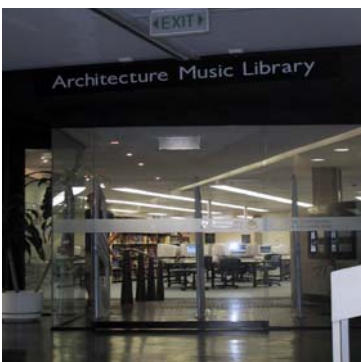




THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA

CYBRARY
We link people with information

PROFILE



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January 2005

1. General Profile

1.1 Purpose

The University of Queensland Library uses the term *Cybrary* to describe its integration of cyberspace and physical space, virtual and real information resources and online and in-person service delivery. The University of Queensland Cybrary delivers client-focused innovative information products, services and programs of the highest quality that are integrated with, and central to, the University's teaching, learning, research and community service activities. The Cybrary facilitates excellence in teaching, creates an appropriate learning and research environment, anticipates and responds to student learning and research needs, contributes to positive graduate outcomes and provides the information infrastructure necessary for leading edge teaching, learning and research activity.

1.2 Clients

The Cybrary's clients include over 30,000 students, approximately 20% of whom are postgraduates and 18% are international, 4,700 academic and general staff, clients from groups with which the University has formal links, such as the Cooperative Research Centres, staff of the major teaching hospitals as well as the wider community. There are seven Faculties within the University and four Institutes as well as the central support services to whom the Cybrary provides information access.

The Faculties and Institutes are:

- Arts
 - Biological and Chemical Sciences
 - Business, Economics and Law
 - Engineering, Physical Sciences and Architecture
 - Health Sciences
 - Natural Resources, Agriculture and Veterinary Science
 - Social and Behavioural Sciences
-
- Australian Institute for Bioengineering and Nanotechnology (AIBN)
 - Institute for Molecular Bioscience (IMB)
 - Queensland Brain Institute (QBI)
 - Sustainable Minerals Institute (SMI)

The University has three main campuses at St Lucia, Gatton and Ipswich and associated research and teaching activity in various locations throughout Queensland, all of which are served in some way by the Cybrary. Increasingly, students are enrolling remotely from the major campuses. International students also comprise an increasing percentage of the student population located both locally and remotely. Regular surveys and focus groups ensure an understanding of client needs and suggestion boxes in both electronic and physical form provide important client feedback.

The Cybrary serves staff and postgraduate students from other Universities through reciprocal schemes and also provides interlibrary loans to other libraries and organisations. Other Queensland universities are significant clients. Alumni are able to register as clients through the payment of a nominal fee. New graduates are offered free library membership for one year. Any member of the general public is able to use the on-site services provided by the Cybrary, and indeed is able to dial up the Cybrary's website and use many associated services. Clients access services in the library branches, from office, laboratory, home or other locations. In 2003, 30% of website use came from within the branch libraries, 30% from other sites within UQ and 40% from outside of the University. Providing client-focussed quality services is the Cybrary's driving force.

