The University Library, 1 August 2002 - 31 July 2003: report of the Librarian

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The year was notable for major advances towards the creation of an electronic library - the development of the Library’s information portal MetaLib and the provision of the ScienceDirect electronic journal service - and for the formulation by Library staff of their Strategic plan to 2007.

Planning

The Library achieved very good progress, noted throughout this Report, against strategic and operational objectives. Particularly helpful in planning and reviewing services was the interest shown in Library matters by members of the Loughborough Students Union Executive, especially Alex Village and Steve Gibson, who provided useful feedback at meetings of the Library’s Management Group and the Library Users Committee.

Strategic planning

To guide service development over the next four years, the Library undertook one of its periodic major planning exercises. Strategic planning in the Library is an inclusive process, with all staff encouraged to participate at all stages. On the basis of an environmental analysis led by the Senior Management Team and to which all Library staff were able to contribute through open meetings, cross-Library groups carried out a SWOT analysis of Library services in four areas identified as key to medium-term planning¹, making many recommendations for service development. The groups’ agenda were set, and their recommendations finalised, at further open meetings. The convenors - Chris Bigger, Dawn Cole, David Lewis and Peter Lund - were congratulated on the work of their groups and the quality of their reports. Of the recommendations, some were implemented immediately; some will be included in future operational plans; and others shaped the new strategic plan,² drafted by the Librarian and refined through discussion at yet more open meetings.

Operational planning

The Library operational plan, 2002-2003 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

¹ services to students; the electronic environment; partnership with other University services, other libraries and external organisations; the use of space in the Pilkington building

² [http://www.lboro.ac.uk/library/restricted/stratpl-03-07.pdf](http://www.lboro.ac.uk/library/restricted/stratpl-03-07.pdf)
written. Individuals’ objectives were agreed in the course of the Library’s annual Staff Development Review. The Senior Management Team met ten times, and the Management Group fortnightly.

Projects included the design by the Senior Management Team and Systems staff of Library-wide and University-wide interfaces to Library management information; and benchmarking work - by the Administration Team on fees charged by other academic libraries for services such as photocopying and fax transmission, and by Barbara Whetnall on services provided by East Midlands English and Drama subject librarians. The Service level agreement for 2003/04\(^3\) was prepared in consultation with the Library Users Committee.

**Finance**

- 3.9% increase in recurrent allocation
- 10% increase in external earnings
- 3.5% increase in expenditure on information provision
- 6% increase in pay costs

The initial budget settlement was £100,000 less than that expected to be necessary to maintain service provision at the level of the previous year. In response, all print subscriptions to Academic Press and Elsevier journals were cancelled, together with a number of titles of general interest, and the amount available to purchase books was reduced. However, the impact on serials was mitigated by a subscription to ScienceDirect, giving access to the electronic versions of all Academic press and Elsevier journals, and in the autumn the Library received a welcome additional allocation of £30,000, in recognition of the pressure exerted by increased student numbers. The sum was used to purchase additional copies of books, and to enhance access to electronic resources.

Although income from printer credits and fines was higher than the previous year, total income from external earnings and charged services fell by 0.5%. The higher than expected increase in pay costs, forecast to rise by 5%, was the result of the underestimated impact of payments to part-time staff at the end of the year in lieu of entitlement to annual leave and leave on Bank Holidays and concessionary days. Two-thirds of the Library staff are part-time.

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Service review and development

MetaLib
The most significant service enhancement of the year was the Library’s resource discovery tool MetaLib⁴, developed in partnership with software supplier Ex Libris. Loughborough was the first university library to introduce MetaLib with links to all compatible electronic resources. After a great deal of work by Library staff to tight deadlines during the summer, the service was available from early September; launched officially in November; and upgraded with a new look and feel and improved functionality in April.

From the outset MetaLib proved very popular and hugely successful, reflected in an astonishing 730% increase in the use of electronic information resources. For Library staff the introduction of MetaLib had a major effect on information skills training, on enquiries, and on one-to-one training sessions. Significant external interest in the way Loughborough implemented the service resulted in Library staff hosting a number of visits by colleagues from other academic libraries, and giving several conference presentations. Many Library staff, from the Faculty, Systems and Support Services Teams, contributed a great deal to the development of MetaLib at Loughborough, but particular credit is due to Ruth Stubbings, who led the group overseeing the implementation.

