, news releases and other contributions should be sent to: Lim-Yeo Pin Pin  
RIS Dept Central Library  
10 Kent Ridge Crescent  
Singapore 119260  
E-mail: clblimpp@nus.edu.sg  
Tel: 874-2030

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Mr Idris Rashid Khan  
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P.O. Box 0693  
Bukit Merah Central  
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Fax: 737-1543  
Email: idris@sph.com.sg

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Library Association of Singapore

*Continued from page 1 ... Prof Cave in the limelight at LAS Dinner*

Pertaining to the Singapore scene, he called for more cooperation between libraries in Singapore, lamented on the division of the small library community into two professional associations, namely, LITA and LAS, and the fact that both could not draw other information professionals in Singapore who are not librarians, especially the graduates of the NTU Information Studies course. He cautioned against having librarians merely serving the role of a "pipeline", that is simply passing on information, without real knowledge of the contents of information involved. He also felt that it was important to have an avenue of training opportunity for para-professional staff to become professional staff.

The evening was a wonderful opportunity for us to get to know others in the same field, as well as meeting up with old friends. The organisation of the event was superb, and Bonnie Cheuk, the mistress of ceremony (MC) for the evening did a great job in breaking the ice. Even in this economic downturn, the organisers' ability to attract sponsors for the many prizes and door gifts for the event speaks volumes for them.

For many of us who are the current and ex-students of the information studies course in NTU, the evening was especially memorable as it was also a farewell party to Prof Cave, who arrived in Singapore in 1994 to head the Division of Information Studies in NTU. Many of us hold him in great esteem and are sad at the loss of such an eminent scholar in the local scene. We also concur with Prof Cave's views on the need for a single professional association to cater to the whole library community in Singapore, in order to forge stronger ties within the small community. We would also like to stay in touch with other information professionals who are not strictly librarians, as they can give us fresh perspectives on the information scene and we can all contribute more cohesively towards the information society.

By Mrs Leong-Lee Kim Lian  
Alumnus of Nanyang Technological University,  
School of Applied Science, Division of Information Studies

**For those interested, the complete text of Prof Cave's talk will be in the next issue of Singapore Libraries vol 27 no 2**



*From left: Mr Shubert Foo, Prof Cave, Mrs Isabel Yeo and Dr Christopher Chia*

## Fifty years in libraries and more

As our MC for the LAS Annual Dinner, Bonnie Cheuk Wai-yi, pointed out, Associate Professor Roderick Cave is not young. Indeed he is old enough to be able to recount his "Fifty Years in Libraries," as his speech was entitled. It hardly needed clarifying, of course, that our guest speaker had not been a librarian for fifty years. Back in the Forties, Master Cave was, I like to imagine, still in short trousers—perhaps not acceptable dress for some libraries, but no doubt acceptable enough for his school library. So what impressed the young Roderick Cave about this library—the immaculate card catalogue, the less than twenty-first edition of DDC? In fact, what captured his imagination were the contents of the books themselves, the "treasures" they contained—the literary gems, the philosophical nuggets. In short, Master Cave had discovered reading. Something, we might think, that needs to be rediscovered by some of the Nineties schoolchildren growing up in front of TV and computer screens. Prof Cave went on to call for library schools to place a greater emphasis on the teaching of collection content—which sources provide the most precious treasures, not just how many sources can be piped through to the end-user in quick-fire time.

So Master Cave left school for a library post with Islington public libraries in London, undeterred by his headmaster's lack of enthusiasm for the boy's chosen career. Another boy from the school had previously embarked on a library career and he ended up in an asylum. Anyway he survived his Islington posting and ended up in charge of a special library. He learnt from his mistakes there, he says, and went off to pass on what he had learnt to the librarians of the West Indies and West Africa (and why not?). By now, he was a teacher of his profession, and was also spending a good deal of time in Loughborough (England), helping to build up a fine library school there. But Dr Cave's services to

library education could no longer be monopolised by the northern hemisphere, and Wellington (New Zealand) had the pleasure of accommodating him for a decade or so, until four years ago, when NTU appointed him as head of the new Information Studies Department.

Prof Cave told us how he has enjoyed his stay here and paid special tribute to his students. Yet it was now time to say goodbye, just as he had said goodbye so many times before.

With his vast and varied experience of libraries stretching back fifty years, Prof Cave is able to offer us a unique perspective on the Singapore library scene. He finished his address with a few parting comments. How good it is that the government here puts its money where its mouth is and has such genuine commitment to NLB and the other libraries. What excellent press coverage libraries get here.

Prof Cave did not shy away from constructive criticism (does he ever?). What a pity the libraries in Singapore cannot cooperate more. What a shame no full-time degree programme has yet been established at NTU.

Prof Cave was duly presented with a very nice plaque, a token of LAS heart-felt appreciation of his contribution to Singapore librarianship over the past three years. (So heart-felt that even the LAS President succumbed to Prof Cave's warm embraces.) It was also very nice that so many of his students, as well as his colleagues, were there to hear his farewell speech to LAS.

The address was followed by more 'makan' and more lucky draws. Even those who failed to win any of the very generous prizes went away with a bagful of goodies, including a state-of-the-art mouse pad and a lifetime's supply of Post-it notes.

The Dinner was attended by plenty of new faces, and was very well organised by the heroic Programmes & Social Committee. I am hoping that key people there, such as the Chief Executive Officer of NLB, Dr Christopher Chia, took note of the President's remark, made in his opening address, that LAS members were not, as yet, granted the privilege of exemption from library fines. If ever there was a way to attract new members...



*Warm-up game of which table could puff up the longest balloon*

By Philip Hider  
Temasek Polytechnic  
Division of Information Studies

# NLB tie-up with British Library

The National Library Board signed an Memorandum of Understanding with the British Library in March last year. This is a first with a Western library that marks the development of NLB's information arbitrating role to bridge the information gap between East and West. This collaboration is the second in NLB's series of planned international strategic links aimed at forging partnerships with major libraries in Asia, Europe, North America and Australia.

The British Library document delivery service has a worldwide reputation as a premier document delivery service. It has managed to satisfy more than 90% of the requests that it receives. NLB's intention of working with them is to provide prompt and reliable document delivery services to its local users.

