

Dartmouth Biomedical Libraries Annual Report, FY06 (July 2005 - June 2006)

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Introduction

The mission of the Dartmouth Biomedical Libraries is to provide health and life sciences information resources and services that advance research and scholarship, education, and patient-care at Dartmouth Medical School, the Dartmouth-Hitchcock Medical Center (DHMC), and Dartmouth College.

There are two Biomedical Libraries: the Dana Biomedical Library at the Medical School's Hanover campus, and the Matthews-Fuller Health Sciences Library at DHMC, in Lebanon. The Biomedical Libraries are part of the Dartmouth College Library system.

The Biomedical Libraries' core priorities are

- *Information*: providing health and life sciences information that supports research and scholarship, teaching, and patient-care,
- *Education*: developing and implementing programs to train and educate faculty, staff, and students in the skills needed to effectively find, evaluate, and manage health and life sciences information, and
- *Communication*: partnering with clients, being familiar with their needs, and providing and promoting resources and services that support those needs.

The Libraries' accomplishments and successes for FY06, and goals for FY07, are highlighted in this report. See Appendices A-D for FY06 statistical, financial, and other information.

William F. Garrity
Director

Highlights

Personnel. Lora Thompson was recruited to the new position of Associate Director/Education and Information Services. Erika Hasle was hired as Library Services Assistant in Dana Access Services, and Marcia Welsh as Library Services Assistant at Matthews-Fuller.

Fiscal and Information Resources. The Biomedical Libraries received comparatively strong fiscal support from funders in FY06. While non-compensation operating was level-funded, the subvention for serials/digital information resources was increased by approximately 8%. This support maintained information resources status quo; for journals, added titles were offset by adjustments to subscriptions packages.

Education. The Biomedical Libraries continued a strong education program in FY06. The Libraries provided a total of 182 educational activities, including orientations, workshops, grand rounds, and other presentations. Total attendance for programs was 2,334; participants included medical students, undergraduate and graduate students in the life sciences, residents, faculty, physicians, nursing personnel, and allied health professionals; staff of the College, the Medical School and Medical Center, and Dartmouth-Hitchcock Alliance member hospitals; and other librarians.

October Conferences. The Libraries offered a successful program in October 2005—"Collaborations on Campus: Opportunities for New Partnerships" (see <http://www.dartmouth.edu/~biomed/services.html/OctCon2005/>). 2006's conference—"Cool Tools and New Technologies" (<http://www.dartmouth.edu/~biomed/services.html/OctCon2006/>) was planned during FY06, and was fully subscribed within days of registration being opened.

Dartmouth Summer Institute in Evidence-Based Psychiatry. See <http://www.dartmouth.edu/~biomed/services.html/OctCon2006/> . This event—held in August 2006—was a tremendous collaboration between the Biomedical Libraries and the Department of Psychiatry.

Dana Biomedical Library. With the joint support of the Medical School and the College Library, \$50,000 in improvements were made to Dana's first floor. Unneeded journal shelving was removed, study tables and "comfy" furniture (sofas and easy chairs) were added, new computers were installed, and other improvements were made, with a net increase in seats from 197 to 234 throughout the building.

In regard to the long-term future of Dana, it was agreed to launch (in early calendar 2007) a Provost-sponsored examination of science and health/life science information needs across the university and medical center.

Cunningham Memorial International Fellow. The Biomedical Libraries hosted Hanne Caspersen, from Denmark, as the 2006 Cunningham Fellow. See <http://mlanet.org/awards/grants/cunningham.html> .

Personnel

See Appendix D for the Libraries' organization chart as of July 1, 2006; the Libraries' current organization chart is published at <http://www.dartmouth.edu/~biomed/about.html#Chart.pdf>.

The following personnel changes occurred in FY06:

Administration

- Lora Thompson was recruited to the new position of Associate Director/Education and Information Services. The position elevates the Libraries' leadership of education programs; Karen Odat's title consequently changed from "Education Coordinator and Information and Education Services Librarian" to "Information and Education Services Librarian."

Dana Access Services

- Dave Sandberg moved from Library Services Assistant in Dana Access Services to Library Services Assistant at Matthews-Fuller.
- Erika Hasle was hired as Library Services Assistant, succeeding Dave Sandberg.

Document Delivery

- The Technical Process Assistant position was recast as Document Delivery Assistant; Judith Lerner transferred from one to the other.

