QUT’s Mission
The mission of QUT is to bring the community the benefits of 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

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

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 learning and teaching, research and innovation, and people and culture. The Library, as a learning organisation, will continue and strengthen its commitment to client focused 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 continue to collaborate with other areas of the University to provide its clients with seamless interfaces to service delivery.
Farewell to retiring Director Gaynor Austen

In September 2006, QUT Library farewelled its long-serving Director, Gaynor Austen. Gaynor was appointed QUT Library Director in 1991 with the merger of QUT with Brisbane College of Advanced Education (BCAE) where she had been Head of the Resources Centre since 1987. She successfully met the challenge of creating a united library services team from the management systems, operations and culture of the two predecessor institutions. Long before that, in 1975, Gaynor started work as a Technical Services Librarian at the North Brisbane College of Advanced Education at Kedron Park which later merged to become the larger BCAE.

Some of her greatest achievements at QUT Library were in the establishment of sound management systems, strategic planning and quality processes. Under her leadership, the Library ran efficiently and effectively. She believed that all library staff needed access to well-designed job training and staff development opportunities throughout their employment. She was a great advocate for client service and built a fine service culture at QUT Library. Testimony to this was the Library’s glowing results from both the 2005 AUQA audit and the 2005 QUT Climate Survey of staff.

As a professional colleague, Gaynor fostered collaboration and partnership, encouraging cross-divisional relationships. To further her understanding of the work of other areas, she undertook secondments as Acting Director of both Information Technology Services (ITS) and Teaching and Learning Support Services (TALSS).

Outside QUT, Gaynor made a strong contribution to her profession during many years. She was an active contributor to the Council of Australian University Librarians (CAUL) as a member of the National Executive for four years and Vice-President for two years. She worked with other library directors as a member of Libraries of the Australian Technology Network (LATN), and was the Convenor of Queensland University Libraries Office of Cooperation (QULOC) from 1994 to 1996. She held various executive positions in the Australian Library and Information Association (ALIA) at state and national level. From 1997, she became a member of the Board of Directors of the International Association of Technological University Libraries (IATUL), hosting its International Conference at QUT in 2000, and becoming its President from 2004 to 2006.

QUT Library staff have been fortunate to have been led so well for so long. We wish Gaynor all the best for her retirement.

Earlier than most, Gaynor realised that universities had a responsibility to equip their graduates with lifelong learning skills, and she was a tireless advocate for curriculum-based information literacy education. QUT Library has since been a world leader in establishing information literacy standards and programs such as the Advanced Information Retrieval Skills (AIRS) course and AIRS Online.
Highlights for 2006

COLLABORATIONS
Many of the Library’s achievements were the result of extensive collaboration with other departments in the University and beyond.

LEARNING AND TEACHING
- The Library joined with other areas of the Division of Technology, Information, and Learning Support (TILS) and the University to review and redevelop the First Year Experience program particularly Getting Started with Learning and Orientation.
- The liaison librarians for the Faculty of Education joined the faculty staff to assist in establishing its offering of degree programs, with a number of teacher training colleges in Malaysia.
- Liaison librarians continued collaboration with several faculties on Teaching and Learning Grant projects, in order to build information literacy skills into the curriculum.

RESEARCH
- A new divisional team model was developed to support researchers in the University’s cross disciplinary research institutes such as the Institute of Health and Biomedical Innovation (IHBI) and the Institute for Sustainable Resources (ISR).
- Two innovative positions were created within the Library to provide new types of service for research support. The eResearch Access Coordinator position was created with funding from the Divisional Office and the Library to support and coordinate eResearch initiatives within the University. The IHBI Information Manager position was created with funding from the Divisional Office, IHBI and the Library to lead knowledge and information management within the new Institute.
- The QUT ePrints database continued to grow quickly and is admired internationally as a highly successful example of an institutional repository. During the year, several visitors (especially from Japan) came to QUT Library to learn about it. The QUT ePrints database is a fundamental part of QUT’s Research Quality Framework (RQF) preparation.
- Liaison librarians worked extensively with their faculties in preparation for RQF.
- The development of the eGrad School was an Australian Technology Network of Universities (ATN) initiative during 2006. The Library was heavily involved with the Office of Research and other areas of the Division in hosting eGrad School and developing the Infoscholar module for information literacy training for research students.

CLIENT SERVICE
As a result of feedback from the client satisfaction (LibQUAL+) survey held late in 2005:
- Quiet talking areas and group study areas were delineated and signposted in every branch.
- An extensive weeding of the monographs collections took place to remove old, superseded and shabby books from the collection.
- Electronic backsets of journals were purchased to improve holdings in selected areas.