Through the MOU, NLB has negotiated special rates for Singapore users interested to use the British Library's online database service, **inside**. This is the first time that such an on-line request service is available in Singapore. Through this collaboration, users are able to search the database themselves and submit their requests directly once then become a subscriber. Payments for documents will be made in local currency. Any other follow up will be done at the NLB end. NLB is in touch with all clients in Singapore to follow through with any matter on their document requests pertaining to the database.

Subscribers have the option to request for documents via 2 hour fax, 12 hour fax, mail or courier service. Currently the NLB is conducting demonstrations on **inside**. The demonstrations provide step-by-step instructions on how to use the database. Potential clients who attend the demonstration will also be able to access **inside** for a free two-week trial period for **inside** from the convenience of their desktop.

For more information on **inside**, please call Ms Sumitri d/o Palaninathan  
Tel: 332 4734  
Email: sumitri@nlb.gov.sg

## What is **inside**

The database is based on documents held at the British Library. It provides access to title details from over 250,000 journals and 16,000 conference proceedings held at the British Library. Articles are catalogued and put onto **inside** within 72 hours from receipt of a new journal or conference proceeding. Over 8,000 records are added daily.



## Document delivery on the Web

Here are just two Web sites that offer document delivery at a cost:

Northern Light Publication Search  
<http://www.northernlight.com/pubsearch.html>

UnCover Web  
<http://uncweb.carl.org/>

# NUS Digital Library boost research, teaching and learning

The NUS Library has embarked on developing a digital library which aims to fully harness information technology in support of the University's mission to excel in research, teaching and learning. The digital library will enable us to further provide quality library services and on-demand information to our users. We see the digital library as an information integrator providing seamless access to knowledge in electronic formats and links to electronic library services. The digital library is an extension of the present "traditional" library system. It does not seek to replace the print collection built over the years but rather to enhance access and integrate information in all formats.

The following features of the digital library are already implemented. Through the campus network NUSNET, NUS staff and students can:

- > Access to digital resources such as electronic journals, databases and full-text sources
- > Navigate easily to and from indexes and full-text sources
- > Access to location information of print resources
- > Check status of materials held in the library, view individual loan information, renew items on loan and place reservations
- > Receive library notices such as reservation and overdue notices through email
- > Make library fines payment by CashCard
- > Receive requested documents electronically
- > Online instructional courses to equip users with lifelong information seeking skills
- > Online submission of requests for documents not held in the Library

The NUS Library has plans to provide the following in the future:

- > Web interface to access library collections and services with multimedia and multilingual capabilities
- > Virtual reference services where users can ask and receive their answers electronically
- > Electronic reserves to provide online access to recommended course materials in the Library
- > Examination papers accessible on the Web

The NUS Library is participating in the vision of Vannevar Bush who described desktop access to information way back in 1945. Developing a digital library is an on-going task and we will be monitoring the latest initiatives and technology to further enhance the NUS Digital Library.

By Ng Kok Koon  
Digital Services Division Head  
NUS Library  
clbngkk@nus.edu.sg

The NUS Library Web site has undergone a re-vamp and has a new look.

Check it out at  
<http://www.lib.nus.edu.sg>



You may be interested in reading what Bush had to say about his Memex machine.

Bush, Vannevar. As We May Think. *Atlantic Monthly* July 1945: 101-108.

The electronic version of the article is available at <http://www.theatlantic.com/unbound/flashbks/computer/bushf.htm>

# Business information to improve productivity: PSB Information Resource Centre

Bright lights, ample reading space, friendly ambience, state-of-the-art electronic and library network systems, and a rich collection of productivity titles and standards and patent resources are but some of the trademarks of Singapore's largest productivity information bank—PSB Information Resource Centre.

## Our Background

The Singapore Productivity and Standards Board was established in April 1996 through the merger of the National Productivity Board (NPB) and Singapore Institute of Standards and Industrial Research (SISIR). As a result, the PSB Information Resource Centre is spread over two locations, Bukit Merah Central and Science Park Drive, offering users the opportunity to immerse themselves in a sea of knowledge and learn about productivity.

## Our Mission

Our mission is to provide a one-stop business information center for productivity improvement in Singapore.

## Our Collection

The attraction of the PSB Information Resource Centre lies in our unique collection of resource materials corresponding to PSB's six thrusts, productivity promotion, manpower development, industry development, standards and quality development, technology application, and incentives management. We also have specialised collections in the area of patents, system and automation, and process and product development.

These resource materials come in various forms, monographs, periodicals, online databases, CD-ROM databases, microfiche, microfilm, videotapes, audio tapes, slides and photographs.

Our holdings comprise more than 330,000 books, 240 journal titles, 30 CD-ROM databases, 1,500 audio and videotapes and thousands of online databases. There are also over 1 million standard documents/records and 53 million patent documents/records.



## Our Services

In addition to loans and reference services, current awareness service and new additions listings, we also provide a number of customised services to meet the needs of businesses as follows:

- > Information retrieval service  
Our team of trained information professionals provide customised retrieval of information from electronic sources as well as print media. This enables users to make use of the relevant information for specific problem-solving, research and planning purposes.
- > Standards Information Service  
As a key provider of standards information in Singapore, we offer the Standards Updating Service (SUS) which provides status reports on specific standards on a quarterly basis.



Continued from page 3



> **Patent Information Service**  
We manage and operate the National Patent Information Centre (NPIC), which serves as a first-stop patent information resource centre and spearheads promotional activities to raise public awareness on the use of patents and patent information

**Membership to the PSB Information Resource Centre** is available to individuals, corporations, government departments and statutory boards and professional institutions on a subscription basis.

For further information, you may contact our Enquiry Desk at:

Bukit Merah 279 3924  
Science Park 772 9643

By Mah Chin Keat  
Productivity & Standards Board  
Information Resource Centre

## NLB stars @ Courtyard

After its reopening in January 98, the National Library could not wait to spread Christmas cheer to its users.