1.3 Organisational Structure

1.3.1 Internal Cybrary Structure

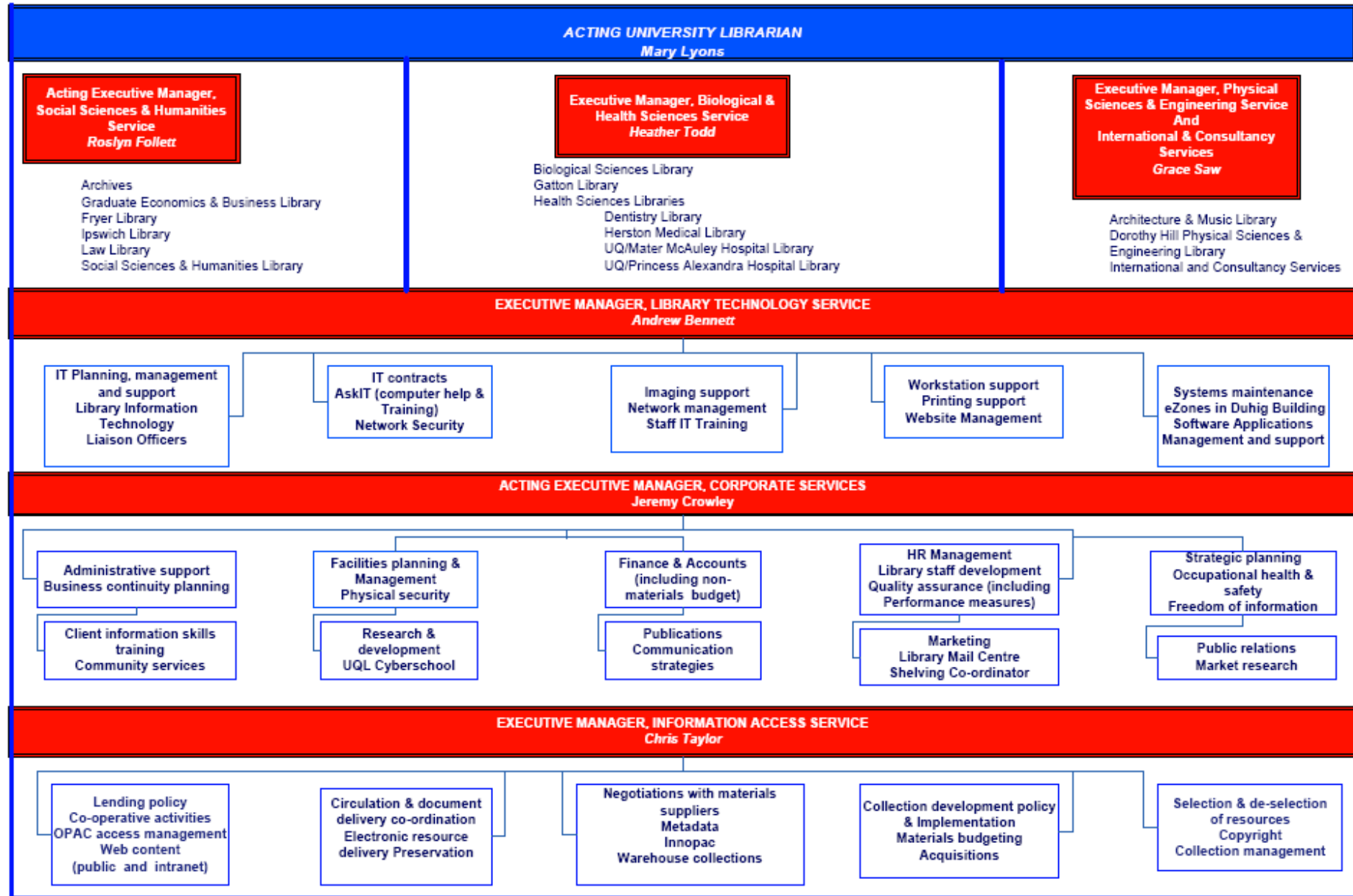
The Cybrary comprises thirteen branches (primarily disciplinary in basis) located on the St Lucia, Gatton and Ipswich campuses and in several teaching hospitals (funded jointly by the Cybrary and Hospital authorities and managed by the Cybrary) and in the Dental School, eZones, the University Archives, and several warehouses. Service delivery through the branches is supported by centralized resource processing, information communication technology and corporate services. The senior management structure includes three subject based information services delivery managers and three functional support service managers, reporting to the University Librarian.

The structure of the Cybrary is focussed on the distributed nature of its service delivery, combined with centralised planning and policy development. All branch libraries provide similar services and facilities. These include inquiry services, loans of materials, photocopying and printing, displays of new materials, information skills programs, computer help and training, personalised updating services and document delivery.

Underpinning the direct service delivery components are the units whose services are primarily based on indirect delivery, although some sections do provide direct services to clients. The Library Technology Service is responsible for the delivery of student computer help and training services across the University through the *AskIT* service and the planning, provision and support of the Cybrary's information technology, although much of the hardware maintenance is contracted out. A system of LITLOs (Library Information Technology Liaison Officers) has been established with representatives in each branch and section. These constitute the first level of problem identification and solution. The Library Technology Service is also responsible for the four eZones in the Duhig Building. The Corporate Services area is responsible for public relations, publications, coordination of information skills training, research and development activities, facilities planning and management, strategic planning, human resource management and staff development, financial management and UQL Cyberschool. The Information Access Service is responsible for collection development and the acquisition and cataloguing of information resources, as well as the associated web services. It coordinates document delivery policy and supply and lending policies. It also manages the Cybrary's integrated library system, Innopac (Innovative Interfaces Incorporated) and is responsible for copyright.

