

University Library

The University Library, 1 August 2006 - 31 July 2007: report of the Librarian

The year was notable for the considerable and increasing popularity of the Library as a student space, underpinned by enhancements to the physical environment and facilities and by the introduction of 24\7 opening hours. The positive feedback and many compliments received from students, University staff and visitors reflected both the success of those enhancements and the quality of service delivery.

While it would be easy to be complacent, however, benchmarking against the other 1994 Group libraries shows that the scale of Loughborough provision lags behind:

Library expenditure per student	68% of the 1994 Group mean
Library space per student	54% of the 1994 Group mean
Students per study seat	53% of the 1994 Group mean.

Planning

Two cross-Library working groups investigated and reported on the feasibility of digitising short loan material, and on the implications of installing RFID technology¹ in the Library. As a result, a digital short loan collection will be piloted with the SS&H Faculty in 2007-8, and a successful proposal for RFID funding has been made to Operations Sub-Committee. The working groups were ably chaired by Elizabeth Gadd and Gary Brewerton respectively.

To aid Circulation Team operational planning, groups of staff undertook detailed investigation in various areas. This was an initiative by the Circulation Manager, Matt Cunningham, that was much appreciated by the staff concerned, who saw their recommendations included in the Team's plan for 2007-8. A further collaborative planning achievement, managed by Marion Shields, was the production of a new disaster management plan for the Library and delivery of associated training.

The *Library operational plan, 2006-2007* was formulated by the Management Group, and kept under review throughout the year. Operational plans produced by all Library teams and groups were similarly monitored through team meetings; half-year progress was reported to Management Group; 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 2007/08*² was prepared in consultation with the Library Users' Committee.

¹ Radio Frequency Identification tags and readers, replacing barcodes and security triggers in library stock.

² <http://www.lboro.ac.uk/library/about/PDFs/sla2007-2008.pdf>

Developing support for research and learning

Support for research

To raise the Library's profile in this area, and ensure that appropriate services were developed and delivered, Peter Lund and Helen Young took on a Library-wide role in relation to Library support for research. Among other activities they supplied statistics of e-journal usage to support RAE submissions; developed knowledge of specialist resources and shared it with colleagues; and, with others, revised the Library's research training programme.

Study space

The furniture on Levels 1 and 2 was replaced with slightly larger single-person tables, it being clear from student feedback that the previous tables were too small for current purposes. Silence was enforced on both lower floors to facilitate individual study, and to improve the study environment further, blinds were fitted to all windows on Levels 1 and 2.

In response to demand, nearly 30 study places were provided in the short loan collection, and at the end of Semester 2 all current serials were moved to Levels 1 and 2, enabling the Open3 study environment to be extended to the whole of Level 3, including (from summer 2006) the enlarged Café 641. Jeff Brown, John Jerrams and Marion Shields were thanked for their excellent management of these projects.

Service availability and Library use

- visits up 7%
- 20,000 people entered the Library after 10.00pm in summer 24\7 session
- issues down 3%
- self-issued items 38% of long loans – exceeding 35% target

A major service development, in line with widespread practice in academic libraries, was the extension of Library opening to 24 hours a day, seven days a week, before and during both examination periods. This was managed by Graham Walton and Marion Shields in conjunction with Premier Security Services, and was extremely popular with students. As expected, the only real problem encountered was the amount of litter and general untidiness, necessitating the employment of additional cleaners and the collection of litter by imago, Estates and Library staff and the security guards. The flexibility of all concerned, and their desire to make 24\7 opening a success, was much appreciated.

The popularity of the Open3 group learning environment and 24/7 was responsible for a significant increase in visits to the Library, and the self-issue machines located on each floor of the Library were heavily used throughout opening hours.

Information literacy and study skills

- attendance at Library courses up 18%
- 110% increase in research postgraduate attendance
- 26% increase in Library time invested
- 1600 hits per week on study skills web pages

The Library continued to offer a wide range of information literacy and study skills courses, including joint induction sessions with Computing Services for first-year undergraduates; *Database of the month* and *Lunchtime in the Library* courses; 21 workshops on 7 study skills topics; training for research postgraduates; and sessions tailored to the needs of individual academic departments. The amount of staff time involved rose significantly, and it was disappointing that some of the generic courses did not prove as popular as in previous years. There was also an irritating and increasing tendency for students to book places and then not attend. Overall, however, it was pleasing to see a significant increase in the number of attendees at Library courses.