On Friday 11 December, the National Reference Library organised a charity sing-along session at the Courtyard. Yes! For the very first time, NLB staff gave a public performance. Staff from the various work stations made a bold attempt in forming a choir to carol. Besides singing for our users, the performance was organised for a good cause. During the occasion, Children Cancer Foundation sold Christmas cards with proceeds going to the Foundation. In other words, NLB sang for charity.



On the same occasion, and for the very first time, Santa Claus and his elf were found roaming the premises of the National Library delivering goodies to every library visitor. We are of course thankful to Reference Library Rajen Munoo for dressing up as Santa. He was the only one with a good size. Interestingly, what we ended up with was a brown Santa (as Rajen is Indian)! With a bag of sweets in one hand and a sleigh bell in another, he and his elf went round the library sending Christmas greetings to every visitor and giving them each a sweet. Guess who had the best time with Santa? The kids of course!

The next Christmas bonus for library users was two sessions of caroling sessions by the prestigious Singapore Youth Choir! Their powerful renditions of favourite Christmas carols resonated the Courtyard without any microphones, thus living up to their reputation as one of the best, if not the best, choirs in Singapore. This item attracted over 200 listeners each session.

Time flew and by January 1999, the upgraded National Library would be one year old. Yet, time would only strengthen our dedication to bring to our users a world class library. We wish all a fruitful 1999.

By Wong Jock Onn  
National Library Board

## Expressions @ Courtyard

|        |     |                |   |
|--------|-----|----------------|---|
| 9 Feb  | Tue | 6.00 - 8.00 pm | Lunar New Year celebrations with a talk, calligraphy and tea brewing demonstrations (in Mandarin) |
| 5 Mar  | Fri | 6.30 - 7.30 pm | AirLanka presents an evening of Sri Lanka   |
| 18 Mar | Thu | 7.30 - 8.30 pm | The forum readings - Poetry and music by Paul Tan <i>et al</i>                                    |
| 19 Mar | Fri | 6.30 - 7.30 pm | Talk on reading critically by Dr Ho Chee Lick, Dept of English Language & Literature, NUS         |

**Free admission. No registration needed. All are welcome.**

# Much to do about the crisis

Not more than a year ago Singapore librarians were still very optimistic about the state of our economy. We thought that we would be spared the crisis bug because of our 'strong fundamentals'.

Several months later the reality of the regional crisis dawned on us. Libraries here faced a budget freeze if not a cut. The optimism amongst some of the librarians I spoke to seems to have been replaced by sense of uncertainty.

Their primary concern seems to be with how to handle a smaller budget in real terms. American and British resources now cost more with deterioration of our currency. With the same budget we can buy less.

The consequence of this 'budget crisis' is to freeze recruitment or at least slow it down. Some of the 'non essential' projects were also shelved.

The dominant thinking now is that if we can ride through the

next couple of years with the 'crisis budget', 'good times' will be back once we recover from this economic crisis.

I soon realised that many of us could have misread the nature of the present crisis. Many still think that the problems faced by our libraries is just a temporary set back because of less money and it will dissipate once the economy picks up. Actually if we have been following the debate closely we will realise that the current crisis is structural in nature. Unless these structural problems are removed and new ways of doing things are introduced we are in for a long recession.

Our economic elite's are reflecting upon what has gone wrong and are taking steps by restructuring the major sectors of our economy to prepare for the next wave of development. We cannot go back to do the same things we used to do. The type of work we used to do will not be

around anymore by the time we recover.

We then have to ask ourselves whether we librarians are on the same wavelength as the rest of the nation? If we cannot see that the problem with our libraries and profession is also structural in nature then we will be heading for an even bigger crisis when our economy recovers.

You may want to ask what is wrong with our structure? I do not have a ready diagnosis of the specific nature of the problems let alone the solution. What we can all see are some structural problems in major areas of our concern. I would like to raise some of these areas so that perhaps collectively we can think of an accurate diagnosis and solution.

Let us start with the resources and services that we have. Let us ask ourselves whether we have been efficient in acquiring our resources. Has there been too much duplication in resources and services between libraries, especially with publicly funded libraries? If the level of cooperation between libraries in resource sharing can be used as an indicator, I think there is a high degree of redundancy of resources and services. At the same time there are bound to be gaps and weaknesses in certain areas as each library has to spread its resources thinly in its struggle to be self-sufficient.

We need a structure for library cooperation to enable us to operate more effectively without having to spend more on resources. A higher degree of integra-



*Continued from page 8 ... Much to do about the crisis*

tion would allow us to patch gaps in resources and services available to the nation. This is critical if we are to service the information-based economy.

The intense merger and alliances of big corporations worldwide is a clear indication of the nature of future competition. If local libraries are not coming together, then some of us may be forced to establish alliances with those from other countries in meeting the increasing needs of the nation especially from the business community.

This structural problem is not only the concern of big players. Small special libraries have a lot to contribute to the success of this programme. Their unique collections could be seen as a significant leverage or at the very least they must be willing to open some of their services to other libraries for a small fee.

Staff training and development is yet another problem that is structural in nature. The nation's training infrastructure and funding are well in place to be exploited by industry. Libraries and the librarians must come forward to propose the types of skills and knowledge we want our staff to acquire. We cannot expect our polytechnics and universities to figure out unilaterally the training they should conduct. We should be in the better position to know the role we want to play, the services we want to provide and the skills needed to achieve these goals in the next five to ten years. We cannot afford to shun our training institutes. They need to get a clear signal of our demand. Captains of other industries are

active in proposing the skills needed by their workers to bring them out of this crisis. We have yet to be make the necessary move

I think that many staff are psychologically prepared to undergo retraining thanks to our government's campaign. It is left to our training institutes and our libraries to organise relevant programmes for them. Our concern in this area should also include our para-professionals. Their role and skills have to be upgraded to remain relevant. If they expect better salary, they have to undertake more productive tasks and greater job scope and responsibility.

This calls for a redefinition of the job scope between para-professionals and professional librarians. In fact the key to our professional enhancement lies with the development of our para-professional staff. The type of skills needed by our professional

librarians depends very much on the extent to which the para-professional can take over the tasks and responsibility that we are currently holding.

