The University Library, 1 August 2003 - 31 July 2004: report of the Librarian

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A year characterised by heavy and growing impact on demand for Library services by taught postgraduate students, especially international students; by the introduction and extension of self-service facilities; and by disappointment over the receding likelihood of the top floor of the Pilkington building becoming available for study space and other library purposes.

Planning

The Library operational plan, 2003-2004 was formulated by the Senior Management Team and Management Group, and kept under review throughout the year, with progress monitored by the Management Group. Operational plans produced by all Library Teams and Groups were similarly monitored through team meetings; half-year progress was reported to a senior staff meeting; and annual reports were written. Individuals’ objectives were agreed in the course of the Library’s annual Staff Development Review. The Service level agreement for 2004/051 was prepared in consultation with the Library Users Committee.

Projects included a review of the workload and deployment of Library Assistants; an investigation into the feasibility of a Loughborough University eprint repository; secondments to produce online information skills teaching materials; the expansion and rearrangement of the Special Collection in refurbished accommodation; and the specification and installation of a replacement signage system throughout the Library.

Finance

- 6% increase in recurrent allocation
- 56% increase in external earnings
- 16% decrease in income from photocopying and inter-library loans
- 5% increase in expenditure on information provision
- 1.4% increase in pay costs

It was pleasing that the budget settlement enabled serials subscriptions to be maintained, and that income from the Loughborough University Development Trust Appeal and externally-funded projects financed the purchase of additional copies of textbooks and a new signage system. As expected, use of the Library photocopiers declined sharply when past exam papers became printable from Learn.

Developing support for research and learning

- traffic at Information & Enquiries up 20%
- emailed enquiries up 43%
- postgraduates attending information skills training sessions up 28%

The Library website was comprehensively redesigned, with the aim of improving navigation and enhancing the visibility of information about Library services. Peter Lund, who convened the Publications Group until July, was thanked for his contribution to the redesign, as were Systems Team staff Sue Manuel and Jenni Stewart for the considerable amount of work they invested in the project. Library web pages were very heavily used: with 43,687 accesses in May 2004 (up from 40,418 in May 2003), the home page retained its place in the top ten Loughborough University web pages accessed.\(^2\)

The email enquiry service was re-branded *Ask a Librarian*, with all Academic Librarians and most Senior Library Assistants now answering the enquiries.

A self-service area was created near the Issue Desk on Level 3, housing two self-issue machines for routine loans, two printers, and a printer credit kiosk.

The Library continued to open on Monday evenings during vacations, a service extension much appreciated by those who took advantage of it - mainly students during the Easter vacation, and Loughborough staff and researchers in the summer.

To ascertain current opinion of its services, the Library took part in the web based LibQUAL+ survey during March and April. Worldwide, more than 200 academic libraries participated this year, including a cohort of 15 SCONUL libraries. At Loughborough a random sample of 25% of the user community was invited to take part, and 10 per cent of the sample responded. Overall the Library scored above the minimum acceptable level of service, but below the desired level - with the largest shortfall relating to access to electronic content. Paul Reynolds was thanked for his work in reporting on the survey outcomes, which inform operational planning for the coming year.

**Research support**
Community of Science-Refund training sessions were run throughout the year in partnership with the Research Office - an initiative driven by Chris Bigger. As a result, by the end of the year there were 1022 Loughborough profiles describing researcher interests. Researchers were also making good use of the funding alerts part of the database.

Library staff delivered a half-hour Library component within the PhD Supervisor Training sessions provided by Professional Development.

In discussions facilitated by Chris Bigger, a focus group of Library Liaison Officers considered how appropriate and effective current Library services were to

\(^2\) [http://www.lboro.ac.uk/usage/statistics.html](http://www.lboro.ac.uk/usage/statistics.html)
researchers. Some useful pointers for service development emerged and will be taken forward in the coming year.

Diagnostic tools (checklists and computer tests) were developed by Ruth Stubbings and Ginny Franklin to help PhD students assess and reflect on their information searching skills, and were embedded in the postgraduate research training programme offered by the Library. The checklists provided an informal and non-threatening tool for students to assess their searching skills; the tests, created in QuestionMark Perception and taking less than five minutes to complete, were designed to test students' knowledge and understanding. Results showed that PhD students over-estimated their competence and would benefit from attending training sessions in information handling skills.