STAFF
- Several library staff took advantage of a University-wide offer and took early retirement.
- As part of a Division-wide effort, the Library undertook an organisational restructure to make necessary savings in the Divisional salaries budget for 2007.
- The Library’s Staff Perception Survey was run late in the year.
- Following Library Director Gaynor Austen’s retirement in September, the appointment of a new Library Director was announced in December. Congratulations to Judy Stokker, former QUT Kelvin Grove Branch Library Manager, who will take up the position from February 2007.

In other areas:
- A web usability survey was undertaken with students leading to a review of the Library’s web pages in 2007.
- CMD documents needed by students with a visual disability were identified and improved for use with JAWS software. This work will be continued in 2007.
- A significant backlog in processing of new books was overcome.
- Refurbishments in the Caboolture Library have improved facilities for students and library staff.
Quality Management

NEW LIBRARY VISION
During 2006, the Library revised its strategic Vision to guide its planning during the next three years. In redeveloping its Vision, library managers prepared and circulated environmental scanning documents and a series of ‘Vision Forums’ were held to generate discussion about possible impacts on and scenarios for the Library’s future. All library staff were invited to the forums, at which external guest speakers presented on a range of key themes, including higher education, publishing, library science, IT and client trends. These informative sessions and the resultant discussion contributed significantly to the shape of the Library's new draft Vision, which will be reviewed for final approval by the Library's new Director in early 2007 before it is widely distributed to stakeholders.

KEY PERFORMANCE INDICATORS
According to its client service standards and Key Performance Indicators (KPIs), QUT Library’s performance continued to improve during 2006. See Appendix 1 for QUT Library’s Client Charter achievements.

The Library conducted its annual review of its Key Performance Indicators (KPIs) to ensure they remain relevant. In particular, significant progress was made on refining QUT Library’s information literacy KPI and methodology. The KPI—70 per cent of compulsory units within undergraduate courses show evidence of information literacy implementation and/or curriculum planning and development—seeks to gauge the capacity of the curriculum to generate and/or support the learning of information literacy. The criteria used in the QUT Library Information Literacy Footprint (as the KPI measurement instrument is known) were adapted from the Best Practice Characteristics for Developing Information Literacy in Australian Universities: A guideline (CAUL, 2004). In 2006, the instrument was revised significantly to ensure (i) more even distribution of workload for individual liaison librarians and teams; (ii) more consistent implementation of the instrument; and (iii) greater long-term integrity of the data. Data collection, occurring over a five-year cycle (to 2010) across all undergraduate courses in all faculties, commenced in August 2006 with the analysis of eight faculties. Results will be cumulatively reported at the end of each year.

DIVISION ADOPTS BALANCED SCORECARD AND KPIS
In 2006, the Division of Technology, Information and Learning Support (TILS), of which the Library is a department, adopted the Balanced Scorecard quality framework to manage its performance and quality of services. The Library, having used Balanced Scorecard for many years, was able to actively contribute to the Division's development of its quality framework. The TILS Division aims to embed the new framework across all operations in early 2007. At that time, the Library will review its Balanced Scorecard work to ensure it integrates and aligns with the Division’s new processes.

STATISTICS REVIEW
In 2006, the Library undertook a strategic review of its statistics, encompassing the purpose for the collection of its statistics; the data collection method; responsibilities; reporting tools; and use of the statistical information for strategic decision-making. As part of its participation in the collaborative Queensland University Libraries Office of Cooperation (QULOC) group, QUT Library also acquired a customisable, online statistical database from the University of Queensland (UQ) Library, which had developed the software in-house. QUT Library will implement its new database, along with an updated Statistics Manual, in 2007.

LIBRARIES OF THE AUSTRALIAN TECHNOLOGY NETWORK (LATN) QUALITY ASSURANCE BENCHMARKING PROJECT
After completing the Quality Assurance Benchmarking project to benchmark quality assurance within the Libraries of the Australian Technology Network (LATN), QUT Library developed an action plan to address some of the areas identified for improvement, including improving communication about its Client Charter performance to clients; adopting a more thorough ‘scoping’ process for Strategic Plan initiatives; and reviewing processes for monitoring and reporting progress against individual Section and Committee annual plans.

QUT Library Quality and Planning Manager, Leanne Levinge, collaborated with Curtin University Library’s Manager of Quality and Corporate Services, Karen Tang, for the LATN Quality Assurance Benchmarking Project.
IMPROVEMENTS ARISING FROM LIBQUAL+
Throughout the year, QUT Library continued to implement improvements in response to the 2005 LibQUAL+ client satisfaction survey outcomes: ‘noise zones’, accompanied by new signage, were created to address concerns about noise levels; a number of laptops are now available for loan at all branch libraries to assist with the demand for computers; and a ‘roving’ service commenced in Gardens Point and Kelvin Grove branch libraries to provide ‘point-of-need’ assistance to clients.

