



# LibraryConnect

Partnering with the Library Community

newsletter

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## ● Welcome

● Welcome to the first issue of the new year's Library Connect. If you find a certain relentlessly upbeat tone, then it's probably because it is going to press just as spring is finally asserting itself in the Northern Hemisphere. Two weeks ago in London we were clearing snow and ice from our cars, yesterday evening we were embarrassing our children again by going about the neighborhood in shorts.



Tony McSeán

This issue's theme looks at what constitutes a successful library, and in the following pages you can read several different takes on the subject. In my own experience library directors can be faced with two different sets of criteria for success, sets which are rarely 100% overlapping and which can sometimes be in serious conflict.

Tony Ferguson's interview brings out very well what we might call the external success factor — the extent to which the library service provides for the needs of its users and serves the aims and priorities of its parent organisation. Sometimes this can be complex: balancing the demands of genuinely needy but humble users with those of the noisily influential can be difficult. Tony rightly highlights that measuring and demonstrating quality in service delivery is an increasing crucial issue for research librarians, and much more difficult than our traditional (and easily accomplished) event-measuring and user surveys.

If we are looking for evidence that good staff and effective leadership can make a difference, there are plenty of examples in this issue, but none better than the report of our anniversary book donation program on page 7. Ten research libraries in developing countries will each receive a substantial donation of current Elsevier textbooks. As one of the panel who selected these libraries, I was stunned by the quality of service that good librarians can conjure from the most limited resources.

Two more items in this issue to highlight: Page 14 has an interview with Herman van Campenhout, Elsevier's new Science and Technology Chief Exec. Herman is very serious about wanting to hear what our customers have to say, so if you are visiting a library exhibition and see a very cheerful and very, very tall man on the Elsevier booth — he is there to be spoken to and will be pleased to hear what is on your mind. And finally, this issue sees the launch of Full Moon ([full.moon@elsevier.com](mailto:full.moon@elsevier.com)), a regular column of stuff too unreliable to be included in the proper parts of LC and to which I hope many of you will contribute in time and enjoy the rewards on offer for doing so.

Tony McSeán, Director of Library Relations, Elsevier, Oxford, UK

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## LC Publications Now Available in Print and Online

From April 2005, Library Connect newsletter issues and practical assistance pamphlets will be published in HTML, as well as in print and PDF.

● We know, because you have told us, that many of you still prefer to receive a print copy of *Library Connect* and that's OK, as we don't have plans to go e-only, yet! Other readers have let us know that they would prefer to browse the newsletter online in HTML, and benefit from the increased interactivity this format can provide.

We are pleased to supply multiple print copies of our pamphlets, for personal, classroom or conference use. You can request copies by dropping a line to [libraryconnect@elsevier.com](mailto:libraryconnect@elsevier.com) or by using the enclosed pre-paid reply card. An online subscription/order form is also available, together with our publications, at: [www.elsevier.com/libraryconnect](http://www.elsevier.com/libraryconnect). Copies are always on display at our upcoming events (see page 16). ■



Library Connect Pamphlets #1-7

[www.elsevier.com/libraryconnect](http://www.elsevier.com/libraryconnect)

## Measuring Up to Success in Hong Kong

**A** hot topic among today's librarians is just how to obtain meaningful library measures in the electronic age. Which measures are the most meaningful for the library itself and for other stakeholders, such as faculty and university administrations? Library Connect's Alex Lankester, Head of Account Development, Elsevier Singapore, interviews Tony Ferguson, Librarian, University of Hong Kong, to find out his views on the subject.

**LC:** As a librarian, what are some of the important differences working in Hong Kong as opposed to Europe or the US?

**Tony Ferguson:** I am not sure if there really are any great differences. I have worked at a number of universities in North America: from Brigham Young, to Texas A&M, to Columbia and now the University of Hong Kong. All these institutes have similar coursework requirements, teach doctoral and masters programs, and have ambitious university administrations who want libraries to do big things on tight budgets. I've found university cultures are perhaps stronger than transnational borders.

*“User surveys are critical to us and help inform our future strategic direction.”*

That said, I do think interpersonal relationships are different in Hong Kong. American culture tends to be somewhat more confrontational. This doesn't mean everyone simply agrees with each other in Hong Kong. There are, of course, differences of opinion but the means of approaching these differences are very different here. What might be called “straightforward” in the US could be considered ill mannered or rude here.

Another notable difference is the way librarians approach licensing negotiations. In Hong Kong negotiations are a high art form. I sometimes feel sorry for vendors and think, “If I were them I would give up in the first hour.” People here will

hold out for sixteen months if that is what it takes.

**LC:** Do you find the faculty influence on the acquisitions process to be stronger in Hong Kong or North America?

**Ferguson:** At Hong Kong University, faculty influence is much stronger than in North America. In North America, because of the “publish or perish” mentality, the faculty simply did not have time to be heavily involved in book selection. This reality has only recently become eminent here and it is not uniformly shared. I still have faculties who are against librarians making selections without asking first for their approval. I would say about a third of the faculty think they know the needs of the end user much better than the librarians and they want to be in a command and control position. In places such as Columbia the faculty has to demonstrate at all times that they are leaders in their academic field so they simply don't have time to browse through brochures and spend time assessing the acquisitions policy.

**LC:** So, was this a re-adjustment for you?

**Ferguson:** I have always strongly believed we should build collections to meet user needs. In my mind the faculty involvement here is just another amplification of user need. Having been a librarian for 37 years, I see the high level of faculty involvement here as similar to the faculties I worked with 30 years ago in the US and, in the future, I think this will change in Hong Kong.

**LC:** In Hong Kong do you experience the same type of budgetary pressures as in North America?

**Ferguson:** We have the same squeezes, but in North America I had the benefit of working at two private universities where we did not need to worry about what the legislature was going to do every year. At private universities with healthy budgets

and strong endowments you are insulated from the ups and downs of the economy. At state universities, my peers were at the mercy of state legislature and massive swings in higher education budgets.



Tony Ferguson

Hong Kong University is a government sponsored university so had I been here prior to the global economic down turn, I would have thought, “Gosh this is really wonderful.” However, I arrived here after the down turn and the economy is only now just recovering. University support in general is still down, so I am experiencing the kind of pressures faced by state run universities in the US. In the past three years we have suffered from 3%, 4% and 5% budget cuts. Conversely, across the border in China proper, budgets are growing.

**LC:** What criteria do you use to measure the success of your library?

**Ferguson:** User satisfaction is a key measure. Annually we do some kind of user satisfaction survey in addition to a large biannual survey. We include quantitative and qualitative questions and give people the space to write criticisms, comments and compliments. Last year more than 2,000 people responded to our online questionnaire. We take comments, classify them according to topic, and brainstorm in focus group meetings with both students and faculty on how to move forward. User surveys are critical to us and help inform our future strategic direction.

We also benchmark ourselves against 15 other universities in Australia, New Zealand, the UK, Asia and North America. We assess factors such as dollars spent overall per FTE student and faculty, dollars spent for collections, staffing, circulations and more. In short, we are trying to assess dollar ratios to see if we

are spending a reasonable amount in comparison to our benchmarked libraries, and whether we are getting as much out of our staff in terms of circulations, and so on.

“My experience is that university administrators don’t have time to listen to long stories, and statistics invariably lead to long stories.”

