



MONASH University
Library

Advancing Scholarship

Monash University Library

Strategic Plan

2008-2010

9 January 2008

SECTION A: INTRODUCTION

1. Monash University Library

Monash University Library is one of Australia's leading academic libraries, with a long-standing reputation for technological innovation and excellence in customer service.

The resources and services of the Library play a key role in enabling and supporting the high standard of learning, teaching (education) and research at Monash University.

The Library has eight libraries in Australia and supports two overseas campus libraries located in Malaysia and South Africa. The Australian library collection comprises over 3.1 million items with access to thousands more resources via electronic networks.

The Library serves a population of approximately 55,000 students and over 6,700 staff located in the various faculties and administrative units of the University.

The Library has four operational divisions, comprising Central Services, Client Services – Science, Health and Engineering, Client Services – Humanities and Social Sciences and Information Resources. In excess of 256 professional and non-professional, continuing and casual staff are employed by the Library to service the various needs of clients.

In 2007 the Library assumed responsibility for the University's language and learning services, which are managed through the Learning Skills Unit. The library has also been responsible for monitoring copyright compliance and providing advice on copyright for a number of years.

2. Mission

Monash University Library advances scholarship by enabling the effective discovery and use of information for education and research.

3. Strategic priorities

This section outlines the Library's high level strategic priorities, all of which will take a number of years to achieve or complete. The remainder of the Strategic Plan concentrates on 2008 actions.

- To remain in the top three in Group of Eight libraries as measured through the InSync user satisfaction survey.
- To contribute to the University's education and research performance by implementing the Library's Research and Education Support Plans.
- To improve the user experience by upgrading facilities in accordance with the Facilities Master Plan.
- To contribute to improved student performance through information literacy and learning skills programs.

- To improve access to a broader range of information resources through the implementation of the resource discovery framework.
- To contribute to the success of the Malaysia and South Africa campuses by supporting the development of their library services.
- To help to develop national and university information management capability through the ARROW project and digital data management strategic initiatives.
- To review the Monash University ePress to ensure that it best meets the needs of the University.
- To review and resolve ongoing collection management and storage needs.
- To contribute to activities for the University's 50th anniversary celebrations.
- To ensure that the Library's service offer is effectively communicated.
- To develop the ability of staff to continue to provide outstanding services in a rapidly changing environment.

4. Key Areas

The Library's activities are divided into seven key areas, as follows:

1. Information resources
2. Information services
3. Learning skills
4. Lending services
5. Physical environment
6. Quality management
7. Partnerships

SECTION B: OBJECTIVES, ISSUES AND KEY STRATEGIC INITIATIVES

KEY AREA 1: Information Resources

Objective

To ensure that 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.

Ongoing activities

- ❑ To evaluate, select, acquire and/or 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 sites;
- ❑ To provide resource discovery tools to enable access to electronic resources including e-journals, e-books, databases, web sites and repositories;
- ❑ 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 pre +serve the University's intellectual output;
- ❑ To promote and preserve the University's collections;
- ❑ To contribute to the University's information management strategy.

Issues

The biggest challenge is to ensure that the Library continues to deliver high quality information resources to meet the differing needs of Monash students and staff and other users affiliated with the University. Monash University's broad range of activities and international footprint, together with the dramatically changing information environment, has led to changes in the way resources are selected and managed, with increasing emphasis on electronic resources.

The Library is, therefore, rethinking its information resource access principles and discovery mechanisms. The resulting Resource Discovery Framework seeks to examine the best approaches to resource discovery and provide access to resources the Library acquires, creates or stores.

The Library is also reviewing its approach to the preservation and retention of print resources. With other Group of Eight libraries it is investigating the feasibility of a last copy retention strategy for infrequently used material. Under this proposal a member library would accept responsibility for retaining and making available specific titles, thereby allowing other libraries to dispose of their copies.

The full research output of the University remains under-captured and under-promoted. The Library is leading the national ARROW project, which has received significant government funding to build a national network of institutional repositories to store research outputs and

make them accessible. At Monash the repository is being used for many purposes, including the research needed as evidence for the national Research Quality Framework (RQF), doctoral theses, patents granted, research image collections, open access journals and, most recently, research data. The next few years are critical to the success of ARROW, and also to the Monash University ePress initiative, which will be reviewed to ensure that it continues to address the University's needs in the most effective way.

