

# **Advancing Scholarship**

Monash University Library Annual Plan  
2010

## SECTION A: INTRODUCTION

### 1. Introduction

The University is seeking to strengthen its position as a leading university globally and within Australia, with particular emphasis on social engagement, excellence in research and education and internationalisation. Accordingly, the Library is committed to a quite profound transformation of its services, facilities and, indeed, its role, in order to assist the University in meeting its objectives.

The Library is well into this transformational process. Library buildings have emerged as the pre-eminent learning spaces on each campus through a metamorphosis from facilities that are conventional and collection-focussed to ones that are flexible, inspiring and student-focussed. This process can be considered half complete, with five of Monash University's ten libraries (including the two overseas campus libraries) having been refurbished or newly built in accordance with defined principles, while the two largest libraries – Caulfield and Sir Louis Matheson – are yet to be done.

The capacity of the Library to make a critical professional contribution has been strengthened through initiatives such as information research skills and the assumption of responsibility for learning skills. In addition, the Library is leading the strategy to ensure that research data is better managed and is also providing mechanisms for greater access to and promotion of Monash's research output through the ARROW institutional repository and by electronically publishing journals and monographs. Monash's leadership in the area of e-research and data management has been recognised by the Federal Government, which invited Monash to be the lead agency for the Australian National Data Service, a \$72 million undertaking.

The innovation demonstrated through the transformation of buildings and professional roles is also evident in the delivery of other library services and in the Library's aggressive approach to building collections in this electronic era. A continuous improvement approach is taken to all services and functions, resulting in both evolutionary and revolutionary changes, the details of which are included in this plan.

### 2. Mission

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

### 3. 2010 Strategic priorities

The Library's strategic priorities for 2010 are grouped under the four major themes outlined in the Monash Directions 2025 plan. These priorities will be reconsidered as the University determines its new directions.

#### **Excellence in research and scholarship**

- Strengthen research collections through acquisition and donation.
- Provide research skills training as extensively as possible, particularly to Higher Degree by Research (HDR) students and supervisors.
- Provide leadership for management of research data and contribute to the success of the Australian National Data Service (ANDS).

## Monash University Library Annual Plan 2010

- Achieve greater benefits for the University by implementing the recommendations of the ePress review.
- Significantly build content in the ARROW Repository to provide better access to the University's research output, with a focus on research collections, research data, eTheses and the requirements of the Excellence in Research for Australia (ERA) initiative.
- Ensure that the new collaborative off-site store to be commissioned in 2010 is used optimally in the interests of best use of space on site and to support collection growth.

### Excellence in education

- Contribute to student performance and the acquisition of graduate attributes by increasing the proportion of courses benefiting from integrated information research and learning skills.
- Provide the most responsive learning spaces possible by modifying existing facilities, finalising improvements to the Gippsland Library and lobbying for support to significantly refurbish and upgrade the Caulfield and Sir Louis Matheson Libraries.
- Support the implementation of the Monash Passport, particularly the Honours Program.
- Significantly improve the Library's use of e-learning strategies, tools, resources and services, including rolling out the new Lectures Online service, trialling a repository for learning objects and implementing more resource discovery functionality.
- Develop the readings and reserve service to meet emerging and future needs in a cost-effective way.

### Excellence in Management

- Continually improve the quality of services and processes and undertake a full Library quality review.
- Strengthen the ability of staff to operate effectively in a rapidly changing environment.

### International focus

- Support international campuses through guidance, collections (especially electronic resources) and systems and assist in building their capacity to become independent.

## 4. Planning framework

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

- Facilities Master Plan

## Monash University Library Annual Plan 2010

- Learning Commons discussion document
- Storage strategy
- Collection Development Policy  
<http://lib.monash.edu.au/policies/cdp/>
- Research Support Plan  
<http://www.lib.monash.edu.au/reports/research-support-plan/>
- Education Support Plan  
<http://www.lib.monash.edu.au/reports/education-support-plan/introduction.html>
- Quality framework  
<http://www.lib.monash.edu.au/quality/>

## **SECTION B: OBJECTIVES, ISSUES AND KEY STRATEGIC INITIATIVES**

### **KEY AREA 1: Information Resources**

#### **KA 1: Objective**

To ensure that the selection, acquisition, creation, cataloguing, storage and preservation of scholarly information and the capture and promotion of Monash University research output, including research data, meet the needs and requirements of the University community; and to provide prompt, seamless, reliable and easy-to-use access to high quality scholarly information, regardless of the location of the information or the user.

#### **KA 1: Ongoing activities**

- KA 1.1 Evaluate, select, acquire and/or license new materials (both print and electronic).
- KA 1.2 Catalogue resources and provide information about them and means of accessing them through the Library catalogue and the web sites.
- KA 1.3 Provide resource discovery tools to enhance access to electronic resources including e-journals, e-books, databases, web sites and repositories.
- KA 1.4 Provide physical access to print and other collections held in branch libraries.
- KA 1.5 House the collection to standards that ensure preservation of resources for long-term research value.
- KA 1.6 Provide co-ordinated Library resources while still meeting individual campus and faculty needs.
- KA 1.7 Promote and preserve the University's collections.
- KA 1.8 Promote and preserve the University's intellectual output.
- KA 1.9 Coordinate research data management across the University.

