

MONASH UNIVERSITY LIBRARY

STRATEGIC PLAN 2006-2008

Approved by General Library Committee on 7 December 2005

1. Vision

The Library is the heart of learning and research, creatively managing and providing access to scholarly information.

2. Goals

2.1 Information resources: ensure the selection, acquisition, creation, cataloguing, storage and preservation of scholarly information are in line with the needs and requirements of the university community. Provide prompt, seamless, reliable and easy-to-use access to high quality scholarly information, regardless of the location of the information or the user.

2.2 Information services: assist the Monash community to discover and use resources for learning, teaching and research, and to support staff and students' development of skills for independent and lifelong learning, through mediated, timely and flexible information services.

2.3 Lending services: support teaching, learning and research by making course and research materials readily available for undergraduate and postgraduate students and staff.

2.4 Physical environment: enrich the total study and campus experience through provision of innovative and welcoming facilities that both stimulate learning and respond to study and research needs.

2.5 Quality management: ensure that the Library meets or exceeds the requirements and standards of best practice in the Australian academic library sector.

2.6 Partnerships: align with the university's defining themes of innovation, engagement, internationalisation and global development to support the wider Monash community. Improve services through co-operative arrangements.

3. Strategic priorities

Application of the Facilities Master Plan to the refurbishment of the Matheson, Caulfield, Pharmacy and Law libraries, subject to funding.

Developing long-term storage solutions.

Storing and making accessible the intellectual capital of the university through the ARROW digital repository initiative.

Securing a sustainable model for Monash University ePress and expanding the range of titles.

Continuing to develop integrated service delivery (for example, through the Berwick Library and Learning Commons).

Improving services, especially enhanced support for research.

Continuing to develop information literacy programs.

Improving access to information resources with the development of a resource discovery framework.

Supporting international campuses (Malaysia and South Africa) through new library buildings and enhanced services for students and staff.

Supporting the AUQA review of the university.

4. Goals and objectives, issues, and key strategic initiatives 2006-2008

Goal 1: Information resources

Ensure the selection, acquisition, creation, cataloguing, storage and preservation of scholarly information are in line with the needs and requirements of the university community.

Provide prompt, seamless, reliable and easy-to-use access to high quality scholarly information, regardless of the location of the information or the user.

Objectives

- To evaluate, select, acquire and license new materials (both print and electronic)
- To catalogue resources and provide information about, and access to, them through the Library catalogue and the web site
- To provide resource discovery tools to enable access to electronic resources including journals, books, articles and web sites
- To provide physical access to print and other collections held in branch libraries
- To provide co-ordinated resources under the 'one library' banner while still meeting individual campus and faculty needs
- To promote and preserve the university's intellectual output
- To ensure Library involvement in planning of academic programs at all campuses
- To improve the utility of the university's information management processes

Key issues

The Library supports the teaching and research activities of the university across eight Victorian and two overseas campuses, as well as off campus. The challenge is to ensure continuing development of high quality information resources to meet the differing needs of Monash students and staff, and other users affiliated with the university. The Library needs to provide appropriate support to ensure flexible delivery by means of integrated interfaces to high quality library resources.

Library resources are essential to improving the university research performance. A closer working relationship with academic staff to achieve greater input into the development of the collection has been identified for action. The Library will also seek to provide high quality collections in areas of research interest in consultation with staff and postgraduate students.

The full research output of the university remains under-captured and is under-promoted. The Library is leading the establishment of a research repository for Monash University (ARROW) and other universities, and an electronic press (Monash University ePress). The next few years are critical to the success of these initiatives. The Library is also actively involved in the development of a co-ordinated information management strategy for the university.

Strategic initiatives 2006-2008

1.1 Make electronic information easier to locate and use:

- Further develop and review the Multisearch portal for effective cross-database searching and linking to full-text information
- Identify ways of personalising library resource discovery
- Undertake usability reviews of specific web sites eg subject guides

1.2 Undertake further analysis of collection adequacy to support teaching and research and develop strategies to address needs identified

1.3 Capture and promote Monash University research output through the ARROW research repository, expand its content, and develop a capacity to maintain the ARROW repository into the future

1.4 Showcase Monash University's research activity through expanding the offer of the Monash University ePress and identifying sustaining strategies for its future development

1.5 Advise the university on its information management strategies and on metadata standards

1.6 Develop a library resource discovery framework

Goal 2: Information services

Assist the Monash community to discover and use resources for learning, teaching and research, and to support staff and students' development of skills for independent and lifelong learning through mediated, timely and flexible information services.