Information and Education Services

- The titles of the Libraries' five Information and Education Services Librarians—Pamela Bagley, Heather Blunt, Sheila Gorman, Tom Mead, and Karen Odat—were changed to Research and Education Librarian. They report to Lora, the Libraries' new Associate Director/Education and Information Services.

Matthews-Fuller Access Services

- Jessica Joyal resigned as Library Services Assistant. Dave Sandberg succeeded her.
- Marcia Welsh began as Library Services Assistant.

Fiscal

The total FY06 budget for the Biomedical Libraries was \$3,267,252, up 2% from \$3,231,998 in FY05. See Appendix B for more information.

Support for the Biomedical Libraries is shared between the Medical School and Arts and Sciences (through the Dartmouth College Library). The Biomedical Libraries received comparatively strong fiscal support from its funders in FY06. While non-compensation operating was level-funded, the subvention for serials/digital resources was increased by approximately 8%. This support maintained information resources status quo; for journals, added titles were offset by canceled titles.

Information Resources

Support for information resources accounted for 45% of the Biomedical Libraries' total budget. (See Appendix B.) Journal prices continued to rise steeply and challenge the Libraries' ability to maintain current subscriptions. The Medical School and Arts and Sciences

increased the budget in support of information resources for FY06 to ameliorate the challenge. The share of the information resources budget devoted to the purchase of books continues to be pressured, given the need to maintain subscriptions.

For its part, DHMC's Department of Nursing continued to fund the Libraries' purchase of books, journals, and other information resources of interest to nurses.

Budget support, transitions to digital-only, and adjustments to digital journal packages enabled the Libraries to add 14 new resources, including Faculty of 1,000 Biology, Clinical Evidence, TRIP, and several journals repeatedly requested by clients.

FY06 saw a continuation of the transition to digital as the primary format for current journals, with over 45 titles changed from "print-with-digital" to "digital-only." Over 50% of the Biomedical Libraries' journal subscriptions have at least some availability online, and 54% are digital-only.

In addition to the Libraries' own subscriptions, clients have access to thousands of other titles through the Dartmouth College Library's licensing of several large packages of journals.

3,713 ejournals in the health and life sciences were linked to from the Biomedical Libraries Web, an increase of 11% from FY05.

The number of items checked out of the Libraries (primarily books) decreased slightly (by 5%). However, there were steep declines in counts of print course reserves use and in-library journal use. Fewer print issues of journals are used in the Libraries because of ready online access. Electronic reserves and Blackboard course sites have reduced the number of items physically on reserve at the library.

The 25 most-used biomedical journals across the university and medical center in FY06, counting both print and online use, were

- | | |
|--|--|
| 1. Science | 14. Journal of Experimental Medicine |
| 2. New England Journal of Medicine | 15. Lancet |
| 3. Journal of Biological Chemistry | 16. Development |
| 4. Nature | 17. Annals of Internal Medicine |
| 5. Proceedings of the National Academy of Sciences | 18. Analytical Biochemistry |
| 6. JAMA | 19. British Medical Journal |
| 7. Journal of Immunology | 20. Journal of Clinical Oncology |
| 8. Blood | 21. Genes and Development |
| 9. Cell | 22. Genetics: A Periodical Record |
| 10. Journal of Neuroscience | 23. Current Biology: CB |
| 11. Circulation | 24. Plant Physiology |
| 12. American Journal of Physiology | 25. Annals of the New York Academy of Sciences |
| 13. Pediatrics | |

Appendix C provides usage statistics for many of the prominent digital information resources. UpToDate, a clinical information resource, continued surging in growth. Use of MD Consult, another clinical information resource, increased after a few years of decline. Ovid MEDLINE continues to decline in usage as more Biomedical Libraries' clients are encouraged to search PubMed.

Document delivery services continued to grow. 18,805 copies of articles from journals in the Biomedical Libraries' collections were provided to clients, an increase of 4%. Another 11,400 items were obtained from other institutions, about the same as the previous two years. The Biomedical Libraries also supplied 4,290 items to other libraries, a decrease of 16%.

Use of copiers continues to plummet—from 342,735 pages in FY02 to 18,805 in FY06—as more and more journals and course materials are made available in digital format and printed out in the library and in offices. Use of the Libraries' public printers continues to rise dramatically—to nearly a million pages in FY06 (up 12% from Fy05).