The RefWorks bibliographic software was heavily promoted as a research support tool, and became very popular, with some 1023 members of the University - mainly researchers and academic staff but also some 151 undergraduates - making use of it during the year. Repeated training sessions were significantly oversubscribed. Considerable credit is due to Peter Lund for his work in promoting and supporting the use of RefWorks.

Learning support
The Library continued to produce training material to assist users in finding information, including web pages, printed electronic database guides, INFORMS tutorials, diagnostic tools and material on Learn.

Ruth Stubbings successfully applied for Teaching Quality Enhancement funding for three staff to be released a day a week for ten weeks to produce online information skills teaching materials. Peter Lund took the opportunity to develop INFORMS tutorials and Learn pages to support Maths and Physics; Ruth Stubbings and Ginny Franklin developed new Learn pages and diagnostic tools for postgraduate students to test their own searching skills (see above).

Library-related module feedback was acted upon by Faculty Teams and reported to Learning & Teaching Committee.

Information provision
The stock revision programme continued, on the basis of full consultation with academic staff as to their current and anticipated requirements, and 18,436 volumes no longer required were removed from the shelves. No cancellation of current serials subscriptions was necessary, although some departments chose to refresh their serials lists.

3 follow link from http://www.lboro.ac.uk/library/services.html
4 http://www.lboro.ac.uk/library/ist.html
5 http://www.lboro.ac.uk/library/elecres.html
6 http://inhale.hud.ac.uk/perl/portfolio.pl?folio=13
7 https://learn.lboro.ac.uk/lb/
Good progress was made in classifying audiovisual resources, previously arranged in alphabetical order. The Special Collection of valuable and/or vulnerable items was also reorganised into Dewey class order, and David Lewis added a description of the Collection to the Library’s website.\(^8\)

**University Archives**
Accessions to the University Archives included papers relating to the Library Management Research Unit; photographs and slides of student activities (1950s-80s); and minutes of the Burleigh Club of University ladies. The catalogues of records of Loughborough College and Loughborough College of Technology were updated during the year, and substantial work completed on the records and plans of the Centre for Industrial Studies. A collection policy and Terms of Donation and Deposit were approved and added to the Archives web page\(^9\), and collection-level descriptions were prepared for the Archives Hub (the web gateway to descriptions of the archives of UK colleges and universities).

Exhibitions of archive material were mounted in the Library and the Sir Arnold Hall Building on topics including food and catering at Loughborough, unusual College artefacts, early automobiles, and Loughborough’s links with the 1948 London Olympic Games and Torch Relay. Joyce Bartlett provided valuable and increasingly knowledgeable assistance to University Archivist Jenny Clark throughout the year.

**Developing the electronic library**

- use of electronic databases up 62%
- expenditure on electronic information up 27%

The number of searches of networked databases (681,570) again showed a substantial increase over the previous year, demonstrating the continuing impact and effectiveness of the MetaLib portal\(^10\), although the apparent increase is partly due to several services providing data on searches for the first time. Statistics relating to the use of electronic information are becoming more reliable and more readily available, and show not only the extent to which members of the University search networked databases, but also allow some comparisons. Loughborough was the highest individual user last year of the Zetoc service\(^11\), for example.

The recording of downloads of articles from electronic journals is gradually being standardised. There were an impressive 410,172 successful downloads at Loughborough, of which 45% were via ScienceDirect. No real comparison with the previous year is possible, as many publishers only recently started reporting such data. Frank Parry’s work in compiling and interpreting statistics relating to the use of electronic resources at Loughborough was again much appreciated.

\(^8\) [http://www.lboro.ac.uk/library/specialcoll.html](http://www.lboro.ac.uk/library/specialcoll.html)

\(^9\) [http://www.lboro.ac.uk/library/archives.html](http://www.lboro.ac.uk/library/archives.html)


\(^11\) [http://zetoc.mimas.ac.uk](http://zetoc.mimas.ac.uk) Zetoc provides access to the British Library’s Electronic Table of Contents of 20,000 current journals and 16,000 conference proceedings
**Content**

Significant expansion of the Library’s electronic information resources included web access to SciFinder Scholar, replacing the CD-ROM version of *Chemical abstracts*, and access to the complete ISI Web of Science\(^{12}\) backfiles (*Science, Social Science and Arts & Humanities Citation Index*). In addition, 43 electronic journal and database offers were considered, and 13 resources trialled.