Monash is the first member outside Europe to join the Nereus consortium. Nereus is made up of prestigious academic institutions in the world of economics and aims to make new economics content accessible to the world. A significant body of Monash material will be contributed to Nereus.

The Library is actively involved in the development of a co-ordinated information management strategy for the University. The emergence of e-Research has involved the Library in policy development for research data management and preservation.

Key Strategic Initiatives

Strategies	Actions	Measures / Targets / KPIs	Responsibility
1.1 Make electronic information easier to locate and use.	Improve MultiSearch functionality for end users by investigating and implementing new features.	End user functionality improved and communicated to users.	Director, Central Services; Director, Information Resources; Subject librarians; Faculty Teams; Communications Manager.
	Review involvement in AARLIN and the use of MultiSearch and SFX beyond 2008, and make recommendations.	AARLIN involvement reviewed and decisions made and implemented. MultiSearch portal and federated searching reviewed and recommendations made.	Director, Information Resources; Director, Central Services; Directors, Client Services.
	Implement the Resource Discovery Framework recommendations.	Recommendations implemented.	Director, Central Services; Director, Information Resources.
	Review and improve library publications and communications.	Improvements made in Library publications.	Directors, Central Services; Client Services, Information Resources.
1.2 Develop collections to support research and teaching.	Continue research collection adequacy studies.	Studies completed as required, needs identified, strategies formulated.	Director, Information Resources; Directors, Client Services; Subject Librarians.
	Build research collections in key faculty research areas in collaboration with researchers.	Collections improved in designated areas e.g. Islamic studies.	Director, Information Resources; Directors, Client Services; Subject Librarians.

	Promote research collection strengths.	User knowledge of collections strengths increased.	Directors, Client Services; Subject Librarians; Communications Manager.
	Initiate Language and Learning skills collection adequacy study.	Study complete. Language and Learning skills collection improved.	Learning Skills Team; Subject Librarians.
1.3 Manage the national ARROW project.	Support the development of institutional repositories in Australian universities.	Project objectives achieved, as detailed in the ARROW operational plan.	ARROW Project Manager; University Librarian.
1.4 Position the ARROW repository for future needs.	Capture and promote Monash University research output through the ARROW repository.	Research output captured.	ARROW Librarian; University Librarian; Director, Information Resources.
	Expand the content of the ARROW repository.	ARROW content expanded.	ARROW Librarian; University Librarian; Director, Information Resources.
	Develop a capacity to maintain the ARROW repository into the future.	ARROW embedded into collection management processes. Ongoing maintenance established.	ARROW Librarian; University Librarian; Director, Information Resources.
	Use the ARROW repository to support the RQF at Monash University.	All RQF documentation available via the ARROW repository, with security measures in place.	ARROW Librarian.
1.5 Showcase economics academic content through the Nereus consortium.	Enable ARROW economics content to be harvested to Economist Online.	Economics content on Economist Online and NEEO.	Director, Information Resources; Director Central Services; ARROW Librarian.
1.6 Showcase Monash University's research activity through expanding the offer of the Monash University ePress and identifying sustaining strategies for its future development.	Expand the number of titles published by ePress.	Number of titles on offer.	ePress Manager; University Librarian.
	Review the objectives, business case and activities of the ePress.	Review completed and recommendations implemented as appropriate.	University Librarian; ePress Manager.
1.7 Provide leadership for the University in information management.	Advise the University on its information management strategies and on metadata standards.	Advice given to appropriate forums.	University Librarian; Director, Information Resources; Director, Central Services.

	Assist in developing and implementing a data management strategy for University research data.	Assistance given and strategy implemented.	University Librarian; Director, Information Resources.
1.8 Re-engineer Library information resources processes to achieve productivity improvements.	Partner with library vendors, review processes.	Reduced backlogs, and material is available faster.	Director, Information Resources.

KEY AREA 2: Information Services

Objective

To enable 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.

Ongoing Activities

- ❑ 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 in the use of 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;
- ❑ To improve help services;
- ❑ To promote the research strengths of the collection;
- ❑ To work with faculties to provide support for teaching and research activities.

