



# *eLucidate*

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# Information Management

**Martin White, Information Focus**

## **SharePoint – endless career opportunities!**

In total there are now more than 125 million SharePoint seat licences sold to more than 65,000 enterprise customers, though only around 50% are SharePoint 2010 licences. When I talk to information professionals about SharePoint they almost immediately start to talk in cataclysmic terms about their career futures now that IT have taken over. The reality is that no IT platform needs the support of good information professionals more than SharePoint; indeed without our help the implementation is going to be a disaster. Let me explain why.

## **Information life-cycle policies**

SharePoint is an information management platform, not a product nor an application. Although there is much talk about using SharePoint out-of-the-box, that's like buying an Aston Martin and using it just for going to your local Tesco. Almost certainly SharePoint will be either competing with or complementing existing applications, and employees will soon start to ask when they should be using SharePoint rather than

one of the other applications the organisation has already implemented. This is the moment to suggest that now is an excellent time for the organisation to set out an information life-cycle policy. Every consultant has their own set of steps, and mine are:

- Create
- Store
- Discover
- Use
- Share
- Review
- Record
- Dispose

SharePoint can support all of these elements (some better than others!) but if there are no overall policies then there will be many confused employees. Just to take 'Create', many organisations fail to appreciate how much functionality is lost when using Office 2003 or Office 2007.

## Metadata

All of the above life-cycle steps depend on high-quality metadata. The problem with SharePoint 2007 was that there was no easy way for the metadata schemes for each Site Collection to be shared with other Site Collections. The Managed Metadata functionality in SharePoint 2010 makes it possible to do so, but there are many different ways in which metadata tags can be applied and used. As information professionals we should be very familiar with the benefits and challenges of maintaining metadata schemes and be offering our skills to IT managers who are very unlikely to understand the absolute necessity of developing metadata standards.

## Discovery

One of the weaknesses of SharePoint 2010 if your organisation is using a Standard Client Access License (CAL) is that Search Server for SharePoint 2010 is a fairly basic search application. To get a decent search application your organisation will need to invest in FAST Search Server for SharePoint 2010, which is an expensive upgrade given that most organisations do not need the other bells and whistles that come with the Enterprise CAL. That's not the only discovery problem. If your organisation already has a search application, even if bundled into a document or records management application, then what is going to be the relationship between all the various search implementations. Microsoft will tell you that SharePoint 2010 can provide federated search across multiple applications - technically it can but do ask to see it in action at another organisation first. Again IT managers are unlikely to

understand the complexities of search but as information professionals we certainly should be able to make a substantial contribution.

## A little learning goes a long way

SharePoint has a collection of terms which are unique to the platform, and which need to be fully understood by the IT/development and business teams. A list of some of these is given in the table below.

Content Type	Masterpage
Item	Managed Metadata
Libraries	Minor Version
List Template	Site
Lists	Site Collection
Lookup Column	Site Column
Major Version	Site Content Type
Managed Term	Site Templates

Many are common to other web/content management applications, such as "Site", but mean something different when used in SharePoint. Without a good common understanding between IT/development and business, there are very significant risks that what will be delivered is not what was expected. Others are unique to SharePoint, such as the differences between a "Major Version" and a "Minor Version" of a document.

I cannot stress highly enough the importance of understanding exactly what each of these means, and what the implications are. If your organisation is using SharePoint and you cannot write at least 100 words on each of these terms then you are missing a major opportunity to make a significant contribution to the quality of the implementation. It is wise not to rely on books published by Microsoft, or with Microsoft support, as they tend to gloss over what works and what doesn't work! A good place to start is the wealth of resources created by Richard Harbridge at <http://www.rharbridge.com/> and keep a close eye on <https://www.nothingbutsharepoint.com/Pages/default.aspx>.

## **A glass half-full**

SharePoint offers considerable opportunities to information professionals to show their skills, and become core members of development teams. It is not going to go away and it is unlikely that any other IT company is going to come up with an application to supersede it. Like DOS, it may not be perfect, but it is now ubiquitous. I would encourage all UKeiG members to invest a little time in understanding the benefits and challenges of SharePoint. Even if your current organisation does not yet have SharePoint implemented my guess is that a) inside two years it will have and b) if you move to a new job it may already be there.

*Martin White is Chair of UKeiG and Managing Director of Intranet Focus Ltd*

## Web 2.0

Phil Bradley

### What I use my iPad for

It should come as no surprise that I like gadgets. Some people spend their money on fast cars and exotic holidays. Or more realistically, on food and books. I buy gadgets. I bought the first iPad when it came out, and I upgraded to the iPad 3 when that became available. Now, given that I already have a laptop and an eReader (Kindle <http://www.amazon.com/gp/feature.html?ie=UTF8&docId=1000493771> ) it would be fairly logical if you looked at me and said 'In the name of all that's wonderful, WHY?' In this column, I'll try and explain why I like the iPad, and what it gives me that other resources don't.

If you own an iPad 1 or 2, the iPad 3 is slightly smaller, thinner and the resolution is much higher. I could go into detail over the specifications, but Apple do that so much better than I could (<http://www.apple.com/ipad/compare/>). Basically, it's lighter, easier to carry around, and the screen looks much better. It's always been a functional device, but even more so now - I quite often carry it around the house with me, and it's my device of choice to take to conferences and training sessions, even though I've got a nice small laptop.

I use it for a wide variety of different things. Because of the way it is made (I could insert a bunch of technical stuff here that I don't

understand, and you probably wouldn't either!) when I turn it on, it's instantly connected to the Net. This means that in a couple of seconds I can be reading my emails, and responding to them. As it's nice and light it's easy to perch on my lap if I want to watch something on the iPlayer (other television channel software is available), YouTube or a TED talk (<http://www.ted.com/talks>) for example. As the screen has such a high resolution it really does feel as though you have a 50" HD television sitting there right in front of you. Consequently, it's really easy to read from, and the Kindle app means that I can download the books that I've got on my eReader to it, and because they synchronise so quickly I don't have to try and remember where I have got to.

Of course, we're now moving into the real reason why I use an iPad - the variety of applications that are available for it. We'll take it as read that there are lots of silly (and not so silly) games that can be played on it, and move straight to the productive stuff. Probably my most used app of all is Zite, (<http://www.zite.com/>) which is a news-based tool. I have linked my Twitter and Facebook accounts to it, and it checks to see what my contacts have been talking about and linking to. It can then check out the actual news story or weblog and display it for me on the screen, in the form of a magazine. I can then tell it if I enjoyed

what it had found for me, and ask it to pull up more stories in the future on the subject under discussion. Over the course of time, I have been able to 'teach' it about the things that interest me, so every day I get an extremely useful round-up of information. This has in large part taken over from my Google Reader, which I confess that I've not looked at for several weeks. I also use a number of other news related tools though - Pulse News (<http://www.pulse.me/>) and Flipboard (<http://flipboard.com/>) are the two others that get referred to every single day. I also check the TED talks app every few days to see if there are any new and interesting presentations. TED talks are generally between five and twenty minutes long, so they're a quick filler if I have some time to spare, and it's a glorious mishmash of serious and silly, but always excellently delivered. Showyou (<http://showyou.com/>) is another excellent tool, as it finds and collects videos that friends and colleagues have liked or tweeted, so it's a very fast and effective way to keep up with the media side of the news.