1.3.2 Formal structure

LIBRARY MANAGEMENT STRUCTURE



1.3.3 Staffing Structure as at 31.03.04

HEW LEVEL POSITION	NUMBER
University Librarian	1.00
HEW 10B/10A	
Executive Managers	
Corporate Services	1.00
Social Sciences and Humanities Library Service	1.00
Biological and Health Sciences Library Service	1.00
Physical Sciences and Engineering Library Service and International and Commercial Services	1.00
Information Access and Delivery Service	1.00
Library Technology Service	1.00
	7.00
HEW 9	
Senior Managers	
Collection Development	1.00
Health Science Library Service	1.00
	2.00
HEW 8	
Managers	
Architecture and Music Library	1.00
Biological Sciences Library	1.00
Document Delivery Service	1.00
Faculty of Arts Library Service	1.00
Faculty of Business, Economics and Law Library Service	1.00
Faculty of Social and Behavioural Science Library Service	1.00
Network Services	1.00
Fryer Library and University Archives	1.00
Gatton Library	1.00
Information Skills and Community Outreach	1.00
Innopac	1.00
Ipswich Library	1.00
Law Library	1.00
	13.00
HEW 7	
Senior Librarians in branches and sections	
Mater/McAuley Library	1.00
Princess Alexandra Hospital Library	1.00
Social Sciences and Humanities Library	3.00
Fryer Library	1.00
Dorothy Hill Physical Sciences and Engineering Library	.80
Special Projects	1.00
Library Technology Service	2.52
Law Library	1.00
Information Access and Delivery Service	1.00
Gatton Library	.50
Specialist Coordinators	
Copyright	1.00
Facilities	1.00
Financial Services	1.00
Human Resources and Staff Development	1.00
IT Training (vacant)	0.00
Publications and Promotions	1.00
	17.82

HEW 6	AskIT Supervisor	1.00
	Librarians	39.17
	Library Systems Engineer	2.00
		42.17
HEW 5	Administrative Officers / Support Staff	10.24
	AskIT Trainer	1.00
	IT Support Assistants	3.46
	Librarians	6.50
	Senior Library Technicians	7.00
	Shelving Coordinator	1.00
		29.20
HEW 4	Administrative Officers/Personal Assistants	4.73
	Senior Library Assistants	32.03
	Workstation Support Officers	5.00
		41.76
HEW 3	AskIT Assistants	2.67
	Administrative Assistants	2.80
	Library Assistants	52.05
	Senior Service Support Officers	3.00
		60.52
HEW 2	Service Support Assistants	22.69
		22.69
HEW 1	Library General Assistants	5.43
		5.43
TOTAL		242.59

Note: Staff numbers DO include those staff funded from external sources such as those funded by the Hospitals.

1.3.4 External Relationships

The Cybrary is involved in various cooperative partnerships through its membership of GO8 (Group of Eight), OCLC (Online Computer Library Centre), IFLA (International Federation of Library Associations and Institutions), IATUL (International Association of Technological University Libraries), CAUL (Council of Australian University Librarians), Universitas 21 Libraries, Kinetica, and QULOC (Queensland University Libraries Office of Cooperation). The Cybrary shares a membership of WIT (Women in Information Technology) and AIIA (Australian Information Industry Association) with UQ's Information Technology Service and others in the University.

The University Librarian reports to the Senior Deputy Vice-Chancellor. There are close links to the Deputy Vice-Chancellor (Academic), the Deputy Vice-Chancellor (Research), the Deputy Vice-Chancellor (International and Development), the Secretary and Registrar, the Central Administration of the University, the University's Information Technology Service and the Teaching and Educational Development Institute (TEDI).

The University Librarian serves or is represented on numerous advisory committees within the University both in her own right, and in relation to official representation. These include the Academic Board and Faculty Board memberships. These links ensure a close understanding of the teaching, learning and research needs of the University. A Library Committee of the Academic Board exists to inform the Academic Board and to advise the University Librarian and determine policy matters. There are advisory committees for each of the branch libraries and management committees with hospital and university representation for each hospital library.

The University of Queensland Cybrary provides the UQL Cyberschool as an outreach program to high schools to enable them to subscribe to commercial electronic databases at a discounted and affordable rate. Over 130 schools now use its services and since it began in 1998, over 4,000 high school students and teachers have attended Cyberschool tours, classes, and seminars, and since 2000 there have been over 130,000 requests for pages on its web site. Gateways to internet sites supporting key learning areas are also provided. Alumni access to some of the Cybrary's databases has recently been negotiated and free library membership is available to new graduates for one year.

In support of the University's internationalisation direction, the Cybrary has been actively involved in providing consultancy services to governments and educational institutions in Malaysia, Vietnam and Oman. The Cybrary offers a six week training program called "Creating a Cybrary: The Library of the Future" designed to enhance the knowledge and management skills of librarians mainly from South East Asia.

1.4 The Environment

The financial environment in which the Cybrary operates is a difficult one. Within higher education, reductions in government funding have taken their toll. Small increases only in funding have been received in recent years. The Library is expected to cover any salary increases occasioned by enterprise bargaining from existing budgets. At the same time, increases in the prices of library materials have been higher than the CPI and the Library, with its considerable purchasing of overseas materials is exposed to the continuing uncertainty in the value of the dollar. While information is moving to electronic forms, there is no indication that these are any cheaper. Far from it access to the electronic versions is frequently more expensive. The Library must continue to maintain for some time its traditional POP (Print on Paper) collections as well as acquiring the new WOW (Words on the Web) electronic

resources. The cost of providing appropriate access via new technology is also significant through the provision and upgrading of hardware, software and peripherals, such as MFDs (multi function devices).