#### **KA 1: Issues**

A long term strategy for resource discovery and access is required if the Library is to continue to enhance the ways increasingly diverse collections are searched and used. The Australian Academic and Research Library Network (AARLIN) service will close at the end of 2010. The recommendations of the Library's Resource Discovery Framework project will be implemented during 2010 and will include the identification of new resource discovery software with options for federated searching for resources.

Broadening access to knowledge and data through services including ARROW, Google Scholar and Economist Online are important strategic challenges.

Following its establishment, the rollout of the University's digital thesis project will be a major initiative in 2010, with the theses being added to the ARROW Repository. Further additions to the ARROW repository's holdings will include records for publications collected as part of the Higher Education Research Data Collection (HERDC) and the Excellence in Research for Australia (ERA) exercise.

## Monash University Library Annual Plan 2010

The Library's physical collections continue to place pressure on storage. The acquisition of a share in the large new off-site storage facility at CAVAL, CARM 2, will provide important capacity to assist in managing this pressure. The CARM 2 facility will be completed during 2010 and the Library will further its collection management plans to make best use of this and campus based facilities.

A significant initiative will be the establishment of the Ada Booth Slavonic Studies Collection, drawing on a generous bequest to build a major research collection in this discipline.

Developing collections that align with the internationalisation of curricula is an important focus for the library's collection development activities.

Continuing pressure on the budget and the overall unsustainability of the "big deal" business model for acquiring electronic resources will be addressed in conjunction with CAUL (the Council of Australian University Librarians) and Group of Eight (Go8) by examining new models and negotiating more beneficial outcomes for the university sector.

During 2010 the Library's leadership of the University's data and information management strategies will be strengthened through the data management initiatives supported by the DARE project team of contact librarians who liaise with researchers to identify their needs. The University will continue to play a major role in the Australian National Data Service (ANDS), and as the lead agency will make important contributions to ANDS.

2010 will see the evolution of Monash University ePress to Monash University Publishing, with a greater emphasis on coordinating all of Monash's scholarly publishing activity and a focus on open access monograph publishing.

### KA 1: Key Strategic Initiatives

Strategies	Actions	Measures / Targets / KPIs	Responsibility
<b>1.1 Make electronic information easier to locate and use.</b>	<b>Implement the resource discovery framework for improved access to resources.</b>	End user functionality improved and communicated to users.	Director, Central Services; Director, Information Resources; Subject librarians; Faculty Teams; Communications Manager.
	<b>Withdraw from the AARLIN consortia at the end of 2010.</b>	AARLIN involvement terminated.	
<b>1.2 Develop collections to support research and education.</b>	<b>Build research collections in key faculty research areas, in collaboration with researchers.</b>	Collections improved in designated areas.	Director, Information Resources; Directors, Client Services; Subject Librarians.
	<b>Implement the collection development implications of the Monash Passport.</b>	Collection development strategies modified appropriately.	Director, Information Resources; Directors, Client Services.
	<b>Establish the Ada Booth Slavonic Studies Collection.</b>	Collection established and accessible.	Director, Information Resources; Directors, Client Services.
	<b>Extend collection</b>	Plans developed and	Director, Information

## Monash University Library Annual Plan 2010

	<b>development plans to include strategies for the use of the CARM 2 store in 2010.</b>	access to collections publicised to users.	Resources; Directors, Client Services.
<b>1.3 Collect and promote Monash University research output.</b>	<b>Expand the content of the ARROW Repository.</b>	Repository content increased in both quantity and type of publications and research data outputs.  Annual HERDC publication data imported into the repository from the University Research Office systems.	ARROW Librarian; University Librarian; Director, Information Resources.
	<b>Contribute to the 2010 Excellence in Research for Australia (ERA) initiative.</b>	Resources made available via the ARROW repository team for secure storage of ERA content.	ARROW Librarian, Director, Information Resources.
	<b>Develop, trial and evaluate workflows for research data outputs from ARC- and NHMRC-funded research projects.</b>	Workflows trialled and evaluated.	ARROW Librarian, Data Management Coordinator.
<b>1.4 Develop Monash University Publishing, identifying sustainable strategies for its growth and development.</b>	<b>Expand the number of titles published by the press.</b>	Increased number of titles on offer.	ePress Manager; University Librarian.
	<b>Implement the recommendations of the review.</b>	Findings implemented.	University Librarian; ePress Manager.
	<b>Implement new software and work processes.</b>	New software implemented.	ePress Manager, Web and Applications Manager.
<b>1.5 Provide leadership in information management.</b>	<b>Develop and implement a research data management strategy for the University.</b>	Expanded outreach program.  Expanded program of professional development opportunities for HDR students and staff.  Strengthened workflows and protocols for joint activities with the Monash e-Research Centre.  Contribution made to increased use of research data	University Librarian; Director, Information Resources; Directors, Client Services; Data Management Coordinator.