**LC:** Which success metric do you consider to be the most crucial measure?

**Ferguson:** We put the most weight and value on the end user satisfaction survey and see this to be the most informative measure.

**LC:** Have success measures changed since the introduction of electronics?

**Ferguson:** Obviously, the ability to do online surveys has made a big difference. In addition to our annual surveys, we’re able to run smaller surveys and really drill down and scrutinize how the library’s resources are being used. The delivery of electronic user statistics has also greatly changed things. When you see tens of thousands of articles being downloaded it does make a difference, and tells you that you are doing something good.

**LC:** What components of your libraries’ performance are particularly hard to measure?

**Ferguson:** Quality of service is difficult to measure. We can get an overall feeling for this from end user satisfaction questionnaires on circulation or reference desk performance, but this is hard to quantify. Likewise, how do you really measure the quality of your collection? We had 1.4 million books circulated last year which is pretty good for 18,000 total students but that still doesn’t tell you about the quality of the individual books.

**LC:** Do metrics influence your buying decisions?

**Ferguson:** Statistics on what is read and not read, especially for serials, are

critical. For the past three years, we have been assessing re-shelving statistics on unbound periodicals and providing these to our faculties when asking them to consider cutting duplicates to print and electronic subscriptions.

Our next step will be to scrutinize the publisher “big deals.” This will be more

difficult as we have tended to be a big deal serials buyer. I happen to be in favor of the big deal because my experience has shown me that librarians do the best they can in predicting what will be used and not used but at the end of

the day, the user decides. But if our budget is cut another 5% next year we will be back to assessing our statistics with a vengeance — and they will make a big difference in our buying decisions and willingness to continue with the big deal.

**LC:** Do you find this kind of statistical information helpful when asking for additional funds from your university administration, and how much is this information taken into account by the administration?

**Ferguson:** It hasn’t helped here because the annual question is, “How much can we cut you by?” so we don’t need to go to that level of granularity. We raise the issue of journal and book price increases in general but that is about it. Our main argument is simply, “Please don’t continue to cut us otherwise we cannot pay our bills.” My experience is that university administrators don’t have time to listen to long stories, and statistics invariably lead to long stories.

**LC:** What channels do you use to communicate information about library successes?

**Ferguson:** We have a bi-monthly online newsletter, *Focus*, produced internally. We have to be in the public relations business to ensure that our library gets the necessary levels of support. We send print copies to the top 30 university decision makers and distribute the electronic version to thousands of people. We also communicate our successes through our annual report and to the senate library committee, chaired by the Deputy University Vice Chancellor.

**LC:** With the library profession changing and developing as it is, what do you see as being important skills for library managers such as yourself into the future?

**Ferguson:** Flexibility is crucial — being open-minded and understanding that we are in the information business, not the book business. Just that one thing goes a long way and I am constantly amazed that some librarians don’t



University of Hong Kong Libraries

### About the University of Hong Kong Libraries

The HKU Libraries system includes a central library and law, medicine, dental, music, education and East Asian branch libraries; a 2.3 million volume collection; 950,000 e-books; more than 25,000 serials. The HKU Libraries system adds 110,000 volumes per year; circulates 1.4 million items along with 0.8 million in-house uses; has 36 professional librarians and 238 support staff; and has a US\$ 20.9 million overall budget.

<http://lib.hku.hk/>

get it — they still think they are in the cataloguing or shelving business! We are in the business of meeting user needs and that is it. If our vocational processes get in the way of that, we have to change and be flexible. You have to be with it electronically; in many ways that can be hard for a person like me who is 60 years old. But today's librarians can't frown on things such as blogs and wikis. They are now part of the job.

**LC:** Separate from how the library measures its success, in what ways does the university administration measure the library's success?

**Ferguson:** They love things like "We are the biggest!" so size does matter. With 2.3 million book volumes and 26,000 e-journals we can say we are the biggest library in Hong Kong. One of my goals in the next year is to reach the one million e-book figure, which globally will be unique. The administration likes us to be number one. This is very important for the profile of the university when recruiting faculty and students. However, they would like us to achieve this on less money, of course.

**LC:** How does faculty perceive success of the library?

**Ferguson:** Faculty are really supportive and like the fact that we have more than doubled the number of e-journals from 8,000 to 26,000 in the past three years. But they are frustrated we don't have enough space. We add about 110,000 volumes each year and we send to remote storage another 110,000 volumes each year. So, we have the traditional library need for more space. We are trying to address this in Hong Kong by putting together a joint storage facility such as the shared storage facilities in North America, and we're looking to build another building. Across the border in China, the libraries are building frantically. But we have less space in Hong Kong. ■

## Looking for the Inside Scoop on Usage Statistics? This Pamphlet's for You!

**Daria DeCooman, Global Account Development & Channel Marketing Manager, Elsevier, San Diego, CA, USA**

The newest *Library Connect* practical assistance pamphlet, "What Counts and What Doesn't: An Insider's Guide to Usage Reports," is hot off the press and available in print and online at [www.elsevier.com/libraryconnect](http://www.elsevier.com/libraryconnect).

Marthyn Borghuis, a senior manager with Elsevier's Usage Research Department, edited this pamphlet, bringing together diverse voices and points of view in an in-depth examination of the impacts and value of usage reports for electronic resources.

Librarians Tony Kidd of Glasgow University Library, Anthony Ferguson and Gayle Rosemary Y.C. Chan of the University of Hong Kong Libraries, and Elizabeth Lorbeer of the Library of Rush University Medical Center, explain how their libraries are using locally produced and vendor-provided usage reports. They also suggest ways vendors' usage reports may continue to be improved.

COUNTER Project Director Peter Shepherd gives the latest news about COUNTER and summarizes COUNTER's achievements. According to Dr. Shepherd, "Our work has given librarians confidence in the quality of the data."

Maurits van der Graaf reports on input gained during recent interviews with European and US university librarians, who identify the wonderful and woeful aspects of usage statistics and their applications.

Elsevier representatives Sonja Lendi and Dirk de Heer take readers on behind-the-scenes tours showing how Elsevier usage reports are

produced and used by Elsevier itself. The pamphlet additionally offers useful information to assist librarians with understanding and applying Elsevier-produced usage reports. Sonja's article answering the most frequently asked questions about Elsevier-provided usage reports may prove a handy guide to information professionals accessing ScienceDirect or Scopus usage reports at <http://usagereports.elsevier.com>.



So, upon conclusion of reading this pamphlet, what might readers take away? Librarians are using usage reports to:

- Evaluate collections of digital resources.
- Make better informed decisions about library resources.
- Make evidence-based decisions.
- Build collections based on actual use.
- Drive collection development decisions.
- Produce cost-benefit assessments to justify expenditures.
- Convey benefits of investments in e-resources.
- Produce annual reports.

Is that all which warrants reporting from the new pamphlet? Certainly not, but for the rest of the nuggets — including the fact that library websites accounted for 24% of all referrals to ScienceDirect during 2004 — you must turn to the pamphlet itself.

