



University of Wollongong



Library

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ANNUAL

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REPORT

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1998

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**COVER:**

**Tony Tuckson**

**Untitled**

**Medium oil on cardboard**

This work is by eminent Australian artist Tony Tuckson (1921-73) and is part of the Tuckson Loan Collection on view at the University of Wollongong Library

The collection consists of work produced by Tuckson in the 50's and 60's when he was testing various concepts and methods while searching for his own personal vision.

Reproduction with kind permission of Margaret Tuckson.

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**University of Wollongong**

**Library**  
Annual Report 1998

*Quality information services for  
research, teaching and learning*

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# University librarian's review

## *A new library for the new millennium?*

Speculation about the future of libraries has been abundant in the information age and has included predictions about digital libraries, virtual libraries and even the elimination of libraries, as their role as information providers is supplanted by the plethora of online and networked resources accessible through the internet.

In the early part, at least, of the new millennium, libraries will look much the same as they do now. This immutability of outward form, however, belies the dramatic changes occurring in publishing, scholarly communication and the on-line availability of information. These changes are transforming the profession's traditional core business of acquiring, organising and providing access to knowledge and information in the form of predominantly print materials.

The pervasiveness of internet technologies has fuelled an expectation that educational services and resources should be available to students online and on demand, regardless of physical location. For centuries, library services have been premised on the expectation that their clientele will visit a library building and make use of print resources and human expertise to locate the information they need.

Although the potential of communication technology is seemingly boundless, in reality there are many issues to be resolved before the promise of a global information infrastructure in which people and relevant resources are linked by a seamless, straightforward and useful process is realised.

As technological solutions and user expectations continue to grow apace, all librarians are faced with similar challenges. The demand for traditional services shows no signs of abating. Textbooks, study space, browsing of journals and assistance from a friendly and knowledgeable librarian are still the core requirements of most students and many researchers. Yet, the use and availability of electronic resources is clearly increasing. In an environment of reduced government funding, unstable currencies and escalating prices, librarians are battling to maintain these *old* services, while preparing to deliver new ones and making time to acquire the requisite new skills and knowledge. Simultaneously, they are called upon to respond to the imperative of a more cost-conscious and business-oriented tertiary education sector.

## *Quality services*

Through its adoption of a management framework based on the principles of total quality management, the Library resembles a well-run business. It is recognised, however, that our *business* is to provide predominantly free services to our community and that some of the elements of the corporate model will not necessarily deliver the range and complexity of services needed to equip students to succeed in their chosen programs or to enable researchers to produce world-class research.



*Felicity McGregor at the Australian Quality Awards for Business Excellence presentation*

Having received recognition for our quality program in 1996, evaluation was again sought this year through the Australian Quality Council's award process. The evaluation process involves preparation of a lengthy submission outlining the Library's approach, deployment, results and improvement across seven categories covering all aspects of the organisation. A successful submission was followed by a site visit, in which five evaluators conducted a penetrating investigation into the organisation's performance. The Library was one of six finalists for an *Australian Quality Award in Business Excellence* and, although ultimately not one of the three Award recipients, our achievement received wide recognition. As the first library to advance to this level we were recognised in the company of some of the best and most innovative business organisations.

### ***Inundation***

One week prior to the scheduled site visit, the Library felt the impact of the August floods which devastated so much of Wollongong. Almost the entire ground floor was flooded, our branch library, the Curriculum Resources Centre, was inundated and we were forced to suspend services for several days. Stock loss was heaviest in the CRC. The major damage in the main library was to carpets, materials and some equipment. Demonstrating their resilience and team spirit, staff literally waded in and helped clean up. We were indebted also to the University's cleaning staff who worked beyond the call of duty to restore order, to Buildings and Grounds staff and the University executive who made it a priority to restore library services in the shortest possible time.



*Staff helping to clean up after the August floods*

### ***Resource challenges***

The effects of yet another year of publishers' price increases, coupled with the massive devaluation of the Australian dollar, were dramatically highlighted by the fact that less than half the number of books purchased in 1997 were acquired in 1998 and that 23% of serial subscriptions were cancelled. The numerous strategies adopted by library staff to reduce costs, to make innovative use of both technology and people and to seek alternative means of supplying needed information are outlined in this report. However, it is clear that we are not meeting adequately the resource needs of our community. Feedback obtained from surveys conducted by the Library and by the University's Planning and Marketing arms lends weight to this conclusion.

### ***Serials***

As serials absorb the greater part of the bookvote, subscriptions are usually targeted for cancellation as a means of containing expenditure. Understandably, this is a distressing process for both academic and library staff. To diminish the impact of cancellations on staff and students, a program called Serial Solutions was initiated. One component involved administration of a survey to identify the top priority journals for teaching and research, as well as those journals which could be replaced by document delivery or interlibrary loan. The Science faculty was hardest hit by cancellations but cooperated closely with Library staff to find solutions, albeit partial

ones. All faculties identified the necessary cancellations on time and the Library extends its appreciation to the community for its assistance in a very painful process. In recognition of the effect of the unfavourable exchange rate, Council approved the allocation of an additional \$500,000 to the bookvote to cushion the effect of any further devaluation in 1999.

In the wider professional community, librarians are continuing to work cooperatively to influence the world-wide developments which are having such a profound impact on our services. In particular, libraries are forming consortia to negotiate improved pricing, functionality and service levels from publishers and suppliers. Consortial activities are coordinated through the Council of Australian University Librarians, which also serves as an excellent conduit for information about developments in partner organisations such as SPARC (Scholarly Publishing and Academic Resources Coalition), a body which aims to reduce the cost of scientific journals by fostering competition.

### ***Electronic solutions***

Another strategy adopted to contain costs was the cancellation of titles received in both print and electronic format via full-text data-bases. This action was questioned by some faculties and generated considerable discussion towards year-end. Although a policy of *electronic-preferred* had been adopted earlier, the implementation of this policy uncovered a number of shortcomings in the quality and completeness of the so-called full-text databases. In all cases, where problems were identified, the print subscriptions were reinstated. The lessons learned include not relying on supplier information and ensuring that community communication channels are working effectively. The Library provided feedback on the problems encountered to suppliers and will continue to monitor the quality of the databases and lobby for improvements.

In 1999, we aim to complete the process of gathering information on serials, monograph, and multimedia needs to support each faculty's teaching and research needs. This data will form the basis of faculty profiles which will enable us to improve the relevance and timeliness of resource provision - whether through acquisition or access - and ensure a clearer matching of faculty and library expectations of services and resource provision.

### ***Access to other libraries***

Improvements to interlibrary loan and document delivery are planned through implementation of LIDDAS (Local Interlibrary and Document Delivery Administration System). The development of LIDDAS was contracted by the Australian Vice-Chancellors Committee and is being implemented in a number of university libraries in 1999. This University will be amongst the first participants and both library staff and borrowers will benefit from enhanced and transparent access to the resources of libraries world-wide.

Access to the resources of other libraries will be further enhanced by the University Borrowing Agreement. This scheme was developed by UNISON (University Libraries in NSW) to replace the old reciprocal borrowing arrangements. The large metropolitan university libraries can no longer afford to provide services to borrowers from other universities at no cost. Under the new agreement, students are able to join other libraries for a fee of \$40. Previously, undergraduates were excluded from reciprocal agreements. For a relatively small fee, borrowing rights at a Sydney university will be of considerable benefit to our students, especially those who do not live in Wollongong. Having recently joined UNISON, I was pleased to be elected to its executive body this year. UNISON is convened by a member of the New South Wales Vice-Chancellors' Conference (NSWVCC). This University's Vice-Chancellor, Professor Gerard Sutton, has been elected to the chair of the NSWVCC for the next two years.

### **Staff**

In December, my term as General Staff Representative on the University Council ended. With the expanding demands of my position, it was with regret that I decided not to stand for another term. In October, the Council recognised the previous University Librarian, John Shipp, for his contribution to the University, by conferring on him the honorary award of *Fellow of the University of Wollongong*. I was honoured to prepare and read the citation.

As always, the support of Library staff in difficult times has been unstinting and it is their dedication, knowledge and creativity which underpins our achievements. In particular Lynne Wright, Manager Client Services and Neil Cairns, Manager Technology and Corporate Services, have both provided immeasurable managerial support as well as working tirelessly in the wider university community to achieve university goals; Lynne in the area of integration of information literacy and generic skills and Neil in information technology planning.

### **Library Committee**

Defining future needs and planning sustainable services will remain high on the agenda in 1999. We will look again to the Library Committee for guidance and support. With the transfer of the advisory process for bookvote allocation to the Deans and Senior Executive, a new Library Consultative Committee has been formed which will provide a forum for consultation, feedback and planning advice. Possible scenarios for the library service of the new millennium will be canvassed with the Committee in 1999 and I look forward to working with members and other faculty representatives. My sincere thanks to the outgoing Committee for its invaluable advice and support.



Felicity McGregor,  
University Librarian



The integration of Quality Management into all Library processes and services is reflected in the format of the Annual Report.

The report is organised around the five *Critical Success Factors* (CSFs), agreed by all staff. The CSFs represent the outcome of feedback from our clients and other stakeholders, environmental analysis, both internal and external, as well as our vision for the future, documented in *Prospect 2005*. Achievements are reported in terms of *Key Performance Indicators* (KPIs), identified for each CSF. Goals have been developed to ensure success in each performance area.

This overall analysis provides the framework for the more detailed Strategic Plan, in which all Library teams develop relevant goals and improvement strategies, accompanied by improvement indicators and measures.

The Library was recognised in 1998 as one of six finalists for an Australian Quality Award in Business Excellence.



*Finalist - 1998 Australian  
Quality Award for Business  
Excellence*

### *Critical Success Factors*

*Client Service Satisfaction*

*Effective Support for Research, Teaching and Learning*

*Effective/Efficient Resource Management*

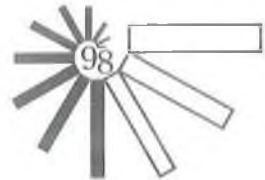
*Innovation*

*Staff Wellbeing*

## **QSE and the Annual Report**

### **Finalist**

Australian Quality Awards  
for Business Excellence



**AUSTRALIAN QUALITY COUNCIL**





client service satisfaction

## KPI: Service desk satisfaction

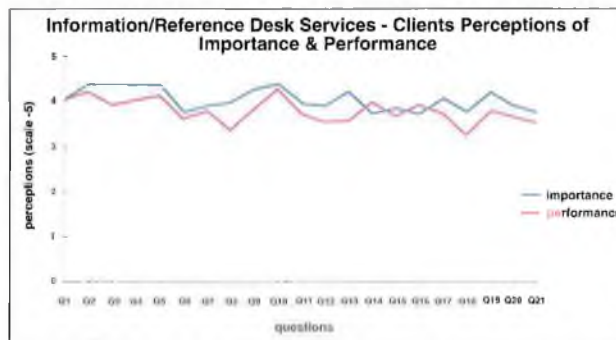
Service desk satisfaction was monitored during 1998 by means of a series of activities including surveys, focus groups and analysis of data in the Client Feedback database. Staff training in client service skills continued in 1998, with casual staff rostered on service desks attending a *Client Service Skills Workshop* as part of core training.

