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LIBRARY
“Excellence in Information Services”

STATEMENT OF PURPOSE
QUT Library, as the University’s information gateway, provides high quality, client-focussed information services which support the University’s teaching, research and service goals.

The Library’s services are shaped by innovative and effective management of resources and technologies.

The Library is committed to regional and national cooperation and development for the benefit of the wider community.

CRITICAL SUCCESS FACTORS
- Effective Use of Technology
- Effective Use of Staffing
  - Customer Focus
- Information Resource Management
- Organisational Structure and Management
  - External Focus
In line with the rest of the University, and with most other university libraries, the principal impact on QUT Library’s operations in 1997 came from extreme budget constraints introduced as a result of changing government funding policy. The Library Resource Allocation was held static. In a year when strong serials inflation rates continued, and the Australian dollar lost considerable buying power against the principal currencies in which library materials are purchased (UK£ and US$), the vote suffered a substantial decline in buying power. The Library budget for running costs also suffered a slight decline. The major budgetary problem, however, resulted from a reduction of $360,000 in funding provided to meet the Library’s projected staff salary costs for the year. In order to meet this shortfall, a great deal of time was spent examining ways of streamlining processes, and in a major re-engineering of the Library’s Technical Services operations. These changes provided sufficient funds to meet the 1997 salary fund decline. However, the likelihood of even greater reductions in 1998 threatens the maintenance of effective library services for users.

The Library continued to guide its services and operations through its Strategic Plan, which has established six Critical Success Factors for the provision of library services. Highlights for the year for each of these factors were:

1. Effective use of technology

Following an unsuccessful joint tender for a new library system in 1996 with Griffith University, the University provided a budget for QUT Library to reissue an independent Request for Information for the provision of such a system in 1997. Following consideration of responses to this, three systems were shortlisted. These were demonstrated to staff and users, and two were found suitable to meet the Library’s needs. Contract negotiations continued with these until the end of the year, at which point Innovative Interfaces’ Innopac System was selected for the Library’s new automated system. Implementation will be undertaken in the first half of 1998.

The Library also initiated a project to develop Web-based subject resource pages (gateways) for major discipline areas. This was undertaken as a joint project with Griffith University Library. A pilot collection of subject pages was prepared ready for release by the end of the year. It is hoped to expand this cooperative project further in 1998.

2. Effective use of staffing

As mentioned in the introduction to the Year in Review, a major concern of Library managers was the reduction in staff numbers in order to meet a declining budget. The Library’s capacity to achieve this was assisted when a number of staff chose to take up the University’s offer for Voluntary Early Retirement late in the year.

Another major staffing issue was the University’s undertaking, as part of its Enterprise Bargaining Agreement, to convert long-serving temporary and casual staff to continuing appointments. This impacted heavily on the Library, adding costs to future salary budgets.

3. Customer focus

Despite the difficult budget situation, a number of important measures to improve the Library’s service to its clients were undertaken. Client facilities for access to electronic resources were improved considerably. At Carseldine a Public Access Database facility was constructed, after a number of years of lobbying for funds for the initiative. The Kelvin Grove PAD facility was enlarged considerably. Training rooms were established in the Gardens Point and Kelvin Grove libraries, while the number of PCs in the Law Library training room was expanded. Other major electronic initiatives included the extension of the Library’s E-Reserve collection
on the Gardens Point campus, and the inclusion of University-wide exam papers within E-Reserve. The Library also trained 415 users in Internet competency, as part of its net.train program.

Research and Development efforts focussed on improving the Library’s performance measurement activities. Major initiatives included the development of performance measures for Reference Services, and the conduct of Materials Availability surveys in the Gardens Point and Kelvin Grove libraries. Original cataloguing activity was also benchmarked against that of several interstate libraries.

Within the Law Library, two new services were established. A lending service for monographs from the library’s secondary collection was implemented, using patron self check-out units. The Library also introduced a service to the faculty’s external undergraduate students providing loans, photocopies and information searching assistance.

4. Information Resource Management

The Library Resource Allocation suffered a reduction in buying power as a consequence of continued high inflation rates and a static dollar allocation. In order to maximise this buying power, as well as to reduce staffing costs, the Library employed an external consultant to recommend on re-engineering of Technical Services activities. This resulted in the decision to develop a vendor partnership with one major library supplier. Monographs and Serials Managers were intensively involved in developing tender specifications, evaluating responses and selecting the Library’s vendor partner. Towards the end of the year, the Library entered into an innovative partnership agreement with the Blackwell’s Library Supply company. This partnership resulted in immediate budget savings to the Library, and should develop further advantages in forthcoming years.

5. Organisational structure and management

Much management focus for the year was expended on developing strategies to meet the Library’s declining budgetary situation. One of the outcomes of the external consultant’s report on collection management and processing was the decision to re-engineer the entire collection management, selection, acquisition and processing function. This will result in much smaller Bibliographical Services and Serials Sections, with work previously undertaken there being managed either by the Library’s vendor partner, or within the Library’s User Services areas.

The Library also examined possible restructuring to incorporate its changing approach to access to, and ownership of, library materials. In particular, work focussed on considering the appropriate structural location of the Library’s Document Delivery activities. A working party developed several possible models, which were still under consideration at the end of the year.

6. External focus

The Community Service Librarian continued her work to develop strategic partnerships with external organisations. The Library is seeking to develop contracts to work with specific professional groups in disciplines closely aligned to the teaching and research areas of QUT. Several Internet training courses were offered to such groups.

The Community Service Librarian also provided a consultancy to recommend on the development of a library service for the Kids Help Line organisation.

Many Library staff continue to play important roles in national and international professional committees.

Gaynor Austen
Director, Library Services
The Library Advisory Committee provides advice, through the Director, Library Services, to the Pro-Vice-Chancellor (Information Services) on matters of significance to the operation of the University Library.

Members for 1997 were:

- Prof Ken Bowman (Chair) Dean of Health
- Assoc Prof Tom Cooper Faculty of Education
- Prof Doug Fisher Faculty of Law
- Dr Peter Isaacs Faculty of Arts
- Ms Joyce James Faculty of Business
- Dr Mahalinga Iyer Faculty of Built Environment and Engineering
- Prof Sean McElwain Faculty of Science
- Mr Mike Middleton Faculty of Information Technology
- Mr Shane Scarlett Faculty of Health
- Prof Jim Walter External Member (Griffith University)
- Ms Gaynor Austen Director, Library Services
- Ms Jan Novak Assoc Director, Library Services (Development)
- Ms Carolyn Young Assoc Director, Library Services (Information Resources)

The Library Advisory Committee met twice in 1997. At the first meeting, in May, the Pro-Vice-Chancellor (Information Services) discussed the development of the Library Resource Plan 1998-2002, and the impact of the increased dependence of scholarly information on electronic resources. It was agreed that, in the light of these discussions, a sub-group of the Committee would further consider possible changes to the formula for dividing the Library Resource Allocation. Members were also briefed on the Library’s collection development and processing consultancy, and its likely outcomes, and on the development of a Library Client Charter.

At the October meeting, it was agreed that, as the working party had not been able to finalise recommendations for changes to the Library Resource Allocation formula, the formula would remain unchanged for 1998. The Committee also discussed the impact of Library budget reductions in 1997 and 1998, including the need for reduced opening hours. An update was provided to members on proposals for collection development and processing re-engineering. A paper from the Pro-Vice-Chancellor (Information Services) regarding access vs ownership was also debated.
The effective use of technology is one of the six “critical success factors” of the Library’s strategic plan. 1997 saw a number of important achievements.

Training clients in the use of electronic resources is becoming an increasingly important part of the Library’s work. Early in the year training facilities were established at the Kelvin Grove and Gardens Point branches. Each of these rooms contains 10 PCs. In addition, the number of PCs in the Law branch training room was increased from five to 10. The facilities are very heavily used for training of academic staff, students, Library staff and also external clients as part of the Library’s expanding commercial services.

The beginning of the year also saw the release of the Library’s revised World Wide Web (WWW) service. The new service included a number of important improvements. Graphics were incorporated, the content was restructured, and navigation aids were established. Considerable effort was put into the indexing and search facilities to provide the user with a variety of methods to find their way to the information resources they need. The service makes use of the University’s TRS (The Registration System) which provides a central register of usernames and passwords of all University students and staff. The Library’s service works in conjunction with TRS to provide worldwide access to information resources while abiding by conditions of our license agreements. It means our clients only need to remember their own username and password rather than know the individual usernames and passwords for each of the commercial services the Library subscribes to. The Library’s WWW service has developed into one of the University’s most valuable resources for flexible delivery.