If you'd like printed copies of any of our pamphlets, please use the enclosed pre-paid reply card or send a note to [libraryconnect@elsevier.com](mailto:libraryconnect@elsevier.com), specifying the number required and your complete mailing address. If you happen to be at an upcoming events (see page 16) ask an Elsevier representative for copies. ■

[www.elsevier.com/libraryconnect](http://www.elsevier.com/libraryconnect)

## Electronic Resource Management: Solving the Puzzle

*Electronic resource management is the process of managing the information necessary to select, evaluate, acquire, maintain and provide access to electronic resources in accordance with license terms.*

**Kathryn Harnish, Meridian Product Manager,  
Endeavor Information Systems, Des Plaines, IL, USA**

We've all seen the evidence: Electronic resources have become increasingly popular in libraries and among library patrons in the last decade. Not only are the majority of scholarly journals now available in electronic format, but a recent survey<sup>1</sup> reports that 80% of students and faculty indicated they access online journals, with three-quarters of respondents reporting a preference for the electronic version.

Although electronic resources offer exciting advantages for patrons, libraries are left with the considerable burden of managing this content and the associated license agreements. Electronic resource management (ERM) has emerged as an important topic of discussion; it's a key aspect of a librarian's work and many libraries have developed homegrown systems to tackle this challenge. Certainly, all agree there's a need for systems to help with this task.

Tim Green, Library IT Manager at the London School of Economics (LSE), explains, "It is essential that we have an

effective way of keeping track of the licenses associated with our ever-growing pool of electronic journals, books, datasets, and databases. This means not only tracking the applicable licenses, but also recording key details about each, such as administrative data like renewal dates and which groups of users can use which resources and from where." Green continues, "Tracking electronic journals licenses is a complex business with many titles available via several packages and, of course, with different license terms dependent on the package and supplier. The titles associated with particular packages are volatile, which further complicates matters. If we are to have any hope of keeping on top of the relevant terms and conditions, it is important that any solution works well with our existing systems — not to mention data from specialist service providers like Serial Solutions who help us keep track of the 13,000 plus titles we manage." Only with an effective system for managing all processes related to electronic resources can libraries increase the level of service provided to patrons and decrease effort for library staff.

In early 2003, acting upon needs articulated by libraries such as LSE and the Digital Library Federation Electronic Resource Management Initiative, Endeavor Information Systems began the development of Meridian — a system designed to manage information about electronic resources. From the outset, we worked with libraries to ensure we addressed the kinds of e-content challenges encountered by electronic resource specialists and their colleagues throughout the library. Extensive discussions with more than 100 libraries from around the world surfaced key functional issues and provided feedback on topics such as workflows and interface design.

In addition, we engaged four development partners: Columbia University Libraries, New York, NY; the Library of the London School of Economics and Political Science, London, England; the University of Pittsburgh University Library System, Pittsburgh, PA; and the Princeton University Library, Princeton, NJ. Staff members from these libraries helped our software architects and developers to understand the devil in the details — how packages work, how licenses and addenda fit together, how different library staff members are likely to use e-content information, and so on. Subsequently, they helped prioritize the features necessary for successful electronic resource management and provided lots of feedback on support for various workflows in Meridian. Thanks to the efforts of our development partners, Meridian provides flexible, yet comprehensive support for the myriad activities involved with e-content administration.

Elsevier's User Centered Design (UCD) Group, a team of human-computer interaction experts, assisted interface development. Discussions between library development partners, the Endeavor team and the UCD group resulted in a Web interface prototype that illustrated workflows and functionality related to electronic materials. After creating this

During 2004, Endeavor commissioned market research into the value assigned by librarians to a variety of features when selecting an ERM. More than 150 librarians from 100 institutions around the world were asked to rate a list of features on a scale of 1-9, where 1 signified "not at all valuable" and 9 "extremely valuable."

The following features received the highest ratings:

- Define authorized users of licensed content.
- Record terms and use restrictions.
- Record licensee and licensor information, including links to packages and resources.
- Link and import acquisitions data associated with the license.
- Record duration of license.
- Store provider records, including contact information.
- Record holdings and coverage data.
- Link or import existing MARC descriptive records.
- Import descriptive data in from other sources (Serials Solutions, TDNet, etc.).
- Define a package and indicate what resources are received as part of the package.
- Allow staff to track the status, problems reported with a resource, and resolution.
- Manage statistics and generate usage reports for all resources regardless of vendor.
- Produce reports based on locally defined criteria.

In response, Endeavor designed Meridian to address all of these critical functional needs. For more information, and to sign up for an online demonstration, visit [www.endinfosys.com/meridian](http://www.endinfosys.com/meridian).

prototype, a series of usability tests was conducted at eight different libraries. At each library, electronic resource librarians, reference staff, ILL technicians and others were asked to complete common tasks associated with e-resources. For example, librarians used the prototype to troubleshoot a problem resource. Watching and listening as test participants worked through the task, the team noted areas in which the users struggled, asked questions, clicked on the wrong buttons, and so on. Changes were incorporated based on this feedback. The result is an intuitive interface providing support for all aspects of

electronic resource management; it's really easy to use, but contains the level of sophistication librarians have told us they need.

Endeavor's user-focused approach to the development of Meridian, from initial research to interaction with development partners and usability testing, is evident in the finished product, which is now being tested and implemented at our partner libraries. We're excited about our June 2005 commercial release — and the opportunity to help libraries conquer the challenges of electronic resource management! ■

<sup>1</sup>Carol Tenopir, *Use and Users of Electronic Library Resources: An Overview and Analysis of Recent Research Studies* (Washington, D.C.: Council on Library and Information Resources, 2003). [www.clir.org/pubs/reports/pub120/contents.html](http://www.clir.org/pubs/reports/pub120/contents.html)



**WHITE PAPERS** ○ ○ ○ ○ ○ ○ ○ ○

The Growing Electronic Resource Management Puzzle and Endeavor's Meridian Solution  
[www.endinfosys.com/prods/meridian\\_whitepaper.pdf](http://www.endinfosys.com/prods/meridian_whitepaper.pdf)

## A Library School Intern's In-house Insights

*In June 2004, Elsevier posted on a San José State University School of Library and Information Science listserv an announcement about an internship opportunity with Elsevier. Jill Ovren, a master's degree candidate with the school, applied for the position. Two writing samples, two interviews and two weeks later, Jill was offered the position and embarked on a 14-week program providing an introduction to the world of publishing.*

**Jill Ovren, MLIS Student and Issue Manager, Journals Production, Elsevier, San Diego, CA, USA**

**A**s an Intern, I worked closely with the Global Account Development and Channel Marketing (GADCM) team, which focuses on creative ways of providing customers with resources beyond what's included in their licenses. This was such an amazing learning experience; it was great to be able to participate in activities and marketing programs that deal directly with librarians. Prior to this program, I had no idea how much time and energy are spent on maintaining positive relationships with Elsevier customers.

One of the main objectives of my internship was to work on a *Library Connect* pamphlet focusing on information literacy — a very important topic among librarians these days. I provided research and developed and wrote articles. Particularly I enjoyed communicating

directly with librarians across the globe on this project, as well as collaborating with Elsevier colleagues in various locations.

In addition to contributing to *Library Connect* publications, another focal point of my internship was outreach to Elsevier customers. I had the chance to visit Pepperdine University in Irvine, California, and with Elsevier colleagues from New York and San Diego put on an event providing graduate and undergraduate students with demonstrations of ScienceDirect, Scopus and Scirus. Pepperdine students and even professors were impressed with our presentations and the Elsevier databases. Many had no idea such great resources were available to them through their university library and were grateful for the instruction. We had a lot of fun and helped participants establish 64 ScienceDirect personal profiles in one afternoon.