Education

The Libraries put on a total of 182 educational activities, including orientations, workshops, grand rounds, and other presentations. Total attendance for all programs was 2,334—about as many as in previous years. Participants included medical students, undergraduate and graduate students in the life sciences, residents, faculty, physicians, nursing personnel, and allied health professionals; staff of the College, the Medical School and Medical Center, and Dartmouth-Hitchcock Alliance member hospitals; and other librarians.

The ninth annual October Conference was held on October 7, 2005. One hundred and twenty attendees learned about "Collaborations on Campus: Opportunities for New Partnerships." See <http://www.dartmouth.edu/~biomed/services.html/OctCon2005/> . 2006's conference—"Cool Tools and New Technologies" (<http://www.dartmouth.edu/~biomed/services.html/OctCon2006/>), with Roy Tennant as the keynoter—sold out with days of being released for registration.

The Library Grand Rounds series continued to be highly successful. Programs in FY06 included:

- Health Divided: Medicine, Public Health, and their Different Literatures.
- Philosophers, Grave Robbers, and Anatomies: Medicine at Dartmouth.
- Finding Money, Getting Money: Support Services for Research Funding from the Office of Sponsored Projects and the Biomedical Libraries.

See <http://www.dartmouth.edu/~biomed/new.html/lgr.shtml> .

The Biomedical Libraries offered "book clubs" as DMS enrichment electives in FY06. The objective of the elective—offered throughout the academic year—is to give DMS Years I and II students the opportunity to explore medical issues through literature in a relaxed and comfortable environment, bringing together students and librarians outside the usual "library-user" relationship. The topics this year were "gender and cultural diversity" and "ethical dilemmas in medicine."

In addition to orientations for DMS Years I and II students, Research and Education Librarians continued to provide support to the DMS curriculum, specifically, with assignments in On Doctoring (DMS Year I) and SBM/Hematology (DMS Year II), and presentations in the Interdisciplinary Clinical Exercises (DMS Year III).

Librarians supported the undergraduate life sciences curriculum by working with faculty and students in several biology, ecology, and health psychology classes, including sessions on how to find and apply genetics information resources, how to use Web of Science, how to use PubMed, and how to search the primary literature in ecology.

The Biomedical Libraries and the Feldberg Library partnered to support two interdisciplinary courses based in the Thayer School: ENGS 5, "Healthcare and Biotechnology in the 21st Century," and ENGS 13, "Virtual Medicine and Cybercare." Biomedical and Feldberg librarians also co-taught classes about business information resources and tools to DHMC administrators. In the Arts and Sciences, Biomedical librarians cooperated with Baker-Berry librarians to support psychology undergraduate classes.

There was continued emphasis on teaching evidence-based clinical practice across the Medical School and DHMC. The "Dartmouth Summer Institute in Evidence-Based Psychiatry" was a major collaboration between the Biomedical Libraries and the Department of Psychiatry. See <http://www.dartmouth.edu/~biomed/services.html/OctCon2006/> . This event was held in August 2006, and the Biomedical librarians spent hundreds of hours planning the event during FY06.

The Libraries, in partnership with staff at Yale, created a web-based tool librarians can customize at their own institutions to help clinicians find and use information resources that support evidence-based practice.

See http://www.dartmouth.edu/~biomed/resources.html/guides/ebm_resources.shtml .

Various classes and presentations were made to students in the Center for Evaluative Clinical Sciences, in both the Masters of Science and Public Health programs.

Use of the Libraries

The Libraries counted 232,112 people through the doors in FY06—about the same as the previous year.

Many clients now visit the Libraries virtually, not physically. There were 2,033,822 hits on the Biomedical Libraries Web in FY06, or 7,800 per workday.

About 7,300 clients were helped in person, by phone, or by email in FY06.

Staff Development

Thirty-nine Biomedical Libraries staff took part in 26 different staff development activities during FY06. Of particular note are the following:

- A week-long conference in evidence-based medicine, sponsored by the Oxford Centre for Evidence-Based Medicine.
- Training in NCBI (National Center for Biomedical Information) computational biology information resources and tools.
- Computers in Libraries.
- NERCOMP conferences. (NERCOMP is the New England chapter of EDUCAUSE.)
- The Health Literacy Summer Institute (Portland, Maine).
- A Biomedical librarian was on the faculty of McMaster University's conference on evidence-based medicine.
- An ACRL workshop on digital information resource collection development.
- An ACRL workshop on library marketing.
- The new EDUCAUSE Learning Initiative conference.