There is increasing remote use, leading to the need for significant file and data storage, authentication systems and good help and advisory services. The information transfer chain is changing dramatically. The old chain, with creator/reviewer - referee - publisher - bookshop or library supplier - library - individual is changing significantly, as the creator communicates directly with the end user via some computer-mediated system. The information explosion is leading to information stress, and indeed to information paralysis. There is a significant need for the human intermediary in managing the effectiveness of the communication process.

The University of Queensland Cybrary is one of the largest academic libraries in Australia and is about fifth in collection size. It provides significant research infrastructure to the University of Queensland community. The Cybrary is increasingly being called upon to provide services to other components of the research industry, as funds across the sector contract. There is no clear financial model for this service delivery, and indeed most people requiring such services expect them for nothing. There are particular difficulties in delivering health information services in a cost-effective manner. Relationships with Queensland Health and other organisations, such as CSIRO, need to be more clearly established.

The student population is changing. Only half are school-leavers. Many are from overseas. Many have high expectations related to the payments being made by them, with many believing that HECS (Higher Education Contribution Scheme) fees cover everything. Summer school programs, and flexible delivery of education programs provide significant challenges for the Cybrary. Students come with varying expectations, particularly in relation to technology. The Cybrary has always provided resources for those who cannot afford to provide for themselves, and must continue to do so. It provides the safety net for PC support. Although copyright continues to be an issue, the Cybrary must ensure users have easy and inexpensive access to information. The global nature of the University is impacting on the Cybrary in a significant manner.

Changes in the academic restructuring within the University have made their impact. The development of the IMB (Institute for Molecular Bioscience), QBI (Queensland Brain Institute), the SMI (Sustainable Minerals Institute) and the AIBN (Australian Institute of Bioengineering and Nanotechnology) will lead to additional research support requirements. Interdisciplinary research and study are commonplace. The relationships of library branches to faculties have changed and the Cybrary has amended its structure slightly to meet new needs. The establishment of the Ipswich campus and the upgrading of the Gatton campus have changed the nature of service delivery. New programs in areas like nursing are being established. New methods of teaching with greater emphasis on student-centred learning and problem solving, as well as lifelong learning, indicate changes in service delivery in relation to the Cybrary. The changing nature of academic discourse impacts on the Cybrary and information support provided.

The client must be the focus of all that is done in the Cybrary and a marketing approach is integrated into service planning and implementation. There is competition among universities and the Cybrary adds a significant marketing advantage to the University of Queensland. Student behaviour is changing. To meet new needs the Cybrary provides a variety of study spaces - quiet areas, individual and group study facilities as well as comfortable seating. The social role played by the Cybrary is a significant one. Learning is a social activity. Students

continue to seek considerable assistance from library staff in the structuring of their assignments, as well as in the location of required information sources.

The impact of the various building refurbishments undertaken by the Cybrary is contributing to the re-thinking and analysis of service delivery. In particular, the types of service to be provided must

- maintain client focus
- provide ancillary services that enhance cybrary use
- provide access to electronic resources
- provide information skills training
- develop and maintain collections
- provide physical access to collections
- provide and maintain different types of study space
- provide appropriate access to non-print collections and to high-use material
- enable clients to use materials which are electronically based
- provide access to remotely held materials
- provide information assistance

In general, the Cybrary has moved from the book business to the information business. The website is the focus of service delivery. The traditional paradigm whereby libraries connected scholars, who came physically to the Library to access society's recorded knowledge, where indeed the Library was the collection, and focussed on the bibliographic record, with standard description and access points, and rows of shelves of printed materials arranged according to a standard classification of knowledge, has changed. The "virtual library" exists within a "wired university". The Cybrary is the scholar's workstation, providing navigational tools and access through a single gateway and window to a multitude of resources held locally and throughout the world. The Cybrary focuses on client needs and the librarian is a navigator, consultant, and adviser.

Continuing to provide existing services whilst introducing innovative ones presents challenges. ensuring staff are sufficiently skilled and knowledgeable to provide quality information services is vital. The Cybrary remains a storehouse and repository for knowledge; linking people to the information they require; adding value to the activities of Faculties, Institutes, Schools, Centres and central support services; supporting teaching, learning and research; working in partnership with teachers, learners and researchers; responding to current needs and at the same time interpreting and providing for future needs.