QUALITY MANAGEMENT – AWARENESS TRAINING
In 2006, the Library conducted a number of Quality Management Awareness sessions for library staff. This training explained the University’s and the Library’s quality cycles, and quality management tools, including Balanced Scorecard, KPIs and other evaluation activities.

Website Quality Initiatives
In 2006, the Library made significant progress in developing and embedding continuous improvement processes and user-centred design principles into its website management.

The Library implemented the QUT Web Governance Framework. The Web Development Coordinator and the Communications and External Relations Manager were made joint coordinators of the site with responsibility for the technical developments and online services and the governance and content management, respectively. The Library also upgraded to a new version of Macromedia Contribute, the University’s standard web editing tool, which now supports the QUT web governance processes.

Recognising the need to understand and measure the behaviour of its clients online, the Library undertook a usability study of its online services with the dual aims of collecting data about the usability of the website, catalogue and link resolver interfaces; and embedding user-centred design principles into ongoing web developments.

Initially, a project officer prepared all the documentation, procedures and protocols, and set up a usability studio. Members of the Library Web Team and the Web Reference Group were also trained in how to facilitate usability testing sessions. Twenty-five undergraduate students were recruited to participate in the initial usability testing. During the sessions, students were observed performing tasks such as finding a book or journal article as well as finding how many items they could borrow from the Library. The sessions were recorded using a webcam and special software was used to capture screen and mouse movements as students undertook the tasks. A number of usability problems were identified and new designs were created and tested again to see if the changes actually improved usability, created additional problems or required further testing and investigation.

In response to the major findings of the usability study, the first stage of a user-centred redesign of the library website’s information architecture began in September. In this initial discovery phase, the Library Web Team held interviews and group discussions with a wide range of library staff and management to clarify the Library’s vision, business goals and strategic direction for its website. A range of design research sessions were then conducted in which students undertook a variety of activities such as drawing the story of an assignment and their ideal home page, card-sorting, and comparative usability testing with other library websites. The outcome of the project has been a working vision and strategy for the website, and design goals and requirements for the new information architecture.
Learning and Teaching

The Library continued its contribution to QUT’s learning and teaching program, partnering with faculties to optimise students’ learning experiences and to develop their capacity for professional and personal lifelong learning.

INFORMATION LITERACY

In 2006, QUT Library continued to build on significant successes in embedding information literacy into the curricula of the University. Strategies and projects focused on aspects of liaison, marketing, strategic governance, team and individual staff capacity building. Liaison librarians, managers and the Information Literacy Coordinator maximised strategic resources and opportunities and maintained active engagement with Divisional and University-wide initiatives relating to graduate capabilities, work integrated learning, academic staff development, first year experience, teaching and learning grants, and course review processes.

Considerable progress was also made on refining the methodology of the Library Information Literacy Footprint, the Key Performance Indicator (KPI) instrument measuring information literacy implementation in curricula. Please refer to the Quality Management section of this report for more information.

INFORMATION LITERACY SKILLS GENERIC PROGRAM REVIEW

In Semester Two, the Information Literacy Advisory Team reviewed the non-compulsory generic information literacy program offered by the Library throughout the year with a view to maximise teaching efficiency and learning impact while continuing to deliver high quality client services. Strategies included revision of course formats, content, delivery mechanisms, timing and resources.

GETTING STARTED WITH LEARNING

The Getting Started with Learning (GSL) program continued to be offered as a collaborative Divisional teaching and learning initiative during 2006 orientation periods. The program of GSL events offered students a range of generic academic skills, information literacy and computing skills courses, and preceded standard departmental generic skills programs scheduled during the year. Work also commenced on creating a student focused, single entry virtual interface (or portal) to all departmental skills courses, services and resources. In keeping with the University’s new First Year Experience (FYE) initiative this portal entitled kickSTART studySMART will connect students to Orientation week courses and ongoing learning opportunities offered by the Division throughout the year.

FIRST YEAR EXPERIENCE INVOLVEMENT

The Library had ongoing representation on the QUT First Year Experience (FYE) Reference Group during 2006. This provided an effective network for obtaining information on developments across the University. In late 2006, the University appointed a Director, First Year Experience. A number of major projects were established by the Director and the Library has had direct involvement across several of these, particularly Orientation and Getting Started with Learning (GSL) programs.