Publications

Two posters were accepted for and presented at the Medical Library Association Annual Meeting in Phoenix.

- "Book Club Elective for Medical Students: Librarians and Students Share "Book-Talking."
- "Pyramid Schemes: The Fusion of Evidence Levels and Information Resources."

Library Services to Dartmouth-Hitchcock Alliance Members

In FY06 the Libraries continued to offer contracted services to the following Dartmouth-Hitchcock Alliance (DHA) members: Central Vermont Medical Center, Cooley Dickinson Hospital, Weeks Medical Center, and New London Hospital (which became a member of the DHA in October 2005). The Gifford Medical Center left the Alliance in FY06, but the Libraries will continue to honor the existing contract with Gifford to its expiration in June 2007.

Exhibits

The Matthews-Fuller Library offered its space to the DHMC Arts Program for quarterly artist receptions.

Exhibits housed in Dana Library included those on old growth forests of the northeast, "Radford Tanzer, Plastic Surgeon," Black History Month, "Lawrence and Jane Kilham, Physicians and Naturalists," and seasonal affective disorder.

College Library, Medical School, and Dartmouth-Hitchcock Medical Center

Biomedical Libraries staff served on numerous College Library, College, DMS, and DHMC groups in FY06 and generally contributed to numerous institution-wide activities.

For instance,

- in the College Library, staff served on the College Library Web Steering Group, the Diversity Committee, the Education and Outreach team, the Marketing and Communications Group, the Staff Development Committee, the User Assessment Group, and search committees for the Associate Librarian for Information Management and for Associate Director/Education and Information Services (in the Biomedical Libraries).
- In the College, staff represented the Medical School in the Council on Computing.
- In the Medical School, staff served on the Medical Education (curriculum) committee.
- In the Medical Center, staff represented the Biomedical Libraries or the Medical School in the CME (Continuing Medical Education) Committee, both the GME (Graduate Medical Education) Advisory and Curriculum committees, and Department Directors.

Facilities

With the support of the Medical School and the College Library, \$50,000 in improvements were made to Dana's first floor. Unneeded journal shelving was removed, study tables and comfortable furniture (sofas and easy chairs) were added, new computers installed, and

other improvements were made, with a net increase in seats from 197 to 234 throughout the building.

In regard to the long-term future of Dana, it was agreed to launch (in early calendar 2007) a Provost-sponsored examination of science and health/life science needs across the university and medical center.

A fire protection project, begun in FY05, was finished in FY06.

FY07 Goals

The Biomedical Libraries' overarching goal is to be embedded in Dartmouth's health and life sciences communities with a focus on information, education, and communication.

- 1) Be alert for opportunities to embed the Libraries in Dartmouth's health and life sciences communities. Focus on promoting library and information resources and services and matching them to clients' needs, reviewing and improving marketing and public relations for education programming (including its web presence), and newsletter, flyers, and other avenues of promotion.
- 2) Review, revise, and re-energize the Biomedical Libraries' liaison and library advisor programs.
- 3) Information resources.
 - a) Continue weeding project for Dana's monographs and journals. Complete the journals component by the end of FY07.
 - b) Plan for the disposition of Dana Special and the Locked Grill.
 - c) Have a written plan for these collections shifts.
- 4) Education.
 - a) Review and redevelop education programming for Dartmouth's health and life sciences communities—especially medical students (MD, graduate, and post-graduate), students in Biological Sciences (undergraduate, graduate, post-graduate), residents, and for computational biology.
 - b) Develop program to assess ICT (information and communication technologies) literacy.
- 5) "Prescription of information:" complete pilot program with General Internal Medicine, Buck Road (the Community Health Center), and Pediatrics.
- 6) Propose "venture fund" to entice faculty-library collaborations.
- 7) Plan for re-design of the Biomedical Libraries Web to mesh with the re-design of the College Library Web.
- 8) Collaborate with the Jones Media Center (and DMS Computing, as appropriate) to more broadly deploy College Library multimedia capabilities across the campuses via a Digital Media Working Group and satellite "Jones" centers (aka, "mini-Joneses").
- 9) Monitor Kiewit's and DHMC's potentially diverging paths to computer and network security and authentication for impacts on the libraries and clients.
- 10) Implement printing management in Dana.
- 11) Submit "Go Local" proposal (<http://www.nlm.nih.gov/medlineplus/golocal.html>) to the Regional Medical Library, New England Region of the National Network/Libraries of Medicine.
- 12) Space.
 - a) Develop art program for Dana.
 - b) Identify near-term improvements to Dana and Matthews-Fuller.
 - c) Monitor development of TCC complex at DHMC for inclusion of Libraries offices.
 - d) Support Provost's committee examination of science and health/life sciences library/information resources and services needs across the university and medical center.
- 13) Development: make sure DHMC Development is aware of opportunities for the Biomedical Libraries.
- 14) Publish about the Biomedical Libraries work: the EBM pyramid, the Dartmouth Summer Institute, and the October Conference.

