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The list includes 20 Elsevier journals, many published on behalf of renowned societies. Among Elsevier journals named on the list are three from Cell Press, an imprint of Elsevier. These three are Cell Press’ flagship journal, Cell, as well as Current Biology and the American Journal of Human Genetics.

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Welcome

Always, as information professionals, we seek to communicate clearly the value of our services and products. Especially now, in the midst of difficult economic times, communicating our value becomes even more important.

So how can we best communicate our value? There is, of course, no one-size-fits-all answer. First, we must understand our customers’ needs and how we fulfill those needs, as well as how we define and measure our impact. Then we must each tell our value story in a compelling and real way that others can easily understand and appreciate.

To help address the fascinating but complicated topic of communicating value, this issue brings together various viewpoints. Among articles published here, you’ll find:

- Daniel Calto talking about Elsevier’s upcoming performance planning and funding solutions;
- Jack Maness discussing how academic libraries save researchers time and money;
- Denise Pan advocating taking a leadership role in the academic enterprise;
- David Tyckoson explaining why and how Fresno State opened a new library this year; and
- Xiaoguang Yang offering advice on how to lobby your governing body for library funds.

And you’ll find Ian Rowlands pointing out, in his interview regarding the connection between readership, expenditure and research outcomes, “The entire scientific community (scholars, publishers and librarians) could improve its promotion of the added value it provides.”

On that inspiring call to action, let me conclude. I trust you, as I have done, will find this issue full of advice and insights useful in navigating the waters of this turbulent time.

Kind regards,

Shira Tabachnikoff, Director Corporate Relations, Elsevier, Amsterdam, The Netherlands

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ScienceDirect turns 10 in 2009

By Lindi Belfield, Senior Product Manager, Elsevier, Amsterdam, The Netherlands

It’s hard to believe 10 years have passed since ScienceDirect, then the new baby on the block, was launched. Access to the world’s literature via the World Wide Web has revolutionized the work of researchers.

For those of us who worked on ScienceDirect way back in the mid ’90s and the commercial launch in 1999, it was a very exciting time. There were no blueprints on how to build such a database, and no benchmarks to tell us what to expect from users, so the adrenaline ran high as we watched the usage go through the roof, breaking our expectations every few months.

Today we celebrate the 2 billionth downloaded article, which translates to a staggering 925 articles every minute, somewhere in the world! Ten years ago we calculated that the average CPA (cost per article used) was approximately US $16. Today, because ScienceDirect is accessible anytime, anyplace, anywhere, the average CPA is down to $2.40. That’s good news for librarians, as it represents increased use of scholarly resources they make available to users.

Facing backfile challenges

During ScienceDirect’s history, one of the most daunting projects undertaken has been the backfile program which has digitized the majority of Elsevier-owned journal content prior to 1995. Just to give you an idea of the content involved, the Lancet goes back to 1823 and has published nearly half a million articles.

The project has taken 6 years so far, and now ScienceDirect offers more than 4 million backfile articles. Just trying to find the source material has proven a Herculean task: Basements have been raided, editorial offices plundered and chief editors sent begging letters for that elusive missing volume 1, issue 1. The first shipment to the digitizing agency filled four sea containers and two air cargo containers, and that was just the start. Six years on and we are still looking for some missing issues (0.2% or about 500 issues); we are working with international libraries and universities, and we won’t give up! Of course, once we find missing back issues, sometimes they have to be treated before they can be digitized. See the above images of pages from the Lancet.

Sizing up ScienceDirect today

Numbers play a big role in ScienceDirect, but can lose their meaning with all those increasing zeros. So what might today’s 9 million articles in ScienceDirect actually look like? Well, if you were to build a tower of all the article pages, it would be 45 times as tall as Elsevier’s Radarweg building in Amsterdam.

Ten years ago we launched a website that resembled something very similar to a library with a catalog system, and a lot of our effort was educated guesswork. Since then much has changed. Today we work closely with users and have built up a development partner program spanning more than 30 institutes and corporations around the world who regularly help us develop new concepts and test our solutions so that they reflect the needs of our users.

ScienceDirect itself has changed and evolved tremendously over the last 10 years, not just with new features, but also with functionalities that match the changing behavior of our users. For example, 10 years ago we had to indicate that if you clicked on a particular button something would change — the type of online action we take for granted today. Most important over recent years has been adding more value to articles than is possible in the print world, e.g., presenting additional files related to an article such as video, audio or background data.

Looking into the future

Currently we are looking to partner with companies specializing in semantic search technologies and visualization techniques to enhance the intrinsic value of our content. So what will ScienceDirect look like 10 years from now? According to Elsevier Vice President, Product Management, ScienceDirect Rafael Sidi: “One thing is for sure: It will be different. Technological change is opening up new opportunities and innovative ways of working with researchers and research workflows. It’s an incredibly exciting time to be working in this industry, helping to shape and build the solutions of the future.”

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9 Million Articles in Perspective

9 million articles = 75 million pages = 37 million double-sided pages = >4 kilometers = 45 Radarweg buildings

If stacked up, the 9 million articles in ScienceDirect today would be more than 4 kilometers tall, or 45 times the height of Elsevier’s Radarweg building in Amsterdam.

www.elsevier.com/libraryconnect
Finding the connection: Readership, expenditure and research outcomes

Dr. Ian Rowlands and Professor David Nicholas, with the Centre for Information Behaviour and the Evaluation of Research (CIBER) study group, recently published a preliminary report entitled *E-journals: Their Use, Value and Impact*. Here, Dr. Rowlands shares with Library Connect readers some insights relating to findings offered in that report.

*— Chrysanne Lowe, Vice President, Global Customer Marketing, Elsevier, San Diego, CA, USA*

**Chrysanne Lowe:** Though you’re only halfway through the study covered in your new report, already you’ve released some eye-catching results. Please, can you share any with us?

**Ian Rowlands:** One of the first things we noticed was a strong correlation between library spending on e-journals and usage. This correlation is not as obvious as it might first appear. Worldwide, approximately US $8 billion is spent annually on scholarly journals. The strong correlation between expenditure and usage demonstrated in our study seems to suggest that e-journals are not simply being subscribed to for the sake of completeness of the library.

*And you found a correlation between usage and research output?*

Yes. It seems that universities with higher download figures also award more PhDs and publish more papers, even when we take the size of the institution into account. Whether this is merely coincidental remains to be seen.