Objectives

- To provide co-ordinated, proactive services under the 'one library' banner while still meeting individual campus and faculty needs
- To advise and assist academic staff and students with using services and collections
- To engage and liaise with faculty members and students about the development of services and collections

- To develop academic staff and student information literacy skills
- To provide relevant guides to services and collections
- To promote the research strengths of the collection
- To work with faculties to provide support for teaching and research activities

Key issues

The university is progressively moving to teaching that focuses more on student-centred learning. This approach affects the methods of service delivery and assistance provided by librarians to Library users.

A key challenge is to attain appropriate inclusion of information literacy skills programs into curricula.

Postgraduate students and researchers have particular information needs which differ from undergraduates. Targeted programs need to be developed to support research activities.

Strategic initiatives 2006-2008

2.1 Encourage and support the development of information literacy throughout the university:

- Work with academic staff to further embed the development of information skills programs within undergraduate and postgraduate coursework curricula
- Establish evaluation processes to measure the effectiveness of information literacy programs
- Improve collaboration across the Library to ensure broad adoption of effective teaching methods
- Share and build on successful liaison / communication practices across faculty teams

2.2 Review and improve inquiry services:

- Review Monash University Library help and self-help services, including print and electronic guides
- Collaborate with the Centre for the Advancement of Learning and Teaching (CALT), Information Technology Services and Student and Staff Services to establish consistent co-ordinated assistance for students and staff
- Investigate joint provision of online reference and IT services with interstate and overseas institutions and organisations

2.3 Develop and implement a Research Support Plan

Goal 3: Lending services

Support teaching, learning and research by making course-related and research collections readily available for undergraduate and postgraduate students and staff.

Objectives

- To provide loans services from any branch of Monash University Library

- To provide reserve collections and electronic reading lists
- To provide access to special and off-site collections
- To facilitate access to other libraries' collections
- To obtain materials from other libraries for postgraduate students and staff

Key issues

Students, regardless of their place or mode of study, need to locate resources promptly. In order to support changing course and campus requirements, the Library moves items in its collections to the campuses at which they are needed.

There needs to be prompt and ready access to open collections and delivery of items from closed or limited access collections.

Wide-ranging research undertaken by staff and postgraduates calls for Library staff to draw on resources held at Monash University Library and worldwide. To support such research, the Library obtains research materials not held by Monash libraries from external suppliers, often at considerable cost.

The Library participates in a number of co-operative borrowing schemes that require relatively high levels of management to ensure proper protection of Monash University collections.

Strategic initiatives 2006-2008

3.1 Evaluate and recommend an electronic readings management system

3.2 Review the electronic reading list service delivery model

3.3 Improve efficiencies in Lending Services with a review of RfiD and self-charge technologies

3.4 Extend digitisation to support overseas students and campuses

Goal 4: Physical environment

Enrich the total study and campus experience through provision of innovative and welcoming facilities that both stimulate learning and respond to study and research needs.

Objectives

- To provide study spaces which meet the differing needs of user groups for group and individual study
- To provide reliable high quality physical libraries, technology and workstations
- To provide a secure and safe environment
- To provide facilities for people with special needs
- To provide responsive hours of opening
- To house the collection to standards that ensure preservation of resources for long-term research value.

Key issues

With online delivery of courses and provision of online resources, a high percentage of students who work part-time, off-campus learning students and a large percentage of overseas students, it is paramount to provide an excellent, reliable electronic infrastructure to support the online systems, and to provide timely assistance to Library users. The challenge is to provide the appropriate support for these services over extended hours at times that are convenient to the students themselves.

Some Library buildings are aged and require refurbishment. The study space provided in all libraries should include areas that are functional, pleasant and comfortable, where students can work in groups, but that also contain areas conducive to individual study and research. Implementation of the principles in the Facilities Master Plan and learning commons concepts will alleviate cramped areas and improve study conditions in the libraries, and bring synergies with other service areas.

Self-directed learning in a computerised learning environment requires commitment to provision of high numbers of late model, reliable computers or access arrangements for students to the university network, including use of networked printers.

With increasing demands for space for study, computer workstations and collections, large-scale weeding programs and appropriate storage facilities in close vicinity to campuses are in urgent demand. To alleviate the pressing space problems, major weeding and storage projects will be undertaken over the next few years.