Significant changes also occurred in the Library’s PC laboratories in time for semester 1 1997. A local fileserver was installed in each branch to provide quick access to the software needed for the increasingly sophisticated functions of the remote booting networked PCs. The software infrastructure of all laboratories was upgraded to add important functionality in a number of areas. The laboratories now have a WWW browser “front-end” which provides seamless access to all of the Library’s electronic resources regardless of their source on the network or their technology base. External internet resources, University and Library intranet resources and the Library’s DOS and Windows Novell server based resources are all chosen from an integrated and searchable list. The user does not need to understand the underlying technology. While these changes provide increasingly powerful and sophisticated tools for the Library’s customers, they also increase the need for training and orientation, both for the Library’s clients and its staff.

The beginning of semester one also saw the introduction of the local ERL database server. The library had trialed use of this platform during 1996 by offering the AUSTROM database via an internet connection to a vendor server based in Melbourne. The trial was successful and led to the local database server being established. Many of the databases held on the Library’s Novell server have been transferred to the new ERL server. The most significant advantage of this is the increased access available from the change. The databases are now accessible to QUT staff and students from anywhere in the world if they have a machine with a WWW browser and an internet connection.

The most significant activity associated with Library technology during the year was the selection of a new integrated library system. A Request for Proposal was issued in January. After the proposals were received, a shortlist of three was chosen for more detailed
investigation. Demonstrations were run at QUT by each of the three shortlisted companies. These demonstrations allowed a large number of important stakeholders to have the opportunity to see the systems in action. Hands-on sessions were held in the Library’s training rooms. Staff from QUT Library visited other sites using the systems shortlisted to take into consideration their perceptions of the systems in live operation. In July, the project steering group recommended negotiation commence with two companies, both of which offered viable options. This recommendation was accepted and after further negotiation, led to the University placing an order at the end of the year with Innovative Interfaces Incorporated for licensing and installation of its Innopac software, training and data migration services. The system offers important advantages for the Library and its customers. It offers a WWW interface for viewing the catalogue and includes the ability for customers to use the system to extend their own loans, place (and cancel) their own reservations, and view their record ie, current loans, fines and address details. Other important features include the ability to do a virtual “shelf browse”, directly link to and access internet resources from the catalogue record and have overdue notices sent via e-mail. The system also provides considerable scope to improve the efficiency of Library operations. This efficiency gain combined with the library materials vendor partnership will hopefully allow the Library to continue to provide the majority of its services to customers despite severe funding cuts. A demanding implementation schedule has been established which, if achieved, will have the University and Library benefiting from the new system at the start of semester two 1998.

While work progressed on the new library system project, developments in other areas continued. A collaborative project with the Griffith University Library saw the development of subject-based WWW resources. The resulting prototype, named Infoquest, provides a convenient guide to electronic and print resources for Library clients. Plans are in place to investigate technical options to allow the service to be efficiently expanded to additional subject areas of the Universities.

Late in the year the Library changed the hardware and software being used to provide its WWW service. As often happens with the rapid pace of technology change, equipment originally set up as a test or prototype ends up becoming the basis for very important services. Up until late in the year, the Library’s WWW service was being provided by obsolete operating system software running on a PC less powerful than the majority of desktop equipment. This was rectified late in the year with the installation of new hardware, operating system and WWW server software. As well as the improved performance and reliability, this change allowed the Library’s E-Reserve content to be securely provided to QUT Library clients on the internet external to QUT.

1998 promises to be as interesting as 1997. Important improvements to the Library’s services are planned through the introduction of the new Library system and an Ovid database service which links the Medline database to a collection of on-line full text journals.

The Electronic Information Services Librarian, Sarah Fredline, demonstrates the Infoquest web subject.
In 1997 the Library staff numbers averaged 204, or 153 full-time equivalent (FTE) positions. This was a drop of 17.5 FTE positions from the 1996 average, resulting primarily from a combination of:

- reduction in University budget
- cessation of funding from Commonwealth Government Quality grants
- reduction in funding available from Facilities Support Services for staffing.

From the staffing establishment base (ie not temporary/casual) of 111 people, there were six resignations, excluding Voluntary Early Retirements. This represents a turnover rate of 5.4%, slightly higher than the previous year. Continuing budgetary constraints meant that the Library had to aim for further reductions in its staffing levels for 1998. Consequently several positions which fell vacant during the year were not filled. The University offered a Voluntary Early Retirement option for staff and six Library staff members took advantage of this, thus providing Library management with greater capacity to manage the means by which salary savings could be achieved.

Expenditure on staff salaries from operating accounts was $6,876,500, an increase of 4.9% on the previous year. The increase resulted from an Enterprise Bargaining salary increase and annual salary increments. In addition, a further $70,000 from income accounts was allocated to staffing for special projects, surveys and income-generating staff positions.

### STAFFING STRATEGIES

#### Staff Perceptions Survey

The Staff Perceptions Survey conducted among Library staff at the end of 1996 indicated that, in a number of areas, staff are positively disposed towards the Library and their work:

- staff find their work satisfying and believe they make a worthwhile contribution to the Library
- staff generally feel they have been adequately trained and they appreciate the support they receive to further their qualifications and/or experience
- staff generally feel the work environment supportive and believe that people care about each other
- staff generally feel that their sections are well run and enjoy positive relationships with their section heads and supervisors.

However the staff expressed more negative comments about other elements of the Library. Some of these, such as resourcing levels, fall outside the scope of staffing issues. Others, such as career opportunities and pay relativities, were seen as requiring attention but unlikely to be satisfied in the short term. Specific actions were agreed upon to address the following issues.

#### Recognition of Good Performance

A proportion of staff felt that good performance is not sufficiently recognised by the Library. This issue was referred to the Staffing Issues Committee which instigated a Reward and Recognition Working Party to examine ways of addressing this perception and prepared a paper recommending introduction of a system of formal and informal recognition and reward for staff who have demonstrated a high standard of work performance. The recommendations were accepted by Library management and are to be implemented during 1998.

#### Confidence to Express Views

There was a perception that staff are not comfortable about expressing their ideas and views. This issue was included in discussion in a workshop on “Values Clarification” conducted at the Library Planning Retreat during June. This resulted in discussion about two different sets of values and related behaviours which should be identified in the Library. One of these sets of values were...
those which were to be of importance for the Library and which should be promoted. The other set were values which currently exist, but which were considered as being undesirable and should be discarded. Subsequent mini-workshops were held in all sections to further discuss these at a local level and to reach agreement on values and behaviours which are important to staff of each section. As a result, each section arrived at a set of values and behaviours to guide the staff in their day to day dealings with clients and each other. It was hoped that promotion of positive values and fair-minded behaviours would encourage a more open and supportive environment where staff might feel more comfortable about expressing their views.

**Staff Conversion**
The University’s second Enterprise Bargaining agreement included a commitment to increase the proportion of continuing general staff to 70% by converting temporary and casual staff to permanent status. The Library was closely involved in the process of determining criteria for conversion and worked to ensure that all Library staff who had a case for conversion were included. As a result 14 temporary and part-time Library staff were converted to permanent status in October. A further 43 people were identified as eligible for conversion but, due to current Award provisions, cannot yet be converted. It is anticipated that the Award will be amended early in 1998, allowing the conversion of the remaining eligible staff members. On current staffing numbers, this would raise the proportion of continuing Library staff to over 75%. Conversion to permanency will provide many staff with access to full superannuation and leave benefits for the first time, in addition to the peace of mind afforded by greater job security.

**RECRUITMENT**

**Work Tests**
Research indicates that the inclusion of practical work sample testing in the recruitment and selection process can greatly increase the chance of making a good selection for a position. A Working Party of the Staffing Issues Committee produced a paper recommending the introduction of work sample testing into the Library selection procedures. The recommendation and guidelines were accepted and work commenced on developing suitable tests for various types of positions. Development of tests will continue into 1998, but the initial use of them for two positions during 1997 proved to be encouraging.

**Client Service Skills**
Whilst the Library has, for some time, included client service skills in the essential selection criteria for positions regarded as having direct client contact, eg information and loans desks, this was extended during the year to all Library positions, recognising the wider interpretation of “clients” as including anybody to whom staff are providing assistance, advice, service, etc. It is hoped that this initiative will, over time, help to increase the overall level of client focus throughout the Library.

**STAFF TRAINING AND DEVELOPMENT**
In keeping with the general context of contracting budgets, funds available to support staff in external development activities in 1997 amounted to approximately .05% of the recurrent salaries budget. As a result, the Library determined to ensure strategic benefit from such activities and the staff development budget was divided into three segments:

- strategic training activities
- commissioned training by consultants
- relevant training events within the Brisbane region.