Before my internship, I didn't have much exposure to the publishing industry. I was familiar with end products, but not the processes involved in getting products to customers, or the measures taken to maintain happy customers. It's nice to have a behind-the-scenes perspective to take back to my cohorts in library school and, as you may have noticed from my byline, my internship in channel marketing



*Jill (center) with GADCM team members Chrysanne Lowe (left) and Daria DeCooman (right).*

*“Before my internship, I didn't have much exposure to the publishing industry.”*

led to a job in journal issue management, where I work with different customer groups — authors and editors.

Elsevier and other large publishers tend to have a negative reputation among librarians, but I think this internship program can help bridge the gap between publishers and library professionals. ■

**Would you like to be our next Library Marketing Intern?**

Jill's positive experience, as well as the benefits and insights she brought to the Global Account Development and Channel Marketing team, has strengthened support for an LIS internship program at Elsevier. Thus, we are delighted to announce the program will continue with an internship being offered during summer and fall 2005, in San Diego, CA. Please contact Daria DeCooman ([d.decooman@elsevier.com](mailto:d.decooman@elsevier.com)) for further details.

## Elsevier Celebrates Unique Dual Anniversary with Gift Program for Libraries in Developing Countries

*The year 2005 has special meaning for Elsevier. It marks both the 125th anniversary of the founding of the modern Elsevier, as well as the 425th anniversary of the original House of Elzevir, from which we take our name.*

**Karlyn Messinger, Manager, External Communications, Corporate Relations, Elsevier, Philadelphia, PA, USA**

### A Bit of History

The Elzevir family began their printing and bookselling business in the Netherlands in 1580. Significantly, they did it at a time when publishing was “risky business,” when freedom of speech and freedom of the press were societal values in very few places. In fact, luminaries such as John Locke, Galileo Galilei and Hugo Grotius chose to publish with the Elzevirs in order to avoid the censorship and regulation in their own countries.

Lowys (Louis) Elzevir and six generations after him ensured the success of their publishing house in Leiden by developing a strong relationship with the university there, for which they printed theses and reprints of classic texts. One family member or another would serve as both beadle, or peace officer, on campus and official printer, until in 1712, the last of the original Elzevir family publishers died, leaving behind no heir willing to continue the business. During its existence, the House of Elzevir published some 2,000 to 3,000 titles, including reprints of virtually all the major works of classical antiquity. Quite an achievement even by today’s standards!

The modern Elsevier was founded in Rotterdam 125 years ago by Jacobus George Robbers to continue the tradition of printing fine editions of literary classics. After World War II, Elsevier began to lead the way in international science publishing, and later, added the expertise of highly respected companies and imprints, such as Academic Press, Excerpta Medica, Churchill Livingstone, Mosby, Pergamon, Saunders, Urban & Fischer and others. Thus, from 1880, the new company grew to the leader it is now, playing a vital role in bringing scientific and health information to researchers and practitioners the world over.

### “A Book in Your Name”

To mark these two important anniversaries our “A Book in Your Name” program invites each of Elsevier’s 6,700 employees to choose one of 10 libraries in developing countries to receive a book from a core collection of our most important and widely used scientific, technical and medical publications. The program aims to link the individual action of our employees to a collective company effort to share scientific and health knowledge

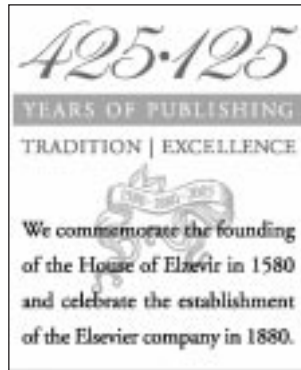
around the world. The books will be donated by Elsevier and given to the respective libraries in the employee’s names.

An Advisory Panel of distinguished librarians, who have worked to support the growth of libraries in need throughout the world, helped select the beneficiary libraries. They are Ibrahima Bob of Africa Consultants International in Senegal, an NGO specializing in communication for development and President of the Association for Health Information and Libraries in Africa (AHILA); Derek Law, Head of the Information Resources Directorate, Professor in the Department of Computing, and Head of the Centre for Digital Library Research at the University of Strathclyde; Tony McSeán, Director of Library Relations at Elsevier, and previously Director of the British Medical Association Library for 16 years; and Lenny Rhine, Assistant

Director for Collection Management at the University of Florida Health Sciences Libraries and compiler of the International Network for the Availability of Scientific Publications (INASP) Health Links gateway as well as the INASP Library Partnership Database. Speaking about the scheme, Professor Rhine said, “This donation will represent a huge addition to the individual collections of these libraries. It is good to know that these books will be working very hard indeed as soon as they touch the shelves. Respective faculties and students will quickly begin to utilize these new resources.”

The 10 recipient libraries are located in Africa, South America and Asia. They include the Library of the Sciences of the University of Sierra Leone; the library of the Muhimbili University College of Health Sciences of the University of Dar es Salaam, Tanzania; the library of the College of Medicine of the University of Malawi; and the libraries of the University of Zambia, Université du Mali, Universidade Eduardo Mondlane in Mozambique, Makerer University in Uganda, Universidad San Francisco de Quito in Ecuador; Universidad Francisco Marroquin in Guatemala; and the National Centre for Scientific and Technological Information (NACESTI) in Vietnam.

Watch for a roundup of the program results, including pictures and comments from participants and recipients in a later issue of *LC*. ■



### What are “Elzevirs”?

*The word “Elzevirs” connotes small original reprints of the classics or scholarly books of diminutive proportions which could be carried in one’s pocket. In the late 19th century, they were avidly collected and greatly prized, because the old House of Elzevir produced such a superb, respected body of work.*



## Five Quick Questions

**Julia Demasi, Library Assistant and LIS Student, Instituto de Ingeniería Eléctrica, Facultad de Ingeniería, Universidad de la República, Montevideo, Uruguay**



Julia Demasi

### 1. What kind of tracking do you conduct to evaluate success of your libraries?

Currently I'm leading two annual projects. One tracking project looks at the quality of our electrical engineering journals, most of them available in print only, and the other looks at the real value of our library system — not only in engineering but also in related subjects.

### 2. How are you evaluating the quality of your journal collection in electrical engineering?

The approach I'm taking involves two parts. First I see how many of our faculty researchers cite — in their published articles — journals provided by the Electrical Engineering

Library, a satellite library of the faculty's central library. Second, I survey faculty researchers via an annual questionnaire asking which are, in their opinion, the top journals in their area. Given the high level of coincidence of information gathered in both parts, I can say our electrical engineering journal collection appears to be of high quality. In fact, this collection sees excellent use from users within and outside the institute.

### 3. And how are you assessing the value of your libraries in toto?

Each year, teachers in the Faculty of Engineering must submit reports listing, among other information, their writings published during that year. In reviewing references

## Librarians Speak Up

### What's the Most Important Criterion You



**Cathy Rex, Head of Library Services, University of the West of England, Bristol, UK**

Put simply — user satisfaction with the services and facilities provided.

In today's world it is positive user feedback that will enable a library to retain institutional support. It is user feedback that is looked for to endorse any statements a library might make about the quality of its service.

In the past, libraries have been fixated on quantitative measures: How many journals? How many books? It is not "how many" that is important. What is important is that services and facilities meet the needs of users. To achieve this we must listen to users to inform decision-making. We must be:

- Responsive to changes in those needs.
- Pro-active in anticipating how changes in the wider environment will influence service development.
- Able to prove what users think of the service offered.

