Contents

HIGHLIGHTS FOR 2004
Gaynor Austen, Director, QUT Library, looks back on the Library’s activities and accomplishments in 2004 2

QUT’S MISSION 3

QUT’S GOALS 3
Teaching and Learning 3
Research 3
Community service 3

QUT LIBRARY VISION 2004–2007 3

CLIENT CHARTER REPORT 2004 4
Service Goals and Achievements 4

LEARNING AND TEACHING 6
Strengthening the Collections 6
Course Materials Database Enhancements 6
Flexiprint 6
Virtual Reference Services 6
External Library Services 7
Faculty Partnerships 8
Information Literacy 8
QUT Library at Caboolture 8

RESEARCH 9
Major Acquisitions 9
Major Acquisitions for Researchers 9
Access to Resources 9
Desktop Delivery 9
Document Delivery 9
Lending Services 9
Research Skill Development and Support 9
Advanced Information Retrieval Skills (AIRS) and AIRS Online 9
Specialised Research Staff Courses 10
QUT ePrints Archive 10
Liaison Service 10

COMMUNITY ENGAGEMENT 11
QUT Community Service Grant 11
QUT Caboolture 11
Cooperative Research Centre Partnership 11
Law Library OzCase Project 11
Borrowing Designed for Fashion Students 11
Contributing to the International Library Profession 12
National and Local Involvement 12
Children’s Book Week 12
Community Engagement Facts and Figures 2004 12

RESOURCES – PLANNING 13
Strategic Planning 13
Library Planning Retreat 13
Library Reference Forum 13
Quality Management 13
Key Performance Indicators (KPIs) 13
Australian Universities Quality Agency (AUQA) Audit: Preparation 14
Information Management 14
Facilities Development 14
Group Study Rooms 14
Gardens Point Researchers’ Centre Refurbishment 14
Refurbishments Integrated into University Budget 14
Wireless Access 14

RESOURCES – LIBRARY BUDGET 14
RESOURCES – STAFFING 15
Staff Development 16
Staff Development for Information Literacy 16
Health and Safety Training Video 16
Staff Perceptions Survey 16
QUT Library and Brisbane City Council Library Staff Cooperation 16
Review of Lending Services Staff Classification 17
Succession Planning 17
New Library Intranet 17
Reward and Recognition 18

APPENDICES 19
Appendix 1—QUT Library Senior Staff 19
Appendix 2—Australian and International Visitors 19
Appendix 3—Papers and presentations by QUT Library Staff in 2004 20
Throughout 2004, the Library continued to provide strong support to the University community, integrating its services and resources wherever possible into curriculum and research activities. While working to meet the challenging targets which it set for its own performance, it also introduced new and expanded services to meet identified client needs.

Several new initiatives were undertaken to assist students and researchers. The Library’s Virtual Reference Service was enhanced by expansion of a 2003 pilot web chat service to assist clients in their use of resources. Although in 2004 the service was only available for four hours per day (2–6pm) on weekdays, the enthusiastic take up of the option by both external and internal students showed that the service is meeting a need, and has led the Library to decide to extend coverage to eight hours per day in 2005. Another new initiative was the extension of the mailout service from the External Student Library to those external students located within the Brisbane metropolitan area. Again, there was good uptake of this service.

The Library worked with the Office of Research to develop processes to ensure that all postgraduate research students undertake the credit point unit, Advanced Information Research Skills (AIRS), as a component of their degree. As part of this, a major project for the year was the development of AIRS Online, a web-based version of this unit which incorporates assessment modules integrated into the University’s Online Learning and Teaching (OLT) platform.

The QUT ePrints repository, released at the end of 2003, showed strong usage by a considerable number of academic staff, due to the excellent promotional work done by the Library’s seconded Project Officer, and to the University policy supporting submission of eprints to the repository. Addition of a facility to measure hits on individual eprints demonstrated the extent of new public exposure of research undertaken within the University.

During 2004 it was decided to relocate the University’s Caboolture Campus activities to the local TAFE Campus. This relocation required substantial work to transfer Library operations and resources from the Caboolture Shire Library, and instead to develop an integrated service with the Brisbane North Institute of TAFE in time for commencement of the 2005 academic year.

At the start of 2004, the Library’s Management Group agreed to distil the Library’s considerable number of internal performance measures into one set of Key Performance Indicators, based on the Library’s Balanced Scorecard quality management framework. These indicators measure outcomes for each of the major services and activities of the Library, and provide a means for active monitoring of these through regular reports ("The Score"). A review at the end of the year confirmed the value of this approach, while amending some targets to make them clearer, more readily measured or, in one case, more challenging.

Another major project for the year was the review and re-issue of all documented Library policies. These policies will be mounted on the Library’s intranet, and, where appropriate, its external web pages, to inform staff and clients. As part of this process, a revised comprehensive Collection Development Manual was produced and is now available online.

The Library’s total budget for 2004 (approximately $16 million) was expended to within two per cent of allocation. An excellent development negotiated in 2004 was agreement by the University to allocate a set percentage of its budget in each of the next three years to the Library Resource Allocation. This decision will provide a degree of certainty which will enable improved planning for, and longer term commitment to, development of the Library collection. Another welcomed development was gaining access to the University Central Learning and Teaching Spaces budget which will, from 2005, provide funding for needed refurbishment of campus Library physical facilities.

Library staff contributed strongly to meeting Library targets and to the introduction of new services. Several significant staffing initiatives marked the year. The Library analysed the outcomes of its 2003 Staff Perceptions Survey. General staff perceptions of Library performance were very positive, but the Library considered and acted on those areas identified as needing attention. The Library’s long standing Reward and Recognition Scheme was also reviewed and amended, with increased emphasis being placed on local Section recognition initiatives. The staff intranet was revised and considerably expanded. A review of classification levels within Lending Services units was undertaken, while a Reference Services forum allowed members of Reference Service units across all campuses to meet to review the direction of the service in the future. A Workforce and Succession Planning initiative was also pursued in collaboration with other libraries of the Australian Technology Network (ATN).

Gaynor Austen
Director, QUT Library
QUT’s Mission
The mission of QUT is to bring the community the best teaching, research, technology and service.

QUT’s Goals

TEACHING AND LEARNING
To ensure that QUT graduates possess knowledge, professional competence, a sense of community responsibility, and a capacity to continue their professional and personal development throughout their lives.

RESEARCH
To advance and apply knowledge germane to the professions and to the communities with which QUT interacts and relevant to the enhancement of economic, cultural and social conditions.

