



NUI MAYNOOTH

Ollscoil na hÉireann Má Nuad

Librarian's Annual Report

2011/2012



Ken Saro-Wiwa Exhibition



Books for Sierra Leone



Publications Festival

Turascáil Bliantiúil ón Leabharlannaí

2011/2012

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Selected highlights 2011/2012

Support for Learning & Teaching

- Expansion of LIST to include more presenters from across campus, including Career's Office
- Subject librarian clinics piloted
- More than 12,000 registered borrowers (22% increase)
- Expansion of the library's teaching role in Department of History MA in Historical Archives
- Essential undergraduate reading being made available via Kindles
- Participation in Integrated Learning Initiative (ILI) pilot scheme for people with intellectual disability

Facilitating & Enriching Research

- Donation of the Ken Saro-Wiwa archive
- Donation of the transcribed letters of Lady Louisa Connolly
- Major work carried out on the Airfield Archive
- Acquired *SciVerse Hub*, a major research database
- Pilot digitisation project undertaken
- Social Science Festival hosted

Library Environment

- Major work on extension to library carried out
- Detailed work on planning of new library layout carried out
- A Collection Assessment Project freed a significant amount of space and ensured a timely and relevant collection

Library Organisation (Funding, Technology & Staffing)

- Extensive use of social media with over 2,500 followers on Facebook and 695 followers on Twitter
- Over 120,000 hits on library website

- Text messaging services extensively used with over 4,000 catalogue records texted to mobile devices
- Self-service laptops introduced
- Appointment of two senior library assistants
- Major library reorganisation carried out in consultation with the University

Library Profile & Awareness

- Visit by President Michael D. Higgins to Russell Library and to the OPW-NUI Maynooth Archive and Research Centre at Castletown
- Extensive local, national and international coverage of the donation of the Ken Saro-Wiwa archive and the Morpeth Roll, including national television coverage
- Pamphlet collection in the Russell Library featured on the *History Show* on RTE radio
- Extensive programme of exhibitions
- Large and diverse range of visitors including a 60% increase in visitors to the Russell Library

Contributing to Social, Economic & Cultural Development

- Large number of events/exhibitions open to the public
- *Forgotten Voices* exhibition travelled to Drogheda as part of the National Famine Commemoration Day
- 12 laptops donated to Maynooth Post Primary School
- 300 books donated to University of Makeni, Sierra Leone
- Manuscript copy of the Book of Lismore (Ó Leabhan Leasa Móir) transcribed in 1817 by Mícheál Óg Ó Longáin for John Murphy, Bishop of Cork (1772-1847) loaned to an exhibition on the Book of Lismore, in University College Cork

Staff Development & Support

- First University Library in Ireland to pilot National Disability Authority Module (NDA) online module on disability awareness
- Five members of staff won awards in a national poster competition
- One member of staff completed the Masters in Library and Information Studies
- One member of staff completed the Return to Learning Certificate
- One member of staff completed the BSc in Social Sciences

- One member of staff awarded Fellowship of the Library Association of Ireland (LAI)
- Staff presented at national and international conferences
- Conference reports, book reviews and journal articles by staff published
- Member of staff appointed to the editorial board of international peer-reviewed journal

Overview 2011/2012

This annual report covers the period 1 October 2011 - 30 September 2012. This was both an exciting and challenging period for the Library.

Despite a difficult funding situation the Library continued to deliver a quality service to a growing user base. We also did much more than simply maintaining services, as throughout the reporting period the Library continued to demonstrate the innovation and creativity for which we are known. Some examples of this include:

- Piloting new service models including the Integrated Learning Initiative (ILI) and Subject Librarian clinics
- The introduction of self service laptop lending

2011/2012 also saw great developments in terms of collection development, particularly in the area of research collections. The donation of the Ken Saro Wiwa archive and the acquisition of SciVerse Hub database are notable examples.

This level of performance is founded on the high quality of library staff who engaged in numerous professional activities and continuous professional development. Appendix I details these many and varied achievements including success in national competitions, the presentation of many conference papers nationally and internationally and the appointment of a member of staff to the editorial board of an internationally peer reviewed journal.

Three staff (Celia Kehoe, Sheila Larkin and Penny Woods) retired during the reporting period and the loss of such expert and collegial colleagues was keenly felt by all.

During the reporting period the University' strategic planning process gathered pace. The Library was delighted to have the opportunity to input into the University Strategic Plan 2012-2017 and convened two meetings of all library staff to discuss the Library's response to the draft University Strategic Plan. The Library was particularly pleased to

have been invited by the Dean of the Faculty of Arts, Celtic Studies and Philosophy to participate in the Faculty's engagement in the strategic planning process.

Wonderful progress was made on the new library extension and by the end of the reporting period the focus was switching from construction to commissioning. The delivery of the new building will be the culmination of years of work by many people within and without the Library and we are very grateful to them all. The prospect of opening the new building and the many benefits and opportunities it will bring excites all library staff and makes us more determined than ever to continue to play our role in NUI Maynooth's continuing success.

Cathal McCauley
University Librarian
May 2013

1. Support for Learning & Teaching

During the reporting period the Library continued to play a major role in supporting learning and teaching. The number of registered borrowers reached 12,298, an increase of 22% on the previous reporting period.

Queries

Desk staff dealt with 32,437 queries, a slight decrease (2%) on the previous period. 92% of queries (30,055) were dealt with face-to-face at the desk, 5% (1,487) by phone, 2% (644) by online chat and 1% (341) by e-mail. The small decrease in queries may be accounted for by an increase in use of social media, where postings can serve as a forum for discussion and answering questions.

Social Media

The Library continued to develop its use of social media, increasingly interacting with users on Facebook (2,608 followers) and on Twitter (695 followers). Flickr was also quite heavily used, with the Library adding 17 new sets containing 462 images, resulting in 5,876 views. The Library regularly uploaded images of ongoing work on the new library on Flickr and linked to the sets through Facebook and the library website. Quite a number of library users engaged with the Library by posting questions relating to the images/new build. The Library continued to populate its YouTube channel with videos of events and online tutorials.

Text Messaging

The library free text-messaging (SMS) service, which allows the sending of item details including shelf numbers, from the library catalogue to a mobile device - proved popular with a total of 4,340 texts transmitted, during what was its first full year in operation.