We must systematically consult with users and gather feedback from users by any means possible. ■



**Carol Hansen Montgomery, Ph.D., Dean of Libraries, Drexel University, Philadelphia, PA, USA**

Library evaluation is a multi-faceted art, not a science. And it should be continuous. Users can be surveyed only so many times and in so many ways and the results can be difficult to interpret. So, what I depend on primarily is unsolicited comments, mostly from users, but also from staff. Do faculty tell me at social events or meetings how pleased they are with the subject librarian assigned to their area? Do they send unsolicited emails or memos expressing appreciation for a librarian's assistance? How are comments regarding controversial issues such as funding for electronic versus print collections balanced? Are repeat unfilled requests mostly for improvements that we either cannot make or cannot justify as cost-effective, e.g. longer hours, higher or lower temperatures, and less noise from other users? Do staff members express satisfaction and look for ways to do better? Experience has taught us that most of our user satisfaction surveys do little more than confirm what we know already from this unstructured feedback. ■

included in these publications — written by members of our own research community — I see which references cite resources held by our libraries and which cite resources held beyond our library. To perform such a review, I simply run searches of our OPAC.

**4.** *What have your reviews of researchers' citations shown?*

These citations refer often to books and journals held by our libraries. Our collection seems to be a strong source of material for our community members' research.

**5.** *What else have you found? Any surprising conclusions?*

My findings have shown that journals which are most highly regarded by our researchers tend to be the most well cited and most used by researchers at our institute. But it appears difficult to tell exactly what factors go into

such success. For example, a publisher's marketing efforts may have an impact on how well regarded and well used a journal is.

The most surprising finding is that our researchers use online subscriptions only if we also subscribe to the same resources in print. I also found our researchers still have very little knowledge of the value of online resources like indexes and search engines.

Conducting more in-depth research however isn't on my horizon. For the near future I'll continue with my two assessment projects; simple as they may seem, they are delivering useful information. In this time of budget cuts for our libraries, metrics are appreciated. I'm glad to be contributing to efforts to determine the value of our libraries for our researchers. ■

## Use to Measure Success at Your Library?



**Mr. Jianzhong Wu,**  
Director, Shanghai Library,  
Shanghai, China

There is a multitude of ways to assess the success of a library but in our experience the most important contributor to the library's success is the staff. There is a popular slogan in China that the human resource is the "first resource" or the "first productive force."

This is particularly true for the knowledge-intensive library profession. The experience of the Shanghai Library has shown that the most important wealth of the library is not its grand building, or its advanced hardware, or its numerous resources, but its talented people. It is the creative team, who makes the best of the grand building, the advanced hardware, and the numerous resources, for meeting the fast growing demands of the users locally and internationally. By evaluating the abilities, accomplishments and performance of our staff, we understand the success of our library. ■



**Dr. E. Rama Reddy, Librarian,**  
University of Hyderabad,  
Hyderabad, India

At our university, we focus assessment on how well we support — via provision of information and resources — our community members' teaching and research needs. Success of the library is always measured by achievement of this key objective.

The Indira Gandhi Memorial Library at the University of Hyderabad is a highly successful university library. How exactly are we measuring our success? In this ICT age, when good infrastructure exists, as in the case of our university, high usage is a hugely important and defining factor in assessing a library's success. High utilization of resources implies that our users' information needs are being met and reflects the accuracy of our resource selection policy. How do we ensure high usage of our e-resources? Running frequent user awareness programs, sometimes in coordination with publishers, providing adequate and relevant information, and more importantly providing accurate linking from the library website are some of the support activities carried out by our library. ■



**Madeleine Lefebvre, University Librarian,**  
St. Mary's University,  
Halifax, Nova Scotia, Canada

The most important criterion I use to measure success at our library is the terms in which the library is described, whether by word of mouth or in print. Positive word of mouth from students, faculty, staff, administration and the external community signals our general approval rating.

The comments might be about resources, services or the whole operation, but when they are expressed in other contexts as well as directly to the library, I know this positive image will keep our profile high and benefit us in budget and strategic planning discussions. ■

## Success Story: Single Sign-on Enters Realms of Reality at NYU



Jerome McDonough

*During 2004, ScienceDirect staff worked with the libraries of Dartmouth College, New York University, the University of California, San Diego, and the Dahlgren Memorial Library at Georgetown University Medical Center, Georgetown University Information Services, to pilot Shibboleth technology on the ScienceDirect platform. Pilots were a resounding success and since the end of last year Shibboleth authentication has been available for ScienceDirect customers in the US. Library Connect caught up with Jerome McDonough, Digital Library Development Team Leader at the Elmer Bobst Library, New York University, to find out about his experiences in implementing Shibboleth at NYU.*

**LC:** What made you decide to look into Shibboleth authentication?

**Jerome McDonough:** Our first push towards Shibboleth was a project with New World Records to provide access to their complete catalogue of music as an online subscription service. New World Records wanted to provide users with varying levels of service (e.g., a faculty member may be able to download music whereas an undergraduate might not). They wanted to be able to remember users between different uses of the database, so when someone is using the database they can set up a series of play lists that can be accessed at a later date. And they wanted to be able to do this for a number of different users, accessing the system from a variety of institutions. The need to identify different classes of users, from different institutions, and to offer differential service, while leaving in place the sort of privacy controls that libraries would expect for their user base, meant Shibboleth was the way to go.

We knew about other potential benefits of Shibboleth in terms of addressing issues of single user sign-on to a variety of systems and that also gave us a push to get Shibboleth up and running.

**LC:** Is Shibboleth something that interested NYU as a whole, beyond the library?

**McDonough:** Yes, definitely. That's one of the areas where we've seen more payback than we thought. Now we have the framework in place, we're starting to look at it for use with a variety of homegrown systems.

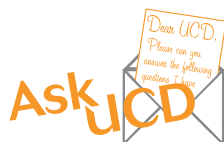
"Can't you make it so I just log in once and then I get access to all of these resources?" is a familiar complaint to library and central campus IT. Using Shibboleth we can make this happen. A user can log into the Database of Recorded American Music, a local system, and move to ScienceDirect without needing to log in again. Already authenticated as NYU users against our own system, that authentication carries over to Elsevier. It's a huge win: We can offer our users the ability to sign in once. They don't have to remember multiple passwords, IP spaces or proxy servers. And we don't have to provide IT support for that.

**LC:** You've obviously implemented Shibboleth for systems beyond ScienceDirect. Have you been working with other publishers?

**McDonough:** Elsevier is the only publisher so far. Our efforts have focused on implementing Shibboleth for local systems and setting up other universities as Shibboleth users for resources like our Database of Recorded American Music. We've become a publisher in that regard — providing access to universities using Shibboleth and allowing their users to log in to our system.

**LC:** When you first started implementing Shibboleth what were the practical things you considered from the library's perspective?