Relevant Statistics:

- Strategic training saw 30 attendees attending 24 events, five of them overseas.
- Brisbane regional and commissioned in-house training amounted to more than 90 different events with approximately 440 staff attendances.
The Library’s Staffing Issues Committee (SIC) discusses issues of importance to Library staff, including training and development. Some relevant issues considered in 1997 include:

- customer service training for staff from sections without extensive client contact
- the Staff Training and Development Policy
- a revision of the customer relations training program
- trial of lunchtime seminars for Library staff; end of year social function
- performance planning and review and its relationship to staff on probation

Major in-house training activities included:

- management of change – two sessions of two-day programs for Library and Divisional staff
- interacting with indigenous students
- cross-cultural awareness
- writing skills
- continuous improvement in client service.

The end of the year saw the appointment of a new Staff Training Officer, Anne Lawrence. Anne replaces Sarah Mitchell who had been on maternity leave but subsequently resigned. In the interim, Lois McMillan had helped with administration of the program.
The Library is committed to orienting its operations, services and staff attitude to a customer service focus. By identifying the client groups it serves, including those with special needs, the Library aims to respond effectively to the information needs of customers.

LIBRARY RESEARCH AND DEVELOPMENT

The role of library research and development is to undertake systematic research and program development that will contribute to better-informed decision making and improved, innovative services. The Library aims to foster a research orientation amongst its staff, and promote their professional development through the practice of research.

From 1994, the library has adopted a Total Quality Management philosophy which has underpinned much of the research and development effort.

Performance Measurement

1997 saw a continued emphasis on performance measurement, in line with the Library’s quality management approach. Our clients have indicated in surveys that adequacy of the collection and promptness in processing are two of the most important aspects of library service. The Library has been monitoring its success in these areas, using the CAUL Performance Indicators where appropriate. Three CAUL Performance Indicator specifications were published in 1995. QUT has been using two of them: Document Delivery Performance and Materials Availability.

The Document Delivery Performance measure examines two aspects of document delivery performance: fill rate and turnaround time. It has been applied to the Library’s traditional interlibrary loan service and to the Regional Electronic Document Delivery (REDD) service. In 1997, preliminary work was done on adapting it to the Intercampus Loan service so that this service can be systematically monitored in 1998.

The Materials Availability indicator is a measure of the adequacy and accessibility of the collection. The method involves asking people in the Library to record what item they were seeking and whether they found it. Surveys were conducted in 1997 at Gardens Point, for the third year in a row; and at Kelvin Grove for the second year in a row. Response rates from users were lower in 1997 than in 1996.

The availability rate (the percentage of respondents who found the item they were looking for) was 58% at Kelvin Grove, gratifyingly higher than the 1996 rate of 52%. The difference was largely due to the fact that a higher percentage of the items sought were held by the Kelvin Grove Library in 1997. High usage was the major cause of unavailability. The availability rate at Gardens Point was 44%, slightly lower than the 1996 rate of 46%.

Collection adequacy and heavy usage continue to be major factors affecting availability at Gardens Point.

Reference service is one of the most difficult areas of performance measurement. Work on the implementation of performance indicators continued in 1997, with the development and trial of a questionnaire to get feedback from academic staff on liaison services. The full survey will be conducted in 1998. Reference librarians also kept a time log to obtain baseline data on the staffing input into the various services which they provide. A questionnaire to obtain feedback from Information Desk users was developed, and is still at the test stage.

Lending Services Performance Indicators were further refined and developed.

For performance measurement to have any value, staff need to support it and understand how they and library managers can use the performance data in making decisions. To this end, an information and education program was implemented in 1997. The Research and Development Officer conducted training sessions with staff from all User Services sections. The purpose of these sessions was to improve staff knowledge and understanding of Library statistics and performance indicators and how these support decision making.

Benchmarking

Following on from the benchmarking and re-engineering of Technical Services in 1995 and 1996, the benchmarking process was applied to original cataloguing in 1997. Two academic libraries cooperated with us in joint measurements of original cataloguing output and productivity. A questionnaire was developed and completed by all libraries; the cataloguing staff at the partner libraries agreed to keep a time log using a model developed and previously used by QUT cataloguers; the
Manager, Bibliographical Services visited our partners late in the year. The data is still being analysed.

To close our original benchmarking project, the report on Research Support was issued in early 1997 and an article describing and assessing the whole project was published in the June issue of Australian Academic and Research Libraries. (Robertson, Margaret and Isabella Trahn. “Benchmarking academic libraries: an Australian case study” AARL: Australian Academic and Research Libraries, v28 n2 126-141 June 1997.)

**Client Satisfaction Measures**

No formal general satisfaction measures were taken in 1997, as Library clients had been heavily involved in surveys and focus groups in late 1995. Follow-up continued on the issues that had emerged from that round of measurement activity. The Library provided input into the development of policy on client surveys within the Division of Information Services, with a view to achieving regular coordinated coverage of the whole Division.

**Library Statistics**

The general Library statistics are a starting point for much performance measurement. The Research and Development Officer was appointed to the team evaluating the proposals for a new automated library system with a brief to evaluate their statistical and management information capabilities.

The Reference Services statistical categories were revised. The Technical Services statistics in the Library’s monthly statistics summary was reformatted to give a better picture of the throughput compared with previous years. At the end of first semester, statistical charts were presented in the Library’s staff newsletter for the first time. This was done to give greater publicity to the statistics and to give feedback to staff.

The Research and Development Officer participated in the CAUL Statistics Focus Group. This group has been charged with recommending and monitoring changes to the CAUL statistics collection and reporting.

**FACILITIES MANAGEMENT**

Although the nature of library information services continues to evolve and the migration of information to electronic format accelerates, the pressure on available space within the QUT Libraries remains acute, particularly in terms of access to electronic workstations, which are costly and consume substantial space within branch buildings.

**Carseldine**

1997 saw the long awaited creation of a Carseldine Library PAD (Public Access Databases Laboratory). This required creation of new office space for the reference librarians and allowed the relocation of the Information Desk. The new PAD has seven networked work stations and two stand alone machines. The Information desk, while still in direct line of sight from the Library entry, has been moved to the side allowing immediate sight of the stairs leading to the lower floor. This presents a more spacious entry to the Library. As well, the stairs have been rebuilt to improve the ease of access between the two floors.

**Clayton Utz Law Library**

A combined Industrial Relations/Moot Court and Seminar Room was created within the Law Library in 1997. This multi-purpose facility is a functional courtroom as well as a fully equipped teaching space and group study room.
Gardens Point
Intensive planning took place at Gardens Point, both within and outside the Library building. The podium which surrounds the Library is scheduled for extensive renovation and refurbishment by the University in 1998. The Library was involved in initial discussions and will be further involved as work is undertaken. As well, the Library PAD and the TALSS computer labs on level two are scheduled to be combined into an integrated service. This will involve substantial and expensive renovations to the existing area including a revised and joined Information Desk and Student Help Desk to facilitate use of a wide range of electronic services.

Kelvin Grove
The most extensive renovations took place in the Kelvin Grove Library. The PAD was extended and now has 12 networked PCs, two stand alone, and one multimedia workstation. The space occupied by Facilities Support Services was also expanded, and this expansion, in conjunction with that of the PAD, made an upgrade to the air conditioning system essential. Facilities initiatives also gave rise to a major reshelving project; every item on level three was reshelved in order to create space for renovations. The reference collection was split, and only ready reference remains on level two with the Information Desk, which was also relocated as part of the process.

A shelf occupancy survey was conducted within the Kelvin Grove Library to allow projections of future space and facilities requirements. The entire Library space was reviewed, and a report submitted to the University indicating that in terms of shelving the Library would be fully occupied by 2004 at the latest. However, of even greater concern is the need for expanded space for services and operations, as these needs will be critical by 2002.

LENDING SERVICES
Lending Services consists of three functional units within each Branch of QUT Library. The Loans units are responsible for the lending and return of library materials, including the registration of borrowers, reservations, renewals, overdues, etc.; the Shelving units return all material to the shelves; the Document Delivery units process all interlibrary loans, intercampus loans and special reciprocal loans.

1997 has been a year of consolidation for Lending Services with continued focus on, and commitment to, Library client needs. A number of initiatives were implemented or completed in this year:

▼ Lending Services policies were reviewed and approved by Library Management Council. The policies can now be found on the Library’s WWW page at http://www.qutlib.edu.au/ linked under ‘About the Library’

▼ The Electronic Reserve service implemented the previous year was extended to the Business Faculty in 1997. Non copyright documents which in the past have been physically included in the Limited Access Collection can now be mounted onto the electronic reserve WWW site. This allows QUT students to access and print or download documents. Access to these documents is at http://www.qutlib.edu.au/ linked under ‘Services and Facilities’
Exam Papers from 1997 are now being added to the Library’s Web Home page. These can be found at http://www.qutlib.edu.au/ linked under ‘Services and Facilities’

Extensive investigations were undertaken into circulation, document delivery, closed reserve and booking modules for a new library automated management system.

