

Reports on Scientific Conferences and Symposia

Under supervision of

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This section includes the following reports:

1. A summary of the lecture titled: “*Introduction to Scopus Al*”, Prepared by Dr. Reham Mahmoud Abdallah.
2. A summary of the content of a Training Course Entitled: “*Leadership and Innovation in Libraries and Information Institutions*”, prepared by Miss Roqayah Mohamed El-Sayed.

A summary of a lecture titled:

“Introduction to Scopus AI”

Scopus AI 简介

Prepared by

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Under the auspices of Scopus and Egyptian Knowledge Bank, a lecture titled "Introduction to Scopus AI" was held virtually on Wednesday, June 11, 2025, via Zoom. The lecture was presented by *Lucia Schoombee*, Customer Success Consultant, at Elsevier.

The speaker indicated that the agenda would include the following points:

- What is Scopus AI?
- Com Use Cases
- Underlying Technology
- Key Features Overview
- Why Scopus AI
- User Guidance
- Demonstration-Practical walkthrough using real-world queries
- Q&A and Discussion

What is Scopus AI?

The speaker explained that Scopus AI is an intuitive and intelligent search tool informed by generative AI (GenAI) that draws exclusively on the trusted, curated content in Scopus.

Built in close collaboration with the academic community, it has been designed to respond to the user's natural language queries with focused and easy-to-understand insights on new terms, concepts and disciplines.

Following the introduction to Scopus AI, the lecturer highlighted the practical applications of the tool in supporting researchers and academics, saying:

The cases that Scopus AI supports, are as follows,

- Getting familiar with a new topic
- Deepening understanding of a research topic

- Funding Proposal writing
- Better articulating a hypothesis or idea
- Explaining a complex topic to juniors/non-academics
- Identify your next research area
- Collaborating with others
- Finding reference

After outlining the main use cases of Scopus AI, the lecture proceeded to explain what is typically included in a Scopus AI response, in order to help users better understand the structure and depth of the information provided, as shown below,

In a Scopus AI response, the following items are included:

- Summary: A fully referenced Summary that includes guidance on the tool's confidence in the response
- Expanded summary: An extended referenced summary that explores each query from multiple perspectives
- Go deeper questions :A series of prompts designed to help you continue exploring and learning
- Concept map: A clickable visual that uses keywords to provide a bird's-eye view of the topic space
- Foundational documents: A list of influential articles that inspired the articles cited in the summaries
- Topic experts : The top researchers in your chosen field (based on their volume of related publications)
- New: Emerging themes :A topic overview that helps you identify the research themes in your field of interest - including potential areas of opportunity; for example, those that are new or currently underserved by the

After describing the main components of a Scopus AI response, the lecturer moved on to discuss the underlying technology that enables these advanced capabilities.

Underlying Technology:

Retrieval Augmented Generation (RAG)

RAG is about feeding language models with necessary information. Instead of asking LLM directly, we first retrieve the very accurate data from our knowledge library that is well maintained and then use that context to return the answer

Large Language Model (LLM)

Advanced type of artificial intelligence system capable of processing and generating human-like natural language responses by analyzing vast amounts of data. We use LLMs to generate summaries in response to your queries.

Vector search

Converting a text to an array (vector) enables complex mathematical work on the text, like finding another vector that is similar to it, using cosine similarity. Generally accepted to be more effective than other search types. We use vector search to identify relevant publications to your query.

Query

Typically, user input or question posed in natural language that a search engine or LLM attempts to understand and respond to with relevant information or content. Here, we use your query to conduct a vector search for relevant publications; then we prompt the LLM to extract information from the identified publications.

Prompt engineering

An AI-based technique for refining prompts so that the language model optimizes the output and produces a desired response type. We develop prompts to help you learn the foundations, context, and get up to speed quickly.

Semantic relevancy algorithm

A sophisticated method, incorporating multiple checkpoints, for determining the relevance of search results to a query. We use cosine similarity, publication recency and citation count to determine relevance of publications to your query.

Scopus AI natural language queries + Co-pilot

The user should ask questions on his/her chosen topic in a natural, conversational manner, supported by our powerful new Copilot search tool.

Building on the explanation of the underlying technologies powering Scopus AI, the lecturer then focused on the advantages offered by the Copilot feature, which enhances user interaction and overall research efficiency.

Benefits of Copilot:

The following benefits were mentioned:

- Can combine both vector and keyword search
- Breaks down and optimizes queries to improve the specificity of results
- Supports queries in multiple languages
- Accepts longer text queries
- Considers more results

Copilot also provides a transparency layer that explains exactly how the tool has broken down and optimized your query. It is one of very few Gen AI solutions on the market to do this.

Transparency and context about our confidence in the responses

Reflection layer

The prompt engineering guides the large language model to signpost in the summaries how relevant the response is to your query

As part of its commitment to transparency and responsible AI use, Scopus AI also incorporates mechanisms that explain how its solutions operate. This approach helps users understand the reasoning and confidence levels behind each generated response.

How Scopus AI solutions work:

Reflection Layer - Low Confidence

- No response is provided when confidence in source material is low
- Nuance is always added to demonstrate level of confidence(see an example in the following figure) :

when did the first chicken land on the moon?

Show Copilot steps ▾

Summary

Not based on Scopus references

It seems there might be some confusion in your query, as no chicken has ever landed on the moon. If you're looking for information about the first animals in space or the history of lunar missions, please clarify, and I can help with that!



Figure no.1: An example of the response provided when confidence in source material is low.

After discussing Scopus AI's transparency and reflection mechanisms, the lecturer introduced one of its most interactive and insightful features — the Concept Map. This component helps users visualize the relationships between key ideas within a research topic, offering a clearer understanding of the overall knowledge structure.