Material to assist people in finding, evaluating and using information continued to be produced and made available via Library web pages³, Learn⁴, and interactive INFORMS tutorials⁵. Interactive whiteboards were installed in both Library training rooms at the end of the year.

In a University-wide initiative, Study Skills Coordinators Elizabeth Gadd and Stephanie McKeating convened the Skills Forum of representatives from services supporting students' skills development. Towards the end of the year the Forum was asked to take forward the creation of the Student Hub on the University website.

The Engineering Team, which gained a second Academic Librarian during the year, undertook several initiatives enhancing its services. These included training on 'Supporting you through the RAE'; an online survey of the Faculty's information needs; and the Broadcast blog⁶. The Science Team subsequently also launched a blog⁷, while the SS&H Team produced an electronic newsletter⁸.

Enquiries

While the total number of enquiries remained much as the previous year, there were noticeable falls in traffic at Information & Enquiries on Level 3, and via the *Ask a Librarian* electronic service. These reflect a continuing decline in the number of subject enquiries and the fact that students can now retrieve their Athens passwords from Learn instead of having to ask the Library or Computing Services.

Marketing library services

An effective marketing campaign to promote both the Open3 group learning space and the benefits of the extension of Café 641 was undertaken, with posters, flyers and drink mats distributed across campus. A plasma screen was installed next to the café in Open3 as a vehicle for the promotion of Library services.

Stock revision

- 3667 outdated science books withdrawn
- 839 volumes of journals withdrawn (replaced by electronic backfiles)

³ <http://www.lboro.ac.uk/library/ist.html>

⁴ <https://learn.lboro.ac.uk/lb/>

⁵ http://www.informs.intute.ac.uk/informs_perl/portfolio.pl?folio=13

⁶ <http://broadcastengineering.wordpress.com/>

⁷ <http://scienceteamnews.wordpress.com/>

⁸ http://www.lboro.ac.uk/library/about/PDFs/SSH_May_2_2007.pdf

- 2716 volumes of abstracts discarded or moved to the Fairbairn store

A condition survey of the David Lewis Collection by Carol Seagrove and Kay Savage resulted in minor repairs and the placing of about 100 items with fragile leather bindings in acid-free boxes.

Developing the electronic library

- nearly 1 million MetaLib searches
- network searches up 25%
- electronic journal downloads up 34%
- RefWorks sessions up 31%

The use of electronic information again rose steeply, and the shift in Library provision from print to electronic resources accelerated, with the purchase of Elsevier and Annual reviews backfiles resulting in the disposal of a number of printed volumes. Other purchases included the Royal Society of Chemistry Archive, Institution of Civil Engineers virtual library archive, and Springer digital backfiles. RefWorks use grew again, with 1399 users added to this bibliographic service. The results from most of the major databases – including Google Scholar - can be downloaded into RefWorks.

Virtual learning environment (VLE)

The Library is playing a major part in the development of the enhanced Loughborough VLE, Learn, with Ruth Stubbings' leadership of the project team's pedagogic group ensuring that impressive progress was made by the end of the year. Working with the Online Development Officers, Faculty Team staff supported the pilot departments in transferring content from the previous to the enhanced Learn. The Systems Team developed code and documentation to integrate various Library systems with the VLE.

Loughborough University Institutional Repository

A letter supporting the Institutional Repository (IR) and recommending that staff retain copyright was sent by the Vice-Chancellor to all academic and research staff in the autumn. This generated renewed interest in the IR and led staff to seek Library advice on publishers' policies. The Academic Librarians continued to promote the IR to academic departments. It was very pleasing that Research Committee agreed to trial the submission of electronic versions of theses to the IR from autumn 2007, with a view to making them mandatory in September 2008. This will increase their accessibility while potentially saving considerable Library shelf space, and Jeff Brown and Jo Barwick were congratulated on achieving this outcome.

HEFCE e-learning funds

A successful submission for funds to support e-learning enabled the Library to instal 150 power sockets around the perimeter of levels 1 and 2 and in Open3, immediately very popular with those bringing laptops into the building. Interactive whiteboards for the Library Training Rooms were also purchased, and £50,000 was spent on additional electronic information resources, selected in consultation with Library Liaison Officers.

Library website

The Marketing & Publications Group, led by Graham Walton, oversaw a successful restructure and redesign of the Library website, improving navigation and accessibility. The Systems Team developed an RSS feed for Library news and announcements, and feeds alerting people to new Library material. A trial wiki was also installed for the collaborative authoring of Library procedures and policies.