1.5 Collections and Services

The Cybrary has one of the largest collections amongst Australian academic libraries and by far the largest collection in Queensland. Its excellent collections include books, (over 2 million print and 300,000 electronic), many journals (12,300 print and 22,600 electronic), over 750 networked databases, 27,000 videos, including off-air recordings from both free-to-air and cable services, as well as microform, manuscript and pictorial materials. Links to learning resources are provided via the Cybrary's website as is access to digitised exam papers, theses and other locally held electronic resources. The Cybrary is funded off the top of the University budget and in 2004 the budget was approximately \$27 million. 248 staff deliver service at over 20 service points up to 84 hours per week. Over 1,300 personal computers are available for public use.

Services provided by the Cybrary focus on the specific needs of its client base and include the following:

- provision of teaching, learning and research materials in a wide variety of formats for on-site use and loan
- access to the global body of knowledge
- assistance in the use of information resources
- provision of information skills programs to facilitate lifelong learning
- provision of facilities to support effective teaching, learning and research
- document delivery services for researchers
- electronic updating services
- publications and pamphlets outlining services, including *Find-its* available in print and on the website
- Online and print guides to topics like citation guides, plagiarism and evaluation of internet sites
- research support and assistance
- *AskIT* computer training and help for students
- *Ask aCybrarian* (including online chat) online help
- Casual seating
- Individual and group study spaces
- Data reticulation for laptops
- Specialised online databases of course materials, including electronic versions or digitized copies of journal articles and book chapters
- Online access to examination papers
- Access to WebCT materials
- Graduate Study Centres
- Email facilities
- Copying and printing facilities
- Specialist facilities for clients with disabilities
- Provision of Endnote gratis and training in its use.
- Provision of Learning Fast interactive computer applications software training package

The effectiveness of the Cybrary in service delivery is strongly influenced by the effective implementation of information technology. Integrated access to all Cybrary collections and services is provided by the Cybrary's website.

The success of this strategy was recognised by joint first place awards in the institutional category of the prestigious Australian Awards for University teaching in both 1998 and 2000. In 1998 the Cybrary received the award for its Cybrary submission, and in 2000 for its AskIT submission. In 2001 the Cybrary was the recipient of the ALIA (Australian Library and Information Association) Award for Innovation (Academic Libraries) for its UQL Cyberschool program.

2. Strategic Directions

In 1995, the Cybrary developed a mission statement and a vision and values statement to guide its activities and directions. There had been steady development within the Cybrary in the previous 5 years of a strategic planning approach and in 1995 it developed its first five year strategic plan. From 1999, all strategic planning documents within the Faculties and Departments of the University were developed against the background of the University's Strategic Plan as well as other planning documents within the University. From 1999, Faculties and Central Services like the Cybrary developed Operational Plans, rather than Strategic Plans. In 1999, the Cybrary prepared an Operational Plan to cover 2000 – 2004. In 2000, the Operational Plan was updated to cover 2001 – 2005, and in 2001 further updated to cover 2002-2006. In 2003 the Faculties and Central Support Services of the University were asked to produce an Operational Plan for 2004 only. The Operational Plan complies with the University's strategic planning approach and guidelines.

Strategic planning at the University of Queensland Cybrary is a dynamic activity involving all staff. Since 1995, innovative ventures to fulfil the Cybrary's mission of *linking people with information* have been developed each year as an outcome of an Annual Review process. Since 1998, varying approaches, ranging from the "appreciative inquiry process" (discover, dream, design, deliver) to De Bono's coloured hats have been used. Since 1999, all staff have been involved. Progress achieved by the Cybrary during the year is considered and new directions developed. Issues and priorities are identified. Taskforces are then formed to address the priorities and prepare possible implementation strategies. Throughout the year, the taskforces address the priority areas implementing new services and improving existing ones.

With accountability an increasing emphasis, a quality management framework ensures the integration of planning, service implementation and evaluation. TQM (Total Quality Management) and ABC (Activity Based Costing) are techniques which have been used to ensure quality service provision. Performance measurements, including detailed statistics and evaluations of individual services and programs, monitor goal achievement and user satisfaction. Training programs and staff development activities ensure all staff are up to date on ICT developments and capable of providing leading edge services. Regular user surveys and focus groups ensure an understanding of client needs and suggestion boxes in both electronic and physical form provide important client feedback and ensure both collections and services meet identified needs.

Amongst other items over the last few years, the quality management program has led to:-

- establishment of the Cybrary
- improvement in client service, particularly with regard to information skills programs and service at "non-service" points
- refurbishment of cybrary buildings and development of a new branch cybrary
- development of the Cybrary website as an interface to all cybrary services
- plug in points for laptops
- improved shelving practices
- improved document delivery services
- development of plans on flexible delivery and service options
- establishment of ePrint Archive @ UQ

See 3 for full details of the Cybrary's Operational Plan.