### Reference and Information Desk service

The Reference Services Team measured client satisfaction with Information and Reference Desk services using a series of steps to gauge satisfaction levels:

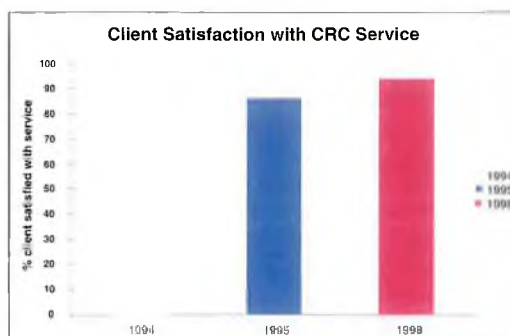
- Critical Incidents of Service, a method to obtain immediate feedback on the quality of service experienced by clients
- Focus groups with clients to identify their perceptions of an ideal information desk service and performance gaps between the ideal and the service received at the Information/Reference Desk
- Reference and Information Desk Satisfaction Survey, to gain feedback from a cross-section of clients. The survey was designed to determine clients' perceptions and expectations of services and the gap in performance

Results indicated a high level of achievement in meeting client expectations of an Information Desk service. Aggregate scores demonstrated a high degree of congruency between clients' perceptions of importance and Library performance in areas included in the survey.



### Curriculum Resources Centre

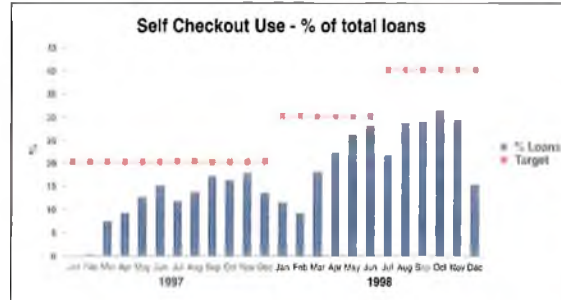
The Curriculum Resources Centre (CRC) team monitored client satisfaction with their services. Results indicated an upward trend with an 8% increase from 1995 (86%) to 1998 (94%).



### Service desk improvements

Examples of improvements resulting from staff initiative and feedback from clients include:

- Queues at the Loans Desk were reduced with an increased use of the Self Checkout units. This was a direct result of improved signage and *roving helpers* rostered to help clients during peak periods. Clients appreciated the assistance and comparative statistics between April and May showed a 40% increase in use.
- Two Internet workstations for client use were installed in the Information Desk area to provide a facility for point-of-need instruction in the use of the Internet to answer reference enquiries.
- A wide range of quick reference guides for using print and electronic Law materials were prepared by Law Library staff and received extensive use by students, academic and Library staff.
- An additional catalogue terminal for client use was provided in the Curriculum Resources Centre.



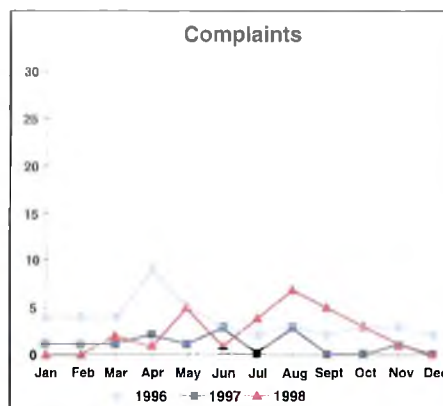
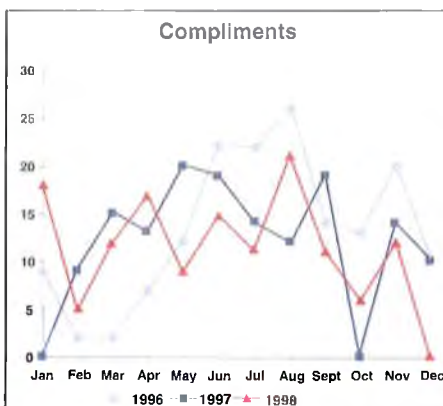
Extensive feedback is obtained from a wide range of formal and informal sources to enable forecasting of client requirements and to provide client input into the decision-making process.

### KPI: Client feedback

#### CCC Feedback System

Clients continue to make use of the *Compliments, Comments and Complaints* forms, available at service points and electronically via the Catalogue. Many improvements have been implemented through this mechanism, for example:

- an increase in staffing levels for weekend services
- additional shelving staff rostered during peak times
- hands on workshops to provide additional assistance to clients using databases
- the installation of lockers outside the Reserve area
- the installation of new bag racks
- expanded music records to assist in locating specialist material
- more flexible payment options for fines
- improvement in remote access to electronic resources
- of 115 suggestions for purchase, 60 orders were placed



## **KPI: Materials availability**

### ***Responding to postgraduate needs***

Specialist information literacy programs for specific groups were altered as a result of client feedback. Evaluation of the Research Edge postgraduate program resulted in a number of changes including:

- establishing an in-house teaching lab
- developing a workbook to support the resources of the program
- incorporating a half day introductory session for participants with minimal experience of the Internet
- marketing and selling the program folder in the UniCentre bookshop
- altering the program from a three-day format to a flexible suite of daily options

### ***Materials availability survey***

The Council of Australian University Librarians (CAUL) Performance Indicator C *Materials Availability* was conducted in April. The purpose of the Materials Availability Survey is to measure client success in locating items held by the Library and to identify reasons for non-availability.

An improvement of 8% from 1997 to 1998 was recorded in materials immediately available to our clients. This may be attributed to the three day loan service, improved signage in the collections and inclusion of Dewey exercises, in the *Information Literacies Policy Introductory Program* (ILPIP) classes for all first year undergraduates.

In the Curriculum Resources Centre (CRC), the survey primarily monitored success in locating items and additional questions were included to determine how clients located materials. Client success in locating materials improved from 67% in 1994 to 88% in 1998.

In conjunction with the *Materials Availability Survey*, the Loans team again monitored returns processing times and shelving accuracy. Most items deposited for return were processed within 10 minutes of deposit, with a maximum 30 minutes to process, well within the Loans service standard: *all items will be processed for return within 90 minutes.*



*Shelvers Joe Raphael and Norbert Pauly*

As a result, the Lending Services Team reduced its advertised service standard from 90 minutes to 75 minutes, an improvement of 20%.

The team maintained a shelving accuracy rating of 99-100%; this has been the standard for the past four years.

### ***Catalogue improvements***

Cataloguing staff made a number of improvements to bibliographic records with the aim of improving client success in identifying and locating materials. These include: improvements to item records for maps and all collected music works; the addition of catalogue messages alerting clients to e-journal access and to the location of individual titles in the parliamentary papers and ABS collections.

### ***Interlibrary Loans turnaround***

The turnaround time for supplying Interlibrary Loan external requests continues to be excellent with 87% of all items supplied within 24 hours or less.



### **Spanish Week**

The Spanish Ambassador officially launched Spanish Week when he addressed members of the University and local media in the Library foyer on September 14. The display focussed on the life and times of Philip II of Spain (1527-1598).



*Spanish Ambassador, Sr. Emilio Fernández-Castaño and Dean of Arts, Prof Anne Pauwels*

### **Online Australia Day**

A group of senior citizens from the local community and nursing homes celebrated Online Australia Day when they visited the Library for an Internet demonstration, lunch and a *hands-on* workshop.

### **Open Day**

Faculty-based displays in the foyer linked to the University theme of *Courses and Careers*. Visitors were asked to find the answers to quiz questions, which were embedded in each of the faculty displays.



*Open Day*





Effective Support for Research,  
Teaching and Learning

**KPI: Access to research resources**

**Law**

Resources were allocated throughout the year to allow for the complete cataloguing of Law Natural Resources materials. The efficiency of access to Legislation and Judgments was also improved through electronic access to up to date judgments via AustLII, the Australasian Legal Information Institute. The arrangement of Primary Law Material was reorganised to make better use of available space.

**Electronic databases**

Significant progress was made towards an environment providing database access via the Internet in place of CD ROM or printed indexes. A policy of preferring electronic to print, wherever feasible, has been adopted.

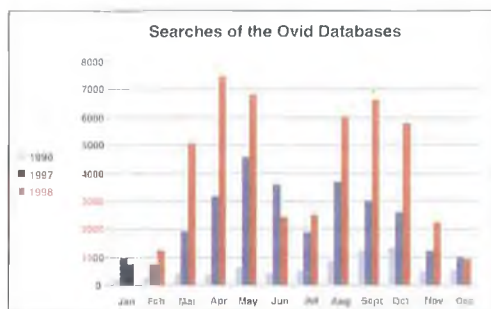
Databases covering Australian engineering and applied science were added to the ERL (Electronic Reference Library) suite of databases providing access to the whole campus community through a familiar interface.



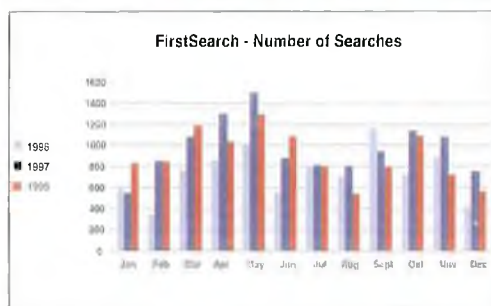
Jacqui Birchall and Irene Mar in the Teaching Lab

A guide titled *Electronic Resources From Your Desktop* was distributed to all academic staff by electronic mail with print copies available in the departments and at the Information Desk. Academic staff were advised on how to set up SDI searches on the *Current Contents* database so they can be alerted regularly to new articles in their area of research.

As a result of feedback from academic staff, the *ABI Inform* database subscription was transferred to another supplier which includes not only the full text of many articles but also complete graphics including tables, graphs and photographs. The number of searches performed on databases increased steadily over the last three years.



Ovid databases in 1998 included ABI, Current Contents and Compendex



Heavily used FirstSearch databases in 1998 included INSPEC and Dissertation Abstracts

### ***Database trials***

As part of CAUL (Council of Australian University Librarians) initiatives, the Library participated throughout the year in a number of database trials. The trials of most interest to academic staff were those databases available via the web and incorporating the full text of journal articles. Databases of particular interest included Elsevier's *Science Direct* and ISI's *Web of Science*, which provides access to the ISI Citation Indexes for Science, Social Sciences and Arts and Humanities. The cost of these databases, even through consortium negotiation, precluded purchase.