Work continued on providing greater access to full-text information in electronic form. Thus many freely available electronic journals were catalogued by Carol Seagrove and Steve Corn, including BioMed, Public Library of Science and Highwire Press titles, and access to all full-text content available through ABI was activated via SFX. Early ejournal catalogue records were revised with improved bibliographic details, links to the full text, and links to other formats.

The online reading list system\(^{13}\) was enhanced to send automatic reminders to lecturers to update their reading list information on the system.

Past exam papers\(^{14}\) were made printable from Learn, with the Library no longer holding printed copies. This delivered a much better service to students, who no longer needed to queue to borrow papers, then queue again to photocopy them. Library staff no longer needed to re-shelve, keep tidy and issue volumes of past papers - re-shelving in the Short Loan Collection declined by 37% in consequence.

Mapping the conditions of licences for access to electronic information resources confirmed that most deals restrict access to members of the University. As licences come up for renewal each one is being examined and details recorded centrally of the salient points relating to authorised users and access restrictions.

An electronic usage statistics policy, informed by cost per use data and the Library’s participation in the HEFCE-funded Emeasures Project\(^{15}\) began to be formulated.

Ebook developments were slow, with not much interest apparent among Library users. Details of a number of offers were circulated, and a few were trialled during the year.

A Working Group convened by Jeff Brown reported to Information Services Committee on the feasibility of a Loughborough University eprint repository, recommending that the Library manage a pilot project. It is intended to establish such a service early in 2004-2005 - a timely development, given the House of Commons Science and Technology Committee’s strong recommendation that all HEIs should establish institutional repositories.\(^{16}\)

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\(^{12}\) [http://wok.mimas.ac.uk](http://wok.mimas.ac.uk)

\(^{13}\) [http://watch.lboro.ac.uk/](http://watch.lboro.ac.uk/)

\(^{14}\) [http://learn.lboro.ac.uk/exams/](http://learn.lboro.ac.uk/exams/)

\(^{15}\) [http://www.ebase.uce.ac.uk/emeasures/emeasures.htm](http://www.ebase.uce.ac.uk/emeasures/emeasures.htm)

\(^{16}\) A summary of the recommendations is at [http://www.publications.parliament.uk/pa/cm200304/cmselect/cmsctech/399/39903.htm](http://www.publications.parliament.uk/pa/cm200304/cmselect/cmsctech/399/39903.htm)
**Technical issues**

Testing of Ethernet over power line equipment took place towards the end of the year. This would allow the networking of areas within the Library building which have an electrical supply but no network cabling (such as individual study carrels). It is hoped that a trial service will be offered in the coming year.

The networked CD-ROM service was withdrawn, partly because of incompatibility between the ageing software and essential Windows security patches. Most databases formerly available as networked CD-ROMs had already moved to web access; the few remaining products were installed on a stand-alone CD-ROM PC.

**Accessibility issues**

The Systems Team worked with Media Services to ensure that the redesigned Library web pages were SENDA-compliant.

**Developing the Library building**

A comprehensive replacement signage system was installed in the Library. Colour coded to each floor, the chosen signage meets the Library’s requirements for a fully flexible system, and presents a much clearer and more coherent image than before. All text can be updated by Library staff as necessary. Marion Shields was congratulated on her successful management of the extensive and time-consuming project to specify and implement the new signage.

The area occupied by the Issue Desk was significantly reduced, creating more public space and enabling the self-issue machines and self-service printers to be brought together near the main concentration of open-access PC workstations on Level 3.

The Special Collection Room was refurbished and fully shelved, enabling the Library’s collection of valuable and/or vulnerable books and serials to be expanded and re-arranged to enhance accessibility.

The Library responded to complaints about noise levels by designating Level 1 as a silent study area, and Level 2 as ‘quiet’. Because group work is so prevalent, and the Library is so busy, disruptive noise - disturbing individuals wanting a quiet study environment - is a real problem. Modest additional group study space on Level 2 is expected to become available in November 2004. In the meantime, it was pleasing to receive funding during the year to convert one room on Level 3, formerly an Information Science seminar room, to a second information skills training room.