Issues

The University is progressively moving to a teaching methodology that focuses more on student-centred and research-led learning. This approach affects the methods of service delivery and assistance provided by librarians to Library users, in particular in relation to information literacy. Also of significance is the Library's new responsibility for learning support services, which provides an opportunity to develop connections between information literacy and learning skills programs. A key challenge is to attain appropriate inclusion of learning skills and information literacy programs into curricula.

New courses, the movement of subjects, courses and, in some instances, faculties, between campuses have impacts on service delivery and planning.

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

Technological advances in information delivery have an impact on the way services are being delivered. The help publications usability study identified key behaviours that significantly affect the use of the Library's help services. The Resource Discovery Framework recommendations reflect changing user needs and behaviours and technological advances. These need to be investigated and implemented as appropriate.

Key Strategic Initiatives

Strategies	Actions	Measures / Targets / KPIs	Responsibility
2.1 Encourage and support the development of information literacy throughout the University.	Work with academic staff to further embed the development of information literacy and learning skills programs within undergraduate and postgraduate coursework curricula.	Number of programs embedded.	University Librarian; Directors, Client Services; Information Literacy Librarian; Subject Librarians; Learning Skills Manager.
	Establish evaluation processes to measure the effectiveness of information literacy programs.	Evaluation process developed.	Information Literacy Librarian; Subject Librarians.
	Improve collaboration across the Library and with the Centre for the Advancement of Learning and Teaching (CALT), Careers and Employment, Information Technology Services (ITS) and Monash Research Graduate School (MRGS) to ensure broad adoption of effective teaching methods and improved learning support.	Effective information literacy education methods developed. Information literacy addressed in teacher / supervisor training.	Directors, Client Services; Director, Central Services; Information Literacy Librarian; Subject Librarians; Learning Skills Manager.
	Initiate, share and build on successful liaison / communication practices across faculty teams and Learning Skills Unit.	Demonstrated improved liaison between faculty teams and Learning Skills Unit.	Information Literacy Librarian; Subject Librarians; Faculty Teams; Learning Skills Manager.
2.2 Review and improve information services.	Implement recommendations from the usability study to improve online support services, help and self-help services.	Recommendations prioritised and implemented.	Director, Central Services; Directors, Client Services; Subject Librarians; Faculty Teams.
	Investigate innovative options for creating an 'information desk' for users who don't visit a library.	Options investigated and recommendations made.	Directors, Client Services; Director, Central Services.
	Ensure quality of responses at physical service points is maintained.	Regular training takes place.	Directors, Client Services; Information Services Supervisors; Information Services staff.

	Collaborate with other key centres and faculties of the University, such as CALT and ITS to establish co-ordinated assistance for students and staff.	Integrated services created. Online learning environment opportunities identified and exploited.	Directors, Client Services; Director, Central Services; Information Literacy Librarian; Learning Skills Manager; Subject Librarians; Faculty Teams.
2.3 Implement Support Plans.	Implement Research Support Plan.	Research Support Plan is implemented across the Library.	Directors, Client Services; Director, Information Resources.
	Implement Education Support Plan.	Education Support Plan is completed, submitted to the Education Committee, and implemented across the Library.	Directors, Client Services.
	Investigate the future need for the plans within the suite of Library planning documents.	The future of the plans is articulated and understood by the Library.	Directors; University Librarian.
2.4 Engage new technologies for Information Services.	Develop a methodology for evaluating and testing new technologies for Library service applications.	Methodology for testing and evaluation completed.	Directors, Client Services; Director, Central Services.
	Review the Monash University Lectures Online service and benchmark against other products.	Review and benchmarking completed.	Director, Central Services.
2.5 Facilitate the development of Learning Skills within the Library.	Encourage interaction, planning and implementation of complimentary and integrated programs by librarians and Learning Skills Advisers.	Increased number of programs or activities that address both learning skills and information literacy.	Directors, Client Services; Branch Managers; Learning Skills Manager; Information Literacy Librarian; Subject Librarians; Learning Skills Advisers; Reference Librarians.
	Accommodate and support Learning Skills Advisers within branch libraries.	Learning Skills Advisers are accommodated and processes in place to deliver the services.	Directors, Client Services; Branch Managers; Subject Librarians; Learning Skills Advisers.