As I mentioned, I use my iPad when I'm running a training session, and there's an excellent resource called SlideShark (<http://www.slideshark.com/>) which is another free tool. Create your PowerPoint presentation, upload it onto their site, and then download it back into the iPad. It's really easy to hide slides, add a timer, use a highlight option (holding your finger down on the iPad, creating a nice red dot on the projection screen) and you can flip easily from slide to slide. If you're a trainer or pre-

sender, this is a fantastic little app to use. Another of my favourites is iThoughtsHD (<http://www.ithoughts.co.uk/iThoughtsHD/Welcome.html>) which is a mind-mapping tool. It's wonderfully easy to use and a very different way of putting a presentation together.

There are a lot of tools that are available across devices of course, and this means that I'm never without the data that I need. Google Chrome (which links and syncs to all my bookmarks on Firefox and IE using Xmarks (<http://www.xmarks.com/>) provides me with my browser, Dropbox (<https://www.dropbox.com/>) keeps copies of all of my documents, Evernote (<http://evernote.com/>) is neatly linked into my other devices, the Kindle app keeps copies of the books that I'm reading, and social tools such as Facebook, Google+, Pearltrees (<http://www.pearltrees.com/>) and Lanyrd (<http://lanyrd.com/>) are also easy to hand. The iCloud is an excellent resource - any photographs that I take on my iPhone appear on the iPad without any work on my part, and there are plenty of tools that I can use to retouch and play around with my photographs.

The iPad is therefore an excellent all-round tool - and did I forget to mention that it takes excellent photographs and videos? There are of course problems with it - the lack of Flash being one major one for example, but unless you're addicted to your Facebook games I can't say that this is a great loss. If you're considering buying a new gadget in the near future, an iPad is worth considering.

## Online

### Joy Cadwallader, Aberystwyth University (Aberystwyth Online User Group)

Please send your submissions for the next edition to [jrc@aber.ac.uk](mailto:jrc@aber.ac.uk).

#### [British Council Film Collection](#)

The British Council has launched an online archive of more than 120 of their films made in the 1940s “to show the world how Britain lived, worked and played”, and to provide a counterpoint to cultural propaganda from Nazi Germany. Preserved by the [BFI National Archive](#), the content has been digitised and made available by [Time/Image](#) via a project which has benefitted from funding by Google. Titles include “Gardens of England”, “Women in War Time” and “Merseyside”.

#### **Chronicle**

A new project to provide 1960s and 1970s Northern Irish news and current affairs footage online has been announced by JISC, the British Universities Film and Video Council (BUFVC) and the BBC. Chronicle will focus on the period 1963-1976 during which time content was recorded onto 16mm film which subsequently required preservation. The resulting online archive will be freely available to the academic community for teaching, learning and research. The [press release](#) contains more detail about the academic

partners who will be reviewing the project during its progress.

#### [Directory of Open Access Books \(DOAB\)](#)

The [OAPEN Foundation](#), the European open access collaborative service based in the National Library at the Hague, and [SemperTool](#), who developed the Directory of Open Access Journals (DOAJ), have launched the DOAB (in beta) which is a discovery service for open access scholarly book titles. There are currently around 750 books from over 20 publishers available and the DOAB are encouraging publishers to supply metadata for their open access titles. Full text links are provided to the content or host repository.

#### **Project Barcelona**

More from the BBC, this time a heads-up from Director General Mark Thompson that the BBC plans to introduce an online store for BBC



programme downloads. In [a speech to the Royal Television Society](#) he said that the plan known as Project Barcelona would need to go before the BBC Trust, UK producers would need to be on board and the current BBC digital archive would remain available.

## Open Access and academic journals

In an unprecedented few months in the world of academic journal publishing, open access is taking centre stage. The [Cost of Knowledge](#) boycott site where academics can openly record their refusal to publish in, or referee or do editorial work for, Elsevier journals has more than 12,000 entries. David Willetts, Minister of State for Universities and Science, [has said](#) “we will make publicly funded research accessible free of charge to readers”. [Research Councils UK](#) published their “[Proposed Policy on Access to Research Outputs](#)” which supports publisher embargoes for publicly funded research no longer than six months (or 12 months if funded by the Arts & Humanities Research Council or the Economic & Social Research Council). The Publishers Association and the Association of Learned, Professional and Society Publishers (ALPSP) published their commissioned [report](#) on “the potential effect of making journals free after a six month embargo”, which outlined their concern that “libraries would cancel 65% of AHSS and 44% of STM journal subscriptions”. The much-awaited report from the Working Group on Expanding Access chaired by Dame Janet Finch is due to report very soon.

In the US the Research Works Act has retreated following a storm of criticism including a [letter of](#)

[protest from 90 research institutions](#). The Federal Research Public Access Act ([FRPAA](#)), which supports open access for federally-funded research, has been re-introduced to Congress. However in their own [withdrawal of support for the Research Works Act](#) Elsevier indicated that they do not support open access for federally-funded research. Meanwhile, in a widely-reported [memo](#), Harvard University’s Faculty Advisory Council has joined the growing number of scholarly institutions and individuals finding increasing subscription costs unacceptable.

## [Royal Philatelic Society London \(RPSL\)](#)

The [Global Philatelic Library](#), “a centralised gateway to the greatest philatelic research in existence”, has been launched by the RPSL, Smithsonian’s National Postal Museum & Smithsonian Libraries and the American Philatelic Research Library. The gateway displays links to major catalogues at the founder institutions. The RPSL has made pre-existing digitisations of major pre-1923 periodicals freely available. Further online content is available via “membership programmes and other avenues”. More project partners are listed on the home page and more information is available through press releases at the RPSL Web site.

## Royal Society Picture Library

See the Royal Society Picture Library online, [introduced in April](#), where images from the Royal

Society portraiture, archives and 16th-19<sup>th</sup> published plates collection can be searched and previewed. Images can be licensed for a fee, and the website says that arrangements can be made for free access for academic study and teaching.

### [Vatican and Bodleian libraries](#)

Thanks to a £2 million donation from the Polonsky Foundation, the Biblioteca Apostolica Vaticana (BAV) and the Bodleian Libraries of the University of Oxford are embarking on a four-year collaborative project to digitise 1.5 million pages from their collections of ancient texts and make them freely available to all. Subject areas include early printed books (incunabula) and Greek and Hebrew manuscripts. Scholars are to benefit from combined online access to the two collections.

Meanwhile the Bodleian have [announced](#) their first-crowd-sourcing project, by asking for descriptions of 4,000 pieces of piano music scores from the mid-Victorian period that have been digitised and made freely available online. Voluntary contributors need only complete a short online form. The Bodleian also hope that the project will encourage “performances of this

music and hopes to provide links to audio or video recordings”.

### **World War One**

Twenty-five European partners, including the Imperial War Museum, have begun a project to archive 650 hours of World War One film footage to be made freely available via [Europeana](#) and the [European Film Gateway](#). Launched at the German Film Museum in Frankfurt, the content will comprise both factual newsreel, documentary and footage as well as fictional films, and is intended to be complete for the anniversary of the start of WWI in 2014. Find out more about the project partners and content at the [project website](#).