The Concept map

- Mapping of concepts to provide the big picture
- Based on author keywords top 10 documents featured in the Summary
- Useful to get to know the terminology
- Understand the relationship between concepts in a research area
- Hyperlink provides explanation of the relationship

The speaker then described two additional features that further enhance users' understanding of the research landscape — the Foundational Papers and Topic Experts tools. These features help identify both the most influential studies and the leading researchers within a specific field.

Foundational papers:

Discover influential papers

The list of Foundational papers illustrates which papers heavily influenced the documents that Scopus AI uses to write its response, specifically the Summary.

Takes into consideration the entire Scopus corpus

Topic experts:

Discover who the experts are

Scopus AI draws on rich Scopus Author Profiles to highlight top authors in your chosen field, along with explanations of their relevant expertise

Based on Researcher Discovery which indexes documents published since 2020.

Go deeper queries

Continue learning and exploring

Scopus AI generates three Go deeper questions for each query that help drill down and broaden the understanding.

After introducing the Foundational Papers and Topic Experts features, the lecturer concluded the overview of Scopus AI functionalities by explaining how the Emerging Themes feature operates. This tool enables users to identify newly developing or rapidly evolving research areas by analyzing recent publication trends.

How does the Emerging themes feature work?

Vector Calculation performs two searches:

- Year 1: relevant abstracts published within the last 12 months

- Year 2: Relevant abstracts 12-month period prior to that

Selects ~300 relevant abstracts per search, clusters them by topic using vector similarity, and compares clusters to reveal a list of Emerging themes.

Each of the themes is assigned to one of three categories:

- Consistent: Theme has received a similar level of coverage over the two 12-month periods.
- Rising: While the level of coverage is similar, the area appears to be growing in the more recent year.
- Novel: Coverage of the theme is relatively low, i.e., this is a new theme, or it is underserved by the current literature. This signals potential 'whitespace' you can use to target research, funding, collaborations and more.

To continue the explanation of how the Emerging Themes feature operates, the speaker further elaborated on the type of information provided for each identified theme. This additional layer of detail enables researchers to quickly grasp the significance of emerging areas and identify opportunities for further investigation.

Emerging themes:

For each theme identified, emerging themes provides the following:

1. Mini descriptive summary
2. Suggested research hypotheses for further testing
3. References so you can explore the documents the summary is based upon.

Following the detailed explanation of the Emerging Themes feature, the lecturer moved to address a broader question: what makes Scopus AI unique compared to other research tools? This section explored the principles, technologies, and safeguards that distinguish Scopus AI as a reliable and responsible artificial intelligence solution for researchers.

Why Scopus AI?

Following are some of the features and principles that make Scopus AI so unique:

- Scopus is a global, peer-reviewed content

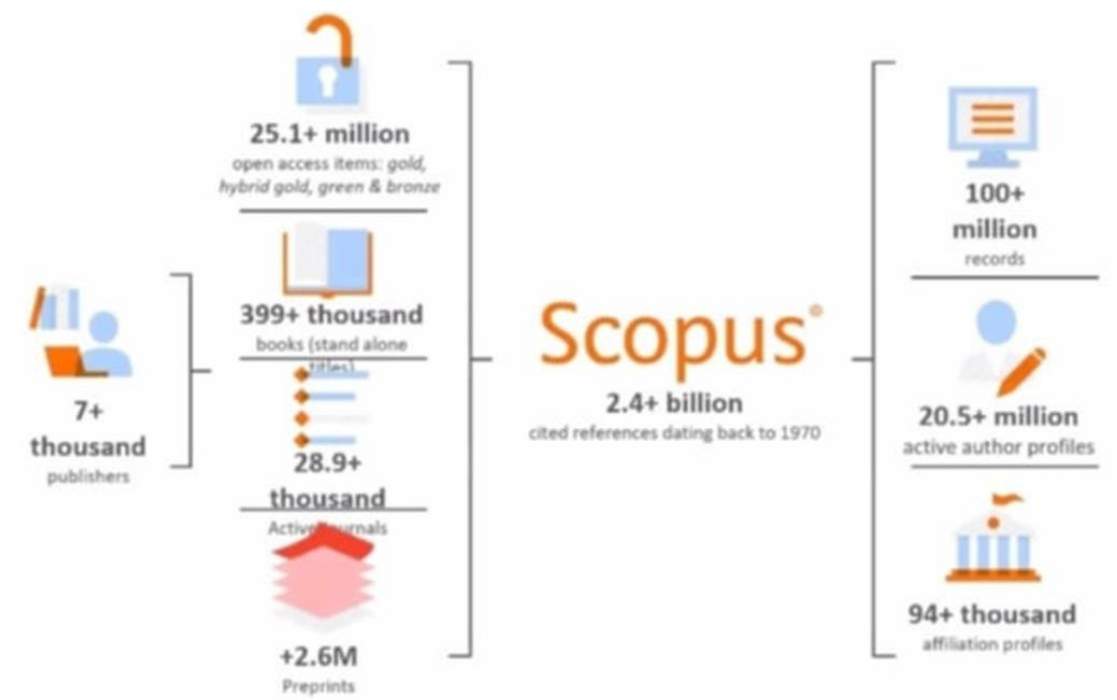


Figure no.2: Some of the features and principles that make Scopus AI so unique

- Scopus AI champions responsible AI:

In 2022, we published 5 Responsible AI Principles that complement our existing AI policies and processes.

These principles have shaped every stage of Scopus AI's development, and will continue to guide the tool's evolution.