KEY AREA 3: Learning Skills

Objective

To develop students' core academic skills for independent and lifelong learning through a coordinated range of high quality, timely, responsive and cost-effective learning support services.

Ongoing Activities

- ❑ To position learning skills services within the Library's organisational and budgetary structures.
- ❑ To develop, implement, evaluate and review learning skills programs.
- ❑ To advance a service model that is aligned with and builds upon the concept of the learning commons and the Library's information literacy programs, to deliver high quality, coordinated services.
- ❑ To develop a distributed staffing structure that facilitates the operation of an efficient, cost effective and responsive learning skills service.
- ❑ To manage faculty expectations and provide a well communicated service offer.

Issues

The Library has an opportunity to build upon its information literacy initiatives and create a suite of services targeted to the development of students' academic literacies. Service challenges include achieving appropriate inclusion of learning skills programs within curricula across the University.

Monash University's large numbers of international and non-English speaking background students require particular assistance and come from a variety of educational backgrounds and entry pathways. This presents challenges in a large, diverse and distributed university.

Opportunities and challenges surround the use of diagnostic assessment tools for commencing students. Such tools facilitate early identification of 'at risk' students and provide an opportunity for targeted support services, but will be resource intensive to support.

Effective learning skills programs depend upon effective relationships with faculties, student bodies and key centres like the Monash Research Graduate School (MRGS), Careers and Employment and the Centre for the Advancement of Teaching and Learning (CALT), which retains responsibility for staff teaching support. Important external bodies include Monash College and the Monash University English Language Centre (MUELC), which currently delivers the fee for service ADEPT learning support program to the Faculty of Business and Economics' Graduate School of Business. A key issue is whether the Library will continue to coordinate delivery of this program by MUELC or deliver it directly.

A review of the Library's learning skills service is scheduled for late 2008. The development of meaningful key performance indicators for the service is critical to this process.

The Library needs to understand the policy and regulatory framework that governs the provision of learning support services and to implement practices that ensure compliance with legislative requirements.

Whilst Monash overseas campuses are currently outside the scope of the Library's learning skills service, the Library is intent on developing connections with similar services at these campuses and assisting with the establishment of a similar service model in overseas contexts.

Key Strategic Initiatives

Strategies	Actions	Measures / Targets / KPIs	Responsibility
3.1 Support the development of learning skills throughout the University.	Establish the Learning Skills Unit within the Library.	Staff appointed (Manager, advisers, coordinators) and the unit's staffing structure developed.	Learning Skills Manager; University Librarian; Directors, Client Services.
	Develop, implement, evaluate and review learning skills programs for delivery to faculties.	Programs developed and delivered. Evaluation and review processes developed. Programs meet faculty and University needs as expressed in 2008 review.	Learning Skills Manager; Learning Skills Advisers; Directors, Client Services; Information Literacy Librarian; Subject Librarians.
	Work with faculties and Library staff to further embed learning skills and information literacy programs within undergraduate and postgraduate coursework curricula across campuses.	Communication avenues with faculties developed. Demonstrated liaison activities between Learning Skills Advisers and subject librarians. Increased number of programs embedded in curricula. Pre and post testing undertaken in a minimum of 3 units.	Learning Skills Manager; Learning Skills Advisers; Directors, Client Services; Information Literacy Librarian; Subject Librarians.
	Improve collaboration across the Library, and with CALT, Careers and Employment, ITS and the MRGS to ensure broad adoption of effective teaching methods and improved learning support.	Effective learning skills education methods developed. The Library has input to teacher / supervisor training programs.	Learning Skills Manager; Learning Skills Advisers; Directors, Client Services; Information Literacy Librarian; Subject Librarians.
	Contribute to the establishment of policies and procedures for use of diagnostic testing and assessment tools within the University environment.	Membership of Monash University International Taskforce on English Language. Diagnostic and assessment tools included in University teaching.	Learning Skills Manager; University Librarian; Directors, Client Services; Information Literacy Librarian; Learning Skills Advisers; faculties.