Libraries which fail to enhance the job scope of its para-professional staff will not be able to get the best graduates from our polytechnics. The best amongst their existing staff will also move to places that can offer better training, better career paths and better salaries. Libraries with mediocre para-professionals will also inhibit the enhancement of their professional staff. These professionals will end up doing tasks which, in other libraries, are performed by technicians. The enhancement of our technicians will motivate our professionals to upgrade themselves.

We should take advantage of the present enthusiasm for retraining to reengineer our tasks and restructure our manpower.

Lastly, I would like to touch briefly on the prioritisation of our projects in times of crisis. This has to do with the structure of our resources. There is no question as to the need to review the priority of our projects. Some fancy digitisation and automation projects may need to take lower priority. But we should never stall projects that relate to the reorganisation of our resources.

The consideration for reorganisation, digitisation or automation, have to go hand in hand. However in pre-crisis days, many libraries gave greater emphasis to digitisation and automation than some fundamental groundwork relating the organisation of resources.



*Continued on page 10*

During the time when money was not a major consideration our approach tended to be to digitise and automate as much of our resources as possible and let the sophisticated database programs and search engines do the rest of the work in the organisation and retrieval of resources.

Tasks such as selection, reorganisation of resources, understanding users' needs, developing indexing tools to better manage these resources, etc. were often considered too difficult because it required too much of our scarce professional manpower.

This crisis may well give us the opportunity to allocate more money on fundamental work relating to selection and organisation of resources. There are now more educated people who are suitable and willing to be trained to do some of these difficult tasks just to remain employed. This window of opportunity is not going to be open for very long. Therefore we have to undertake such projects very quickly before we face the labour crunch again.

We can address some of the problems with regard to the structure of our resources if we give it sufficient priority. When the money is available again, as the economy recovers, we will be ready with well-organised value added resources to launch many new information products.

This crisis, which was partly brought about by a crisis in information management, calls for greater transparency and better command in the flow of information. The information business will be geared to greater prominence when the economy

recovers. The economic crisis presents to us opportunities to put our libraries and our profession into a higher league of major information players. On the other hand libraries and librarians will find itself in greater crisis than ever before if we think we can just scale down our expenditure and wait for more good years when the economy recovers.

A senior library manager friend of mine told me recently that we should not get too worried by this economic crisis. She believed that we should not have difficulty reducing our acquisition, downsizing the level of services or rescheduling projects. She argued that there is a general reduction of demand for information as economic activities slowed down and this would naturally translate in a slow down of libraries' activities. Moreover she believed that our clients are fully aware of the cut in library's budget and therefore would have lowered their expectations. She suggested that we should pay more attention to get our PR right. Many of our libraries are well entrenched and librarians are still in demand. With that she thinks we should be able to ride through the crisis.

Frankly I wasn't too worried about the economic crisis because I am confident that our leaders will bring us through this. I am more worried about the crisis faced by libraries because many librarians like the manager friend of mine, have yet to recognise the nature of our crisis.

By Idris Rashid  
Straits Times Editorial Library  
idris@sph.com.sg

The Committee on Singapore's Competitiveness has identified the development of the knowledge economy as a significant global trend which Singapore should seriously prepare itself for. Notwithstanding the current economic crisis, economic liberalisation and rapid technological improvements will continue to reshape trade and investment flows, production patterns and financial markets. Instead of capital and labour, the new comparative advantage and basis for wealth creation of nations will be the knowledge and intellectual capital of a country.

The new knowledge economy is to the advantage of a resource-poor country like Singapore. It favours a well-educated, well-trained and innovative workforce. It favours a country with world-class communications infrastructure, well linked to other knowledge hubs in the other parts of the world. And it favours an IT literate population. We are actively taking steps to exploit these advantages.

**Goh Chok Tong**

Keynote address at the official opening of World Economic Forum's 1998 East Asia Economic Summit, on 12 October 1998

The fall 1998 issue of **Issues in Science and Technology Librarianship** is now available at <http://www.library.ucsb.edu/ist/>

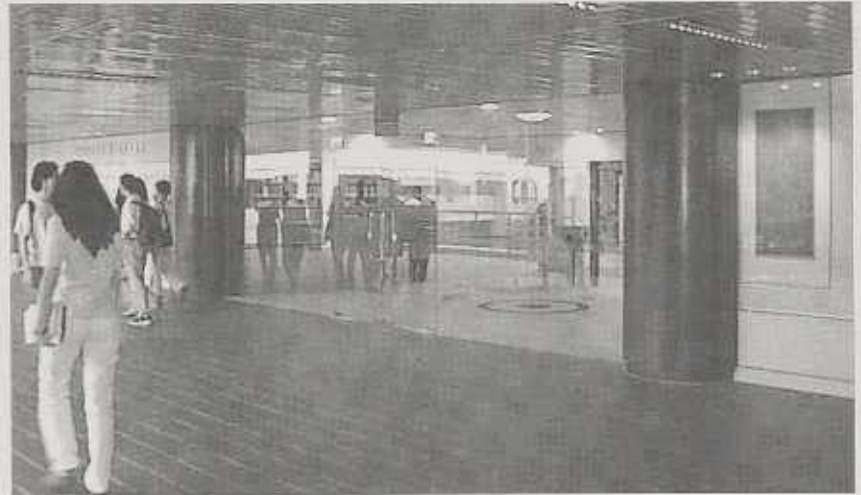
The theme of this issue is the serials crisis in science and technology libraries, especially the article, *Ruminations on the Sci-Tech Serials Crisis* by Emily R. Mobley, Purdue University.

# Singapore's biggest Chinese Library gets new look

The newly renovated Chinese Library in the National University of Singapore was opened to users on 19 December 1998.

A new and prominent glass-fronted main entrance has been created to provide direct access to the Chinese Library along the public linkway between the Central Library and Lecture Theatre 3. The Library now occupies a portion of the 5th and 6th floors in the Central Library building. The two floors in Chinese Library are linked by an internal staircase.

The entrance floor is where most of the user services are found. This includes the loan counter and the information counter, recommended books collection, current and bound periodicals, main shelves books and a reading area equipped with access points to the NUS com-puter network for users with notebook computers. It also houses the reference collection, arts collection, newspapers, as well as the classical Chinese



*NUS Chinese Library's new glass-fronted entrance flanked by red pillars*

collection. There are six terminals for accessing the Library catalogue and two terminals for searching CD-ROMs subscribed by the Chinese Library.