- Scopus AI's Responsible Principles:¹

1. It considers the real-world impact of our solutions on people.
2. It takes action to prevent the creation or reinforcement of unfair bias.
3. It explains how our solutions work.
4. It creates accountability through human oversight.
5. It respects privacy and champion robust data governance.

- Scopus AI takes extensive steps to minimize hallucinations:

¹ <https://www.elsevier.com/about/policies-and-standards/responsible-ai-principles>

The large language models (LLMs) used in GenAI tools bring many benefits, but they also come with shortcomings.

These include the potential to generate 'hallucinations' - inaccurate or false responses, undermining trust in the information they deliver.

- Scopus AI takes a multi-stranded approach to reducing hallucinations.
 1. Responses are grounded in Scopus content
 2. Sources are updated daily
 3. Strict 'guardrails' guide the LLM
 4. Sophisticated RAG fusion technology
 5. Rigorous evaluation frameworks
 6. Cross-departmental human oversight
 7. Community feedback
- Scopus AI is transparent and always shows its workings, as explained in the following points:
 - Scopus AI responses are easy to evaluate, verify and confirm.
 - Co-pilot show steps.
 - Every claim or assumption cites the Scopus documents used to generate it.
 - References can be downloaded in bulk for further analysis.
 - Reflection layer Scopus AI provides guidance on its confidence in the relevancy of its response
 - Scopus AI's technology is explained.
- Scopus AI takes action to prevent unfair bias.
- Scopus AI is committed to preventing the creation or reinforcement of all forms of unfair bias.

The speaker said that they have drawn on a potent mix of guidelines, evaluation, technology and human oversight to help us achieve this.

For example, they actively test Scopus AI for biased responses using a variety of internationally-recognized frameworks, as explained below.

1. They use only trusted Scopus data.
2. They focus on relevancy of content, not impact.
3. They conduct rigorous evaluations e.g. Quora's Insincere Questions Classification.

4. They provide the LLM with strict guidance.

5. They learn from user testing.

- Scopus AI respects data privacy

Scopus AI is designed to avoid unnecessary data retention, for example, Scopus AI uses Open AI's large language model (LLM) ChatGPT hosted on Microsoft Azure to synthesize results found by our vector search. The developers have an agreement in place that information will not be stored or used to train Open AI's public model.

They also comply with privacy regulations like GDPR.

- Scopus AI was developed with the academic community; Decisions around Scopus AI enhancements are rooted in compelling user feedback. Developers have worked with thousands of researchers, academic leaders and librarians worldwide to understand their needs and rigorously test new ideas since the earliest design stages of Scopus AI.

That collaboration remains just as valuable today, as they continue to evolve Scopus AI.

Here are just some of the features shaped by user feedback,

- Position of Scopus AI in Scopus.
- Emphasis on references.
- Concept map.
- Foundational papers.
- Expanded summary.
- Confidence layer.
- SciVal export option.

After discussing the ethical principles and responsible AI framework that underpin Scopus AI, the speaker proceeded to compare Scopus AI with other generative AI tools currently available in the market. This comparative analysis aimed to highlight the unique value of Scopus AI in terms of reliability, integration, and academic integrity.

The Scopus AI differences:

Generalist Gen AI tools	Scopus AI	Other academic Gen AI tools
Value: • Sophisticated LLMs • Free versions Potential red flags:	Value: • Available in Scopus, within the research workflow.	Value: • Some free versions exist • Some citable sources Potential red flags:

• Often draw on generic, non-peer-reviewed content. • Answers may contain gaps or extraneous content. • Can fabricate (hallucinate) references. • Sit outside research workflow. • Trained on out of date data. • Privacy is not always guaranteed.	• Uses reliable, curated, peer-reviewed content. • Leverages patent-pending technology (RAG-fusion). • Designed with members of the academic community to meet their needs. • Developed using responsible AI principles for transparency, privacy, and trust. • Evaluation & quality frameworks ensure minimal hallucinations.	• Content can be limited (OA) or non-transparent. • May include duplicate data. • May include less trusted content. • May be outside current research workflow tools. • Often require additional login/access.
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Scopus AI:

- Trusted content ...that champions academic integrity
- Cutting-edge technology ...that saves you time
- Focused, reliable results ...for actionable insights

After outlining how Scopus AI differs from other generative AI tools, the lecturer moved on to provide practical author guidance on the appropriate use of the tool in academic contexts. This section clarified the ethical boundaries and best practices for referencing information generated by Scopus AI.

Author guidance when using Scopus AI

- This tool cannot be listed or cited as an author, as it is unable to accept responsibility and accountability for its work.
- Scopus AI is designed to provide an overview or introduction into a subject or topic based on real academic information.
- It is not designed to be an absolute source of truth but a guide.
- For this reason, we recommend that users aim to cite papers directly from the citations in the summaries, rather than citing the summaries themselves.
- Further, Scopus AI doesn't currently include versioning, so the summaries are not suitable for citing.

After providing authors with essential guidance on how to responsibly use Scopus AI, the lecturer concluded with a practical explanation of how the tool functions, and how researchers can access it through institutional channels such as the Egyptian Knowledge Bank.

How does Scopus AI work?

Scopus AI generates results within seconds

Step 1: Type in the query

Step 2: Scopus AI's vector search gets to work

Step 3: The large language model (LLM) generates the result

You can access Scopus AI through the Egyptian Knowledge Bank and choose the Elsevier database, then choose the Scopus database.