	Develop and commence implementation of an integrated academic literacies framework, including learning skills, information literacy and IT skills.	Framework developed and implementation commenced.	Learning Skills Manager; Information Literacy Librarian; Learning Skills Advisers; Faculty Teams; Directors, Client Services; Director, Central Services.
3.2 Establish Learning Skills Unit planning and quality activities.	Establish accountability mechanisms for the Learning Skills Unit and programs.	Library-Faculties service level agreement reviewed and amended. Learning skills Key Performance Indicators established.	Learning Skills Manager; University Librarian; Directors, Client Services.
	Establish communication mechanisms with Monash College and MUELC to determine ongoing requirement for learning support services to faculties.	Ongoing communication avenues established. Ongoing model for delivery of fee for service programs determined. 2008 review shows faculties satisfied with Library coordination of programs including any delivered by Monash College/MUELC.	Learning Skills Manager; Learning Skills Advisers; University Librarian; Directors, Client Services; Monash College; MUELC.
	Ensure that the Library's learning skills service complies with the applicable regulatory framework.	Compliance issues identified and policy and procedures established as required.	Learning Skills Manager; University Librarian; Education Services for Overseas Students (ESOS) Working Party.
	Ensure that 2008 review of learning skills service is undertaken, with input from faculties, students and other key stakeholders.	Review completed.	Learning Skills Manager; University Librarian; Directors, Client Services; Director, Central Services; faculties; other stakeholders.
3.5 Make learning skills information easy to locate, access and use.	Assess and evaluate learning support website accessibility and maintenance requirements and ongoing form.	Requirements evaluated. Ongoing website form determined, budget identified and implemented.	Learning Skills Manager; Library Web Manager; Learning Skills Advisers; CALT.

KEY AREA 4: Lending Services

Objective

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

Ongoing Activities

- ❑ 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.

Issues

Students, regardless of their place or mode of study, need to locate information 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.

Increasing the number of self loan machines in branches and promoting their use to support student preferences for self-help and reduces staff intervention. Several branches and reserve collections have yet to install self loan machines. Self help technologies should be considered for other applications, such as DVD management.

Electronic Reading lists and Reserve are valued services. The Library is moving to open reserve as refurbishments permit. Where implemented this has proved popular and effective. The electronic reserve service is staff intensive and under-promoted. An improved service model is being investigated.

Wide-ranging research undertaken by staff and postgraduates calls for Library staff to draw on resources held at Monash University Library and worldwide. Changing demands and technologies mean that Document Delivery requirements are changing significantly and the Library needs to continue to review its practices accordingly.

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. Monash needs to work with other libraries to ensure that this is done as cost effectively as possible.

Key Strategic Initiatives

Strategies	Actions	Measures / Targets / KPIs	Responsibility
4.1 Improve the efficiency of the readings and reserve service.	Establish an improved electronic reading list management model.	Improved electronic reading list management model is implemented.	Directors, Client Services; Director, Central Services; Readings and Reserve Co-ordinator.
	Evaluate and recommend technology improvements to support electronic reading lists.	Technology improvements have been recommended.	Director, Central Services; Directors, Client Services; Readings and Reserve Co-ordinator.
	Evaluate and improve ordering processes to support Readings and Reserve services.	Processes are documented and improvements implemented.	Directors, Client Services; Director, Information Resources; Branch Managers.
4.2 Improve the efficiency of Lending Services.	Implement recommended changes to the holds process and seek further improvement in providing intercampus loans.	Recommendations implemented and further improvements recommended.	Directors, Client Services; Lending Services Librarian.
	Review SMS notification services.	Review completed and recommendations made on continuing the SMS service.	Director, Central Services.
	Investigate and cost options for open reserve collections and secure open access DVD collections.	Recommendations and costings completed. Model implemented.	Directors, Client Services; Director, Central Services; Lending Services Librarian.
	Investigate service desk options as a means of improving service delivery	Investigation completed and recommendations implemented.	Branch Managers; Lending Services Librarian; Lending Services Supervisors; Loans staff.
4.3 Extend lending services support to international campuses.	Provide toolkits to assist with the development of policy, procedures and practice for lending services for international campuses.	Lending services available for international campuses.	Director, Central Services; Directors, Client Services.