### ***Unison agreement***

A revised Borrowing Agreement was negotiated through UNISON (University Libraries in NSW), allowing borrowing privileges for students at all participating university libraries in NSW. A \$40 annual fee is payable for each library a student wishes to join.

### ***Off-campus library services***

The number of students using the off-campus library service continues to be about 15% of the total number of students eligible to use the service. There has been an increase of 77.5% in the number of requests from 1997 to 1998, with more students using e-mail to submit their requests.

The extension of database subscription licences to include off-campus access has made a significant difference to the availability of information resources for students choosing to study in this mode.

### ***University Research Report***

During 1998 the Library continued its collaboration with the Office of Research on the compilation of bibliographic information associated with University research publications. Approximately 1300 individual 1997 *Publication Reporting Forms* were collated by the Office of Research, with their bibliographic details being verified by Library staff. The completed Research Report was submitted to DEETYA and used in the allocation of research funding for 1999.

### ***Theses copyright***

Interlibrary Loans staff and the Archivist worked with the Office of Research and the Thesis Examination Committee to simplify procedures relating to University theses and copyright. A cumbersome and confusing system based on four *Thesis Declaration Forms* was replaced by a more up-to-date and simplified procedure based on a single form. The changes to these procedures were incorporated into the 1999 University Calendars and will greatly assist Interlibrary Loans staff in supplying clients with copies of University of Wollongong theses.

### ***Illawarra archives***

Discussions were held with Wollongong City Library to raise issues relating to the management of Illawarra-related archival material. An informal agreement was reached to improve lines of communication in this area and work towards better utilising limited resources such as specialist expertise, cataloguing systems (manual and electronic), and storage facilities. A more formal document outlining specific areas of cooperation will be drawn up during 1999.

### ***Serials Solutions Project***

Most faculties were faced with cancelling a number of serial titles in order to keep within their serials budget. This was due to a combination of annual pricing increases from publishers and the devaluation of the Australian dollar.

***KPI: Collection  
relevance***

A survey was distributed to all academic staff requesting a list of ten essential titles in each of the areas of teaching and research. The survey also asked respondents to identify those titles which were only required sporadically and could be sourced by document delivery. The Science faculty made extensive use of the reports generated from the survey data in targeting titles for cancellation. The information gathered from all surveys will form part of the *Faculty Library Profiles* outlined below.

### ***Faculty Library Profiles***

*Faculty Library Profiles* will be developed during 1999 in consultation with all faculties. The aim of the profiles is to ensure a closer alignment between the teaching and research needs of the faculty and the services and resources provided by the Library. Work began in 1998 on the collection and analysis of data for the profiles. Restructuring enabled the establishment of the position of Information Access Coordinator. The successful applicant, Helen Mandl, will be responsible for coordinating the project and working closely with the faculties.

### ***Strategic relationships***

As a result of recommendations from the Strategic Realignment Project in early 1998, closer relationships are being developed with major suppliers. Discussions commenced with several other university libraries with a view to creating alliances which may result in improved resource sharing.

### ***Collections and Donations***

The University Archives acquired a collection of records from Mr George Petersen, former MLA for the seat of Illawarra (1968-87). Mr Petersen was a left-wing Socialist member of the NSW ALP. The collection of correspondence and associated published material covers the years 1964-88 and deals with a diverse range of topics such as prison reform, environmental protection, internal ALP politics and Aboriginal issues.

The Curriculum Resources Centre (CRC) received donations of books from a Master of Education student and thirty maps from the Faculty of Education.

A collection of unusual musical instruments from various parts of the world were purchased and added to CRC collection.

A small collection of theses prepared by students in the final year of the Bachelor of Education has been catalogued and integrated into the CRC collection.

A substantial donation of the journal *Geophysical Research Letters* was received, filling a number of gaps in our holdings.

### ***KPI: Study space availability***

#### ***Student study space***

The relocation of the Law Library in 1997 made way for a larger number of study carrels for students studying Law and permitted an expansion of the monograph collection on the first floor. Study areas now take advantage of pleasant outlooks and maximise the use of natural light.



*The Vice-Chancellor, Prof Gerard Sutton and Shirley Nixon, Council member and Library Committee member, at the Law Library Launch*

Completion of Building 17, Information Technology Services, which is adjacent to the Library, released space for six large group study rooms, equipped with whiteboards, and an additional Laptop Connection Room where students may bring their own laptop computers and connect to the University's network. The group study rooms were erected to complement the University's move towards problem-based learning. Rooms can be booked for two hours at a time and are already well used.

The Reserve Collection was enlarged to provide more seating for students and to accommodate some Law Reserve material.

### ***Studying electronically***

Students and staff may access resources from anywhere on campus or from home. This has relieved some of the pressure on study space within the InfoLab.

A multimedia laboratory was established on the ground floor and includes two multimedia computers, two fulltext and image database standalone workstations and two computers for word processing.

Information Literacy is monitored by attendance and completion of information literacy programs, fulfilment of client learning needs and development of programs reflecting University curriculum priorities.

### ***Compulsory library introductory program***

Early in 1998, a new Information Literacies Policy Introductory Program (ILPIP) was developed to respond to changing client information needs and to meet the requirements of the University's Information Literacies Policy. This program is compulsory for all undergraduate students and was designed in conjunction with the new Tertiary Literacies Project Officer and staff from Information Technology Services. Library staff played a leading role in establishing a new web-based assignment which proved to be a successful way to ensure that all students would obtain a computer account for e-mail and other purposes and also gain exposure to the World Wide Web. Over 90% of the students who were required to complete the compulsory program in their first year, have successfully done so.

### ***Discipline-based information literacy programs***

For the first half of 1998, a 24% drop in attendance was recorded over the same period in 1997, which may be attributed to several factors:

- strategies have been developed to reduce overlap (ie. where students, from the same course, attend several first year skills classes on a similar theme)
- faculty restructuring commenced in 1997 resulting in the withdrawal of some core programs in which information literacy classes were embedded
- a reduction in tutorials in some faculties including eliminating the library tutorial

### ***Evaluation of workshops***

All lunchtime and Saturday classes were evaluated in 1998. The response rate of clients completing evaluation forms increased from 83% in 1997 to 93% in 1998, providing a clearer picture of client needs.

*Hands-on* workshops were introduced during Spring Session in response to client feedback calling for more hands-on instruction. *Hands-on* workshops are conducted in the Teaching Lab where clients are provided with guided instructions and activities on topics such as *Electronic Databases: Getting Started*, *Introduction to the Internet* and *Advanced Searching of the Internet*.

***KPI: Information literacy level***

The level of overall client satisfaction with workshops has remained high, with 82% of respondents rating the workshops as worthwhile to very worthwhile.



### ***Integrated information literacy***

Lynne Wright, Manager Client Services, was appointed chair of the University's Tertiary Literacies Working Party. Significant progress has been made with information literacies, by establishing:

- the Information Literacies compulsory program as a web assignment
- a contact person to work with the Tertiary Literacies Project Officer and with Library staff towards successful integration of tertiary literacies in the curriculum
- a skills auditing mechanism for assessing where information literacy and other tertiary literacies skills are taught across a discipline

### ***Research Edge review***

Student feedback resulted in replacing the three day Research Edge Program with two single days, focussing on *Researching the Internet* and *Searching Journals and Databases*. This allowed for greater flexibility in attendance. The revised programs were conducted for postgraduate students in July and November.

Data gathered from *Research Edge* evaluations since 1996 has provided an overall picture of participants. Of the 130 students, PhD students comprised 50%, 25% spoke English as a second language and 40% had previously attended three or more library sessions.

### ***Move to self-paced learning***

The Outreach Librarian successfully applied for an Educational Strategies Development Fund (ESDF) grant to develop a Web-based, interactive training module for instruction in the use of electronic databases. The module is intended to extend and build upon the content of face-to-face instruction conducted by the Library in this area through programs such as the Research Edge and Lunchtime and Saturday workshops. The project has involved working closely with graphic designers and Web programmers in the Centre for Educational Development and Interactive Resources (CEDIR), and contributed to the development of Web design skills within the Library. The module is nearing completion and should be available to students and staff at the beginning of Autumn Session 1999.

### ***Publications***

A significant increase was recorded in the number of publications sold for us in the UniCentre Bookshop with 220 copies (244 in 1997) of the *University of Wollongong Library Handbook*, 104 copies (12 in 1997) of the *Undergraduate Information Skills* booklet and 107 copies (20 in 1997) of the *Research Edge* book.

### ***Innovation***

Three ninety minute classes were conducted via video conference for students enrolled in Gateway courses at Berry. This experience has highlighted a number of issues for delivering classes in this mode, which include training for staff and students in interactive technology.

### **Presentations**

A seminar titled *The EndNote Bibliographic Package and Your Thesis* was presented at the Research and Thesis Writing Forum in July convened by the Departments of Management and Economics. The presentation was well received by the thirty-five students and staff who attended.

A forum with Law students during Autumn Session provided the impetus for two new workshops in Spring Session: *Electronic Databases: Australian focus* and *Lexis: a many splendid database*. They were well attended by the staff and students of the Law faculty and feedback was very positive.

### **Suppliers**

A comprehensive list of Australian and international suppliers of monographs and documents was compiled to ensure faster locating and ordering of interlibrary loans and documents. This information includes suppliers of reports, patents, government publications, technical information and standards.

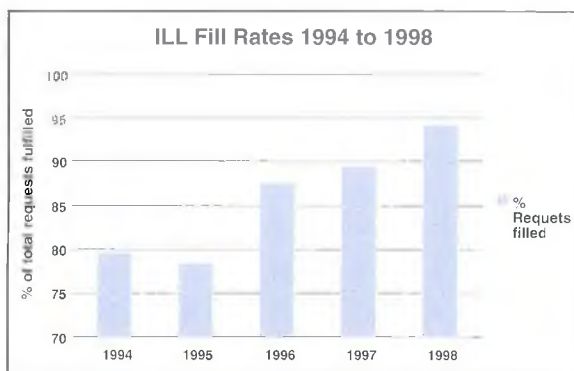
### **Project Cuckoo**

Project Cuckoo, the collaborative scheme with the Australian National University (ANU) Library continued in 1998. A total of 1,561 requests was supplied by ANU, which represents 21% of the total number of overall requests for 1998. Of these requests 95% were supplied within six working days. The project was discontinued in November because funding had ceased and more cost-effective methods of document delivery have been developed since the inception of this project.

### **Interlibrary Loan fill rates**

Improvements in fill rates can be attributed to the use of faster, more flexible suppliers and the use of a larger variety of suppliers and improvements in technology.

