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Kurt Sanford Profile

the dramatic disruptions to higher education. MOOCs, distance learning, pressure on affordability… these are trends that will impact purchasing and consumption across the university and certainly within the library. Librarians need to be freed of the mundane so they can monitor the big picture and respond to opportunities.

Another challenge we see specifically in Higher Education is the explosive growth of scholarly content being generated in places like Brazil, the Middle East, India and of course, China. China now produces more dissertations each year than any other country. That's a huge shift in scholarly output. We see opportunity in several ways — we're adding sales and marketing teams where we see universities growing, but we're also tuning up acquisition of important content coming from these areas. Researchers are working globally, so not only are we building access to content, but we're also providing tools like **RefWorks** Flow, which enables collaboration no matter where the collaborators are located.

One more important market change is the growth of the Open Access movement, which is quickly gaining more high-quality, peer-reviewed content. A good example is the **University of California's** decision to make all its research open access. We have explicit plans to integrate open access content in our solutions. While the world is actively embracing the growing open access movement, open access content is scattered, and providing a central discovery point that brings it together with proprietary content is essential for research efficiency.

On the flip side, **ProQuest** is also helping to support the development of open access institutional repositories (IR). When we ingest dissertations through our Digital Archiving and Access Program, with the author's permission, we share digital copies with the university. So, it's available in our dissertations database for broad discovery but is also openly accessible within the university's IR.

ATG: Are you planning new products to tap into the explosive growth and shift of research content to places like China and Brazil? Will you focus on dissertations? How will e-journals and eBooks figure into the equation? A similar question applies to open access content. Will OA content start appearing in existing ProQuest databases or might we see ProQuest develop databases that offer access to OA titles exclusively?

KS: Dissertations are, of course, an important source of emerging research. As areas such as China, Brazil, and India increase their graduate output it becomes more essential to capture it for global access. The way **ProQuest** is making that content easy to search and discover is by teaming with university consortia. For example, last year, we teamed with the **China Academic Library and Information System (CALIS)** to abstract and index dissertations from 80 Chinese universities and make them

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EARLY LIFE: I was born in Texas but my family traveled non-stop as my father, a career military officer, was transferred from post to post. I have lived in a dozen states as well as in Germany and Singapore.

PROFESSIONAL CAREER AND ACTIVITIES: My career started in the U.S. Military where I served five years on active duty in the U.S. Army as a Captain and member of the Judge Advocate General's Corps. I then spent five years in operations and legal roles in a diversified financial services company, followed by two years at **Bain & Company**, a global strategy consulting firm. Prior to joining **ProQuest**, I held various positions during my 14-year tenure at **LexisNexis** including President, Global Operations for the global legal business, President and CEO of U.S. Corporate and Public Markets, CEO of **LexisNexis Asia Pacific**, as well as other business unit and strategic and business development roles.

FAMILY: I have been married to my wife **Lisa** (an architect) for 19 years, and we have a 16-year-old daughter and 14-year-old son.

IN MY SPARE TIME: I enjoy attending my children's sporting events, reading, and travel. My most recent vacation with my family was to Turks & Caicos, which I highly recommend to anyone who has not had a chance to visit this island.

FAVORITE BOOKS: Too many to mention.

PET PEEVES: Whiners who have no ideas on how to address their complaints.

PHILOSOPHY: Be decisive and take calculated risks. It's more fun and always easier to seek forgiveness than permission.

MOST MEMORABLE CAREER ACHIEVEMENT: Hope it hasn't happened yet!

HOW/WHERE DO I SEE THE INDUSTRY IN FIVE YEARS: I expect to see technology continuing to drive change, and in some cases disrupt, the way in which Higher Education institutions teach, do research, and run their operations. Our strategy is to react to this change by continuing to be innovative, flexible, and adaptive. In this industry, you do this or get left behind. Scholarly research is also growing in new markets, and we will respond to the expansion of education and support collaboration in these markets.

accessible through *ProQuest Dissertations & Theses*. But that's not the only content front we're working on. We just launched *ProQuest Indian Journals*, which aggregates about 200 premier scholarly journals published in India. It's a resource that scholars in India specifically asked for. We're also digitizing Chinese newspaper archives, opening a path to tremendous historical resources. Our goal is to meet the needs of researchers and librarians, no matter the type of content. With **ProQuest's** expertise in aggregation, eBooks, A&I, dissertations, and digitization, we're uniquely suited to create scholarly research resources that allow access to all kinds of information.

As for open access, we're already including some in our databases and expect to accelerate our offerings. At this time, I don't anticipate sources with only OA content. The value for researcher would be integrating it with proprietary data for a truly comprehensive search.

ATG: And of course there is always competition for market share. Who do you see as your main competitors? What does ProQuest offer libraries that the others don't?

KS: There are many providers serving our customers, and I'll leave it to you to decide who the main competitors are. Our key measurement for how we're doing comes from our

customers. We're working hard to provide a better overall experience for them and for their users. That means improving the interoperability of our various solutions that users and librarians employ while doing their research or managing the institution's holdings, whether that is in discovery and management solutions, aggregated databases, eBooks, workflow tools, or identifying funding sources. **ProQuest** has the broadest breadth of offerings, and we aim to provide the most comprehensive and valuable end-to-end solutions to our customers.

ATG: Is the feedback that you get from customers anecdotal or do you have formal structures like user groups and forums that let you know how you are doing? If so, what are these formal structures?

KS: We very much value the face-to-face sessions we have with our customers, but we also have a variety of formal structures in place to get feedback — user groups, discussion groups, forums, et cetera. Our products and services are developed in conjunction with library partners. For example, Intota has six development partners that span all types of libraries. They play an essential role in helping us get our products honed before they're released broadly. Another good example is