KEY AREA 5: Physical environment

Objective

To 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.

Ongoing Activities

- ❑ To provide study spaces which meet the differing needs of users 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.

Issues

The importance of providing an excellent, reliable infrastructure to support online systems and to provide timely assistance to Library users is becoming increasingly important. This is driven by the increases in the online delivery of courses and provision of online resources, a higher percentage of students who work part-time, more off-campus learning students and a large percentage of international students. 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. Of particular concern are the two largest libraries, Matheson and Caulfield. 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. The addition of learning support services to the Library has an impact on the physical environment of branch libraries as they accommodate learning skills staff and face increased demand for meeting rooms and appropriate learning spaces.

On-campus self-directed learning in a computerised learning environment requires commitment to provision of high numbers of late model, reliable computers and access arrangements for students to the University network, including use of networked printers.

The increasing demands for space for study, computer workstations and collections mean that extensive weeding programs and acquiring appropriate storage facilities in close vicinity to campuses are priorities.

Key Strategic Initiatives

Strategies	Actions	Measures / Targets / KPIs	Responsibility
5.1 Improve facilities within available resources, adhering to the Facilities Master Plan.	Review Facilities Master Plan in light of changing user behaviour.	FMP revised.	Director, Central Services.
	Determine and review accommodation, space and operational requirements and organise required works.	Staff appropriately accommodated. Provision of meeting and training rooms meets demand.	Learning skills Manager; University Librarian; Directors, Client Services; Director, Central Services; Branch Managers; Learning Skills Advisers; Facilities and Purchasing Manager.
	Review notices policy as part of the signage portfolio for all libraries.	Policy reviewed and recommendations implemented.	Communication Manager.
	Plan for the refurbishment of the Matheson Library.	Planning is ongoing.	University Librarian; Directors, Client Services; Director, Information Resources; Manager, Matheson Library; Facilities and Purchasing Manager.
	Complete the refurbishment of the Pharmacy Library and the relocation of the Library to the refurbished area.	Refurbishment is completed and the Library operating in the refurbished area.	Manager, Pharmacy Library; Directors, Client Services; Facilities and Purchasing Manager.
	Design the refurbishment of the Caulfield and Law libraries as appropriate.	Refurbishment is designed.	Branch library planning groups; Branch Managers; Directors, Client Services; Facilities and Purchasing Manager.
	Contribute to campus developments through campus and faculty planning committees.	Input is provided through relevant committees.	University Librarian; Directors; Faculty Teams.
5.2 Participate in learning commons developments in collaboration with support services and faculties.	Incorporate elements of learning commons in other branches where possible.	Elements of learning commons have been incorporated.	Director, Central Services; Directors, Client Services; Facilities and Purchasing Manager.
5.3 Address storage and space issues at MUL.	Develop and implement a long-term space and storage strategy.	Strategy developed and implemented.	University Librarian; Director, Information Resources; Director, Central Services.

5.4 Improve the student printing environment for Monash University.	Continue to investigate and work with Information Technology Services to provide a seamless student printing solution.	Improvements implemented.	Director, Central Services; Library Budget Manager.
5.5 Continually review opening hours.	Implement review recommendations.	New hours implemented.	Directors, Client Services; Branch Managers.

KEY AREA 6: Quality management

Objective

To ensure that the Library meets or exceeds the requirements and standards of best practice in the Australian university sector.

Ongoing Activities

- ❑ To provide a planning and continuing improvement framework for activities and services;
- ❑ To provide an energised, innovative work environment;
- ❑ To manage resources cost-effectively;
- ❑ To continue to improve the Library's marketing and communications programs;
- ❑ To provide an effective staff performance and development program;
- ❑ To provide information and assistance to Monash staff and students in managing copyright compliance.

Issues

The Library is committed to employing and developing high quality staff to ensure the delivery of excellent services. A structured, ongoing program of professional development is required, in addition to opportunities for staff to contribute throughout the Library and participate in innovative projects and working groups.

Librarians and Learning Skills Advisers need to be well versed in current teaching and learning styles and practices. They need to be able to effectively impart information and to develop, facilitate and lead academic and information literacy.