**Developing Library staff**

**HR management**

The Library’s induction programme and staff development review were revised, and the opportunity to join the University’s formal flexible working scheme offered to all staff from September 2003, except where operational requirements prevented it.

In November 2003 the Library participated in the first phase of the University-wide job evaluation exercise. In a time-consuming - and, for some, rather worrying - process,
thirty-one job profiles covering all Library posts were produced by Library staff and evaluated by panels using the Hay methodology. The Library was grateful to Stephanie McKeating for training as an evaluator and serving on a number of evaluation panels during the year. No outcomes from the process are expected before 2005.

**Roles and skills**

- 37 training sessions delivered on 23 topics

Notable among the mandatory sessions attended by Library staff was the cultural awareness training delivered by Ken Tyler of the English Language Study Unit and rated extremely highly by all staff, who felt much better equipped to relate to international students as a result.

An exchange of experience involving Ginny Franklin, Academic Librarian, and a librarian at De Montfort University with a similar role, proved fruitful and instructive. Both parties found that the exchange provided a valuable insight into the very different ways in which the libraries operated and what they expected of their staff. It is hoped that further such exchanges, in which staff shadow each other for two weeks, will be arranged.

**Structures and workloads**

A comprehensive review of the workload and deployment of Library Assistants, undertaken by Paul Reynolds, identified areas where the changing nature of Library operations, especially the move to electronic delivery, created opportunities for redistribution and rationalisation. Facilitated by the opportunity for some to take enhanced early retirement, the review resulted in the non-replacement of three (full-time equivalent) Library Assistant posts across the Library. The posts of Secretarial Assistant and Inter-Library Loans Librarian were also discontinued.

The major structural change during the year was the abolition of the Inter-Library Loans Team and the redistribution of its workload. Initial checking of requests moved to Information & Enquiries; bibliographical checking and ordering of requested items to the Faculty Teams; and the issuing of books to the Circulation Team. The management of inter-library lending and document delivery became the responsibility of the Support Services Team, to which a part-time Senior Library Assistant and part-time Library Assistant were redeployed in consequence.

Although demand had been declining for several years - partly because inter-library loans is a charged service, but also because information is increasingly available electronically - the inter-library loans workload remains substantial, and its distribution had a significant impact. That customers experienced little service disruption was a tribute to Jeff Brown's management of the process and to the attitude of all the staff involved. The Faculty Teams, in particular, had to adjust working practices and resolve conflicting priorities: the spirit in which they did so was appreciated.

Responsibility for re-shelving books also moved to the Support Services Team, with the Shelving Assistants now managed by David Lewis.
Retirements and resignations meant that several teams operated with vacant posts for significant periods - notably the Engineering, SS&H and Systems Teams. The staff were thanked for their flexibility in absorbing the additional workload. A number of people exercised temporary responsibilities in the absence of colleagues: Gary Brewerton was Acting Systems Manager, and Lucy Harrison Acting Circulation Manager; Steven Lake was Academic Librarian (Engineering) during Elizabeth Gadd’s maternity leave; and Ruth Stubbings managed Enquiry Services. The Library was grateful to them all.

Quality and compliance
The University Library was reaccredited as an Investor in People in March 2004. After a two-day review during which 23 Library staff were interviewed, the Assessor concluded that the Library continued to meet all the requirements of the IiP standard. The assessment report praised many aspects of the service, not least the Library’s clear ‘vision’ and the ways in which it was communicated to staff. Paul Reynolds, who co-ordinated the re-assessment for the Library, was congratulated on its successful outcome.

Developing partnerships

Within the University
The Engineering Team established a pattern of regular meetings with the Engineering Education Centre, resulting in a useful exchange of information and joint training sessions. Chris Bigger also continued quarterly meetings with Research Office staff, who now actively promote library and information services supporting research wherever possible. Partnership work on Community of Science-Refund also reinforced the link between the Office and Library.

Led by the Marketing & Innovations Group, measures were also taken to increase the visibility of Library staff and services within the University - including more prominent self-service facilities; improved signage; displays at open days and other events; photographs of key contacts on the Library website; and ‘Library Staff’ badges.