A paper on unmediated access to commercial document suppliers was completed and recommendations approved for implementation in 1998. This service will offer staff access and delivery of documents from the Uncover database in the USA and covers some 17,000 English periodical titles.

Borrowing for undergraduates was introduced into the Law Library

One-month loans were introduced for undergraduates

Stocktakes at the Carseldine and Law libraries were undertaken at the end of the year.

**USER EDUCATION**

1997 has been a year of consolidation in the User Education/AIRS Unit. As the Internet and related resources continue to become an increasingly significant information source for teaching, learning and research, the Library plays a key role in promoting Information Literacy. The Library’s programs aim to provide the large and diverse University population with the skills to recognise when there is a need for information, and to be able to locate it, evaluate it, organise it, and use it effectively. This commitment is detailed in the User Education Unit Web pages at <http://www.lib.qut.edu.au/services/usered/info_lit.html>.

The Library’s retrieval skills manual, Using Your Library, remained an important contribution to providing QUT students, particularly first-year undergraduates, with the information literacy skills they require to complete their studies successfully, and be competitive in the workplace. The Advanced Information Retrieval Skills (AIRS) manual, used in postgraduate training, was continually revised during 1997 as technologies and information access methodologies change. It has been converted to PDF format and is now available on the Library’s Web pages.

The Division of Information Services cooperative program between the Library and Computing Services staff continued to teach Internet information and research competencies to academic and general staff across QUT. The Internet program, net.train.qut, formerly known as the Internet Education Program (IEP), consists of a one-to three-hour presentation and workshop for academics, postgraduate students, and general staff. A great deal of work was done in 1997 to review and update the content of the program.

The Information Literacy Librarian was involved in a number of activities during 1997. Several grant applications were made. An Equity Grant application to teach Information Literacy skills to first-year Q-Step students (students from socio-economically disadvantaged backgrounds) was successful. The Information Literacy Librarian was also involved in the Library’s Request for Tender for a new Library System, particularly reviewing the public access interfaces of each shortlisted system.

**USER EDUCATION PROGRAM 1997**

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<td>Clients</td>
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<td><strong>net.train.qut</strong></td>
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<td>Sessions</td>
<td>29</td>
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<tr>
<td>Clients</td>
<td>202</td>
<td>213</td>
<td>415</td>
</tr>
<tr>
<td><strong>Advanced Information Retrieval Skills (Postgraduates)</strong></td>
<td></td>
<td></td>
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<tr>
<td>Courses</td>
<td>17</td>
<td>8</td>
<td>25</td>
</tr>
<tr>
<td>Students</td>
<td>223</td>
<td>73</td>
<td>296</td>
</tr>
<tr>
<td>Staff Time**</td>
<td>204</td>
<td>96</td>
<td>300</td>
</tr>
</tbody>
</table>

* Includes 50 sessions of teaching and/or service talks to groups of 50 or more clients.
** Includes teaching and preparation time.
I

done to allow the Faculty of Built Environment and Engineering to review its print subscriptions in 1998, with a view to cancellation of some subscriptions and subsequent allocation to document delivery.

Review of Collection Development and Processing
The Library engaged Garth Peters of Clark Hummerston Consultants, to review its collection management processes from selection to shelving. The report, received in June 1997, recommended re-engineering of the entire selection and ordering processes and entering a partnership with one or more library suppliers for the delivery of shelf-ready books and serial issues. This report was accepted in the main, and the University signed a Partnership Agreement with Blackwell’s in December 1997. In return for a greatly increased level of our business, Blackwell’s will supply shelf-ready books and consolidated shelf-ready serial issues. The implementation of the report as a whole, and the partnership in particular, will have significant effects on the Library’s management of selection, ordering and processing. At the end of 1997, planning for implementation of this re-engineering had begun.

Library Resources Plan 1998-2002
The Library Acquisition Plan was revised and retitled during 1997. One of the thrusts of the Plan is to “…progressively reallocate Library resources from investment in traditional collections to electronic resources and document delivery services”.

In 1997, as the result of a review of subscriptions, the Faculty of Science cancelled serials subscriptions valued at $65,000, and reallocated $20,000 to fast track document delivery. The remaining $45,000 is to be carried forward to 1998 to cover serials inflation. The Faculty of Law reviewed print serial subscriptions which were duplicated in electronic full text subscription, and cancelled $67,550 of print subscriptions in order to remain within its budget. Preparation work has been done to allow the Faculty of Built Environment and Engineering to review its print subscriptions in 1998, with a view to cancellation of some subscriptions and subsequent allocation to document delivery.

INFORMATION RESOURCE MANAGEMENT

COLLECTION DEVELOPMENT

Budget
In 1997, the Library initially received a Resource budget of $5,240,000. This was allocated as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculties’ share</td>
<td>$3,337,500</td>
</tr>
<tr>
<td>Library’s share for general purchases</td>
<td>$1,112,500</td>
</tr>
<tr>
<td>Research Centre collections</td>
<td>$ 400,000</td>
</tr>
<tr>
<td>Faculty of Law Establishment</td>
<td>$ 172,500</td>
</tr>
<tr>
<td>Faculty of Arts Establishment</td>
<td>$ 217,500</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$5,240,000</strong></td>
</tr>
</tbody>
</table>

The allocation was only very slightly more than the allocation for 1996 of $5,215,000. The poor exchange rate for the Australian dollar late in the year when the Library was paying its main serials renewal invoices combined with inflation, especially in serials publishing, has substantially eroded the purchasing power of the Library Resources budget. Only savings arising from the new partnership arrangement with Blackwell’s saved the Library from being seriously over expended for the year.

A total of $72,000 worth of new subscriptions was ordered, in place of $223,000 in cancellations, achieving a net reduction of $151,000 in subscriptions obtained for the library collection.

Library Resources Plan 1998-2002
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In 1997, as the result of a review of subscriptions, the Faculty of Science cancelled serials subscriptions valued at $65,000, and reallocated $20,000 to fast track document delivery. The remaining $45,000 is to be carried forward to 1998 to cover serials inflation. The Faculty of Law reviewed print serial subscriptions which were duplicated in electronic full text subscription, and cancelled $67,550 of print subscriptions in order to remain within its budget. Preparation work has been done to allow the Faculty of Built Environment and Engineering to review its print subscriptions in 1998, with a view to cancellation of some subscriptions and subsequent allocation to document delivery.
Conspectus
The University’s Research Plan aims for library collections supporting University Research Centres to be classified at Conspectus Level 3b ie able to support postgraduate work. The Library reviewed conspectus on those centres not reaching 3b level when evaluated in 1994. The findings showed that collections supporting nine of the 11 centres are now at 3b level. This is the result of a strategy of conspectus evaluation followed by targeted, funded collection development. The Library is involved with a national trial of the new Conspectus guidelines which incorporate “access” as well as physical collections.

Donations
Some significant collections were donated to the Library this year. These included books on Australian politics and history donated by Professor Colin Hughes, a collection from the Qld Government Housing Resource Unit, and the collection of the Cement and Concrete Association (Qld). The Library also received a substantial bequest from Mr Peter Charles Selby to be used for purchasing materials on the environmental impact of technology especially in relation to South-East Queensland.

TECHNICAL SERVICES

OPERATIONS
Following restructure as part of a TQM and benchmarking program, Technical Services now comprises two operational units: the Bibliographic Services Section (which includes the Bibliographic Control and Monographs units) and the Serials Section.

Partnership
Although increased efficiency of operation in both monographs and serials handling had been achieved in previous years, Library management believed further efficiencies and cost savings were possible through partnership with one or two of our major vendors for the delivery of shelf-ready books and serial issues. Garth Peters of Clark Hummerston was engaged to review our collection development processes from selection to shelf. Following acceptance of this report, the Library began an RFP process which resulted in the establishment of a partnership with Blackwell’s for the delivery of shelf-ready books, serial issues, bibliographic records and electronic data processing of invoice data among other benefits. Blackwell’s will be handling 60% of QUT serial subscriptions and 70% of book orders from the beginning of 1998.

A Working Party comprising Ann Huthwaite, Colleen Cleary, Elisabeth Dolby and Garth Peters as consultant, did outstanding work in completing the Request for Proposal, selection process and negotiation of the partnership agreement between July and October. Thousands of serial subscriptions were reallocated to Blackwell’s, enabling significant cost savings to be realised in 1997. Further benefits will be achieved in 1998 when interfaces between Blackwell’s systems and the new Library system enable electronic transfer of bibliographic and financial data.

The development of performance measures in Serials, Monographs and original cataloguing in 1997 provides a baseline against which the Library can monitor its performance before and after re-engineering.