*Also, looking at your initial analysis of the data, you see a significant pattern in the relationship between the number of downloads and the value of research grants awarded to universities. Yes. This apparent correlation, which is also scale-independent, needs further investigation, but is certainly intriguing.*

*How did you come to investigate the connections between readership, expenditure and research outcomes?*

I’ll tell you a story. We speak often to a UK university librarian who goes to her provost each year asking, “Can I have 5-10% more?” This year, her provost said no. This year, the provost decided to put the money into building a car park because it has a much more immediate return. The point being is that we need more evidence to make the case as to why the provost should sign those checks for the library.

*So far, are the results of your investigation meeting your expectations?*

When we initiated this study, we simply didn’t know what questions to ask, because the whole field of electronic journals (e-journals) has been changing so quickly, both in terms of technological advances and growth. Digital libraries have only existed for 15 years, at the most, and represent the first major change in the library environment since the invention of the printing press. In historical terms, we’re only just getting used to this new environment.

*What data did you have to work with?*

The rise of electronic publishing and electronic access to resources means it’s now possible to collect vast amounts of information about how universities, departments and individuals use these resources. We’ve also checked for the library. Even when we take the size of the institution into account. Whether this is merely coincidental remains to be seen.

Health science eBooks launch on ScienceDirect

Over 600 clinical medicine, veterinary medicine, and health professions book titles are launching in Health Science eBook Collections on ScienceDirect in May 2009.

Elsevier’s health science books are published under the imprints W.B. Saunders, Mosby, Churchill Livingstone, and Hanley and Belfus, publishers with a medical and health science publishing heritage dating back to 1888. Prior to now, Elsevier’s health science books have only been available through MD Consult for clinical practitioners and medical education, Evolve eBooks for health professions education, and Veterinary Consult for veterinary medicine education.

Now that over 600 of Elsevier’s health science books are on ScienceDirect, more researchers across the world can access these valuable content resources. And their authors can benefit from greater visibility, increasing the potential for research collaboration and recognition.

The addition of the Elsevier Health Science eBook Collections follows the successful launch of Elsevier’s Science & Technology book titles on ScienceDirect in 2007, and contributes to the evolution of the ScienceDirect platform into a comprehensive and complete source of global scientific knowledge.

Sign up for new Science Connect newsletter

Science Connect is the new, freely available, bimonthly newsletter delivering updates on ScienceDirect, Scopus, SciTopics, 2collab, Scirus and Elsevier’s new workflow solutions launching in 2009 and beyond.

See the inaugural issue of Science Connect: www.info.sciencedirect.com/science_connect/index.htm

Subscribe to Science Connect: www.info.sciencedirect.com/science_connect/subscribe
Grant funding workshops help faculty, staff and graduate students

By Leslie Delserone, Julie Kelly and Jody Kempf, University of Minnesota Libraries, St. Paul and Minneapolis, USA

At the University of Minnesota, librarians conduct workshops on the effective use of online resources to identify possible funding sources. This is a joint effort of the university’s libraries and the Office for the Vice President for Research (OVPR).

During the recent ACRL 14th National Conference in Seattle, we presented a poster to share the highlights of our grant funding workshops. In sharing those highlights again, we hope to inspire other librarians to consider similar projects.

The backstory
In 2006, campus-wide planning revealed a lack of support for the identification and acquisition of external funding. In previous years, the libraries had taught a workshop on the nuances of effectively searching various subscription databases that index grant opportunities. The libraries approached the OVPR, and staff from both offices collaborated to redevelop that existing workshop. Librarians brought search skills, instructional experience, personnel to teach the sessions, and connections to each department on campus. OVPR staff brought training expertise, an overview of researchers’ current needs, funds to pay for the database subscriptions, and an effective communication network.

The resulting workshop, “Grant Funding: Search Tools and Resources,” premiered in 2007 with the goals of increasing awareness of the tools, teaching basic but effective search strategies, and informing researchers about the value-added services as well as idiosyncrasies of each database.

What’s happening today
Each 75-minute, hands-on “Grant Funding: Search Tools and Resources” session covers:

- Navigation of internal funding resources;
- Identification of sources for awards earned recently by University of Minnesota faculty or graduate students;
- Demonstration and practice in the grants databases to which the university subscribes; and
- Creation of email alerts, when available, in each database.

OVPR posted the workshop materials online and has used its wide network to enthusiastically promote the training to faculty, staff and graduate students. Sessions have been well attended; to date, more than 300 people have participated in over 30 sessions. Among the initial attendees were grant coordinators from departments and colleges, and many commented that, despite past use of some of the tools, they still learned new skills.

When announcing the sessions to its network of directors of graduate study, the OVPR encouraged many graduate students to come to the sessions, and, so far, graduate students have comprised over 70% of session attendees. As a result, we’ve added sessions specifically for graduate students, and for individual departments we’ve conducted sessions with an emphasis on topics of special interest to graduate students.

Our collaboration meets a critical need of the shared constituency of the libraries and the Office for the Vice President for Research.

Given the continued demand from graduate students and individual departments, we recruited librarians who have taught train-the-trainer sessions to all liaison librarians. As a result, all of the University of Minnesota’s liaison librarians now have this additional “tool” — teaching how to search for funding opportunities — to offer their departments or colleges.

The keys to our success
Upon reflection, we’ve determined that the keys to our success are:

- Putting our search skills to use wherever needed;
- Cultivating relationships with supportive campus partners, to enhance the institution’s research climate;
- Sharing well-established communication networks, to more effectively promote resources and services; and
- Actively pursuing the libraries’ involvement in campus strategic planning initiatives, so the libraries take an active role in both planning and implementation of information-related areas of the university’s plan.

Our collaboration meets a critical need of the shared constituency of the libraries and the OVPR, supports the libraries’ and university’s strategic planning processes, and embeds the libraries further in the research process at the University of Minnesota. You could say that our collaboration is a win-win, all the way around.

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Elsevier introduces SciVal: Performance planning and funding solutions

By Daniel Calto, Director of Product Management, Elsevier, New York, NY, USA

In 2009, Elsevier is starting to provide information and workflow tools that help researchers and institutional decision makers evaluate, establish and execute their research strategies.

These new tools will give institutional leaders, researchers and administrators innovative solutions helping them to better achieve the aims of the research university or institute: namely, the production and advancement of knowledge in critical areas ranging from cancer research to mathematics to the economics of developing countries.

SciVal Spotlight allows institutional leaders to identify distinctive areas of research strength within their institutions and make key decisions based on high-quality data derived from Scopus.

The information and insights gained by SciVal Spotlight will help leaders to:
- Identify specific areas of research excellence, and emerging strengths, to use as comparative measures of performance among other institutions;
- Identify new research opportunities by displaying areas of expertise in a multidisciplinary view;
- Review competitive standing by tracking performance against major competitors for each area of research, and determine areas of research leadership that are at potential risk of being overtaken by competition; and
- Search for collaborators by determining potential sources for research collaboration.