Information and Communications Technology (ICT) is profoundly embedded in the Library's activities and services. Understanding and managing ICT creatively and well remain priority 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 role in monitoring copyright compliance in the University and alerting areas where there are risk factors. This is a challenge in a large multi-campus environment faced with a changing copyright environment and complex compliance regimes.

The Library has a commitment to working within a communication 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 staff.

Key Strategic Initiatives

Strategies	Actions	Measures / Targets / KPIs	Responsibility
6.1 Contribute to planning and quality activities.	Maintain, implement and review the Library risk profile and legal compliance risk register.	Library risk profile and legal compliance risk register is reviewed regularly.	Director Central Services; Library Budget Manager.
	Continue to liaise with faculties to ensure that Service Levels meet or exceed expectations. Ensure that current SLAs are in place.	Current SLAs in place and KPIs met or exceeded.	Directors; Library Planning Executive.
	Ensure that all new initiatives are subjected to the University's approved project planning methodologies (Thomsett).	New projects are documented and managed according to Thomsett project planning methodology.	Directors.
	Provide training for appropriate staff in the approved project planning methodologies.	Training provided.	Directors.
	Improve communication within organizational units and between organizational units.	Evidence of improved communication from senior managers and other library staff.	Directors; Supervisors; Communication Manager.
	Prepare for a full audit of the Library.	Preparations in place.	Library Planning Executive.
6.2 Undertake benchmarking to reach best practice standards.	Implement values and behaviours and conduct communication workshops in response to the staff survey.	Agreed actions are implemented.	Directors; Branch Managers; Communication Manager.
	Develop an action plan in response to the 2007 customer survey.	Insync survey action plan is completed and implemented.	Communication Manager; Library Planning Executive.
	Compare targeted areas with similar functions in other organisations.	Benchmarking activities undertaken.	Directors; Supervisors.
6.3 Improve professional development.	Further engage staff in the performance management process.	Annual performance plans are drawn up for all staff, and regular feedback on performance given to staff by supervisors.	Supervisors.

	Develop a professional development framework to target training and development programs to meet organisational objectives.	Professional development framework is developed and its recommendations implemented. Training and development programs have been delivered to staff according to the professional development framework.	Directors; Supervisors; HR Manager.
	Improve position descriptions to include skills and competencies required for each position	Positions descriptions are reviewed and amended as appropriate.	Directors; Supervisors; HR Manager.
	Ensure that all staff are trained in new technologies.	Training given and new technologies successfully in use by staff.	HR Manager; Supervisors.
	Implement training for staff involved in information literacy programs and learning skills programs.	Training implemented and delivered.	HR Manager; Information Literacy Librarian.
6.4 Improve copyright compliance and provide support and resources to the University.	Maintain, implement and review the University's copyright risk profile and legal compliance risk register.	University risk profile and legal compliance risk register have been reviewed.	Director, Central Services; Copyright Adviser.
	Provide training for appropriate staff in approved training methodologies.	Training provided; induction procedures instituted and appropriate information is available.	Copyright Adviser
	Continue to communicate and raise awareness within the faculties and administrative units to ensure that copyright responsibilities and legal obligations are fully understood.	Copyright Advisory Group (CoAG) meetings quarterly. Regular faculty and departmental copyright coordinator meetings and presentations provided to staff and students.	Director, Central Services; Copyright Adviser.

KEY AREA 7: Partnerships

Objective

To 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, ARLAC, AARLIN and the University of Melbourne/Monash protocol and build on these relationships for the benefit of all Australian libraries, including achieving greater buying power.

Ongoing Activities

- ❑ To support Monash students and staff in Monash affiliated hospitals, teaching and research locations;
- ❑ To support international 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.

Issues

Partnerships are part of Monash Directions 2025 expectations, and occur in a complex range of forms. This presents challenges to the Library, which must be responsive while also analysing the costs of access for various groups.

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 international 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.

A priority area at present is the support provided to the campuses in Malaysia and South Africa, which need to be supported by the resources and expertise of the Library in Australia in these formative years.

The Library's collaboration with other academic institutions provides valuable opportunities for enhancing services and improving operational effectiveness, and must therefore be nurtured.