LENDING

A new methodology for recording demand for Lending Services was adopted in 2006 resulting in a trends analysis. The initial report has been created and tracks statistical demand over a five-year period from 2001 to 2005, against the number of Equivalent Full Time Student Load (EFTSL) for each year, and by Faculty. This report will be updated annually, and provide a readily accessible tool to assist with workforce planning and budgeting for services.
In 2006, the Education Library Liaison team continued its involvement in the four-year link degree program to develop teachers for the teaching of English as a Foreign Language in Malaysia, a transnational agreement between the Faculty of Education and the Ministry of Education in Malaysia. The involvement of the library staff included presentation of QUT orientation sessions for visiting Malaysian academic staff; scoping, compiling and liaising with the company, James Bennett, for the supply of resources to the two Malaysian Institutes; and developing and presenting a series of professional development sessions in the Curriculum Planning Week in Malaysia for Malaysian academic staff and librarians of the two Malaysian Institutes. The sessions covered an introduction to QUT electronic resources, information literacy, librarians working in partnership with academics, and academic support.

QUT liaison librarians continued collaboration with faculties on a number of Teaching and Learning Grant projects. These included the following:

- Creative Industries Research Stairway Program: the Library provided guidance and support to researchers on where to publish in their discipline
- Information Literacy Support for Researchers: programs were run across most faculties in 2006
- Publishing research: a business librarian provided a librarian’s perspective on planning, preparing and submitting a research paper to a quality journal for inclusion in a resource created by the Faculty of Education aimed at helping graduate students.

During Semester Two, the Division of Technology, Information and Learning Support (TILS) funded a project to provide improved access to the recommended reading material on the Course Materials Database (CMD) for students with a visual impairment. CMD documents are usually converted into Optical Character Recognition PDF format which makes them machine-readable and improves the download speed of the documents. However certain material cannot be converted into text during this process and is stored as an image. Unfortunately, screen reader programs (such as JAWS) which are used by students with visual impairments cannot interpret these images. The project involved the conversion of CMD documents into Microsoft Word format, with the Word versions then being made available via the CMD in addition to the PDF format document. Feedback from students with a visual impairment indicated that the retyped documents significantly improved screen-reader accessibility. Given the success of the project, arrangements for continuing this service will be investigated.

Transnational Initiatives

In 2006, the Education Library Liaison team continued its involvement in the four-year link degree program to develop teachers for the teaching of English as a Foreign Language in Malaysia, a transnational agreement between the Faculty of Education and the Ministry of Education in Malaysia. The involvement of the library staff included presentation of QUT orientation sessions for visiting Malaysian academic staff; scoping, compiling and liaising with the company, James Bennett, for the supply of resources to the two Malaysian Institutes; and developing and presenting a series of professional development sessions in the Curriculum Planning Week in Malaysia for Malaysian academic staff and librarians of the two Malaysian Institutes. The sessions covered an introduction to QUT electronic resources, information literacy, librarians working in partnership with academics, and academic support.

Partnerships

QUT liaison librarians continued collaboration with faculties on a number of Teaching and Learning Grant projects. These included the following:

- Foundations of human biology: this project aimed to develop a self-paced electronic resource of science modules designed for students with no previous studies in biology
- An integrated virtual case study in operations management: this project developed a range of electronic activities to sit within a unit curriculum
- Creative, critical and collaborative information communication technologies literacies: units were identified in which ICT technologies could be used and the Creative Industries liaison librarians developed information literacy programs for these units.
Research

The federal government’s endorsement of the Research Quality Framework (RQF) and the implications for funding of university research further focused the University on research capacity building and support. The Library has collaborated across the Division of Technology, Information and Learning Support (TILS), with the Office of Research, institutes and faculties to identify and implement strategies to meet the current and emerging needs of researchers. Two new positions have been funded collaboratively between the Library and other stakeholders: the eResearch Access Coordinator position funded by the Division of TILS and the Library, and the Information Manager for the Institute of Health and Biomedical Innovation (IHBI) jointly funded by the Division of TILS, IHBI and the Library.