The administrative office is located on the lower floor together with the special collections, such as the Southeast Asian Collection, the Four Treasury Library Collection and Theses Collection. A small reading area is provided for users consulting these collections.

The NUS Chinese Library houses the largest Chinese language collection in Singapore. In view of its importance, a proposal was made in October 1996 to provide the Chinese Library with its own entrance and to physically merge its research section and lending section which were separated by a public linkway. The aim of the renovation was to transform and create a distinct identity for the the Chinese Library to reflect the quality and uniqueness of its collection and its role of serving Chinese studies researchers. The renovated premises would improve accessibility as well as creating an environment that is more comfortable for the users and conducive to research. The substantially refurbished Chinese Library with up-to-date IT facilities is part of the NUS Library's continuous efforts to strive for excellence by improving our service to all our users.



*An integrated Loan Counter and Information Desk to better serve the users*

By Lee Ching Seng  
NUS Chinese Library Head  
cblecak@nus.edu.sg

# The shapers of modern management

## THE IEBM HANDBOOK OF MANAGEMENT THINKING

edited by Malcolm Warner

This one-volume edition brings together profiles on international management gurus, theorists, researchers and practitioners presented against the backdrop of the economic, technological and social changes of their times. Find out how each has changed 'received wisdom' in their field, how they made their mark historically, and how their impact has influenced our own business behaviour and management thinking today.

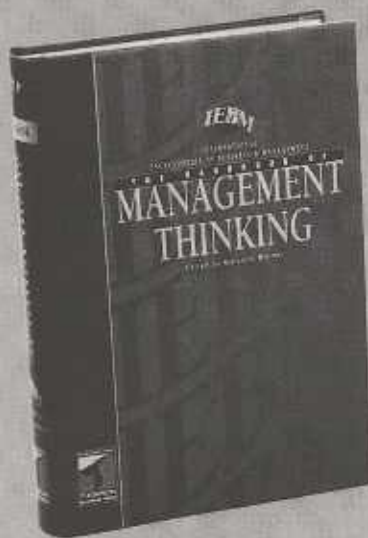
### **From ancient China to reengineering...**

From ancient China's Sun Tze to Gary Hamel and C.K. Prahalad on Strategy, Taicho Ohno on Just-In-Time and Michael Hammer on Reengineering, **The IEBM Handbook of Management Thinking**, presents a truly comprehensive and global view. Find out who and how they have shaped the modern management world and how some have influence the future.

### **Today's expert write on the great thinkers...**

A panel of renowned international experts has compiled this exceptional review of the great management thinkers. It includes Jerald Hage, Charles Hampden-Turner, Bruce Kogut, Derek Pugh, Rosemary Stewart and Milan Zeleny.

©1998, ISBN 1-86152-162-6, S\$149.90, ITBP



# A one-stop guide to international business

## THE IEBM HANDBOOK OF INTERNATIONAL BUSINESS

edited by Rosaline Tung

**The IEBM Handbook of International Business** is a comprehensive, concise, one-volume reference to the wide-ranging topics, concepts and issues of international business. Developed and expanded from the IEBM, we've added many new entries of particular relevance to International Business.

Concepts and issues covered by the IEBM are given more depth to reflect their importance in an international context. For instance, the entry on "Foreign Market Entry Strategies" is developed into a number of entries covering international joint ventures, licensing, exporting and international mergers and acquisitions. The entry on "Management of Foreign Exchange" is developed into additional entries on currency options and foreign derivatives.

This handy reference is divided into five easy-to-access sections:

- ◆ basic principles, concepts and issues in international business, including many new entries
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- ◆ profiles of leading international business firms
- ◆ short biographies of international business leaders
- ◆ a glossary of key international business terms

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For further information, please contact:

**International Thomson Publishing Asia**, Ms Janet Lim, Ms Lily Chua or Ms Patsy Tan

60 Albert Street, #15-01, Albert Complex, Singapore 189969 Tel: (65) 336 6411 Fax: (65) 334 1426

# More than just Notes

## Library applications using Lotus Notes

Ever thought of using Lotus Notes to develop Library applications? This column shares with you the Straits Times Library's experience in using Lotus Notes to develop library applications as described in the side bar.

### Lotus Notes

Notes is a database software package, a workflow product, a document library and a communication software. Essentially, Notes is a client/server database application that lets users organise, process, track, and share information. It provides email, document management, workflow, group discussion and web publishing.

### Using Lotus Notes

I find that Notes is suitable for developing small databases and is a good do-it-yourself (DIY) tool. Below is a description of how we use Notes to implement some of the services found in library applications.

### Workflow management

Most library applications involve document creation. In creating a document, the workflow consists of searching, compiling, capturing and verifying information before releasing the document for use.

We can expect the users to play different roles in this workflow. For example, some users will have access to all the editing functions whilst others will only read or retrieve information from the database.

Notes has a built-in access control feature that allows the definition of a hierarchy of access rights to the documents that correspond to a particular workflow.

### Online requests

For applications such as SDI, Speeches and Library Handbook, to be useful, it must allow the users to make online requests for services such as delivery of full text articles, inter-library loans. The email feature in Notes offers a convenient way to implement such online requests.

### Documents management

With Notes, it is easy to model document structures such as one-to-many or hierarchical relationships. For example, in the WHO database, the Profile document has zero, one or more Supplements, which is a one-to-many relationship. On the other hand, in the LH database, the document structure is a hierarchical one.

### Usability

Usability refers to the ease of using the Notes user interface. We could use Notes programming features such as Command Language and Lotuscripts to build customised user interfaces which are easy to use.

## Applications using Lotus Notes

### Selective Dissemination of Information (SDI)

SDI is a current awareness service. It provides the users with abstracts of recently published articles in newspapers, magazines and journals. Using the database, the users can make online requests for the delivery of the full text articles.

### Who's Who (WHO) database

WHO contains information on the lives and achievements of famous personalities. Each personality has two types of document namely Profile and Supplements.