SciVal Funding addresses the urgent need to find comprehensive funding opportunity information for researchers at all levels of the institution, from graduate students to senior faculty. It not only delivers targeted and relevant funding opportunities based on prepopulated publication profiles, but also gives the user detailed information on successful grant recipients and which publications have resulted from those grants. This information can maximize a researcher’s chances of obtaining funding in a very difficult funding environment, and can be used by research administrators to analyze funding trends to better support their faculty’s grant submissions and guide them to success.

SciVal Spotlight and SciVal Funding are the first two of Elsevier’s new solutions.

In the pipeline

Besides SciVal Spotlight and SciVal Funding, another solution aimed at research management is now in development. It will allow universities to improve management of their specific research portfolios and track individual faculty productivity with more precise and flexible metrics.

Also, a version of SciVal Spotlight targeted to the needs of government customers is in early planning stages. And, as Elsevier creates a long-term strategic plan geared to meet the needs of our customers, other possibilities for new solutions are being explored.

If you’d like to find out more about SciVal Spotlight or SciVal Funding, please speak with your Elsevier account manager or account development manager.

Under the new SciVal brand, starting this year, Elsevier will offer a full spectrum of workflow solutions addressing performance and planning needs at all levels of research institutions.

Resources

Opening a new library in tough times: Here’s why and how we did it

By David Tyckoson, Associate Dean, California State University, Fresno, USA

On February 20, 2009, the new Henry Madden Library at our university opened to the public. At 360,000 square feet and US $105 million, this was the largest academic project ever at Fresno State, resulting in the largest library at any of the California State University system campuses.

At a time when the world economy is in the worst recession (maybe even depression) in our lifetime, at a time when universities and libraries of all types are slashing budgets, why did this happen? Why did we build a library and make it the largest academic building on campus in an era when “everything is on the Internet”? And did we experience, along the way, any bumps due to the turbulence of these economic times?

Following is our story, which I hope may help other administrators facing completing or needing to launch construction of new libraries despite the challenging economic climate.

Meet an established need

Although our new library opened in 2009, the process to create it took a long time. From his arrival on campus in 1989, former dean Michael Gorman worked with the university administration to promote the need for a new library building. The previous building (opened in 1956, and added onto in 1981) had long since reached capacity. Shelves occupied space needed for seating, and the building was completed before today’s standard information technology was even a dream. Retrofitting or adding to the building became prohibitive. Over the years, a new library building rose to the top of the list of campus building needs.

Secure stable funding

Nothing destroys a capital project faster than losing its funding. If a project’s budget is reduced while the project is in process, an envisioned large building that truly meets the needs of a campus can become a bare-bones building that isn’t much of an improvement over an existing structure.

At Fresno, the new library project didn’t begin until a stable funding base was identified. For this project, a 2003 statewide bond issue provided that funding. With the tireless work of the library dean and university president, the new library at Fresno State was designated for $90 million from Proposition 55. When that bond issue passed, the library project took off.

Design for the ages, not for today

Once you have secure funding, the hard work begins. What does a 21st-century library look like? What services, technologies and features affect the architecture of a new library? Do we build the best library of today — or a building that will function today, tomorrow and long into the future? This is a balancing act with no clear answer.

At Fresno, we wanted a building that would grow and evolve over time. As a result, we incorporated several design features that we believe will adapt to future needs. These features include emphasizing flexible open spaces and making technology ubiquitous.

Plan a realistic timeline and expect challenges

After the passage of the bond act in March 2003, an architect, A.C. Martin from Los Angeles, was hired and basic designs developed. Since we were replacing an existing building, we moved out in 2005 and tore it down in 2006. The 1981 addition served as our home until May 2008, when we moved out completely to allow for renovation of that area. The entire project was to be completed by the end of December 2008.

From May through December 2008, we were forced to provide library services with minimal physical facilities. All of the books were in a warehouse 12 miles from campus and were paged on request. Reference and circulation services were conducted out of a temporary location, and staff were scattered around campus, with the majority sent to modular units (i.e., trailers). No classrooms were available for instruction. Despite these sometimes frustrating circumstances, we continued to provide all library services.

Looking for design features to create a library for the ages?

Learn from the Henry Madden Library’s forward-looking design features, which include:

- **Incorporating flexible, open spaces.** As much as possible, we avoided fixed walls and created large open spaces. This gives the flexibility to adapt to future needs.

- **Building for people, not materials.** Wherever possible, user stations are in desirable locations (near windows, for example), with materials, offices and other rooms in less desirable areas.

- **Making technology ubiquitous.** In many new libraries, the building is centered on technology.

- **Providing a variety of user spaces.** Despite the analyses of Millennials and Generations X and Y, not all users are the same. Some like quiet, some like noise. Some like to see and be seen, some like to hide. Some need computers, some bring their own. In designing user space, we incorporated variations so users can find spaces fitting their own learning styles.

- **Creating spaces for special events.** A library is much more than a collection of books and computers: It is also a social space. To make the library central to the campus, we created spaces for exhibits and events.

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Lobbying your governing body for library funds: Communicate clearly and deploy library champions

By Xiaoguang Yang, Director, Beihang University Library, Beijing, China

Adequate funding is vital to keeping a library alive. Beihang University, formerly named Beijing University of Aerospace and Astronomy, has been undergoing a dramatic change from being a polytechnic to a comprehensive academic institute. This transformation is posing a big challenge for our library: We now need to raise additional funds to provide academic resources supporting newly built disciplines, such as bioscience, engineering, law, economics and literature.

In a word, lobbying for library funds isn’t easy work for a library director at this time.

Generally, for Chinese university libraries, funding is mainly dependent on their governing bodies and rarely comes from external sources. As I’ve served as a library director since 2005, experience has taught me that there are strategies that can help improve your success when lobbying governing bodies for library funding.

Two strategies key to successful lobbying for academic library funding are:

1. Communicating clearly with the library’s funding body.
2. Deploying library champions.

First, communicating clearly means the library director should make sure the governing body, possibly including vice presidents in charge of the library and financial affairs, is regularly updated on the library’s financial requirements and situation. Communicating clearly involves building closer relationships. When library directors enjoy closer relationships with library funding bodies, we understand better our universities’ annual financial and strategic plans. And then we’re able to submit more constructive and easily approved library budgets.