Closer to home the National Library of Wales, Welsh universities, BBC Cymru Wales and the Archive & Records Council Wales (ARCW) have received £500,000 match-funding from JISC to digitise Welsh archives and special collections to tell the “story of the impact of the Great War, and the War Effort, on nationhood and society in Wales”. There are more details in this [press release](#) about the sources to be digitised.

# Public Sector

**Dave Jennings**

## Better Connected

Local authorities are failing to focus Web services sufficiently on making the most frequently-requested user tasks quick and easy to perform, according to the latest annual review of all UK council sites published by the Society of IT Management (Socitm).

Overall, council websites have shown a "modest improvement" since last year in a live assessment of tasks, according to "Better Connected 2012". However performance has fallen in several key areas, which could lead to extra costs as people phone call centres instead of using cheaper online self-service routes, the report finds.

This year the survey was focused around assessing the ease of accomplishment of "top tasks" on each council website such as paying council tax, renewing a library book or objecting to a planning application online.

Most councils achieved a basic benchmark standard for more than half the top tasks assessed, though two gave particular problems: 'Renew library book' and 'Object to planning application'. The difficulties in these areas were caused by the use of specialist third-party

software such as searchable databases for planning applications and online library catalogues that are often poorly integrated into the design of the council's main website and which as a result become confusing to use, the report finds.

This year, 23 UK councils achieved "four star" ranking, the top level possible, compared with nine last year. The number of three-star sites is 160 (37% of the total 433, up from 30% last year). The remainder followed by 138 two-star sites (32%, down from 43%), and 111 one-star sites (26%, up from 24%).

Separate data from Socitm's "Website take-up service", which collates data from online user questionnaires, found a fall in ratings in several key areas, including ease of getting around the site; and ease of finding specific information. Other falls in performance this year include the number of websites rated by the Royal National Institute of Blind People (RNIB) as "very good" for accessibility to disabled users, which "dropped sharply" from 59 last year to just two this year.

## Potholes solution is online

A report by the Department for Transport (DfT) has shown local councils "continue to rely on manual input of inspections" to identify potholes, and that and this could be improved with better use of technology.

Some authorities are using technology that helps identify potholes quickly and accurately and so improves the time taken to repair them.

The Cyclists' Touring Club has developed a smartphone app, using a photograph of a pothole with GPS technology, to pinpoint the exact location of the hazard and report it 'all in less than two minutes.'

The DfT's report 'Prevention and A Better Cure (<http://assets.dft.gov.uk/publications/pothole-review/pothole-review.pdf>), has urged all highway authorities to:

- Use the Internet, allowing the public to report highway defects, including potholes, at any time on its maintenance management system, also presenting the information to the public on a website.
- Use mobile hand-held devices to enable highway inspectors to record defects immediately, linked via wireless to the maintenance management system. Such devices often include mapping facilities and cameras, so that defects can be plotted and recorded quickly and accurately.

The report concludes: "Many local highway authorities use various technologies as part of their approach to pothole operations.

"However, this review has found that some authorities continue to rely on manual input of inspections to their highway management systems."

On technology in general, the report added: "Automated responses to members of the public who have reported potholes can be generated, ensuring customers remain informed at various stages".

"Technology has also been used to assist in defence of claims against local highway authorities."

## Overcoming the barriers of Channel Shift

Exceptional budgetary pressure has forced government organizations worldwide to rethink how they manage many public services. With fewer funds—and fewer employees—more has to be achieved with less.

With widespread usage of the Internet and mobile technologies, customers have come to rely on the convenience of self-service channels to handle tasks in many different areas of their lives—from making appointments on smartphones to making purchases on their PCs. Increasingly sophisticated citizens—across all demographics—have come to expect this efficiency from government services too.

The cost-saving potential of shifting to self-service channels is enormous but there are issues to address. This paper outlines the trends behind

channel shift and takes a look at the key barriers to a smooth implementation, most notably the difficulties of integration and security.

<http://www.wired-gov.net/wg/wg-directory-1.nsf/slh?Open&dc=DNWA-8S6NXT&usr=XYF0134P8>

## Linking Parliamentary Records through Metadata (LIPARM)

LIPARM is a collaboration between King's College London, the History of Parliament Trust, the Institute for Historical Research (IHR), the Centre for Data Digitisation and Analysis, Queen's University Belfast, the UK Parliament Web and Intranet Service and the Northern Ireland Assembly.

The aim is, for the first time, to link the parliamentary records together by creating a unified metadata scheme for all of its key elements. People, bills, acts, items of business, debates, divisions and sessions will all be described by the scheme and will be linked together across resources which are currently spread out. It will be possible to trace an MP's entire voting record or to find every speech they made and follow the passage of every bill or act, and every contribution to the debates that accompany it.

There are three main strands to the project:

- devise the metadata schema itself, which will allow the contents of the parliamentary record to be described in a controlled and systematic way.
- creation of authority lists for key components of the record, including lists for

people, sessions, items of legislation and division: each component will receive a unique identifier, allowing it to be linked to from any digitised resource.

- develop a pilot union catalogue, which will offer metadata records for two important collections, demonstrating how they can be linked together using the unified scheme.

[http://liparm.cerch.kcl.ac.uk/?page\\_id=27](http://liparm.cerch.kcl.ac.uk/?page_id=27)

## Digital by Default Panel

The government's advisory board for online public services was announced 25<sup>th</sup> April. Among the panel are a bank, a retailer and an academic expert but no representatives from local government or health.

Francis Maude, Cabinet Office Minister, said the Digital Advisory Board "will support the government to deliver its commitment to provide high-quality public services online by default". It is hoped the independent experts will think outside the organisational boundaries to ensure the new generation of online services are easy to find and use.

Martha Lane Fox, Chair, said the board "will challenge government to deliver better services for users and is the next step on the journey to achieving digital by default services and information provision across government".

The Digital Advisory Board will meet twice a year and members will be able to share their expertise

and take part in additional ad-hoc meetings and events.

Members of the board, which met for the first time on 24<sup>th</sup> April, are:

- Martha Lane Fox, UK digital champion
- Richard Allan, a former MP now with Facebook
- Alex Balfour, of Olympics organisers LOCOG
- James Bilefield, Condé Nast International
- Tim Brooks, former Guardian managing director now with UTalk
- Brent Hoberman, PROfounders Capital
- Ashley Machin, Lloyds Banking Group
- Professor Helen Margetts, Oxford Internet Institute, Oxford University
- Brian McBride, MX Data Kip Meek, Everything Everywhere
- Will Perrin, a former Cabinet Office official now with Talk About Local
- Laura Wade-Gery, Marks & Spencer

## Data sharing and handling

Jobcentres and councils are to share data as part of the government's plans to turn around the lives of 'troubled families'.

Under the agreement councils will be able to obtain the names and addresses of those that are considered troublemakers and on benefits.

The initiative will pay councils up to £4,000 for each child they keep in school and out of a police station, or each long-term unemployed adult they get into work. Councils will only receive the full payment once they have delivered results and reduced the £75,000-a-year these families cost the taxpayer.

Transparency and access to public data are key priorities for this Government, which has pledged to be the most transparent and accountable government in the world. The belief, as put forward by the Government's open data and transparency tsar Tim Kelsey, is that freeing up big data could improve public services and lead to better government. But deriving such benefits from big data is not straightforward and, although its importance is broadly recognised, the route to take is not.