COMMUNITY SERVICE
To contribute to the development of Australia’s international responsibility and competitiveness, to enhance QUT’s relationship with the professions, and to increase community awareness of issues through professional service and social commentary.

QUT Library Vision

2004–2007
The QUT Library provides dynamic and innovative access to information resources and services. The Library’s educational and information provision activities are supported by the broad knowledge and skills of its staff teams. The quality of library services is enhanced through partnerships with clients, university colleagues and external organisations.

In an era of change in the methods and pace of scholarly communication, the QUT Library will continue to deliver high quality information resources and services to the University community. These services will be based on the agreed library service values of:
- Flexibility
- Responsiveness
- Innovation
- Commitment to agreed service standards
- Awareness of ‘the big picture’.

Library services will fully support key University strategies in relation to teaching and learning, research and community service. The Library, as a learning organisation, will continue and strengthen its commitment to client focussed service and to continuous improvement. This will be achieved through regular monitoring and improvement of service levels as defined within the Library’s Client Charter. The Library will also seek to collaborate with other areas of the University to provide seamless interfaces to service delivery.
Client Charter Report 2004

The Library’s Client Charter describes the standards of service that the Library aims to provide for its clients. Performance is measured against achievement of the targets set out in the Library’s Client Charter.

The continuation of the peak loads strategy in 2004 saw more improvements in meeting our client service targets. The peak loads strategy entails closely monitoring client demand and work performance to identify when additional staffing resources or new processes are needed to meet performance targets.

SERVICE GOALS AND ACHIEVEMENTS

Goal 1: Provide access to materials necessary for teaching, learning and research. Access means we will buy or borrow it in print or electronic format.

**Target:** 100 per cent of obtainable items on reading lists held by the Library or on order.

and

**Target:** 90 per cent of information resources sought by undergraduates held in print or electronic collections.

During 2004 the Library was able to increase the budget allocated for library materials, a significant proportion of which was put towards the purchase of more titles for the undergraduate collection.

Liaison librarians monitor catalogue reports, reading lists and projected student enrolments to inform ongoing collection management and development. High-demand print materials are placed in Course Reserve or on seven-day loans. The Course Materials Database (CMD) provides electronic access to course readings for most units.

In 2004, the Library trialled a new methodology by which to measure the availability of materials in both print and electronic formats. A survey using this methodology will be conducted in 2005.

**Target:** 90 per cent of new books and audiovisual materials available for use within three weeks of receipt by the Library.

While the Library was unable to meet this target in 2004, improvements in workflows and the employment of additional staff meant the Library made 90 per cent of new materials available for use within an average of 30 days of receipt. This represents an improvement of four days over the Library’s 2003 performance in this area.

**Target:** 100 per cent of materials shelved within two days of return or inhouse use.

**Target met.** Library staff have worked extremely hard in recent years to review work practices in order to meet this goal and are to be congratulated on the outcome.

**Target:** 95 per cent of the high-use materials placed in Course Materials Database or Course Reserve within three days of notification from academic staff.

The target for Course Reserve was almost met with 93 per cent of items included within three days. Although the target for the Course Materials Database was not met, 75 per cent of items were available within four days. Work procedures in this area are being reviewed.

Lending staff continue to be very successful in providing rapid access to the high-demand material in the Course Reserve.

**Target:** 100 per cent of intercampus loans processed within three working days.

**Monograph requests met.**
One hundred per cent of monograph requests were available in three days at all branches. In most cases 100 per cent turnaround was achieved within two days, therefore the target has been revised for 2005.

**Photocopy requests not met.**
Performance overall reached 88 per cent of photocopies supplied within three days. Affecting performance were variables such as incorrect citations and missing issues. Staff are unavailable at the smaller branches to process requests electronically at weekends.

**Target:** 80 per cent of interlibrary loans obtained within 14 working days.

**Target exceeded.**
One hundred per cent supplied with 14 days. The Document Delivery unit has exceeded the existing target for the past two years. Therefore, from 2005 onward, the target turnaround time has been reduced to seven calendar days.
Target: 95 per cent of information resources sought by researchers are accessible in print or electronic collections, or are available through Document Delivery.

Target Exceeded.
Our 2002 research on the information needs of QUT researchers indicates they rely heavily on the Library’s electronic fulltext databases of scholarly journals. The print collections complement these with material not accessible electronically. Researchers direct any remaining information needs to the Library’s document delivery service. During 2004, Document Delivery supplied 91.5 per cent of these researcher requests. Therefore, only a very small percentage of information resources needed by researchers are not available through the Library’s collections and services.

Goal 2: Provide services to enable you to use materials effectively.

Target: An information desk which is staffed during the hours the Library is open.

Target met. The Library also offers an email reference service and a web chat reference service, which are gaining in popularity amongst clients.

Reference librarian responding to queries via the chat reference service.

Target: Electronic information services and assistance available 24/7 through the library website.

This target has been achieved. Reference staff members are trained in assisting students with various search strategies. In 2004, they received additional support in this area with the opportunity to attend a workshop on reference interview techniques.

Target: Information literacy instruction freely available, face to face and online.

This target has been achieved. A wide range of generic information skills classes is offered across all branch libraries throughout the year and the online tutorial, Pilot, is available to staff and students online. There are also instructional print materials available from librarians at the Information Desk. In addition, postgraduate students are able to enrol in Advanced Information Retrieval Skills (IFN:001 AIRS) and Endnote classes.

Goal 3: Provide facilities for the use of materials.

Target: A study place always available to you when the Library is open.

Students can always find a place to sit, but the Library is aware that student preference regarding the type of seating required has changed and is gradually providing different configurations.

The Library offers students many different types of seating arrangements to accommodate their needs.
Learning and Teaching

STRENGTHENING THE COLLECTIONS
In 2004, the Library obtained a significant increase to the Library Resource Allocation (LRA) for the third consecutive year, enabling the Library to halt the forced cancellations of serials and reverse the previous severe reduction in monograph purchases. In 2004, additional funds of $780,000 were assigned to purchase extra monographs, with the purchase of books to support coursework students the top priority. A total of more than 33,500 monographs were purchased in 2004, an increase of more than 44 per cent over 2003 purchases.

New Book Titles Per 100 EFTSU, 2000 to 2004

<table>
<thead>
<tr>
<th>Year</th>
<th>New Book Titles Per 100 EFTSU</th>
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<tr>
<td>2000</td>
<td>50</td>
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<tr>
<td>2001</td>
<td>60</td>
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<td>2002</td>
<td>70</td>
</tr>
<tr>
<td>2003</td>
<td>80</td>
</tr>
<tr>
<td>2004</td>
<td>90</td>
</tr>
</tbody>
</table>

In 2004, new book titles per 100 EFTSU increased by 21 per cent over the previous year.