Enhancement of evening and weekend services
In response to demand, the Library increased its opening hours to 8.00pm on Monday evenings in vacation periods. Staff were recruited to a new post of Senior Library Assistant (Enquiry Services), to free daytime staff from evening enquiry duties, and to enable Information & Enquiries to be staffed for part of each weekend. Shelving Assistants were recruited to work Saturday and Sunday afternoons, to enable books to be returned to the shelves more quickly.

Loans to University staff
In the light of difficulties encountered by academic staff in returning books on time, and following consultation with the Library Users Committee, return dates for staff loans were standardised. Instead of being issued for twelve weeks, all books borrowed by staff and researchers would be due for return at the end of the summer vacation; the end of Semester 1; or just after the end of Semester 2.

Mediated online search service
The mediated online search service, a charged service attracting very little use, was reviewed by Frank Parry. Mr Parry’s report recommended partially funding the service from the Library resources, and marketing it extensively to test demand. It was agreed that this would be done on a trial basis the following year.

⁴ http://metalib.lboro.ac.uk:81/V?RN=627413281  Enter email username and password.
Bibliographic software packages
Peter Lund led an evaluation of bibliographic software packages resulting in a successful recommendation to Computing Services that the University purchase access to RefWorks. A web-based package, RefWorks can be used on campus and remotely to create databases of imported bibliographic references and format them for use in citations or bibliographies.

Support for research

The Library’s support for research was considerably strengthened by the MetaLib service and subscription to ScienceDirect. Faculty Team staff continued to meet with Research Co-ordinators and others to explore how the Library might better support research, and gave high priority to teaching information handling skills to research postgraduates. The content of that teaching was reviewed during the year by the Information Skills Training Group, and the sessions proved very popular.

Chris Bigger, tasked with encouraging the enhancement of Library support for research, extended his knowledge of the nature of research at Loughborough and of researchers’ use of information resources. Mr Bigger also contacted a number of universities to establish how the Library’s support for research compared with theirs. At Loughborough, he invited 1,500 research-active staff to participate in an email and web-based survey exploring their level of awareness of library and information services and sources, and the techniques they used to search for information and keep up to date. The 13% response rate was disappointing, but a number of themes emerged to guide future support for research.

Support for learning and teaching

Information skills training
- 17.5% rise in attendance at IST sessions
- training delivered to 5,600 undergraduates and 1,500 postgraduates

The popularity and relevance of information skills training sessions delivered by Library staff were demonstrated by the continuing growth in the number of those attending. More academic departments took up the offer of induction sessions; more requested tailored information skills training; and there was a small rise in attendance at Database of the month and Lunchtime in the Library sessions. Co-ordinated by the Information Skills Training Group convened by Ruth Stubbings, the teaching of information handling skills involved a wide range of Library staff: sessions were prepared and led by Academic Librarians, supported by colleagues in the Faculty, Administration, Support Services and Systems Teams. Kelly Friend’s efficient administration of training sessions was particularly appreciated.
INFORMS: the Information Skills Project
The JISC-funded project INFORMS\(^5\), in which the Library partnered the University of Huddersfield Computing & Library Services and Oxford University Computing Services and Libraries, ran throughout the year. Led by Huddersfield, INFORMS was an information literacy project aiming to disseminate and scale up the model developed by its predecessor project INHALE for delivering information skills training through electronic database tutorials. Methodologies and materials developed by INHALE were tested and refined, and customised information skills units created and embedded for use within institutions’ virtual learning environments (Learn, in Loughborough’s case).

The success of the project at Loughborough was due to the enthusiasm and commitment of Project Manager Ruth Stubbings and Project Officer Ginny Franklin, and to the co-operation of three academic departments - the Business School, Civil & Building Engineering, and the School of Sport & Exercise Sciences - to which the Library was grateful for their interest in the project. Outcomes included eighteen subject-specific interactive database tutorials embedded into three modules and delivered via Learn.