Loughborough University at Peterborough
In the penultimate year of Loughborough University at Peterborough, the Library supported the Learning Resources Centre Librarian, Elaine Pocklington, and her staff as they adapted services for delivery to fewer students in smaller premises. Involved with the Peterborough project since planning for the LRC began in 1996, the University Librarian was sorry to see it ending, and the staff leaving the University’s employment. The performance of those staff during the year reflected their commitment to the LRC and their concern to support the Peterborough students. For colleagues at Loughborough the LRC staff had been a pleasure to work with, and they wished them well in their future careers.
Externally
By the end of the year 160 Loughborough staff and researchers had taken advantage of the SCONUL Research Extra\(^{17}\) scheme, which enables academic staff and research students to join and borrow from around 125 participating higher education libraries nationwide.

Library staff continued their active participation in the regional organisations EMALINK, EMUA, EMRLS; the sub-regional cross-sectoral body LAILLAR; and the NEYAL Purchasing Consortium.\(^{18}\)

To generate income
It was very pleasing to see the Library Book Appeal launched by Loughborough University Development Trust in April 2003 exceed its £20,000 target. At a lunch in January attended by a number of the Founding Supporters of the Appeal, the Vice-Chancellor presented a cheque for £22,587 and a framed certificate acknowledging the generous contributions of members of Court and Council, current staff and over 100 alumni. The money was used exclusively to buy additional copies of text books in high demand.

External project funding was again secured from JISC. The Library was a partner, with the Department of Information Science and the Library & Information Statistics Unit, in the LibPortal project, which reviewed current practice in academic library portals. A subsidiary project featured a detailed case study, written by Ruth Stubbings and Yvonne Hamblin (LISU), of the implementation by the Library of MetaLib and SFX. The case study\(^{19}\) generated a considerable amount of interest from other higher education libraries.

Staffing

Resignations and early retirements
Twelve people left the Library staff during the year, several after long periods of excellent service, and all moved on to new challenges with the best wishes of their colleagues. Elspeth Norris worked as a Library Assistant for 21 years; Marianne Checkland had been an Evening Supervisor for 16 years; and Martina Brown had held successive posts over a ten-year period, including manager of the Fairbairn Library and Senior Library Assistant (Engineering).

Also resigning to take up new activities were Dawn Cole, who as Library Systems Manager had steered the Library through a major expansion in its IT facilities and the

\(^{17}\) [http://www.lboro.ac.uk/library/acadlib.html](http://www.lboro.ac.uk/library/acadlib.html)

\(^{18}\) EMALINK is the East Midlands academic libraries training and staff development partnership EMUA is the East Midlands Universities Association, which has a Libraries Task Group EMRLS [http://www.emrls.org.uk/](http://www.emrls.org.uk/) is the East Midlands Regional Library System, promoting partnership between libraries of all types LAILLAR [http://www.laillar.org/](http://www.laillar.org/) is the Libraries Agreement in Leicester, Leicestershire and Rutland, whose members are the academic and public libraries in the sub-region NEYAL [http://neyal.procureweb.ac.uk/public/home.htm](http://neyal.procureweb.ac.uk/public/home.htm) is the North Eastern and Yorkshire Academic Libraries Purchasing Consortium

\(^{19}\) [http://www.jisc.ac.uk/project_portal_casestudies.html](http://www.jisc.ac.uk/project_portal_casestudies.html)
installation of a new library management system, Michelle Berry, David Goworek, Paula Moses and Jill Patterson.

The departure of the four staff taking early retirement held particular significance for the Library: all had been at Loughborough for between 24 and 27 years, and are much missed. Jenny Chambers led the Inter-Library Loans and Shelving Teams; Mike Chaney was Enquiry Services Manager and Academic Librarian (SS&H); Mavis Hawkes was a Library Assistant (Support Services) and Heather Jennings a Library Assistant (Inter-Library Loans). The Library was grateful to them all for their sustained commitment and contribution to the service.

**New staff and new responsibilities**

Six people joined the staff: Annette Earl and Samantha Simpson (Library Assistants); Karen Ingall (Evening Supervisor); John Jerrams (Library Attendant); Sharon Reid (Senior Library Assistant); and Katherine Sang (Shelving Assistant). The Library was pleased to welcome them all.