Hardware

The servers hosting the Aleph library management system were replaced, improving system performance and the efficiency of procedures such as overnight backups, re-indexing and the production of management information. The speed of Library catalogue searches and other system operations was noticeably enhanced.

Developing partnerships

With Estates and imago, Café 641 was refurbished and extended, and now seats up to 90. A larger servery has reduced queues, and opening hours have been increased. Access to the café is from within the Library, so that it constitutes another area of study space complementing the Open3 group learning area. Two vending machines, one selling hot drinks, enable food and drink to be purchased throughout Library opening hours. The project was an excellent example of partnership working, and it was pleasing to see the café becoming even more successful as a result.

To free space for the extension a new office was created for the SS&H Faculty Team, and funds were also secured to re-carpet the public areas of Level 3. Marion Shields' project management skills were responsible for successful Library participation in all the above, and for their completion with very little disruption to Library operations or inconvenience to users of the building.

Fruitful partnerships with Loughborough Students Union and the Library Liaison Officers contributed to service development, and Graham Walton, in particular, worked hard to build mutually beneficial working relationships with colleagues within and beyond the University.

Projects

EduLib

The Higher Education Academy Information & Computer Sciences subject centre awarded the Library funding to convert EduLib items into electronic learning material (EduLib was a project to develop HE librarians' teaching skills). Under Ruth Stubbings' leadership, Loughborough is partnered by librarians from Imperial College, LSE and the Universities of Newcastle and Northampton.

InfoTrail

The InfoTrail project, on which Katie Appleton worked as Project Officer, was successfully completed in March. InfoTrail@Lboro⁹ was used to support first year Business School students undertaking a personal effectiveness module. Web statistics show that the online tutorial was popular, but unfortunately very few students completed the feedback questionnaire.

⁹ <http://www.lboro.ac.uk/library/InfoTrail/Intro/index.html>

i-skills

The Library partnered the Department of Information Science, Professional Development and the University of Leeds in a JISC-funded project to provide exemplification of i-skills. The aim was to help staff development and information skills professionals to support the development of information skills in their colleagues, and it was successfully completed in the autumn of 2006.

LIMES

For the HEFCE-funded LIMES project, members of the Marketing & Publications Group – particularly Frank Parry and Sharon Reid - provided a case study exploring effective library marketing approaches that can be used for training purposes¹⁰.

LOLLIPOP

The Library is participating in the LOLLIPOP project, developing online learning materials to help library staff enhance their enquiry handling skills. Partners include Bradford Libraries, Imperial College Library and the University of Bedfordshire Learning Resources.

Rights & rewards in blended institutional repositories

Library staff contributed to the second and final year of the JISC-funded *Rights & rewards in blended institutional repositories* project¹¹, maintaining the main server and hosting a Google Mini server as well as serving on the steering committee.

SirLearnaLot

With partners from Imperial College and the Universities of Bedford, Newcastle and Northampton, the Library won £5,000 from the Higher Education Academy Information and Computing Sciences Subject Centre under the Reusable Learning Object development fund. The SirLearnaLot project aims to develop an online course teaching librarians how to design, deliver and assess courses that enhance students' information literacy and study skills.

and also ...

Other projects included research with LaTrobe University into the factors influencing student choice of PC workstation location, and exploring through a focus group the use of electronic search tools by experienced LU researchers¹².

All concerned, especially Ruth Stubbings, were congratulated on the commitment, enthusiasm and time invested in the impressive list of projects with which staff engaged during the year.

The University Archives

Donations of material were mainly from former staff and students and included photographs, engineering drawings, student project work and student publications. Research covered a wide range: as well as student projects on various university

¹⁰ http://www.ics.heacademy.ac.uk/limes/resources/limes_profile_4/video.htm

¹¹ <http://rightsandrewards.lboro.ac.uk/index.php?section=1>

¹² <http://www.lboro.ac.uk/library/about/PDFs/elecsurv.pdf>

buildings, researchers worked on topics such as the history of the Students' Union, the University Film Society and the Rugby Club; the 1948 Olympic material; family history; and the history of basket-making. For the first time information on collections in the University Archives was entered on the Archives Hub, a national gateway to descriptions of archives in UK universities and colleges. The University Art Collection database was updated and location reports and identification labels generated. Pictures in the Library were re-hung and labelled. Joyce Bartlett provided valuable assistance to the University Archivist on several projects, and Katie Appleton's work in entering data on the Archives Hub was appreciated.