Integrated Learning Initiative (ILI)

The Library was actively involved in the integrated learning initiative, a pilot scheme to offer higher education opportunities to people with intellectual disability who have been educationally disadvantaged. Participants are registered as occasional students and their work is based on flexible accreditation. The support facilitator devised, in

consultation with the Library, a programme of eight one-hour library training sessions, for the five students participating in this initiative.

Access Office Support

Following discussions with the Access Office, and in conjunction with Student Records, the Library devised and implemented an automated solution to extend loan periods for students who are registered with the Access Office.

Student Orientation

The Library continued to play an important role in student orientation working closely with the Admissions and other University offices to ensure new students have a positive experience of the campus and the Library. During this period the model for orientation changed – following feedback from previous participants and the various offices of the University. The new model provided a briefing in the Library followed by an optional tour. 1,520 students attended the orientation briefing in the Library, with 1,259 opting to have a library tour. The number of international students availing of library orientation remained constant at 132. The Library is discussing the factors behind this with the International Office.

First Year Experience

The HEA awarded funding to the Enhancement of Learning Strand of the DRHEA under the National Strategy implementation process. Some of this funding is being used to establish five Fellowships addressing the First Year Experience. The Library worked with the Fellows in the early stages of the project by providing training on the systematic literature review process, and participated in focus groups to gain further information on the library experience of first years at NUI Maynooth.

LIST

The Library Information Skills Tutorials (LIST) programme was further developed during the reporting period. Following an analysis of feedback from participants, some topics were removed from the programme while new ones were added. The Careers Office joined the LIST programme and delivered topics including CV preparation, business etiquette and personal statements for applications for postgraduate study.

Certificates of attendance are now being issued to participants. Over 1,400 people participated in LIST sessions during the reporting period.

Information Literacy

Library staff continued to present information literacy sessions to both undergraduate and postgraduate students. Some of this was part of formally accredited courses, including a module on information skills on the BA in Local and Community Studies, and a variety of modules on the MA in Historical Archives. Other sessions focused on informing library users about bibliometrics and the Measuring your Research Impact (MyRi) initiative. Over 2,000 students participated in training.

Subject Librarian Drop in Clinics

Alongside ongoing subject classes and queries, the Subject Librarian Team commenced a pilot of drop-in clinics, encouraging students to meet their subject librarian to discuss their information needs. Average consultation time was over 30 minutes. In total 53 students used the service during the four month pilot.

Subject Librarian Drop in Clinics pilot	
Science and Engineering	20
History and Sociology	16
Irish/English Media	11
Theology/Philosophy/Classics	6
Total	53

This experience will inform planning for subject support in the context of the new building.

Information Literacy Survey

The Library participated in the CONUL Advisory Committee on Information Literacy survey. The main objective of the survey was to gain feedback on the nature, value and impact of a librarian's input to specific courses and modules across all undergraduate programmes within the CONUL institutions. The survey targeted academic staff who scheduled their students to attend library information literacy classes and workshops in Semester 1. NUI Maynooth findings were in keeping with national findings and showed

strong relationships between the library and teaching and learning activities on campus. The Senior Librarian, Learning, Teaching and Research Development (LTRD) reported on the initiative at meetings of the three Faculties.

Self-service Laptops

In January 2012 the Library launched a new self-service laptop facility, allowing students to take laptops from a charging unit on the ground floor of the library for use in the Library. This brought the total number of laptops available for borrowing in the Library to 44. 28 of these are borrowed via the Library Information Services Desk and 16 via self-service. This new initiative enabled quick and easy access to laptops, is extremely popular and the laptops are very heavily used.

Core Texts Via Kindle

The Library explored ways of providing multiple users access to core text readings on one device. After evaluating a number of options the Amazon Kindle reader was chosen, due to cost, ease of use and the size of the device. Following the success of an initial pilot, a number of departments have become involved making it standard practice to acquire core text titles (where available) for the kindles. These can be borrowed for one week. At the end of the academic years, titles on each Kindle numbered 150.

Books Purchases

Book purchases increased by 4% with 5,007 books purchased. 76% of books received were shelf ready.

In addition to the above, almost 370,000 eBooks are now available. During the reporting period 221,500 eBook records were added to the catalogue. There was extensive use of ebooks, with 973,038 pages from 15,395 individual eBook titles viewed by library users from the database Ebrary, one of a number of suites of eBook titles available via the Library. Work on devising standardised criteria for gathering statistics across a range of eBook databases continues.

Accessing Collections

In general, library collections meet the needs of most of our undergraduate population. However, on occasion undergraduates may need to visit another library. 41 undergraduate students availed of letters to other libraries. The Library is a member of the Music PAL scheme which facilitates access to music information and materials from a broad range of libraries and archives throughout the island of Ireland. 26 Music PAL cards were issued to NUI Maynooth students during the reporting period. Details of access schemes for researchers are covered in the *Facilitating and Enriching Research* section.

Opening Hours

The Library continued to offer extended opening hours at key periods during the year, opening on Sundays and public holidays and until midnight on weekdays. Models for extending service in the new library were actively explored during the reporting period and the University sanctioned establishing a small team of postgraduate students to supervise the Library during extended opening hours from 2013 onwards.

Kilkenny Campus Library

The NUI Maynooth Kilkenny Campus Library is a function of the Department of Adult and Community Education. The Library continued to offer support to the Kilkenny Campus Library and the Kilkenny Campus Librarian visited the Library on two occasions to meet with relevant staff on service issues.

Student/Library Committee

The Student/Library Committee met three times during the year. The committee - with representatives from different categories of students - is a forum in which relevant issues can be discussed and addressed.

2. Facilitating & Enriching Research

Developing Research Collections

In November 2011 the Library received a donation of letters and poems by Nigerian writer and activist Ken Saro-Wiwa. The handwritten letters, to missionary Sister Majella McCarron from Co. Fermanagh, give an amazing insight into Saro-Wiwa's life during the two years leading up to his execution on 10th November 1995. This unique death row correspondence – smuggled out of his detention centre in breadbaskets - will be invaluable to researchers locally, nationally and internationally. The Deputy Librarian, a lecturer from the English department and a lecturer in Sociology created an edited volume of the collection, which will be published in the forthcoming year.

Conservation work continued on the Morpeth Roll, one of Ireland's most extraordinary historic documents. The 420-metre long roll was digitised as part of a collaborative project between NUI Maynooth, Castle Howard in Yorkshire and Ancestry.com. In 2013 it will go on tour and can be viewed by the public, either in person or online at www.ancestry.com, for the first time in 170 years.