**KPI: Document delivery**









Effective/ Efficient Resource  
Management

## KPI Budget utilisation

### Budget summary

In accordance with the University's reshaping requirements, the non-bookvote component of the Library's budget was reduced by 5% in each of the last three years. This has had a significant effect on staffing levels. All services are continually reviewed, processes have been improved in line with quality principles and human resource policies are designed to facilitate multiskilling, flexibility and productivity. Innovative use is made of technology wherever feasible. Measured against university libraries with a comparable range of services and student numbers, our staffing structure can only be described as extremely lean.

1998 Budget	\$6,311,000
Income	\$413,188
<b>Total</b>	<b>\$6,724,188</b>
<b>Allocations</b>	
Bookvote	\$2,734,721
Salaries	\$3,399,030
Equipment and Operational	\$590,437
<b>Total</b>	<b>\$6,724,188</b>
<b>Expenditure</b>	
Bookvote	\$2,901,805
Salaries	\$3,249,424
Equipment and Operational	\$590,777
<b>Total</b>	<b>\$6,742,006</b>

The resulting overexpenditure of \$167,084 in the bookvote is creditable, considering the exigencies of the currency crisis. Savings in the salaries line meant that expenditure was practically on target. The result is in line with agreed percentage allocation targets:

information resources	40%
salaries	50% + 2%
operational	10% + 2%

### Budget use

Costing activities were completed in Acquisitions, Materials Processing, Cataloguing and Interlibrary Loans. The information collected provided data on the costs of providing services and products to Library clients. The activity was conducted in normal and peak times to determine the average time spent on tasks associated with teams' key processes.

Costs associated with accessioning, copy and original cataloguing and end processing were internally benchmarked to assess the impact of the Strategic Realignment Team's recommendations for improvement.

The Strategic Realignment Team identified strategies for meeting the challenges of further funding cuts with continued multi-skilling across teams and the merging of tasks. Ongoing strategies, which were implemented during 1998, included:

- establishing two Copy Processing Officer (CPO) positions. The CPOs carry out copy cataloguing and end processing as one function
- transferring three staff positions from the Acquisitions Team to the Lending Services Team where they assumed responsibility for the co-ordination of the mail distribution and associated Loading Bay tasks
- relocating one/half position from Acquisitions to Systems to meet the increased demand for systems support.

Further strategies were employed to cope with the changing demands across the Library included:

- In response to a survey of casual shelving staff performance conducted in May, shifts were reviewed and performance expectations and guidelines were established.
- An additional shelver was employed on a Sunday afternoon and extra shelving assistance was provided in Serials.
- A job enrichment opportunity was offered within the References Services Team to coordinate services to external clients.
- Serials staff assumed responsibility for shelving all newly received journal issues as part of the restructure of shelving on the serials floor.

The bookvote was subject to severe pressure resulting from the devaluation of the Australian dollar. Coupled with the annual publishers' price increases for serial subscriptions, the purchasing power of the bookvote was reduced by approximately 25%.

Strategies to stay within budget included the cancellation of serials by all faculties and reduced monograph spending. A total of 610 serial subscriptions was cancelled towards the end of 1998, to the value of \$363,592 or 23% of our total list.

### ***Serials consolidation***

A recommendation from the Strategic Realignment Project Team prompted discussions with suppliers on the potential of consolidation services and the supply of shelf ready serials. Consolidation services should reduce handling and other costs and will be trialled during 1999.

### ***Monograph purchasing***

Monograph spending targets, revised for 1998 to contain costs, were fully achieved. Purchasing of prescribed texts and recommended readings was reviewed. The new guideline is based on the following formula:

- Prescribed texts 1 copy per 30 students, to a maximum of 2 copies
- Recommended readings 1 copy per 30 students, to a maximum of 4 copies

Access to limited resources has been maximised by the use of short term loans and the Reserve Collection.

The August flooding of the Illawarra Region caused some damage to Library collections, with the Curriculum Resources Centre sustaining the majority of the loss. In total, 869 items, with an estimated replacement value of \$48,500 were destroyed. Insurance claims have been met for most losses.

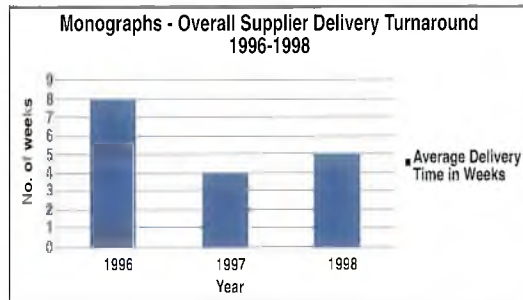
In accordance with continuous improvement methodology, all processes are subject to review. Some of the improvements implemented include:

- A revision of service standards across all teams with reduction in throughput or handling times for processes such as end processing, binding and book returns.
- An Australian Council of Libraries and Information Services (ACLIS) Benchmarking Survey of university library interlibrary loan procedures identified a 30 cent per item saving in the cost of processing and supplying interlibrary loans at the University of Wollongong. Improved technology and process capability resulted in reduced costs and faster turnaround.

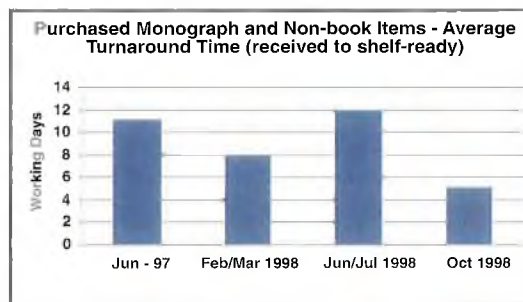
***KPI: Bookvote use***

***KPI: Process improvement***

- Supplier performance evaluation has established that the average supply time of ordered monograph and non-book materials has dropped from 8 weeks in 1996 to 5 weeks in 1998

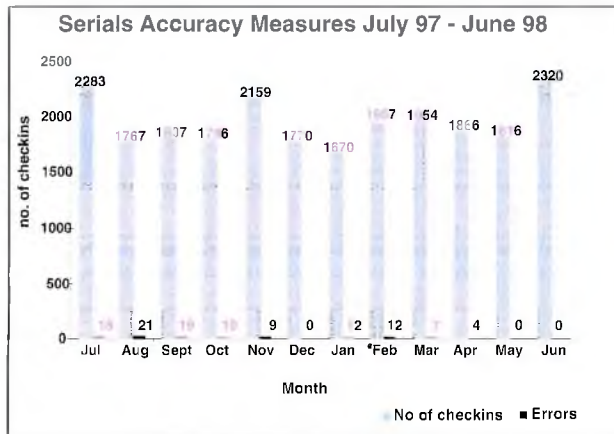


- Supplier order status reports were measured to evaluate the number of reports received from major suppliers, their usefulness and the staff time involved in processing them. Feedback to suppliers led to an 18% increase in the usefulness of the reports and a 15% reduction in the number of unnecessary reports received.
- Improvements to processing monograph and non-book invoices from major library suppliers included: the negotiation of more favourable and consistent prescribed payment terms; simplified invoice content and a significant reduction in the overall time taken to process invoices.
- A reduction in the average turnaround time for new items occurred with the introduction of an integrated accessioning, copy cataloguing and end processing workflow as depicted below:



- Improvements to Catalogue entries has made it easier for clients to locate University Calendars and Law serials and theses.
- Three Day Loans processing was transferred to the Lending Services Team to operate along similar lines to the Reserve processing. This will improve relevance of items in this category and the efficiency of processing and de-processing.
- The introduction of the blocking of patrons with more than \$60 in fines has contained fine totals to more affordable levels.
- Reciprocal borrowing arrangements have been improved with the introduction of the Unison Borrowing Arrangement (UBA) effective from January 1999.
- Self Checkout activity improved from 22% in November 1997 to 29.25% for November 1998 as a result of promotional activities.
- Improved access to the Quality Management Handbook was achieved by providing access via the Library's homepage and intranet.
- Providing URL links from the WebPac to fulltext databases has facilitated access to serials titles cancelled at the end of 1998.
- An asset management system has been established by the Systems Team to track Library assets and satisfy University audit requirements.
- Improvements in the method, frequency, display, and relevance of statistics, available centrally via the Library's intranet.

- Turnaround time for the binding process reduced from 4-5 weeks to 3 weeks.
- Serial check-in error rate reduced by 67% over 12 month period.



As part of the continuous improvement process and as a result of client feedback, several areas of the Library were identified for redesign therefore providing better utilisation of existing space. Actions included:

- Redistributing the monograph and serials collections to accommodate 5-10 years projected growth.
- Relocation of the ITS computer laboratories to Building 17 enabled the creation of six small group study rooms, a Laptop Connection users room and a large seminar room.
- The Special Collections area layout was redesigned to incorporate a new reading area.
- Current NSW and Commonwealth Acts were moved from the Reserve Collection to the general Law Collection.

**KPI Space utilisation**



*Special Collections area*





*Innovation*

## KPI: Automation of processes

### **Emailed supplier reports**

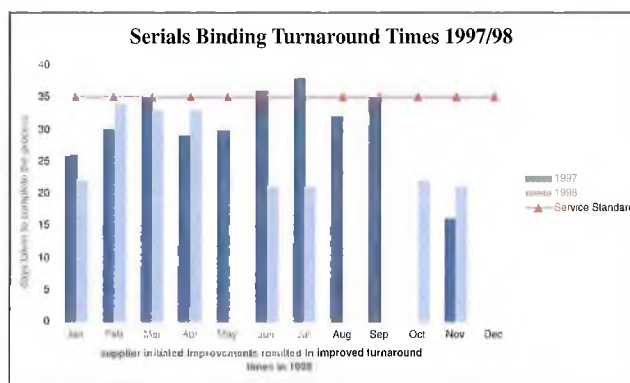
Reports on orders and order status are now emailed by one major supplier. This capability has reduced the amount of mail sorting and routing internally, and the time required for data entry to update orders information.

### **Emailed book claims**

Book claims sent electronically to our major suppliers reduce the need to print and mail. This capability was negotiated with the supplier.

### **Binding**

All States Binding installed improved software on Library workstations, which streamlined the binding process. This resulted in a 28% reduction in turnaround time, from an average of 29 days to a consistent 20-21 days. Serials are now off the shelves for a minimum period. Fewer serials were bound throughout the year in an attempt to reduce over expenditure.



### **Systems**

With the increasing availability of web-based support sites on offer from commercial organisations the Systems team was able to more effectively support the wide array of applications, hardware platforms and information technologies employed in the Library.

The Library's Novell servers were upgraded with current hardware and later versions of the network operating system. Allied with the upgrades to the campus network, networking equipment was improved to enable faster data throughput; switched network links were installed on all floors, and the re-cabling project was continued.