Second, asking library champions to help in outreach is another efficient way to help communicate the value of the library to the university and secure library funding. Our practice is to make the key professor of each discipline responsible for helping spread the good word, university-wide, about the library. What key professors have said can have a great impact even with the university president.

In a word, lobbying for library funds isn’t easy work for a library director at this time. It is a problem, solving one problem only to find another cropping up. A director today must not only struggle for enough budget, but balance the different requirements. But a little bit of strategy can go a long way.

Conclusion

Fortunately, our users looked beyond the old and borrowed furniture and saw the new library for what it really is: the academic centerpiece of campus. From the first day, they’ve flocked to the building. Using books and computers and journals, they sit in every type of space. They meet with friends, drink their coffee and experience the new library. Before we opened, we were a great new building. Now that our faculty and students are using it, we are a great new library.

When times are tough, people need libraries more than ever.

It looked like we would have a new building with no signage, no place to sit and no trucks to use in shelving materials. After considerable deliberation, we decided to go ahead and open our new building using as much old and borrowed furniture as possible. We repossessed our old book trucks and paid for our own signs. To pay for new signs, we used library operations funds instead of building project funds. We felt new signage was important enough to forgo using those operations funds for other needs. The determining factor guiding the reopening was that our users — students and faculty — deserved a full-service library again.

When times are tough, people need libraries more than ever. Although it may be more difficult to get funding for a new library in today’s economic environment, that money is never better spent. A library is the centerpiece of its community, whether for a college, a city or a country. In Fresno, we see the new Madden Library as serving — and adapting to — the needs of our campus for decades to come.
Academic libraries save researchers time and money

By Jack M. Maness, Associate Director, Engineering Library, University of Colorado at Boulder, USA

A staff member in my library recently received an enormous compliment from a graduate student in environmental engineering. Paraphrased, it read something like, “I can’t imagine how a preeminent research university could possibly exist without a reference desk.”

To me, this meant one thing: This student clearly understood the value of the library in his research and learning. But why? What had we done for him that he valued us so? And how can we communicate this value to others?

What Emily Fidelman, our branch supervisor, had done, was twofold: 1) She had spent time combing through freely available data sets provided by the Environmental Protection Agency, and she had found what the student had not during many hours of searching, and 2) She had determined that a technical standard needed by this student's research team was not owned by the library, and she had offered to have us review it for purchase. No wonder the student was elated. Not only was the librarian willing to spend time, she was willing to have the libraries consider purchasing a new resource in support of his research. This student received help, valuable help, and it came in two manifestations of value: time, and money.

Time manifests our value

Time is an incredibly valuable commodity in our society, simply because demand outstrips supply. And the instructors and students in our nation’s colleges and universities lack it as much as anyone. For the betterment of the human condition they labor, and ample support systems must be in place for them to succeed. Libraries are one of these systems, and one thing libraries do in support of them is save them time. Services like that provided by Emily for this student increase the time available to library users, and the value clearly communicates itself. The support system — comprising libraries and librarians — enables the academic community to succeed.

Money manifests our value

The standard needed by this student was not terribly expensive, nor was it terribly difficult to locate. But it was valuable. It was valuable because the information contained in it was part of the support system necessary for the student to succeed, and our libraries were willing to provide this value. In today’s information universe, this aspect of the value of libraries is often poorly understood by even the most sophisticated researchers. Search engines and publishers’ websites often deliver valuable information to instructors and students in ways that obscure the library’s role in providing such value. But when something is not owned by the library, and the library agrees to purchase it, that value is apparent. In this case, the value — the money — provided by the library was obvious.

Here’s how I communicate our value

When I teach, provide reference or just have informal conversations with students and faculty, I try to communicate the value of the library in these two ways: time and money. I explain that the services we provide save them time. “We’ll do that part for and with you,” is the message. And I explain that libraries purchase, on their behalf, information that could not possibly be afforded by most individuals or departments. “We save you money,” is the message, “and sometimes you don’t even realize it.”

I want instructors and students to understand that libraries act as their personal liaison to the complicated, expensive and ever-changing world of information. And when they grasp that, they see the value of the library: It saves them time and money. As long as academic libraries do this, they will not only provide value, they will be valued. LC

Five questions with “hottest” dean

With Juang Ruey-Shin, Dean, College of Engineering, Department of Chemical Engineering and Materials Science, Yuan Ze University, Taiwan, Republic of China

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1. What does your department expect, in terms of the quality and quantity of its researchers’ output?

Generally speaking, young professors have the impulse and power to do research, and can within 6 years have a good showing as far as quantity. As for senior professors, it is hoped they will devote many years to their research experience and earn good results.

2. How do you lead your department to achieve outstanding research performance?

Basically, it’s a question of the school offering support and reward, while involving teachers and students in the research process. The creation of knowledge brings a sense of achievement which helps sustain research development and the power to improve performance.

3. What advice do you have for postgraduates?

Make sure your papers demonstrate how particular problems are solved.
Communicating the value of libraries and librarians: Take a leadership role in the academic enterprise

By Denise Pan, Associate Director of Technical Services, Auraria Library, University of Colorado Denver, USA

Parallels between everyday life and librarianship are inescapable. In both environments, the current economy and technological advances have challenged the viability of established companies and institutions.

Questioning academic libraries’ sustainability

No academic library can be complacent and assume the campus community recognizes it as the “heart of the campus.” Academic libraries need to reinvent ourselves or potentially suffer the fate of the Rocky Mountain News. Two months shy of its 150th anniversary, the Denver-based newspaper printed its final edition on February 27, 2009. While editorial pages argue that complex factors contributed to its failure, was technology the root of the newspaper’s demise? Why purchase a subscription when free newsfeeds are available online and classifieds are posted on craigslist.org?

Academic libraries need to reinvent ourselves or potentially suffer the fate of the Rocky Mountain News.

Our library patrons could make similar arguments. Why go to the library when “everything is on the Internet”?

To a certain extent, as long as faculty continue to assign library research projects and readings from course reserves, academic libraries have a captive audience. But is this a sustainable model? With every student generation, do we lose value? Are we perceived as an archaic institution supported only for nostalgic reasons? I fear this is a distinct possibility if we do not explicitly articulate our contribution to higher education and the public at large.

Defining academic libraries’ value

So what is the value of libraries and librarians? Certainly it is not to be the gatekeepers of books or a free alternative to bookstores, enabling students to borrow instead of to buy. Rather, our expertise is information seeking and knowledge management.

We assist our patrons with discovery and access to resources by building and sharing our collections, regardless of their packaging or format. Also, we assist our patrons by promoting information literacy — an integral part of our professional knowledge that defines librarians’ work and value.