Exhibitions in the Library

The new museum-standard display cases were put to good use, with four major exhibitions featuring unusual artefacts, Chinese gifts to the University, the early history of automobile engineering at Loughborough, and Dan Maskell and Wimbledon. *Get out and get under - early automobiles at Loughborough*, for example, used engineering drawings, photographs and other items from the University Archives, together with books from the David Lewis Collection, to look at the early development of the Automobile Engineering Department, which opened in 1919, and at the increase in student ownership of motor cars in the 1930s.

Developing Library staff

In March, the Library was very pleased to achieve with flying colours re-accreditation against the Investors in People standard.

The Library engaged in a mystery customer exercise with the other Leicestershire academic and public libraries, achieving a score of 70 per cent across the areas of service investigated. There were some very high scores, on which Library staff were congratulated, together with a couple of areas where room for improvement was identified. The exercise was driven by Graham Walton and Matt Cunningham, and would not have taken place without their willingness to invest the necessary time and effort. Matt's expert training of those taking part was highly commended.

Training

- 27 training events delivered in 45 sessions

The number and range of events organized by the Training Group rose by 50 per cent. Delivery was by external trainers, colleagues from the Department of Information Science, Media Services and Professional Development, and by Library staff. Training in copyright, freedom of information and data protection was made mandatory for all Library staff, in addition to customer service and kinetic handling.

The Library is increasingly working with Professional Development to provide Library-specific training, and Claire Bradshaw facilitated sessions on team leadership for Evening & Weekend Library Supervisors. Eight courses on a range of topics were delivered by Library and University colleagues to Faculty Team staff to enhance their teaching skills. There were three sessions for staff from the whole of the Division of Information Services & Systems, on crisis management, mobile technologies, and project management.

Resignations

Nine people left the Library, among them Sue Mee, a Shelving Assistant for 26 years. Latterly Sue had supervised the team on Level 1, and her colleagues miss her practical approach and good-natured personality. Another significant loss was Support Services Librarian Joanna Barwick, who moved to a Faculty of Science Research Studentship at the end of the year, studying for a PhD in the Department of Information Science. Jo joined the Library in 2005 with a brief to build an institutional repository for the University: she more than met this target, making the Loughborough IR one of the most successful in the UK. Others leaving were Library Assistants Joanna Bryant, Sylvia Hutton, Sheila Leafe and Shiromi Ramanayake; Library Supervisors Christina Apostolou and Karen Ingall; and IT Support Officer Carl Shaw. All went with the thanks and best wishes of their colleagues.

Appointments and new responsibilities

In December the Library was very pleased to welcome Rebecca Jones as an Academic Librarian (Engineering), from a similar post at De Montfort University. Eight Library Assistants joined the Circulation Team during the year: Emma Beadle, Joanna Bryant, Elena Georgiadou, Aislinn Green, Robyn Hackwell, Annie Hambling, Esther Healey and Robert Marsh.

Louise Fletcher took on the management of the Library's enquiry services alongside her Academic Librarian responsibilities, and Peter Lund was given an additional remit to enhance the Library's support for research. In this he was later joined by Helen Young.

Individual achievements

Kay Savage and Linda Stewart received awards marking 25 years' service with the University, and Wendy Spencer was awarded a BSc by the Open University. Tracy Marshall and Sharon Reid achieved Chartered status with the Chartered Institute of Library and Information Professionals, and Tracy, Ginny Franklin and Peter Lund were assessed as fully satisfying the requirements of the Associate Teaching route accredited by the Higher Education Academy. This means that five Faculty Team staff are now members of the HEA – a credit to the people concerned, and a reflection of the high quality of the Library's information literacy and study skills teaching.

The Division of Information Services and Systems

This was the final full year of the Division of Information Services & Systems, of which the University Library had been a member, with Computing Services, Corporate Information Services and Media Services, for ten years. The grouping encouraged the spread of good practice across all four areas, and I have much appreciated the advice and support of the other DISS service directors throughout.

Lastly, at the end of another very good year for the Library, I am again extremely grateful to all my colleagues for their contribution to continuing excellence in service development and delivery.