Online reading list system
- 1,859 reading lists linked to the system
- 46,164 cited items linked to the system

The University’s online reading list system was used by all academic departments, and lists were increasingly edited by academic rather than Library staff, who are automatically notified when an edit results in a requirement to purchase material or move items to or from the Short Loan Collection. The growth in use of the system by Engineering Departments was particularly marked, with more than twice as many items added or edited than in 2001-2002.

The year saw the third anniversary of the reading list system, and a number of significant enhancements. Links hidden in prose at the top of the administrator’s interface were put into a toolbar for greater visibility, new functionality was added to allow notes and citations to be copied easily from one list to another, and the system server was upgraded. There was considerable external interest in the system: Library staff hosted four visits from other universities and gave presentations to the UK & Ireland Aleph User Group and the JISC DiVLE programme. The software developed to support the system was released as open source freeware under the General Public License and by the end of the year several institutions were piloting it to support local online reading list services. The Library was grateful to Gary Brewerton and Jon Knight for their continuing development of the system.

Liaison and service promotion
Marketing
Convened by Paul Reynolds, the Marketing & Innovations Group proved a successful addition to the Library’s cross-Library teams. The Group’s infrequent meetings and frequent informal discussion facilitated useful input to Library marketing activity by the Academic Librarians, who are responsible for promoting the Library in academic

\(^5\) [http://informs.hud.ac.uk/cgi-bin/informs.pl](http://informs.hud.ac.uk/cgi-bin/informs.pl)
departments on a day-to-day basis. Considerable marketing attention was devoted to MetaLib and other service enhancements, and the Library was again in evidence at Open Days and at the Progress in Learning 2003 event. Exhibition space on Level 2 of the Library was also much used.

**User survey**

A crucial aspect of the marketing function is to assess feedback from users of Library services. Much information is gathered from annual surveys; other channels include module and programme feedback communicated by Quality Enhancement; a suggestions box; email; and comments directly to Library staff. The 2003 user survey was aimed principally at undergraduates, investigated the extent of awareness and use of electronic services, attracting a good response rate of 47%. The results were analysed by the Marketing & Innovations Group, and reported to the Library Users Committee. Outcomes informed the Marketing operational plan for the following year.

**Publications**

Publications activity included the revision of those printed leaflets which required updating, and a review of the Library’s web pages to ensure currency of content. The Publications Group, convened by Peter Lund, considered the implications of the Special Educational Needs and Disability Act (SENDA), and ensured that Library publications were SENDA-compliant. The Group also acted on publications-related feedback from the user survey.

**Use of the Library**

- gate count up 6.0%

The Library was very busy throughout both semesters, with 36,000 more visits to the building than in the previous year. Although this increase in the use of the Library was very pleasing, it brought pressure on study areas and PC workstations, queues at service points, and significantly higher levels of noise and litter. Until Level 4 is available there is little that can be done to provide more study space or workstations, but some measures were taken to discourage unacceptable noise and to reduce queues. Students were employed to collect litter at especially busy times.

**Circulation**

- 2.0% more loans

The Circulation Team coped well with the continuing shortcomings of the Aleph short loan module, and with the growing demand for full access to Library services by non-members of the University. While they are welcome to use the Library for reference purposes, non-members of the University are prevented by licensing restrictions from using the Library’s electronic resources, and are usually charged an annual external membership fee to borrow books. The lack of clarification surrounding the status of some of those wishing to use the Library was an area addressed by the Partnership

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Group during the strategic planning exercise, and also by the Deputy Vice-Chancellor, to some effect.

**Enquiry services**
- 10% more enquiries on Levels 1 and 2

After rising steeply for several successive years, the number of enquiries handled by Library staff fell very slightly, although traffic at Information & Enquiries and other enquiry points remained high and constant. There was a significant rise in enquiries on Levels 1 and 2, thought in part to be due to failure to find items on the shelves. In response, a mid-session shelf-tidying exercise involving all Library staff was undertaken to improve matters.

