## Refereed article

# Funding down under: entrepreneurial approaches to generating income at the University of Queensland Cybrary

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### Abstract

The government, from both national and regional sources, is the primary source of funds for universities and their libraries in Australia. Student numbers and financial allocations are set by the federal government. Government policy changes in relation to higher education funding have impacted considerably in the last few years and the percentage of total income emanating from the federal government has steadily deteriorated. Student fees, on both a partial and full basis, have been introduced as part of the funding mix. Most university libraries in Australia are funded by their parent organizations, usually through a fixed percentage of overall university income. Cost pressures have been experienced by university libraries through reductions in government income, and excessive increases in the costs of library materials, but also through a steadily falling value of the Australian currency against other major world currencies. This paper reviews the environment of Australian university libraries and focuses on the University of Queensland Cybrary as a case study, reviewing initiatives that have been adopted to increase income.

## Introduction

Fund-raising and revenue-raising are not new ideas in Australian libraries, but they have become more important and central to library financial management. This more focused direction to fund-raising has arisen because of a decrease in government funding, increases in costs and the reducing value of the Australian dollar.

Like other libraries in Australia, the University of Queensland Cybrary has sought to increase its income. In doing this, the Cybrary has enhanced its profile within the University and increased its financial support from the University by demonstrating the value the library adds to research and teaching endeavours of the University and the efficiency and effectiveness of services provided. In addition, services earning fees have been introduced and development and sponsorship activities undertaken. Adopting a market-driven and business like approach has become increasingly common in university libraries.

## Australian universities and their funding base

Australia is a large country whose population is located primarily in the large capital cities and also in smaller regional cities. There are 36 publicly funded universities in Australia and several privately funded ones. The universities can be grouped according to size, location and emphasis. The Group of 8, also known as the sandstone universities, comprises the older universities. They are located in capital cities of each state, are comprehensive in their discipline spread and research-intensive in their approach. The University of Queensland is a member of the Group of 8. The regional universities, of which there are about 12, are located in smaller cities such as Townsville, Cairns, Wollongong and Wagga Wagga. Another significant group of universities is the Australian Technology Network, with five members and disciplinary strengths in business and technology. A fourth group is the Innovation and Research Universities (sometimes known as the Gumtrees). These universities are smaller and focused in their disciplinary coverage, both in teaching and learning and research. A fifth group is the

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New Generation Universities. As the name indicates, they are the more recently established universities and are generally located in suburban areas of large capital cities. Their emphasis is on teaching and learning, rather than research. Almost all Australian universities maintain more than one campus, given the highly distributed nature of the Australian population, with a few operating overseas campuses and several operating twinning programs with overseas institutions.

Australian students customarily complete secondary education at the age of 18 and proceed to a university to complete a three- or four-year degree program. Student numbers at each university range from a few thousand to almost 40,000 at the largest. Over half of all higher degree research students are taught within the Group of 8 universities. Increasing numbers of students are completing multiple degrees. International full fee-paying students comprise an increasing percentage of the student body at each university.

Government funding is primarily from the central federal government with some funding from state and local governments. The federal government sets student numbers (supposedly negotiated with each institution) and allocates funds to each university according to a formula which is disciplinary in its basis. The funding includes a capital component for new buildings. Research funds are also allocated according to numbers of higher degree student numbers and a variety of indicators which include publication rates and the ability to attract research funds from various sources. The primary research funding authorities are also government-related, the Australian Research Council (ARC) and the National Health and Medical Research Council (NHMRC).

Students pay a contribution towards their education, known as higher education contribution scheme (HECS). A package of reforms has recently been presented to the higher education sector in Australia to offer new assistance to both the universities and students (Department of Education, Science and Training, 2003). It includes increases to the student contribution (HECS) and a five-year learning entitlement to each Australian citizen for a federal government supported higher education place. Individual institutions are increasingly offering full fee-based programs to students unable to access a federal government supported place, particularly in programs such as law and medicine, where demand for places exceeds the supply. Loan schemes from the government are available to students paying fees, both HECS and full fees. Various reforms proposed include amended conditions of employment for staff and changes to governance models for universities. Additional government funding to be introduced over the next ten years supports these reforms.

The higher education sector in Australia is under increasing pressure. At least nine reviews of aspects ranging from information and communications technology provision to the basis of research funding are currently in train. All universities are seeking to enhance income from non-government sources. Universities have become more market-driven and have adopted various strategies to increase income in a challenging environment.