**Dartmouth Biomedical Libraries
 Annual Report, FY06 (July 2005 - June 2006)
 Appendices**

A: FY06 General Service Statistics

	FY02	FY03	FY04	FY05	FY06	% change
GATE COUNT	265,579	271,327	274,435	233,608	232,112	-1%
HITS ON BIOMEDICAL LIBRARIES WEB						
From Dartmouth domain			803,906	725,515	606,010	-16%
From DHMC domain			781,715	831,230	799,501	-4%
All Others			452,878	569,549	628,311	10%
Total			2,038,499	2,126,294	2,033,822	-4%
TOTAL BUDGET (all sources)			\$3,186,005	\$3,231,998	\$3,267,252	2%
See also Appendix B: FY06 Budget						
INFORMATION RESOURCES						
Expenditures (all sources)						
Monographs	\$74,923	\$68,214	\$60,852	\$48,035	\$68,908	43%
Serials	\$1,169,729	\$1,312,454	\$1,211,275	\$1,314,764	\$1,438,921	9%
Binding	\$32,441	\$31,043	\$28,574	\$26,137	\$20,679	-21%
Total	\$1,277,093	\$1,411,711	\$1,300,701	\$1,388,936	\$1,528,508	10%
Holdings						
Books	96,396	97,295	98,349	96,498	95,152	-1%
Serial Volumes	156,289	158,382	162,395	164,591	166,185	1%
Microforms	13,326	13,326	13,059	13,059	13,059	0%
Other Formats	27,938	28,185	28,391	28,620	28,591	0%
Total Collection Size	293,949	297,188	302,194	302,768	302,987	0%
Subscriptions	2,584	2,477	2,013	1,923	1,960	2%
Ejournals Linked on BL Web	2,059	2,681	3,051	3,335	3,713	11%

	FY02	FY03	FY04	FY05	FY06	% change
CIRCULATION	64,697	55,408	43,833	31,239	26,589	-15%
External	17,766	17,555	17,936	17,588	16,790	-5%
Reserves	7,734	7,832	5,063	3,855	3,180	-18%
In-house	39,197	30,021	20,586	9,461	6,529	-31%
 INFORMATION CONTACTS						
Equipment				1,296	1,050	-19%
Directional				2,789	2,001	-28%
Basic Reference				5,201	3,431	-34%
In-depth Reference				1,250	866	-31%
Total				10,536	7,348	-30%
 EDUCATIONAL SERVICES						
Programs	172	199	211	213	182	-15%
Attendance	2,390	2,453	2,959	2,348	2,334	-1%
Contact Hours	200	236	255	236	259	10%
 INTERLIBRARY LENDING/BORROWING						
Items Lent	5,518	5,246	4,773	5,128	4,290	-16%
Photocopies	5,043	4,879	4,452	4,674	3,833	-18%
Books	475	367	287	454	455	0%
Other	0	0	34	0	2	
Requests Received	7,305	5,630	5,984	6,633	5,199	-22%
 Items Borrowed	10,915	11,948	11,509	11,417	11,400	0%
Photocopies	10,435	11,437	10,928	10,537	10,807	3%
Books	480	511	451	859	582	-32%
Other	0	0	29	21	11	-48%

