

QUT Library Vision

The QUT Library provides dynamic and innovative access to information resources and services. With the departments of Information Technology Services, Teaching and Learning Support Services, Integrated Help Services and QUT Printing Services, it is part of an increasingly integrated Division of Technology, Information and Learning Support. Its educational and information provision activities are supported by the broad knowledge and skills of its staff teams. The quality of its services is enhanced through partnerships with clients, University colleagues and external organisations.

Strategic Plan

The Library frames its Strategic Plan according to the Balanced Scorecard perspectives of Client, Financial, Internal Processes and Learning and Growth. The Library's Strategic Plan comprises three-yearly Strategic Objectives and a series of Annual Action Initiatives which assist the Library to achieve its Strategic Objectives. The Library's performance is measured by Key Performance Indicators (KPIs).

Annual Action Initiatives 2008

Annual Action Initiatives are high-profile actions the Library is undertaking during the current year in pursuit of the longer-term Strategic Objectives. They may be entirely new activities for the Library or they may be initiatives to improve ongoing activities in a major way. Action Initiatives change from year to year as a result of the Library's annual strategic planning.

Key Performance Indicators 2008

The Library uses the Balanced Scorecard as its quality management framework, integrating its performance measurement program and other quality initiatives into a comprehensive planning tool. Key Performance Indicators (KPIs) are used to measure the Library's progress toward, and performance against, its Strategic Objectives.

Key Performance Indicators 2008

CLIENT PERSPECTIVE

Strategic Objectives 2007–2010	Key Performance Indicators 2008
Facilitate the development of informed and independent learners	KPI C-1. 90% of students who undertake the Library's generic information literacy program indicate a high/very high degree of satisfaction
Contribute to the University's research capacity building initiatives	KPI C-2. 70% of compulsory units within undergraduate courses show evidence of information literacy implementation and/or curriculum planning and development
Optimise access for clients to information resources, services and facilities	KPI C-3. A study place is always available for clients when the Library is open
Provide high-quality resources, services and facilities that meet client needs	KPI C-4. 85% client satisfaction rate with Library help services KPI C-5. More than 75% positive response from any client satisfaction survey undertaken KPI C-6. 90% of the scholarly information resources sought by undergraduates to enable them to meet their QUT course requirements are held in Library's print or electronic collections KPI C-7. 95% of information resources sought by researchers are accessible in print or electronic collections, or are available through document delivery

FINANCIAL PERSPECTIVE

Strategic Objectives 2007–2010	Key Performance Indicators 2008
Use effective and accountable financial processes	KPI F-1. Library Resource Allocation (LRA) funding increases are equal to or greater than the publishing industry's inflation rate for books and serials
Within existing funding limits, review and reassign funds to meet strategic initiatives	KPI F-2. At least one major initiative funded from outside the Library's operating budget each year
Secure sufficient funding to maintain services and initiate new services to the university community	KPI F-3. A balanced operations budget, with over or under expenditure within 2% of target
Engage and collaborate with relevant partners within and external to QUT, to fund shared initiatives	KPI F-4. LRA allocation fully committed, and more than 95% expended, by the close of each year

INTERNAL PROCESSES PERSPECTIVE

Strategic Objectives 2007–2010	Key Performance Indicators 2008
Create organisational processes and structures to foster innovative, integrated processes to meet emerging client needs	KPI P-1. 90% of new books and audiovisual material available for use within 21 calendar days of receipt by the Library
Optimise processes to determine priorities and allocate resources to achieve strategic outcomes	KPI P-2. 95% of e-journals obtained on subscription are accessible via the library catalogue and full-text finder at any one time
Streamline internal processes through continuous improvement	KPI P-3. 95% of newly requested documents which are readily accessible will be available in the Course Materials Database (CMD) within four working days
Re-engineer internal processes to meet current and anticipated client need	KPI P-4. 100% of CMD reactivation requests received within guideline periods are processed by the required date KPI P-5. 95% of intercampus loans processed within two working days KPI P-6. 100% of materials shelved within two days of return or in-house use KPI P-7. 85% of interlibrary loans obtained from other libraries within five calendar days