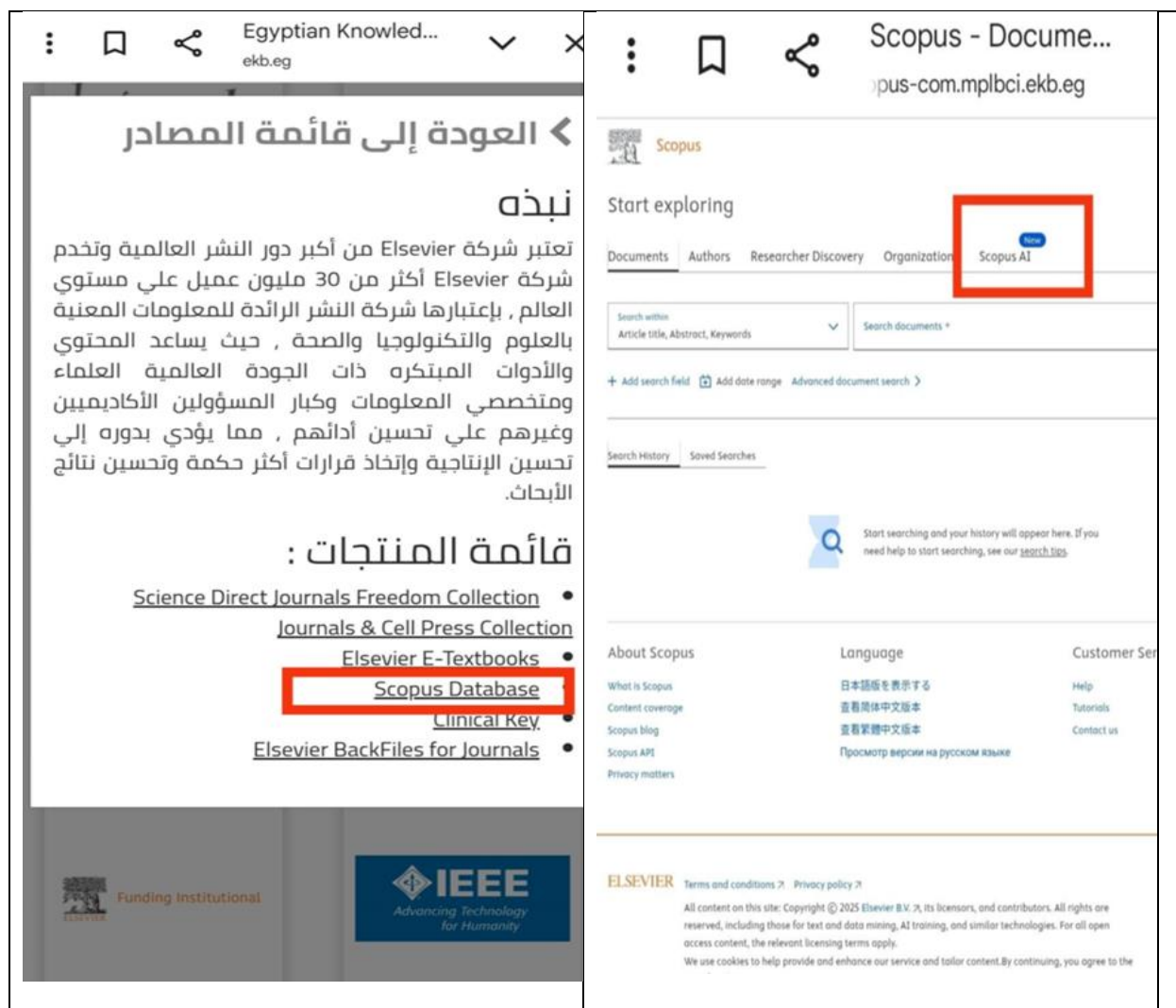
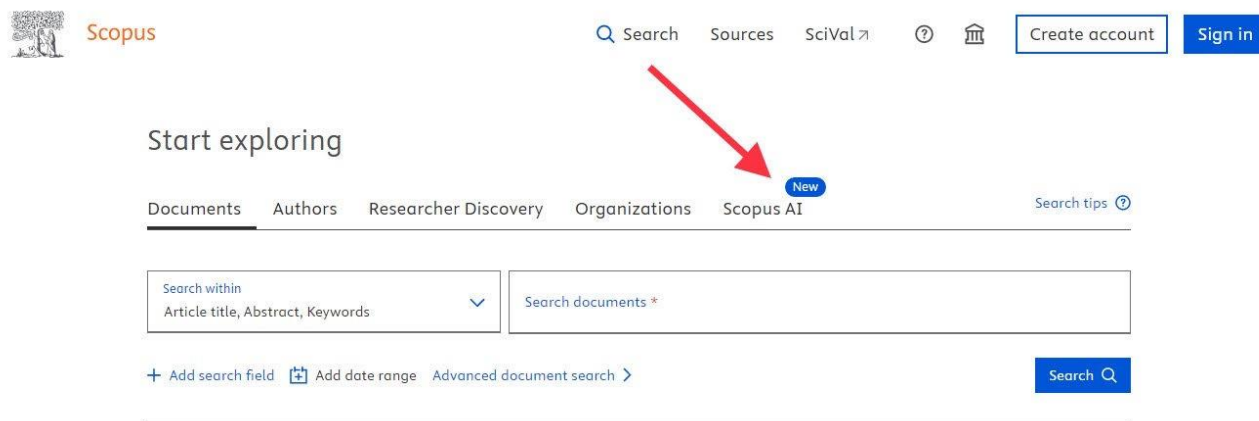


Figure no.3: The access to Scopus AI through the Egyptian Knowledge Bank.

Is it free of charge?