## Australian university libraries and their traditional income sources

University libraries in Australia are funded by their parent organizations, sometimes through a fixed percentage of overall university income, sometimes through indexation of historically fixed amounts and sometimes through a negotiation process based on various forms of budgeting, which may be program or project related. The total percentage of the university budget received by each library varies considerably from institution to institution, from a low of 4 per cent to a high of 10 per cent. In 2001, the average is approximately 4.7 per cent (Department of Education, Science and Training, 2001). Where percentages of government income are used as the basis of allocation, some institutions also allocate percentages of full fee income and/or research income. In some instances, percentages of overheads in relation to external activities are allocated to libraries. Some libraries receive a lump sum and the library director is responsible for the allocation of the various components within the budget. Other libraries receive separate allocations for staff, purchase of collections, capital expenditure and maintenance. Some portions of the funding allocation may be indexed according

to movements in the consumer price index (CPI).

The varying nature of the funding allocation process means that the political skills and the negotiating powers of university librarians are vital to the securing of appropriate funding. Successful libraries and university librarians, as well as their universities, have come to understand that marketing of their services and themselves is vital to the healthy operation of libraries through satisfactory funding. Not all directors of university libraries have changed either their management styles or marketing strategies effectively in this new environment and are grappling with the complexities of new demands.

## Cost pressures

University libraries have experienced significant cost pressures as demands for their services increase, salaries rise and costs increase, particularly in relation to the purchase of library materials. In addition, the initial move to 27/7 flexible delivery of online information services has been costly. While all libraries throughout the world have experienced these cost factors, a steadily falling value of the Australian currency against other major world currencies has exacerbated the situation, although the Australian currency has improved against the American dollar this year and to some extent against sterling and the euro. The fluctuating nature of a volatile floating currency has meant that Australian university librarians as well as becoming marketers and negotiators have also become financial traders.

The industrial relations environment in Australian university libraries involves enterprise bargaining with agreements negotiated for up to three years. The trade union movement campaigns strongly. Negotiations are frequently conducted outside the library environment. While most salary increases have not been unreasonable, government funding has not increased to accommodate them. This leads to a situation where the salaries percentage continues to increase, thereby reducing the amount available for expenditure in other areas. The University of Queensland Cybrary has balanced the expenditure between information resources and staff. Some other Australian universities have not been so lucky, for example, Macquarie University has had an

approximate 12 per cent decrease in salary expenditure from 1997 to 2001 and a ~3 per cent increase in information resources expenditure. Bond University (a private university) has increased information resource expenditure by 9 per cent and decreased salary expenditure by 5 per cent over the same period (Council of Australian University Libraries, 2003). The move to e-everything has not been without its costs. While some efficiencies have resulted more recently, increasing amounts spent on information and communications technology have contributed to the challenges in financial management.

Like their counterparts in the United Kingdom, Canada and the United States, several Australian university libraries have combined with other service components within the university – information technology services, teaching and development units or other support services. It is not clear that these developments have led to the improvement of funding to traditional library services, particularly for collection development. In some instances, libraries seem to have become the poor relations as other more demanding services have consumed increasing percentages of available funds.

## The University of Queensland and its library

The University of Queensland is recognized as one of the largest and most prestigious research universities in Australia. It is comprehensive and research-intensive. The University is the largest and oldest in Queensland, one of Australia's eight states. As well as being a member of the Group of 8 universities, it is a member of Universitas 21 (http://www.universitas.edu.au), "an international network of leading research-intensive universities" facilitating "collaboration and cooperation" (Universitas 21, 2003), which includes amongst others the Universities of Edinburgh, Glasgow, Virginia, Singapore and Hong Kong. The University of Queensland is located on three major campuses, the largest of which, St Lucia, is in a loop of the river in the state's capital, Brisbane. The other two campuses are Ipswich and Gatton, some 50km and 90 km, respectively, from Brisbane. The University also has facilities on islands and farms

throughout Queensland and in major teaching hospitals. Organizational restructuring within the University has reduced the number of faculties from 16 to 7, ranging from Arts through to Health Sciences to Biological and Chemical Sciences and the number of schools from 59 to 32, ranging from Engineering to Music. Cooperative research centres and specialised institutes operate in partnership with the faculties and external organizations.