DIVISIONAL SUPPORT MODEL FOR CROSS-DISCIPLINARY RESEARCH INSTITUTES

To further its research goal of high-impact research in a limited number of areas, QUT has established four key cross-disciplinary research institutes drawing research staff from several faculties. The objective is to establish within each institute, a physical and virtual environment in which genuine cross-disciplinary collaboration enables QUT’s best researchers to tackle real world problems. In response to this new model, the Library implemented a new collaborative service model to provide high level Divisional support to institute researchers in finding solutions to their information, data and information technology problems. The model was first deployed to support IHBI. The TILS liaison support team of six liaison librarians from three branch libraries, High Performance Computing (HPC) and other Information Technology Services staff developed a monthly IHBI-TILS newsletter; created web pages on the IHBI website designed to link to a range of useful services, resources and contacts; and presented a series of training sessions on specific services and resources. The service model was next rolled out to the Institute of Sustainable Resources (ISR). As well as creating the web pages and a newsletter, the ISR liaison librarians have utilised software to create a facility linked to the ISR website where ISR researchers and their Divisional support team can share their links and bookmarks with colleagues.

QUT ePRINTS

In 2006, QUT ePrints consolidated its international reputation as one of the most successful open access institutional eprint repositories. This valued service increases the visibility and accessibility of our research publications. By the end of 2006, there were nearly 800 QUT staff registered as depositors with QUT ePrints and 2,212 new documents were added, bringing the total to 4,335; a 32 per cent increase on 2005. As the University prepares for the 2008 RQF, the QUT ePrints deposit rate is once again likely to rise substantially.

QUT ePrints Deposit Rate 2004–2006


“Ray Frost from QUT’s School of Physical and Chemical Sciences said the (the University’s) eprints repository gave him a new global readership. His papers were downloaded on average 2080 times a month...”

In 2006, the Library selected and began to implement ARROW software to provide a versatile institutional repository platform which will contain its RQF repository, QUT ePrints, QUT theses on Australian Digital Theses (ADT) and future in-house databases. The benefits of ARROW include fine-grained access control and persistent URLs. The QUT ePrints repository will have a double benefit for the University: as a key part of the RQF workflow and by providing a showcase for the research output of QUT researchers.

RESEARCH QUALITY FRAMEWORK (RQF)
QUT’s RQF process takes advantage of work already done in building the QUT ePrints repository during recent years. QUT’s new RQF Repository will include links to fulltext documents that will be attached or linked to records in QUT ePrints. In 2007, the Office of Research will be reminding researchers to deposit their top four publications into QUT ePrints if they have not already done so. Preparing for the RQF has presented new opportunities for the Library to work collaboratively with the Office of Research. The Library assisted the Office of Research with the selection of suitable Thomson ISI products for tracking citation data. Liaison librarians have provided assistance and guidance to faculties on the use of citation indexes and other forms of citation tracking devices. The University’s RQF Reference Group includes a representative from the Library and a number of RQF-related information sessions have been held, jointly presented by the Library and the Office of Research. This close collaboration will continue in 2007 as the University implements RQF workflows.

RESEARCH ASSISTANTS AND EARLY CAREER RESEARCHERS – INFORMATION LITERACY PROGRAM
Building on the 2005 success of its pilot program teaching advanced information literacy skills to Faculty of Education research assistants, the Library offered the program to other faculties. With the support of faculty research teams, directors and supervisors, liaison librarians developed a range of individualised programs and services for these staff. Content focused on writing for publication, preparing literature reviews and annotated bibliographies, using selection tools and digital repositories, and preparing submissions and workplace applications.

“Many Research Assistants in the Faculty of Education work on a contractual basis and this means there is a high turnover of personnel. A consequence is a continual demand for workshops and training in research skills. A program of Professional Development through the RA-pid initiative began in 2005 and continued in 2006. Workshops and seminars were run by library staff and Centre for Learning Innovation personnel. These included sessions on ePrints, EndNote and Citations and Publications. I attended many of these sessions and found them to be invaluable in furthering my knowledge of specific research focused fields. I was asked to establish an EndNote library for one project and was able to do so as a result of the RA-pid workshop on EndNote. I now deposit manuscripts on ePrints with confidence. I also liaise with library staff now who possess expertise in specific fields whereas previously I was not aware where areas of expertise lay.

I am particularly grateful to Denise Frost and Joanna Logan for their ongoing support and enthusiasm in developing RA-pid initiatives. Their energy in undertaking Professional Development sessions is inspirational and evokes impetus to put into practice what has been learnt.”

Lynn Wilss, Research Project Officer, Centre for Learning Innovation.

E-GRAD SCHOOL AND INFOSCHOLAR
QUT Library continued to collaborate in the Libraries of the Australian Technology Network (LATN) initiative to create an online information literacy course as part of the ATN e-Grad School (Australia) project. The InfoScholar module will enable postgraduate students to develop the advanced information literacy skills they require for research. The e-Grad School, to be launched in Semester One 2007, will operate as a virtual graduate school in Australia and internationally to coordinate the delivery of postgraduate award level qualifications in research commercialisation and research management.
Resources – People

QUT AWARDS
Paula Callan was recognised in the QUT Outstanding Contribution Awards (Professional Staff) for her work in developing the QUT ePrints archive. Paula was praised for her initiative, client-focused attitude, tireless enthusiasm and skill in promoting the archive to QUT researchers.