The speaker said that the use of this valuable tool requires a paid subscription; however, it is possible to use it for free from within the Arab Republic of Egypt through the Egyptian

Knowledge Bank, as mentioned before, (through clicking the “*Our English Resources*” icon, then clicking the “Scopus” icon) to see the screen shown in the following figure:



<https://08105d7yv-1103-y-https-www-scopus-com.mplbci.ekb.eg/pages/home?display=basic#basic>

Figure no.1: Where to access Scopus AI for free through the Egyptian Knowledge Bank

For more details about Scopus AI, you can kindly visit the following link:

<https://www.elsevier.com/products/scopus/scopus-ai#0-about-scopus-ai>

In summary, the lecture “Introduction to Scopus AI” offered valuable insights into Elsevier’s innovative research tool designed to enhance academic discovery through artificial intelligence. The speaker highlighted how Scopus AI integrates reliable, peer-reviewed data with advanced technologies such as RAG, LLMs, and vector search to deliver accurate and transparent results. The session also underlined Scopus AI’s strong commitment to responsible AI principles, including transparency, privacy, and fairness, as well as its advantages over general AI tools in terms of credibility and integration within the research workflow.

Overall, Scopus AI was presented as a trusted and ethical solution that empowers researchers to explore topics efficiently and responsibly — now freely accessible in Egypt via the Egyptian Knowledge Bank.

A summary of the content of a Training Course Entitled:
"Leadership and Innovation in Libraries and Information Institutions"

图书馆和信息机构的领导力和创新

Prepared by
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The Issa Cultural Centre, in collaboration with the Bahrain Library and Information Association, organized a training course from February 9 to 11, 2025, via Zoom.

The training course focused on the theme of **leadership and innovation in libraries and information institutions**, presented by **Ms. Ruba Abu Qaoud**, a certified trainer in leadership and innovation from the Norwegian Institute, Director of Training and Development at the Jordanian Library and Information Association, and a lecturer in Library and Information Science.

The training course highlighted the following key topics:

- Fundamental concepts of leadership and innovation.
- The use of artificial intelligence and the challenges of innovation.
- The importance of developing the skills and knowledge of library staff.
- Leadership and innovation in libraries and information institutions.
- How to enhance library services through modern strategies and technological tools.
- The role of libraries in society and the challenges of AI implementation.
- Using new technological tools to maximize library benefits.
- The importance of active participation and engagement from attendees, which contributes to an enriched learning experience and fosters a positive learning environment.
- Analyzing challenges and opportunities using the SWOT model, enabling participants to better understand the communities they serve and identify suitable development strategies.

On the first day, the speaker began by stating that libraries face significant challenges in innovation due to financial constraints and limited budgets. These conditions impact the ability of library professionals to offer new and effective services. She pointed out that measuring the quality of services often requires extended periods of time, which in turn limits the innovation outlook among library staff.

The speaker emphasized that innovation in libraries is not solely dependent on technology; it can also be reflected in the way services are delivered, which allows the sector to grow and evolve.

Leadership and innovation require active engagement with others, as communication with colleagues can help reshape knowledge concepts.

She then defined innovation as the process of developing new ideas or improving existing ones to meet specific needs. Innovation is a fundamental element for progress and development across all fields. It requires critical thinking, flexibility, and the ability to experiment—qualities that contribute to creating effective solutions to existing problems. These elements are essential for ensuring the success of innovation.

Moreover, she stated that libraries and information institutions are vital fields that require innovation to improve services and meet user needs. Innovation contributes to enhancing the quality of services provided.

The speaker went on to explain that although leadership and innovation are closely related terms, each has a unique impact on library services. Understanding the differences between them can help improve library performance. Leadership is associated with planning and execution, while innovation focuses on creating new and creative solutions. Combining these two concepts is necessary to achieve higher institutional efficiency. Innovation requires tools that support idea development and improved performance.

Creativity, she added, is a key component of innovation within libraries. Leadership requires execution skills and direction to achieve goals, while innovation focuses on generating new ideas and transforming them into services.

Understanding the distinction between leadership and innovation is essential for enhancing performance. Leadership demands continuous skill development and the ability to lead effectively. Both innovation and leadership are crucial elements in the advancement of libraries. Emphasis should be placed on improving services and generating new ideas to meet user needs and achieve success. Marketing and content activation are also fundamental factors in the success of libraries, and investing in these elements effectively can enhance the overall library experience.

Finally, she noted that the difference between leadership and innovation lies in improving business models: leadership focuses on creating something new, while innovation aims to improve what already exists.

Element	Leadership	Innovation
Goal	Developing a new business model or product	Improving or applying new ideas in a specific field
Scope	Includes business and technologies	Can be in any field, including libraries

Application in Libraries	Transforming libraries into creative and entrepreneurship-supportive spaces	Introducing modern technologies such as artificial intelligence and smart search systems
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The speaker stated that transforming libraries into creative spaces depends on involving users in decision-making, which contributes to improving service quality. She noted that the quality of service delivery is influenced by the psychological state of the staff. Therefore, it is important that staff are capable of providing excellent service regardless of their personal mood. Negative moods can impact the quality of service, so it is essential to avoid linking service quality to staff emotions in order to ensure a positive customer experience.

She also said that building positive relationships with patrons is also a key aspect of service delivery. Good relationships enhance service effectiveness and make users feel comfortable and satisfied. The speaker highlighted innovative service models used in global libraries and emphasized the use of technologies such as artificial intelligence (AI) to improve the user experience, considering it a vital step in innovation.

As modern libraries are increasingly promoting innovation by offering creative environments and interactive spaces, she claimed that these changes reflect the importance of participation and collaboration in developing knowledge and skills. Providing both quiet study areas and collaborative zones enhances the user experience and fosters innovation through meaningful discussions. Offering workshops on programming and graphic design helps develop young people's skills and strengthens their capacity for innovation.