The Profile document captures biographical information including education, career and awards while the Supplements contain information such as works and publications. Pictures of personalities may also be included.

*Continued on page 14*

For example, in the Authority List, each document has four possible relationships with other documents namely *Use*, *Use For*, *Use Also* and *See Also*. In addition, each relationship can have up to five related documents. We create in each document, buttons that enable the users to select and display related documents in the context of the current document, with the minimum number of mouse clicks.

In the Speeches database, we can create a user interface that integrates Notes with the DOS environment. This integrated interface enables the users to select, read and evaluate the speeches for its archival values and then build the surrogate record all in one pass within the Notes environment.

By Sim Kwang Kiang  
Straits Times Editorial Library  
kwang@sph.com.sg

## Local library—global community

### the public library in the age of the Internet

16 - 21 May 1999

Birmingham, UK

Residential fee: £1,390

This seminar aims to:

- > engage participants in addressing the latest developments in public library networking, and the emerging role of local libraries in the global environment of networked communications and information management
- > highlight the potential for libraries to participate in cross-sector collaboration, supporting education, lifelong learning and cultural development, and economic prosperity
- > locate the library's networking strategy in the context of citizenship and government
- > explore the challenges of strategic and organizational change which lie ahead in the transition from the print era to the electronic era

The seminar will be of particular interest and benefit to library policy makers, senior managers and librarians involved in change management, service development and delivery strategies, as well as library and information management educators.

For more information, please contact:

Mrs Yu-Toh Yin Yin  
Information Manager  
The British Council  
30 Napier Road Singapore 258509  
Tel: 470 7126  
Fax: 479 7481  
Email: yyu@britcoun.org.sg

### Speeches Archive

Speeches or lectures can be downloaded from Web sites. Each document in the database is a surrogate record of the full text speech. It contains the title, speaker and keywords of the speech and includes the full text as an attachment. Audio files may be attached if available. Documents can have different retention periods and purged automatically from the database after the expiry date.

### Authority Lists

Authority lists of subject headings, corporate names, country listings, etc. used in indexing of documents. Each heading relates to other headings in four ways: *Use*, *Use For*, *Use Also* and *See Also*. It has a structure similar to that of a thesaurus.

### Library Handbook (LH)

LH provides information about the Library services, rules, opening hours and collections. In addition, it contains electronic forms that enable the users to submit online requests for inter-library loans and other services.

### Library OPAC

Special libraries usually have small budgets and collections, often less than 10,000 items. Notes can easily be used to develop an OPAC with all the essential features of a commercial OPAC at a much lower cost.

# Quality management, IT and marketing: a workshop report

The **Workshop on innovations in managing and marketing library and information resources** held on 9-11 September 1998 was organized by the Asian Media Information Communication Centre, (AMIC) with support from The Japan Foundation Asia Center and UNESCO.

The workshop was attended by 9 AMIC network member's, and 21 participants from 10 Asia-Pacific countries, Bangladesh, Fiji, India, Indonesia, Malaysia, Mongolia, Nepal, the Philippines, Singapore and Thailand.

The resource person, Dr Roshan Raina, a Fulbright scholar, is the Librarian at the Indian Institute of Management, Lucknow. Dr Raina conducted the key workshop sessions:

- Management innovations in the library and information environment
- Quality Management (QM) in collection development, service design and delivery

- QM and human resource management (HRM)
- Information technology, networking, the Internet, library and human resources
- Understanding the marketing process
- Marketing in the library and information environment
- Marketing of library and information products and services
- Information products and services as sustainable sources of revenue generation

## Management innovations...

Four major factors generating a paradigm shift in library and information service (LIS) management were identified:

1. Information value perceived from a development context (social, commercial, political)  
Progress from the traditional reactive roles of acquiring, organizing and retrieving to that of the pro-active engagement of users through ongoing needs surveys with the purpose to profile, anticipate and/or 'push' information services to them.

2. Introduction and use of integrated information technology (IT)  
This has both facilitated and enhanced 'pro-active' client programmes.
3. Resource constraints and reduced budgets  
The cost of the new technologies and an ever increasing cost of print resources in particular has led to a higher level of resource sharing, mass access arrangements (inter library loans, document delivery, corporate memberships and online database subscriptions) to help maintain collection capability.
4. Revenue generation  
Self-supporting and profit-generating.

The increased commodification of information has put some pressure on the traditionally free provision of LIS. Whilst a 'social responsibility' role remains, a desire for increased budget accountability, the greater stock taken of LIS professional skills,



and a bolder more market-driven approach is increasingly producing a value-laden, commercial perspective of LIS.

**Quality management...**

To achieve the pro-active engagement of user's requires an integrated and holistic approach to LIS management, involving all staff, resources and services at our disposal. Total Quality Management (TQM) principles, encompassing holistic, ongoing and all employee commitment to cost-effective, high quality service, help build a strategic focus for effective, continuous improvement.

Basic objectives of TQM for LIS

- > To know the users' needs more accurately with ongoing evaluation of collection and services
- > To meet the exact needs of users
- > To achieve the most cost-effective use of resources

The above objectives should begin with acquisition (user-profiled selection, order status tracking, and promotion), through cataloguing (comprehensive subject access and data entry

standards), to circulation and dissemination (loan rules, user-education, reference services and current awareness).

**QM and HRM...**

To support TQM, human resource management (HRM) should be established in light of 5 guiding principles:

1. Commitment from all staff is required
2. Staff must be dedicated to meeting user requirements
3. Services are based upon teamwork and partnership
4. Attempts to break down communication and co-operation barriers
5. Advocates an emphasis on training and development of staff

Quality principles in HRM start at the recruitment stage e.g. focused selection criteria communicated through job advertisements. Follow through with 'job description' e.g. clearly stated and documented roles and responsibilities which are mutually agreed to and understood by management and staff alike. Also involves 'work performance measures' e.g. performance norms reflective of roles and responsibilities, and ongoing role analysis by management reflecting a sensitivity to changes in operational needs and staff development.

