

Libraries do need to monitor their own operations and watch their bottom line; being "nonprofit" does not mean that wasting money is acceptable. If Gates favors the general reduction of a business's level of friction (*friction* understood as time-consuming, unnecessary layers of overhead), libraries would do well to reduce their own.

Gates does not address how librarians can attain excellence. In the early days at Microsoft, Gates instructed his personnel director to "just keep hiring smart people as fast as you can." If it were that easy, every company would presumably hire "smart people" and attain Microsoft's level of success. It is not that easy, of course, but libraries need to examine their present hiring practices. How do we educate and attract "smart librarians"? What is the MLS worth, and how much importance should employers invest in whether prospective librarians have one? Is library school really as absolute a world as some would have it—that is, does a job candidate's having the MLS ensure that he or she is best qualified? After all, library patrons do not worry about MLS degrees; they worry about receiving adequate service.

In line with the hiring strategy at Microsoft, the most crucial factor for library employment would be the candidate's rightness for the job. Today's "smart li-

brarians" evince three traits. First, they are critical thinkers. Second, they are, by definition, information junkies, yet their minds are supple enough to differentiate and prioritize the information. Third, they combine the natural curiosity of a wide-eyed dilettante with the rigor of a scientist. In simple terms, the best librarians of the future will be able to process more and more information via more formats more quickly. That outstanding librarians already bear these traits is obvious. "Smart librarians" are educated and educable, and it is people with the potential to become this whom we should recruit and cultivate.—*Michael P. Olson, Harvard University, Cambridge, Massachusetts.*

Morville, Peter, Louis Rosenfeld, and Joseph Janes. *The Internet Searcher's Handbook: Locating Information, People & Software.* New York: Neal-Schuman, 1996. 236p. \$35, alk. paper. (ISBN 1-55570-236-8). LC 95-47670.

Internet-based resources, once considered only marginally important, now are taken more seriously and are rapidly being integrated into the information landscape of many scholarly disciplines. Academic libraries are further legitimizing network resources by selectively cataloging them. Although the library OPAC provides a familiar and controlled searching structure, it is unlikely that it will ever supplant the need to search the Internet directly. Because a variety of subject directories and search tools are sprouting up all over the Internet, this is a much less absurd proposition today than it would have been until quite recently. Today's challenge is to understand the nature of these directories and tools, and to learn how to integrate them effectively into reference and instructional services.

In his preface, Richard Wiggins, author of *The Internet for Everyone*, notes that "The Internet Searcher's Handbook will be uniquely useful because its authors are not just toolsmiths, but also scholars in

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the field of library science." The authors all have library backgrounds and are active participants in Internet-based projects. We have author Louis Rosenfeld to thank for initiating one of the very first gopher-based subject directories, *The Clearinghouse for Subject-Oriented Internet Resource Guides*, a project he still directs. Peter Morville is managing editor of the *Clearinghouse* and Joseph Janes is an assistant professor in the School of Information and Library Studies at the University of Michigan, and director of the Internet Public Library.

The *Handbook* provides a well-balanced approach between the conceptual and the practical in dealing with the integration of Internet resources into our already vast web of print and electronic information resources. Joseph Janes's initial chapter, "Fundamentals of Searching Digital Resources," compares the nature of the networked environment with the familiar digital resources librarians have been using and searching for decades. The lack of standards in the networked environment is one of the most obvious differences, but he also addresses other important issues, such as dynamism, quality, authority, and currency. Janes provides a useful classification scheme that organizes all the current Internet search services into three categories: virtual libraries (topical directories of selected resources), Internet directories (topical directories of all known resources), and search tools (search engines), which provide keyword searching capability.

The three following chapters are "Using the Internet for Reference" by Sara Ryan, reference center coordinator of the Internet Public Library, "Using the Internet for Research" by Peter Morville, and "Online Communities As Tools for Research and Reference" by Louis Rosenfeld. The liberal use of screen shots throughout these chapters serves to break up the density of the text. Particularly useful is Morville's step-by-step walk-

through of an exercise in which a librarian develops a guide to ecology resources in response to a faculty member's request. This essay is very effective in illustrating the systematic use of a variety of tools to identify selected resources for a particular subject.

The remaining three chapters focus on the three types of search services: virtual libraries, Internet directories, and search tools. Each chapter begins with an overview including strengths, weaknesses, and searching tips. At the end of these chapters, specific sites are evaluated using common criteria: scope, volume, searching tips, strengths, weaknesses, and updates. A description, evaluation, and a sample search are provided for each of the forty-four search sites examined in these three chapters. The authors acknowledge the volatility of these sites and refer readers to the Internet Searching Center (URL: <http://www.lib.umich.edu/choose/searching/find.html>) for the most current information. They encourage readers to use the center, which they promise will be updated to include new services as they appear, as an Internet companion to the *Handbook*.

The *Internet Searcher's Handbook*, written by librarians for librarians, is a most welcome and timely contribution for helping librarians meet the challenge of locating information on the Internet.—*Barbara A. Burg, Harvard University, Cambridge, Massachusetts.*

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This volume presents key papers presented at the Nordic Conference on Information Authority and User Knowledge at the University of Borås in Sweden, April 27–28, 1993. Designed as a tribute to Patrick Wilson, the conference