**McDonough:** It's not really something we thought hard about at the time but as we move toward a system in which we're providing authentication services for faculty, students and staff we find we're interacting with central campus IT services in a way we never have before — asking for access to, and changes to, their entire campus directory system to support new attributes we want to put in place. Implementing Shibboleth has forced the library to take an enterprise view of the systems it puts in place, and



**Chris Jasek of Elsevier's User-Centered Design Group answers your usability questions.**

### What Metrics Would You Recommend When Assessing the Success of a Website?

Analyzing your site's Web server logs can give you valuable information about how often certain pages are being used and the common paths that users are taking through your site. These statistics, although valuable, can't tell you why a certain page is getting a lot or little use. Perhaps a particular Web page is getting a lot of hits because users really find its content useful, or maybe users are reaching it in error due to poor navigation. Usability testing can provide you with the "whys" behind the statistics. Usability tests typically measure:

- 1) Effectiveness — Are users successful in accomplishing the key tasks the site was designed for or do they often make errors?
- 2) Efficiency — How quickly can users accomplish tasks?
- 3) Satisfaction — Do users enjoy using the site? Would they do so again?
- 4) Learnability — How easy is it for users to learn to use the site?

Observing users directly use your site during a usability test is the best way to understand how they are using it and how much of a success it really is. For more information about usability testing I recommend the *Handbook of Usability Testing: How to Plan, Design, and Conduct Effective Tests* by Jeffrey Rubin. ■



we now interact more strongly and more regularly with campus IT.

**LC:** That must offer benefits?

**McDonough:** Overall, it's been a definite plus. We have closer relationships in place and day-to-day business goes a lot more smoothly. There's always a learning period though, while you get used to each other's styles and figure out what each group can and can't do.

We have a great campus IT organization — interested in learning the library's needs and quick at figuring out what we want to deliver to our users. They've been just as enthused about Shibboleth as us.

**LC:** Now that Shibboleth is available, how are you promoting it to your users?

**McDonough:** We're trying to make this process as seamless and invisible to users as we can, operating on the assumption that ultimately they don't care much about how they are authenticating. They do care that it's easy and they care about control of their personal information and how it's released. We haven't yet done much work in terms of opening up users' information or giving them the tools to control its release.

As we move forward, we'll start advertising these aspects to faculty and students but until we have the tools in place to allow users to successfully manage their own information, we're not going to release much attribute data. So far, we haven't done any aggressive campaigning and we're going to wait until we have these tools before any major push to deliver Shibboleth services outside of NYU.

**LC:** Have you had any feedback so far?

**McDonough:** A few comments. The one negative we've heard relates to the fact that the Shibboleth authentication process involves a variety of http redirects between various servers; this can be confusing to the user when trying to get in for the first time. Other than that we haven't heard many complaints and we've modified content on the authentication Web pages to make it clearer where the

user is in the process, and why they are moving around.

**LC:** It sounds as though your experience of Shibboleth has been really positive. Would you recommend it to other libraries?

**McDonough:** Definitely. The more people adopt Shibboleth, the greater the benefits for all of us. One key thing people need to pay attention to: Shibboleth really is an enterprise level authentication mechanism. It's difficult to implement on a minor test basis. Libraries have to view this as collaboration with the entire university. To have the directory information available

“*ScienceDirect can currently support one federation at a time, but as the international interest for Shibboleth increases — federations already exist in Switzerland, Finland and The Netherlands — the need for ScienceDirect to support multiple federations will become essential. Over the past year, we've worked with various communities to determine how we can best help users navigate in a world of multiple federations. As a result, we will implement support for multiple federations on ScienceDirect in July 2005, and we're looking forward to working with many more of our customers to make Shibboleth a reality for users of our content across the globe.*”

— Niels Weertman, Product Manager, ScienceDirect, Elsevier, Amsterdam, The Netherlands

for the Shibboleth authentication systems, you must have access to the central campus directory. If you want to incorporate new attributes into the central campus directory, all of a sudden it's no longer just a question for the library. Can the IT people support it? How will the information to be collected? How will it get into the directory system? Shibboleth affects the entire campus.

Issues around policies on release of attributes must involve inclusive discussions about what information might be available through a directory service. Is there information that can't be made available? In the NYU context it's not just the Bobst Library that might use the technology, there's also the medical library operating under HIPAA legal constraints. What's applicable to us may be problematic for them.

**LC:** Any advice for libraries thinking about Shibboleth?

**McDonough:** We found it useful starting with a pilot project with a relatively small user base. It allowed us to work on

getting bugs out of the system before we had a huge number of users signed on. Launching with a local information service and providing information within your local community allows you to put mechanisms in place, play around with them, and get control of the different parts of the system. Then you can move on to a project supporting a larger user base.

**LC:** Anything else to highlight?

**McDonough:** One area which was a little more time consuming than we anticipated was preparing to join the InCommon Federation. Ensuring

compliance with the federation's requirements meant working with our legal and IT departments to make sure we had appropriate policies and procedures in place for managing and protecting user information.

**LC:** Have you carried out usability testing for Shibboleth?

**McDonough:** We're in the middle of that now actually. The Mellon Foundation funded our work on the Database of Recorded American Music and they require usability testing of the whole system. Shibboleth authentication is part of that. We're hoping to finish the usability report this summer.

**LC:** Finally, how was your experience working with ScienceDirect?

**McDonough:** It's been successful both in terms of our interactions with Elsevier and the implementation itself. Our contacts at ScienceDirect have been great at providing us with information and keeping us apprised of new developments. ■

### Activities Abound at ALA Midwinter January, Boston, Massachusetts, USA



This year's ALA Midwinter saw plenty of activity on the Elsevier booth. Delegates may have noticed the Scopus sweaters worn by our team.



The topic of the 7th Elsevier Digital Library Symposium, moderated by Karen Hunter (far right), was archiving rare and historic digital materials. Speakers included (left to right) Richard Horton, Editor and Publisher of *The Lancet*; Chet Grycz, CEO of Octavo Publishing; and Paul Gherman, University Librarian at Vanderbilt University.

Paul Gherman described the history and development of video news digital archives at Vanderbilt University. Major American network news programs have been archived at Vanderbilt and copies of evening news segments are available on interlibrary loan. Chet Grycz presented a display of digitizing rare and historic books using software and equipment from Octavo. He demonstrated the ability to zoom in on portions of the scanned page to see minute details, often unobserved by the human eye. Richard Horton spoke about the importance of digital archives to the public and historical record, as well as in new discoveries and the advancement of medicine. *The Lancet* digital archives now go back to volume 1, issue 1.



Left to right: Warren Holder, University of Toronto; Richard Sweeney, New Jersey Institute of Technology; and Amy Knapp, University of Pittsburgh, discussed their experiences as Scopus Development Partners.

At the LC Editors Session, potential authors heard from LIS journal editors about how to get published. A lively Q&A followed.

Left to right: Chris Pringle, LIS Publisher, Elsevier; John Carlo Bertot, *Government Information Quarterly*; Connie Foster and Beverly Geer, *Serials Review*; Tefko Saracevic, *Information Processing & Management*; Peter Herson, *Library and Information Science Research*; and David Kohl; *Journal of Academic Librarianship*. ■



### Third Annual CAT Forum Tackles eLearning January, Boston, Massachusetts, USA

Elsevier's Customers and Technology (CAT) Group brings together digital-information experts from around the world and helps forge solutions to challenges facing researchers, libraries and publishers. This year's forum focused on eLearning and digital archives.



Vijay Kumar, Assistant Provost and Director of Academic Computing at MIT, delivered the keynote talk, "The Future – Technology Enhancements of Teaching and Learning." His comments covered MIT's use of iLabs, tablet PCs and Magic Paper software, as well as the championing of open courseware.