Archive and Research Centre at Castletown House

The development of the Archive and Research Centre at Castletown House - a joint project by the Office of Public Works (OPW) and NUI Maynooth – continued. Extensive work was undertaken on the archive of Airfield House and Estate, Dundrum, with over 9,000 documents processed as part of a two year project to document the collection. The Airfield archive contains a rich variety of documents relating to the Overend family and their varied interests. It records an important piece of social, as well as local history and documents family life during a period of great change in Ireland's history from the late 19th century. Work is also underway on a major new exhibition for the house at Airfield, based on the contents of the archive.

Major new acquisitions included the significant deposit of the transcribed Lady Louisa Connolly (1743 – 1821) letters, by the Office of Public Works. These letters provide an invaluable account of life at Castletown House, as well as personal descriptions of significant events, in Irish and British history. They have now been processed and are available for research. Work continued on processing the Strokestown Archive (with

more than 8,000 items processed) and *the Forgotten Voices* exhibition, which draws on the archive travelled to Drogheda as part of the National Famine Commemoration Day.

Staff facilitated a number of group visits to the archive at Castletown including the Library Association of Ireland (LAI), Rare Books Group and students from the Masters in Irish History and the Masters in Historic Irish Houses from NUI Maynooth. A number of high profile visits took place during this period. This included a visit by Minister Leo Varadkar in December 2011 and a visit by the President of Ireland, Michael D. Higgins, who viewed a selection of documents from the Castletown, Strokestown and Airfield collections in March 2012.

IReL and Electronic Resources

While the Library has played a very active role in resource sharing and co-operation with other university libraries prior to the 3U initiative, the value of such co-operation is heightened in times of financial constraints. The Irish Research eLibrary (IReL) consortia, made up of librarians from the Irish Universities Association (IUA) group, continued to play an invaluable role in assisting the Library in its provision of electronic resources. However, the corollary of this remains that any adverse effect on IReL funding ensures a major impact on the Library's ability to provide access to such world class and often costly resources. IReL funding was reduced during the year in question, which necessitated a thorough analysis of all electronic resources acquired through the consortia. The main metric for this process was the 'cost per use' model. In some instances this was amended to recognise the reality of how some disciplines use their resources. As a result of this analysis, certain resources were cancelled at the end of 2011, following discussions with academic colleagues. As some of the less used resources were nevertheless vital to the research carried out in NUI Maynooth, the Library funded the direct purchase of some of these from its core grant. Despite financial constraints the number of fulltext electronic journals rose to over 49,000 more than 13% on the 43,000+ in the previous period.

Major new databases purchased include *Irish Women Poets of the Romantic Period* which provides biographical and critical essays and 80 volumes of poetry by approximately 50 Irish women writing between 1768 and 1842. The Library also acquired a further JSTOR file, covering Arts and Sciences. During the reporting period

the Library also took out a subscription to *SciVerse Hub*. This database allows single searching of *Science Direct*, *Scopus*, and a multiplicity of other databases. It includes patents, theses, dissertations, and other documents from 246 repositories, digital archives and over 545 million scientific web pages. The content and searchability is quite distinct from other databases such as *Web of Science* and as such is a great addition to the research tools available to NUI Maynooth researchers.

The Library, with colleagues from the Research Office, participated in the national InCites Committee. InCites is a customized web-based research evaluation tool to analyse institutional research output and benchmark it against peers worldwide.

Digitisation

Recognising the need to optimise access to the wealth of material in our research collections, the library undertook some pilot digitisation projects, using the services of an external company. Collections digitised included the Teresa Deevy, Ken Saro Wiwa and Salamanca archives. Methods to best facilitate electronic access to our wealth of research material are being explored in collaboration with local colleagues and other Irish research libraries.

Inter-Library Loan

The Inter-Library Loan facility continues to offer a vital service to meet the information needs of our patrons beyond our Library holdings. Changes in the rates and business terms available from the British Library required the Library to review other providers. The document delivery service Subito (encompassing research libraries in Germany, Austria and Switzerland) replaced the British Library for the majority of article requests. This has resulted in a faster turn-around time, with many articles arriving on the same or next day.

The library processed 611 inter-library loan requests during the reporting period, a decrease of 14% on the preceding period. This decrease may be accounted for by the increase in the number of electronic journals and eBooks available via the library website. The number of requests received from other libraries (172) increased by 24% on the preceding reporting period (139). 82% of these requests were satisfied and potential locations offered for those not available.

Access to Other Libraries

To maximise use of resources the Library participates in a range of national and international co-operative schemes.

A total of 350 ALCID cards – allowing access without borrowing to Irish university libraries – were issued. The breakdown was as follows:

ALCID cards issued Oct.2011 – Sept.2012	
Staff	77
MA (Research)	55
MA (Taught)	127
PhD	91
Total	350

An additional 112 people availed of the SCONUL scheme which allows access with borrowing to libraries in the U.K.,UCD, NUI Galway and NUI Maynooth. 60 external readers visited the Library using SCONUL cards. The majority of those availing of SCONUL cards are postgraduates.

Increasing Visibility of Research

The Library continues to work with academic colleagues to raise the University's research profile. The ePrints and eTheses Institutional Repository includes over 3,000 items, with 853 new items added during the reporting period. There has been a strong focus on depositing research theses, with briefing sessions delivered to postgraduate students in liaison with the Graduate Studies Office. In September 2012, Academic Council approved a proposal from the Deans and the University Librarian to change the theses deposit procedures. The thesis supervisor must now sign the declaration to submit to the institutional repository. The option of a two-year embargo was also put in place. Work, with the Research Office and the Computer Centre, on the integration of the Research Information System and the Institutional Repository, continued.

Publications Festival

The Library hosts an annual publications festival which highlights the publications of each Faculty in turn. The fifth Annual Publications Festival provided an opportunity to highlight and showcase scholarship from the Faculty of Social Sciences through a diverse programme of lectures, readings and exhibitions. It was well attended by members of both the University and the local community, with the President, Professor Philip Nolan opening the event. The festival ran for four days, with a series of events related to the theme of social science. This included a talk by Dr. Linda Connolly to celebrate the Department of Sociology's 75th anniversary and an interdisciplinary round table discussion on the contribution of NUI Maynooth to the field of development studies. One of the highlights of the Festival was a presentation by Prof. Rob Kitchin, Director of the National Institute for Regional and Spatial Analysis (NIRSA), on the economic crisis in Ireland. The festival closed with a reading by Prof. Sean Ó Riain of "A steam carriage calls at Carton" in the Russell Library. This colourful account of a steam carriage journey in the 1830s was complemented by an exhibition of 18th and 19th century books, illustrations and maps relating to transport and travel. Throughout the week staff, students and visitors browsed the research output from the Faculty of Social Sciences including books and journals in both print and electronic format.