Strategic initiatives 2006-2008

4.1 Improve facilities within available resources, adhering to the Facilities Master Plan:

- Roll out the notices policy as part of the signage portfolio for all libraries
- Review refurbishment of the Hargrave-Andrew Library against Facilities Master Plan in 2006
- Continue planning for the refurbishment of the Matheson Library
- Design the refurbishment of the Caulfield, Law and Pharmacy libraries
- Monitor campus developments through campus and faculty planning committees

4.2 Participate in learning commons developments in collaboration with support services and faculties:

- Review the Berwick Library and Learning Commons
- Plan and monitor learning commons developments at Monash Malaysia and Monash South Africa
- Incorporate elements of learning commons in other branches where possible

4.3 Contribute to planning for the new campus libraries in Malaysia and South Africa

4.4 Develop and implement a long-term space and storage strategy

4.5 Review and plan future strategies to improve computer facilities and electronic equipment provision

4.6 Investigate and recommend a seamless printing solution to the university

4.7 Continually review opening hours to meet users' needs

Goal 5: Quality management

Ensure that the Library meets or exceeds the requirements and standards of best practice in the Australian academic library sector.

Objectives

- To lead and support the creative management of the university's scholarly information
- To provide a planning and continuing improvement framework for activities and services
- To provide an energised, innovative work environment
- To manage resources in a cost-effective manner
- To continue to improve Library marketing and communications programs
- To provide an effective staff performance and development program

Key issues

The Library is committed to developing and employing high quality staff to ensure excellent service standards. Staff require a structured, ongoing program of professional development, in addition to opportunities to contribute throughout the Library and participate in innovative projects and working groups.

Librarians need to be well versed in current learning styles and to possess the requisite teaching skills to impart information and to develop, facilitate and lead library skills classes.

Information and communications technology (ICT) is profoundly embedded in the Library's activities and services. Understanding and managing ICT creatively and well are and will continue to be major tasks.

The Library needs to understand the changing policy, regulatory and financial environment in which it and the university exist, and to manage accordingly.

The Library has a commitment to working within a marketing framework in order to best meet its clients' needs. This entails regular surveying, targeted communication and responsive planning. The Library has improved its performance in these areas through the appointment of professional communications and marketing staff.

Strategic initiatives 2006-2008

5.1 Contribute to planning and quality activities:

- Prepare for the Australian Universities Quality Agency (AUQA) audit in 2006 and implement relevant recommendations

- Maintain, implement and review the Library risk profile and legal compliance risk register

5.2 Undertake benchmarking to reach best practice standards:

- Respond to results of staff survey undertaken in 2005
- Undertake customer survey in 2007
- Compare targeted areas with similar functions in other organisations

5.3 Improve professional development:

- Further engage staff in the performance management process
- Target training and development programs to meet organisational objectives
- Implement leadership development programs
- Ensure all staff are appropriately trained in new technologies
- Implement appropriate training for staff involved in information literacy activities

Goal 6: Partnerships

Align with the university's defining themes of innovation, engagement, internationalisation and global development to support the wider Monash community. Improve services through co-operative arrangements with CAUL, CAVAL and the University of Melbourne/Monash protocol and build on these relationships for the benefit of all Australian libraries, including achieving greater buying power.

Partnerships are part of *Monash Directions 2025* expectations, even if they are not primary Library objectives. The Library must work out the costs of access for various groups.

External partnerships, with other academic libraries in particular, add a wider library context to our planning, an outward focus.

Objectives

- To support Monash students and staff in Monash affiliated hospitals and other teaching and research locations
- To support overseas campuses and partnerships
- To provide services as appropriate to Monash partner organisations and commercial operations on campus
- To participate in a range of other collaborative endeavours to further Monash goals
- To support alumni access to Monash resources
- To support the university's internationalisation activities on and off campus

Key issues

The Library needs to ensure that it is included in the early stages of university, academic, campus and commercial co-operative project planning, in order to avoid service and support difficulties. This is particularly true of overseas course and campus development, where the issue of quality of service delivery is paramount, and where the Library has a key role to play.

There is a need to clarify services and resources that can be provided to third party tenants, such as commercial enterprises on campus, schools and TAFEs and other entities that are included in university agreements. Licence agreements with vendors must reflect the university's span of involvement, and it must be clear what service levels are expected and able to be provided.