Teaching students how to learn contributes to their academic success. Promoting critical thinking skills is essential for classroom, career and lifelong achievements. To accomplish this, librarians cannot continue with the status quo of teaching “one-shot” library training sessions. Administering ad-hoc, inconsistent and disparate demonstrations on searching the library catalog and various databases doesn’t create an information-literate student body.

Taking a leadership role

Instead, librarians need to take a leadership role in the academic enterprise, to collaborate with faculty and administrators in learning partnerships, and to develop comprehensive information literacy programs that permeate the curriculum and produce measurable outcomes. By doing so, academic librarians’ contribution to student success and the university mission would be undeniable.

Confronted by dramatic economic, technological, social and political challenges, today’s environment presents a new urgency that motivates us to redefine our academic roles and responsibilities, and thereby reinvent libraries and librarianship.

What advice do you have for PhD students?

Pay great attention to your linguistic skills, gain expertise in specific domains and be sure you possess strong independent study skills.

What are your tips on how to produce a classic research paper?

- Make sure your professor, who’s advising you as you write your paper, possesses expertise making her or him a suitable advisor.
- Concentrate your research energy in a particular direction and make sure your focus is worthwhile.
- Make sure your research technique is easy to understand.
- Write in an accessible manner, so your paper will be quoted or cited. Often, cited papers don’t necessarily follow the formula for “classical” papers. (As the ancients said, something can be too cultured to be appreciated by the masses.)
- Aim at getting your paper published in a high-ranking journal.

Luck actually accounts for not a small proportion of success in producing noteworthy research papers.

This interview is excerpted from a 2008 interview conducted by Elsevier Student Ambassadors Tsung-Hui Liao and Wei-Je Chang at Yuan Ze University, as part of their initiative to identify and then interview the campus’ “hottest” dean. Scopus analysis helped identify Juang Ruey-Shin as the hottest dean.

April 2009 Library Connect newsletter
OARE: A green initiative helping better our global environment

By Daviess Menefee, Global Director for Institutional Relations, Elsevier, New York, NY, USA

Our environment often headlines the news these days and has even found its way into the library world. Library associations now seek to ensure that their meetings become greener in each passing year. I am often asked at library conferences what Elsevier and other STM publishers are doing for the environmental cause. Most frequently asked is, “What programs do you have in place to help with this issue?”

Reed Elsevier supports environmental stewardship

The Reed Elsevier Corporate Responsibility Report enumerates in detail how RE companies are helping improve our environmental footprint. For example, Elsevier and its sister companies support Green Days, namely, activities developed by employees to improve local conditions.

Likely very interesting to Library Connect Newsletter readers is Elsevier’s support of the Online Access to Research in the Environment (OARE) program. Launched in 2007, OARE is the youngest of the three Research4Life programs and is based on the successful HINARI and AGORA programs. The three programs — HINARI, AGORA and OARE — have now combined under a single name, Research4Life (see the box on this page). As part of their mission to assist developing countries improve their access to the world’s research, participating publishers now contribute some 1,300 journals to OARE.

As the most recent addition to the group, OARE is finding broad acceptance in the developing world as the number of its users and its usage grow. This is good news for all of us who are concerned about helping people around the world overcome environmental challenges and improve their living conditions.

Kenyan case study shows OARE’s multiple positive impacts

Let’s look at a specific example of how OARE is improving the environment in one area of the world. In Kenya, Wilkista Nyaora Moturi, the head of Egerton University’s environmental studies program, has conducted research using access to OARE and, using the results from this research, has succeeded in improving the living conditions in two rural communities.

According to Dr. Moturi, during the time she used OARE as part of her PhD studies, it helped her “to improve the quality of life among the Ogiek people in Mauche and Newsiit where diarrhea and coughs, among other preventable ailments, have been ravaging lives of children and many adults in a vicious disease circle.” With the help of local leaders, Dr. Moturi and volunteers established free clinics for children in these areas. Through the clinics they were able to reach out to area residents and teach them how to reduce their risk of infection. Dr. Moturi said, “We are not only bettering people’s lives, we are saving them. Throughout our mission, our free access to OARE played a pivotal role.”

The story does not end there, however. Graduate students in Dr. Moturi’s classes also have derived benefit from OARE. As her students work on their master’s theses, she uses OARE to “guide them to relevant articles and forward to them materials which I deem relevant to their chosen topic of study.” Thus, a new generation of scholars has the advantage of access to current literature in environmental studies.

On a personal note, Dr. Moturi credits OARE with helping her earn her PhD. She has called OARE an indispensable tool and noted, “It not only helped me find literature on environmental health but also allowed me to view how other researchers had structured their projects, allowing me to fine-tune my own research plan and apply an appropriate methodology.”

OARE brings a high return on investment

There are, to be sure, more success stories besides this one. The Kenya case study does, though, demonstrate clearly the high return on investment from the OARE program. The popularity of the program is evident in the number of users that have registered for it. Presently, there are over 1,000 institutions in 90 countries that have access. But there are still many more institutions that are eligible. The challenge now is to get the word to these users.
2008 Elsevier Foundation awards support libraries and scholars across the globe

By Ylann Schemm, Corporate Relations Manager, Elsevier, Amsterdam, The Netherlands

In January, we announced the recipients of the 2008 Elsevier Foundation awards for the Libraries in Developing Countries (ILDC) and New Scholars grant programs. An additional $200,000 was given to the foundation’s newly launched Nursing Faculty Mentored Leadership Development program. This three-year partnership will enable the Honor Society of Nursing, Sigma Theta Tau International, as the leading global professional nursing organization, to work closely with the Elsevier Foundation on creating a new model for mentoring nurse faculty to address the global nursing shortage.

All of the top ILDC proposals concentrated on creating innovative ways to advance development.

So how did we choose the 2008 Innovative Libraries and New Scholars winners? By reading, judging, agonizing over and culling proposals from libraries, universities, associations and hospitals from Africa to America. The scope of the projects ranged from simple digitization, to building an integrated HIV/AIDS Library Information System, to fighting the attrition of talented women scientists in the academic pipeline. Director of Corporate Relations Shira Tabachnikoff and I carefully weighed the pros and cons of the 171 received proposals and selected 30-40 finalists for each program. We then reached out to eight external reviewers with expertise in academic diversity, development or libraries, or with experience working with the World Health Organization. Even Elsevier’s own internal expert, Global Director for Institutional Relations Daviess Menefee, was drafted into a rigorous examination of 20 innovative library projects.