The nature of enquiry services work continued to change from a relatively low-intensity, predominantly professional activity, to one consisting of high-volume, largely routine service transactions with occasional professional-level questions. Staff nevertheless brought pleasing levels of commitment and enthusiasm to enquiry services throughout the year, and recruitment to a new post of Senior Library Assistant (Enquiry Services) to provide enquiry services in the evenings and at weekends was a welcome innovation. Enquiry Services Manager Mike Chaney reviewed the compilation and analysis of enquiry services data; and Lynne Price redesigned collection methods and spreadsheets, supplying regular summaries of management information to the Enquiry Services Team.

**Information provision**

**Electronic resources**
- 123% increase in expenditure on electronic resources
- 6,500 electronic journals accessible via the Library

A major expansion of the Library’s electronic information resources took place with its subscription from January 2003 to the ScienceDirect service, giving access to all Elsevier and Academic Press serials in electronic form. The service includes more than 2.5 million articles published from 1995, accessible from many of the Library’s electronic databases via SFX links, and increases the number of electronic journals provided by the Library to about 6,500. In addition, two ScienceDirect backfiles were purchased - Social Sciences and Psychology - giving permanent access to back runs of journals in these subject areas.

Subscriptions to another nine electronic resources were instituted or upgraded, and six electronic books were trialled - although none proved of sufficient value to the University to justify purchase. A great deal of work was carried out by Library staff to ensure users were able to take full advantage of electronic resources, especially by Steve Corn and Carol Seagrove.
Usage

- 56% fall in the use of CD-ROM databases
- 730% more use of networked information resources
- 47,900 accesses to electronic journals via ScienceDirect in its first six months
- 360,700 accesses to electronic journals via other services

The spectacular growth in the use of networked databases during the year was a highly satisfactory outcome of the introduction of MetaLib. It is not yet possible to record the use of electronic journals with complete accuracy, but several publishers made statistics available for the first time in 2002-2003 and an overall picture began to emerge. Publishers also moved towards greater standardisation in the collection and presentation of statistics of electronic journal use. At Loughborough, Frank Parry’s work in compiling and analysing such statistics, which inform decisions on subscription renewal, was much appreciated.

Printed information

- 10% more books acquired
- 3.8% rise in book expenditure
- 25.7% reduction in expenditure on printed serials
- 114 serials cancelled, excluding Elsevier and Academic Press titles
- 21 serials subscriptions added

A review of the supply of serials and other material on standing order led to some rationalisation, with the majority of subscriptions moving to preferred suppliers within the terms of the NEYAL purchasing consortium contracts. With the likelihood of VAT being applied to all electronic information resources in the near future it was disappointing that investigation by the Finance Office revealed no scope for the Library to recover VAT payments. As current expenditure on electronic information is about £400,000, VAT on such resources could amount to £70,000 per annum.

A tendering process resulted in much improved terms for binding serials. Aleph binding functionality was implemented, giving improved public access to binding information by displaying details of the current location of serials volumes in the binding process.

Stock revision and shelf space

- 15,800 volumes withdrawn from stock

Material on Public Health was reclassified to the current edition of the Dewey classification scheme; books no longer required in the subject area Education were discarded; and stock in a number of other subject areas was reviewed and updated. A thorough revision of the Reference Collection commenced, and a review of serials back runs was initiated. To alleviate pressure on the most crowded areas of Level 1, a small amount of additional shelving was installed and the stock re-spaced and re-arranged in a more logical sequence. Abstracting journals on Level 3 were re-spaced after the cancellation of the subscription to the print version of Chemical abstracts; and the pamphlet collection was checked and relabelled. Many Library staff participated in stock revision exercises, and thanks are particularly due to Jenny Chambers for managing the re-spacing of Level 1.
The University Archives
Accessions to the University Archives included Governors’ minutes and papers of Loughborough College of Art, and a number of records from the Department of Physical Education and Sports Science. Among other sports-related material received was the late Ron Futcher’s collection of Loughborough Colleges Athletics Club memorabilia. Lists of the University’s works of art and documentation relating to the Barnsley Furniture Collection were among papers deposited by Ernie Miller. The catalogue of Loughborough College of Education material was updated. As in previous years several exhibitions of archive material were displayed in the Library and in the Sir Arnold Hall building on topics such as early scientific research at Loughborough, the training of engineers, sports facilities and activities, and the history of Rag.