The Bibliotheca Alexandrina (Library of Alexandria) was mentioned as a notable example of using modern technologies to facilitate access to information and promote culture and knowledge. Modern libraries strive to employ AI to enhance their services. A study revealed that AI can reduce information search time by 50%, highlighting users' growing need for speed and efficiency.

The speaker stressed the importance of investing in innovation and understanding users' needs to improve service quality and increase user satisfaction. Implementing modern technology in libraries can also help address social issues such as unemployment and language learning, reinforcing the role of libraries as vital community centers; she also explained that forming partnerships with other institutions, such as universities and companies, is considered an effective way to achieve innovation and expand library services. However, libraries face several challenges when implementing new entrepreneurial models, such as integrating fun with knowledge and adapting to technological changes that affect the human role. Financial and resource constraints remain some of the major obstacles, requiring new strategies to ensure sustainability and innovation.

She concluded by emphasizing the importance of building successful partnerships with various sectors to enhance libraries' capacity to face challenges and achieve their innovation and

development goals. The rise of AI also raises questions about its impact on human jobs within libraries, making it necessary for staff to adapt to these modern technologies.

Modern libraries require comprehensive development to keep pace with technological changes. The role of the librarian must evolve into that of a certified and highly skilled information specialist. The long history of libraries—from papyrus to computers—demonstrates the ongoing need to adapt to the times. Traditional concepts of the librarian's role must be changed, transforming libraries into learning resource centers. This transformation requires updating job descriptions and associated responsibilities.

Library specialists must enhance their skills in various fields such as programming and artificial intelligence. These competencies will help them face future challenges in the profession. Creativity and innovation are the only way for libraries to maintain their relevance in society. Libraries must emphasize their positive impact through effective engagement with community needs.

Technology alone is not the main factor in the success of libraries. A library's influence on society can exceed its available technical resources. This impact requires investment in human resources and meaningful interaction with the community. Libraries that possess advanced technological tools but are ineffective in practice may lose their influence. Therefore, innovation is essential to address current challenges. Libraries must be capable of adapting to the times and providing innovative services to their users.

On **February 10, 2025**, the second day of the training course focused on new ideas to improve services and meet users' needs. Emphasis was placed on the importance of *design thinking* as a tool for problem-solving and idea exchange among participants, reinforcing libraries' roles as vital community centers. The speaker highlighted how libraries can become hubs for problem-solving and meeting users' needs.

She also stressed the value of *creative thinking* and how it can help develop library services to better meet users' expectations. The discussion addressed the transformation of libraries from mere book storage facilities into *labs of ideas* and interactive creative spaces.

The course reviewed tools and technologies that can support innovation in libraries, such as *design thinking* and *AI applications*. The speaker stated that modern innovations and technologies are essential tools for responding to user needs, and that we must be mindful of design thinking strategies and how to apply them effectively. Past experiences play a significant role in developing new ideas, and learning from them is important to avoid mistakes and achieve better results.

The speaker then explored the concept of *design thinking* as a creative solution to address user needs. This type of thinking requires a deep understanding of users' requirements and how to implement them. Innovations include using tools such as *augmented and virtual reality* to enhance educational experiences, promoting interaction and creativity within the learning environment.

She concluded that innovation in libraries demands a new vision based on deep user insight and engagement. Library service development should identify and address barriers that prevent students from using these services. The social and educational environment significantly influences staff's innovative thinking. Individuals are encouraged to transfer knowledge and embrace new cultures to foster innovation in their professional environments.

Ms. Ruba Abu Qaoud stated that it is essential to identify the reasons behind the decline in student visits to the library. She said that it is also necessary to assess factors such as modern technology, which may distract students from using traditional libraries. She emphasized the importance of *design thinking* in solving such problems. Tools like the *Johari Window* can help improve our understanding of students' needs and provide appropriate solutions.

Moreover, *research consultations* were identified as important tools that enhance library effectiveness and help information professionals offer better services. By improving the overall user experience, libraries can attract more students. Developing *smart applications* can make it easier for students to search for resources and communicate with librarians. These apps improve usability and make the library a more appealing place.

Organizing *monthly workshops* to introduce new students to library services and how to use them effectively can help increase library engagement, especially after the COVID-19 pandemic.

Innovation in library services requires listening to users' needs and offering customized solutions. Improving the current experience can lead to increased library efficiency and attract more students. Innovation in libraries depends on understanding users' expectations and providing simple yet effective solutions. This requires analyzing user behavior and developing new services that align with their needs.

Student consultations enhance students' capacity to provide peer advisory services within libraries, which indirectly helps promote the library within their faculties. The *Johari Window* exercise also helps identify the gaps between available services and user expectations, leading to service improvements.

Design thinking as an innovative tool supports the creation of new services tailored to users' needs. It also helps improve user experience by analyzing their behaviors. Enhancing the book search experience requires a clear understanding of the steps users take to access information. Libraries must adopt *innovative strategies* to streamline this process.

Building researchers' skills starts with teaching them how to interact with the library—how to retrieve and classify books correctly—which simplifies their search experience. Smart library applications can help researchers find books more quickly using technologies such as *virtual reality* and *digital maps*.

Creative thinking is a core element in improving library services, enabling staff to offer new solutions to users' problems and enhancing the user experience. It is fundamental to the development of libraries and the creation of services that keep pace with advancing technology.

The local community must engage with libraries to ensure their continuity and attract new users. *Improving the library work environment* requires creative thinking to ensure the delivery of innovative services that engage users and maintain their interest.