The improved LRA budget also allowed the Library to focus on developing the electronic reference collection. An additional $100,000 was allocated to purchase new electronic reference resources.

COURSE MATERIALS DATABASE ENHANCEMENTS
In 2004 the Library worked with Information Technology Services to implement enhancements to the Course Materials Database (CMD).

A number of these enhancements are designed to streamline the processing of materials to assist the Library in achieving its target turnaround times. For example, a new archiving function allows library staff to archive the records for inactive documents, removing them from search indexes and simplifying the process of checking for copyright conflicts.

Other enhancements are designed to improve functionality for lecturers and students. For example, it is now possible to cut and paste any CMD links into another web page. When that link is clicked, a check is made in the CMD to ensure that the file is active before serving the document, to ensure that copyright restrictions are upheld.

FLEXIPRINT
The Division of Technology, Information and Learning Support (TILS) launched its flexiprint service in Semester 2, 2004. Flexiprint is a web-based, user-driven, print-on-demand system that enables students to compile their own ‘print pack’ from the Library’s Course Materials Database or from their Online Teaching site without downloading the documents to their computer. The printing is done offline by QUT Printing Services. It has successfully managed the shift from the sale of printed course packs to student centre printing of the equivalent documents.

VIRTUAL REFERENCE SERVICES
(www.library.qut.edu.au/ask.jsp, see below)

The Ask a Librarian service was first implemented in 2002 offering online response to student and staff information enquiries via email. This email service serves around 2000 information enquiries each year with a librarian responding to the email enquiries within 24 hours. Ninety-five per cent of the enquiries are completed within four days.

Ask a Librarian service includes email, web chat, telephone and face to face reference assistance.

In an endeavour to reach more students outside of the Library, web chat was implemented in March 2004 as part of the Ask a Librarian service. Web chat is one of the many diverse and convenient communication ways in which the Library offers students and staff access to quality information at their point of need. The Ask a Librarian service uses call centre software developed by the United States Library of Congress and the Online Computer Library Centre (OCLC). The web chat service was offered 2pm to 6pm, Monday to Friday, and was staffed by a number of librarians who had to quickly develop appropriate new skills for this communication medium.

A sample of the QUT Ask a Librarian chat service indicated 67 per cent of chat sessions were reference type enquiries. As would be expected, a large percentage of enquiries (75 per cent) were from undergraduates and 15 per cent from postgraduates.
Given the positive results of the web chat service in its first year of operation, it will continue in 2005 with extended hours. The Library is also closely monitoring other possible virtual communication applications such as SMS and VoIP with a view to integrating these into the Ask a Librarian suite in the near future.

Search assistance requests decreased by about 62 per cent, though the number of telephone and email contacts rose considerably. This is mostly due to more proactive practices with regard to information literacy instruction and guidance, whereby External Library staff contacted students to discuss their requests and provide assistance, rather than routinely conducting searches on their behalf.

In November 2004, the External Library undertook a short survey of External Students via email to inform a revision of the External Library Services: A Guide for Students. The revision was necessary; in part to ensure that the publication was consistent with Faculty moves to deliver course materials via OLT and CD-Rom. The survey feedback was incorporated into the revision of the Guide resulting in a considerably smaller publication than the previous edition. The finished product was made available in print, linked PDF via the External Library website, and linked PDF as a part of external course materials distributed on CD-Rom.

**EXTERNAL LIBRARY SERVICES**

From Semester 1, 2004, the External Library postal service was extended to include external students residing in the Brisbane metropolitan area, increasing the total number of external students eligible for External Library services to approximately 3311.

The increasing availability of materials via fulltext databases and the Course Materials Database appears to have affected the type of requests being made to the External Library Services, as the number of requests for the supply of photocopies in 2004 has decreased by five per cent since 2003. In comparison, loan requests have increased by 32 per cent. This continues the trend of recent years, and is not wholly as a result of the addition of metropolitan students to the client group – these students accounted for approximately 20 per cent of all loan requests.

While loan requests continue to increase in 2004, search assistance requests are declining due to more proactive information literacy practices by External Library staff.
INFORMATION LITERACY

The Library’s User Education Policy was revised as part of a project to revise all Library policies. The new QUT Library Policy on Information Literacy outlines the range of strategic services, systems and strategies which the Library offers to support QUT’s information literacy goals. The policy includes information on the Library’s information literacy mission and aims, curriculum strategies, governance, communication, knowledge management and quality assurance. A new Information Literacy Procedures Manual was developed to support the policy.

<table>
<thead>
<tr>
<th>Facts</th>
<th>Figures</th>
</tr>
</thead>
<tbody>
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<td>1703 hours</td>
</tr>
<tr>
<td>Total number of students taught</td>
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</tr>
<tr>
<td>Total number of classes</td>
<td>1010</td>
</tr>
<tr>
<td>Gardens Point</td>
<td>435</td>
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<tr>
<td>Kelvin Grove</td>
<td>325</td>
</tr>
<tr>
<td>Carseldine</td>
<td>150</td>
</tr>
<tr>
<td>Law Library</td>
<td>80</td>
</tr>
</tbody>
</table>

FACULTY PARTNERSHIPS

In 2004, liaison librarians worked in partnership with faculties on a range of projects embedding information literacy skills across the curriculum. For example:

- Law – active involvement in a Large Teaching and Learning Grant ‘Enhancing transition at QUT’.
- Creative Industries – Library membership of three project working parties involved with online teaching, internationalising the curriculum and criterion referenced assistance.
- Science – Science liaison librarians worked with the Faculty to formulate appropriate curriculum content and learning tasks, intervention and assessment.
- QUT Carseldine – liaison librarians collaborated in the development of two first-year units, Applied Skills and Scholarship for Psychology and for Humanities.

QUT LIBRARY AT CABOOLTURE

2004 saw the dissolution of the Caboolture Community Campus. As a result, QUT and Brisbane North Institute of TAFE negotiated a new partnership agreement. QUT will move its campus operations to the Tallon Street Brisbane North Institute of TAFE (BNIT) site in early 2005.

Throughout the year the Caboolture Librarian continued work on embedding information literacy into the curricula. This work resulted in approximately half of the first year in the Bachelor of Business Information Management, the sole degree at Caboolture for 2004, having information literacy embedded within their curriculum.