Four staff were appointed to different or additional posts. Louise Fletcher became an Academic Librarian (SS&H) after six years as Circulation Manager, and Senior Library Assistant Jane Bramley also moved from Circulation, to the Support Services Team. Colleagues were grateful to both for their contribution to the front-line service by which the Library is most often judged. Elaine Collis and Sharon Reid took up posts in the Engineering Team in addition to their evening and weekend duties.

**Promotions and individual achievements**

Gary Brewerton was appointed Library Systems Manager, and Kelly Friend PA to the University Librarian. Mavis Hawkes received a long service award, and Jill Patterson the Young Engineering Researcher of the Year award. All were congratulated on their achievements.

In a year when Library Assistants, in particular, faced the uncertainties and challenges of workload review, the introduction of self-service facilities, structural change and job evaluation, I am especially grateful to all Library staff for their professionalism and willingness to adopt new ways of working, and for their continuing commitment to excellence in service delivery.

Mary Morley
University Librarian
September 2004
## Appendix one – Statistical summary

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<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>study places (without IT equipment)*</td>
<td>650</td>
<td>583</td>
<td>575</td>
</tr>
<tr>
<td>IT workstations and catalogue terminals*</td>
<td>126</td>
<td>150</td>
<td>150</td>
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<tr>
<td>books received</td>
<td>12248</td>
<td>13713</td>
<td>12384</td>
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<td>print journal subscriptions</td>
<td>1777</td>
<td>1978</td>
<td>2264</td>
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<td>electronic journal subscriptions</td>
<td>6307</td>
<td>3754</td>
<td></td>
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<td>articles downloaded from e-journals</td>
<td>410172</td>
<td></td>
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<td>visits to the Library</td>
<td>600450</td>
<td>604387</td>
<td>576320</td>
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<td>enquiries</td>
<td>77860</td>
<td>74681</td>
<td>76304</td>
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<td>searches of networked information resources</td>
<td>681570</td>
<td>420671</td>
<td>57625</td>
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<td>CD-ROM searches</td>
<td>2059</td>
<td>3777</td>
<td>8576</td>
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<td>items borrowed from other libraries</td>
<td>6199</td>
<td>7290</td>
<td>8189</td>
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<tr>
<td>information skills training attendees</td>
<td>8988</td>
<td>8569</td>
<td>7292</td>
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<tr>
<td>books issued</td>
<td>370718</td>
<td>380046</td>
<td>373100</td>
</tr>
<tr>
<td>items re-shelved</td>
<td>493314</td>
<td>463082</td>
<td>436324</td>
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* Recalculated according to SCONUL definitions
Appendix two – Expenditure summary

<table>
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</thead>
<tbody>
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<td><strong>information resources</strong></td>
<td></td>
<td></td>
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<tr>
<td>books</td>
<td>352,580</td>
<td>380,391</td>
<td>366,195</td>
</tr>
<tr>
<td>printed serials</td>
<td>584,661</td>
<td>545,052</td>
<td>733,004</td>
</tr>
<tr>
<td>binding</td>
<td>30,661</td>
<td>30,000</td>
<td>34,348</td>
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<tr>
<td>electronic information</td>
<td>468,959</td>
<td>408,078</td>
<td>183,231</td>
</tr>
<tr>
<td><strong>total</strong></td>
<td>1,436,861</td>
<td>1,363,521</td>
<td>1,316,778</td>
</tr>
<tr>
<td><strong>operating costs</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>equipment and maintenance</td>
<td>156,199</td>
<td>147,417</td>
<td>104,379</td>
</tr>
<tr>
<td>printing and stationery</td>
<td>18,652</td>
<td>19,501</td>
<td>20,112</td>
</tr>
<tr>
<td>postage, telephones and fax</td>
<td>9,750</td>
<td>9,405</td>
<td>18,883</td>
</tr>
<tr>
<td>staff development</td>
<td>6,978</td>
<td>8,639</td>
<td>8,194</td>
</tr>
<tr>
<td>miscellaneous</td>
<td>26,323</td>
<td>26,877</td>
<td>14,189</td>
</tr>
<tr>
<td>utilities</td>
<td>105,259</td>
<td>113,998</td>
<td>111,783</td>
</tr>
<tr>
<td><strong>total</strong></td>
<td>323,161</td>
<td>325,837</td>
<td>277,540</td>
</tr>
<tr>
<td><strong>salaries</strong></td>
<td>1,367,094</td>
<td>1,347,472</td>
<td>1,269,281</td>
</tr>
<tr>
<td><strong>total expenditure</strong></td>
<td>3,127,116</td>
<td>3,036,830</td>
<td>2,863,599</td>
</tr>
</tbody>
</table>
Appendix three - Senior staff, 31 July 2004