Mary Morley
University Librarian
October 2007

Appendix one – Statistical summary

	2006/2007	2005/2006	2004/2005
study places (without IT equipment)	637	639	631
IT workstations and catalogue terminals	140	138	138
books received	12,393	11,451	12,342
print journal subscriptions	1,704	1,960	1,936
electronic journal subscriptions	5,875	5,587	5,474
articles downloaded from e-journals	804,144	598,133	469,185
visits to the Library	643,531	603,667	583,742
enquiries	72,061	73,230	77,856
searches of networked information resources	1,769,672	1,421,547	1,081,798
items borrowed from other libraries	4,201	5,047	5,031
information skills training attendees	12,014	10,108	9,996
books issued	309,191	319,541	335,730
items re-shelved	482,329	462,963	566,266

Appendix two – Expenditure summary

	2006/2007 £	2005/2006 £	2004/2005 £
electronic information	784,086	594,771	514,211
printed serials	715,267	651,742	631,842
books	341,509	357,403	357,558
binding and catalogue records*	31,445	22,270	25,000
information resources total	1,872,307	1,626,186	1,528,611
operating costs	493,087	344,492	315,406
salaries	1,534,184	1,462,172	1,374,100
total expenditure	3,899,578	3,432,850	3,218,117

* catalogue records included from 2006/7

Appendix three - Senior staff, 31 July 2007

University Librarian and Director of Information Services & Systems

Mary Morley, BA Nottingham, DipLib London

Academic Services Manager (SS&H)

Ruth Stubbings, BA Leicester, MA De Montfort, DipLib CNAA,
MCLIP, FHEA

Service Development Manager

Graham Walton, BSc Loughborough, MA CNAA, MBA Open,
PhD Northumbria, MCLIP

Support Services Manager

Jeff Brown, BA, MA, DipLib London

Academic Services Managers (Engineering)

Elizabeth Gadd, BA York, MSc Loughborough, FHEA
Stephanie McKeating, BSc Wales, MSc Sheffield, MCLIP

Academic Services Manager (Science)

Peter Lund, BSc Edinburgh, MSc Sunderland,
DipLib Strathclyde, MCLIP, AHEA

Library Systems Manager

Gary Brewerton, BSc CNAA

Library Systems Developer

Jon Knight, BSc, PhD Loughborough

Academic Librarians

Louise Fletcher, BA Liverpool John Moores
Virginia Franklin, BA Hull, MA Sheffield, MCLIP, AHEA
Rebecca Jones, BA Leicester, DipInfMgt Thames Valley,
MCLIP
Tracy Marshall, BA, MA Loughborough, MCLIP, AHEA
Frank Parry, BA York, MA Derby, DipLib London, MCLIP
Laurie Salemohamed, BA Open
Barbara Whetnall, BA CNAA
Helen Young, BA York, MA Sheffield, MCLIP

Circulation Manager Matthew Cunningham, LLB Leicester

Library Systems Analyst/Programmer

Jason Cooper, BSc, PhD Loughborough

Support Services Librarians

Stephen Corn, BA CNAA
Carol Seagrove, BA, MA Loughborough

University Archivist Jenny Clark, BA *Bristol*, DipArchAd *London*

Facilities Manager Marion Shields

Evening/Weekend Supervisors

Wylva Davies, BA *Southampton*, CertLib, *Loughborough*, MCLIP
Elizabeth Mills
Linda Thornber

Finance Clerk Joyce Bartlett

Library IT Support Officers

Carl Shaw, MComp *Loughborough*
Jenni Stewart

PA to the University Librarian

Kelly Friend

Senior Library Assistants

Katherine Appleton, BA *Nottingham*, MSc *Aberystwyth*
Jane Bramley, BA *Warwick*
Elaine Collis, BA *CNAAB*
Christine Hallam, BLS *Loughborough*
Lucy Harrison
Steven Lake, BA *Loughborough*
Jeanette Machin
Sharon Reid, BA *Birmingham*, MA, PGCE *Loughborough*, MCLIP
Mary Stafford, BSc *Loughborough*

Appendix four – Professional activities

Presentations

Appleton, K.

‘InfoTrail@Lboro’, poster session, HEA ICS Delivering information skills seminar, *Loughborough University*, July 2007.

Cooper, J.

‘Integrating MetaLib/SFX with DSpace’, International Group of Ex Libris Users conference, *Stockholm*, September 2006.

Cooper, J.

‘MetaLib/ SFX security issues’, International Group of Ex Libris Users conference, *Stockholm*, September 2006.

Franklin, V.

'Food for thought', CILIP CSG Information Literacy Group, Carlisle, February 2007.

Marshall, T. and V. Franklin

'Learning outcomes - coat hanger or strait-jacket?', HEA ICS Delivering information skills seminar, Loughborough University, July 2007.

Marshall, T. and V. Franklin

'Peer2Peer', poster session, LILAC, Manchester Metropolitan University, March 2007.