In 2004 the combined collection of QUT and Brisbane North Institute of TAFE grew steadily. Towards the end of 2004 it was announced that Caboolture had places in 2005 for five new courses (Education, Business, Arts, Social Sciences, and Creative Industries), replacing the Bachelor of Business Information Management which would be discontinued. Subsequent to these announcements significant additional funds were provided for the development of additional information resources to support the new courses in 2005. This resulted in significant collection development activities during late 2004.

Judith Peacock was the winner of the 2004 CAUL Achievement Award from the Council of Australian University Librarians (CAUL), for her ‘outstanding contribution to CAUL’s strategic support for Teaching and Learning’, and to its goal to optimise learning outcomes and maximise the potential of libraries to contribute to graduate attributes.

Judith was praised for lifting the profile of Australian university libraries as international leaders in the field of information literacy development.
Research
In 2004, the University revised its top level plans. The new Research and Innovation Plan states QUT’s intention to ‘strengthen significantly its research profile’ and become one of the top ten Australian universities for research contributions within ten years. The Division of Technology, Information and Learning Support’s (TILS) Support Plan for Research Staff and Students 2003–2006, identifies the Library and ITS High Performance Computing as the Division’s key contributors to researchers, and outlines the services and strategies to deliver these services.

MAJOR ACQUISITIONS
In meeting the needs of researchers, the Library’s main focus was to purchase further relevant electronic journal databases, and back sets of key journals in electronic form.

Major Acquisitions for Researchers

New Electronic Journals

- Lecture Notes in Computer Science. New developments in computer science and information technology research and teaching.
- Society of Automotive Engineers, Accident Reconstruction Technology Collection on CDROM 2004. Access to 44 years of critical data, including technical papers on accident reconstruction.
- Society of Automotive Engineers, Occupant Protection and Crashworthiness Technology Collection on CDROM 2004. Access to 30 years of research and technical papers on occupant protection in cars and trucks.
- Zentralblatt MATH database. Provides a comprehensive coverage of mathematical research in a range of international journals published 1931 to present.

Back Sets of Electronic Journals

- Annual Reviews back volume collection. Synthesizes the primary research literature in 29 scientific disciplines and identifies the principal contributions in the field. The collection spans 1932 to 1999.
- JSTOR. Arts and Sciences I–III Collection. A key resource—back issues of more than 350 core scholarly journals in the arts and sciences from the earliest issues up to the last few years of publication.
- Science Direct back files in Neuroscience and Business Management and Accounting. Back files of Elsevier journals in these subject areas dating back to 1949 and 1968 respectively.

ACCESS TO RESOURCES

Desktop Delivery
QUT Library Document Delivery unit introduced the new desktop delivery service in February 2004. Copyright-cleared documents that are received in a digital format are now provided direct to the requester on any client PC, anytime, anywhere. In 2004, 815 QUT researchers signed up for the service, and approximately 90 per cent of all documents acquired by Document Delivery staff are now delivered this way. More than 5000 documents were delivered to clients’ desktops in 2004.

Document Delivery
The Library proposed to Deans in April 2004 that Honours students be able to request the Library’s document delivery services without having each request authorised by their supervisor. The offer was taken up by QUT Carseldine, Education, Information Technology, and Business faculties in Semester 2, 2004. It will be offered again, to all, in 2005.

Lending Services
Loan periods for staff and research students were extended from 28 to 60 days from January 2004. This decision was a response to the results of the Library’s 2003 customer satisfaction survey where access to resources was identified as an area where the Library could improve its performance. The length of loans was particularly important to staff and research postgraduates.

RESEARCH SKILL DEVELOPMENT AND SUPPORT

Advanced Information Retrieval Skills (AIRS) and AIRS Online

Deputy Vice-Chancellor, Tom Cochrane (front left) and Library Director, Gaynor Austen (back row left) at the launch of AIRS Online with the project team (from left to right) Computing Officer, Julian Kapitzke; Information Literacy Coordinator, Judith Peacock; AIRS Librarian, Peter Fell; and Project Coordinator, Robyn Tweedale.

The compulsory subject IFN001: AIRS continued to be offered to all Higher Degree Research (HDR) students throughout 2004. The Office of Research and Research Training and the Library worked closely during the year to streamline processes for monitoring enrolment, exemption and completion of the unit. In response to the University’s decision to significantly increase HDR enrolments, from 2005, eligibility for enrolling in IFN001: AIRS will revert to only PhD and professional doctoral students, Masters by Research and Honours students undertaking a literature review. Postgraduate coursework students will be catered for as part of the Library’s general information literacy program.
The Library also completed a major project to develop a parallel flexible study option for IFN001: AIRS which will enable HDR students enrolled as external (rural, remote or offshore) to complete the mandatory requirements of their HDR program. AIRS Online, delivered wholly online, will allow each student to self-direct their learning and engage them in authentic assessment tasks which align with their individual research. The format will also draw students together in a community of learning using scheduled synchronous chat and discussion events. As with the on-campus mode, the online course will be facilitated by the AIRS Librarian.

Specialised Research Staff Courses
During 2004, the Library conducted a number of specialised workshops for researchers.

‘SuperAIRS for Supervisors’ sessions were conducted for doctoral supervisors in Semester 2 as part of the Workshop and Training Program of the QUT Office of Research and Research Training. These sessions were to familiarise the supervisors with finding, evaluating and managing research information; gain an understanding of the IFN001: AIRS course in class and online form; and provide an opportunity to practise different strategies and skills in a teaching lab.

The Education Faculty Liaison team at Kelvin Grove campus also developed and implemented a highly individualised program for faculty research assistants. The two-hour program included an overview of the literature review process, researching for the literature review and critical analysis and writing.

Both new programs proved extremely successful and it is anticipated that they will be repeated in 2005.

QUT EPRINTS ARCHIVE
The QUT ePrints archive is an ‘open access’ repository of QUT research literature, ‘self-archived’ (uploaded) by the author and made freely available online. The service was launched in December 2003 and has made significant progress, in terms of the number of documents deposited in the archive, in its first full year of operation. By the end of 2004, there were 464 documents in the archive and as the year progressed the monthly deposit rate increased significantly.

Early in the year, many QUT authors were unaware that it was now University policy that copies of their research papers should be deposited in the archive. During 2004, the QUT ePrint Project Officer, Paula Callan, attended 36 School and Faculty Research Centre staff meetings to explain the eprint concept and the benefits of ‘self-archiving’ to QUT staff members and postgraduate students. Information sessions, open to all staff and postgraduate students, were held on each campus and will be repeated in 2005.