Inter-library lending

- 11% fall in demand

Demand for material from other libraries fell significantly, it is thought because of the growing availability of journal articles in electronic form: the provision of the ScienceDirect service had an especially marked effect. Aleph inter-library lending functionality worked well, with a temporary interruption when the software was upgraded. Correspondence via email improved the speed and reliability of service to those requesting inter-library loans.

Accommodation and facilities

Level 4
Heavy and increasing demand on Library services and facilities, particularly group study space and PC workstations, exerts considerable pressure on space in the Library, and it is very disappointing that at the end of the year it was still not known when the opportunity to extend Library services to Level 4 would be available. The University-approved plans for Level 4 would make the Pilkington Library building a comprehensive research and learning resource centre, incorporating up to 100 additional PC workstations, an enhanced media resources area, pool teaching rooms and a suite of rooms for group study and postgraduate/short course teaching. It was a further disappointment that despite earlier expectations, it appeared unlikely that space devoted to non-Library purposes on Levels 2 and 3 would be vacated before summer 2004.

Study space
The Library increased its provision of group study rooms from three to four when the British Council moved out of the room on Level 1 used for several years as its Loughborough base. Group Study Rooms are bookable, and are primarily for the use of students working in groups. Each has a PC and overhead projector, and one has a data projector. All are in constant demand: occupancy in May, for example, was at 80% throughout the 84.5 hours the Library was open each week.
Photocopying and printing

- level of self-service photocopying maintained
- 31% increase in use of networked printers

Printing facilities for Library users were enhanced by the addition of a colour printer on Level 3, and a black and white printer on Level 2. The installation of a kiosk for the purchase of printer credits was also popular with Library users and staff. It was pleasing that use of the photocopiers remained stable after declining for several years.

IT facilities

Sixty open-access PCs were upgraded during the summer. Throughout the year the 100 PC workstations in the Library were in heavy demand, with students often queuing until a machine was available. All PCs were upgraded to Windows 2000, and staff email was migrated to Outlook Express.

The first major upgrade of the Aleph library management software at Loughborough took place in June, and despite the best endeavours of Library staff the process did not go smoothly. Test server configuration was delayed, giving little time for adequate checking; instructions were unclear; and downtime was longer than anticipated. At the end of the year the Library was using all available channels to ensure that outstanding problems were fixed, and was grateful to Jeff Brown, as Chair of the Aleph Group, and to Library Systems Manager Dawn Cole and her staff, for their efforts to minimise the impact of the difficulties and to secure solutions.

Saving energy

The Library continued to pursue energy-saving initiatives, gradually introducing flat-screen PC monitors; accurately mapping the lighting system for the first time; and discussing with Estates Services the potential value of double glazing the windows.

Café 641

The popularity of the Library coffee shop, operated by the Residential Organisation, was underlined by Café 641 being voted the most popular place to eat on campus in a Loughborough Students Union web poll.

Collaboration

SCONUL Research Extra

The Library became one of the first members of the SCONUL (Society of College, National and University Libraries) Research Extra scheme. Superseding the arrangements for reciprocal access to East Midlands academic libraries, SCONUL Research Extra enables academic and research staff to join (as external borrowing members, subject to the regulations of the host libraries) as many as they wish of the 125 UK higher education libraries participating in the scheme. The straightforward procedures were widely publicised when the scheme was launched in June 2003.
Loughborough University at Peterborough
The Librarian and Service Development Manager met regularly with the LRC Librarian and the Director of Loughborough University at Peterborough, to ensure the quality of service delivery and to support and advise the staff of the Learning Resource Centre. This was particularly important in the year that Loughborough University decided to withdraw from the Peterborough project, given the inevitable impact on staff morale and the imperative to provide an acceptable level of library and information support to the remaining students. Following the move of the LRC to smaller premises, the Library was pleased to receive study furniture and shelving surplus to requirements at Peterborough and potentially useful for equipping Level 4 of the Pilkington Library.