The speaker also stressed that libraries need *effective marketing strategies* to activate their content and attract visitors. *Marketing services* is the "success triangle" for any library seeking growth.

Hosting *interactive activities* such as workshops and book signing events helps attract new users. These events foster communication and encourage active participation. Introducing *creative thinking tools and techniques* in libraries is essential to improving services and meeting users' needs. This involves using strategies such as *brainstorming* and the *SCAMPER method* to achieve effective results.

Using brainstorming to generate new ideas boosts creativity and helps produce innovative solutions tailored to library needs. This can be one of the practical outcomes of the training course.

Applying the *SCAMPER model* can improve library services by replacing traditional procedures with automated processes, making information more accessible and enhancing service delivery.

SCAMPER means:

Substitute

- ✓ *Substitute materials*: Thinking about replacing traditional library materials with digital content or alternative presentation formats.
- ✓ *Substitute procedures*: Replacing manual processes with automated ones to speed up operations.

Combine

- ✓ *Combine services*: Merging multiple services to offer a better user experience, such as integrating borrowing services with search and inquiry functions.
- ✓ *Combine resources*: Collaborating with other libraries to combine resources and expand the database.

Adapt

- ✓ *Adapt to modern technologies*: Using advanced technologies such as smart applications or artificial intelligence to enhance user services.
- ✓ *Adapt to community needs*: Adjusting library services to better meet the needs of the local community and students.

Modify

- ✓ *Modify spaces*: Redesigning the library layout to create flexible and attractive study areas.
- ✓ *Modify programs*: Adjusting programs and activities to suit different age groups or diverse interests.

Put to another Use

- ✓ *Use of spaces*: Converting certain library areas into venues for workshops and lectures.
- ✓ *Use of staff skills*: Leveraging librarians' skills to provide consulting or educational services.

Eliminate

- ✓ *Eliminate unnecessary procedures*: Simplifying administrative and service processes to remove obstacles for users.
- ✓ *Eliminate unused materials*: Removing books and materials that no longer meet users' needs.

Rearrange

- ✓ *Rearrange collections*: Organizing books and materials in new ways to improve accessibility.
- ✓ *Rearrange schedules*: Restructuring activity and event schedules to attract a larger audience.

Libraries need to continuously develop and innovate their tools and methods, taking into account the needs of special groups such as individuals with disabilities. This contributes to attracting new users and enhancing inclusivity within the library community. Libraries must adapt to the needs of society and develop services that suit their users. This requires the elimination of unnecessary elements and the improvement of spaces to make them more attractive and comfortable.

Modern technology plays a vital role in improving library services. It is essential to utilize artificial intelligence applications to better meet user needs. Modifying the design and layout of libraries is a fundamental step. Creating flexible and appealing spaces enhances the visitor experience and increases comfort. A variety of activities and events help attract a larger audience, and these should be tailored to different age groups and interests.

Libraries aim to build collective awareness of culture by investing in green spaces and encouraging community participation. This role should be strengthened through workshops and interactive events. Experiences of libraries in utilizing green spaces can contribute to reducing

pollution and improving the environment, highlighting the importance of such initiatives in communities. Paper recycling and organizing workshops are effective ways to raise environmental awareness among library users and support sustainability.

Evaluating library services helps identify the actual needs of users, pushing libraries to offer innovative services that meet those needs. The importance of Arabic-language workshops lies in enhancing communication and experience-sharing among librarians. These workshops provide an effective learning environment that contributes to skill and knowledge development. Attending workshops in Arabic enhances comprehension and makes information more impactful for participants, helping to create a comfortable learning atmosphere.

Libraries should be centers of learning and knowledge, not merely places for book storage. This requires creating an environment that attracts users. Investing in training courses helps develop skills and increase understanding. Participation in workshops fosters innovation and creativity. Social communication is highly important in engaging with users. We must use the right channels to reach them effectively and achieve positive outcomes. The presence of both youth and seniors on social media strengthens social bonds, reflecting the significance of these platforms in our daily lives.

On the third day of the training course on Leadership and Innovation in Libraries and Information Institutions, held on February 11, 2025, the focus was on the importance of innovation in developing library services. The session emphasized modern strategies and technological tools to promote digital and knowledge sustainability. Practical examples and discussions were presented on how to address challenges in this field.

Ms. Ruba Abu Qaoud highlighted that leadership and innovation play a vital role in enhancing services and supporting digital sustainability in libraries and information institutions. Employees in this sector must adopt innovative and creative thinking to face ongoing challenges. Developing technological and communication skills is essential, as these competencies enable effective interaction with the public. Continuous learning is crucial to overcoming obstacles in the library sector, which requires a deep understanding of the importance of innovation and the development of new ideas.

Idea generation relies on creating a shared environment among staff members. Such an environment fosters collaboration and supports the development of new workplace concepts. Adult education, in particular, demands creative and engaging methods that meet diverse learning needs. A learning environment that encourages participation and interaction among staff is key. Providing appropriate workshops and hosting professional trainers can significantly enrich the learning experience and add real value to the institution.

The concept of innovation in libraries requires understanding the needs of young people and offering interactive activities that align with their interests. Developing entertaining programs can help attract youth to libraries. Changing youth behavior demands out-of-the-box thinking and finding creative solutions. Brainstorming sessions can be an effective way to better meet their needs.

The speaker then presented fictional scenarios to explore innovative solutions. One such story was about *Laila*, which illustrated the importance of using artificial intelligence and innovation in libraries to enhance community engagement and significantly increase visitor numbers. Laila established new programs that attracted young people and encouraged them to read. Her investment in virtual reality technology and 3D printing transformed the library into a major attraction. These technologies added new value to the visitor experience.