The [Data Dividend](#) identifies the major opportunities presented by big data and the obstacles that must be overcome to realise them. Big data can play a crucial role in holding public servants to account, but public servants themselves must also be part of the story, incorporating big data into the way they work. While it has been widely assumed that the rise of big data would lead to an increase in public participation in government through 'armchair auditing', a further stumbling block is that much of the public presently lacks the requisite skills to do this.

The report recommends a radical change to the way government collects and collates data. The benefits of 'big data' cannot be attained merely by improving existing methods: the approach must be transformative rather than evolutionary.

The ICO say that the penalties are there to act as a deterrent and the best way for the local authorities not to be fined is to be more secure in how they handle their data.

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## Information Security

The Information Commissioner has reported that another five councils have breached the Data Protection Act. These breaches were appropriate steps were not undertaken to ensure that personal information was kept secure.

In 2010 the ICO were given powers to fine up to £500,000 for Data Protection Act breaches and last year seven councils were fined a total of £640,000.

According to the Taxpayers' Alliance, council taxpayers are paying twice for data protection breaches as the fines go back into central government.

Dominique Lazanski, head of digital policy, the Taxpayers' Alliance said "Of course people in these situations should be held personally liable as if the council is fined, then that fine is paid for out of the local council taxes. In essence it is a double tax - once for collecting/storing the data and again for losing it.

"It has been my opinion that while I think the best kind of government is limited government, we have an Information Commissioner who isn't even doing his job in many cases and this seems like yet another example."

# Cloud Computing

**Martin de Saulles**

## Microsoft reported to be buying Yammer

Although not yet officially confirmed, it has been widely reported over the last week that Microsoft is to purchase Yammer for around \$1 billion. Whether or not the deal goes ahead, it highlights an important gap in Microsoft's collaboration offerings for enterprises. Yammer is essentially a Twitter/Facebook service for private use within organisations, which allows employees to chat online, share files and run polls within the browser. Yammer claims over five million corporate users spread across 200,000 organisations. Tony Bradley, writing in PC World ([http://www.pcworld.com/businesscenter/article/257790/why\\_yammer\\_is\\_worth\\_1\\_billion\\_to\\_microsoft.html](http://www.pcworld.com/businesscenter/article/257790/why_yammer_is_worth_1_billion_to_microsoft.html)), says the acquisition would help Microsoft's SharePoint offering, which has not been able to really engage users in a social way. It would be similar to Salesforce's Chatter service, which offers real-time messaging within the organisation. Other commentators are pointing to Microsoft's recent acquisition of Skype, and question whether Skype, SharePoint and Yammer could be integrated to create a unified system for communication and information sharing in the enterprise.

## Will tablets replace the PC?

IT analysts Forrester declared in April that tablet computers would become the personal computer of choice for hundreds of millions of people around the world within a few years ([http://blogs.forrester.com/frank\\_gillett/12-04-23-why\\_tablets\\_will\\_become\\_our\\_primary\\_computing\\_device](http://blogs.forrester.com/frank_gillett/12-04-23-why_tablets_will_become_our_primary_computing_device)). There is a logic to this claim, as tablets become more powerful, have better batteries and get cheaper. For checking email, browsing the Web and basic document creation and editing, they are more than adequate for most people. Used in conjunction with cloud services such as Dropbox, Google Apps and Evernote, the desktop PC model of personal computing looks increasingly outdated. Dion Hinchcliffe in ZDNet (<http://www.zdnet.com/blog/hinchcliffe/shifting-it-delivery-to-tablets-the-strategic-issues/2092>) lays out the advantages and issues for organisations in moving down the tablet path for employees, and



concludes that "To get the real competitive advantage of the next-generation of end-user, computing will require rethinking how tablets and their innate capabilities and strengths can be used to transform business processes. Location-awareness, always-connectedness, augmented reality, pervasive video/audio, and more can create highly situational and context-aware apps that hold the potential to provide hard business benefits. These benefits include boosting worker productivity, improving decision making, saving time, enabling more self-service, and reinventing business processes to operate in deeply integrated, highly immersive, and seamless new ways."

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## Meeting Reports

### How to make Google Behave: techniques for better results

Presented by Karen Blakeman at the University of Birmingham, 8 February 2012

Have you ever wondered exactly what Google is doing when it carries out your search? Did you, like me, think that when you put in search terms Google would automatically AND them? As information professionals most of us make assumptions about how it is searching, based on our knowledge of search software used by bibliographic database providers etc. However, nobody really knows what algorithms Google uses. In this one-day event, Karen Blakeman showed us how to get the best out of Google by understanding better how Google allows us to influence search results using its many underused, and sometimes under promoted features.

There was a great deal of detail in the course, but fortunately Karen has made her slides, exercises and notes on selected Google commands available on her website/blog ([www.rba.co.uk](http://www.rba.co.uk)). I will therefore restrict myself here with highlighting some of the themes of the day, and my personal perspective on them.

I learnt a great deal on this course, but two things stood out. Firstly, the need to understand where Google was coming from. Google is not designed for information professionals, it is designed for

the public; and it is paid for by advertising. So, their aim is not to do good searches, but to find some useful sights and to get people to look at their ads. Armed with this knowledge, you can proceed to make Google work for you. Secondly, there is the ever-changing nature of Google. Being a free service they do not need to be consistent, and they constantly try things and then abandon them if they don't work, and don't tell the public what they are doing - it is only real keenies who monitor email lists, blogs and so on, who find out about these things.

Personalisation is another important feature of Google. This allows you to receive local information, and information that may perhaps be more relevant to your needs. The down-side is that Google collects a great deal of information about you. Log on to your Google account and look at your dashboard. Even if you don't have a Google account, a lot of information can be collected by your browser. Disabling cookies will help with the latter. This information allows Google to target advertising to you. It is also factored in to your searches, so that the search results are displayed according to what Google thinks you want. This means that the same search done by different people will produce different results. This will be

a challenge for librarians trying to help users with their searches. The good news is you can remove items from your dashboard, so that Google has less information about you - but the result of this is that Google now thinks it knows better than you do what you want to search for. Karen gave an example of a search for coots mating which retrieved lions mating - apparently Google was convinced she meant 'cat' instead of 'coot'. This has now been rectified.

It was an information-intensive course, but there was a good balance between presentation and practice. Karen gave us exercises, but made it plain we could explore whatever she wanted and she would come around and help in any way she could. I usually do exercises from the beginning to the end, but in this case the information was so much that I decided to take it easy in the hands-on part and just explore a few things that took my fancy - I had the slides and notes to go back to in the future. This worked well for me.

Other things I found useful were the information on Google commands, and I discovered a lot of new things from Google sidebar searches, for

example share prices (finance), graphs of nations debts as a percentage of GDP (statistics) how to see if anyone has photos of you on the internet (images) Google sidebar (finance, images, verbatim etc.) "Verbatim" is particularly useful as it does a phrase search (quote marks do not always work). If there was one thing I could have changed from the course, it would probably be to include more information on Google Scholar, as this would be particularly useful to those of us involved in higher education, although I do realise that this course was aimed at a wider audience.

I have a busy job, and do not have the time to explore Google in order to use it more efficiently. This course enabled me to get an enormous amount of knowledge in a relatively short time, from someone who has done this work thoroughly. I now feel much more confident when talking to students that I know more about Google than they do, and am more confident about explaining to them what its role is in gathering information for their learning and research.