It is also important to incorporate the clientele in the quality paradigm. This requires in-built and ongoing user evaluation procedures (formal and informal). Regular feedback from the

clientele ensures that the library can build in a 'early warning system' of service deficiencies, and even successes whereupon more resources could be directed to enhance or expand the successful operation further. An open-system, allowing two-way flow of information, encourages the client's participation in a transparent and responsive process.

**Information Technology ...**

Computerisation in LIS has been spurred on by 5 motivating factors:

1. Desire for greater collection management control and analysis
2. Integration of operations (acquisition, cataloguing, circulation and management reports) for greater overall control
3. Service quality improvements, e.g. item/borrower status tracking and powerful retrieval techniques
4. Avoid duplication of effort, e.g. acquisition order monitoring
5. Cheaper and more powerful hardware to handle the amount and the complexity of LIS transactions

The Internet has further opened the Library up to the world of IT, harbouring, as it does, a wealth of information resources. However, the very nature of the Internet, its exponential growth, lack of data input standards and primitive search engines, has lent the LIS to playing a greater role as information intermediary. Traditional 'generalist specialist' roles of selection, analysis,



organization and retrieval will be in greater demand to sift through the Internet 'flux'. The inclusion of electronic materials on the online catalogue will help provide clientele with a 'reviewed' subject approach to Internet resource retrieval. This also points to the development of the 'virtual library' whereby resource provision is no longer confined to the library's four walls.

The portability of electronic resources and the vast amount of material available are also placing an increasing responsibility on the part of the LIS to provide proactive dissemination of information services to its clientele. 'User profiling' and 'push' technology are the new LIS buzzwords, especially in the corporate and academic library sectors. Such developments highlight the importance and greater need for the LIS to understand its user base.

### Marketing of LIS

Marketing is the means by which the level of awareness and consciousness of the user base is established by the LIS which is a user driven service to alleviate the linkage gap between resources and users. To achieve optimum use requires needs analysis to tailor products and services cost-effectively. An awareness of the 4 'P's' of marketing will aid the LIS in achieving optimum usage goals:

#### 1. Product

The product is the resources and services provided. Improved user/resource matching will enable more focussed and relevant delivery

of services. Understanding user requirements, organizational values and goals, etc. are fundamental of resource selection and service delivery.

#### 2. Price

The cost-effective delivery of resources in a non-profit environment requires a thorough understanding of the budget and assessed benefits, though often intangible, to the user. By placing a value on the delivery of various LIS the library has a greater appreciation of its value in the information chain. Transition to a profit environment is therefore much smoother. Identifying sustainable resources for revenue generation based upon recognised resource utility also engenders a 'political' gain in the organisational milieu.

#### 3. Promotion

Regular communication with the clientele is paramount. Based upon a user-sensitive marketing approach, the

substance of the process should continually both inform and delight or pleasantly surprise the target audience.

#### 4. Production

Incorporates both internal strengths and weaknesses to meet LIS goals and the relative abilities of the clientele to utilise the various LIS resources and services. Both realities require an ongoing skill audit process to ensure optimal LIS delivery and use. User education programmes, from orientation tours to online database retrieval training, are part and parcel of the marketing exercise, strengthening the awareness of the LIS role in information provision and delivery.

Internal marketing of the LIS must not be overlooked either. This approach is to ascertain and ensure that staff are sensitive to the process and value of the external marketing programme. We must ask ourselves, by their approach to their responsibilities, are LIS staff sensitive to and supportive of the core organisational values (e.g. nurture enterprise or foster creativity) the LIS serves? And more importantly, does the LIS HRM approach itself actually encourage such staff orientation?

By David Balch  
Television Corporation of  
Singapore Library  
davidb@tes.com.sg



**DL 99: 4th ACM Digital Libraries Conference**

The Fourth ACM Digital Libraries Conference (DL 99) will be held in Berkeley, California, USA on August 11-14, 1999. The conference hotel will be the Radisson Hotel, Berkeley Marina. Conference sessions will be on the campus of the University of California at Berkeley and at the conference hotel. ACM SIGIR '99 follows immediately after at the same location, to facilitate interchange between the DL and Information Retrieval communities.

ACM DL is the major international forum on digital libraries, with an expanded program for the presentation of new research results, the discussion of policy issues, and for the demonstration of new systems and techniques. Computer scientists, librarians, information scientists, archivists and others in academia, government, and industry - from around the globe - who are leaders in the digital library area will present and attend. The conference attracts a broad range of professionals including theoreticians, collection developers, publishers, researchers, educators, policy makers, practitioners, developers, and designers of systems, interfaces, and related applications.

For further information, see:

URL: <http://fox.cs.vt.edu/DL99/>

General Chair:

Neil Rowe            rowe@cs.nps.navy.mil  
Department of Computer Science  
Spanagel 514, Code CS/Rp, Naval Postgraduate School  
Monterey, CA 93943 USA  
+1-831-656-2462    +1-831-656-2814 FAX

Program Chair:

Edward A. Fox      fox@vt.edu  
Department of Computer Science  
660 McBryde Hall, Virginia Tech, Blacksburg, VA  
24061-0106 USA  
+1-540-231-5113    +1-540-231-6075 FAX

**ECDL'99 Third European Conference on Research and Advanced Technology for DIGITAL LIBRARIES**

Paris, France, September 22-24, 1999

Co-organized by BNF (Bibliothèque Nationale de France) and INRIA (Institut National de Recherche en Informatique et en Automatique).

English: <http://www-rocq.inria.fr/EuroDL99/>

French: <http://www-rocq.inria.fr/EuroDL99/french.html>

After Pisa in 1997 and Heraklion in 1998, ECDL will take place in Paris at the prestigious location of the Bibliothèque Nationale de France. It is the third of a series of European conferences on research and technology for digital libraries. It is partially funded by the European Commission's TMR Programme and ERCIM (the European Research Consortium for Informatics and Mathematics).

Its main objective is to bring together researchers from multiple disciplines to present their work on enabling technologies for digital libraries. The conference also provides an opportunity for scientists to develop a

research community in Europe focusing on digital library development. The conference plans to cover:

- \* Digital library models, frameworks, architectures
- \* System Integration, interoperability, and scalability
- \* Information retrieval, navigation and indexing
- \* Multimedia information management, digitization (image, graphic, video, sound)
- \* Electronic authoring, publishing, multilinguality
- \* Metadata, knowledge representation, agent technologies
- \* Information economies and business models for digital libraries (pricing, etc.)
- \* Experiments in DL system development, user interfaces and evaluation

Program Chair: Serge Abiteboul, INRIA.