## KPI: Adoption of IT developments

### **LIDDAS document delivery system**

The Vice-Chancellor signed an agreement with the Australian Vice-Chancellors Committee (AVCC) on June 25 for supply of LIDDAS, (Local Interlending & Document Delivery Administration System). LIDDAS will enhance the efficiency of interlending and improve access to document delivery and interlibrary loans for clients. This University will be amongst the leaders in adopting the system, which will commence implementation in July 1999.

### **Millennium products**

The library has purchased or ordered the following Millennium products: *Web Management Reports*, *Electronic Reserve Module* and *Web Circulation*. *Web Management Reports* have been implemented. Reports that can be generated include collection development information, including age of collection, and circulation cross tabulations of locations and borrower types. The *Electronic Reserve Module* has been assessed and implementation is in progress.



### *Networking infrastructure*

The Library's network infrastructure was developed during the year with an upgrade to ATM switch technology to all floors, giving significantly higher throughput of data. All staff areas have been recabled with twisted-pair ethernet and the number of network connection points has been greatly increased. The public access areas have also been upgraded in preparation for replacement of dumb terminals with browser workstations in 1999.

### *Ariel workstation improvements*

The Ariel Workstation, which is used to send and receive electronic image files between libraries and document suppliers, has been upgraded in preparation for the introduction of the LIDDA system. The system unit has been upgraded and the scanner was replaced with a Fujitsu M3097DG scanner, which is a dual-page model and is significantly faster and easier to use.

### *Electronic journal access via WebPac*

An increased number of electronic journals was added to the online resources available to clients. Many were made available via subscription to *Expanded Academic Index*. Cataloguing staff added web links to catalogue records for print titles which had been replaced by electronic access.

### *Web services*



The Library website was overhauled and redesigned by John Larkin, from the University's Interactive Multimedia Learning Laboratory in the Faculty of Education. Library staff were also involved in the redesign, identifying improvements to the layout of pages and specifying new functionality to aid end-users.

A link to the website has been incorporated into the Wollongong OnLine home page. This will make the connection to the Library much more obvious for students who are studying using Web-based materials.

### *Australian Standards Online*

The *Australian Standards Online* subscription is now active. A single user licence across campus will provide desktop access to fulltext Standards. This will be a dramatic improvement on the microfiche collection.

### *Facilities in Infolab*

Two PCs have been installed in the Infolab offering clients the option to: Scan a floppy disk for virus; Format a floppy disk; Read files on a floppy disk and Use the Library Catalogue. This is in response to many requests for these utilities at the Information Desk.

## **KPI: Effectiveness of management practices**

### **Planning**

The 1998-99 Strategic Summary was revised to include strategic improvement objectives for 1998 to 1999, core and value added services and the Library's client stakeholder groups.

A review of the achievement rate of the 1998 Action Plan was prepared for the Pro Vice-Chancellor, (Academic), who has the responsibility for the Library. An average of 82% of the 1997/1998 Team Action Plans were completed in the specified period. Those not achieved were, for the most part, ongoing programs.

A team action plan template was developed after a site visit to Kangan Batman TAFE as part of the Australian Quality Council benchmarking network: *Leading and Managing Improvement and Change*. The template is now being used by teams to develop actions which support the broad Strategic Plan.

### **Australian Quality Awards**

The Library was one of six finalists in the 1998 Australian Quality Awards for Business Excellence - the first library to reach the finals in the Awards eleven-year history. The Library competed against a combination of private and public companies in the finals. The awards process assesses and measures business improvement within an organisation under seven categories: leadership, strategy and planning, information and analysis, people, customer focus, processes, products and services, and organisational performance. Success in the awards process is affirmation that the Library is achieving the aims of its *Quality and Service Excellence* program.



*Australian Quality Award celebration*

### **South Coast Educational Network**

Significant progress was made in planning for library services for the South Coast Educational Network (SCEN) campus at West Nowra. The Outreach Services Librarian was involved in planning and designing the Access Centre/Library building, specifying equipment, furniture and fittings and costing the full range of services. Continued liaison between University departments and the TAFE and local government partners in the project was required to ensure the new library centre will successfully support the teaching programs to be offered at the West Nowra campus in 2000.

### **Kinetica**

This system is being developed by the Australian National Library to replace the Australian Bibliographic Network in 1999. Staff attended a series of information seminars and planning activities to ensure that the new system, *Kinetica*, can be introduced into the cataloguing, interlibrary loans and reference services with the minimum of disruption.

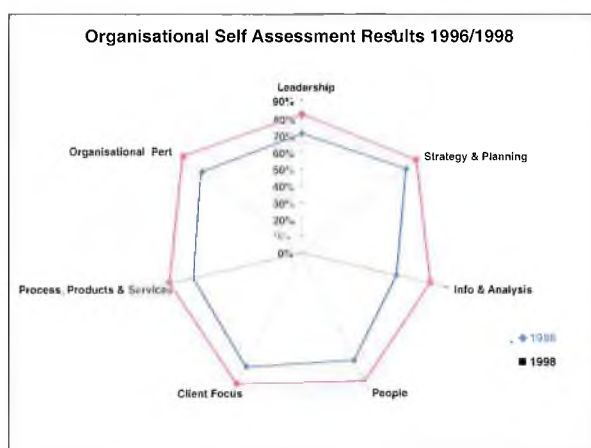
### **Strategic Realignment Project Team**

The Strategic Realignment Project Team (SRPT) examined options for outsourcing of technical services processes and the implications for the Library during 1997 and 1998. A final report was submitted in May. The team consisted of nine staff representing a cross section of the Library's work teams. The SRPT's mission was to ...investigate

library and information services with a view to recommending changes which maximise resources and client satisfaction while safeguarding staff and organisational well-being. The team made a number of recommendations pertaining to acquisitions, end processing, cataloguing, the redesign of accessioning, copy cataloguing and materials processing, and serials. Some recommendations have already been adopted and others require further investigation.

### **Organisational self-assessment**

The Library conducted its second Organisational Self Assessment survey in April. The questionnaire addressed issues that measure the integration of the quality management framework, and the deployment of the AQA's seven assessment criteria. An overall improvement compared with the 1996 results was evident, including an improvement in management and staff congruence across most of the criteria.



### **Statistics**

Further work was done throughout the year to develop statistics-gathering and analysis techniques. The measures used to assess progress towards team and Library goals were further refined. Key staff undertook training in the development of statistical methods and analysis. Statistics are now available to all staff on the network.

### **Leading and managing improvement and change benchmarking network**

The Library participated in a *Leading and Managing Improvement and Change Benchmarking Network*, facilitated by the Australian Quality Council. The network provided member organisations with the opportunity to learn how others establish and sustain a climate that facilitates continuous improvement and change to maximise their competitive advantage. Recommendations from the project included the need to make communication about improvement more explicit to facilitate the sharing of knowledge between teams and to celebrate and recognise continuous improvement outcomes.

### **Acquisitions benchmarking project**

The Acquisitions Team was successful in obtaining a research grant from the Australian Council of Libraries and Information Services (ACLIS). The aim of the study project was: *improvement of collection relevance and development concerning acquisition of University of Wollongong curriculum texts and recommended readings through benchmarking*. The team established an Ideal Model for best practice in relation to the acquisition and provision of core material for library clients in conjunction with the following university libraries: Northern Territory University, University of New South Wales and the University of Sydney. The project culminated in a final report and presentation to ACLIS and the redesign of the *core material* process from selection to shelf-ready for our clients.





Staff wellbeing

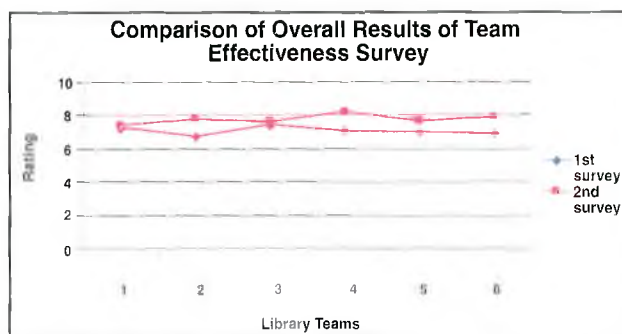
## KPI: Staff development effectiveness

Human resource planning and management is intended to support the achievement of both organisational goals and personal aspirations. Human resource priorities, therefore, are to develop staff who are technologically literate, flexible in their approach to work assignments, change-champions and lifelong learners.

A performance management system has been developed, linking organisational, team and individual goals. The system enables staff to identify career development needs and to develop individual goals which are congruent with organisational goals.

A number of significant improvements were made to the performance management system:

- A new job description format, which includes a person and position profile, was introduced to clearly align human resource planning with the overall strategic framework. The position profile outlines the skills, qualifications, experience and personal attributes required for the position. It focuses also on the staff member's major responsibilities and includes performance outcomes and performance indicators. All job descriptions will be revised into the new format over the next twelve months.
- Human resource policies, which outline staff roles and responsibilities, induction, the development review process and the rewards and recognition system, were reviewed and aligned.
- The *Team Effectiveness Survey*, piloted in 1997, was conducted with a number of teams. The aim of the survey is to measure the maintenance aspect of teams against six norms for effective teams: purpose, trust, individual differences, feedback, problem solving and celebration. Analysis of results enabled teams to improve the way in which they function. The survey was repeated after six months and results indicated that all teams had improved their effectiveness, especially in the area of feedback.
- The *Development Review* process was revised as a result of feedback received from staff. A new section identifies whether staff training and development needs have been met. In order to make best use of available resources, staff identify their training and development needs as high, medium or low priority and formulate success indicators to measure whether the development program achieved its stated objectives.
- The Client Service Committee surveyed staff to determine the types of rewards and recognition they prefer. Information obtained forms the basis of the revised Rewards and Recognition policy.



Training and development is designed to deliver a program which balances individual needs, organisational goals and identified skills development to support future service provision. 95% of staff attended at least one training and development activity in 1998. 95% of these attendees applied new knowledge, skills or attitudes in the workplace. A total of 2058 hours was devoted to staff training and development, which represents 4.7 days per equivalent full-time position.

The Staff Training and Development Committee conducted an evaluation against the *Investors in People* standard which identifies best practice for improving an organisation's performance through its people. As a result, improvements were incorporated into staff training and development processes including improved documentation and evaluation of training and development activities.

The Staff Development Officer undertook a four month intensive program *Training to Train*. The program allowed for peer feedback on presentation style and resulted in improving both the range and flexibility of training behaviours and improved ability to design training programs.

Nine staff members had study time approved for the university or TAFE courses in which they were enrolled.

Management Advisory Team members completed a 360 degree feedback assessment, *Leadership for Academic Work*, administered by Griffith University. Individuals developed action plans based on the constructive feedback received to improve their leadership style.