2.1 Mission Statement

We link people with information, enabling The University of Queensland to achieve excellence in teaching, learning, research, and community service.

2.2 Purpose and Values Statement

The Cybrary's Purpose is stated at the beginning of this document. It includes reference to the Cybrary's values, which are also stated here separately.

Values

Commitment to excellence

We are committed to providing the best possible service to our clients. We recognise jobs well done.

Teamwork and Personal Responsibility

We work together with each individual taking personal responsibility for her/his work and the team's success.

Innovation and Flexibility

We encourage innovation and respond creatively to new challenges.

Open communication

We promote open, appropriate and timely communication to engage and inform staff and our clients.

Staff development

We provide training opportunities for all staff to develop their knowledge and skills.

Accountability

We use resources in an effective, ethical and responsible manner.

Environment

We create and maintain a safe, supportive and welcoming environment.

Diversity

We embrace diversity and treat each other and our clients with respect.

Integrity

We value honesty and confidentiality in our relationships with staff and clients.

3. Operational Plan 2005

Operational Priorities

- Deliver innovative information products and advisory and consultancy services integrated into the University's teaching, learning, research and community service activities
- Provide real and virtual collections and physical facilities and infrastructure to support new teaching and learning modes, enhance research productivity, quality outcomes and student experiences, particularly for international and postgraduate students
- Ensure best practice people and resource management and information and communications technology deployment

3.1 Teaching and Learning

Objective: Facilitate excellence in teaching and learning by providing services, facilities and information which support current curriculum requirements and new teaching and learning modes.

Strategies	Performance Indicators
Deploy leading edge computer and physical facilities to support student learning experiences	<ul style="list-style-type: none">▪ Computers and peripherals (particularly printing) are operational 98% of the time▪ 95% of students who use facilities and services evaluate them as useful▪ Wireless connectivity in all branch libraries by end

	<ul style="list-style-type: none"> 2005 ▪ Use of SMS evaluated (and implemented if appropriate) for selected Cybrary services by end 2005 ▪ Delivery of AskIT training integrated into 20% of curricula by end 2005 ▪ All branch libraries are regarded by clients and staff as excellent and user friendly
Educate UQ community on copyright and intellectual property requirements	<ul style="list-style-type: none"> ▪ Copyright policies and procedures widely known and complied with ▪ “Turnitin”, plagiarism detection software, implemented by end 2005 in partnership with Teaching and Learning Committee of the Academic Board ▪ Endnote training for undergraduates investigated and implemented if necessary
Provide appropriate information resources in real and virtual formats	<ul style="list-style-type: none"> ▪ 95% items on course reading lists are available in print or online ▪ 100% of courses in Blackboard linked to appropriate Cybrary information ▪ 100% of programs covered by a <i>FindIt</i> by mid 2005 ▪ Video capture and streaming linked to relevant courses and services by end 2005 ▪ UQ single sign on implemented by March 2005
Develop partnerships with schools to support teaching needs	<ul style="list-style-type: none"> ▪ Two way links from Faculty and School to the Cybrary website ▪ All teaching staff contacted personally by liaison librarians at least once a year
Extend information assistance and training programs, both real and virtual	<ul style="list-style-type: none"> ▪ Use of AskaCybrarian chat increased by 25% by mid 2005 ▪ Information skills integrated into all teaching programs

3.2 Research and Research Training

Objective: Facilitate quality research outcomes and enhance the University’s research profile

Strategies	Performance Indicators
Match collections to research priorities	<ul style="list-style-type: none"> ▪ At least 50% of Cybrary budget expended on library collections ▪ Liaison librarians and academics work in partnership to ensure collections meet needs
Expand customised and integrated information searching and retrieval capabilities	<ul style="list-style-type: none"> ▪ Web linking software in place to link catalogue and database records to full text by mid 2005 ▪ “Google like” interface for Cybrary website investigated by mid 2005 ▪ Easy access to Australian higher degree theses in place by beginning 2005
Raise profile of UQ scholarly output and that of individual researchers	<ul style="list-style-type: none"> ▪ eScholarship portal to provide access to UQ research output implemented by beginning of 2005 ▪ Over 2000 items included in ePrints@UQ by end 2005 ▪ System of mandatory submission of UQ these into ADT in place by beginning of 2005
Exploit the research potential of the Cybrary’s original collections	<ul style="list-style-type: none"> ▪ Plans for digitization of in-demand research collections in Australian studies completed by end 2005 ▪ Increased number of records of UQ Archives

	integrated into Library management system by the end of 2005
Update and extend information skills training for postgraduates and researchers	<ul style="list-style-type: none"> ▪ Online information skills program for researchers and postgraduates completed by beginning of 2005 ▪ Endnote training and support increased by 25% by end of 2005 ▪ 80% of research postgraduates attend information skills programs and 75% evaluate them as useful or very useful