The University of Queensland Library badges itself as the Cybrary (www.cybrary.uq.edu.au) to indicate its unique combination of physical space and cyberspace, real and virtual collections and its client-focused service delivery in-person, via telephone and online chat or e-mail. With over 2 million items, the Cybrary's comprehensive collections are able to meet the teaching, learning and research needs of the University. The collections include over 13,200 print journal titles, over 18,000 ejournals, over 2 million print volumes, 135,000 ebooks, 650 online databases, 25,500 videos, and extensive microform, digital and primary source collections. The collections include ejournals from aggregators like Ebsco and ProQuest or publishers like Wiley and Elsevier. Many databases are networked locally using the Silverplatter ERL WebSPIRS interface now owned by Ovid and can be accessed remotely. Use is huge. On an average day during semester there are 10,380 logins into WebSPIRS databases and even on Christmas day, 2002, researchers did not rest with 248 logins. In 2002, over 3,000,000 people visited the libraries in person and borrowed over 1.6 million items. About 46,000 people attended information skills programs provided by the Cybrary.

The Library comprises 13 branches, which are primarily disciplinary in basis and located at the major campuses and in the teaching hospitals. Most branches contain eZones (the UQ equivalent of information commons or collaborative learning centres) containing in excess of 1,100 personal computers. There are also several warehouses containing less frequently used materials and the Library houses a café and is responsible for the University Archives. In addition to traditional library services, the Cybrary provides computer help and training to students throughout the University via its *Ask* IT service. The Library centralises planning,

facilities management, processing, information technology, human resource management, staff development, finance, management of networked printing, document delivery and information skills training support service delivery through the library branches. The Innopac library system, marketed by Innovative Interfaces Inc., is used to provide collection management services and access for all clients. The effectiveness of the Library in service delivery is strongly influenced by the effectiveness of its implementation of information technology. The Library employs 245 staff and the budget for 2003 exceeds A\$26 million.

The Cybrary takes as its slogan:

We link people with information, enabling the University of Queensland to achieve excellence in teaching, learning, research and community service (University of Queensland Cybrary, 2002, p.1).

## Funding from benefaction

In Australia, the larger, older universities and their libraries have benefited from endowments and gifts. Some universities and their libraries have received gifts in honour of individuals or in gratitude for services received or estate funds on the death of grateful alumni or staff. While funding of this type has been much appreciated by those who have received it, the total amounts have not been high and for the newer universities extremely low indeed. State libraries and other cultural institutions have been more successful in Australia than university libraries in obtaining benefactions, particularly for heritage related activities. Development approaches are undertaken either centrally within the University or by the library itself. Potential donors are carefully targeted, relationships developed and benefit packages identified. Some gifts to libraries have been tied to specific disciplinary areas or projects. Many libraries in receipt of such funding have experienced difficulties when disciplines change and are no longer significant in teaching or research programs.

In Australia, donations of materials remain vital to the development of collections. Individual collectors are able to specialize in specific areas and institutional collections can be enriched significantly by the addition of such material. Most libraries place caveats on

donations so that components of collections duplicating the existing collections can be disposed of in various ways, although some libraries have fallen foul of donors in the disposition of unwanted collections.

While major campaigns for building projects have been common in the United States and the United Kingdom, such projects have not been common in Australia, although the University of Queensland in refurbishing its Law Library did secure some funds from the members of the legal profession in Brisbane. The tradition of giving to public institutions has not been firmly established in Australia.

Annual appeals have traditionally been a major means of fund-raising for the library or for specific library projects. Special events such as the celebration of a centenary may be used as the peg for a specific bid for gifts. The University of Sydney Library in 2002 marked its sesquicentenary celebrations with a fund-raising campaign.

In 2002, the University of Queensland Cybrary gained $300,000 from the University's Development funds to purchase flat screen computers to upgrade its *eZone*. Student surveys had shown that lack of access to computers was the area leading to most dissatisfaction. Many libraries have successfully gained special gifts to cover the costs of displays and exhibitions.

The targeted purchase of expensive items has also been used in special gift-seeking campaigns. University libraries in Australia have been successful in obtaining funds from alumni and the general community to purchase manuscript papers of writers, computers, expensive electronic databases or journals. Some businesses have provided funds for expensive purchases. At the University of Queensland, an accounting firm paid for the *IRESS Marketi Pro* stock service. Many institutions have worked hard at securing payment from various organizations to cover the costs of journal purchases. Some libraries with rare book collections have introduced adopt-a-book or adopt-a-journal programs that have been successful in preserving old and valuable books (National Library of Australia, 1998; State Library of Western Australia, 2003). Like many other library fund-raising initiatives, this option is more developed and has a larger appeal overseas.

