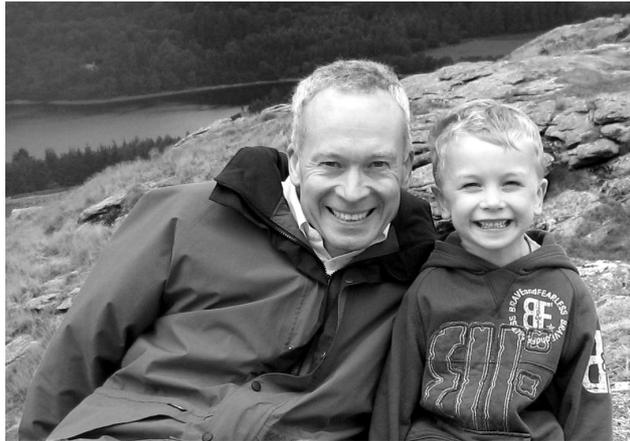


Profile: Paul Harwood



Paul and his youngest son, Stephen, expertly caught on camera at the top of Sheepstor on Dartmoor by his middle son, Peter Harwood

Paul Harwood, the newly elected Chair of UKSG, was born in Canterbury, Kent, in 1959. His father was a policeman and as a child Paul moved around Kent quite a bit. He is therefore unsure whether he is actually a 'Kentish Man' or a 'Man of Kent'! Perhaps a bit of both ... although he feels he has the most affinity with Canterbury. After school Paul studied English and History at the University of Hull, which he enjoyed immensely. In fact, he has subsequently tried to persuade two of his university-age children to consider Hull, but to no avail. Post-university, like many of us, Paul had no idea what he wanted to do career-wise. He toyed with the idea of writing and journalism but spotted an advert for a trainee librarian with Kent libraries and applied for the job. He feels that one reason he was appointed was that the County Librarian was a great fan of Dickens, as was Paul. Whatever the real reason for being offered the job, Paul was started on his great journey through the information industry.

Kent County Libraries trainee scheme paid for him to study for a postgraduate diploma in librarianship at what was then the Polytechnic of North London, on the condition that he returned to work for them for at least one year. In reality, he returned for three years, gaining experience in a large reference library, junior libraries and small branch libraries. During his time at the branch libraries in particular he became quite familiar with the marks people put on books to remind them which ones they had read (an experience

anyone who has served their time in public libraries will recognize) but, although enjoying his time there, Paul was not convinced that he wanted to stay in public libraries. He saw an advert for a job working for 3M (library security systems). They wanted a librarian to be a sales person and he applied for and got the job. This was wonderful experience and as he travelled around the country for 3M he really began to 'cut his commercial teeth'. Paul must have been successful because he tells us he went to the Seoul Olympics on the back of his sales achievements.

But three years later, in 1990, Paul was beginning to look for his next challenge. He saw another advert for a job at Swets (and for those of you with long memories, it was actually Richard Savory's job). As part of the interview he was asked to undertake a psychometric test. Swets was an early adopter of this technique – after all, they did publish the tests. He maintains that he failed the test miserably but was nevertheless offered the job, and remains eternally grateful to Albert Prior for convincing Adrian Swets that the test result was not the only basis on which they should judge the candidates for the job! It was a chaotic time at Swets. Lots of new people were joining the company and there was lots of new business. Swets had just bought the HK Lewis subscription service and they were just about to buy Bailey Bros. But it was exciting and he felt that he was in the right place at the right time. Within four years Swets also took over a part of the Faxon business.

All of this was leading up to the 'big one' – the Blackwell/Swets merger. Paul's big break came in 1994 when Albert Prior, who was then the Swets UK Managing Director, announced that he was going to move over to Swets' Dutch office to take a position on the Executive Board at the Head Office. Paul was appointed to Albert's post and enjoyed six years heading up the company until 2000, when he had to face his biggest challenge yet – that of guiding the UK offices of Swets and Blackwell through the merger of the two companies.

He had many difficult decisions to make and, inevitably, a few sleepless nights. He admits that it was "pretty horrible at times" but he got through it. The move to the new building helped and he very much enjoyed that project, getting the balance between building design and functionality.

However, changes in the industry were beginning to impact. Swets Blackwell had some 80% to 85% of the UK library market but it was becoming increasingly unclear what the future of subscription agents was to be. It was time for a re-think. Paul and Albert Prior had a number of ideas for new business ventures but the one they launched was Content Complete Limited (CCL) – a business devoted to publisher negotiations on behalf of consortia and other research orientated organizations worldwide. The big break for the company was the early securing of the UK JISC contract to negotiate on behalf of the JISC e-journals initiative, NESLi2. As the company grew and prospered, Paul says he was reminded of some advice he received from a boss in his job at 3M many years ago: "the harder you work, the luckier you get". Content Complete now work for a range of different organizations including the Irish libraries consortium, IReL, which is extremely well funded, and they have many agreements with all the big STM and social science/humanities publishers and aggregators. They also work for a large pharmaceutical company. Other work includes negotiating on behalf of learned societies to provide remote access for their members and running seminars on negotiating

in several European countries. Paul has recently returned from the EAHIL Conference in Romania, where CCL ran a workshop for the librarians who attended on negotiating with publishers.

Despite his devotion to his company and the hard work he puts into it, Paul still finds some time for relaxing and recreation. He has four children from two marriages. His elder daughter is at Sheffield University and his elder son is studying for his A-levels. His other two children with wife Karen are eight and six. He is also keen on sport (and apparently very competitive). He plays football and squash and is a regular runner, hoping that he will be accepted into next year's London Marathon which is on the Sunday following the UKSG Annual Conference. He thinks he may need to be a bit more careful than in previous years regarding late nights and general UKSG revelry! He says he is tempted to take up golf (which pleased your eds!).

His final thoughts were on UKSG and where he sees it going under his leadership. The group certainly needs to ensure that it is in the right position to embrace the widest possible range of e-resources and this is already reflected in the contents of *Serials* and at the annual conference and one-day seminars. But are we constrained by the name of the group? That's a contentious question that will no doubt cause much heated debate among the committee and the membership. Rebranding is a related issue and the group has recently gone out to tender for web rebranding. The conference venue is another important issue as we have all but outgrown university accommodation – particularly as far as the exhibition is concerned. And finally, the UKSG research programme. This is an area where activity has increased in recent years and Paul is keen for it to continue and grow. Whatever the outcomes, one thing we can be certain of is that Paul will continue to have the best interests of the UKSG at heart and that he will lead us through the challenges to the very best of his ability.