Technology Initiatives
In response to developments at the national level, a successful transition was made from downloading ABN records by the leased line to downloading via the Internet. Subsequently the leased line connection to ABN was cancelled, and a substantial saving made. A pilot to decentralise some aspects of system support was conducted in the Section, foreshadowing similar arrangements in other areas. The Bibliographic Services Manager and the Library Systems Support Manager monitored the trial, and recommended its continuation. Several staff from the Bibliographic Control Unit worked with the Library Systems Support Manager on planning and testing for the conversion of the database from AUSMARC to USMARC, in preparation for the migration to the new library system.

Library Central Store
Some strategic weeding of the Library Central Store took place in 1997, with the removal of some duplicate items, and the relocation back to Gardens Point Campus Library of some more frequently requested periodical titles.

A project commenced to amend the holdings for all the serial titles transferred to the Central Store at Carseldine. This is a substantial project, as it is necessary to check the holdings of each title on the shelves. In the process a number of anomalies requiring attention have been revealed, so that when the project is completed access to our serial collections will be much improved.

The Store supplied some 700 requests during the year.
Performance Measures
Elisabeth Dolby, Monographs Manager, continued the development and refinement of performance measures for the work of the Monographs Unit. These were used to assist in reducing the time taken to place orders and handle receipts, resulting in a shorter time before the items were available in the Library.

Serials Acquisitions
The marked improvement in turnaround time for accessioning of serials issues to the shelves which commenced in the second half of 1996 was continued, with an average throughput time of 1.2 days and a mode of same day turnaround achieved in 1997.

COUNTER-DISASTER SUB-COMMITTEE
The Counter-Disaster Sub-committee has the role within QUT Library of planning, developing and maintaining the disaster recovery policies and procedures. In previous years, the Counter-Disaster Sub-committee has worked to address the Critical Success Factors identified for QUT Library by:

- developing a Disaster Recovery plan
- developing a Disaster Recovery Manual which includes detailed procedures for disaster recovery
- establishing and maintaining Disaster Kits with essential supplies for disaster recovery
- developing and conducting staff training in disaster recovery.

Throughout 1997, the Counter-Disaster Sub-committee has worked on further strategies to address the Critical Success Factors.

The membership of the Sub-committee was revised in 1997, to reflect changes in staffing at the Carseldine and Kelvin Grove Libraries. The change in membership prompted a revision in the Terms of Reference for the Sub-committee and the action strategies to address these. The new members of the Sub-committee were given orientation and induction to the disaster recovery policies and procedures for QUT Library. QUT Library maintains a pool of disaster recovery volunteers who are trained to assist in the event of a disaster. In 1997, more volunteers were recruited to replace departing staff. A new training program was developed for the volunteers, to be implemented in 1998.

Options were explored for the conduct of a furniture and equipment audit which will be used in the event of a disaster for insurance claims and the re-purchase of appropriate furniture and equipment for staff and client needs.

Disaster recovery procedures were revised, and new procedures developed and included where appropriate, particularly for non-print material. The Appendices for the Disaster Recovery Manual were finalised and included. Work continued on developing Guidelines for Decisions on Recovery of Material Following a Disaster. Guidelines for non-print material are being developed. Once these are included, the guidelines will be completed.

Building audits for disaster recovery planning were revised for Kelvin Grove and Carseldine.

Training
The Serial Section training manual was completed and training in copy cataloguing and holdings amendment was consolidated for relevant staff following addition of this function to the Section in July 1996.

Binding
The Serial Section, in conjunction with Library Systems, developed an automated method to identify volumes ready for binding by a specific binder in order to reduce by two weeks the time issues are away from the shelves for binding. Use of this method will commence in 1998.

Other Projects
A number of database maintenance projects were conducted throughout the year, including the withdrawal of records for the remainder of the Kedron Park and Sunshine Coast (Nambour) collections.

Number of Serial Issues Accessioned – Year End Comparison

<table>
<thead>
<tr>
<th>Year</th>
<th>1995</th>
<th>1996</th>
<th>1997</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issues</td>
<td>80000</td>
<td>82000</td>
<td>84000</td>
</tr>
</tbody>
</table>

Number of Serials Accessioned End of Year Comparisons
Libraries and a separate audit was conducted for the QUT Library Central Store, located on the Carseldine campus. The building audits at other branches are being revised.

The Sub-committee supports the Library’s goal of cooperation and support of relevant external client groups. The QULOC electronic mail discussion list on counter disaster issues was utilised in 1997 for revision and development of disaster recovery procedures and other important contacts for QUT Library in the event of a disaster.
The prime consideration in management of the University Library’s operations and services during 1997 was the development of strategies required to meet a substantially decreased budget. The Library Resource Allocation was maintained at a static dollar level in 1997. Given substantial inflationary pressures, particularly in relation to serial subscriptions, and the decline in the value of the Australian dollar against the currencies in which major library purchases are made, this allocation represented an effective decrease in purchasing power of the vote of approximately 17%. In addition to this, operating funds for the maintenance of library services were reduced by 5%, whilst the Library staff salaries budget was set at a level $360,000 below that required to maintain current staffing levels.

In order to maximise the purchasing power of the Library Resource Allocation, and to provide opportunities for reducing staffing levels in Technical Services areas, a review was undertaken during 1997 of the entire collection development, selection and technical services processing operations. An external consultancy was engaged to perform this review. A number of measures were also introduced to reduce operating costs within Library budgets. Ideas were solicited from staff throughout the organisation and a number of these were implemented. Salary-saving measures were also implemented as staffing vacancies arose through attrition. A combination of these, Technical Services downsizing, and the acceptance of Voluntary Early Retirement by six Library staff members enabled the salary savings target to be met by the end of the year.

The Library again undertook its annual Planning Retreat with members of the newly created Library Planning Forum during July. At this Retreat, the Library’s desired Values were clarified. In follow-up workshops, Section specific values were determined, and ways of implementing these discussed across all Library Sections. The Library Planning Retreat also reviewed strategies and initiatives under the Library’s Strategic Plan. A greater focus was introduced into this process. The number of initiatives being instigated and monitored during the year was reduced from nearly 50 in 1996/7 to 22 in 1997/8.

Organisational restructuring was also investigated and implemented, to fit the Library’s structure more closely to its changing roles. The six senior staff at HEWA 11 and above constituted a new Library Management Council, which met weekly to oversee the day-to-day operation of the Library. A Library Planning Forum was created and met every two months throughout the year. This Forum consisted of all Library managers at HEWA 7 and above, together with a selection of elected staff representatives. The Forum considered issues relating to strategic planning of library services and major initiatives being introduced.

One outcome of the external review of collection development, selection and processing was a decision to restructure the Technical Services operations of the Library. This restructuring will result in a reduction in size of the Library’s Serials and Bibliographic Services Sections. Some of the work previously undertaken within these Sections will be managed either through outsourcing to the Library’s vendor partner, or through transfer to User Services Sections.

The Library Planning Forum also considered the preferred structural location of the Library’s Document Delivery service. The Director, Library Services produced several discussion documents on this issue. A working party was then formed to develop several models for the location of Document Delivery services, with the intention of enhancing the integration of acquisition and access mechanisms within the Library. These models, their strengths and weaknesses, were still under active consideration at the end of the year. It was anticipated that early in 1998 a preferred model would be determined and implemented.
As in previous years, the Library has been very active in contributing to the community service goals of the University. Community service seeks to return the benefits of the University’s teaching and research to business, industry, the professions and the general community through direct contribution, mutually beneficial relationships and commercial services. The Library’s activities raise its profile within the University and also contribute to the profile of the University within the community and higher education sector.

COMMUNITY SERVICES

Community Service and Cooperative Ventures

- The Library hosted eight librarianship and three library technician students for their fieldwork placements during the year, providing over 1130 hours of practical training.
- Reciprocal Membership schemes provide borrowing privileges free to students studying at other recognised institutions. In 1997, over 4000 students were enrolled under this scheme.
- The Library also makes its resources available to the wider community through its participation in local and national resource sharing schemes. Locally, QUT and Griffith libraries offer each other free interlibrary loans for staff and students and this year Gardens Point and Kelvin Grove campuses experienced a large increase in requests from Griffith. QUT Library is a net lender in the national interlibrary loan network.
- The development of web-based subject resource pages, Infoquest, was undertaken as a cooperative project with Griffith University Library. The project was coordinated at QUT Library by the Electronic Information Services Librarian, with reference librarians developing pages in their subject area. These prototypes will be made available in 1998.
- Over 160 members of the public, including school students and professional groups, received tours of the library collections and services in 1997.
- The Gardens Point Reference Section conducted library and information skills classes for the UNITASTE students, enrolled under the cooperative program, Tertiary Initiatives for People with Disabilities.