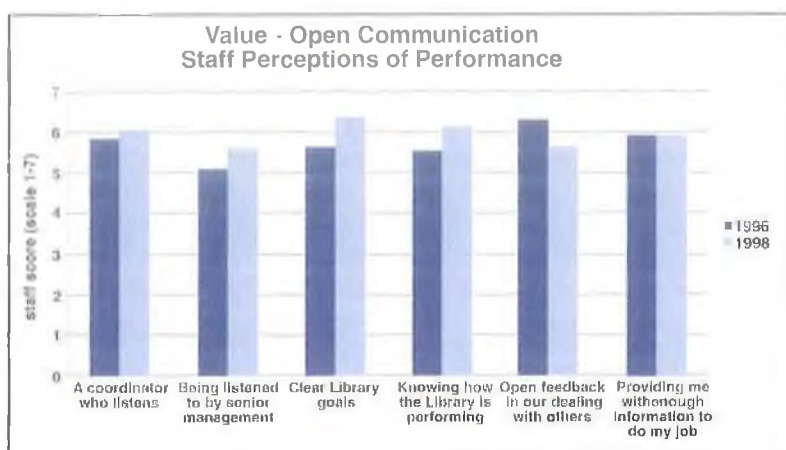
The University of Wollongong, Macquarie University, University of Technology, Sydney and Newcastle University libraries brought representatives together for a workshop on the theme of *Maximising your potential in the New Information Age*. The workshop was aimed at staff who may have been called on to undertake work at a higher level and greater complexity due to organisational restructuring or changes in the nature of their work. The scope of the workshop contained a panel presentation by executive management of each university library. It also included SWOT analysis, strategic planning, the nature of change and identification of collaboration opportunities between university libraries.

Monthly reports from each team continue to be an excellent form of upward, downward and lateral communication. The development of a template for monthly reports now ensures a consistent approach to this communication process.

The *Staff Perceptions Survey* was first introduced in 1996 and repeated in 1998. The survey provides an opportunity to gain a snapshot of the overall effectiveness of management practices. Results indicated 10% or more improvement in areas directly related to the Values: *being listened to by senior management, clear Library goals and knowing how the Library is performing*.

**KPI:**  
**Communication**  
**success**

**KPI: Staff**  
**satisfaction**



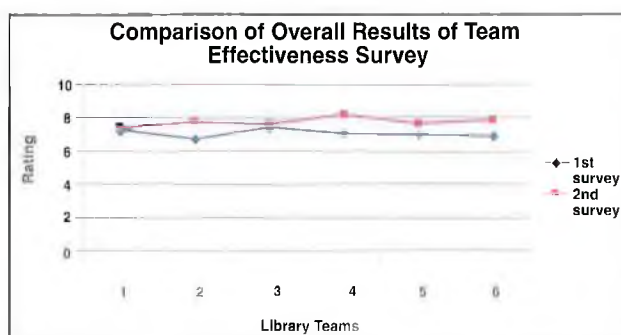
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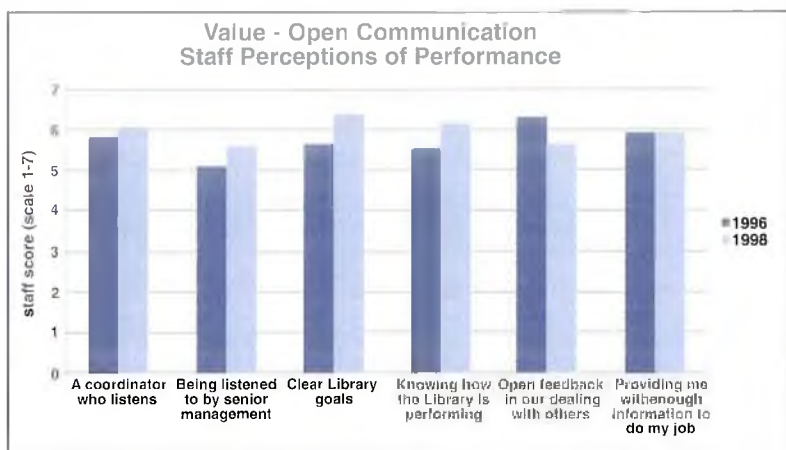
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**KPI:**  
**Communication**  
**success**

**KPI: Staff**  
**satisfaction**



A number of staff were recognised for their outstanding contributions in 1998:

- Traci Rice, the Acquisitions Coordinator, received the Vice Chancellor's Award for Outstanding Service. Traci was recognised for her commitment to the Library's quality journey, improvements implemented to Library processes and coordination of the Acquisitions benchmarking project.
- The Acquisitions Team received the inaugural Team Excellence Award.
- Keith Gaymer, Faculty Librarian for Education, received recognition for 25 years of service.
- Bert Pauly, Carolyn Werner and Ross Smith received the Client Service Award. Bert was recognised for his dedication and skill in planning and implementing the move of the entire monograph collection. Carolyn was recognised for her coordination of the relocation of the Special Collections area and service to clients. Ross was recognised for his contribution to the Client Service Committee, positive attitude at all times and willingness to help out whenever needed.



Traci Rice



Felicity McGregor and Ross Smith

A follow-up survey was distributed to thirty staff to determine staff perceptions of improvements made within the Library as a result of suggestions made in 1994. Suggestions ranged from training opportunities, communication between departments and the need for more information technology equipment. The results were very pleasing as all respondents perceived there had been some change or significant change in all areas identified as opportunities for improvement.

Through a series of workshops, all staff contributed to a review of the Values and the development of an *Ideal Culture*. The aim of the *Ideal Culture* is to make explicit the behaviour staff can expect from each other in honouring the agreed Values.

<i>Our Values</i>	<i>These Values guide the way we work</i>	<i>We demonstrate commitment to the Values by:</i>
<b>Satisfied Clients</b>	We are enthusiastic and receptive, anticipate client feedback, listen and extend our knowledge, striving to provide exceptional service, work to continually improve our service.	giving clients a prompt, efficient & pleasant service, a dedication to excellence in the pursuit of our ability, finding creative ways to assist clients who don't have the answer, striving to provide an exceptional service, encouraging clients to ask for help.
<b>Open Communication</b>	We encourage positive and constructive feedback, respect formal instructions and acknowledge listening is a two-way street.	being informed by using an open-minded approach by constructive and timely feedback to allow those making decisions and staff within Library for understanding.
<b>Integrity</b>	We demonstrate trust and respect for others, value differences, support the Library's agreed Values Mission and Goals.	respecting differences in the way people work, utilising the strengths of individuals and the contributions they make, upholding the Values and seeking towards achieving the Mission and Goals of the Library.
<b>Commitment</b>	We are based on planning, responsibility, change and working towards achieving the goals of the University, Library, books and readers.	planning through on commitment, being open and receptive to change, using our knowledge and skills to further the goals of the Library and University.
<b>Initiative</b>	We embrace and reward enterprising and innovative ideas, encourage staff to respond creatively to challenges through continuous improvement processes.	overcoming new ideas that will help improve the services we provide, embracing, recognizing and rewarding creative, innovative, successful reality.
<b>Partnerships</b>	We are involved in our work with other people, share with others and contribute to others' success in achieving our goals.	endeavouring to be collaborative, learning from others, cooperating with each other, seeking strategic alliances beyond the Library.
<b>Knowledge and Learning</b>	We allocate continued learning through access to information, knowledge and skills, encourage personal and professional growth to develop ourselves and others as independent, lifelong learners, support the research, teaching and learning culture of the University.	recognising our role in providing information, understanding the role of the Library within the University, extending our knowledge and skills, continually seeking personal, professional, taking responsibility for our professional growth and raising service of goals and objectives.
<b>Quality &amp; Service</b>		<b>Excellence</b>

The *Health and Wellbeing Program*, which was launched at the end of 1997, gained momentum and support in 1998. The Client Service Committee organised monthly activities, which were held in a combination of staff and work time.

Staff continued to support fund raising activities for various charities. 1998 included *Jeans for Genes Day*, *Cancer Council's Bandana Day* and the *Cancer Council's Big Morning Tea*.

The Staff Training and Development Committee identified a number of training priorities and objectives which were addressed through the following in-house workshops.

- *Report Writing* - aimed at helping staff improve the presentation and quality of written reports.
- *TQM Plus* - aimed at reinforcing the application of TQM principles and practical application of tools and techniques within the workplace.
- *Intermediate Excel* - designed specifically for the Management Advisory Team members to assist them in producing reports.
- *Seven Habits of Highly Effective People* workshop - aimed at helping staff to be more effective in their personal and professional lives. This program included participants gaining feedback from colleagues, managers and direct reports on their performance.
- *Searching the Internet: using directories and search engines* - aimed at improving the Internet search skills of staff.

Development opportunities were identified as one pathway for staff to gain career opportunities within the Library. Five such opportunities were offered in Systems, Information Service and Lending Services.

A self study booklet was developed in order to help staff become familiar with the management framework of Critical Success Factors, Key Performance Indicators and Goals. This booklet is part of our identified core training for new staff and can also be used as a refresher for existing staff.

It is satisfying to see that external libraries continue to employ our Staff Development Officer, Lorraine Denny, to present workshops to their staff. The most popular of these have been:

- *Client Service Skills Workshops* for the University of NSW Library and Metropolitan Public Libraries Association
- *Advanced Client Service Skills workshop* for the Metropolitan Public Libraries Association and Hurstville City Library and Information Service.

### ***Workplace health and safety***

The primary focus of occupational health and safety this year was to ensure work areas provide a productive environment for staff while meeting the requirements of clients. The University Occupational Health and Safety Officer conducted a number of ergonomic workshops for all staff. This included an awareness seminar, an assessment of each workstation and a self-assessment guide to ergonomics. As a result, several improvements were made to existing workstation layouts.

Evacuation procedures were revised to reflect internal space changes and changes in staffing. New instructions are located in all work areas and comply with University regulations.

## ***KPI: Skill levels***

# Staff Development Programs

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The majority of staff participated in at least one staff development activity during the year. Activities ranged from programs developed by the Staff Development Officer, other Library staff and the Career Development Unit, to external courses, conferences and seminars. The following list is not exhaustive but indicative of the range and variety of relevant training and development opportunities available to Library staff:

Australian Institute of Training and Development Conference  
ALIA Conference: Pathways to Knowledge  
AVCC Leadership Program for HEW Levels 5-7  
Archive/Public records legislation for the new millennium  
Benchmarking Library Best Practice Conference  
Conflict management skills  
Creating more impact to give more powerful presentations  
Cross Cultural Communication  
Desktop publishing with Pagemaker 6  
Filemaker Pro  
Implications for universities in NSW of the new state records act  
Intelligent leadership  
Intermediate Excel  
Introduction to Powerpoint  
Illawarra Quality Improvement Network Conference  
Managing Cultural Diversity  
Maximising your potential in the information age  
Moys Classification workshop  
Negotiating licences for digital information  
Negotiation: A necessary art for everyone  
Partnerships in libraries  
Public speaking workshop  
Skills for training mastery  
Strategic thinking and planning  
Statistical process control  
Time management  
Training to train  
VALA 9th Biennial Conference: Robots to knowbots: the wider automation agenda

# Strategic Alliances

The ability to provide and deliver services of high quality is increasingly related to the successful development of partnerships and strategic alliances with key stakeholders, clients and suppliers. A foundation has been established with planned strategies to develop agreements with major suppliers and other libraries. Several significant negotiations were concluded this year which will facilitate access to resources not available locally.