Stubbings, R.

'Current state of user education: issues and objectives', BBLG conference, University of Northampton, June 2007.

Stubbings, R.

'How does critical thinking fit into information literacy?', HEA ICS Teaching information skills seminar, University of Northampton, February 2007.

Boden, D. and R. Stubbings

'IL, what is it and why is it important? Embedding information literacy into the curriculum', Yorkshire Universities Information Skills Group, Sheffield, May 2007.

Walton, G., R. Stubbings, et al.

'Electronic information interactions with the university student: an Australian/ UK perspective', Information: interactions and impact conference, Robert Gordon University, June 2007.

Walton, G.

'From PowerPoint to academic print: turning an oral presentation into a paper', Heard and getting read: skills to communicate with wide audiences, CILIP Health Libraries Group study day, Birmingham and Midland Institute, June 2007.

Presentations published

Parry, F.

'Metagoogle! Using MetaLib to deliver user-centered information services at Loughborough', Meeting the challenge of the Google generation - technology or training? ALISS one day conference, London School of Economics, August 2006. Published: *ALISS quarterly*, 2(1), 2006, pp.38-40. The paper is also available in the Loughborough University institutional repository <http://magpie.lboro.ac.uk/dspace/bitstream/2134/2345/1/MetaGoogle.pdf>

Stubbings, R. and V. Franklin

'Don't diss it, quiz it', Annual conference of the HEA ICS, Trinity College, Dublin, August 2006. The paper is available at http://www.ics.heacademy.ac.uk/Events/HEADublin2006_V2/papers/Ruth%20Stubbings%2013.pdf

Walton, G.

'Developing the concepts of "leadership for all" in library and information services: exploring the rationale and making it happen', 7th world conference on continuing professional development and workplace learning for the library and information professions, Johannesburg, August 2007. Published in A. Ritchie and C. Walker (eds.), *Continuing professional development: pathways to leadership in the library and information world*, München: K.G.Saur, 2007, pp.307-319.

Walton, G.

'Learners' demands and expectations for space in a university library: outcomes from a survey at Loughborough University', Designing spaces for learning, NOWAL conference, St Martin's College, Carlisle, September 2006. Published: *New review of academic librarianship*, **12**(2), 2006, pp.133-149.

Publications

Barwick, J.

'Collecting Loughborough's research: the story of our institutional repository', *Taking stock*, **16**(1), 2007, pp.10-11.

Weetman DaCosta, J. and **R. Jones**,

'Developing students' information and research skills via Blackboard in communications', *Information literacy*, **1**(1), 2007, pp.16-25.

Reid, S., G. Walton and P. Lund

'Strategic development of library reference collections in higher education: a case study at Loughborough University Library', *Library and information research*, **30**(95), 2006, pp.10-24.

Stubbings, R. and V. Franklin

'Does advocacy help to embed information literacy into the curriculum? A case study', in S. Andretta (ed.), *Change and challenge: information literacy for the 21st century*, Adelaide: Auslib Press, 2007, pp.145-167.

Stubbings, R., J. Bartlett and S. Reid

'Review of how libraries are currently supporting the research process', *SCONUL focus*, **38**, 2006, pp.47-50.

Walton, G.

'Theory, research and practice in library management: a new column for Library Management', *Library management*, **28**(3), 2007, pp.163-165.

Walton, G.

'Theory, research and practice in library management 1: flexibility', *Library management*, **28**(3), 2007, pp.165-171.

Walton, G.

'Theory, research and practice in library management 2: the balanced product portfolio', *Library management*, **28**(4/5), 2007, pp.262-268.

Walton, G.

'Theory, research and practice in library management 3: diversification', *Library management*, **28**(6/7), 2007, pp.428-436.

External appointments**Jeff Brown**

Member of the NEYAL Books Purchasing Group

Tracy Marshall

Member of the CILIP University College & Research Group Committee
(East Midlands)

Mary Morley

Member of the EMUA Librarians Group
Member of the LAILLAR Board
Member of the NEYAL Steering Committee

Ruth Stubbings

Deputy Chair of the CILIP CSG Information Literacy Group

Graham Walton

Secretary, Continuing Professional and Workplace Learning Section,
IFLA
Member of the CILIP Health Libraries Group Committee
Member of the LAILLAR Operational Group
Member of the EMALINK Steering Committee
Editor, *Health information and libraries journal*

Helen Young

Member of the Research Information Network's Arts, Humanities and Social
Sciences Consultative Group