The proceedings will be published by Springer-Verlag. Some papers will be selected to appear in the International Journal on Digital Libraries.

**INTERNET LIBRARIAN International/LIBTECH '99**

Olympia, London UK, March 29-31, 1999

Information Today Inc., a key provider of information technology conferences for 20 years with National Online in New York, Computers in Libraries in Washington DC, and Internet Librarian in Monterey, California, is pleased to announce the First Annual Internet Librarian International conference in conjunction with Libtech and the London International Bookfair. Internet Librarian International/LibTech '99 is the ONLY international conference for library and information professionals who are using, developing, and embracing Internet and intranet strategies in their roles as information navigators, product developers, webmasters, and more.

Offers a wide-ranging programme designed to meet the needs of all types of librarians, information researchers and information managers. The focus of the conference is on the Internet, World Wide Web, Intranets and other related software and technology that are transforming the operations, products, services, and roles within all types of libraries and information services.

This year's themes will encompass Intranets, Internet & Web Searching, Web Tools & Search Engines, Managing and integrating Knowledge Assets with the Web, Net & Web Management, Library Systems & the Net, Content Management, Virtual Services, Training & Instruction, Library Pagemasters and Webmasters, Digitizing Resources, Net Strategies & Trends for the Future.

To receive registration information and the preliminary program brochure in the new year, or for information regarding exhibiting at the conference, please contact: Jean Mulligan  
Rubicon Communications Ltd  
Tel: +44 (0)1865 204947      Fax: +44 (0)1865 204950  
Email: [jean.mulligan@cityshow.co.uk](mailto:jean.mulligan@cityshow.co.uk)

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Mr Ramachandran  
Tel: 3323600 Fax: 3323233  
Email: rama@nlb.gov.sg  
Ms Julie Sabaratnam

#### STEERING COMMITTEE

- A/P Schubert Foo  
Head, Division of Information Studies, School of Applied  
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- Mrs Wong-Lim Chiew Aun  
Chief Librarian, Nanyang Polytechnic

#### How CONSAL started

CONSAL traces its beginnings to the 1969 Conference on South East Asian Library Materials in Puntjak, Indonesia. According to Mrs Patricia Lim, then the Librarian of the Institute of Southeast Asian Studies, who attended the conference "In off-session discussions, the librarians felt that they too needed a regional organisation to provide opportunities for dialogue. They needed to articulate their interests in international forums. In this way, the seeds of CONSAL were sown in Puntjak and the librarians who attended the conference can be said to be its founders." Another participant from Singapore was Mrs Hedwig Anwar, then the Director of National Library of Singapore.

Mrs Lim also paid tribute to three non-librarians who were at Puntjak and who used their considerable influence in the cause of library development including CONSAL. They were Professor Harsja Bachtjar, as Dean of the Faculty of Letters, University of Indonesia, a key figure in Indonesia library development, Dato' Alwi Jantan, then the Director of the National Archives of Malaysia and Dr. Serafin D. Quaison, a historian as Director of the National Library of the Philippines.

#### Preliminary Announcement

### Stepping into the New Millenium Challenges for Library and Information Professionals

11th Congress of Southeast Asian Librarians  
(CONSAL)  
Singapore, 26-28 April 2000

As we step into the new millenium, the library and information profession needs to reinforce the roles it can play in the new knowledge-based economy and how it can contribute to economic and social development of a nation.

What are the Challenges?

What's Online?

What's New?

What Services?

What Assistance do we give the  
communities we serve?

What will Libraries be like?

These would be pertinent questions that will be discussed and scenarios painted by eminent speakers. We will cover a range of topics from basic bread and butter services to innovative services. We will take into account the interests of the developing and developed countries, organisations and libraries. The exploitation of IT to deliver relevant and useful services to our consumers and to improve our business operations will also be addressed.

We assure you of an exciting programme that covers new vistas, renewed visions for library and information professionals. We will keep you informed through our Web site (URL is <http://www.consals.org.sg>) and newsletters. We will be sourcing for speakers, exhibitors, and also welcome you to participate in this event. To be on our mailing list, please email, write, or fax the Conference Organiser:

Julie Sabaratnam  
Chairman  
CONSAL XI Organising Committee  
National Library Board  
Temasek Ave # 06-00  
Millenia Tower Singapore 039192  
Email: julie@nlb.gov.sg  
Fax: 65-3323332 Tel: 65-3323340

## April date for CONSAL XI

CONSAL XI will be held in Singapore in April 2000. Headed by Dr Christopher Chia, CONSAL XI has aptly chosen the theme **Stepping into the New Millenium : Challenges for Library and Information Professionals**. The event is being scheduled for April 26-28 as part of a week of activities including the Asia International Book Forum.

Julie Sabaratnam, who is a veteran in organising international conferences has been appointed to take charge of organising CONSAL XI. Julie is assisted by Kwee Fah from NLB as Secretary of the organising committee. Kwee Fah also brings with her a lot of experience in organising conferences including the first Digital Libraries Conference in 1995. The rest of the Committee is being formed.

Julie highlighted that the theme was deliberately kept broad to ensure that we cater to the interests of the library community from member countries. She reiterated that it was also important for the library and information profession to reinforce the roles it can play in the new knowledge-based economy and how it can contribute to economic and social development of a nation. This becomes critical as we step into the new millenium.

Some pertinent questions would be discussed and scenarios painted by eminent speakers. The conference will cover a range of topics from basic bread and butter services to innovative services. The organiser promises exciting programmes that covers new vistas, renewed visions for library and information professionals.

A CONSAL Website is being developed by a team from Temasek Polytechnic led by LAS President, Choy Fatt Cheong who is also the Vice-Chairman of the Executive Board and Deputy Chairman of the CONSAL XI Management Board. The Organiser will keep you informed through their Web site and newsletters.



### Who is on CONSAL XI

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