Linda Norbury, University of Birmingham

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## Getting to grips with developing and managing e-book collections: an introduction

Chris Armstrong, University of Birmingham, 16th May

This interesting and thought-provoking workshop took place in the Learning Centre at the University of Birmingham, and was presented by Chris Armstrong. Chris runs a consultancy, research and training company called Information Automation Limited, and has an impressive biography in the area of e-publishing, having recently completed work for both JISC and the Welsh Government Assembly on the use of e-books in academic and public libraries. He was therefore able to underpin the theoretical aspect of the day with some recent research findings about consumer attitudes to e-books in practice. Chris's colleague Ray Lonsdale, who should have been co-presenting, was unfortunately ill, so Chris did the whole session on his own. Despite this he was able to maintain a lively pace, mixing presentation with hands-on and more interactive sessions, so that by the end of the day we felt that we had covered the topic very thoroughly.

The audience came from a mixture of academic, public and specialist library backgrounds, and Chris pitched the content of the course as very much a general overview of the subject, an approach that seemed to suit most of the participants. From a personal point of view, as the manager of a number of site libraries in an HE institution, I was interested in the issues raised by

e-books in the management of a physical library, and how the increasing provision of e-books might affect usage patterns of students, as well as the different types of services and support that they might start to demand.

After some discussion about the definition of an e-book, Chris's first session was about publishing trends in e-books, and it quickly became clear that this is a very diverse market, covering academic publishers, aggregators such as Ebrary and NetLibrary, library suppliers and bookshops, as well as some free initiatives, including social or self-publishing. After some interesting and varied hands-on investigation of some of these different types of providers, we broke for lunch. Reconvening for the afternoon session, we looked at the practical aspects of e-books for users, including the reading interface, navigation, and special features such as interactivity or built in reference tools. The next section covered the practical aspects of exploiting e-books for librarians, such as access, cataloguing, currency, authentication etc. We then moved on to the thorny issue of licensing and the different models of acquiring e-books, before ending the day with a discussion of how to promote and market e-books within our library collections.

It's hard to summarise briefly what I learned from the day as it was so packed with information. Topics I found particularly interesting included the idea of publishers marketing individual chapters from their books; allowing institutions to buy specific resources for their individual courses; or perhaps enabling students to present their e-readers at the beginning of the session to have all their course material loaded for the coming session. The discussion of lending e-books from public libraries was also fascinating. Being a very reluctant e-reader myself, and very wedded to the printed book as part of my life, I was also interested in the issues of readability and user interfaces. There are concerns in academic circles about whether students learn or concentrate well when reading from a screen. Chris's study revealed that students mainly used e-books to get brief information or quick facts, and not for sustained reading, and some people had commented that it's easier to work from several sources if you have lots of books open around you on a desk. Chris's conclusion was that the development of e-books does not spell the end of

the printed book for quite some time, if ever, even in the academic context.

It was also clear from the range of resources we looked at that the potential of e-books, particularly those 'born digital' rather than simply transcribed from printed versions, is exciting, opening up new ways of presenting information in interactive formats. It was also fascinating to see that some of the free resources available are also the most innovative, such as the Penguin "We Tell Stories" initiative, in which six authors wrote e-books based on classic titles, using different techniques to involve the reader, such as linking the text to interactive maps of London where the action takes place. For librarians, e-books will clearly present many exciting challenges for the future.

*Jean Scott, Library Services Manager, Barber, Barnes and Dental Libraries, University of Birmingham*

## **Building a collaborative culture: people, processes and technology**

Angela Ashenden, MWD Advisors, Presented at the UKeIG AGM June 2012

Angela Ashenden gave an interesting presentation on ways of encouraging collaboration within organisations.

She framed her talk around three goals of collaborative working : to flatten the organisational hierarchy, to encourage a culture of sharing, and to achieve an engaged workforce. Unfortunately many organisations seem dedicated to ensuring just the opposite, and her slide on the major blockers to collaborative working identified very clearly where these blockers might lie. There might, for example, be a lack of top-level support, or there might be middle managers preventing progress (I have encountered some organisations with both together!).

Her talk covered the major components of collaboration, without getting involved in the specifics of software tools and details of implementations. This was refreshing, since in this area it is often the technology innovators who seize the collaboration space; they set up a new platform or collaborative space, and because they have more of an interest in the technology than in the sharing, they then leave the collaboration tool running with a few keen users, but the rest of the organisation uninvolved and uninterested. After two or three initiatives of this kind, the result can become a widespread disenchantment with new technology (however useful that technology might prove to be if fully implemented across the organisation).

She pointed out very sensibly that technology is not the only focus and the need to avoid new silos of information. Such advice is excellent, but all too frequently ignored.

Perhaps that was both the strength and weakness of Angela's presentation: it was difficult to disagree with anything she said - her suggestions were pragmatic, in that there is no quick fix, you should lead by example, and so on. But for me the presentation was a little tantalizing, in that it raised lots of issues, but didn't give enough specific and detailed information to have immediate applicability for individual cases. I suspect that Angela Ashenden has good knowledge from her experience in this area that could provide clear pointers and quick wins for organisations attempting to create more collaboration, but it would take a much longer presentation to reveal the most appropriate tools for individual circumstances. The presentation concluded with a useful question-and-answer session, when she gave some practical and useful suggestions for implementation. Nonetheless, this was a worthwhile talk on a highly important topic.

Michael Upshall

## Book Reviews

### Best Practice in Social Media Governance

D. Lindsay, *Best Practice in Social Media Governance*, 76pp, 2012, ISBN 978-1-908640-23-9, £295 paperback, available from [www.ark-group.com/bookshop](http://www.ark-group.com/bookshop)

Ark Group is a well-known conference-organising and publishing company, which at the moment specialises in publications and events relevant to social media and knowledge management. This report, written primarily by Dion Lindsay, a well-known consultant (who also happens to be on UKeIG Committee), with some bits of chapters contributed by others, complements the range of books published by Ark.

The book comprises seven chapters, covering what social media is, why social media should be governed, the legal (intellectual property) context, governance structures and documentation, creating a social media policy, managing staff participation, and managing social media impact. These chapters are followed by four brief case studies, and then three sample policies, developed by the BBC, the American Institute of

Architects, and IBM. It is noted that these are copyright of the respective organisations, and it is certainly not made explicit that readers can pick the best bits of these model policies for their own use. The book ends with a very simple index.

The work starts with an “executive summary” (in reality, more an extended abstract). Each chapter is supported by a small number of references for further reading. However, these tend to be specific reports and articles rather than general textbooks. I found the chapters on governance structures, creating a policy, managing participation and on measuring impact sensible, well-written and persuasive. Without doubt these are both the core of the book, and the best part of it. However, I do have criticisms of the book. Firstly, the examples are somewhat skewed - Twitter is the focus, whereas Facebook is ignored, and the focus (in terms of examples given) clearly is on private-sector organisations rather than public sector ones, though public-sector organisations need to take as much care about staff use of social media as do private-sector organisations. Some key risk areas, such as harassment, unauthorised use of trademarks, defamation and data

protection are given cursory or zero treatment. The chapter on intellectual property is primarily about copyright, and even then is somewhat confused in places. It also mentions data protection, which isn't an IP issue, and in any case is given too brief a treatment here. The first of the URLs given on page 21 of the report is incorrect.