LEARNING AND GROWTH PERSPECTIVE

Strategic Objectives 2007–2010	Key Performance Indicators 2008
Recruit, develop and sustain a highly skilled, flexible and competent workforce	KPI L-1. 90% of ongoing/contract staff participated in one or more training and development activities each year
Maintain an environment which encourages innovation and action	KPI L-2. 95% of staff formally trained in workplace health and safety requirements relevant to their position
Invest in appropriate and innovative use of technologies and facilities	KPI L-3. 90% of applicable categories within any staff opinion survey demonstrate positive ratings KPI L-4. At least one technological development investigated and, if appropriate, implemented each year

Annual Action Initiatives 2008

CLIENT PERSPECTIVE

Strategic Objectives 2007–2010	Action Initiatives 2008
C1 Facilitate the development of informed and independent learners	C1.1 Support the University's T&L goals by - engaging with the University's T&L initiatives (e.g. FYE; WIL; T&L Priority Projects), - progressing TILS' Integrated Literacies model, - creating/adapting/adopting and providing a range of print and online tools to facilitate independent learning, and - implementing, evaluating and continuing to develop the new QUT citation/referencing and writing guide (and companion online site) for students
C2 Contribute to the University's research capacity building initiatives	C2.1 Lead the implementation of the TILS Research Support Plan
C3 Optimise access for clients to information resources, services and facilities	C3.1 Evaluate and implement technologies to enhance client access to information resources C3.2 Improve access to scholarly information
C4 Provide high-quality resources, services and facilities that meet client needs	C4.1 Regenerate Library spaces into flexible and user-friendly learning environments C4.2 Manage and lead the ongoing roll out and maintenance of AskQUT

FINANCIAL PERSPECTIVE

Strategic Objectives 2007–2010	Action Initiatives 2008
F1 Use effective and accountable financial processes	F1.1 Review the Library's budget management and financial processes
F2 Within existing funding limits, review and reassign funds to meet strategic initiatives	F2.1 Review the staffing budget to align with recommendations from the Workforce Plan
F3 Secure sufficient funding to maintain services and initiate new services to the university community	F3.1 Seek funding flow from university central funds or other sources to support new library initiatives (e.g. Asset Management Plan (AMP); Physical Learning Environments Advisory Group (PLEAG))
F4 Engage/collaborate with relevant partners within and external to QUT, to fund shared initiatives	

INTERNAL PROCESSES PERSPECTIVE

Strategic Objectives 2007–2010	Action Initiatives 2008
P1 Create organisational processes and structures to foster innovative, integrated processes to meet emerging client needs	P1.1 Implement the recommendations arising from the TILS Information Management Framework Project
P2 Optimise processes to determine priorities and allocate resources to achieve strategic outcomes	P2.1 Lead the Division's planning and review of TILS operations in response to changes in the Carseldine Campus operations
P3 Streamline internal processes through continuous improvement	P3.1 Employ user-centred research methodologies to understand client behaviour and needs and develop services, resources and facilities accordingly P3.2 Contribute to the Division's corporate review
P4 Re-engineer internal processes to meet current and anticipated client need	P4.1 Participate in the Divisional service review and QUT's BSI reviews

LEARNING AND GROWTH PERSPECTIVE

Strategic Objectives 2007–2010	Action Initiatives 2008
L1 Recruit, develop and sustain a highly skilled, flexible and competent workforce	L1.1 Implement recommendations from the Library's Workforce Planning Report and Workforce Plan
L2 Maintain an environment which encourages innovation and action	L2.1 Promote a culture of scholarship within the Library, encouraging more involvement in applied research, writing and publication
L3 Invest in appropriate and innovative use of technologies and facilities	See C3.1