Ann Okerson, Associate University Librarian for Collections and International Programs, gave an update on some new initiatives at Yale and talked about the emerging role of the library in instruction. From Harvard, Dale Flecker, Associate Director for Planning and Systems, discussed issues surrounding the use of digital library content through course management systems. Other speakers included Robert Zotti, Program Director Online Learning/CPE at Stevens Institute of Technology, and Warren Holder, Electronic Resources Coordinator at the University of Toronto. Contact Geoff Adams at [g.adams@elsevier.com](mailto:g.adams@elsevier.com) for more information. ■

### Scopus a Hit at Information Online February, Sydney, Australia



Elsevier customers attended an exclusive breakfast launch event for Scopus, offering a sneak preview before a full demonstration of the product was unveiled at Sydney Online.

The booth was abuzz with enquiries, as librarians gathered answers for the "Scopus. Find Out." contest. The winner of a Casio digital camera was Ms. Lucy Cartmel from Monash University.

Throughout the show, librarians could be seen on the exhibit floor sporting Scopus badges as part of the "Be Spotted" campaign. ■

**It All Started in Karlsruhe ...**  
*February, Karlsruhe, Germany*

February saw the start of the roll out of Scopus in Europe, the Middle East and Africa with the first Scopus roadshow in Karlsruhe. Our picture shows Joris van Rossum, Scopus Product Manager Content (left), talking with participant Jaime Acevedo-Alvarez of the Fraunhofer Institute (right). Andrea Schweikert, Director Global Sales Scopus commented, "I was impressed by the interest and depth of questions we got from librarians and look forward to many such events in the region." ■



**GPS Aids PALINET/Elsevier Team Effort**  
*February, West Virginia and Pennsylvania, USA*



West Virginia Wesleyan College was just one of the venues reached when Elsevier teamed up with PALINET to bring information to its members. PALINET is a cooperative member organization for libraries in

Pennsylvania, West Virginia, Delaware, New Jersey and Maryland. During five events in West Virginia and Pennsylvania, Elsevier representatives spoke with more than 30 academic and corporate institutions about Scopus and other products. Chris Martire, Manager of Cooperative Purchasing with PALINET, was instrumental in planning and delivering the programs. She expressed her thanks to Elsevier for sponsoring "such an informative and user-friendly roadshow and ... for ensuring we had the GPS route planner on hand to keep us on track through our journey!" ■

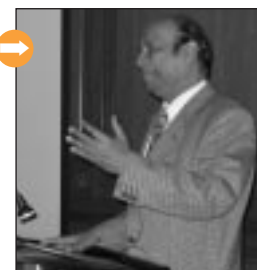
**Building the Digital Collection, IFLA/RSCAO**  
*February, Damascus, Syria*

An LC seminar attended by 65 Syrian librarians was included in the program of the International Federation of Library Association (IFLA/RSCAO)'s event at the Asad National Library in Damascus — the first digital library congress held in Syria. ■



**In a Click of a Mouse! Four-City Scopus Launch in India**  
*February, New Delhi, Mumbai, Bangalore and Hyderabad, India*

Librarians and library directors from four major Indian cities attended Scopus launches in February. In New Delhi, Professor Arun Nigavekar (pictured right), Chairman of the University Grants Commission (UGC), launched Scopus to the invited gathering. His speech highlighted the goals of the UGC. Equity of access is key to the UGC's vision; no matter what part of India a researcher may be from — Thiruvananthapuram in the south or Gauhati in the northeast — it's imperative they can access quality information.



Professor Ashok Raina, a renowned string theory scientist from India's top fundamental research institute, the Tata Institute of Fundamental Research, and Professor Gangan Prathap, Scientist In Charge, Centre for Mathematical Modeling and Computer Simulation, performed the honors in Mumbai and Bangalore respectively. Dr. Prathap's recent paper on research assessment describes a study for which he used Scopus extensively.

Guest speakers also included Dr. S. Krishnan from the National Chemical Laboratory and Dr. E. Rama Reddy from the University of Hyderabad. Both were invited to share their experiences as Scopus customers. ■

**Library Connect Seminar for Canadian Research Knowledge Network (CRKN)**  
*February, Toronto, Ontario, Canada*

Left to right: Charlotte Stewart, McMaster University; Lorraine Busby, University of Western Ontario; Tony Horava, University of Ottawa; and John Teskey,



University of New Brunswick take part in a panel moderated by Ben Schmidt, Technical Director, CRKN. The LC seminar, attended by 28 librarians representing 13 universities and 2 consortia, provided a forum for sharing information, receiving feedback, and discussing topics of interest to the CRKN.

One topic with particular resonance was the changing role of the librarian in the digital environment. With users accessing information from their workstations rather than coming into the library to browse and read, and similarly, with researchers now doing their own searches, it's becoming increasingly difficult for librarians to understand users' needs and priorities. ■

## Getting Out and About: Listening is First Priority for New Chief Exec

*Elsevier Science and Technology is one of the two Elsevier publishing divisions, the other being Health Sciences. For S&T's dynamic new CEO, Herman van Campenhout, getting to know his staff during his first few weeks with the company has been a number one priority. He's made a big dent in this task already and a big impression on us. Watch out librarians, he'll be concentrating on making connections with you next.*

**LC:** What were you doing before you came to Elsevier?

**Van Campenhout:** In 2001, I joined Reed Business Information BV as CEO for the Netherlands. Before that, I was with the Royal Dutch Shell group for 17 years. At Shell, I worked in all kinds of jobs, most of them abroad — in Europe, South America, and Africa. I began my career there in sales and marketing, and later moved into general management.

**LC:** Why did you want the job of CEO for Elsevier Science and Technology?

**Van Campenhout:** Two reasons. The first is that Elsevier is a truly global business, even more global than many other “global” companies; we’ve got connections everywhere. And we’re in a business that makes a difference in the world through the proliferation of scientific and medical knowledge. What really appeals to me is that it’s a business that’s not just a business; we have a meaningful connection with society. People talk about publishing, it’s important; it’s not like selling cookies. We have contacts with many stakeholders throughout society — with the scientific community, with librarians. What we do is important and the people we connect with make a real difference in the world.

**LC:** What’s your vision for Elsevier in the immediate future?

**Van Campenhout:** I’ve only been on board since January but my starting point has been to get connected with the Elsevier community. That means traveling around a lot, talking with as many of our staff as possible, introducing myself to management teams and speaking with people in their offices. I’m doing this to make sure I really understand the business and really get to know the people who work for Elsevier. I know it sounds like a bit of a cliché but it’s true: In the end, we depend on our people and that’s why we have to listen carefully to them. It’s not the buildings, it’s not even the brand names, it’s what’s between the ears of our staff. So, I think it’s very important to listen to their input.

Next, I will make sure that I get in touch with the outside world. That means librarians, editors, researchers — anyone who contributes to, buys or makes use of our

products — to make sure I know what makes them tick.

My vision for Elsevier is to come up with new and innovative ideas, building on the high-quality products we have, and, of course, to grow our business so we see substantially higher than average market numbers.

Exactly how am I going to that? Ask me in a few months.



Herman van Campenhout

**LC:** When you think of Elsevier, what are you most proud of?

**Van Campenhout:** Our people and the products, really. The products are top notch and nobody denies that. And we have very good staff. They want to make our organization work, and they’re highly qualified to do that. Those are things that make me proud.