However, my real complaint is the price of the book. Much as I would like to recommend this work, it does not represent value for money. If this is a topic that concerns or interests you, try instead P.R. Scott and J.M. Jacka, *Auditing Social Media: A Governance and Risk Guide* (Wiley, 2011), which at £29 and more than double the

length, is much better value for money, or R. Wollan, N. Smith and C. Zhou, *The Social Media Management Handbook: Everything You Need to Know to Get Social Media Working in Your Business* (Wiley 2011) at £13. For a more legal approach, try instead G. Gilmore, *Social Media Law for Business: A Practical Guide for Using Facebook, Twitter, Google +, and Blogs Without Stepping on Legal Landmines* (McGraw Hill 2012), again much better value at £22.

Professor Charles Oppenheim

June 2012



## Forthcoming books

The following books have recently been published by Facet. Please email the *Elucidate* editor if you are interested in reviewing one or more of them.

### [Information 2.0](#)

**Martin De Saulles**

Covering every aspect of the new digital information environment from iPads and e-books to the future of information and how it will be controlled, this landmark textbook provides a comprehensive and cutting-edge guide to what's happening, why and how information professionals can have a pivotal role in this new landscape.

### [The New Professional's Toolkit](#)

**Bethan Ruddock**

This practical toolkit will be your guide towards career success and fulfilment as you make your way in the information sector. Each chapter captures the expert advice of rising stars in the profession and across sectors, interweaving case studies that illustrate how to thrive in the information sector, take control of your professional development and get to grips with every area of information work.

### [Successful Enquiry Answering Every Time, 6th edition](#)

**Tim Buckley Owen**

This best-selling 'one-stop' practical guide, formerly titled *Success at the Enquiry Desk*, is designed to help all information professionals become self-sufficient in answering enquiries. Step by step, the book guides the reader through all stages of research, from finding out what the enquirer really wants to providing a polished, value-added answer. There's an emphasis throughout on how to make the best use of limited resources - and a final chapter offers practical advice on how to set up an enquiry service from scratch or revive a run-down one.

## **Practical Cataloguing: AACR, RDA and MARC21**

Anne Welsh and Sue Batley

This essential new textbook provides cataloguers with the skills needed for transition to Resource Description and Access (RDA). The book builds on John Bowman's *Essential Cataloguing* and gives an introduction to Functional Requirements for Bibliographic Records (FRBR), which provides the conceptual basis for RDA; discusses the differences between AACR2 and RDA; and shows the current state of play in MARC 21.

## Press Releases

### **OCLC's EZproxy available as a hosted service in Europe**

*1 June 2012, Birmingham, UK:* Beginning in June 2012, University of the Arts London will be piloting an EZproxy authentication service hosted in OCLC's new data centre in London. The service will go live for libraries in Europe, Middle East and Africa, once the pilot has concluded in the summer.

EZproxy is the most widely used authentication and remote access software for libraries in the world. It manages institutional data about staff and users, domains and IT settings plus libraries' electronic collections to facilitate access to online materials both inside and outside institutional IP ranges. The service ensures that a user's interaction and engagement with their library's e-resources can be the same, wherever they happen to be when accessing them.

The growth in investment in e-resources by libraries and the increasing numbers of users who choose to connect with these resources remotely has put even greater emphasis on the need for robust and trusted technology to manage increasing levels of access requests. EZproxy has been available for libraries to deploy for 12 years, attracting over 4,000 customers worldwide.

The hosted service is expected to attract interest from libraries that are looking for a fully managed service where all aspects of its setup and configuration--plus its ongoing maintenance including IT monitoring, security, backup and recovery--will also be provided.

Paul Mellinger, Electronic Information Manager at University of the Arts London said,

"The reason we chose hosted EZproxy was because University of the Arts London required a quick and simple replacement for our existing hosted proxy server. Since EZproxy is the most widely-used proxy server for libraries, it was the obvious choice. The ease of set-up and ongoing maintenance of the hosted version replicated our previous experience of using a hosted proxy server and therefore made it the ideal choice for integration with our library discovery service. We very much look forward to full implementation".

To find out more about hosted EZproxy, OCLC are running a free-to-attend online introduction to the service on Friday 27th July at 2:00pm BST (3.00pm CEST). To register to attend please go to [www.oclc.org/info/hostedezproxy](http://www.oclc.org/info/hostedezproxy).

## Georgia State Cleared of Most Publisher Infringement Claims (Update 1)

May 14 2012 - A judge cleared [Georgia State University](#) of most copyright violation claims brought by academic publishers including [Oxford University Press](#) over using unlicensed book excerpts in course materials.

U.S. District Judge Orinda Evans held the university liable for five copyright-infringement claims, after conducting a non-jury trial last year, according to a filing dated May 11 in Atlanta federal court.

The publishers, which also included Cambridge University Press and Sage Publications Inc., sued in April 2008. They listed 99 alleged infringements, in which professors made portions of works available electronically to students. The university claimed fair use, which under copyright law means that small excerpts can be used for purposes such as teaching or journalism without violation. Georgia State changed its policy in 2009 to insure that professors adhered to fair use guidelines.

“The court does believe that defendants, in adopting the 2009 policy, tried to comply with the Copyright Act,” Evans said in the ruling.

[The Association of American Publishers](#) said in a statement today that the judge’s “analysis of fair use principles was legally incorrect in some places and its application of those principles mistaken.” The AAP praised some aspects of the ruling.

## No ‘Sufficient Guidance’

“The court held GSU’s new policy accountable for specific infringements,” the AAP said. “The court also criticized the GSU policy for failing to limit unauthorized copying to ‘decidedly small excerpts,’ failing to proscribe unauthorized use of multiple chapters from a single work and failing to provide sufficient guidance to faculty concerning the potentially adverse effect of such mass copying.”

Also sued were the university’s board of regents and its president, Mark Becker.

“The court’s ruling is significant not only for Georgia State University, but for all educational fair use in general,” Becker said in a statement. “Georgia State is pleased to have been a trailblazer in this increasingly complex digital copyright environment.”

The judge told the publishers to file papers within 20 days for the relief they seek on the material found to be infringing. The university will then be able to file any opposition to the proposed relief.

## ‘Reduce the Chances’

“We are pleased that the District Court ruling recognized that Georgia State University’s flawed 2009 copyright policy resulted in infringement of our works,” Christian Purdy, a spokesman for Oxford University Press, said in an e-mailed statement. “We will work on an injunction that will reduce the chances that GSU will infringe works posted to its eReserve system in the future.”

The works that the judge found were infringed include three editions of “The Sage Handbook of Qualitative Research,” “The Power Elite,” and “Utilization-Focused Evaluation.”

Other works listed in the lawsuit included Oxford’s “The Slave Community,” Cambridge’s “Liszt: Sonata in B minor,” and Sage’s “Crabgrass Frontier.”

“In contrast to GSU, we have seen other academic institutions employ a more reasonable approach to fair use and exhibit a greater respect for the intellectual property they use,” Linda Phillips of the Copyright Clearance Center said in an e-mailed statement. The CCC collects royalties from colleges and other organizations for the use of copyrighted materials.