Digital Repository of Ireland (DRI)

The Library is a partner in the PRTL V DRI project (formerly known as the National Audio Visual Repository (NAVR)) with NIRSA and An Foras Feasa locally and many other partners nationally. The DRI will be an interactive trusted digital repository for contemporary and historical, social and cultural data held by Irish institutions. NUI Maynooth's contributes to many aspects of the project but is particularly focussed on requirements analysis, policy and guideline development and data management. Significant progress was achieved across all of these areas during the reporting period. This included the preparation of the report *Digital Archiving in Ireland - National Survey of the Humanities and Social Sciences* by NUI Maynooth-based DRI project members.

3. Library Environment

John Paul II Library

Progress on the new library building continued apace. By March 2012 the glazing had been inserted, the frame of the atrium constructed and the “first fix” works commenced. In September 2012 the temporary wall between the upper floor of the existing library and the extension was removed.

Work on planning the layout of the 400,000 printed book collection was carried out. A transition team was established to plan and oversee all aspects of the move. A section devoted to the “New Library Building” on our websites ensured both staff and users were kept very up to date, with online Flickr exhibitions showing progress. Regular updates were also posted on Facebook and Twitter.

The assessment of the modern print collections in preparation for the move to the new library continued. The input and support from the academic community was very valuable. By the end of August 2012, 16,825 items were deselected freeing up 507 metres for new material. The benefits to staff and students include an up-to-date and relevant collection, the increased ease of locating and browsing material and ultimately a more inspiring and motivational learning and discovery environment.

The Library proactively met the challenge of maintaining service while major building work was carried out. This was thanks to close liaison with the Buildings Office, the design team, library staff and our users. When significant noise from drilling was anticipated this information was put on the electronic noticeboard and conveyed through the website and a range of social media to students. Free earplugs were available from the Information Desk. Noisy works were suspended during exam times.

As in previous years, the Library ran a food, drink and noise control campaign in semester 2, in the period leading up to examinations, with the support of student representatives. A small number of incidents highlighted the importance of ID cards and

the Library continued to operate a Forgotten Card Policy at key times. Revenue raised from this was donated to the Student Hardship Fund.

Russell Library

Facilities for conservation and preservation of materials and the general area for book stock and readers were maintained during the reporting period. Planning for the closer integration of the Russell and the John Paul II commenced. The new library will have state-of-the art facilities for housing and displaying special collections. As part of the Library Organisational Review – covered in the section *Library Organisation (Finance, Technology and Staffing)*, a staffing structure relating to special collections in both the John Paul II Library and the Russell Library was implemented. The physical challenges relating to the Russell Library remain and need to be addressed as part of a wider process of engagement between the two institutions on campus.

4. Library Organisation (Funding, Technology & Staffing)

Funding

The reporting period saw a welcome 3% increase in the direct funding received from the University but due to a 22% growth in registered borrowers the overall funding situation remained very challenging. The grant received per borrower declined a further 15% to approximately €77 while the overall cost of the service per borrower has declined a further 20% to approximately €240. Income from other sources (copying, printing fines etc) increased and the forthcoming financial model underlying the roll out of a campus wide printing solution will need to ensure that this increasingly important income stream is fairly allocated. In recognition of these challenges the Library continues to work to maximise the power of the resources provided by the University and to supplement these resources from other sources.

To maximise the resources provided by the University during the reporting period the Library:

- Convened the internal library budget committee on a regular basis to monitor all expenditure and assess requests for additional expenditure
- Worked to avoid all unnecessary costs including robust engagement with suppliers in the pursuit of discounts, the use of e-mail and EDI rather than postal orders, the management of all stationery use
- Used MIS data from the ARC system and other sources to inform budgetary decisions
- Developed innovative solutions to the challenge raised by the need to do 'less with more' in relation to service provision

While the above actions enabled the Library to maximise available funds, there are always a range of activities that the Library would undertake were additional funds available. To this end the Library:

- Secured external aid to pay for, or to help fund the cost of, some staff development activities

- Targeted internal and external partners to assist with the funding of a number of initiatives, purchases and projects
- Explored a range of options for non-core funding some of which will be used to enhance the library extension

Technology

- The Library website had over 120,000 hits during the reporting period. The category with the most hits was off-campus access (48,485). This was followed by ExPERT (exam papers database), followed by electronic journals
- The Library was an active participant in the preparation for the introduction of the campus card from the planning committee's inception through to the development, testing and implementation of the tendered solution (MyCard). This system was successfully installed in late 2012 and allows for greater analysis of library usage patterns as well as facilitating different payment methods for our users
- The Library and Computer Centre Joint Committee met frequently throughout the year to plan for the implementation of a new integrated service model for the extended library building. In the new model the Computer Centre will have a presence at the library desk, thus facilitating more rapid response to computer support queries
- Planning for a campus-wide centralized printing solution identified the Library as the test-ground for this new service
- The Library continued working on identifying a resource discovery tool that will allow the user to search a number of electronic resources simultaneously e.g. library databases, the catalogue, ePrints, ejournals. The National Library who have considerable expertise in this area, provided some guidance. A pilot project was successfully completed using the VuFind platform. Pending assessment of this pilot, it is now planned to continue with broader implementation of a discovery solution which will greatly enhance the search options available to our users
- Following the migration of our electronic journals link resolver system (SFX) to a fully hosted and supported environment, the Library had the opportunity this year to review this first venture into 'the cloud'. The new service model was evaluated in the contexts of the user experience, library staff workflows, and return on investment.

workflows were streamlined through liaison with other hosted clients, including NUI Galway Library. Off-campus access was also enabled for the hosted service

- The Electronic Data Interchange (EDI) functionality was extended to include additional booksellers, which allows the Library to expedite its orders and receive purchased books in a more efficient, speedy manner
- A connection was built between ALEPH and EndNoteWeb to allow users to search the NUI Maynooth Library catalogue from within the EndNoteWeb environment, thus eliminating the extra steps involved in searching the catalogue separately, formatting output, and exporting records through to EndNoteWeb
- The Library further developed its use of mobile technologies by including QR codes on shelf-ends linking users to their subject librarian contact details

Organisational Structures

The Library undertook a major organisational review in order to ensure that structures and organisation best met the needs of the University, the Library and a rapidly changing technological and higher education environment. This was a participative project, with a steering group made up of representatives from different grades of library staff, library senior management and a senior university colleague. All staff had an opportunity to give input on the detailed scoping out of areas, with posts and key areas of responsibility in the new structure. As part of the process, the Library organised a seminar on the theme of organisational change for all staff, with librarians from University of Kingston and Imperial College London, telling their experiences of organisational change and new structures. With assistance from the University Staff Development Officer, the Library hosted a World Café event, where all library staff had an opportunity to give further input in an informal but structured session. In addition there were regular briefing sessions where staff had an opportunity to have input into the process.