**The benefactors**

Benefactors can be found in all walks of life. Those donors who are easy to identify and target are found in alumni associations and can be the previous graduates of the university. Promoting successful student library experiences can encourage individuals to donate to the library. Vendors are good sources for donations especially when organizing seminars and conferences. Other benefactors include corporations, foundations, wealthy individuals or grateful clients.

Working with potential donors involves sophisticated building of relationships. Current and previous clients make the best supporters – particularly satisfied ones. They must be identified and then cultivated through planned and unplanned visits as well as invitations to library and cultural events. Wining and dining "prospective donors" are important activities for senior library staff.

Long before one asks for money, support or sale of services or products, one must have established a relationship. The ASK then becomes easier and the right approach will become obvious. The benefits to the donor must be clearly identified and these will vary with each organization or individual. Once initial support has been received, careful stewardship is required to maintain the relationship so that further support and assistance can be solicited. E-mail contact lists and regular messaging can help.

Establishing "Friends" groups is a strategy adopted by many libraries. The National Library of Australia maintains a Web site listing Australian library friends' groups. At the University of Queensland, the Friends of Fryer provides a framework for enlisting support and assists in knowledge and development of the Fryer collections (a branch library specialising in Queensland materials) through talks, seminars, other functions, displays and publications. Some would argue that Friends groups cost rather than raise money, but they do provide a valued focus for activity (Atlas, 1994). The old adage "One has to spend money to make money" applies to fund-raising in libraries as it does in other areas.

An essential component of successful fund-raising is leadership. Fund-raising must be carried out at senior levels. Support from the senior staff within the university at chancellor,

vice-dhancellor and president level is required as well as from senior library staff. Leaders securing funds must be clear about their purposes, be passionate about their goals, innovative in the strategies they adopt and excellent in their communication both to donors or potential donors and library staff. Support from above and below is vital.

### The benefits for the benefactor

Donors must be recognized in ways that are appropriate. Some donors provide funds to "feel good", but many want tangible benefits that can be quantified. The Web site can be of benefit in this area. The concept of cyberplaqueing has been developed. Instead of naming a wing, a room, a chair or a wall, a cyberplaque can provide personal information about the donor or the reason for the donation (King, 2000). Further requests to those who feel their donations have been valued will be more favourably received.

Tax regimes operating in various countries are central to success in gaining donations. In Australia, the Cultural Gifts Program (Department of Communications, Information Technology and the Arts, 2003) offers tax incentives to donors of both funds and collections. Collections being donated must be officially valued by approved valuers and comply with the stated collection development policies of the institutions to which collections are being given. This strategy has been most useful in providing benefits to both the giver and the receiver.

## The library as enterprise in the fund-raising stakes

Money can be begged, borrowed, or inherited. It can also be earned. Libraries increasingly are seeking to increase their incomes through enterprise activities, selling products or providing fee-based services. Fee-based services range from newsletters to current awareness updates. Merchandising might include memorabilia like keyrings or postcards and graduation photographs featuring the library. Some libraries set themselves or are set by their funding authorities, targeted percentages ranging from 10 to 20 per cent of their total income, to raise through enterprise activities.

For university libraries, photocopying has been a way of gaining funds to cover the full costs of the activity and perhaps to make a small profit to put to other activities. As print collections become less significant and ejournals and ebooks comprise larger percentages of holdings, copying is lessening and printing increasing. While many library clients are accessing e-resources from home or office and printing out their requirements themselves, there is still a demand for quality printing, including colour, at an institutional level. Printing as a business enterprise needs to be developed for libraries. Demands are sophisticated and poor quality old machines will not satisfy demands satisfactorily or lead to increased income.

Document delivery has been an income-generating activity for large libraries such as the British Library, but smaller libraries can obtain funds which can be used to cover whole of service costs. The UQ Cybrary has become an OCLC service provider in the Australasian region and while the income is small, the US dollars have been appreciated at a time when the Australian dollar was running at under 50c (currently 65c).

Some universities in Australia have operated business information services for many years. MONINFO, a commercial information enterprise at Monash University has been operating for many years and provides a variety of services, including document delivery, information retrieval and industry and product overviews (Monash University Library, 2002). Other universities have followed its example. The University of Queensland Cybrary provides problem-solving information services and document delivery to research organizations, enterprises and to some major Brisbane companies. Some university libraries have provided Internet and computer training on a fee-for-service basis. Such services can capitalize on programs developed for staff and students of the institution.