Key Strategic Initiatives

Strategies	Actions	Measures / Targets / KPIs	Responsibility
7.1 Support optimum development of Monash libraries at Monash University Sunway campus and Monash South Africa.	Implement service level agreements with Sunway and South Africa campuses. Provide advice on staffing and the operational environments of the new libraries for the Monash University Sunway campus, including Monash University Malaysia Medical School and associated hospitals, and Monash South Africa campus.	SLA implemented. Advice given.	University Librarian; Directors.
	Conduct training programs for international librarians.	Training provided.	Library Planning Executive; relevant operational staff.
	Review building facilities against Facility Master Plan.	Reviews completed.	Director, Information Resources; Director, Central Services.
	Provide advice and assistance to Sunway campus and Monash South Africa on building and providing access to library collections.	Advice and assistance given as needed.	Director, Information Resources; Director, Central Services.
	Implement policy for Lending Services and Document Delivery between Sunway campus and Monash South Africa.	Policies implemented.	Directors, Client Services; Director, Central Services.
7.2 Support Monash University's partner institutions.	Create and maintain policies to govern rights of staff and students at partner institutions.	Policies created and current.	University Librarian; Directors.
	Ensure that the Library is involved in preliminary discussions with proposed partner institutions to clarify what services the Library can offer.	Early involvement in partnership discussions and clear definition of Library services to partner institutions.	University Librarian; Directors.
7.3 Review resource access for Library users including alumni, third party tenants on campus, schools, TAFEs,	Create and keep current policies to govern access.	Policies are created and current.	University Librarian; Directors.
	Develop service level agreement with Monash College.	Service Level Agreement is endorsed.	Director, Central Services.

Monash-affiliated hospitals, Open Universities Australia students enrolled in Monash-taught units.			
7.4 Review existing fee-for-service agreements on a regular basis.	Conduct regular reviews of fee-for-service agreements and make recommendations accordingly.	Reviews conducted and recommendations acted upon.	External Client Services Manager.
7.5 Provide leadership in the ARLAC Consortium for purchasing monograph resources	Implement the outcomes of the ARLAC Request for Proposal	Maximum value from expenditure is achieved on books and ancillary services through consortium purchasing for Victorian and South Australian libraries.	Director, Information Resources.
7.6 To contribute to activities for the University's 50th anniversary celebrations	Contribute to Committees and working groups planning activities for 2008.	Staff participated to planning and development of group's activities.	University Librarian; Directors, nominated staff.
	Hold the Monash University Rare Books Exhibition "50 Rare Books Representing 50 years" official opening 7th May.	Exhibition successfully held.	University Librarian *Rare Books Librarian Director, Information Resources
	Investigate compilation and publication of a history of the Monash University Library	History published...	University Librarian, Directors

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 discussion document (extant)
- Storage strategy (extant)
- Collection Development Policy (extant)
<http://lib.monash.edu.au/policies/cdp/>
- Client Services Framework (under development)
- Information Literacy Plan (under development)
- Research Support Plan (extant)
<http://www.lib.monash.edu/reports/research-support-plan/>
- Education Support Plan (extant)
<http://www.lib.monash.edu.au/reports/education-support-plan>
- Quality framework (extant)
<http://www.lib.monash.edu.au/quality/>

APPENDIX B: VALUES

Monash University

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.
- Information Literacy and Learning Skills support the development of academic literacies for lifelong learning.
- 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 international 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 outside Australia.
- The Library actively pursues collaboration with international 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.

The Library recognises the importance of making its resources available more widely, as part of the international network of libraries, and has defined borrowing and access to resources entitlements for various 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 and learning skills programs • 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 and learning skills programs • 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

	<ul style="list-style-type: none"> • Assistance in providing information literacy programs • 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 Pty Ltd students	<ul style="list-style-type: none"> • To be defined in a service level agreement
Monash teaching staff in affiliated medical institutions	<ul style="list-style-type: none"> • Extended borrowing rights • Document delivery services
Staff and students at Monash international 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 • Access to electronic resources through walk-in use terminals at each branch of the Library
Open Universities Australia	<ul style="list-style-type: none"> • Restricted borrowing rights • Online reading lists • Electronic resources