The new structure, which has been endorsed by the University Executive, is being implemented on a phased basis. The Library made a submission to the University President under the University Staffing Review. The response was very positive with a number of contract staff confirmed as permanent from September 2012. The Library was also given permission to fill vacant positions. Two new senior library assistant posts were established during the reporting period and preparatory work for the introduction of

a Facilities Team – made up of postgraduate students – to extend opening hours, was carried out. The submission to the University Staffing Review included a request for a modest number of additional posts in key areas to enable the Library to maximise our contribution to the achievement of the University's strategic objectives. At the time of writing the Library has received no feedback in relation to this aspect of our submission.

5. Library Profile & Awareness

There was an extremely large and diverse range of activity, including guest lectures, exhibitions, visits etc. Major events are listed by month.

October

8th His Excellency Carlos García de Alba, Mexican Ambassador to Ireland, visits the Russell Library. Views 18th century map of Mexico and other exhibits

November

10th Library receives Ken Saro-Wiwa Archive. Donation generates massive media coverage in national and international press

Television footage of handover of the archive features on RTE Eyewitness

Radio interview featuring the archive on Newstalk's Global Village programme

17th 'Targum and Testament' Exhibition hosted for a conference in honour of Reverend Dr. Martin McNamara MSC

24th Morpeth Roll Exhibited as part of The Gathering: Local History, Heritage & Diaspora conference

30th Library provides bibliography and other information for the University Academic Freedom Conference and mounts an exhibition of materials on the topic
Library hosts stand at NUI Maynooth Open Day

December

10th International Human Rights Day marked with a talk in the Library by Sister Majella McCarron on her experiences during thirty years in Nigeria and her friendship with Ken Saro-Wiwa

15th The Writing Centre and the Library co-host NUI Maynooth's first charity 'Read Aloud'. Staff and students paid €5 to read two pages from A Christmas Carol. The entire work was read through the day, with the University President, Professor Philip Nolan reading the final stave of the book. €250 was raised for the local St. Vincent De Paul Society

January

24th Library hosts its fifth annual Publications Festival (24th-28th), showcasing the publications of the Faculty of Social Sciences.

Dr. Anne O'Brien's book *The Politics of Tourism Development* launched

February

7th The bicentenary of Charles Dickens birth marked with an exhibition of selected Dickens works from the library's collections

March

4th Pamphlet Collection in the Russell Library featured on the History Show on RTE radio

14th President Michael D. Higgins visits the Russell Library

14th Over 130 people visit the library stand at the postgraduate open evening

18th St Patrick's Day marked with traditional music at lunchtime featuring students from the Music Department

Exhibition the works of Irish women writers including Bidy Jenkinson, Úna Ní Fhaircheallaigh, and Nuala Ní Dhomhnaill to celebrate Seachtain na Gaeilge

15th Dr. Tamás Magyarics, Hungarian Ambassador to Ireland and his wife Mrs Eszter Ajkay and colleagues visited the Russell Library

19th President Michael D. Higgins visited Castletown House and Archives

19th International Women's Day marked with an exhibition (co-hosted with FemSoc, the student feminist society) illustrating the contribution of NUI Maynooth female scholars to the academic discourse

April

Library Staff scooped first, second and third prize in a national poster competition run by Academic and National Library Training Co-operative (ANLTC)

May

10th Six library posters covering a variety of learning and teaching projects were exhibited at the Centre for Teaching and Learning Showcase. These covered topics such as eBooks, disability awareness, engagement with art, bibliometrics and information skills training

- 12th Forgotten Voices exhibition travels to the Highlanes Gallery in Drogheda, for a one-month exhibition to mark National Famine Commemoration Day
- 15th Library hosted national conference - Developing Your Professional Portfolio: Publishing Your Practice and Research for Irish library staff
- 28th Participants at the 7th annual Conference in Mathematics and Statistics Service Teaching and Learning hosted by the Department of Mathematics and Statistics visited the Russell Library

June

- 6th “Gifts and Blessing’: The Eucharist, and the Irish Church and its people through the ages. Exhibition hosted for the 50th International Eucharistic Congress in the Russell Library, 6th to 31st June
- 6th Students from the University of Notre Dame Indiana visit the Russell Library
- 8th Participants at the 50th International Eucharistic Congress Theology Symposium hosted by St Patrick’s College, Maynooth visit the Russell Library

July

- 9th A group from the All-Russian State Library for Foreign Literature visited the Russell Library. Conservation staff spoke about the range of conservation and preservation activities undertaken here, highlighting specific examples using items in the collection
- 22nd A group of international scholars, attending the 25th annual festival of the Gerard Manley Hopkins Society, visited the Russell Library. They were accompanied by Irish writer Thomas Kinsella, who was awarded the Hopkins’ Society Lifetime Achievement Award on the day. The tour highlighted some of the treasures of the Russell Library and included an introduction to conservation and preservation practices

August

- 20th August – Heritage Week tours of the Russell Library
- 31st Group from St John of God Healthcare, Australia visited the Russell Library

September

- 12th Library staff helped organise and presented at the conference to celebrate the work and achievements of A.W.N. Pugin
- 14th Local community group visit to mark the Harvest Festival
- 16th September (for one month) - 'Pugin, Maynooth and Revival' - Exhibition as part of Maynooth's bicentenary celebration of the birth of A.W. N. Pugin. Over 300 people visited the exhibition and there were a number of guided tours for university staff, members of the public and the local school

6. Contributing to Social, Economic & Cultural Development

The University plays a key role in the social, economic and cultural development of the local community and beyond. The Library plays an active role in supporting this. Examples during the reporting period included:

- Donating 12 laptops to Maynooth Post Primary School
- Inviting students from the Maynooth Post Primary School to exhibit a project in the Library to celebrate the school's 40th anniversary
- Inviting a diverse range of local community groups, schools and political representatives to a wide range of activities including the annual publications festival
- Working with Kildare County Council on travelling exhibitions including the Forgotten Voices exhibition
- Hosting two transition year work placements and two library school work placements
- Donating €600 – acquired through our Forgotten Card Policy, under which students pay €1 to be issued with a temporary card – to the NUI Maynooth Student Hardship Fund
- Donating €250 from the reading of *A Christmas Carol* to the Maynooth SVP Society
- Donating €115 from long term unclaimed lost property to Pieta House
- Organising a Pink Ribbon Coffee morning in support of Breast Cancer
- Hosting an annual Alzheimer Coffee morning

On the international front, the Library organised a shipment of books to the University of Makeni in Northern Sierra Leone. These were donated by a recently-retired lecturer and other members of the university community. This is the second project in Sierra Leone that the NUI Maynooth Library has supported. The previous project involved funding a weaving project and an adult literacy programme for women in a refugee camp outside Freetown.

Individual members of staff were also involved in a wide variety of community projects. These are listed in Appendix II.

7. Staff Development & Support

A number of library staff, particularly those involved in frontline services, completed the National Disability Authority online disability Awareness Course. This was a university pilot and there has been widespread interest from the library community nationally, with the project documented in the professional library literature.

Library staff presented at a number of national and international conferences received awards for poster presentations and were actively involved in committee work, advancing the library profession and exploring ways to increase co-operation in line with 3U Partnership aspirations.

Staff continued to participate in the various committees of the Library Association of Ireland (LAI) and other professional bodies, hosting visits and training courses.

One staff member completed a certificate course; a second a Masters Degree and one staff member continued her PhD programme. One staff member was awarded the Fellowship of the Library Association of Ireland (LAI).

Library staff also organised the Irish Heart Foundation's Step Challenge, in order to promote cardiovascular health in the workplace.

A detailed breakdown of staff professional activities is given in Appendix I

Appendix I: Staff Professional Activities

Mary Antonesa

Membership(s)

Committee member Consortium of National and University Libraries (CONUL) Advisory Group on Information Literacy

Committee member Irish University Association InCites Group

Committee member MyRI Bibliometrics Group

Presentations

(With Hugh Murphy)

The quality instinct? Getting the right balance between evidenced based decisions and instinct. Paper presented at 4th Quantitative and Qualitative Methods in Libraries International Conference, 22nd to 25th May, 2012, Limerick

(With Claire McAvinia)

Information Literacy and the case of the “natives”. Librarians’ Information Literacy Annual Conference (LILAC), 11th to 13th April, 2012, Glasgow

Elaine Bean

Membership(s)

Committee Member NUI Maynooth Partnership Committee

Member of the NUI Maynooth Human Resources and Staff Development Sub-Committee

Committee member, Irish National and University Libraries (INULS)

Presentations

QR Codes: Engaging Library Users at NUI Maynooth. Paper presented at LIR Annual Seminar, 30th March 2012, Dublin

Removing the barriers: supporting students entering higher education. Librarians’ Information Literacy Annual Conference (LILAC), 11th to 13th April, 2012, Glasgow

(With Ciarán Quinn)

Second-Level Information Literacy Support (SLILS). Poster presentation in NUI Maynooth Teaching and Learning Showcase, 12th May, 2011, NUI Maynooth

<http://eprints.nuim.ie/2555/>

Roisin Berry

Membership(s)

Registered member of the Archives and Records Association, Ireland

Member of the Irish Society for Archives

Marie Cullen

Membership(s)

Member of Library Association of Ireland (LAI)

Committee member and Honorary Secretary of the Academic and Special Libraries Section (A&SL) of the LAI

Presentations

The ANLTC Library Assistant Bursary: A survey of current relevance and alternative formats. Presentation at Qualitative and Quantitative Methods in Libraries, (QQML) International Conference, 22nd to 25th May, 2012, Limerick
(With Bernadette Mellon)

Disability Equality training course – Library Pilot, in conjunction with the NUI Maynooth Staff Development office, of the National Disability Authority (NDA) eLearning module - Poster presentation in NUI Maynooth Teaching and Learning Showcase 10th May 2012, NUI Maynooth.

<http://eprints.nuim.ie/3659/>

Publications

Mellon, Bernadette and Cullen, Marie G. (2012)

eLearning course: Disability Equality Training for public service staff An Leabharlann: The Irish Library, 21(2), pp. 26-27.

<http://eprints.nuim.ie/4270/>

Susan Durack

Membership(s)

Member of the NUI Maynooth Library Consultative Forum

Presentations

(With Pauline Murray)

Library Partnership with the Department of Modern History. Poster presentation in NUI Maynooth Teaching and Learning Showcase 10th May, 2012, NUI Maynooth.

<http://eprints.nuim.ie/3660/>

Helen Fallon

Membership(s)

Member, Library Association of Ireland (LAI)

Member of editorial board of An Leabharlann: The Irish Library

Member of editorial advisory board of Journal of Library Innovation (JOLI)

Committee member Academic and National Library Training Co-operative (ANLTC)

Member, Education Developers Ireland Network (EDIN)

Member of Judging Panel for Chartered Institute of Library and Information Professionals (CILIP) Sheila Corrall Publication Award

Presentations

The NUI Maynooth Library World Cafe, at The Show Must Go On, Academic and National Library Training Cooperative (ANLTC) seminar, 30th November 2011, Trinity College, Dublin

Factors influencing Success in Writing: Reflections on five years of the ANLTC Academic Writing Programme, at Developing Your Professional Portfolio: Publishing Your Practice and Research, Academic and National Library Training Cooperative (ANLTC) seminar, 15th May 2012, NUI Maynooth

Writing for Academic Publication: A Blended Learning Approach

Poster presentation at The Written Word - Writing, Publishing and Communicating in Higher Education Conference, 7th to 8th June 2012, NUI Galway

<http://eprints.nuim.ie/2477/>

Publications

Using a blended Group Learning Approach to increase Librarian's Motivation and Skills to Publish. New Review of Academic Librarianship 18(1), pp. 7-25, 2012

Byrne, Jane and Fallon, Helen (2012)

The Fellowship of the Library Association of Ireland: Reflections and Guidelines

An Leabharlann: The Irish Library, 21(2), pp. 6-9

Letters from the Breadbasket: The Ken Saro Wiwa Archive. Africa 77(4), pp.20-22

Awards

Awarded Fellowship of the Library Association of Ireland, March 2012

Bernadette Gardiner

Membership(s)