LIBRARY REWARD AND RECOGNITION
In 2006 the following staff members were recognised in the Library’s Annual Reward and Recognition Program:

| Scott Boulton, Library Staffing Officer – Outstanding Client Service |
| Martyn Elliott, Lending Services Assistant, Gardens Point – Quiet Achiever Award |
| Emma Downing, Liaison Librarian, Kelvin Grove – Making a Difference Award |
| Pat Free, Monographs Assistant, LRS – Award for Initiative and Innovation |

EARLY RETIREMENT SCHEME
In late 2006 the University offered an Early Retirement Scheme. Twelve library staff took the opportunity to retire, and left the Library in November and December. In general the Library was able to replace the positions made vacant by the retirements.

WORKFORCE PLANNING
A Report on Recent Workforce Planning Activities and Current Issues for QUT Library was completed in late 2006, to provide the incoming Director of Library Services with an overview of the Library’s workforce profile and to identify areas for possible future attention. The Library’s age profile has 49 per cent of its staff over 45 years of age, with a large percentage of senior staff and other managers and supervisors in this age bracket.

ORGANISATIONAL RESTRUCTURE
Division of Technology, Information and Learning Support (TILS)
A restructure of administrative support functions in the Division of TILS was undertaken in late 2006. Human resources, finance, communications and publications functions that had been undertaken by staff in each of the departments were brought together in two work groups to provide services to the entire Division. The Library’s Staffing Officer and Publications and Planning Officer were transferred to these groups.

Library
In September 2006 the Deputy Vice Chancellor (DVC) TILS, convened a Divisional Expenditure Review Committee to make recommendations for strategies that could be implemented across the Division to reduce expenditure on salaries in an ongoing way from the beginning of 2007. The budget to be saved across the Division was approximately $1.2 million.

STAFFING MATTERS
Library Director
Following Library Director Gaynor Austen’s retirement in September, the appointment of a new Library Director was announced in December. Congratulations to Judy Stokker, former QUT Kelvin Grove Branch Library Manager, who will take up the position from February 2007.
In order to meet the required savings, the Library undertook a review of its organisational structure. A conscious decision was made not to abolish front line service positions in Lending Services and Reference Services; however, as the review process progressed it became necessary to remove one HEW 3 and one HEW4 Lending Services position to achieve the savings target. The review process was aided by the vacancies left by the resignations under the University’s Early Retirement Scheme. The significant outcome of the review was the abolition of the Lending Services Manager and Reference Services Manager positions in all branch libraries and the creation of a Library Services Manager position in each branch with a focus on the delivery of client services via the Lending and Library Help Desks. Two Lending Supervisor positions were also removed.

No library staff lost positions as a result of the process, although some were transferred to other positions at an equal classification level. The change to the Library’s organisational structure took effect from 1 January 2007.

STAFF DEVELOPMENT
Approximately 90 per cent of library staff participated in one or more staff development activities in 2006, demonstrating that the annual Training Needs Analysis and Plan is effectively meeting the needs of library staff and QUT Library. Notable activities in 2006 were visits by many lending services staff to the lending sections of different university libraries in south-east Queensland. Staff who participated in the visits were asked to consider what new things they had seen and learned during their visits, and how these might be applied within QUT Library.

The Library Resource Services Manager, Ann Huthwaite, undertook a Professional Development Program in Hong Kong in August. The program comprised of visits to four leading university libraries and participation as a speaker in an international seminar on bibliographic services in academic libraries. During the visits, Ann investigated the use of the Millennium library management system in Hong Kong libraries, the management of electronic resources, and the management of digital repositories.

WORKLOAD MANAGEMENT AND WORK/LIFE BALANCE
In 2006 the Library developed more effective workload management strategies across all sections of the Library. Many of the strategies involved the issues of planning, communications and practices. Tips to support individual staff in managing personal workload were added to the staff intranet.