Strategic initiatives 2006-2008

6.1 Support optimum development of Monash libraries at Monash University Malaysia and Monash South Africa:

- Provide advice on staffing and the operational environments of the new libraries for the Monash University Malaysia campus, including Monash University Malaysia Medical School and associated hospitals, and Monash South Africa campus
- Conduct training programs for international librarians

6.2 Ensure Library involvement in initial stages of campus urban plans:

- Identify and strengthen key strategic alliances such as the Synchrotron, the education precincts at Gippsland and Peninsula, and the Sir John Monash Science School at Clayton

6.3 Review resource access for Library users including alumni, third party tenants on campus, schools, TAFEs, Monash-affiliated hospitals, Open Universities Australia students enrolled in Monash-taught units

6.4 Clearly estimate what service levels Monash University Library must meet

6.5 Ensure that all new initiatives are subjected to the university's approved project planning methodologies (Thomsett)

6.6 Review existing fee-for-service agreements on a regular basis

Appendix A: Planning framework

This plan is informed by the strategic directions set down in *Monash Directions 2025* and *Excellence and Diversity: Strategic Framework 2004-2008*. The Library has, or will have, a number of plans and frameworks that are intended to advance the overall directions set out in this overarching Strategic Plan, and that are regularly reviewed. These include:

- Facilities Master Plan (extant)
 - Learning Commons Plan (extant)
 - Storage Plan (under development)
- Collection Development Policy (extant)
- Client Services Plan (under development)
 - Information Literacy Plan (under development)
 - Research Support Plan (under development)
- Lending Services Plan (under development)
- Technology Services Plan (extant)
- Training and Development Plan (extant)
- Quality framework (extant)
- Communications Plan (extant)
- External Client Services Plan (extant)

Appendix B: Values

The key values espoused by Monash University in *Excellence and Diversity: Strategic Framework 2004-2008* are listed below, with accompanying text to illustrate briefly how Library activities relate to them.

1) Excellence in education

- The Library provides current, relevant resources in appropriate formats to support flexible, student-centred learning and teaching.
- It is actively improving its provision of modern, responsive libraries to facilitate learning activities.
- An information literacy framework to enhance the ability of students and staff to find, evaluate and use resources effectively is being implemented in collaboration with academic staff.
- Each branch library seeks to participate in campus planning and support its campus community and to provide services relevant to its needs.
- Advances in technology and communications are incorporated into Library operations, often following successful trials of new products or services.
- Well-trained staff provide high standard help and information services and play a major role in the Library's focus on excellence in customer service

2) Excellence in research and scholarship

- The Library collects print materials and provides access to online scholarly resources for research students and staff.
- Subject librarians provide personalised assistance to researchers.
- Requested items are delivered directly to the researcher's desktop whenever possible for items not held by Monash branch libraries.
- The Library seeks external funding for appropriate research projects and investigates opportunities to collaborate within the university and with external organisations to enhance research.
- Most branch libraries have some facilities specifically for researchers.
- Digital initiatives such as the ePress and ARROW are intended to preserve and promote Monash University's research output.

3) Excellence in management

- Planning, implementation, evaluation and improvement are embedded in the quality management systems in place in the Library.
- In aiming for a highly competent staff skills set for the 21st Century, the Library is extending the skills and knowledge of its staff through a comprehensive training and development program.
- The Library adheres to the university's guidelines for staff selection and performance management.

4) Innovation and creativity

- The Library has a history of innovation, particularly with regard to new technologies. This is actively encouraged.

- Library staff are encouraged to approach change positively, anticipate trends and respond to new challenges. There are opportunities for staff to participate in projects to bring about improvements and to effect change.

5) Diversity

- Staff endeavour to provide services that best meet the needs of local, regional and international university communities. Various methods of service delivery ensure availability of resources to students and staff wherever they are located, whenever they require them.
- Although Library staff adhere to centralised, overarching Library policies in the interests of consistency, practices may differ at branch libraries to best support the diverse campus populations and the programs taught at the different campuses.

6) International focus

- Monash University Library provides training and technical assistance to staff at overseas campuses as specified in mutually agreed service level statements.
- The Library purchases materials that support Monash courses taught globally, and online resources and services facilitate access for Library users off campus.
- International students studying at Australian campuses are provided with library skills classes.
- Library staff provide policy and practical advice to faculty members responsible for developing and delivering courses overseas.
- The Library actively pursues collaboration with overseas partners.

7) Fairness

- Library staff aim to provide high quality, timely and accurate services to Library users and to treat everybody with fairness, respect and tolerance.
- The Library has an active program of supporting users with a disability.
- The Library has adopted a range of practices in support of the university's Work Life Family policies.
- Equity of workload of Library staff is regularly assessed, with adjustments being made to portfolios if necessary.