Member, ExLibris Products User Group UK & Ireland – Inter Library Loans
(EPUG – UK-ILL)

Member, Forum for Interlending and Information Delivery (FIL)

Awards

(With Della Webb)

Motivating Library Staff in Recessionary Times: Some Initiatives at NUI Maynooth

Awarded joint 2nd Prize in Academic and National Library Training Co-operative (ANLTC)
Poster Competition, April 2012

<http://eprints.nuim.ie/3640/>

Rachel Hynes

Membership(s)

Committee Member, LIR HEAnet Information Technology Group

Audrey Kinch

Qualifications

Return to Learning Certificate (NUI Maynooth)

Cathal McCauley

Membership(s)

Member of Consortium of National and University Libraries (CONUL)

Member of Society of College, National University Libraries (SCONUL)

Member of Library Association of Ireland (LAI)

Member of Irish Universities Association Librarians' Group (IUALG)

External lecturer with the School of Information and Library Studies (SILS) University
College Dublin

Presentations

Unlocking your potential: Innovative approaches in library service delivery Academic and
Special Libraries Annual Seminar, 24th February 2012, Dublin

*The importance of Disseminating your Research and Practice for Continuing
Professional Development and the Development of the Library Profession at*

Developing Your Professional Portfolio: Publishing Your Practice and Research, Academic and National Library Training Cooperative (ANLTC) seminar, 15th May 2012, NUI Maynooth

Barbara McCormack

Membership(s)

Member of Library Association of Ireland (LAI)

Presentations

(With Louise Saults)

Kindles in the Library: The NUI Maynooth experience at International M-Libraries Conference 2012 "From margin to mainstream: mobile technologies transforming lives and libraries" 24th to 26th September 2012 Open University Milton Keynes

Bernadette Mellon

Publications

Mellon, Bernadette and Cullen Marie G (2012)

eLearning course: Disability Equality Training for public service staff. An Leabharlann: The Irish Library, 21(2), pp. 26-27

<http://eprints.nuim.ie/4270/>

Presentations

(With Marie Cullen)

Disability Equality training course – Library Pilot, in conjunction with the NUI Maynooth Staff Development office of the National Disability Authority (NDA) elearning module. Poster presentation in NUI Maynooth Teaching and Learning Showcase 10th May, 2012, NUI Maynooth

<http://eprints.nuim.ie/3659/>

Awards

Disability Awareness Training Course in the Library NUI Maynooth

Awarded 3rd Prize in Academic and National Library Training Co-operative (ANLTC) Poster Competition: April 2012

<http://eprints.nuim.ie/3641/>

Elizabeth Murphy

Membership(s)

Committee Member, Rare Books Group, Library Association of Ireland (LAI)

Member, Chartered Institute of Library and Information Professionals (CILIP)

Member, Chester Beatty Library

Hugh Murphy

Membership(s)

Member, Library Association of Ireland (LAI)

Chair of LAI Cataloguing & Metadata group

Member, Consortium of National and University Libraries (CONUL) Collaborative Storage Group

Member, CONUL Working Group on Copyright

Member, CONUL Digital Content Services Task Group

Member, CONUL Unique & Distinct Collections Task Group

Member, Irish Universities Association (IUA) Librarian's Group OCLC Working Group

Member, Irish Research electronic Library (IReL) Steering Group

Member, Irish Universities Association (IUA) Librarian's Group Task Group on Shared Book Procurement

Presentations

(With Mary Antonesa)

The quality instinct? Getting the right balance between evidenced based decisions and instinct, 4th Quantitative and Qualitative Methods in Libraries (QQML) International Conference, 22nd to 25th May, 2012, Limerick

Occasional lecturer at School of Library and Information Studies (SILS), University College Dublin

Publications

Review of Metadata for Digital Collections: a how-to-do-it manual, by Stephen J. Miller in *An Leabharlann: The Irish Library*, 21(1), p. 30

Review of UKSG 35th Annual Conference and Exhibition: 26th to 28th March 2012, Glasgow. *An Leabharlann: The Irish Library*, 21(2), p. 22

Pauline Murray*Presentations*

(With Susan Durack)

Library Partnership with the Department of Modern History. Poster presentation in NUI Maynooth Teaching and Learning Showcase 10th May 2012, NUI Maynooth

<http://eprints.nuim.ie/3660/>

Linda Noonan*Membership(s)*

Member of Ex Libris Products User Group UK & Ireland (EPUG – UKI)

Member of SFX and MetaLib User Group UK & Ireland (SMUG - UKI)

Member of International Group of Ex Libris Users (IGeLU)

Member of IGeLU ALEPH Product Working Group (IGeLU-ALEPH-PWG)

Member of IGeLU ARC User Group (IGeLU-ARC)

Member of the NUI Maynooth Campus Card Working Group

Helen O'Connor*Awards*

Self-Service Laptops at NUIM Library Awarded joint 2nd Prize in Academic and National Library Training Co-operative (ANLTC) Poster Competition, April 2012

<http://eprints.nuim.ie/3642/>

Roxanne Paul*Qualifications*

BSc Social Sciences (NUIM Maynooth)

Valerie Payne*Membership(s)*

Member, Library Association of Ireland (LAI)

Member, Chartered Institute of Library and Information Professionals (CILIP)

Committee member, Acquisitions Group of Ireland (AGI)

Committee member, IUA Librarians e-Information Monitoring Group

Publications

O'Sullivan, Ann and Payne, Val. (2012) Strategies for the Future Report on National Acquisitions Group Conference, Manchester September 2011
An Leabharlann: The Irish Library, 21(1), pp 28-29

Ciarán Quinn

Presentations

What Bibliometrics Can Do For You? Poster presentation in NUI Maynooth Teaching and Learning Showcase, 12th May, 2012, NUI Maynooth

<http://eprints.nuim.ie/3663/>

(With Elaine Bean)

Second-Level Information Literacy Support (SLILS). Poster presentation in NUI Maynooth Teaching and Learning Showcase, 12th May, 2011, NUI Maynooth

<http://eprints.nuim.ie/2555/>

Qualifications

Masters in Library and Information Studies (MLIS) University College Dublin

Suzanne Redmond Maloco

Membership(s)