Hiring out of spaces at quieter times of the year can also be used to raise funds. Several university libraries now accommodate cafes. At the University of Queensland Cybrary, Tanja's Café generates additional income through a fixed rent and a percentage of all sales. The percentage base keeps retains honesty and means both parties work hard to ensure a successful operation.

Many university libraries have allowed members of the community to gain access to

their libraries for a fee. Alumni are frequently asking for this type of service. Increasingly users want online access to resources and license restrictions make activity in this area difficult. Many vendors do not make it easy for individuals to use these services, even though no major sales would be lost. Vendors must learn to understand the needs of stressed university libraries and help rather than hinder them in their drive for additional funds – if more funds were available, all would benefit.

About three years back, the requests to visit the University of Queensland Library dramatically increased. Visitors took up considerable amount of time and wanted training and discussion about many areas, tapping into the time and resources of individual managers and trainers. As a result, specialist training programs have been developed for visiting international library workers, at a fee. The training programs include modules on Effective Collection Management; From Workstation to Cybrary: using technology in libraries; Meeting the needs of library users; and Managing the modern library; as well as work experiences and a cultural program. The program can be offered separately in modules or in a six-week bloc. Internships can also be provided for three to six months. Participants are placed in disciplinary libraries of their choice. An individual training program is developed to meet the needs specified and includes attendance at a highly developed internal staff development program.

Consultancy activities can also generate funds. Nothing succeeds like success and as the University of Queensland Cybrary's reputation has gained further recognition, requests from local visitors and for consultancies have also resulted. Individuals and teams have worked on areas like building design, collection development, materials processing, document delivery and specific applications of library technology and systems. The income is in the tens of thousands rather than hundreds, but has been used to fund overseas travel and attendance at conferences and staff development programs for the individuals involved. Providing free and fee services from the one service base can be challenging and great care must be taken to differentiate the services and to develop appropriate charging regimes.

## Other fund-raising ventures

Most libraries operate regulatory regimes for the enforcement of their conditions of use, particularly for borrowing. The fees or fines received from the enforcement are not in themselves fund-raising activities. They are prevention mechanisms not cures. Clients who choose to retain scarce resources longer than stipulated periods, thereby preventing others from having access, frequently pay for the privilege. Funds from this source are frequently used to pay for text and reference materials or computers for student use.

Community access to university library facilities has already been mentioned. A specialist area however is use by schools. Few libraries would make money out of any services provided to schools, but some do seek to recover the costs. The University of Queensland Library runs the UQL Cyberschool. Discounted purchases of databases like Thomson Gale's *Expanded Academic* have been negotiated for secondary schools (8-12) in Queensland. Queensland school libraries have been able to leapfrog into the e-age through the purchase of electronic databases of books and journals. The Cyberschool service now provides up to 28 databases to 135 schools. Individual purchasers make payments to the respective vendors. The UQL Cyberschool's role is to market, train and communicate updated information about the services. Tours are also provided to schools and lesson plans prepared. The Cybrary subsidises the program, but it brings school students to the University and establishes a relationship which will hopefully be continued through their future enrolment at the University. Funds have been secured from the vendors to cover the costs of travel and training and a sponsorship venture with a computer hardware firm is under discussion.

Grant applications can also secure funds. These can be obtained from philanthropic organizations or from government research bodies. The Cybrary at UQ has consistently assisted various Schools and Faculties of the University in applications for targeted funds for research, teaching and learning or special projects such as computer gateways. Many of these have been successful and secured several million dollars as additional revenue for both the Library and other parts of the University. Innovative projects that could not otherwise

have been attempted have been made possible through this funding. These projects have included WebLaw, a gateway to legal information resources.

One fund-raising activity that is extremely fraught is the sale of existing collections. While some libraries do hold materials that are no longer required, any attempt to sell items appears to result in difficulty. Careful planning, approval and public relations mechanisms must be put in place if such a strategy is to be adopted.

### Saving money

In considering the cost pressures and burdens being experienced, it is vital to ensure that the money raised and received from funding authorities is spent in the best possible manner. Value for money must be the catch-cry. Libraries have undertaken total quality management and re-engineering projects to optimize their expenditures. Activity based costing can be used to analyse service provision. How much does it cost to lend a book or answer an inquiry in each branch library? How can information and communications technology be used to save rather than spend money? A Workloads Committee formed by the Library two years back received 67 suggestions for improvement from library staff. All suggestions were rewarded with a "coffee and cake" voucher. All suggestions were investigated by the Committee and significant improvements introduced. Additional auto-loan machines were purchased; a self-service telephone renewal system was introduced to reduce phone inquiries (renewal via the Internet was already in place); collection of statistics was streamlined; and improved signage was also introduced thereby reducing the number of directional inquiries received by staff.