Other complementary strategies focused on issues about work/life balance. Information about opportunities afforded to staff by QUT to manage their personal and professional lives was placed on the intranet. In addition each campus nominated a Volunteer Wellness Ambassador as part of the QUT Wellness Matters Program. Section heads support the work of Wellness Ambassadors by allowing them some work time to attend meetings and arrange wellness activities. Library staff have embraced a holistic interpretation of the concept of wellness and have participated in a range of activities including craft workshops, wellness assessments conducted by the Wellness Program’s health professionals and recreational activities such as bocce and cricket. Barbeques were purchased for Kelvin Grove and Gardens Point campuses and, as a result, breakfast and lunchtime barbeques have been popular activities organised by staff on these campuses.
Resources – Infrastructure

CABOOLTURE LIBRARY RENOVATIONS
The Caboolture Library refurbishment program continued. The service desk areas and building entrance were remodelled, an adjacent computer room was incorporated to become the Library’s new IT training laboratory and group study room. A new photocopy and printing workstations area was added and further group study spaces were developed, including the creation of a second IT-equipped group study room. The staff work area was also enlarged and remodelled to cater for the increase in the number of Technology Information and Learning Support (TILS) Divisional staff who are now employed at the campus. These changes significantly increased the available size of the Library and helped support growing student numbers by providing extra services and resources for students and staff.

SPACE MANAGEMENT
In a major weed of the collection, 114,828 monographs were removed from the five branches to make the collections more up-to-date, relevant and accessible to clients. It has also provided approximately 3827 shelves of additional space to support a growing collection.

ONGOING REFURBISHMENTS
Funding from the University’s Facilities Budget once again enabled the Library to continue minor refurbishments and replacement of old furniture in all branch libraries. The most significant work undertaken in 2006 was the refurbishment of an existing group study area and the replacement of many carrels with furniture that will facilitate small group work in Gardens Point Branch Library.

RESOURCES – BUDGET

LIBRARY RESOURCE ALLOCATION
The final Library Resources Allocation (LRA) for 2006 was $7,471,000 reduced by $40,000 during the year in regular University-wide budget reviews. The LRA was 96 per cent expended by the end of the year as a result of a successful strategy to place more monograph orders earlier in the year. This exceeded the outcome for 2005 (89.96 per cent expended).

The Library eliminated a long standing backlog in processing new monographs. Several strategies contributed to this successful outcome. Additional staff were assigned to Library Resource Services (LRS) during the year, backlogs in monograph delivery by our major supplier were overcome and earlier ordering of monographs helped in the control of inputs into LRS. The LRS team is now meeting its KPI for monographs processing.

OTHER BUDGETS
In 2006, the Library’s salaries budget was $9,133,583. At the close of the year, this budget was actually 98 per cent expended. The Library’s 2006 non-salaries budget was $886,115. The Library over-expended this budget but closed the year within 0.5 per cent of its overall budget target.
Library Community Engagement

The international reputation of QUT ePrints attracted a flurry of visitors from Japanese universities in 2006. In January a delegation of eight librarians from Hokkaido, Tsukuba, Nagoya, Osaka and Okayama University libraries met with the Pro Vice-Chancellor (TILS) and senior library staff. This was followed by a visit of a delegation from Kyushu University Library which included Professor Setsuo Arikawa, Director General of the Library and four members of the Library’s Senior Management Team. Subsequently, Professor Arikawa asked the Library to host a six month placement for Electronic Resource Management Librarian, Ms Nami Hoshiko, to work with and learn about institutional repositories. Nami worked with eResearch Access Coordinator, Paula Callan, on the move of QUT ePrints to a new platform and in the development and implementation of policies about institutional repositories in universities.

The library staff continued to contribute their time and expertise to the international and national professional communities. Library Director, Gaynor Austen, finished her term as President of the International Association of Technological University Libraries (IATUL). The Library decided not to renew its contract to provide web manager and executive officer services for IATUL.

Information Literacy Coordinator, Judith Peacock, was invited to be keynote speaker at two international conferences. At IATUL 2006: Embedding Libraries in Learning and Research (Porto, Portugal), Judith spoke about developing sustainable information literacy programs and at CPD25 Conference: Worlds of Literacy and Learning: international perspectives (London, UK), she spoke on staff development programs for librarians working in information literacy teaching and curriculum.

QUT Library, in association with Southbank Institute of TAFE (SIT), undertook the responsibility of co-host to the executive office of the Australian and New Zealand Institute for Information Literacy (ANZIL) for the period 2006-2008. Co-Executive Directors for this period are Judith Peacock, Information Literacy Coordinator, and Cecily Martina (SIT).

The Library implemented on-campus access to most library databases for members of the public visiting the branch libraries. This will greatly enhance the value of the branch libraries in their local communities.

The Library also signed several Associate Membership agreements last year. Kelvin Grove Library signed a memorandum of understanding to provide free membership to the students of one of the two new State Government schools of excellence, the Queensland Academy for Creative Industries at Kelvin Grove.