The QUT ePrints site now allows depositing authors to monitor the number of times their papers were downloaded in the previous 12 months. This has proved to be a popular feature as the statistics can be very informative for the authors. By the end of 2004, a number of authors had total download figures of more than 1000.

QUT’s eprint policy has generated much interest both in Australia and internationally. It has been mentioned regularly on international eprint discussion lists and weblogs.

LIAISON SERVICE
Liaison librarians employ a range of strategies to keep their researchers up to date via email, face to face consultations and through offering targeted training when major new products become available. Liaison librarians have access to the Office of Research and Research Training database, through which they can identify new researchers and their thesis topics.

Liaison librarians are also members of the faculty-based Information Exchange Teams, with the primary goal being to share and manage client information within the Division of Technology, Information and Learning Support.

In cooperation with the Research Students Centre, the Division hosted a wine and cheese function as part of the Research Students Orientation. This encouraged students to meet with their liaison librarian and the High Performance Computing staff.

In addition, the Library Communications Officer supplements liaison librarians’ communications by contributing to the Research Students Newsletter, issued by the Research Students Centre.
Community Engagement

2004 was a productive year in terms of community partnerships and engagement, with the Library being involved in many and varied projects.

QUT COMMUNITY SERVICE GRANT

A study tour for Ms Nguyen Thi Thu Huong of the Australian Development Scholarship (ADS) Program Library, Hanoi, was enabled by a QUT Community Service Grant. In her position, Ms Nguyen is interested in developing the information literacy component of the ADS program’s pre-departure English language and academic skills training for scholarship candidates. During her visit at Kelvin Grove Library, she interviewed liaison librarians, attended information literacy classes and evaluated our information teaching and learning tools. Huong also undertook informal focus groups with students from the International College about their information literacy needs. The Australian Library and Information Association also sponsored her attendance at the ALIA 2004 conference.

QUT CABOOLTURE

An exciting development in the Caboolture area in 2004 was the initiation of a Caboolture Area Librarians Network, called CABNET. Participating libraries include the Caboolture Shire Council, Brisbane North Institute of TAFE, QUT, Morayfield State High School, Tullowong State High School, Caboolture State High School, and St Columban’s High School. This group meets once every school term to swap information on a range of issues such as technology and activities that libraries are undertaking. These meetings have been highly successful and will hopefully continue well into the future.

COOPERATIVE RESEARCH CENTRE PARTNERSHIP

QUT entered a partnership with the Australasian Centre for Interaction Design (ACID), an Australian Government funded Cooperative Research Centre (CRC). As part of QUT’s contribution, the Division of Technology, Information and Learning Support (TILS) was funded to provide computing technology and library services to ACID staff.

LAW LIBRARY OZCASE PROJECT

In 2004, QUT’s Law Library Manager, oversaw a project to investigate the feasibility of a cross-regional and cross-sectoral collaborative model for improving access to legal resources for South East Queensland researchers. A pilot study, Ozcase, was begun with Bond, Griffith and University of Queensland libraries, and the Queensland Department of Justice and Attorney-General Library. The libraries have exchanged collection development policies to inform resource acquisitions and have developed a preliminary OzCase web portal. The project officer has also begun to identify the location and accessibility of specialist or historically significant legal collections in the region with long terms plans for digitisation.

BORROWING DESIGNED FOR FASHION STUDENTS

The Library and the Moreton Institute of TAFE signed a borrowing agreement to provide reciprocal access to both cohorts of fashion students to the two most comprehensive collections of fashion design resources in Brisbane. In addition to extending access to resources, the agreement aims to promote networking between the two groups who in the future will be colleagues in the same industry.

Front: QUT Associate Director (Information Resources), Carolyn Young; Moreton Institute of TAFE Library Manager, Kim Sutcliffe; Back: Moreton Institute of TAFE Liaison Librarian, Elaine Baker; QUT Liaison Librarian, Alice Steiner; and QUT Communications and External Relations Manager, Barb Ewers.
CONTRIBUTING TO THE INTERNATIONAL LIBRARY PROFESSION
Director of Library Services, Gaynor Austen, was appointed as the 13th President of the International Association of Technological University Libraries (IATUL) in June, only the second time this appointment has been held outside Europe. The IATUL Board also renewed the Library’s contract to undertake the roles of web content manager and executive officer.

NATIONAL AND LOCAL INVOLVEMENT
Director of Library Services, Gaynor Austen, continued to be closely involved with both the Council of Australian University Librarians (CAUL) and the Libraries of the Australian Technology Network (LATN). The Information Literacy Coordinator, Judith Peacock, was a member of the Executive of the Australian/New Zealand Institute for Information Literacy (ANZIIL) and Chair of the organising committee for ANZIIL Symposium 3.

QUT staff had a high profile at the ALIA Biennial Conference on the Gold Coast. Associate Director, Carolyn Young was the Conference Treasurer and fellow Associate Director, Jenny McCarthy was a member of the Program Committee. However, it was the contribution of new graduates and QUT reference librarians that reflects the individual initiative of staff and the support QUT Library gives to individuals contributing to professional development. Bernadette Rosbrook spoke in the new graduates Challenge Session; Kim Moody delivered a paper Zero Censorship? Who are we kidding?; while Lynn McAllister’s poster Feng shui and library design brought a new perspective for those interested in library design.

CHILDREN’S BOOK WEEK
In August, Kelvin Grove library staff again welcomed children from the Herston Child Care Centre making their yearly visit to see the wonderful display for Children’s Book Week (CBW). The visit was organised by the lecturers in the School of Early Childhood and the Early Childhood Education library team. Kelvin Grove Library purchases a copy of all short-listed books for the Curriculum Collection.

COMMUNITY ENGAGEMENT FACTS AND FIGURES 2004

<table>
<thead>
<tr>
<th>Figures</th>
<th>Facts</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>International and Australian senior library managers and academics undertook a study visit at QUT Library</td>
</tr>
<tr>
<td>197</td>
<td>Members of the community became associate borrowers</td>
</tr>
<tr>
<td>609</td>
<td>People went on library tours</td>
</tr>
<tr>
<td>654</td>
<td>Students living in Brisbane and studying at other Australian universities became reciprocal borrowers</td>
</tr>
<tr>
<td>942</td>
<td>Hours of on-the-job training were provided to fieldwork students and others on work placement schemes</td>
</tr>
<tr>
<td>9962</td>
<td>Items were lent or documents supplied to other Australian and international libraries</td>
</tr>
</tbody>
</table>

New graduates Kim Moody, Lynn McAllister and Bernadette Rosbrook made a big impression at the ALIA conference.