Commercial Services

- Associate membership which includes borrowing privileges was provided to over 900 individuals, while 60 businesses enrolled as corporate members.
- The Library continues to produce IREL: the Australian Industrial Relations Database because of the unique contribution it makes to Australia’s national bibliography. Given the ongoing reforms and activity in this area, the database is an important resource for students, researchers and practitioners of human resource management and related areas. The database now contains over 16 500 records.
- ABN designated trainers, Beth Bartley and Lynn Evans, conducted several Basic Inquiry and Supersearch courses throughout the year for members of the library and information industry.
The Library won a contract to provide introductory Internet training as part of the Royal Australian Planning Institute’s continuing professional education program. Courses were developed and delivered by reference librarians Ken Scott and Judith Matthews who tailored the subject content to the planner’s professional area of interest. Seven courses were conducted from April to October training approximately 70 members of the Institute. In November, Ken Scott conducted three courses in North Queensland centres, Rockhampton, Townsville and Cairns, reaching over 30 regional members.

On behalf of CAUL, the Research and Development Officer, in consultation with a programmer from Teaching and Learning Support Services, produced a revised version of the CAUL Document Delivery Performance Indicator in 1997.

The contract to provide technical services processing for the Sunshine Coast University College Library successfully concluded in February 1997 when the University College Library assumed responsibility for its own technical services.

The Community Services Librarian conducted a consultancy for Kids Help Line, a national telephone counselling service for children and young people, to provide guidelines for the establishment of a library and electronic information service for KHL staff.

The Library received payment for the extensive library and information skills training provided by Kelvin Grove Library staff as part of the Faculty of Education’s PROBE program, a commercial contract to upgrade skills of 70 Philippine teacher educators. Liisa Isokangas, Reference Librarian, coordinated the development and delivery of the training. This project was significant to the development of the Library’s decision to charge faculties who request training and services for commercial projects.

**Contribution to the Profession**

By holding committee, editorial and executive membership of professional associations, many library staff were again active in contributing to the library and information technology professions. Some who made significant contribution at the national and international levels this year include:

**Gaynor Austen, Director, Library Services**
- Member of the Editorial Board of *Australian Academic and Research Libraries*
- Member of the National Executive of Council of Australian University Librarians
- Board Member of the International Association of Technological University Libraries

**Jenny McCarthy, Kelvin Grove Library Manager**
- Member of the Australian Library and Information Association National Board of Education

**Ann Huthwaite, Bibliographic Services Manager**
- Australian Representative on the Joint Steering Committee for the Revision of the Anglo American Cataloguing Rules.

As trainers for AIMA Training and Consulting, the Director, Library Services and the Associate Director, Library Services (Information Resources), Carolyn Young, both conducted Management Institute workshops this year, each providing over a week of their time.

The Kelvin Grove Library Reference Services Manager, Jess Burke, was invited to become a member of the National Library working party to review conspectus levels and definitions recently revised in light of electronic access issues. As part of this work, QUT Library undertook the pilot testing of the revised guidelines against two of its research centre collections. Jess co-authored a paper about the results of the testing and the working party, which is to be presented at the VALA Conference in early 1998.

Reference Librarian, Lynn Evans, was a member of the OPAC Expert Practitioners Group formed by the National Library to evaluate responses to the Network Services Project Requests for Tenders. The Group examined responses with a view to ensuring that areas of functionality matched customer expectations.
PROMOTIONS

The Library’s Promotion Committee continued to prove a focus for the promotion and publicity of services and developments to the library’s clients. The Promotions Calendar helped schedule campaigns and publications which were timely in promoting services or resources at the moment of client need.

Some particularly successful campaigns conducted this year included:

- **Finding Resources for Australian Indigenous Students** for which a web page was developed and pathfinders on how to find relevant resources and bibliographies of QUT Library resources were distributed to all students via the Oodgeroo Unit.

- **Current Awareness using Uncover Reveal** where many reference librarians held demonstrations and “profile sign on” days in the schools to familiarise academics with the service.

- **Writing Your Assignment**, a display highlighting assignment writing resources.

The Library also participated in the University’s Course and Career Planning Day. The display, entitled **Information Literacy: Take Control of Your Future**, included demonstrations of the Internet which were popular with parents and prospective students.
This year saw a major change in the provision of information services to the Library’s client groups. This was driven by two forces, namely, the Internet, and the increased availability of information in electronic format.

The availability of the Internet to all students created a huge demand for training in its use, and the Library responded by providing programs structured through unit offerings in consultation with academics, and by offering training sessions in the Library.

There was a rapid increase in the amount of information available electronically, with the most significant being the arrival of full text databases delivered via the network. This also led to an increased demand for the Library to train students to use these effectively. Consequently, the branch statistics show a marked increase in the user education category, and a lack of growth in reference queries at the Information Desk, as students became competent in using information sources through formal training programs.

To provide improved access to the new information sources, a Library PAD (PC laboratory) was constructed on Level 3 of the Carseldine Library. The area provides seven PCs for students to access the Library’s database services, the QUT Intranet, and the Internet. There are another two PCs to access software that cannot be networked, such as the full text Social Sciences database. The area can also be used as a much needed training room for small classes.

Customer Focus
Carseldine Campus has been going through a period of change, with planned growth in student numbers, the introduction of the ELICOS program, and the expansion of the Business degree to the third year. At the same time, there have been changes to the Faculty of Arts programs, as a result of new course development in Social Science, and changes to the Humanities program to better match student demand.

The Library’s response to these changes included:

Strategic Planning
The Branch Library Manager participated in the Faculty of Arts Strategic Planning Day as a group facilitator, and, with the Liaison Librarian, Humanities, helped facilitate the Strategic Planning Day for the School of Humanities.

The Liaison Librarian, Humanities, in consultation with the School, designed and implemented an Information Skills program to be integrated into course units. The aim of this program is to improve student skills in information literacy, thus helping to ensure their early academic success.

Collection Development
Continued establishment grant funding enabled further development of the collections to support Humanities and Social Science. The Liaison Librarians have commenced work on a conspectus analysis of these collections, to examine the growth of the collections over the past five years. This is due for completion in early 1998.

Collection Development for the Business degree has focussed on providing the set texts and recommended readings, on short term loan, to maximise student access.

User Education:
At the request of the Faculty of Arts, the Library provided a one-day training program for research students in the Faculty. This was conducted at Gardens Point Campus Library, and involved all Liaison Librarians to the Faculty, and staff from the Library Secretariat User Education Unit.

External Focus
Library staff operated a booth at the Carseldine Course and Careers night, providing Internet demonstrations, and some supervised hands-on practice, for potential students.

This campus hosted the QUT Information Day for School Guidance Officers, at which Library staff provided a well-attended session on using the Internet at University.
QUT CLAYTON UTZ LAW LIBRARY

Technology
In 1997 the Law Library/Law Faculty Training Room (C501) had five additional PCs installed. Butterworths trialed their new service using the Internet to access all their publications in 1997. For the two weeks in June preceding QUT Library’s trial of the product, the Law Library conducted training in FOLIO Views software for academics to enable them to accurately access the product. There was a very positive response to this service from academic staff. Further trials in the August/September period included database training for students undertaking Advanced Legal Research and Writing. No decision has been made at this stage with respect to acquiring access rights to this new on-line system.

In 1997, the Library Systems Section with the assistance of the Law Faculty Computing Systems Officer and Law Library Reference Librarian (Systems) were able to expand access to the networked WINDOWS-based CD-ROMs. The Law Faculty Laboratory on Level 4, and most Law Faculty academic staff now have access to these databases. In Semester two 1997, we conducted the training of fourth-year students in the Faculty laboratory, where there are a much larger number of workstations.

The Library purchased its own WWW server in 1997 and provided access to a number of partner hosted databases. The changes happened at a rapid pace and Law Library staff spent many hours ensuring both external and on-site clients were kept informed of the changed access modes.

Customer Focus
The Law Library introduced an External Studies Service to external law students in 1997. This was staffed by one HEWA5 at 10 hours per week and a HEWA3 at 15 hours. The service is integrated as far as possible with other main-stream document delivery services. Accordingly these hours are supported by other staff being trained in the process of external delivery and providing additional assistance as required. The External Studies staff commenced the design of a WEB page and electronic request form for implementation early in 1998.

The number of external student’s requests for 1997 totalled 1086. This comprises a mix of requests for the loan of monographs (other than prescribed texts) and for photocopies of cases, legislation and journal articles. The proportion of satisfied requests to unfilled requests was high. The introduction of the service was evaluated as a success.

In-house Shelving 1996 and 1997

External Student Services – Satisfied and Unsatisfied Requests

Loans
Lending of selected monographs from the secondary textbook collection was introduced in 1997. The Law Library received an additional 25 hours from a HEWA3 to assist with this additional service. A Patron Self Check Unit was also installed.

Shelving increased overall by 10%, with the monthly trends indicated in the chart below. Semester one was particularly high as first-year law students became familiar with library resources as part of commencing their studies in law.
In 1997 the Library and the Law Faculty jointly funded an additional HEWA3 position for 14 weeks in Semester two. This relieved the workload to some degree.