	FY02	FY03	FY04	FY05	FY06	% change
PHOTOCOPY SERVICES (articles)						
Document Delivery Service/Biomed Collections	14,403	17,295	17,151	18,051	18,805	4%
Document Delivery Service/From Other DCL	1,041	878	574	628	651	4%
Fee-based Service	837	717	835	758	970	28%
For Contracting DHA Institutions	713	575	352	385	525	36%
For Russian Libraries	593	480	729	586	721	23%
Total Articles	17,587	19,945	19,641	20,408	21,672	6%
PHOTOCOPYING (pages)						
Public Copiers	342,735	275,036	173,120	101,773	64,106	-37%
Staff Copiers	266,519	230,877	170,871	123,403	154,118	25%
Total	609,254	505,913	343,991	225,176	218,224	-3%
LASER PRINTING (pages)						
	624,436	786,794	832,960	850,936	955,333	12%

B: FY06 Budget

	DMS (including DMS Web)		A&S (College Library)		Total	
	Budget	Projected Year-End	Budget	Projected Year-End	Budget	Projected Year-End
Sources	2,597,950	2,778,311	669,302	643,923	3,267,252	3,422,234
Subvention	2,457,432	2,518,084	669,302	643,923	3,126,734	3,162,007
General revenues	140,518	164,545	0	0	140,518	164,545
Endowment	0	35,030	0	0	0	35,030
Reserves	0	60,652	0	0	0	60,652
Uses	2,597,950	2,778,311	669,302	643,923	3,267,252	3,422,234
Compensation	1,420,439	1,484,533	158,819	133,440	1,579,258	1,617,973
Information	1,034,077	1,034,527	510,483	510,483	1,544,560	1,545,010
Other (operating)	143,434	259,251	0	0	143,434	259,251

	DMS as % of Total		Distribution of uses
Sources	80%		81%
Subvention	79%		80%
General revenues	100%		100%
Endowment			100%
Reserves			100%
Uses	80%		81%
Compensation	90%		92%
Information	67%		67%
Other (operating)	100%		100%
			47%
			45%
			8%

Not shown:

- DMS: facilities' occupancy costs; "library" component of indirects passed to A&S
- A&S: library technical processing (e.g., cataloging); common information packages (e.g., Lexis-Nexis); some journal packages

C: Digital Resources Usage

	FY01	FY02	FY03	FY04	FY05	FY06
MD Consult						
Total User Sessions	17,141	23,773	21,735	20,329	18,000	22,219
% change from previous year		38.7%	-8.6%	-6.5%	-11.5%	23.4%
UpToDate						
Topic Reviews Accessed			78,776	107,442	140,383	163,031
% change from previous year				36.4%	30.7%	16.1%
Web of Science						
Sub-sessions				24,220	27,960	45,673
% change from previous year					15.4%	63.4%
Cochrane Database of Systematic Reviews						
Full-text Retrievals					528	1,217
% change from previous year						130.5%
PubMed (MEDLINE)						
Accesses Using Link on Biomed Libs Web*				43,300	71,369	79,932
% change from previous year					64.8%	12.0%
* does not count accesses through other routes such as Google, direct, or referrals						
Ovid						
Login Page Hits	61,344	78,458	75,866	71,956	60,983	44,669
% change from previous year		27.9%	-3.3%	-5.2%	-15.2%	-26.8%
Total Search Sessions	124,704	144,350	147,833	141,079	133,359	88,469
% change from previous year		15.8%	2.4%	-4.6%	-5.5%	-33.7%
MEDLINE Search Sessions	97,422	100,405	88,919	84,717	64,939	34,168
% change from previous year		3.1%	-11.4%	-4.7%	-23.3%	-47.4%
CINAHL Search Sessions	5,490	6,625	4,645	4,773	3,179	2,333
% change from previous year		20.7%	-29.9%	2.8%	-33.4%	-26.6%

Major Journal Packages - Full-text Article Downloads

	2003	2004	% change	2005	% change
Blackwell	20,500	31,752	55%	31,766	0%
Elsevier	112,901	176,648	56%	190,969	8%
HighWire		217,937		267,958	23%
Nature	38,848	43,805	13%	62,874	44%
Ovid		32,839		35,847	9%
Oxford Univ. Press		16,897		25,761	52%
Springer/Kluwer		25,987		20,120	-23%
Wiley	30,851	22,034	-29%	24,469	11%
TOTAL	203,100	567,899	180%	659,764	16%

D: July 1, 2006, Organization Chart