Many other library staff participated in local working parties and continuing professional education events through membership of Queensland University Libraries Office of Cooperation (QULOC) committees and local ALIA committees.
Resources – Planning

STRATEGIC PLANNING
Library Planning Retreat
The Library’s annual Planning Retreat, attended by members of the Library Planning Forum (managers plus elected staff representatives) and three liaison librarians, was held in November.

Dr Lawrence Stedman, QUT’s Principal Policy Advisor to the Vice-Chancellor, and Heather Gordon, Executive Director, Information Services, University of the Sunshine Coast addressed the Retreat attendees. Both speakers outlined wider contexts in the higher education and library environments which the group then considered during the planning process.

In 2004, part of the Library’s Planning Retreat was also dedicated to planning for future workforce capabilities. Retreat attendees considered Library Workforce Planning, in particular recruitment processes and ways of ensuring continued engagement in the University by long-term staff. The outcomes of the session will be further considered and actioned in 2005.

Library Reference Forum
Reference Services staff from all branch libraries and relevant staff from other areas of the Library participated in a one-day Reference Planning Forum in late 2004. Facilitated by Madeline McPherson, University Librarian, University of Southern Queensland and President of CAUL, the goals of the forum were to:

- provide participants with the opportunity to examine the emerging environment in which Reference Services will be working
- consider the role of Reference Services units in this environment
- generate ideas regarding the future development of services provided through the Reference Service units.

Staff used the opportunity to reach a shared understanding about trends in the academic library environment generally and QUT Library’s environment specifically. The activity raised issues regarding the future role of liaison librarians, especially in relation to partnering with academics to support new learning and teaching initiatives and also research support. The forum provided additional information for inclusion in the Library’s Workforce Plan.

QUALITY MANAGEMENT
Key Performance Indicators (KPIs)
During 2004, the Library measured and reported progress against its KPIs quarterly via The Score which frames the Library’s KPIs according to the Balanced Scorecard quality management framework. The Library Management Group monitored performance against each target and took corrective action where necessary.

In late 2004, following the Library’s first full year of gauging its performance in key areas using KPIs, the targets and methodologies were reviewed. Some ‘stretch’ targets were introduced and new methodologies trialled.

Australian Universities Quality Agency (AUQA) Audit: Preparation
In preparation for the AUQA audit scheduled for 2005, QUT began its Reality Check, a 12-month program of intensive quality review and improvement. The University undertook a self-review of its quality assurance mechanisms and developed a quality portfolio. A trial quality audit was later conducted and the findings reviewed. A revised quality portfolio was submitted to AUQA in December.

All areas of the University, including the Library, participated in the self-review. The Library’s major services that underwent self-review were:

- Research resource provision
- Research skills training
- Research output dissemination
- Coursework information provision
- Coursework student support
- Undergraduate information literacy strategies and initiatives
- Quality assurance mechanisms.

INFORMATION MANAGEMENT
In 2004, the Library identified a gap in its internal information management processes and began a project to develop and implement tools to facilitate efficient information management practices across the Library. The major objectives of the projects included: compliance with state legislation and QUT policy relating to records management; improving access to strategic information at all levels – organisation, section and individual staff member levels; and minimising the loss of corporate knowledge.

To achieve these objectives, the Information Management project was established with four broad components:

1. the continuing review and redevelopment of our intranet as a staff information tool
2. review and revision of the Library’s major internal policies, including the redevelopment of the Collection Development Manual
3. the review of the Library’s existing shared network space as an information sharing tool, and the development of an alternative mechanism
4. information management guidelines to support these strategies, including the development of a file naming convention.
The revision of all internal Library policies was completed in 2004. The review of the Library’s shared network space will be completed in 2005, while other improvements, such as intranet enhancements will be undertaken on an ongoing basis.

Gardens Point Reference Services Manager, Sandra Duffield; Carseldine Reference Services Manager, Brian Rice; Development and Administration Manager, Leanne Levinge; and Senior Computer Systems Officer, Craig O’Neil discuss the Library’s internal information management processes.

FACILITIES DEVELOPMENT

Group Study Rooms
Building on the success of PC equipped group study rooms previously provided at the Kelvin Grove Branch, the Library provided an additional five group study rooms in 2004. Two rooms were provided at Gardens Point Library, one each at Law Library and Carseldine Branch, and an additional one at Kelvin Grove Branch.

Gardens Point Researchers’ Centre Refurbishment
To provide quiet, individual space for research students, the Library received additional, minor works funding from the Division of Technology, Information and Learning Support (TILS) in 2004 for the refurbishment of the Gardens Point Researchers’ Centre.

The improvements involved the construction of a glass wall across the rear of the Researchers’ Centre to act as a noise barrier. Carrels in the ‘partitioned’ space are now designated ‘silent individual study only’.

Refurbishments Integrated into University Budget
In 2004 approval was gained for the Library to access the University’s Central Learning and Teaching Spaces Budget from 2005 onwards. Access to this fund on an ongoing basis will enable the Library to develop some long-term plans for the renovation of its facilities, including furniture, to respond to the changing patterns of library use by students. A review of the most urgent public areas requiring refurbishment across all branches was undertaken ready for funding in 2005.

Wireless Access
Installation of wireless computing access was finalised at all branch libraries during 2004 following QUT’s Information Technology Services’ rollout of wireless capabilities across all campuses.

At Kelvin Grove Branch Library, six wireless-enabled laptops are available for student loan. This means students can have access to a wider range of capabilities for online access while using library facilities.

Resources – Library Budget
The Library Resource Allocation (LRA) for 2004 was set at $7,000,000, an increase of $500,000 on the previous year. There was again a high degree of volatility within the exchange rate for the Australian dollar. However, a standing arrangement with the Division of Finance and Resource Planning established an agreed exchange rate early in the year, providing greater certainty for budget planning.

An important development during the year was the success of a proposal negotiated by the Deputy Vice-Chancellor (TILS) at the University’s new Physical and Virtual Committee to provide long-term budget certainty for the LRA. Under this agreement, the LRA budget will now be set at 2.2 per cent of ‘available university funds’ (ie University budget after deduction of specified overheads) in each of the next three years. With such certainty, it will be possible to commit to the purchase of serial and database resources with confidence that ongoing funds will be available for their continuation.
The Library’s resources again were identified as one of the targets for fund-raising in the annual alumni appeal. QUT graduates contributed $10,000 towards the purchase of some high-impact electronic journals.