Parental interest also played a major role in supporting the library, as many expressed a desire to develop their children's skills. This support helped boost cultural activities within the library. As a result of the improvement efforts, the number of visitors increased by 30% within three months, confirming the critical role of innovation in attracting users.

Libraries require innovative solutions to meet current challenges. Technology can be used in new ways to attract users and improve the quality of education. Innovation in libraries enhances service effectiveness and creates an engaging learning environment. Local partnerships are one of the key factors in promoting innovation in libraries, contributing to the success of new programs and initiatives. These partnerships can provide essential resources and support.

It is important to explore new strategies to attract new user groups, such as organizing book fairs or joint activities with parents. These events enhance social interaction and help develop students' skills. Improving creative thinking among library staff is essential, as it can strengthen the work environment through discussions and workshops, potentially leading to the development of new and innovative ideas.

Reading and participation in forums are key factors in motivating individuals to complete tasks and improve their language skills. These activities enhance expression and vocabulary expansion. Workshops and training courses help foster creative thinking and develop the skills necessary for innovation in the professional field. Individuals should take advantage of these opportunities to achieve success.

Using tools such as Canva and Pinterest can improve the quality of designs and content, resulting in better services for users. These tools promote creativity and diversity in the workplace. Lifelong learning is a foundational element of personal development, helping individuals improve their skills and access new career opportunities. Accepting challenges is essential to broaden one's horizons.

Libraries need to improve their use of digital resources by exploring new ways to enhance the user experience. Partnerships with technology providers are an important step toward boosting innovation in libraries. Improving the user experience relies on evaluating the effectiveness of available digital resources. These resources must be actively used to deliver real value.

Establishing partnerships with tech companies can create new opportunities for library innovation. Such collaborations help enhance the quality of services offered to users. Distance learning has become a key solution for increasing knowledge access. Libraries should invest in providing virtual services that meet users' needs.

Library funding requires rethinking partnerships and diversifying income sources. Innovative methods must be explored to attract support from the local community and government bodies. The speaker noted that establishing local library councils is a significant step toward facilitating funding and supporting decision-making. These councils act as a bridge between libraries and the community.

Crowdfunding campaigns can help attract financial support and strengthen educational projects and artistic workshops in libraries. Collaboration with educational institutions and tech companies can open new doors for innovation and improve the quality of library services. Enhancing digital communication is essential to reach users and offer innovative services that meet their needs.

It is important to think positively and creatively to appeal to different customer segments. Using social media and email can strengthen the digital presence of libraries, increasing the chances of reaching users. These tools must be used effectively.

Providing educational resources and research databases for students and researchers enhances the library's value and attracts new user groups. This requires tailored strategies for each audience. Developing library revenue streams through subscriptions to digital services and paid workshops can contribute to overall performance improvement. Strategic partnerships are needed to support these goals.

The power of marketing is essential in attracting users and ensuring the success of library initiatives. Creative approaches—such as sensory and visual stimuli—can be effective in appealing to children and students.

Libraries often use trendy terminology to engage specific age groups, which helps improve interaction between the library and its users. The speaker also emphasized the importance of innovation in service delivery, noting that libraries must be able to grow and generate new ideas that align with the modern age.

Libraries are encouraged to strengthen communication and engagement with their users, thereby enhancing the value and appeal of the services provided.

The library is founded on three essential pillars: effective marketing, knowledge, and professionalism.

If any of these pillars are lacking, the library will not be able to achieve its goals properly.

Effective communication with the public is a fundamental element in the success of libraries. Libraries must develop their communication skills to provide better services. Continuous training is also a key factor in enhancing the skills of library staff. Workshops and training sessions should be organized to improve performance.

Freelance work can be an effective means to expand professional networks. Professionals can utilize their skills to offer a wide range of services through freelancing.

The speaker addresses **the challenges of innovation in traditional libraries** and the role of specialists in transforming this mindset.

It is crucial to promote change and adopt technology to enhance library services.

Traditional libraries often face resistance from staff due to fears of job loss.

It is important to clarify the benefits of technology and how it can improve work rather than threaten it.

The speaker highlights the importance of building strong relationships with colleagues to facilitate innovation.

Positive relationships contribute to greater acceptance of new ideas.

She emphasizes the need for effective leadership in the workplace to guide teams toward innovation.

Leaders must demonstrate patience and understanding to motivate others.

An event held at the Children's Library was discussed, which successfully connected three generations—grandmothers, mothers, and children—resulting in positive outcomes and creative activities.

The event served as a model for involving the elderly in cultural programs and strengthening intergenerational bonds.

A special activity titled **“Excuse Me, Grandmas”** was held, in which grandmothers read stories to children, creating an atmosphere of warmth and affection.

Three types of reading were integrated during the event: **folklore storytelling, printed books, and digital reading**, which contributed to developing a love for reading across generations.

The reactions from all three generations were overwhelmingly positive.

Grandmothers expressed feelings of nostalgia and joy, reflecting the importance of such events in reinforcing family relationships.

The idea of establishing a museum of unique collections within libraries was also proposed as an inspiring model.

This step would enhance the library's role as a cultural and touristic destination.

Finally, the speaker concluded the session by stating that we are in an existential battle to prove the importance of libraries and their role in society.

Innovation and leadership are the path forward to strengthen libraries' presence and impact in delivering knowledge.

Finally, the speaker stated that there remains a significant gap between academia and practice in the field of library and information science; it is essential to bridge this gap by aligning what we learn with what is applied in the real world, because libraries play a vital role in society by offering the best services possible, while innovation requires continuous effort to achieve progress and open the doors to the future.