## **Reciprocal borrowing**

An agreement was established between universities covered by the NSW Vice-Chancellors' Conference, for a borrowing scheme which will enable all staff and students, irrespective of category of enrolment, to borrow in person from other libraries in the NSWVCC group.

An annual fee of \$40 per person (academics exempt), per institution, has been established, based on average usage by guest borrowers. Research postgraduate students will be able to apply for membership at one university library free of charge. This is a vast improvement on the previous reciprocal borrowing scheme which excluded undergraduates and diploma students.

## **Interlibrary loans**

The Library has long been involved in the national interlibrary lending scheme to facilitate access to resources not available in local collections. This service is further supported by arrangements with partners in the local community. These include Illawarra Area Health Services, BHP Research Laboratories, ANSTO and public libraries in the Illawarra and South Coast.

Collaborative efforts between the Office of Research, Thesis Examination Committee, the Inter Library Loans Coordinator and the Archivist resulted in improved procedures for University theses and copyright. A cumbersome and confusing system based on four *Thesis Declaration Forms* was replaced with a simplified process requiring just one form. The changed process will assist the Inter Library Loans team in supplying clients with copies of University of Wollongong theses.

## **State Records Authority**

1998 saw the passage of the NSW State Records Act. This new archives/records management regime will have implications for the Library and University in general. In order to better manage its implementation locally, the Archivist joined the *Teaching and Research Records Working Party* sponsored by the NSW State Records Authority. The aim of this working party is to develop common functional disposal schedules for the records of NSW universities.

## **Community relations**

The Library maintained its popularity as a site visit destination for TAFE library practice students and university students seeking placement opportunities. The Interlibrary Loans and Acquisitions teams received the most requests for visits throughout the year to provide workplace demonstrations and training. An agreement prepared in collaboration with TAFE library practice coordinators has improved the scheduling of class visits.

The High School liaison program initiative was continued in 1998 incorporating feedback received from earlier programs and consultation outcomes from High School representatives. The purpose of the program is to introduce senior High School students to the Library and to develop their awareness of basic information literacy skills and the rapidly changing information environment. A total of seven High Schools from the local region participated in the program.

Ongoing support and involvement with the Illawarra Quality Improvement Network (IQIN) continued with the reappointment of the University Librarian to the Executive Team and regular staff attendance at IQIN forums and the annual conference.

The University Librarian was invited to participate in the judging of the Wollongong City Council's annual staff Achievement and Recognition awards for the second consecutive year.

The Archivist, Michael Organ, assisted Josie Castle (Dean of Students), Robert Goodfellow from the Illawarra Area Health Service and Robin Dougherty (Fundraising Coordinator) to access hospital archival records to support the writing of a history of the Wollongong Hospital. Michael was also a member of the Wollongong City Council Heritage Committee.

The Library hosted a forum to share the findings of a benchmarking study, *Leading and Managing Improvement and Change* in October. The aim of the project, which was facilitated by the Australian Quality Council, was to identify best practice in the use and adaptation of tools and techniques for continuous improvement.

Library and Information Technology Services staff hosted an open day for senior citizens to support *Online Australia Day*. Elderly guests were invited from a retirement home and from the local community to attend a hands-on Internet workshop. The event was a great success with the retirees rapidly acquiring the necessary skills to search the Internet.



*Win Beamish, Mayflower Retirement Village*

### ***Library organisations***

The Acquisitions Coordinator presented a paper detailing findings from a benchmarking project, to identify an ideal model for the acquisition and provision of prescribed texts and recommended readings, to the Australian Council of Libraries and Information Services, Acquisitions Subcommittee. The benchmarking project was funded by the successful application to the subcommittee for a study grant.

Requests for visits were received throughout the year from other library and non-library organisations and formal site visits were arranged to fulfil benchmarking activities and organisational self-assessment requirements. Visitors were interested in quality management programs, approaches to staff training and development, information literacy programs and the interlibrary loans service.

### **UNISON**

The University Librarian was elected to the Executive Committee of UNISON, (University Libraries in NSW) which is convened by one of the NSW Vice-Chancellors, currently Professor Tony Blake, of UTS.

### **Council of Australian university librarians (CAUL)**

The University Librarian attended CAUL meetings held over two days bi-annually. An ever-expanding range of issues affecting the delivery of library services in universities was canvassed at the meetings. Amongst the most important are the consortial negotiations conducted by CAUL which aim to broker favourable pricing structures with database suppliers.

Through its members, CAUL makes application for research and project funding. This year, for example, a DEETYA Evaluation and Investigation Project grant was awarded for a project to identify guidelines for the application of best practice in university libraries.

CAUL members serve on a range of committees such as the AVCC's Standing Committee on Information Policy. CAUL also takes out membership of collaborative bodies such as the Australian Digital Alliance (which will represent university interests in changes to copyright legislation) and SPARC (Scholarly Publishing and Academic Resources Coalition), a group of academic institutions and research libraries that uses library buying power to support lower cost alternatives to high-priced science journals. CAUL also holds at least one joint meeting each year with the Committee of University IT Directors (CAUDIT).

The University Librarian was asked to participate on the Working Party on Libraries and Information Technology Services, one of the groups contributing to the national *Project to develop and trial benchmarking criteria*, funded by DEETYA. The project will continue in 1999.

### **Conference presentations**

An opportunity to share knowledge and experience with the broader library and information community was presented with acceptance of two workshops prepared by Library staff for the Australian Library and Information Association (ALIA) 5th Biennial Conference in October. *Equipped for Teaching: sharing strategies for developing librarians' skills* was presented by Helen Mandl and Susan Jones, and *Benchmarking: industrial tourism or a tool for continuous improvement?* was presented by Lorraine Denny, Margie Jantti and Traci Rice. One outcome from the workshops was a request to share milestones in our quality journey with Melbourne University Library.

### **University participation**

Collaboration with the Office of Research continued in the compilation of bibliographic information associated with University of Wollongong research publications.

The Reference Services team continued to support the Wollongong University College (provider of entry level and foundation courses) in the development and teaching of Library classes and information literacy programs for the clients of the college.

The Archivist was the deputy-chair of the Vice-Chancellor's Collections Committee. Documents completed by the committee included: *Collections and Museum Policy* and a *University of Wollongong Collections* promotional pamphlet.

The Library was represented on a range of University decision-making and advisory bodies. Participation is encouraged to improve knowledge and awareness of University and higher education issues and to provide professional development and networking opportunities.

Felicity McGregor	University Council, Administrative Committee of Council, Academic Senate, Library Committee, Information Technology Policy Advisory Committee, Academic Committee (Academic Services Division), Executive and Senior Officers Group, Academic Staff Development Advisory Committee, General Staff Development Advisory Committee
Neil Cairns	Library Committee, Information Technology Purchasing Advisory Group
Lynne Wright	Tertiary Literacies Working Party (Chair), Educational Innovations Sub-Committee, Disabilities Actions Group, Teaching and Learning Research Group (Theme Leader)
Catriona McGurk	Teaching and Learning Research Group, Orientation Working Party
Pam Epe	Academic Committee (Academic Services Division)
Michael Organ	Academic Committee (Academic Services Division), Labour History and Research Centre, Vice-Chancellor's Collections Committee
Donna Dee	University Sub-Committee Disability Programs
Craig Littler	Project LEAD, University Teaching and Learning Facilities Advisory Committee, South Coast Educational Network, Teaching and Learning Research Group
Sue Craig	Occupational Health and Safety Committee
Neil Grant	Web Developers Group

### ***Supplier relationships***

- Consultation with key monograph and serials suppliers occurred regularly throughout the year. A survey was developed and sent to monograph suppliers to formally record terms of trade, turnaround times, service standards, response times and variety of materials provided.
- Negotiations commenced on service level agreements and service standards to continue to improve the cost-effectiveness and response times of monograph and serials purchasing services.
- The binding supplier implemented a new management system to the mutual benefit of both parties. The system has improved the turnaround time of the binding process by 28%, with no additional cost to the Library.
- The UniCentre Bookshop provided a point of sale for publications which were prepared to support clients' research, teaching and learning needs.
- A service level agreement was successfully negotiated with the University's Cleaning Services.



### **Publications**

Denny, Lorraine, Jantti, Margie, Rice Traci (1998) 'Benchmarking: industrial tourism or a tool for continuous improvement?,' *Adelaide '98 Pathways to Knowledge, ALIA 5th Biennial Conference*, October 1998. [Workshop presentation]

Mandl, Helen and Jones, Susan (1998) 'Equipped for Teaching: sharing strategies for developing librarians' skills,' *Adelaide '98 Pathways to Knowledge, ALIA 5th Biennial Conference*, October 1998. [Workshop presentation]

Rice, Traci (1998) Australian Council of Libraries and Information Services, Acquisitions Subcommittee Study Grant: final report June 1998

Wallace, Margaret, McGurk, Catriona and Wright, Lynne (1998) 'Graduate Attributes: transforming rhetoric into reality' in *Transformation in Higher Education HERDSA Conference*, Auckland, July 1998

Sweeny, Tracy [et al.] LLB395 Legal research and writing workbook, Wollongong: University of Wollongong Law Library, 1998.p 52.

Littler, Craig (1998) *The EndNote Bibliographic Package and Your Thesis*, Research and Thesis Writing Forum, Sixth Annual International Employment Relations Association Conference, University of Wollongong, July 1998.



*Traci Rice, Margie Jantti and Lorraine Denny  
at the ALIA 5th Biennial Conference*

# Staff members

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## ADMINISTRATION

### University Librarian

Felicity McGregor BA, Dip Lib, AALIA

### Manager, Technology and Corporate Services

Neil Cairns BA, Dip Lib

### Manager, Client Services

Lynne Wright Dip Teach, Dip Lib, AALIA

### Administration Coordinator

Jo-anne Lombardi

### Administrative Assistant

Lara Duggan

### Information Access Coordinator

Helen Mandl BA, Dip Ed, Dip Inf Man (Lib), AALIA (since August)

### Quality Coordinator

Margie Jantti BA, Lib & Info Sci, AALIA

### Staff Development Officer

Lorraine Denny BA, Assoc Dip Bus (Hum Res Devt)

## TECHNICAL SERVICES

### Technical Services Coordinator

Petra Carpenter BA (Lib Info Sci), AALIA

### Acting Technical Services Coordinator

Pam Epe BA, AALIA

## SYSTEMS

### Systems Librarian

Karen Lunt BA Lib Inf Sci, MLib

Irene Mar Assoc Dip (Lib Prac), BA, Grad Dip Ed

Sandi Wooton Assoc Dip (Lib Prac)

## INTERLIBRARY LOANS

### Interlibrary Loans Coordinator

Shauna Miller Lib. Prac. Cert.