3.3 Management and Resources

Objective: Ensure best practice in managing people, resources and systems

Strategies	Performance Indicators
Improve budget management systems and processes	<ul style="list-style-type: none"> ▪ Online payment of overdue charges implemented by Semester 1 2005 ▪ Business Objects management reporting in place by end of 2005 ▪ Linking library system to UQ Masterpiece investigated by mid 2005
Contribute to the University's marketing activities	<ul style="list-style-type: none"> ▪ Four events held in 2005 to promote Cybrary as a centre for intellectual debate eg Friends of Fryer, UQL Cyberschool ▪ Participation in all major UQ promotional events
Enhance staff development to support best practice in service delivery	<ul style="list-style-type: none"> ▪ Training provided in the use of Blackboard and Turnitin ▪ Career Succession Program for HEW 5/6 staff implemented in 2005 ▪ Induction material reviewed and improved where necessary by March 2005
Deliver leading edge information technology support services and infrastructure	<ul style="list-style-type: none"> ▪ Replacement for Library statistical data warehouse investigated, designed and implemented ▪ Framework for digital object management system developed by end 2005 ▪ Library staff training database integrated into ESS ▪ A document management solution to replace existing H:drive investigated and implemented ▪ Liaison activity tracking system investigated in 2005 ▪ Electronic resource management system implemented by mid 2005
Enhance physical environment and facilities	<ul style="list-style-type: none"> ▪ Refurbishment and extension of Biological Sciences Library completed by beginning of Semester 1 2006 ▪ Planning for service provision during the refurbishment of the Biological Sciences Library in place by beginning of 2005 ▪ Space plan developed for integrated Fryer and Archives service delivery and collections by end 2005 ▪ Rural Clinical Division library service point spaces evaluated by end 2005
Ensure a safe working environment.	<ul style="list-style-type: none"> ▪ Number and severity of accident and injury claims reduced by 20% ▪ Risk assessments completed and updated in 2005

3.4 Community Partnerships

Objective: Establish and maintain strategic partnerships which benefit both UQ community and the community at large

Strategies	Performance Indicators
Evaluate and extend international training programs	<ul style="list-style-type: none"> ▪ Marketing strategies developed for target markets by mid 2005
Provide package of information services for UQ Alumni and UQ adjunct appointees	<ul style="list-style-type: none"> ▪ Number of databases available to Alumni members increased by 10% by end 2005 ▪ Appropriate package of services for adjuncts developed by mid 2005
Extend fee for service activities to members of the community	<ul style="list-style-type: none"> ▪ Delivery of the Cybrary's international training package to domestic clients investigated ▪ Targeted internet training for members of the community implemented by mid 2005
Expand document supply services	<ul style="list-style-type: none"> ▪ Journal holdings on Kinetica updated by mid 2005 ▪ Document supply service offered via e-business by end 2005
Extend services to schools, particularly through UQL Cyberschool	<ul style="list-style-type: none"> ▪ Number of schools participating in Cyberschool increased to 200 by end 2005 ▪ Number of databases purchased by schools increased by 10% by end 2005 ▪ At least two training programs presented for schools in regional areas in 2005
Maintain effective partnerships and/or communication with hospital and allied health organisations	<ul style="list-style-type: none"> ▪ Regular meetings held between hospitals and/or Queensland Health personnel and Library staff ▪ Provision of additional services examined by mid 2005
Work cooperatively with stakeholders in the development of collaborative regional, national and international initiatives.	<ul style="list-style-type: none"> ▪ Collaborate with APSR on digital sustainability initiatives ▪ Actively participate in the redevelopment of Kinetica ▪ Work on QULOC initiatives

4. Risk Management Analysis and Plan

4.1 Risk Management Analysis



Organisational Unit: **LIBRARY**

RISK ANALYSIS

IDENTIFICATION			ANALYSIS	ASSESSMENT		
Source of Risk	Risk Event	Impact	Existing Measures (controls) which Minimise Risk	Risk Level		Overall
				L	C	
International student numbers	Reduction in international student numbers	Leading to fluctuating income	Seek feedback and respond to unfulfilled demands Promote services to International students and collaborate with IED	M	H	A
Student fees	Changing percentages of fee distribution	Reduced income with which to provide services	Demonstrating the value of the Library. Monitoring any changes and making sure those making decisions are aware of the impact of their decisions	M	H	A
The move to e-resources and changes to publishing environment	Loss of access to information	Inability of Library to effectively support teaching, learning and research	Minimise by purchasing e resources from reputable organizations and where possible enter into agreements which guarantee archival access to the data subscribed to prior to cessation/cancellation. This may be in a different format e.g. paper, CD Rom .	L	H	A
Changes in the supply environment	Business failures of suppliers of library resources and equipment	Inability of Library to effectively support teaching, learning and research. Inability to provide services and equipment	Minimise by purchasing from reputable companies and enter into agreements which guarantee supply	L	H	A
The fluctuating value of the	Value falls below budgeted amount (70c in	Reduced ability to purchase library material	The Library and Business Services closely monitors movement of the dollar and if	M	H	A