One of the major challenges with lending library material has been the continued maintenance of the “Not for Loan” collection. On paper it was a straightforward exercise to ensure all prescribed texts were given a “Not for Loan” status. The reality has proven to be very time consuming and labour intensive. The Patron Self Check Unit (PSCU) was not without its teething problems and required staff-intensive maintenance, monitoring and troubleshooting.

**Staffing**
The Law Library continued to receive assistance on the Information Desk from other sections of the Library. This was further increased in Semester two when one of our permanent full-time reference librarians took Voluntary Early Retirement.

This assistance has special benefits for us as other staff learn about Law Library processes which often make our services different from other “mainstream” services. It also enhances a culture in the Law Library of being part of a much larger organisational area.

**Information Resources Management**
Using, in part, the electronic availability data collected during the Law Pilot, the Law Library cancelled approximately $60 000 serial titles in 1997. The process was highly consultative with the Faculty. There was substantial support and acceptance from the Faculty of this strategy. The $100 000 target for cancellations was not reached, however, and further cancellations will be required in 1998.

The monograph collection continued to grow modestly. The chart below indicates growth of the printed monograph collection since October 1993.

**External Focus**
The Law Library Manager gave a number of introductory legal research and Law Library tours to Year 12 students from St Laurence’s College, South Brisbane.

Legal research workshops were provided to Civil Engineering postgraduates in 1997 as well as to Business law students.

The Law Library Manager was appointed joint editor of the *Australian Law Librarian* for the next two years. This is the professional journal of the National Australian Law Librarians Group.

Of special significance this year was the presentation to the Law Library by the new Law Dean, Professor Malcolm Cope, of a collection of prints for display in the Law Library.

![Law Library Manager accepts the collection of prints from Dean of Law](image)

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**Law Library – Growth of Printed Monographs in Collection**

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<tbody>
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<td>5000</td>
<td>10000</td>
<td>15000</td>
<td>20000</td>
</tr>
</tbody>
</table>

_Growth of Printed Monographs in Collection_
GARDENS POINT CAMPUS LIBRARY

During 1997 the Gardens Point Library consolidated major initiatives implemented in the previous year: the Researchers’ Centre and Electronic Reserve; and further developed particular areas of service delivery: Document Delivery, Liaison and support for research.

TECHNOLOGY

Integrated Laboratory Facilities

In 1997 a proposal was developed to integrate existing laboratory facilities on Level 2 of the Gardens Point Library. The desired outcome was to minimise service points and to provide technical and professional information support in a seamless fashion. These plans will proceed in 1998 and will provide a large multipurpose laboratory jointly supported by the Library, Facilities Support Services, and the Teaching and Learning Support Services Department.

Document Delivery

There was a continuation of the expansion of electronic delivery of information to clients. The Regional Electronic Document Delivery (REDD) service was implemented in 1996. Interlibrary Loan requests can be sent and received electronically. In 1997 REDD accounted for 50-60% of all requests lodged. This service has led to improved turnaround times.

Electronic Reserve

The Electronic Reserve facility has continued to expand. In 1997, the Faculty of Business was added, as well as examination papers.

Electronic logs recorded 47,562 hits on the E-Reserve (on average 4000 hits per month). By the close of 1997 academic year, a combined total of 42 staff across three faculties used the service on a regular basis to provide materials for their students. Statistical evidence further indicates that the majority of access has come from within QUT, predominantly from Library laboratories.

CUSTOMER FOCUS

Liaison

There was a focus on Faculty Liaison during 1997. The key strategies adopted were increased involvement in faculty committees and activities in order to gain a greater understanding of client needs. There was a significant increase in one-to-one liaison with researchers.

A number of opportunities arose during the year for the Liaison Librarians to participate in faculty activities. The Science and Information Technology Liaison Librarians attended faculty retreats, and the Built Environment and Engineering Team were participants in two small Teaching and Learning Grant applications.

Researchers’ Centre

Usage of the QUT Library Researchers’ Centre has continued to increase significantly. For the first six months of operation the sample count of usage indicated 675 persons; for the same period in 1997 this had risen to 2217, a 228% increase. In 1997 4325 researchers used the facility.

There has been sufficient time to “bed down” the new Researchers’ Centre and in 1998 a review will be conducted to assess eligibility and services provided. The usage of the Centre has shown that a distinct need is being met for researchers on the campus.

Information Resources Management

Five major activities occurred in 1997:

▼ An assessment of serials used by the Faculty of Built Environment and Engineering was carried out to include them in the ongoing Access vs Ownership Project (a component of the Library Acquisition Strategy).

▼ Conspectus evaluations were completed for collections associated with particular University Research Centres.

▼ A major relocation and refurbishment of the Map Collection was completed.

▼ Extensive work continued on the development of The Selby Resource Collection on Sustainable Development. The Selby Resource Collection resulted from a bequest to the Faculty of Built Environment and Engineering. This development included the installation of a Geographical
Information System (GIS) workstation with specialist resources and the creation of a Web page to provide information to undergraduates.

Significant improvement occurred in the provision of reading list material for undergraduates. The majority of this material was available on time and through multiple access points: Limited Access Collection, short term loans and multiple copies.

EXTERNAL FOCUS
Gardens Point reference staff conducted a number of very successful Internet training sessions for members of the Royal Australian Planning Institute in Brisbane, Rockhampton, Townsville and Cairns.

In 1997 the Library also received a donation of the holdings of the Cement and Concrete Association (Queensland Branch). In return these materials were made available through the Library to Association members.

In summary, 1997 was a period for focus on information delivery matched to client needs: increased electronic delivery of information; provision of increased one-to-one service to researchers; and an increased focus on undergraduate needs.

KELVIN GROVE USER SERVICES

Technology
Client demand for access to locally held and Web based resources continued to grow rapidly so that the expansion of the Public Access Database facility in second semester was a significant advance for the Campus Library in 1997. Full uptake of the new facility was almost instantaneous. As well, the expanded facility has enabled the Library to work closely with Student Administration in providing access for newly enrolling and continuing students to web based information on courses and timetables.

Staff were involved in the development of tutorial packages on use of different types of library services, which were subsequently mounted on the Library’s Web page.

Close cooperation with the Teaching and Learning Support Services Department (AV Services) saw the production of a presentation on the Library’s facilities and services developed for Powerpoint, Web and Video presentation.

Staffing
In keeping with QUT Library’s strong commitment to the development of its staff, Kelvin Grove Campus Library was able to support one internal staff exchange and the secondment of another staff member to the TAFE sector. Both exchanges were for one year’s duration and were of value to both staff involved and the Library as a whole.

Within the Branch, rotation of staff within the Lending Services Unit provided opportunities for personal and professional development for individuals, and ensured that the Library has flexible and well trained staff able to operate across a range of service points. With three staff taking up VERs in second semester, and a need to continue to deliver services in a tight budgetary situation, efforts in developing and training staff, together with the tremendous commitment to service by all staff, enabled service delivery to continue at a high level.

During second semester the Reference Services and Lending Services Managers both participated with success in the University’s Management Development Program.

Customer Focus
The Library’s Suggestion Box continues to be a focal point for client feedback, never more vocal than in early Semester one, when changes to Loan Periods saw a volume of pleas for the Library to review its decision. In response, the Library very quickly instituted a project to identify high demand titles, to place existing copies on Limited Access Collection and One Week Loan and to order additional copies of many hundreds of titles.

Continued enhancement of web based information services, aimed particularly at assisting off-campus students, took place. An electronic document request service is planned for 1998.

Information Resource Management
The Library undertook a survey of clients in mid Semester two to ascertain levels of success in locating materials. Results indicate a 58% success rate, a 6% increase on 1996 figures. The increase is most likely due to focused management of high demand Reading List titles by both additional purchases and shorter loan periods.

Space to house the growing collection whilst maintaining adequate seating facilities remained a concern for the Library in 1997. A Shelving
Occupancy survey was undertaken. Results indicate that in terms of ability to house the collection, library shelves will be full by 2004. Data from this survey fed into a report on overall space requirements for the Kelvin Grove Library.

Serials subscriptions across all faculties were reviewed with a view to cancellation of duplicate subscriptions across all campuses where possible. This resulted in some cancellations at Kelvin Grove Campus and identification of a number of closed subscriptions, some of which were suitable for relocation to the Library’s Store. This activity freed up valuable shelf space, and enabled the Library to provide space on Level 3 for expansion of Facilities Support Services.

All faculties continued to consider a range of electronic information sources for inclusion in the collection with the Faculty of Health taking a subscription to Health Reference Centre/Academic, a service comprising full text electronic reference books, journals and pamphlets as well as more traditional citation references.