Heather Kitchener Assoc Dip (Lib Prac)

Jen Lyons BA, Grad Dip Info Mgt Lib

Nina Pierro

## ACQUISITIONS

### **Acquisitions Coordinator**

Traci Rice Assoc. Dip (Lib Prac), AALIA Tec

Afrodita Brbevski (until September)

Anne Brown

Margaret Chandler Lib Prac Cert (until June)

Augusta Cordina Assoc Dip Bus Acc

Michelle Hudson Assoc Dip (Lib Prac)

Raji George BA, BEd

Rodney Horan (until June)

Angela Mant BA, Dip Info Mgt Lib (until July)

Sonya Ollerenshaw Assoc Dip (Lib Prac) (since June)

Frances Riva Assoc Dip (Lib Prac)

Bernadette Stephens Lib Prac Cert

Lucia Tome Assoc Dip (Lib Prac)

## SERIALS

Helen Andrews

Lindi Crichton

Sylvia Jacobs

Audrey Kew Assoc Dip in Arts (Lib Prac)

Annette Meldrum

Carol Richards

## CATALOGUING

### **Acting Senior Cataloguer**

Michelle Aitkin BA, Dip Com (Bus Info Sys)

Cheryl Brindle-Jones BA (Lib Info Sc), Assoc Dip (Lib Prac)

Marion Pain BA (Lib Info Sc), Lib Prac Cert

Sheree Pupovac B Teach, AALIA

## INFORMATION SERVICES/REFERENCE SERVICES

### **Reference Librarian**

Catriona McGurk BA, Dip Lib, Grad Dip (Adult Ed)

Chris Brewer BA (Lib Info Sci), AALIA

Jacqui Birchall BA (Lib Info Sci)

Vicki Dodd BSC, Dip IM-Lib

Keith Gaymer BA, Dip Lib, AALIA

Susan Jones BA, Grad Dip (Lib Info Sci), AALIA

Helen Mandl BA, Dip Ed, Dip Inf Man (Lib), AALIA (until August)

Elizabeth Peisley Dip Teach, Grad Dip App Sci, AALIA (since August)

Chrissy Ralston BSW (Hons), Grad Dip App Sci (Info), AALIA

### **Electronic Services Librarian**

Neil Grant BA, Dip Lib

**Law Librarian**

Elizabeth White BA, Grad Dip Lib

Gay Antonopoulos BA, AALIA

Tracy Sweeny BA, Dip Lib, LLB(Hons), Grad Dip Leg Prac, AALIA,

**Outreach Librarian**

Craig Littler BSc (Arch), BA, Grad Dip Info Studies, AALIA

**Commercial Services**

Sue Craig BA, Dip Ed, Dip Lib (since November)

Angela Mant BA, Dip Lib (since July)

**Archivist**

Michael Organ BSc, Dip Arch Admin

**LENDING SERVICES****Lending Services Coordinator**

Sue Craig BA, Dip Ed, Dip Lib (until November)

**Acting Lending Services Coordinator**

Donna Dee (since November)

Kerry Benny

Afrodita Brbevski

Margaret Chandler Assoc Dip (Lib Prac) (since July)

Cheryl Emin Assoc Dip (Lib Prac)

Rodney Horan (since July)

Toni Lanyon

Jennifer Malins

Norbert Pauly

Frances Pinkerton

Denise Prowse Assoc Dip (Lib Prac)

Gary Norwell

Shandell O'Neill Assoc Dip (Lib Prac)

Ross Smith Dip Mgmt

Carolyn Werner

Margaret Williams Assoc Dip (Lib Prac)

Carol Wooley BA, Assoc Dip (Lib Prac)

**CURRICULUM RESOURCES CENTRE****Curriculum Resources Centre Coordinator**

Paula Brown BEd

Rosemary Cripps

Kim Mulligan

Belinda Saunders BApp Sc (Biomed Sc), Grad Dip App Sci (Lib Info Mgt)

# Glossary

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<b>ABN</b>	Australian Bibliographic Network
<b>ALIA</b>	Australian Library and Information Association
<b>Ariel</b>	Document Transmission Software
<b>ANU</b>	Australian National University
<b>AQA</b>	Australian Quality Awards
<b>AQC</b>	Australian Quality Council
<b>AVCC</b>	Australian Vice-Chancellors' Committee
<b>CAUDIT</b>	Committee of University IT Directors
<b>CAUL</b>	Council of Australian University Librarians
<b>CCC</b>	Compliments, Comments & Complaints
<b>CEDIR</b>	Centre for Educational Development and Interactive Resources
<b>CD ROM</b>	Compact Disk Read Only Memory
<b>CPO</b>	Copy Processing Officer
<b>CRC</b>	Curriculum Resources Centre
<b>CSF</b>	Critical Success Factor
<b>DEETYA</b>	Department of Employment, Education, Training and Youth Affairs
<b>ERL</b>	Electronic Reference Library
<b>ESDF</b>	Educational Strategies Development Fund
<b>ILPIP</b>	Information Literacies Policy Introductory Program
<b>Infolab</b>	Electronic Database room
<b>Innopac</b>	Integrated Library Management System
<b>IQIN</b>	Illawarra Quality Improvement Network
<b>ISI</b>	International Scientific Information
<b>ITS</b>	Information Technology Services
<b>Kinetica</b>	Replacement for ABN
<b>KPI</b>	Key Performance Indicator
<b>LIDDAS</b>	Local Interlending & Document Delivery Administration System
<b>NSWVCC</b>	New South Wales Vice-Chancellors Conference
<b>Prospect 2005</b>	Library's vision document
<b>QSE</b>	Quality and Service Excellence
<b>SCEN</b>	South Coast Education Network
<b>SPARC</b>	Scholarly Publishing & Academic Resources Coalition
<b>SRPT</b>	Strategic Realignment Project Team
<b>TQM</b>	Total Quality Management
<b>UBA</b>	UNISON Borrowing Agreement
<b>UNISON</b>	University Libraries in NSW
<b>URL</b>	Universal Resource Locator
<b>WebPac</b>	Web version of Innopac

# Statistics

## INFORMATION DESK ENQUIRIES

	1996	1997	1998
Directional	9,352	10,748	9,844
Catalogue	9,302	8,459	8,659
Reference	5,934	6,510	7,092
Special Collections	1,904	1,924	n/a
Telephone	4,616	4,441	n/a
Databases	6,688	7,075	7,375
Other	23,697	27,011	23,197
<b>Total</b>	<b>61,493</b>	<b>66,168</b>	<b>56,167</b>

Counted in other sections

## LAW INFORMATION ENQUIRIES

	1996	1997	1998
Directional	2,210	2,367	330
Catalogue	1,695	2,097	401
Reference	3,909	3,348	913
Databases	1,950	1,875	495
Other	3,663	3,295	1,077
<b>Total</b>	<b>13,427</b>	<b>12,977</b>	<b>3,216</b>

Combined Law & Information service point in 1998

## OTHER ENQUIRIES

	1996	1997	1998
Special Collections	5,600	548	7,106
Serials	484	253	419

Large number of bookings for group study rooms

## INTERLIBRARY LOANS

	1996	1997	1998
Requested by UoW	11,232	8,921	7,213
Items Received	9,826	7,972	6,784
Requested from UoW	6,967	6,285	5,902
Items Supplied	5,044	5,111	4,545

## CATALOGUING

	1996	1997	1998
Monographs	14,740	11,833	7,840
Serials	586	641	400
Non - Book	1,594	962	622

## ACQUISITIONS

	1996	1997	1998
Monographs			
- new titles	15,221	12,909	5,753
- additional titles	1,859	2,001	809
- donations	3,304	2,041	3,210

	1996	1997	1998
Monographs			
- new titles	15,221	12,909	5,753
- additional titles	1,859	2,001	809
- donations	3,304	2,041	3,210

## ENTRY GATE

Central Library	876,167	986,671	904,402
CRC	77,226	75,225	78,472

## LOANS

	1996	1997	1998
General	369,060	374,065	376,752
Self Checkout	n/a	45,960	90,196
Reserve	43,144	42,143	20,221
<b>Total</b>	<b>412,204</b>	<b>416,869</b>	<b>487,169</b>

Increased study space and photocopying facilities

## CURRICULUM RESOURCES

General	24,224	28,156	31,616
Reserve	10,721	11,921	18,757
<b>Total</b>	<b>34,945</b>	<b>40,077</b>	<b>50,373</b>

## COLLECTION

	1996	1997	1998
<b>Central Library</b>			
Monographs		330,024	339,524
Serials Vols		161,125	163,970
Subscriptions			1,742

## Law Library

Monographs	18,498	19,610	19,989
Serials Vols	27,863	28,403	28,933
Subscriptions	699	523	279

## CRC

Monographs		23,246	34,103
Serials Vols			14
Subscriptions		8	5

Previously included in total Library

## Total Library

Monographs	377,525	391,383	397,356
Serials Vols	162,173	189,528	192,917
Subscriptions	2,896	2,598	2,026

Total monograph collections + donations - withdrawals

## LIBRARY SKILLS CLASSES - Subject Based

	1996	1997	1998
Arts	718	572	559
Commerce	1,005	1,278	1,126
Creative Arts	539	513	351
Education	468	504	405
Engineering	524	571	139
Health & Behavioural			
Science	1,132	1,327	1,202
Informatics & STS	934	502	434
Law	650	509	206
Science	713	681	516
<b>Total</b>	<b>6,683</b>	<b>6,457</b>	<b>4,93855</b>

## ATTENDANCE AT GENERIC SKILLS CLASSES

	1996	1997	1998
	4,013	4,397	4,395

# *Library committee membership*

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Chairperson	Prof C Ewan, Pro Vice-Chancellor (Academic)
Ex-Officio	Ms Felicity McGregor
Secretary	Mr Neil Cairns, Manager, Technology and Corporate Services
	Ms Lynne Wright, Manager Client Services
<b>Faculty Representatives</b>	
Commerce	Dr J Moore
Creative Arts	Dr H Dunleavy
Education	Mr B Ferry
Engineering	Dr A McLean
Arts	Dr A Ashbolt
Informatics	Ms C Alcock
Science	Ass Prof C Woodroffe
Health & Behavioural Sciences	Dr N Taylor
Law	Mr D Considine
Student Representative	Mr J Leske
Council Representative	Ms S Nixon