The Library’s salaries allocation in 2004 was $7.8 million. This funding allowed the Library to maintain current staffing levels and to provide a four per cent salary increase in December, which the University granted to all University staff. The Library’s non-salaries operating budget of $780,000 covered binding costs of $110,000, furniture and minor work costs, staff development, marketing and publications, and the Library’s general running costs. It also funded key one-off initiatives including the review of Library policies; the Reference Planning Forum; and the transfer of the syllabi from the general to the new syllabi collection at Kelvin Grove.

In addition to the Library’s ‘base’ budget allocation, the Division of Technology, Information and Learning Support (TILS) provided funding of almost $450,000 for a number of Library projects, equipment and facilities. The funding enabled the Library to purchase two Express Loans units, undertake the construction of group study rooms, develop AIRS Online (the Library’s Advanced Information Retrieval Skills Online program), and implement Millenium/INNOPAC WebBridge and QUT Fulltext Finder.

At the end of 2004, the Library had spent within two per cent of its available funding, an excellent outcome. Despite challenges posed by the introduction of accrual accounting in early 2004, the Library’s excellent financial outcomes were made possible by improved management of the Library’s salaries budget, and the introduction of various new Divisional budgeting and reporting improvements.

**Resources – Staffing**

**STAFF DEVELOPMENT**

The Library’s staff development program was once again informed by the findings of a simple training needs analysis conducted early in the year. This process includes an analysis of a wide range of QUT’s planning documentation, training needs identified via the University’s Performance Planning and Review program and current literature regarding developments in the library services, especially in the higher education sector.

There were 875 attendances at 138 staff development events recorded in 2004. Throughout the year, 134 Library staff attended more than one staff development event. Where the staff development attended was external to QUT, three were overseas conferences, 17 were Australian conferences and 34 were local external events. Staff attended 67 events provided by QUT and 17 events provided by the Library.

<table>
<thead>
<tr>
<th>Type of Event</th>
<th>Number of Events</th>
<th>Number of Staff Attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conferences – Australia</td>
<td>17</td>
<td>34</td>
</tr>
<tr>
<td>Conferences – Overseas</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Local training external to QUT</td>
<td>34</td>
<td>136</td>
</tr>
<tr>
<td>Internal training provided by QUT</td>
<td>67</td>
<td>260</td>
</tr>
<tr>
<td>Internal (off the job) training provided by the Library</td>
<td>17</td>
<td>441</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>138</strong></td>
<td><strong>875</strong></td>
</tr>
</tbody>
</table>

The Kelvin Grove Library has offered wall space to Creative Industries’ students for displaying art works. The works by Sylvie Bruce and Rachel Parsons were selected from the Visual Arts 2004 Grad Show and can be seen on Levels 4 and 5 of the Kelvin Grove Library. The art works add colour and provide QUT students with an opportunity to show off their achievements. The works will be changed annually following the Visual Arts Grad Show. The Library thanks the Creative Industries Faculty for their support in this initiative, especially Senior Studio Technician Ida Birch.

Artist, Rachel Parsons; Branch Library Manager, Judy Stokker; and Senior Studio Technician for Creative Industries Faculty, Ida Birch, celebrate the launch of the Creative Industries Art Space.
Attendance at external events included:
- Aurora Leadership Institute
- IATUL Conference
- Lifelong Learning Conference
- AVCC and ALIA events
- ANZIIL Symposia
- VALA
- ATEM, CAVAL and QULOC events.

Internal training covered a wide variety of topics including:
- project management
- procedure writing
- teamwork in times of change
- reference interviewing.

During 2004 the Library continued to ensure that new supervisors and managers participated in the management training sessions relevant to their level as offered by the University’s Human Resources department.

STAFF DEVELOPMENT FOR INFORMATION LITERACY
The Library’s Information Literacy Lunchbox program continued in 2004, and included workshops on undergraduates’ ways of experiencing information literacy with guest speaker, Mandy Lupton from the Griffith Institute of Higher Education, and a workshop on criterion referenced assessment for information literacy learning.

In June, Sheila Webber (Sheffield University, England) and Bill Johnston (University of Strathclyde, Scotland) facilitated a forum for teaching librarians and Library Science students. The speakers presented selected findings of their phenomenographic study of UK academics and their conceptions of information literacy and approaches to teaching and learning. The Forum provided the opportunity for participants to gain a deeper appreciation of how academics conceive the role of information literacy in education in order to better understand differences in conception and practice across disciplines.

HEALTH AND SAFETY TRAINING VIDEO
Due to the lack of commercially available options, the Library produced a library-specific Back Care and Manual Handling training video. The video depicts correct manual handling techniques in such library areas as loading and unloading trolleys, lifting heavy items, working with trolleys, shelving, and working at the loans desk.

The Library was given a grant from the Technology, Information and Learning Support (TILS) Division’s Workplace Health and Safety budget to fund the production of the video. QUT’s Educational TV (ETV) section provided the script writer and camera operators. Library staff volunteered to be cast members and the video was shot within QUT library branches at Carseldine, Kelvin Grove and Gardens Point.

STAFF PERCEPTIONS SURVEY
Data from the Library’s fifth Staff Perceptions Survey, which was conducted in late 2003, was analysed and reported in 2004. The response rate to the survey was 79 per cent, a significant increase on the 67 per cent response rate for the 2000 survey. The overall findings of the survey were very pleasing, with staff indicating more than 50 per cent positive responses in all areas of the survey. Since the 2000 survey, satisfaction had improved in all but two areas. Significant improvements were signalled in the areas of workload, access to work tools and equipment, fair access to career development opportunities and attention to health and safety hazards. Staff suggested a strong commitment to the work of the Library, with 93 per cent of respondents indicating that they cared about how well the Library performed.

Three areas were identified for attention by managers and supervisors during 2004. These were teamwork, including allocation of work and management of strengths and weaknesses, strategies to ensure staff have more time to become confident with new systems and procedures, and improving library management’s understanding of the issues faced by staff.

QUT LIBRARY AND BRISBANE CITY COUNCIL LIBRARY STAFF COOPERATION
In September, 2004, the management of the Libraries of the Brisbane City Council (BCC) and Queensland University of Technology (QUT) began working on a concept to exchange information on short-term position vacancies. Typical work patterns were reviewed and each organisation’s busy and quiet periods identified. It was found that peak client activity at BCC often occurs during less demanding periods for QUT (such as school holidays) and it was deemed that by sharing access to staff resources, mutually beneficial advantages may exist for each organisation and its staff.
The concept was trialled by QUT and BCC management over the 2004/2005 summer and resulted in six QUT staff members being offered casual work for a time of the year that they would not normally work at QUT Library.