8) Engagement

- The Library seeks the input of its users and monitors and improves its services to meet stakeholder needs.
- Apart from Monash staff and students, groups catered for, with various conditions applying, include alumni, corporate clients, general public, staff and students from other universities and fee-paying Library users.
- The Library has a high level of collaboration with other libraries and universities, including joint service arrangements, collaborative acquisition programs and extensive professional engagement, including representing the entire sector nationally and internationally.
- The Library seeks synergies with other service providers within the university to include collaborative approaches to service offerings, for example,

Information Technology Services, Student and Staff Services and the Centre for the Advancement of Learning and Teaching (CALT).

9) Integrity

- Library staff value honesty, professionalism and the maintenance of confidentiality in their relationships with other staff and Library users.
- The Library complies with university policies and regulations that support the integrity of the university including equal opportunity, privacy, copyright, plagiarism and disciplinary procedures.
- The Library's financial and business practices are open and transparent and conform to high business standards.

10) Self-reliance

- The Library regularly reviews its structures and processes to achieve maximum cost efficiency.
- The Library supports the university's directions relating to external income and fund-raising through the Friends of the Library and income from donors, and it operates a user pays service to non-Monash clientele through its External Client Services Unit.

Appendix C: Services to user groups

The Library's core business is to provide services to Monash University staff and students.

Staff, undergraduate and postgraduate students are entitled to full membership of the Library including borrowing rights in accordance with Library rules and access to Library-provided electronic resources.

Selected services are also available to non-Monash Library users. Entitlements to borrow and access to resources vary for different groups of users.

All user groups are entitled to:

- advice about services, collections that they are entitled to borrow and the conditions of use
- access to the Library's online catalogue
- print and online guides to Library services and resources
- access to help services to varying degrees
- use of photocopiers
- advice about exhibitions and special events.

Key additional services, resources and facilities for Library user groups are provided in the table below.

Undergraduate students	<ul style="list-style-type: none"> • Borrowing rights • Course material and resources for independent learning • Information literacy skills • Flexible, responsive, comfortable study facilities on campus • Appropriate and functional support equipment (computers, printers, photocopiers) on campus • Timely and user-friendly access to resources
Postgraduate students	<ul style="list-style-type: none"> • Extended borrowing rights • Research resources • Advanced information literacy classes • Appropriate facilities for study and research • Document delivery services
Academic staff	<ul style="list-style-type: none"> • Extended borrowing rights • Assistance in selecting course material • Provision of online course reading lists • Assistance in information literacy class development

	<ul style="list-style-type: none"> • Research resources • Assistance in use of resources • Document delivery services
General staff	<ul style="list-style-type: none"> • Extended borrowing rights • Work-related resources
Off-campus users	<ul style="list-style-type: none"> • Borrowing rights • Postal loans of books and supply of journal articles
Students and staff from other Victorian and Australian universities	<ul style="list-style-type: none"> • Reciprocal borrowing (limited)
Retired staff, Council members, honorary members, current staff members' spouses	<ul style="list-style-type: none"> • Restricted borrowing rights
Monash College (Monash International Pty Ltd) students	<ul style="list-style-type: none"> • Restricted borrowing rights • Information literacy classes
Monash teaching staff in affiliated medical institutions	<ul style="list-style-type: none"> • Extended borrowing rights • Document delivery services
Staff and students at Monash overseas campuses and in offshore partnership arrangements	<ul style="list-style-type: none"> • Entitlements defined in service level agreements negotiated with Monash University Library
Alumni	<ul style="list-style-type: none"> • Restricted borrowing rights • Discounted Library membership • Access to selected electronic resources
Friends of the Library	<ul style="list-style-type: none"> • Restricted borrowing rights • Discounted Library membership
Third party tenants (STRIP, Synchrotron, schools, TAFEs and educational providers)	<ul style="list-style-type: none"> • Restricted borrowing rights • Services defined in contractual agreements for use of facilities, lending and access rights
Persons with disabilities (Registered Monash users)	<ul style="list-style-type: none"> • Borrowing rights • Specialised assistance, access, facilities and equipment
General public, visitors	<ul style="list-style-type: none"> • Borrowing rights through fee-based membership
Open Universities Australia	<ul style="list-style-type: none"> • Restricted borrowing rights • Online reading lists • Electronic resources