**LC:** What do you think are the major challenges we face?

**Van Campenhout:** Our world is changing very quickly around us. The main challenges are to do with repositories, open access, web posting and search engines. What’s important though is how we work together with colleagues — from diverse fields — involved in these areas. I believe that in these challenges we will find fantastic opportunities.

**LC:** We’ve heard customer focus is particularly important to you and the Elsevier Board. Can you say a few words about that?

**Van Campenhout:** At the end of the day, our customers pay all our paychecks and it’s really important to know what’s going on with them — to know what they really think, to know what their wishes and desires are. You can only know that if you go out to them and talk to them, if you see them, if you connect with them. We should not get bogged down in internal discussions. We all need to go out and see real customers and understand what makes them tick.

**LC:** What do you think are some of the challenges our customers are facing?

**Van Campenhout:** I’m still learning, but the first thing librarians have told me about is decreasing budgets. But further to this, librarians and libraries are challenged with redefining their roles and mission in a rapidly changing environment fueled by new technologies, new Internet economics, and even political policy. Most of the librarians I’ve met so far relish the opportunity and excitement that these challenges pose. It’s a very vibrant community.

**LC:** Do you think we have any challenges in common with our customers?

**Van Campenhout:** One interesting challenge is that publishers and librarians are working so hard to create a seamless integrated experience for end users that we might both be obscuring our value to the reader. Scientists and students increasingly may not recognize the value of the librarians and publishers who are creating and delivering the information at hand.

**LC:** You attended ALA Midwinter in Boston. What did you take away from that experience?

**Van Campenhout:** One thing that has stuck with me is how well received Scopus was. I spoke to many librarians and had the opportunity to have dinner with some of them. Those interactions gave me some excellent insights into what's important to librarians and how they see the world.

**LC:** What do you think is most important when engaging with customers?

**Van Campenhout:** Really listening to them. It's the only way for us to know which products we should make and what kind of customer service we have to give. You cannot establish that from within a silo, from your ivory tower or from talking to your own staff. You have to engage with customers as well. We should be a 100% externally focused company. Anything we do should be based on feedback from our customers. We have to do research, we have to engage with customers, we have to show that we care, and we have to care.

**LC:** Do you know any librarians?

**Van Campenhout:** Actually, although not a librarian herself, my mum has worked in a library for 20 years.

**LC:** What is your experience of libraries?

**Van Campenhout:** As a business and law student, I used the library, of course, and I still go to libraries regularly with my children.

**LC:** What does a library mean to you?

**Van Campenhout:** Libraries mean "discovery" to me. Anyone who steps into or "clicks" into a library has opened a door to learning — and that means opportunity and discovery.

**LC:** When it comes to your legacy for Elsevier you want to be seen as "the man who ..." did what?

**Van Campenhout:** ... turned Elsevier into a 100% customer-focused business. Customers need to be at the beginning and end of every conversation we have. ■

## Full Moon

*Full Moon is a new column from our Director of Library Relations, Tony McSeán, that aims to bring some light relief to LC, and share funny stories and experiences from across the globe. Contact us at [full.moon@elsevier.com](mailto:full.moon@elsevier.com).*



Elsevier needs a grown-up newsletter that provides a good, professional read for the working librarian, as well as the product and company news we think might interest you. However, working in a library is not all customer service objectives and mentor realization initiatives. Sometimes, when it's your turn on the reference desk and the students decide it's *Bring your pet to the library day* and the baby alligators get into the water cooler, sometimes it's just bonkers out there. And at times like this you realise another article about maximizing your customer interface potential is not what's needed.

What *Full Moon* aims to provide is a section of *LC* slightly less firmly rooted in sanity's subsoil. In particular, we'll be inviting you to share some of the crazier moments of library life — things that have lightened your working day. So, here we go.

### They Asked for *What?*

We are starting off, as is only right since that is where youthful enthusiasm is broken on the wheel of reader madness, at the public service desk. Everyone who has ever worked on a reference desk has at least one example of a question that might make some sense on Planet Barmy but down here just makes the working day seem to stretch out like the Russian Steppes.

So please, send us the funniest and strangest questions you've ever been asked. We'll print our favorites in forthcoming issues, and award a US \$50 American Express Gift Card for every question we print.

Just to whet your appetite, and to prove it's not only librarians who face this sort of challenge to the equilibrium, here are some genuine queries received by the British Medical Association's Press Office. It will come as no surprise that not all were answered.

- Would it be OK if I asked my doctor out on a date?
- On the subject of xenotransplantation, what does the BMA think about the ethics of a patient meeting the animal in question before being transplanted with one of its organs?
- Is there anyone who can tell me what men's nipples do?

And, most inexplicably:

- Do you have a photo of a camping stove?

You get the picture. Please enter your submission online at [www.elsevier.com/libraryconnect](http://www.elsevier.com/libraryconnect) and help brighten the humdrum lives of *LC* editorial. ■



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## STAYING CONNECTED

### Upcoming Events 2005

#### APRIL

- 3 Library Connect Seminar, Dubai, United Arab Emirates
- 4 SLA Pharm/Health Division, Las Vegas, NV, USA
- 5-8 EDUCAUSE Australasia, Auckland, New Zealand
- 7-9 Association of College and Research Libraries, Minneapolis, MN, USA
- 8-9 Scopus Showcase at ACRL Minneapolis, MN, USA
- 7-9 Singapore and Malaysia Library Association 50th Anniversary, Kuala Lumpur, Malaysia
- 11-13 United Kingdom Serials Group (UKSG), Edinburgh, UK
- 13 Russian University Library Conference, Yaroslavl, Russia
- 13 Corporate Library Connect Seminar, San Francisco, CA, USA
- 18-20 Library Conference Opatje, Croatia
- 28 Scopus Showcase, Elsevier, New York, NY, USA

#### MAY

- 5 Library Connect Seminar, Rio de Janeiro, Brazil
- 15-18 Medical Library Association, San Antonio, TX, USA
- 16-17 Scopus Showcase at MLA, San Antonio, TX, USA
- 18 Elsevier MLA Luncheon, Venue and Guest Speaker TBA, San Antonio, TX, USA (RSVP required)

- 19-20 Japan Medical Library Association, Niigata, Japan
- 24 Library Connect Seminar, Hanoi, Vietnam
- 24 -26 Inforum, Prague, Czech Republic
- 25 Library Connect Seminar, Ho Chi Minh City, Vietnam
- 27 Library Connect Seminar, Yarmouk University, Irbid, Jordan
- 30 – 6/3 Libraries in the Digital Age, Dubrovnik, Croatia

#### JUNE

- 1 I-EXPO, Paris, France
- 1-3 European Library Automation Group (ELAG), Library Systems Seminar, CERN, Geneva, Switzerland
- 5-8 Special Libraries Association, Toronto, Ontario, Canada
- 5 Elsevier SLA Dessert Reception, Hockey Hall of Fame, Toronto, Ontario, Canada (RSVP required)
- 6-7 Scopus Showcase at SLA, Toronto, Ontario, Canada
- 15-18 Canadian Library Association, Calgary, Alberta, Canada
- 16 Korea Library Director's Forum, South Korea
- 25-28 American Library Association, Chicago, IL, USA
- 26 Elsevier ALA Dessert Reception, Sofitel, Chicago, IL, USA (RSVP required)
- 26-27 Scopus Showcase at ALA, Chicago, IL, USA

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