Regional co-operation
The Librarian chaired the East Midlands Universities Association (EMUA) Libraries Task Group and the Libraries Agreement in Leicester, Leicestershire and Rutland (LAILLAR) Board in 2002-2003. Both groups worked to improve resource sharing and access to information across the region. Marion Shields was an active participant in the EMUA LTG Disaster Management Sub-Group, which made impressive progress during the year, and Paul Reynolds represented the Library on the EMUA LTG Access Group. Mr Reynolds chaired the LAILLAR Operational Group, of which Peter Lund was also a member.

Continuing membership of the North Eastern and Yorkshire Academic Libraries Purchasing Consortium (NEYAL) enabled the Library to benefit from higher discounts on the purchase of books, serials and databases than it could negotiate alone. The Librarian joined the NEYAL Steering Committee during the year, and Jeff Brown the NEYAL Books Purchasing Group.

Human resources

Staff development and training
- 35 training events on 25 topics

The Library’s excellent record in training and development was maintained, with the Training Group organising events on a wide range of topics from the implications of SENDA to individual electronic databases. Presentations to senior staff meetings by the University Archivist Jenny Clark, and by academic staff (Mike Pickering and Dennis Howitt on the development of the Library’s collection of recorded music, and Derek Stephens on marketing library services) were very well received. There were reciprocal visits to Computing Services and Corporate Information Services, and to various LAILLAR libraries. EMALINK, the regional training network for academic libraries, continued to be very active, with Library staff attending eight EMALINK events.

In the Library’s annual staff development review all staff were interviewed by their line managers; their progress appraised; and objectives agreed for the coming year in line with team operational plans. The report on outcomes identified training needs, and influenced the training programme. Biennial University appraisals of academic-
related staff were carried out, with follow-up interviews after six months. The Librarian acted as probation adviser to academic-related staff.

Staffing

Resignations

Among ten people leaving the Library was Library Assistant Sue Tapp, who retired after 23 years in Library posts, latterly in the Support Services Team. Others were the Librarian’s PA Vivien Allen; Evening & Weekend Supervisors Sarah Adcock, Janice King and Carol Rowntree-Jones; Shelving Assistants Shelagh Rogers and Esther Shaw; and Library Assistants Manjeet Assi, James Murnaghan and Heather Parsonage. The Library was grateful to them all for their service.

Appointments

Turnover among part-time staff, and the expansion of enquiry and shelving services, resulted in considerable recruitment activity at the start of the year, with 34 interviews in ten days followed by induction training in the autumn. Paul Reynolds and Vivien Allen were thanked for their hard work in managing these processes, and ensuring the Library was appropriately staffed at the beginning of the session.

Seventeen people joined the staff, and another seven were regraded or appointed to more senior posts. Recruits included Shelving Assistants Deborah Bradbury, Lyn Coltman, Jill Patterson, Vinitha Sebastine and Susan Stringfellow; Senior Library Assistants Peter Blake and Elaine Collis; Evening & Weekend Supervisor Sarah Adcock; Library Assistants Manjeet Assi, Joanne Croson, James Murnaghan, Charlotte Outen, Heather Parsonage, Shiromi Ramanayake, Andrea Simpson and Elizabeth Wells; and Michelle Berry as PA to the Librarian. The Library was pleased to welcome them all.

Martina Brown was promoted to the temporary post of Academic Librarian (Engineering), during Elizabeth Gadd’s secondment to manage a research project in the Department of Information Science; Lucy Harrison was appointed to the post of Senior Library Assistant (Circulation); Sue Manuel and Jenni Stewart were regraded to the post of Library IT Support Officer; and Wylva Davies, Liz Mills and Linda Thornber were appointed Evening & Weekend Supervisors.

Individual achievements

Awards to individual Library staff included a long-service award to Heather Jennings; an EPSRC study prize to Jill Patterson (a postgraduate research student in the Wolfson School); an Open University first degree to Helen Rankin; an MA (Cambridge) and an MSc with distinction (Loughborough) to Peter Blake; and an MA in Learning & Teaching (De Montfort) to Ruth Stubbings. All were congratulated on their success.

The achievements of the past year, and the quality of the service delivered to Library users, are entirely due to the commitment, enthusiasm and skills of Library staff. As always, I am extremely grateful to them all.