Reference Librarians continued to provide a range of User Education classes to assist clients to develop the skills to access and utilise a burgeoning range of electronic information sources. Academic staff are increasingly requesting that such instruction be tailored to specific course needs, thereby calling on both the subject knowledge and information management skills of Reference staff.

**Organisational Structure and Organisation**

Following changes to the Library’s staff profile in late 1996, it was decided to dissolve the External Library Service Unit and to integrate staff and functions with Document Delivery and Reference Service functions. The new arrangements would have been transparent to clients, but resulted in good efficiencies for the Library, and provided an opportunity for some staff to take on a greater variety of tasks. Not only was moderate growth in demand able to be absorbed, but, pleasingly, some staff time was able to be released for other duties in the Library.

**External Focus**

During Semester one the Library worked with the Faculty of Education in the development and delivery of a formal Library Skills program for 70 experienced teacher educators from the Philippines. These students were participants in the PROBE project (Philippines Australia Project in Basic Education), a program supported by AUSAID. Many of the students had very limited experience in electronic library and information services, so the program was a challenge for both participants and library staff involved. Formal and informal feedback has indicated a very high degree of student satisfaction with the Library Skills course, with special mention of the patience and skill of Library staff in instilling confidence in computer use.

The Library continued its commitment to the education and development of new members of the library and information profession by supporting fieldwork students from a variety of institutions and tour groups from Charles Sturt University.

Children’s Book Week was again celebrated with a display of shortlisted titles and visits by groups from local child-care facilities.
APPENDICES

APPENDIX 1

Senior Library Staff

DIRECTOR, LIBRARY SERVICES  
G M Austen, BA(Hons) (Melb), DipLib(Canb), MBA(Qld), AALIA, AIMM

ASSOCIATE DIRECTOR, (INFORMATION RESOURCES)  
C Young, BA(Qld), AALIA

ASSOCIATE DIRECTOR, (DEVELOPMENT)  
J Novak, BA(Indiana), GDipLibSc(WAIT), AALIA

IT MANAGER  
W Fraser, BSc(Qld), MACS

MANAGER, BIBLIOGRAPHIC SERVICES SECTION  
E A Huthwaite, BA(Qld), DipEd (ArmidaleCAE), GDipLibSc(QIT), MAAppSci(Info Stud)(CSU), AALIA

MANAGER, SERIALS SECTION  
C Cleary, BA(ANU), GDipEd(CCAE), GDipLibSc(QIT)

BRANCH LIBRARY MANAGERS

Carseldine  
B Meikle, BEd(BCAE), GDipTLib(BCAE)

Gardens Point  
R Smith, BA(Qld), GDip Mgt(Capricornia), MBA(UCCQ), AALIA, AIMM

Kelvin Grove  
J McCarthy, BA(Qld), GDip Lib(NSW), AALIA

Law Library  
C Crawford, BA(Qld), LLB(Qld)

APPENDIX 2

Statistical Summary 1997

<table>
<thead>
<tr>
<th></th>
<th>Carseldine</th>
<th>Gardens Point</th>
<th>Kelvin Grove</th>
<th>Law</th>
<th>All</th>
<th>TOTAL QUT</th>
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<tr>
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<tr>
<td>Take away</td>
<td>94,494</td>
<td>270,696</td>
<td>328,609</td>
<td>14,772</td>
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<tr>
<td>Limited access</td>
<td>n/a</td>
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<td>INFORMATION QUERIES</td>
<td>24,592</td>
<td>78,342</td>
<td>55,272</td>
<td>28,563</td>
<td>186,769</td>
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<td>INTERCAMPUS LOANS</td>
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<td>Borrowing Items satisfied</td>
<td>3,814</td>
<td>6,203</td>
<td>3,140</td>
<td>*0</td>
<td>13,157</td>
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<td>Borrowing Items satisfied</td>
<td>1,336</td>
<td>7,020</td>
<td>2,986</td>
<td>*0</td>
<td>11,342</td>
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<td>Lending Items despatched</td>
<td>1,031</td>
<td>7,400</td>
<td>5,143</td>
<td>824</td>
<td>14,398</td>
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<td>HOLDINGS</td>
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<td>Monograph Volumes</td>
<td>119,469</td>
<td>247,374</td>
<td>248,298</td>
<td>21,237</td>
<td>636,381</td>
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<td>Serial Subscriptions</td>
<td>1,711</td>
<td>5,491</td>
<td>2,289</td>
<td>1,530</td>
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<td>AV Software Units</td>
<td>13,112</td>
<td>7,781</td>
<td>28,954</td>
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<td>TITLES HELD</td>
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<td>MONOGRAPH VOLUMES ACQUIRED</td>
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<td>Purchased</td>
<td>6,504</td>
<td>10,015</td>
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<td>1,811</td>
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<td>Donated</td>
<td>532</td>
<td>1,597</td>
<td>600</td>
<td>158</td>
<td>2,887</td>
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<td>TOTAL ADDITIONS</td>
<td>7,036</td>
<td>11,612</td>
<td>16,672</td>
<td>1,969</td>
<td>37,292</td>
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<tr>
<td>TITLES CATALOGUED</td>
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* Law Library borrowing is performed through the Gardens Point Campus Library
† Cross-campus networked electronic resources
**APPENDIX 3**

### Publications

<table>
<thead>
<tr>
<th>Author</th>
<th>Title</th>
<th>Source</th>
<th>Date</th>
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<tbody>
<tr>
<td>Peacock, Judith</td>
<td>“The Internet Unmasked: an introduction to using the internet for women” presented to members of the Network of Women in Further Education and the Queensland Women’s Interest Coalition, August 1997.</td>
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<tr>
<td>Peacock, Judith</td>
<td>“Search engines: an update and an overview” presented to Web Workers TRAC Group, August 1997.</td>
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<tr>
<td>Peacock, Judith</td>
<td>“Mixed Mode Education by Default: Implications for Library User Services” presented at <em>Shifting Sands: Distance Education in Times of Change, ALIA Distance Education Special Interest Group National Conference, Charles Sturt University, Wagga Wagga, December 1997.</em></td>
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<tr>
<td>Scott, Ken</td>
<td>“Engineering on the World Wide Web” presented at Institution of Engineers (Queensland Branch) Continuing Education Seminar, 6 October 1997.</td>
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### Presentations

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<thead>
<tr>
<th>Author</th>
<th>Title</th>
<th>Event and Date</th>
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<tr>
<td>Austen, Gaynor</td>
<td>“Trends and developments at QUT Library” presented to University of Queensland Library staff, 21st July 1997.</td>
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<tr>
<td>Dale, Rick</td>
<td>“Information Literacy Perspectives at QUT Library” presented as guest lecture to QUT Students of Library Science, May 1997.</td>
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<tr>
<td>Scott, Ken</td>
<td>“Engineering on the World Wide Web” presented at Institution of Engineers (Queensland Branch) Continuing Education Seminar, 6 October 1997.</td>
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</table>
### APPENDIX 4

**Offices Held by Staff in Professional Associations**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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</thead>
<tbody>
<tr>
<td>Gaynor Austen</td>
<td>Member of the Board of Directors, International Association of Technology</td>
</tr>
<tr>
<td></td>
<td>University Libraries</td>
</tr>
<tr>
<td></td>
<td>Member of the National Executive, Council of Australian University Librarians</td>
</tr>
<tr>
<td></td>
<td>Member of the Editorial Board, <em>Australian Academic and Research Libraries</em></td>
</tr>
<tr>
<td>Cathy Crawford</td>
<td>Editor, <em>Australian Law Librarian</em></td>
</tr>
<tr>
<td>Barbara Ewers</td>
<td>President, Queensland Library Promotion Council</td>
</tr>
<tr>
<td>Ann Huthwaite</td>
<td>Australian Representative, Joint Steering Committee for the Revision of the Anglo American Cataloguing Rules</td>
</tr>
<tr>
<td>Jenny McCarthy</td>
<td>Member of the National Board of Education, Australian Library and Information Association</td>
</tr>
<tr>
<td>Craig O'Neil</td>
<td>Secretary, Information Technology Sub-Committee, Australian Council for Libraries and Information Services (Qld)</td>
</tr>
<tr>
<td>Judith Peacock</td>
<td>Committee Member, Universities, College and Research Libraries Section (Queensland Branch), Australian Library and Information Association</td>
</tr>
<tr>
<td>Jon Peak</td>
<td>Treasurer, Multimedia Sub-Committee, Australian Council for Libraries and Information Services</td>
</tr>
<tr>
<td>Alice Steiner</td>
<td>Secretary, Arts Libraries Society, Australian and New Zealand (Queensland Branch)</td>
</tr>
<tr>
<td>Carolyn Young</td>
<td>Continuing Education Officer, Australian Library and Information Association (Qld)</td>
</tr>
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APPENDIX 5

LIBRARY ORGANISATION CHART – REPORTING STRUCTURE