We then scrutinized the finalists again, assessing their potential for maximum sustainability, impact and the ability to serve as international models and reach beyond any single institution into new networks and regions. All of the top ILDC proposals concentrated on creating innovative ways to advance development by addressing important library and information needs in countries where resources are severely constrained. The New Scholars proposals focused largely on academic mentorship, professional skills development, relocation and childcare support at major society conferences.

Our final recommendations were handed to the Elsevier Foundation Board and the rest is history: $355,000 in grants to nine amazing projects. We’ve also gained a great deal from the experience, with expert reviewers willing to brave the adventure again and a definite sense of pride in helping libraries in developing countries create state-of-the-art systems and benefit from strong partnerships within the developed world. Not to mention supporting young academics master that ever-elusive work-life balance.

We can’t wait for the next round of Innovative Libraries and New Scholars proposals to begin arriving. Don’t forget to send us your proposals by August 1, 2009! LC

www.elsevierfoundation.org
www.nursingsociety.org

THE ELSEVIER FOUNDATION

2009 call for proposals

Established in 2002, the Elsevier Foundation currently is welcoming proposals for the 2009 Innovative Libraries in Developing Countries and New Scholars programs.

Proposal deadline: August 1, 2009
Awards announcement: December 2009

2008 Innovative Libraries in Developing Countries grants

- BRAC University Ayesha Abed Library
  Creating an integrated library system using Open Source software KOHA for BRAC University Library in Bangladesh.

- Centre International de Reference Chantal Biya (CIRCB)
  Developing a central library system to collect, document and disseminate HIV/AIDS research from the CIRCB hub in Yaoundé, Cameroon, to outlying health institutes with extremely limited access to information.

- George Washington University (GWU) HimmeLar
  Health Sciences Library
  Assessing the present Eritrean clinical, medical and health information infrastructure and producing a plan to build an integrated information system grounded in evidence-based practice decisions. Supporting the Orotta School of Medicine, Physicians for Peace and GWU Medical Center Training Project in Eritrea.

- Shanghai Jiao Tong University
  Developing China’s first real-time virtual reference system and offering universities an opportunity to share information resources and staff expertise across CALIS, a consortium of 1,000 Chinese university libraries.

2008 New Scholars grants

- Association for Women in Science (AWIS)
  Developing an educational support program to enable the 51 AWIS chapters around the US to help early-to-mid-career women in science, technology, engineering and mathematics learn to manage effectively their personal and professional lives.

- American Physical Society (APS)
  Providing childcare grants to young physicist parents at the large annual APS spring meetings in the US.

- University of the Pacific, Stockton, California, and Museum of New Zealand Te Papa Tongarewa, Wellington, New Zealand
  Providing an integrated approach to childcare and mentoring needs at the annual Evolution conference and so helping ensure young women researchers can attend this critical conference and help reduce their attrition in the field of biology.

- European Molecular Biology Organization (EMBO)
  Subsidizing multilingual onsite childcare services at the 2009 EMBO Meeting in Amsterdam, the first annual life sciences meeting organized by the European Molecular Biology Organization.

- Maternal and Childcare Union, Tbilisi, Georgia
  Creating a framework of national issues, capacities, mentoring and support for women scientists in the nation of Georgia.
resources. Various public agencies collect statistics on library investment in the UK, such as how much each university spends on resources like e-journal subscriptions and, more recently, full-text downloads, and how these resources are used. We were also able to collect data on PhD awards, research grants and papers published at various UK universities and in different subjects. Finally we were granted access to ScienceDirect and Oxford Journals logs at UK universities, and we performed deep-log analyses to ascertain how people were accessing information, from where, for how long and so on.

So this is data-driven research?
Yes. The preliminary report is based on data collected from 112 UK universities between September 2006 and August 2007. It was basically a quantitative exercise. We had no preconceptions, but simply gathered data and looked at whether any patterns emerged.

What other observations have you made?
What struck us most was that people tend to initiate searches outside ScienceDirect, via gateways like Google (Scholar) or PubMed. We also discovered a statistical relationship between session length and (Hirsch index) research rating. It seems that the higher-rated researchers spend less time obtaining information. They tend to use third-party services and are much more targeted than some of their colleagues. In addition, researchers of the same subject at different universities displayed similar behavior patterns during research sessions, but noticeable differences in behavior patterns were apparent between researchers of different subjects.

So you have these preliminary results. What comes next?
During the second stage, we’ll take a much closer look at these apparent relationships and patterns, and we’ll also extend the time frame of the study to cover the previous 4 or 5 years. We already know that there is a statistical correlation between usage, expenditure and research outcomes, but we don’t know whether this is simply a coincidence. In addition, if we do prove these relationships are real, we will also try to answer the question “In what direction are they headed?” For example, do successful researchers create demand for library services, or does library investment lead to success?

What are some of the outcomes you would like to see from this study?
In general, I feel publishers could make a stronger case for the added value they provide, for example, in performing peer reviews. They should be more transparent about the processes and costs involved in publishing scientific journals, where demand is more finite and less elastic than in other forms of publishing. In fact, I’d say that the entire scientific community (scholar, publishers and librarians) could improve its promotion of the added value it provides.

Many publishers and librarians may take up your recommendation!
Our preliminary study provides good ammunition for this, and will be of particular interest to scholarly publishers and librarians, since it offers fresh insights into the behavior of their users, as well as the relevance and usability of journals and services. During the period covered by the preliminary report, 102 million articles were downloaded at the UK universities surveyed, which proves the material is being used. The second stage of the study should provide more compelling evidence upon which to base more far-reaching conclusions.

Sources
Interview with Dr. Ian Rowlands by Gary Rudland, February 17, 2009, for Editors’ Update, Volume 26 (www.elsevier.com/editors/issue26a), and interview with Dr. Rowlands by Chrysanne Lowe, on March 27, 2009.

This year the provost decided to put the money into building a car park because it has a much more immediate return.”

institutions that OARE is available and can assist with their environmental and ecological research and education.

In closing, allow me to turn to Paul Walberg from Yale University, one of the coordinators of OARE, and a scholar who’s traveled throughout the developing world in support of the initiative. Paul commented, “OARE has been enabling the participation of less wealthy countries in the new and growing knowledge economy, and in my opinion is an important first step for a large part of the developing world. It is helping not only environmental conservation communities, but also institutions of higher education, the government and civil society.”

OARE is a vital and green initiative that is presently helping to better our global environment and will continue to do so in the future. LC
BrainNavigator helps you view the brain like never before

By Dr. Johannes Menzel, Publisher of Neuroscience and Innovation Products, Elsevier, London, UK

What's the most complicated structure known to man? Yes, you guessed it: the human brain.