The Library introduced on-campus access to most databases for members of the public.
In 2006, QUT Library’s ‘take away loans’ for monographs totalled more than 720,000. This was slightly higher than in 2005.

The decline in the number of queries received at the Library’s information desks slowed in 2006, with the number of queries remaining steady when compared with last year’s queries.

While indicative of the queries received at information desks, the general decline in queries received at the information desks is not indicative of a library-wide trend. Many queries are received – but not always counted – at a number of other points across the Library (eg. liaison librarians, the Library’s ‘rovers’, the lending desks, and of course, via the Library’s virtual reference services, the growth of which is noted above).

Usage of the Library’s virtual reference services continues to grow. Compared with 2005, the number of chat sessions has increased by more than 12 per cent, while email enquiries have increased by almost 21 per cent.

1. Appendix 1: Statistical Snapshot

Take away loans issued
Annual comparison, 2000–2006

Chat sessions and email enquiries
Annual comparison, 2000–2006
Appendix 2: Client Charter Report

SERVICE: PROVIDE MATERIALS NECESSARY FOR TEACHING, LEARNING AND RESEARCH. THIS MEANS WE WILL BUY IT OR BORROW IT IN PRINT OR ELECTRONIC FORMAT.

<table>
<thead>
<tr>
<th>Target</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>100 per cent of obtainable items on reading lists held by the Library or on order and 90 per cent of information resources sought by undergraduates held in print or electronic collections.</td>
<td>Target met.</td>
</tr>
<tr>
<td>90 per cent of new books and audiovisual material available for use within three weeks of receipt by the Library.</td>
<td>Target not met. Average time from receipt in LRS to despatch was 43.4 days. However, the turnaround improved steadily from June and the target was surpassed in November and December.</td>
</tr>
<tr>
<td>100 per cent of materials shelved within two days of return or in-house use.</td>
<td>Target met.</td>
</tr>
<tr>
<td>90 per cent of high-use materials placed in Course Materials Database (CMD) within four days of notification from academic staff.</td>
<td>Target met. 97 per cent of new requests were available within four working days. A median of two working days was achieved for 2006.</td>
</tr>
<tr>
<td>95 per cent of intercampus loans processed within two working days.</td>
<td>Target met.</td>
</tr>
<tr>
<td>85 per cent of interlibrary loans obtained from other libraries within seven calendar days.</td>
<td>Target met.</td>
</tr>
<tr>
<td>95 per cent of information resources sought by researchers are accessible in print or electronic collections, or are available through document delivery.</td>
<td>Target met. Research indicates that most researchers meet their information needs through electronic information resources primarily, with some use of the Library’s print resources. The remaining small balance of unmet needs is provided through Document Delivery Services. The satisfaction rate for document delivery in 2006 was 95.5 per cent.</td>
</tr>
</tbody>
</table>

SERVICE: PROVIDE SERVICES TO ENABLE YOU TO USE MATERIALS EFFECTIVELY

<table>
<thead>
<tr>
<th>Target</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>An Information Desk which is staffed during the majority of hours the Library is open.</td>
<td>Target met.</td>
</tr>
<tr>
<td>Electronic information services and assistance available 24/7 through the library website.</td>
<td>Target met.</td>
</tr>
<tr>
<td>Information literacy instruction freely available, face to face and online.</td>
<td>Target met.</td>
</tr>
</tbody>
</table>

SERVICE: PROVIDE FACILITIES FOR USE OF MATERIALS

<table>
<thead>
<tr>
<th>Target</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>A suitable study place always available to you when the Library is open.</td>
<td>Target neutral. Overall the results of the survey carried out, indicate that students could always find a place to sit in the Library. However, the survey results indicate that this seating place will not necessarily be the type of study place that the students require. The survey results show that group study rooms, including those equipped with PCs, and tables that allow for group work are heavily used and that students are not able to access this type of seating with any level of reliability.</td>
</tr>
</tbody>
</table>
Appendix 3: Published Papers and Presentations Authored by QUT Library Staff


Appendix 4: Library Management Group

Director, Library Services
Gaynor Austen / Carolyn Young (Acting)

Associate Director, Library Services (Development)
Jenny McCarthy

Associate Director, Library Services (Information Resources)
Carolyn Young / Robyn Smith (Acting)

Systems Manager
Sarah Fredline

Manager, Library Resource Services
Ann Huthwaite

Branch Library Manager (Carseldine)
Stephen O’Driscoll / Colin Bain (Acting)

Branch Library Manager (Gardens Point)
Robyn Smith / Margrethe Gould (Acting)

Branch Library Manager (Kelvin Grove)
Judy Stokker

Branch Library Manager (Law)
Susan Carter (Acting)