Mary Morley
University Librarian
September 2003
Appendix one – Statistical summary

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<td>575</td>
<td>575</td>
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<tr>
<td>IT workstations and OPAC terminals</td>
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<td>150</td>
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<td>books received</td>
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<td>(excluding those received via databases)</td>
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<td>items re-shelved</td>
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### Appendix two – Expenditure summary

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<td>545,052</td>
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<td>binding</td>
<td>30,000</td>
<td>34,348</td>
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<tr>
<td>electronic information</td>
<td>408,078</td>
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<tr>
<td><strong>total</strong></td>
<td>1,363,521</td>
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### operating costs

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<td>equipment and maintenance</td>
<td>147,417</td>
<td>104,379</td>
<td>326,457</td>
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<td>printing and stationery</td>
<td>19,501</td>
<td>20,112</td>
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<td>postage, telephones and fax</td>
<td>9,405</td>
<td>18,883</td>
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<td>8,639</td>
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<td>325,837</td>
<td>277,540</td>
<td>480,393</td>
</tr>
</tbody>
</table>

### salaries

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>total expenditure</strong></td>
<td>3,036,830</td>
<td>2,863,599</td>
<td>2,971,738</td>
</tr>
</tbody>
</table>
Appendix three - Senior staff, 31 July 2003

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

Academic Services Manager (SS&H)
Ruth Stubbings, B.A. Leicester, M.A. De Montfort,
   Dip.Lib. C.N.A.A., MCLIP

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

Support Services Manager

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

Academic Services Manager (Science)
Peter Lund, B.Sc. Edinburgh, M.Sc. Sunderland,
   Dip.Lib. Strathclyde, MCLIP

Library Systems Manager
Dawn Cole, B.Sc. Bradford, Dip Mgmt Open

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

Enquiry Services Manager
Michael Chaney, B.A. C.N.A.A., MCLIP

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

Academic Librarians
Martina Brown, Dip. Gen. Studies Ballarat, Australia,
   Grad.Dip. Librarianship Ballarat,
   Grad.Dip. Education Gippsland, Australia, MCLIP
Virginia Franklin, B.A. Hull, M.A. Sheffield, MCLIP
Stephanie McKeating, B.Sc. Wales, M.Sc. Sheffield, MCLIP
Laurie Salemohamed, B.A. Open
Barbara Whetnall, B.A. C.N.A.A.
Circulation Manager    Louise Fletcher, B.A. Liverpool John Moores

Library Database Administrator
Gary Brewerton, B.Sc. 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

Inter-Library Loans Librarian
Jenny Chambers, B.A. Open

Accounts Clerk    Joyce Bartlett

Evening/Weekend Supervisors
Marianne Checkland, B.L.S. Loughborough
Wylva Davies, B.A. Southampton, Cert.Lib, Loughborough, MCLIP
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
Michelle Berry

Senior Library Assistants
Peter Blake, B.A., M.A. Cambridge, M.Sc. Loughborough
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
Mary Stafford, B.Sc. Loughborough
Lili Yeadon, B.A. Tehran, M.L.S., Loughborough, MCLIP
Appendix four – Professional activities

Presentations

Laurie Salemohamed

Ruth Stubbings and Gary Brewerton

Ruth Stubbings and Ginny Franklin

Ruth Stubbings

Ruth Stubbings

Ruth Stubbings

Publications

Salemohamed, L.A.

Stubbings, R.E. and A. Brine
http://www.ics.ltsn.ac.uk/pub/italics/issue1/stubbings/010.html

Stubbings, R.E.

Stubbings, R.E. and A.S. McNab
External appointments

Jeff Brown  
Member of the NEYAL Books Purchasing Group

Jenny Clark  
University Archivist, University of Leicester

Dawn Cole  
Membership Secretary of the Aleph User Group UK & Ireland

Mary Morley  
Chair of the EMUA Libraries Task Group  
Chair of the LAILLAR Board  
Member of the NEYAL Steering Committee  
Member of the Executive Board of SCONUL (to April 2003)  
Member of the SCONUL Task Force on Communications & Marketing

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

Laurie Salemohamed  
Member of the Standing Committee on Official Publications