An adult human brain weighs about three pounds, while a rat brain weighs about two grams. Though these brains differ vastly in size, their structures are very similar. As they work daily to understand the brain, truly a marvel of nature, neuroscientists often study brains of rats and other species. With more than a thousand structures to navigate, it's easy to get lost in the brain — no matter what its size.

To help busy scientists advance and streamline their research, Elsevier has created BrainNavigator, an online, interactive, 3D software tool that saves time while improving the quality of daily research. Similar to the way GPS helps locate a position in the world, BrainNavigator can locate the position of structures within the brain, making visualization and understanding of the brain easier.

Historically, researchers have depended on large format print atlases to help with tasks like placing a probe or identifying structures when viewing slices of brain tissue under a microscope. Now, thanks to BrainNavigator, researchers can visualize the brain not only as a flat map on a page, but also as an object like placing a probe or identifying structures when viewing slices of brain tissue under a microscope. This helps students translate anatomical ‘book’ information to a more comprehensive understanding of how the brain works. For example, specific groups of cells located at the back of the brain have widespread projections to the rest of the brain. Understanding the relations of these groups of cells to other brain structures is facilitated by the ability to view the brain in 3D.

Many media outlets, including NPR (National Public Radio in the US), have covered BrainNavigator. To listen to the NPR “All Things Considered” program which in November 2008 featured an interview focusing on BrainNavigator, click on the NPR logo at www.brainnav.com/info.

Moving forward

In its first rollout in May 2009, BrainNavigator includes complete information for the rat brain and mouse brain. Later, BrainNavigator will also include the human and monkey brains.

For more information, please visit the BrainNavigator website or contact your Elsevier representative.

www.brainnav.com/info
http://contacts.elsevier.com
ON THE ROAD

Scopus Awards in Jordan bring together national leaders and researchers

By Ahmed Rostom, Account Development Manager, Elsevier, Cairo, Egypt

On March 31, a Scopus Awards event in Amman, Jordan drew nearly 100 researchers. Jordan's Royal Scientific Society and Elsevier cosponsored the event.

HRH Princess Sumaya bint El Hassan, the president of the society and head of the Princess Sumaya University for Technology Board of Trustees, said, “I am confident the interesting part is still to come. We’ll continue to develop a talent pool, develop intellectual property and facilitate usage in Jordan.” HE Dr. Walid Al Maani, Jordan’s minister of higher education and scientific research, spoke about the need to monitor the quality and quantity of scientific output as well as centralize research activity.

Elsevier CEO Science & Technology Herman van Campenhout presented the awards.

The winners were the following:

- Dr. Yaseen Al-Soud, Dr. Basem Ali and Dr. Hutaf Baker (with Al al-Bayt University)
- Dr. Zaid Odibat, Dr. Omar Othman Badran and Dr. Mohammed Al-Odat (with Al-Balqa Applied University)
- Dr. Adel Al Khattab and Dr. Bassem Al-Twesi (with Al-Hussein Bin Talal University)
- Dr. Nabil Ayoub and Dr. Fedda Alzoubi (with German-Jordanian University)
- Dr. Mousa Mohnsen, Dr. Adnan Abu-Surrah and Dr. Khaled Abu-Elteen (with Hashemite University)
- Dr. Anwar M. Battikhi, Dr. Yousef Khader, Dr. Ayed Amr and Dr. Riad Bitar (with the Higher Council for Science & Technology)
- Dr. Mohammad Mubarak, Dr. Fuad Kittaneh and Dr. Jamil Khalifeh (with Jordan University)
- Dr. Mohammad Al-Nimr, Dr. Kamal Bani-Hani, Dr. Fawzi Banat and Dr. Sameer Al-Asheh (with Jordan University for Science & Technology)
- Dr. Shaheer Momani (with Mu'tah University)
- Dr. Mohammad Al-Ghouti, Dr. Yehia Abu-Khaled and Dr. Akil Awwad (with the Royal Scientific Society)
- Dr. Eyad Hrayshat, Dr. Aiman Al-Rawajfeh and Dr. Abdul Wali-Ajlouni (with Tafileh University)
- Dr. Sami Mahmood, Dr. Sami Abdel-Hafez and Dr. Idrees Al-Momani (with Yarmouk University)

On the Road

Academics exchange tips on publishing success

By Yuki Tsuneyoshi, Account Development Manager, Elsevier, Tokyo, Japan

Despite traffic jams caused by bad weather, 33 participants filled the room at Kyushu University for an Elsevier-sponsored event titled “Author Workshop for Young Researchers” on March 13. Cohosted by the university’s Global Center of Excellence (G-COE) program Science for Future Molecular Systems, the event culminated planning led by Kyushu University Associate Professor Msaaki Abe, the head of the G-COE’s course International Scientific English, and Professor Chihaya Adachi, the regional editor of the Elsevier journal Organic Electronics.

Professor Adachi, a member of the university’s Center for Future Chemistry and the head of the Adachi Laboratory, spoke on “How to Get Published in Scientific Journals,” and Executive Editor Chad Walker of Edanz Group Ltd. spoke on “Writing Research Papers: Tips from a Science Language Editor.”

The workshop came about because of a query from G-COE Office Secretary Ms. Tamura, who had seen our Publishing

Connect events site at http://japan.elsevier.com/aw. After the event, she said, “The workshop was very productive and successful. The feedback I got from participants was all positive. If there’s any chance of staging this kind of workshop a second time, we’ll definitely want to collaborate with Elsevier again.”

www.elsevier.com/libraryconnect
Q: What is Elsevier’s position on publishing ethics?
A: Over the past few years, Elsevier editors have noticed a significant increase in the number of cases of plagiarism that they have had to deal with. Elsevier believes that monitoring publishing ethics is a major aspect of the peer-review process, and as such lies within the area of responsibility of the editor-in-chief, or the scientific editor, of each journal.

As part of our commitment to the protection and enhancement of peer review, our publishing team offers editors assistance and guidance in these matters. Publishing ethics issues that editors face include an author copying a substantial part of another’s work without acknowledgment or passing another’s work off as her or his own; fraudulent research; and authorship disputes.

In 2007, Elsevier set up a pilot Ethics Helpdesk, where editors could submit ethics queries and get assistance on how to handle them. During that year, it became clear that editors were asking for helpful tools.

Hence, in 2008, we set up the Publishing Ethics Resource Kit website on the Elsevier Editors site at www.elsevier.com/publishingethicskit. The PERK site provides links to Elsevier and non-Elsevier policy and procedures documents; flow charts to guide editors through dealing with different forms of publishing ethics abuse; template letters to adapt and use for various situations; and Q&A information.