The case is Cambridge University Press v. Becker, 08-01425, U.S. District Court, Northern District of Georgia (Atlanta).

## **Mendeley Institutional Edition goes live on Swets sites**

10 May 2012: Mendeley Institutional Edition (MIE) is for academic institutions and research groups, who want to provide improved services to researchers. The MIE is a research service provided by libraries that improves the productivity of researchers, and gives the library the real-time visibility they need to continuously improve their services. Unlike alternative products that only provide pieces of the solution, our service

delivers clear value to both libraries and their customers

The Mendeley Institutional Edition combines a premium version of the leading Mendeley research worktool, that gives the most productive integrated combination of reference management, research content discovery and collaboration; and give libraries the unique analytics that lets them connect content use with consequent research publications and the readership of these publications. These analytics also help the library identify how to continuously improve their services. This is a cloud based real time platform.

“The success and continued rapid growth of Mendeley to date has already delivered a fantastic new tool for researchers” said David Main, CEO at Swets, “This new service delivered by libraries gives an premium service to researchers and gives libraries the connection to researchers and their activities that they need in this digital world”.

Speaking of the launch, Victor Henning, Managing Director of Mendeley said, “With our cloud based tool, librarians will have a deeper visibility and understanding of their own content use and the impact of their research output. Mendeley Institutional Edition helps provide this and we’re delighted to be working with Swets to open up and increase the visibility of this data. In addition, it will help them build private collaborative groups for their students, researchers and

professors to network and share their knowledge.”

## **Europe’s national librarians support Open Data licensing**

Copenhagen, 28 September 2011: Meeting at the Royal Library of Denmark, the Conference of European National Librarians (CENL), has voted overwhelmingly to support the open licensing of their data. CENL represents Europe’s national libraries, and is responsible for the massive collection of publications that represent the accumulated knowledge of Europe.

What does that mean in practice? It means that the datasets describing all the millions of books and texts ever published in Europe - the title, author, date, imprint, place of publication and so on, which exists in the vast library catalogues of Europe - will become increasingly accessible for anybody to re-use for whatever purpose they want. It will mean that Wikipedia can use the metadata, linking it to all sorts of articles; it will mean that apps developers can embed it in new mobile tools for tourism or teaching. Crucially, for information scientists, it will mean that vast quantities of trustworthy data are available for Linked Open Data developments, creating relationships between elements of information that’s never been possible before.

The potential to create new relationships between datasets from Europe’s greatest libraries creates what an expert in Semantic Web technology, Dr Stefan Gradmann, Professor of Library and

Information Science at Humboldt University, Berlin, has called a ‘knowledge-generating engine’.

The first outcome of the open licence agreement is that the metadata provided by national libraries to Europeana.eu, Europe’s digital library, museum and archive, via the CENL service The European Library, will have a Creative Commons Universal Public Domain Dedication, or CC0 licence. This metadata relates to millions of digitised texts and images coming into Europeana from initiatives that include Google’s mass digitisations of books in the national libraries of the Netherlands and Austria.

Bruno Racine, new Chair of CENL and President of the Bibliothèque nationale de France, and Dr. Elisabeth Niggemann, former Chair of CENL and Director of the Deutsche Nationalbibliothek, welcomed the leadership shown by CENL. Dr Niggemann said, ‘Providing data under an open licence is key to putting cultural institutions like our national libraries at the heart of innovations in digital applications. Only in that way can society derive full social and economic benefit from the data that we’ve created to record Europe’s published output over the past 500 years. The best analogy is between bottled water and a water main. Rather than bottling it and branding it, we’re putting data on tap, so that everyone has free and open access, and can use it for whatever purpose they need.’

This resonates with the words of the European Commissioner for the Digital Agenda, Neelie Kroes, who in her speech to the Open Europe Summit this week said, ‘I am convinced that the potential to re-use public data is significantly untapped. Such data is a resource, a new and

valuable raw material... To mine it would be an investment which would pay-off with benefits for all of us.' As well as demonstrating strategic leadership in the heritage and information sectors, the pay-off for the libraries is twofold. Firstly, as their data becomes pervasive online, it will lead users back to its source, encouraging visits both online and onsite. Secondly, their data will be enriched by contact with complementary data sources, and be available for them to re-use to upgrade their own services to users.

Notes: Founded in 1987, the Conference of European National Librarians (CENL) develops the role of national libraries in Europe, in particular their responsibilities for maintaining the national cultural heritage, ensuring the accessibility of knowledge and support for related research and development activities. Members of CENL are the national librarians of the member states of the Council of Europe. CENL consists of 49 members from 46 Council of Europe countries. The full Conference meets annually, and this year met earlier this week in Copenhagen at the National Library of Denmark. CENL owns The European Library, which brings together the bibliographic and digital content of the libraries to support pan-European research in the humanities and social sciences. It also acts as the libraries' aggregator for Europeana.

### **Ticer Digital Libraries Summer School**

Ticer 15th International Summer School on Digital Libraries will be held at Tilburg University, the Netherlands from August 21 to 24, 2012. Top speakers include: David Lankes, Norbert Lossau, Herbert Van de Sompel, Cameron Neylon, and

Sarah Houghton. Ticer's course director will be Lorcan Dempsey, Vice President OCLC Research and Chief Strategist. Some of the subjects covered:

- The atlas of future librarianship
- Libraries and the reform of scholarly communication
- Research data and the role of the library
- Strategic impact of cloud based services
- OCLC WorldShare and Ex Libris' Alma \* Synchronizing Web resources
- Collaborative science
- New roles for the subject / liaison librarians
- The new learning environment: impact on staff and students
- Strategic use of social media

Ticer is part of Library and IT Services of Tilburg University, the Netherlands. Please visit for more details: <http://www.tilburguniversity.edu/ticer>

### **Northern Ireland TV news archive released**

19 April 2012: In partnership, the BBC, British Universities Film and Video Council (BUFVC) and JISC today announce the launch of Chronicle, a project to make BBC Northern Ireland's television news from the 1960s and 1970s available to the academic community online. The collection can

be seen at <http://chronicle.buafc.ac.uk/>. The audio-visual archives of the BBC contain a wealth of material gathered since it was founded in the 1920s but they remains largely inaccessible, held on film or videotape and managed to serve the needs of programme-makers within the BBC. Chronicle makes part of that archive available to UK higher and further education by digitising news and current affairs programmes from the BBC Northern Ireland's vaults. This gives teachers, students and researchers the chance to explore and immerse themselves in the events over an important period (1963-1976) of Northern Ireland's history, delivering a rich and contextual experience from a political, historical and cultural perspective.

After several years of informal collaboration between the BBC and JISC, today also marks the start of a new partnership as the two organisations sign a Memorandum of Understanding to support the promotion of their common purposes, especially with regard to education, learning and culture. Signed by Caroline Thomson BBC chief operating officer and executive secretary of JISC Professor Martyn Harrow at the New Broadcasting House, and managed by a joint steering committee, the MOU will enable the two organisations to develop their joint interest in encouraging the creation and use of a wide range of audio visual and cultural assets to support education, research and public use. Chronicle will provide authenticated users with access to digitised copies of news and current affairs material covering Northern Ireland and 'The Troubles', along with web-based tools allowing them to be searched, viewed and annotated. Other advantages of this project are considerable, not least as there exists very little audiovisual content, covering Northern Ireland historically, politically or culturally during

the sixties and seventies in any depth, even though a number of organisations and academics have indicated a 'significant need' for such materials. Additionally, there was a strong archival need to digitise the material from the period: between 1963 and 1981 news material was recorded on 16mm film and a significant proportion of this footage is now in need of preservation while coverage from 1981 onward was recorded on Beta or Digibeta tape and at much less risk of deterioration.