REVIEW OF LENDING SERVICES STAFF CLASSIFICATION

During 2004 the Library conducted a review of current and anticipated duties of staff employed in its Lending Services operations resulting in 23 full-time and part-time HEWA 2 positions being upgraded to HEWA 3. The reclassification will take effect from 1 January, 2005.

The impetus for this review was the recognition that in recent years the nature of the work undertaken by these staff has changed. These changes have occurred as a result of an increased focus on providing consistent high-quality customer service, through the review of many work procedures and allocation of staff to meet peak demands and also due to the application of technology-based solutions to many functions within the service area. It also anticipates other developments which will impact on the nature of work and the staff profile that will be required in Lending Services in coming years. As the provision of information in electronic formats continues to expand, manual shelving work will decrease.

The Library believes it will require staff with a range of skills including technology skills, problem-solving skills, communication and customer service skills in its Lending Services operations. In addition, staff will need to be flexible in their approach to their work and be able to work across a broad range of functions within the service area. This will ensure services are delivered effectively across the Library’s long opening hours.

SUCCESSION PLANNING

With one third of its entire workforce and approximately 80 per cent of the senior management team over 50 years of age, the Library has been considering issues such as future turnover, succession and replacement planning, and knowledge drain. In 2004, QUT Library joined with other libraries of the Australian Technology Network (ATN) to engage a consultant to advise in this area.

The consultancy assisted the Library in identifying the main characteristics desirable in its future workforce. These focused on areas such as diversity, motivation, flexibility and strategic thinking. Several recommendations were also provided to guide future recruitment and staff development.

There was considerable overlap in the findings of the consultancies across all libraries of the Australian Technology Network (ATN). The reports from all libraries will be analysed by the ATN University Librarians with a view to identifying areas for cooperative action during 2005.

NEW LIBRARY INTRANET

A new intranet for library staff was launched in early 2004 following an audit of the Library intranet’s structure and content, and an upgrade involving a new design, and improved content contribution and maintenance systems.

With an entirely new look and feel, restructured menus, and a global navigation structure throughout, the new intranet was designed to become an integral work tool for all library staff. The new intranet also adopted a model of distributed authorship which enabled nominated ‘intranet page owners’ to maintain, manage and make live changes to their own intranet sites using Macromedia Contribute software. A comprehensive training program accompanied the change.
REWARD AND RECOGNITION

Library staff members were again recognised through the University’s Outstanding Staff Award Scheme. Caboolture Librarian, Nicole Franks, was recognised for her work in setting up the Library service in the new campus and for her service to students and staff in Library and IT support.

Following a review of its Reward and Recognition Scheme in 2004, the Library amended its scheme in 2004. All Library sections now have the opportunity to nominate staff for section awards once per semester. This enables more immediate recognition of the work of staff within sections.

The winners of the annual Library-wide awards were chosen by a panel of staff from the Library Staffing Issues Group, chaired by the Library Staffing Officer.

THE 2004 LIBRARY-WIDE AWARD WINNERS

AIRS Librarian
Peter Fell
Jan Novak Award for Outstanding Client Service

External and Justice Studies Liaison Librarian
Peter Sondergeld
Library Management Group Quiet Achiever Award

Gardens Point Lending Services Manager
Margrethe Gould
SWETS ‘Making a Difference’ Award

Law Web Resources Development Librarian
Barbara Flowers
Blackwells Initiative and Innovation Award

QUT ePrints Project Officer and QUT Carseldine Liaison Librarian
Paula Callan
Outstanding Contribution Award
Appendix 1.

**QUT LIBRARY SENIOR STAFF**

*Director, Library Services*
Gaynor Austen, BA(Hons) Melb, DipLib Canb, MBA Qld, AALIA

*Associate Director, Library Services (Development)*
Jenny McCarthy, BA Qld, GDip Lib NSW, AALIA

*Associate Director, Library Services (Information Resources)*
Carolyn Young, BA Qld, AALIA

*Manager, Library Systems*
Sarah Fredline, BAgSc Qld, GDipLibSc QUT, AALIA

*Manager, Library Resource Services*
Ann Huthwaite, BA Qld, DipEd ArmidaleCAE, GdipLibSc QIT, MappSci(Info Stud) CSU, AALIA

*Branch Library Manager – Carseldine*
Stephen O’Driscoll, BA, BSc, Qld (January to August)
Colin Bain, BA Macquarie (Acting– August to December)

*Branch Library Manager – Gardens Point*
Robyn Smith, BA Qld, GDipMgt Capricornia, MBA UCQ, AALIA

*Branch Library Manager – Kelvin Grove*
Judy Stokker, BA UQ, GradDip Lib (Distinction) QUT

*Branch Library Manager – Law Library*
Cathy Crawford, BA, LLB Qld, LLM QUT

Appendix 2.

**AUSTRALIAN AND INTERNATIONAL VISITORS**

*International*
Susanna Tsang, Information Services Section Head, Pao-Yue-kong Library, Hong Kong Polytechnic University, Hong Kong.


Nguyen Thi Thuc Huong, Information Literacy Officer, Australian Development Scholarship Centre, Hanoi, Vietnam.

Bill Johnson, Lecturer, Centre for Academic Practice, University of Strathclyde, Scotland.

Heather Jenks, Associate University Librarian, Auckland University of Technology, New Zealand.

Gillian Barthorpe, Business Development Manager, Auckland University of Technology, New Zealand.


*National*
Stephanie McDonald, Library Manager, Mt Isa Public Library, Queensland.

Madeleine Shanahan, Lecturer, RMIT, Victoria.

Carol Newton-Smith, Chair of the Library Teaching and Learning Committee, University of Western Australia, Western Australia.

Alice Ferguson, Manager, Client Services, Wagga Wagga Campus, Charles Sturt University, New South Wales.

Jenny Golding, Reference Librarian, University of Western Australia, Western Australia.

Deidre Henderson, Manager Corporate Services, University of South Australia, South Australia.
Appendix 3.

PAPERS AND PRESENTATIONS BY QUT LIBRARY STAFF IN 2004


Peacock, Judith. (2004). Information literacy. Invited speaker at University of Sunshine Coast Information Literacy Forum, Sunshine Coast, Queensland.


Xu, Zhihong; Ward, Sally; Chen, Chengrong, Chen; Blumfield, Tim; and Prasolova, Nina. (2004) Soil carbon and nutrient pools in three adjacent forest ecosystems. A paper presented at the ASSSI and NZSSS Conference, 4–9 December 2004, Sydney, Australia.
Library Annual Report
2004