IUA Institutional Repository Working Group IReL Open

ePrints Technical Support Group (UK)

ePrints Community (UK) – founder member

Ex Libris Products User Group UK & Ireland (EPUG UKI)

SFX and MetaLib User Group (SMUG)

International Group of Ex Libris Users (IGeLU)

Presentations

Driving NUIM research Poster presentation at Developing Your Professional Portfolio: Publishing Your Practice and Research, Academic and National Library Training Cooperative (ANLTC) seminar, 15th May 2012, NUI Maynooth

Going Global: showcasing NUI Maynooth research worldwide Poster presentation in NUI Maynooth Teaching and Learning Showcase, 10th May 2012, NUI Maynooth

<http://eprints.nuim.ie/3661/>

Regina Richardson

Membership(s)

Member, Library Association of Ireland (LAI)

Member, International Association of Music Libraries, Archives and Documentation Centres (IAML) UK & Ireland Branch

Member, Advisory Council on Latin American & Iberian Information Resources (ACLAIR)

Member Instituto Cervantes (Dublin)

Member Alliance Française (Dublin)

Member, Chester Beatty Library

Member, Folio Society

Louise Saults

Presentations

(With Barbara McCormack)

Kindles in the Library: The NUI Maynooth experience

International M-Libraries Conference "From margin to mainstream: mobile technologies transforming lives and libraries" 24th to 26th September, 2012 Open University Milton Keynes

eBooks in Your Learning and Teaching: The Library Kindle Project

Poster presentation at NUI Maynooth Teaching and Learning Showcase 10th May 2012, NUI Maynooth

<http://eprints.nuim.ie/3658/>

Awards

Kindles: Mobile Technology for your Library Awarded 1st Prize in Academic and National Library Training Co-operative (ANLTC) Poster Competition, April 2012

<http://eprints.nuim.ie/3639/>

Della Webb

Awards

(With Bernadette Gardiner)

Motivating Library Staff in Recessionary Times: Some Initiatives at NUI Maynooth

Awarded joint 2nd Prize in Academic and National Library Training Co-operative (ANLTC) Poster Competition, April 2012

<http://eprints.nuim.ie/3640/>

Penny Woods

Membership(s)

Committee member of the Rare Books Group, Library Association of Ireland

Committee member of the Maynooth Medieval and Renaissance Forum

Appendix II: Staff Community Contribution

Elaine Bean

Secretary, Lyreen Residents' Association, Maynooth
Neighbourhood Watch Co-ordinator, Lyreen Residents' Association

Susan Durack

Secretary, NUI Maynooth History Forum
Founder member and Secretary, Castle Keep Art Group Maynooth
Member Maynooth Town Local History Group
Member of Editorial Board Maynooth Newsletter

Helen Fallon

DCU Adult Literacy Project, Creative Writing Workshop Presenter

Cathal McCauley

Scout Leader, 16th Kildare (Kilcock) Scout Group, Scouting Ireland

Olive Morrin

Secretary of the Teresa Brayton Heritage Group
Committee Member of Cappagh Camogie Club

Valerie Payne

Treasurer of the Kilcock and Districts Community Council
Committee member of the Bawnogue Community Centre Committee, Kilcock
Secretary of Kilcock Community Network
Member of Kilcock Community Network Project Management Team
Member of Project Implementation Team (PIT) Infrastructure and Transport Subgroup
Member of PIT Community Facility Subgroup

Regina Richardson

Unit helper with Maynooth Girl Guides & Maynooth Rangers, Irish Girl Guides
Member & youth helper with Liffey Valley Orchestra
Member Castle Keep Art Group, Maynooth

Louise Saults

Secretary/PRO to the Maynooth Ladies Golf Society

Appendix III - Statistics	2011-12	2010-11	2009-10	2008-09	2007-08
Collections					
Print Books Purchased	5,007	4,796	5,993	5,322	5,091
Books Received On Legal Deposit	1,282	1,326	1,309	1,173	1,338
Donations	304	906	1,622	1,201	11,885
Print Periodicals Purchased	456	492	595	539	565
Online Periodicals	49,168	46,856	43,714	42,090	*
Copyright Periodicals	458	465	480	843	651
Donations, Exchange Periodicals	128	132	131	175	145
Volumes Catalogued	6,554	7,389	6,452	7,384	7,754
Total Stock	467,231	464,222	459,194	451,376	446,304
Training and Subject Support					
Numbers participating in LIST sessions	1,419	1,463	1,098	657	429
Numbers participating in other training sessions	2,244	4,174	2,098	1,177	635
Subject Librarian queries	560	517	362	629	392
First Year Orientation	1,520	1,543	1,283	1,158	985
International Student Orientation	132	130	218		
Total:	5,875	7,827	5,059	3,258	3,194
Enquiries					
Desk Enquiries	30,055	29,473	28,544	27,357	****
Phone Enquiries	1,487	1,584	1,737	616	****
Online Chat Enquiries	644	737	367	0	****
E-mail Enquiries	341	318	307	138	****
Total:	32,527	32,112	30,955	28,111	****
Borrowing/Downloading/Photocopying					
Registered Borrowers	12,298	10,087	9,518	9,045	8,095
Items Borrowed	110,056	124,520	132,820	130,901	138,883
Items Reshelfed	183,187	198,454	215,148	220,817	248,720
Articles Downloaded	671,438	594,193	312,276	279,417	250,000
Copies Made	836,759	1,049,670	1,147,564	1,261,251	1,415,033
Items Requested on inter-library loan	611	707	789	860	746
Items Lent to other libraries	172	139	169	224	180
Russell Library					
Readers and Visitors To The Russell	1,384	866	872	1,865	948
Study Places					
John Paul II Library	520	620	680	680	680
Workstations, John Paul 2 Library	88	88	88	88	88
Russell Library	28	28	28	28	28
Arts Building	128	128	128	128	128
Income					
Grant	943,100	914,800	906,800	898,200	1,112,100
Other Income	152,672	139,341	189,686	263,515	227,496
Total:	1,095,772	1,054,141	1,096,486	1,161,715	1,339,596
Expenditure					
Books	269,930	245,662	269,555	304,145	274,255
Print Periodicals	169,804	210,122	201,155	125,407	138,971
Electronic Information	265,262	289,382	384,178	389,547	359,814
Salaries	1,882,003	1,955,567	1,941,985	1,826,120	1,696,464
Operating Costs	362,476	324,965	269,736	424,850	566,556
Total:	2,949,475	3,025,698	3,066,609	3,070,069	3,036,060

Appendix III