The project has also been shaped by an academic steering group made up of scholars from participating institutions (University of Westminster, Queen's University Belfast, the University of Ulster, St Mary's University College and Royal Holloway University of London) who are reviewing the academic value of the project as it runs. Martin Doherty, Department of Social and Historical Studies, University of Westminster, says: "The value of the BBC Northern Ireland News footage cannot be overstated. Access to this corpus of materials means that at the same time as fostering understanding and appreciation of 'The Troubles' within education, the academy is also given the opportunity to build on this through new avenues of research using innovative techniques."

Caroline Thomson, chief operating officer of the BBC, says: "The BBC is committed to making the best possible use of its enormous archive, and this project is an important step forward in finding ways to use archive material to serve both the academic community and the BBC's broader public purposes. We are very excited to be able to share this significant collection, not only because of the light it will shed on recent history but because we



will be able to apply the expertise gained to other archive-related activities across the BBC.”

Martyn Harrow, executive secretary of JISC, says: “Partnerships like this one with the BBC are extremely important to us. We are able to share our respective knowledge, skills and resources for the ‘common good’ of British creativity, ingenuity and economic growth. Working together shows how archive content can be ‘opened up’ for the benefit of higher and further education which in the case of this project means it provides the opportunity for rich content to be embedded into teaching, learning and research.”

## **True cost of university FOI requests revealed**

11 April 2012: The true cost to a university of processing a freedom of information (FOI) request has been revealed by JISC infoNet. The research shows that in the seven institutions surveyed, an FOI request takes a university an average of 5 hours 2 minutes to respond, at a cost of £99 rising to £121 when employment overheads are taken into consideration. The report suggests that factors influencing these costs include the size of the institution, the nature of the request and possibly the maturity of the institution’s records management system.

As Steve Bailey, the senior adviser at JISC infoNet who managed the research, explains: “From the data we have there appear to be certain elements responsible for influencing the costs involved in processing requests over which the institution has

now control; its size, for example, where the bigger the institution the more complex and therefore more costly the process is likely to be. There will also always be an element of luck involved with a question which one institution might find relatively easy to answer proving difficult and vice versa, simply due to the exact wording of the request and the way in which each institution functions. “However, a good records management system seems to have the potential to streamline the identification, location and access of required information; whilst ensuring staff at the most appropriate grade are engaged in each stage of the process may also help universities deal with requests more efficiently.”

The research tracked 36 different FOI requests in seven institutions during January 2012. Now that the methodology underpinning this research has proved successful JISC infoNet plans to collect similar data for a further 140 requests over five months later this year. The work was inspired by discussions with UUK.

Nicola Dandridge, chief executive of UUK, said: “Universities are committed to openness and transparency and JISC research has shown that universities respond efficiently to the majority of FOI requests. But this latest research shows that the costs are considerable. We want the Government to look closely at how FOI affects universities and particularly at aspects such as the charging rules, and how FOI relates to unpublished research. Meanwhile, this research will help universities develop their capacity to deal with these requests.” The JISC figures appear to be broadly in line with data released earlier this week from the Ministry of Justice study into the costs associated with FOI. <http://www.justice.gov.uk/downloads/publications/>

[research-and-analysis/moj-research/investigative-study-informing-foia.pdf](#)> (PDF) That study suggested an average response time of 5 hours 21 minutes at a cost of £164 for non-central government departments, rising to 6 hours 10 minutes and £184 for central government departments. The Freedom of Information Act 2000 gives anyone the right to access information held by public authorities, which includes most UK colleges and universities. The full report is

available at <http://www.jiscinfonet.ac.uk/projects/foi/index.html> For advice on how to deal with FOI requests, and the legal issues surrounding them, read JISC Legal's guidance <http://www.jisclegal.ac.uk/LegalAreas/FreedomofInformation.aspx>.

## About *eLucidate*

*eLucidate* is the journal of the UK Electronic Information Group. It is published four times each year, in February, April, September and November. Its aim is to keep members up to date with developments in the digital information environment, as they affect professionals. The magazine is provided free to UKeIG members.

### Notes for contributors

*eLucidate* welcomes articles or ideas for articles in the areas covered by the magazine. We are always on the lookout for feature writers, reviewers both for books and for meetings, as well as respondents to articles. Sadly, we don't pay contributors, but contributors retain copyright of their articles and can republish their articles elsewhere.

### Brief for feature articles

If you are writing for *eLucidate*, please follow these simple guidelines:

#### About the members

Our membership comprises information professionals involved in the dissemination and/or delivery of digital content and services. Our membership base is two-thirds academic, one-third commercial, as well as some public libraries. A key benefit of the group is that meetings and forums provide "crossover" insight from one area to another: members see it as a way of keeping up to date in areas outside their core. Few other organisations provide this kind of cross-sectoral awareness. The focus of the group is the UK, in the sense that authentication concerns tend to be around JISC tools such as Athens and Shibboleth. But the issues of digital provision are of course global. The most popular training courses we run are on search tools - Google and others; e-books and how to deal with them. Other popular strands include Intranets, content management, bibliographic software, and e-books.

#### Technical level

Although members rate themselves highly for technical awareness, they are typically users rather than creators of technology. Articles should not assume understanding of technical terms without explanation.

#### Length of article

Feature articles should be in the region of 1500-2500 words. Each article should be prefaced by a short summary (around 50 words) that can be used when displaying on public search engines an outline of the article, and to display on the non-member section of the website.

### **What to write**

A key aspect of UKeiG is that it provides insight from one area to another - members see it as a way of keeping up to date in areas outside their core expertise. Because the membership is quite disparate, ranging from pharmaceutical information professionals to public librarians, you should not assume readers are as familiar as you in the subject area.

The most valuable viewpoint you can give is that of an end user. UKeiG is not a place for theoretical debate, but a forum where peers can share their experiences and understanding. So, if it worked for you, tell others. If it didn't, tell others why not.

### **How to submit**

Please e-mail your article to [michael@consultmu.co.uk](mailto:michael@consultmu.co.uk). Articles should be delivered in Word or in an ASCII format. Images are welcome - they may be in gif or jpeg formats.

### **Rights**

By submitting an article to *eLucidate*, authors grant UKeiG the non-exclusive right to publish the material in any format in perpetuity. However, authors retain full rights in their content and remain the copyright owner.

### **About you**

Please provide a 10-20-word biographical summary about yourself to appear at the end of the article.

### **Editorial process**

Your article will be copy-edited for spelling and for sense. If there are major changes to the article we may return it to you for your comments and approval, but most articles require only light corrections before appearing in *eLucidate*, and do not need a further review by the author.

### **Brief for book reviews**

Book reviews are typically 500-750 words. Because UKeiG is independent of any publisher, we are not obliged to have favourable reviews. If you think a book is poor, then by all means explain why. Members and non-members alike are welcome to suggest books for review or to submit reviews.