University Librarian  Mary Morley, B.A. Nottingham, Dip.Lib. London, MCLIP


Service Development Manager  Paul Reynolds, B.A. Lancaster, M.A. Manchester Metropolitan, MCLIP


Academic Services Manager (Engineering)  Christopher Bigger, B.Sc. Loughborough, MCLIP


Library Systems Manager  Gary Brewerton, B.Sc. C.N.A.A.

Cataloguing Manager  David Lewis, B.A., M.A. Manchester, Ph.D. Loughborough, MCLIP

Library Systems Developer  Jon Knight, B.Sc., Ph.D. Loughborough

Academic Librarians  Louise Fletcher, B.A. Liverpool John Moores
Virginia Franklin, B.A. Hull, M.A. Sheffield, MCLIP
Elizabeth Gadd, B.A. York, M.Sc. Loughborough
Stephanie McKeating, B.Sc. Wales, M.Sc. Sheffield, MCLIP
Laurie Salemohamed, B.A. Open
Barbara Whetnall, B.A. C.N.A.A.

Media Librarian  Stephen Corn, B.A. C.N.A.A.

Support Services Librarian  Carol Seagrove, B.A., M.A. Loughborough

University Archivist  Jenny Clark, B.A. Bristol, Dip.Arch.Ad. London

Executive Assistant  Marion Shields
Accounts Clerk
Joyce Bartlett

Evening/Weekend Supervisors
Wylva Davies, B.A. Southampton, Cert.Lib, Loughborough, MCLIP
Karen Ingall, B.L.S. Loughborough
Elizabeth Mills
Mary Stafford, B.Sc. Loughborough
Linda Thornber

Library IT Support Officers
Susan Manuel, B.A. Loughborough
Jenni Stewart

PA to the University Librarian
Kelly Friend

Senior Library Assistants
Jane Bramley, B.A. Warwick
Elaine Collis, B.A. C.N.A.A.
Christine Hallam, B.L.S. Loughborough
Lucy Harrison
Steven Lake, B.A. Loughborough
Tracy Marshall, B.A., M.A. Loughborough
Sharon Reid, B.A. Birmingham, M.A., P.G.C.E, Loughborough
Mary Stafford, B.Sc. Loughborough
Lili Yeadon, B.A. Tehran, M.L.S., Loughborough, MCLIP
Appendix four – Professional activities

Presentations

Bigger, C. J.

Parry, F.

Stubbings, R.


Stubbings, R. and V. Franklin

Publications

Brewerton, G. and J. Knight

Salemohamed, L

Stubbings, R. and A. Brine

Stubbings, R. and Y. Hamblin

Hamblin, Y. and R. Stubbings
http://www.jisc.ac.uk/uploaded_documents/Metalibcasestudy.pdf
Publications resulting from Elizabeth Gadd’s 2002-2003 secondment to Project ROMEO

Gadd, E.

Gadd, E., C. Oppenheim and S. Probets


Oppenheim, C., E. Gadd and S. Probets
External appointments

Jeff Brown
Member of the NEYAL Books Purchasing Group

Jenny Clark
University Archivist, University of Leicester

Peter Lund
Member of the LAILLAR Operational Group

Mary Morley
Member of the EMUA Libraries Task Group
Member of the LAILLAR Board
Member of the NEYAL Steering Committee
Chair of the SCONUL Advisory Committee on Communications & Marketing
Member of the UCISA Executive Communications Group

Paul Reynolds
Member of the LAILLAR Operational Group
Member of the EMALINK Steering Committee
Council Member of the East Midlands Regional Library System

Laurie Salemohamed
Member of the Standing Committee on Official Publications

Marion Shields
Member of East Midlands Academic Libraries Improving Disability Support (EMALIDS)
Member of the EMUA Disaster Prevention and Control Implementation Group

Ruth Stubbings
Member of the JIBS User Group Committee
Member of the CILIP CSG Information Literacy Group Committee