Other approaches to ensure value for money have involved careful weighing up of outsourcing of specific areas, e.g. management of our copying service. Many libraries have outsourced components of their material handling and technical services areas – the University of Queensland has not done so and instead focused on internal efficiencies. E-business techniques, particularly for purchases and payment, are vital.

### Changing the focus

Five years back, library staff in completing forms for jobs at the University of Queensland

Cybrary stated in completed job descriptions they had little if anything to do with the management of money. All library staff expend funds and the values statement now developed by the Library (http://www.library. uq.edu.au/about/mission.doc) emphasizes personal and corporate responsibility for financial management. Taking the next step to fund-raising, particularly through entrepreneurial activities, is not easy and requires significant cultural change processes to be put in place. Not all have been carried out, but initial progress has been made.

An ongoing program of staff development has ensured that all staff are as skilled and knowledgeable as possible. Courses are available for all levels of staff. There are in-house "train the trainer" courses for teaching librarians; customer services skills workshop for those staff on information and circulation desks; cross cultural awareness workshops to assist staff dealing with the diverse population visiting the library daily. Staff are also encouraged to attend conferences, workshops and seminars outside the library and the university.

In changing the focus, the development of a marketing approach to service delivery has been crucial. The provision of just in time service just for you has become the catch-cry. Market research becomes an important strategy in ensuring that client needs are known and understood.

Selling and communication strategies must involve all library staff. Name badges and uniforms clearly identify service staff. All letters and complaints must be taken seriously and responded to and good marketing ideas adopted from commercial organizations. The provision of up-market promotional publications is a must in developing entrepreneurial activities. The Web site is a marketing as well as an informational tool. In 2002, the 21,500,000 pages of the UQ Cybrary Web site were used by over 400,000 different computers located throughout the university and indeed the world as students, staff and other users accessed material online. One major marketing aspect relates to place, the Library's physical facilities. Classical library design focused on the collection, on its projected growth and on its protection. The Library was a serious building for the storage of materials, the seating of readers and the provision of workspaces for library staff. Scholars, or users, went to such a building, an

"edifice", to obtain access to recorded knowledge, while librarians sat behind desks and assisted users to find their way. This traditional library paradigm was matched by traditional library design.

In the light of differing uses and the need for a more developed entrepreneurial approach, library physical layout and facilities must resemble that of service organizations like airports, banks, shops, supermarkets, restaurants and Internet cafes. Express workstations for quick look-up, auto-loan machines, specialist study spaces, coffee facilities and spaces for industry/university partnerships are all required. The new look and feel is friendly and fashionable. Flexibility is the keynote. Appropriate use of colour, wayfinding, displays and exhibitions and location of service points must all be addressed.

## Conclusion

Universities, and their libraries, have become more market-driven and financially focused in increasing income in a challenging environment. The University of Queensland Cybrary has been successful in increasing the total amount of funds available in its budget. It has done so through changing its marketing focus, refurbishing its facilities, evaluating all its services, identifying new products and services, and through the development of all staff. The Cybrary has introduced new outreach activities; the Web site has been re-designed as both a marketing tool and an information service; new flyers and publications have been produced; and activities such as the delivery of Christmas parcels announcing new services have been undertaken. Business plans have been developed for specialist services to be provided. Recognition of the Cybrary's contribution to the University has been enhanced; funds from the University's operating budget have increased; efficiencies introduced have ensured improved financial management of funding received; external funds from business activity have increased; and funds from external sources and donations have facilitated innovative activity. Revenue has been increased through operating businesses like the existing traditional fee-paying services for libraries such as photocopying. The Cybrary has worked through the University's

Development Office and also undertaken promotional activities itself, with new attention being paid to its Friends group.

By learning from overseas successes, Australian university libraries can forge ahead in developing a better entrepreneurial attitude and advanced fund-raising techniques. Many activities are long-term, requiring relationship marketing over a considerable period of time. They result both in an enhancement of the image of the Library and additional funds. There is still a long way to go in ensuring that funds raised meet the challenges of new information service delivery, but the journey has begun.

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