Q: How do we communicate value in our website design?
A: Just because you build it, they won’t necessarily come. But if you write a persuasive message, they might.

Just because a link is added to a page or a new page is developed, there’s no guarantee that users will follow that link or visit that page. A new feature on your website may be usable, but unless it is used, you have failed. If your users CAN use the feature, that’s good but it’s not enough. DO they use it?

Usability is necessary but it’s not sufficient to provide value and return on investment. To drive value, you must communicate the value proposition to your users in terms that are important for them. To ensure a feature is used, you must communicate persuasively with its users.

You might think that the link label “Be first to bookmark” is persuasive. It’s a call to action, which is a good thing. It indicates something users can do by clicking on a link. But will users care about that? Do your target users care if they are the first to bookmark an article? Are they in a race with others to bookmark an article?

Or are they more concerned about finding useful research, sharing it with their lab teams and accessing scholarly resources from any computer in the world? Are they aware that they can do so by clicking on a particular link? Are you telling them that?

Besides providing this online resource, Elsevier has also signed up to the Committee on Publishing Ethics. COPE is a charitable organization that provides a forum for scientific journal editors and publishers to discuss issues relating to the integrity of the work submitted to or published in their journals. Enlisting journals in COPE ensures our editors have an independent source to refer to when dealing with publishing ethics issues.

Further, Elsevier has collaborated with CrossRef in the plagiarism software project CrossCheck. This involves running similarity checks on submitted papers against a database of over 25 million published articles. If a paper shows a similarity with any article in the database, CrossCheck produces a report giving the percentage of similarity and highlights the section where the similarity occurs. This spring, 90 Elsevier journals are starting to run papers through CrossCheck on a random basis. As we monitor its success, more Elsevier journals will be included in the CrossCheck initiative.

Q: What is CrossCheck?
A: CrossCheck involves running similarity checks on submitted papers against a database of over 25 million published articles. If a paper shows a similarity with any article in the database, CrossCheck produces a report giving the percentage of similarity and highlights the section where the similarity occurs.

Resources

Helen Gainford of Elsevier’s Global Rights Department answers questions relating to rights and permissions

Tom Noonan of Elsevier’s User Centered Design Group answers your usability questions
### Upcoming Events 2009

#### APRIL

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<td>Scopus Awards, Jordan</td>
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<td>7–9</td>
<td>SLA-AGC Conference, Kuwait</td>
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<td>15–17</td>
<td>Korean Electronic Site License Initiative Forum, Chonbuk, South Korea</td>
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<td>17</td>
<td>Author Workshop, Hunan University, Changsha, China</td>
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<td>18</td>
<td>SANDALS-SSA Spring Workshop, San Diego, CA, USA</td>
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<td>19</td>
<td>5th JoBiCT (S&amp;T Libraries Seminar), Porto Alegre, Brazil; Speaker: Eloisa Viggiani, Elsevier Latin America South Product Sales Manager</td>
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<td>20</td>
<td>ALTAMIRA Jornadas de Bases de Datos de Revistas y Libros Electrónicos, Lima, Peru; Speaker: Eduardo Mogrovejo, Elsevier Latin America South Account Manager</td>
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<td>25–26</td>
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#### MAY

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<td>4–6</td>
<td>Israeli Info, Tel Aviv</td>
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<td>8–8</td>
<td>VI International Meeting of Editors and Authors of Brazilian Journals in Odontology, Porto Alegre; Speaker: Adriana Rodrigues, Latin America South Account Development Manager</td>
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#### JUNE

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<tr>
<td>1–4</td>
<td>IATUL, Leuven, Belgium</td>
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<td>2–5</td>
<td>9th Deutscher Bibliothekartag, Erfurt, Germany</td>
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<td>2–5</td>
<td>EAHIL, Dublin, Ireland</td>
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<td>8</td>
<td>First National Seminar of Resources for Biomedical Libraries, Santiago, Chile; Speaker: Eduardo Mogrovejo, Elsevier Latin America South Account Manager</td>
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<td>12–15</td>
<td>CALIS Meeting, Hangzhou, China</td>
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<td>15–20</td>
<td>Medical Library Association (MLA), Honolulu, HI, USA</td>
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<td>19</td>
<td>Library Forum, Berlin, Germany</td>
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<td>20</td>
<td>SLA-SCC &quot;Doing More With Less: Creative Ways to Provide Outstanding Service in Tough Economic Times,&quot; Los Angeles, CA, USA; Speaker: Chris Schneider, Elsevier Senior Account Manager</td>
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<td>20–22</td>
<td>PESABID, Zaragoza, Spain</td>
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<td>Library Connect Seminar, Zaragoza, Spain</td>
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<td>27–29</td>
<td>INFORUM, Prague, Czech Republic</td>
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<td>28–29</td>
<td>Japan Medical Library Association, Shiga</td>
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<td>28–29</td>
<td>SANUC Capacity Building Workshop, Pretoria, South Africa</td>
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<td>29–June 1</td>
<td>Canadian Library Association (CLAI), Montreal</td>
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#### JULY

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<tr>
<td>3–15</td>
<td>American Library Association (ALA) Annual Conference, Chicago, IL, USA</td>
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<tr>
<td>14–17</td>
<td>12th International Conference on Scientometrics and Infometrics, Rio de Janeiro, Brazil</td>
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#### AUGUST

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<td>22–24</td>
<td>EAHIL, Nancy, France</td>
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<td>30–July 3</td>
<td>Liber, Toulouse, France</td>
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<td>23–27</td>
<td>IFLA, Milan, Italy</td>
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<td>31–Sept 3</td>
<td>Brazilian Meeting on Organic Synthesis (BMOS-13), São Pedro</td>
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<td>6–9</td>
<td>Library Connect Seminar, X’an, China</td>
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<td>Library Connect Seminar, New Delhi, India</td>
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<td>14–17</td>
<td>Special Libraries Association (SLA), Washington, DC, USA</td>
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<td>17–18</td>
<td>1-EEXPO, Paris, France</td>
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<td>17–18</td>
<td>Korea Education &amp; Research Information Service Forum, Chonnam, South Korea</td>
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<td>18–19</td>
<td>INULS, Limerick, Ireland</td>
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<td>Japan Pharmaceutical Library Association, Tokyo</td>
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<td>19</td>
<td>Japan Association of National University Libraries, Niigata</td>
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<td>22–24</td>
<td>RPIST, Nancy, France</td>
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<td>INFORUM, Prague, Czech Republic</td>
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