IDENTIFICATION			ANALYSIS	ASSESSMENT		
Source of Risk	Risk Event	Impact	Existing Measures (controls) which Minimise Risk	Risk Level		Overall
Australian dollar against overseas currencies	2004)	and possible cancellations	appropriate purchases currency to cover purchases of material later in the year.			
Copyright	Infringements of copyright	Legal action due to failure to observe regulations, severe penalties and loss of reputation	Communication of copyright requirements with UQ community	H	H	B
Information Communication and Technology Security	Failure to observe code of conduct and/or license agreements, inappropriate sharing of passwords	Possible loss of data, fines, loss of reputation, loss of access	IT infrastructure in place to minimize ICT security breaches, Appropriate policies in place	M	H	A
Physical security of possessions and equipment	Thefts and destruction of property	Loss of UQ and student equipment and money , increase in insurance premiums, loss of reputation	The Library and P&F have been upgrading the security system in the Duhig Building. There is also a continual reminder to students in all branches to keep their valuables close to them at all times. All equipment locked down where possible. Staff training	H	H	A
Students and staff failure to observe UQ Code of Conduct	Physical threat to staff	OH&S issues , alienating staff, low morale, stress and possible industrial action	Regular training in how to deal with difficult behaviors, emotional intelligence. Duress buttons at service desks	M	H	A
Staff	Lack of well trained motivated staff	Reduced level of service leading to inability to attract students	The Library offers a wide range of training to all staff at all levels to ensure staff are well equipped, great attention is given to recruitment and performance appraisal	L	H	A
Building maintenance	Physical damage caused by leaking pipes and human discomfort caused by using strong smelling paint and glue	Costly damage to library and its materials and staff and client discontent and discomfort. Services and facilities unavailable	Building and maintaining strong communication links between library and P&F	H	H	B

IDENTIFICATION			ANALYSIS	ASSESSMENT		
Source of Risk	Risk Event	Impact	Existing Measures (controls) which Minimise Risk	Risk Level		Overall
Inappropriate access to library facilities and services	Other sections of the University giving access to Library facilities and resources	Breaches of license agreements	Communication with UQ community about the need for the Library to determine who is eligible to access its resources.	M	M	A
Poor communication with staff and stakeholders	Staff and stakeholders being unaware of Library decisions and services	Reduced use of Library services Stakeholders do not know that the Library is providing the information they use and therefore undervalue the Library as a resource which may lead to directing funds elsewhere	Newsletters, Liaison librarians and Managers communicate regularly in relation to services. Appropriate development, maintenance and promotion of website	M	H	A
Production of excessive amounts of low quality information	Application of sub-standard information. Infobesity	Poor student learning and research outcomes	Information skills training in all branch libraries, gateways, portals and application of appropriate metadata	H	H	A
Decline in in-house printing/copying	Reduction in income from copying/printing	Reduced ability to provide services and equipment	Ensuring printing/ copying equipment is of good quality and well maintained, easy to use and well publicized	H	H	A
Competition and collaboration among universities	Access and services not being available to eligible partners	May lead to failure to attract research dollars	Ensure exemplary standards are maintained in all services	M	H	A

4.2 Risk Management Plan



Organisational Unit:.....LIBRARY.....

RISK MANAGEMENT

RISK MANAGEMENT			
Risks (Non-acceptable)	Treatment	Responsibility	Timing
1. Physical damage to library caused by leaking pipes and human discomfort caused by using strong smelling paint and glue. These types of events are occurring regularly as a result of contractors employed by P&F.	Building and maintaining strong communication links between library and P&F. The problems we have experienced are usually caused by external contractors. Develop a system and or procedures to ensure these sort of occurrences are minimised	UL and Exec Manager Corporate Services	By end 2004
2. Infringements of copyright	Ongoing communication of copyright requirements with UQ community. Increase the number of information sessions. Copyright coordinator to systematically visit all schools and centers to ensure heightened awareness of copyright issues.	UL & all Exec Managers, Copyright Coordinator and liaison librarians	Ongoing