## Monash University Library Annual Plan 2010

		<p>management technical infrastructure.</p> <p>University research data management policy and procedures established.</p> <p>Contact librarians and learning skill advisers' roles to include research data management through DARE.</p>	
	<p><b>Contribute to the Australian National Data Service.</b></p>	<p>Milestones achieved.</p> <p>Engagement with activities.</p> <p>Increased number of research data collections represented in ANDS discovery services.</p> <p>Proposals for ANDS funding accepted, projects planned and implemented.</p> <p>Contributions made to ANDS national capability building and knowledge transfer activities.</p>	<p>University Librarian; Directors; Data Management Coordinator.</p>

## KEY AREA 2: Client Services

### KA 2: Objective

**To enable the Monash community to discover and use resources for learning, teaching and research, and to develop staff and students' skills for independent and lifelong learning through timely and flexible services and programs.**

### KA 2: Ongoing Activities

- KA 2.1 Develop and enhance the use of services and collections in partnership with faculty and students.
- KA 2.2 Develop information research and learning skills in partnership with faculty and students.
- KA 2.3 Promote the education and research strengths of the collection.
- KA 2.4 Provide loans, reserve and electronic reading list services.
- KA 2.5 Provide materials from other libraries and suppliers for eligible students and staff.
- KA 2.6 Provide responsive hours of opening.

### KA 2: Issues

A key challenge is to identify the best ways to improve the user experience in a rapidly changing learning, education and research environment. The Library needs to consider the wide range of learning behaviours, entry pathways and demands for user-centred, immediate and targeted information resources and services.

The University's focus on research and research data is expanding the role of librarians to include partnerships with the Data Management Co-ordinator, Monash eResearch Centre, Information Technology Services and researchers to improve research data management.

The University's move to four faculty clusters will provide opportunities for Library faculty teams.

The Monash Passport, in particular the honours and inter-campus mobility programs, will influence demand on Library services from undergraduates. The program provides opportunities for an early introduction to information research, learning skills and research data management practices.

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

Increasing the embedding and integration of learning skills and information research skills in the curriculum is a priority.

As more of the collection is relocated into long-term storage facilities to accommodate changing user needs, strategies and a budget for effective access to these collections need to be developed.

The Library participates in a number of co-operative borrowing schemes that significantly expand access to external collections.

**KA 2: Key Strategic Initiatives**

Strategies	Actions	Measures / Targets / KPIs	Responsibility
<p><b>2.1 Lead the development of information research and learning skills throughout the University.</b></p>	<p><b>Partner with faculties to embed and integrate information research and learning skills into undergraduate and postgraduate curricula.</b></p>	<p>Coverage and success of embedded and integrated programs.</p>	<p>Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Faculty Teams.</p>
	<p><b>Establish evaluation processes to measure the effectiveness of information research and learning skills programs.</b></p>	<p>Evaluation process further developed.</p>	<p>Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Faculty Teams.</p>
	<p><b>Facilitate effective information research and learning skills teaching methods.</b></p>	<p>Professional development opportunities are provided.  Input made to teaching, research and supervisor training programs.</p>	<p>Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Faculty Teams.</p>
	<p><b>Recognising the faculty cluster model, initiate, share and build on successful liaison / communication practices across faculty teams and within branch libraries.</b></p>	<p>Improved liaison between faculty teams and within branch libraries is demonstrated.</p>	<p>Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Faculty Teams, Branch Managers.</p>
	<p><b>Explore opportunities for the application of e-learning strategies to maximise the quality of student learning.</b></p>	<p>e-learning applications are identified and implemented.</p>	<p>Directors, Client Services and Central Services; E-Learning Coordinator; Information Literacy Librarian; Learning Skills Manager; Faculty Teams.</p>
	<p><b>Develop and implement a repository for learning materials and objects.</b></p>	<p>Equella trialled and evaluated for possible implementation.</p>	<p>Directors, Client Services and Central Services; E-Learning Coordinator; Information Literacy Librarian; Learning Skills Manager; Faculty Teams.</p>

## Monash University Library Annual Plan 2010

<b>2.2 Review and improve services.</b>	<b>Incorporate recommendations from the Usability Study into services.</b>	Recommendations incorporated into relevant projects including the Service Points Review, Resource Discovery Framework and eLearning projects.	Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Faculty Teams; Communications and Marketing Manager.
	<b>Complete the Service Points Review.</b>	Review completed, recommendations made and implemented.	Directors, Client Services and Corporate Services; Project Team.
	<b>Implement the recommendations from the Client Services Committees Review.</b>	Remaining recommendations implemented.	Directors.
	<b>Update Service Level Agreement with faculties to better reflect the service offer.</b>	Service level agreement updated.	Directors.
	<b>Devise pathways for the evolution of the learning support website within the library environment.</b>	Pathways developed and implementation commenced.	Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; E-Learning Coordinator; Library Web Manager.
	<b>Review service offer for Monash students participating in Passport programs.</b>	Review completed, recommendations made and implemented.	Directors, Client Services.
<b>2.3 Partner with academic staff to lead the library's engagement with Research and Education.</b>	<b>Review the role of Research and Education Support Plans and explore alternatives.</b>	Recommendations made and implemented.	Directors, Client Services; Director, Information Resources.
<b>2.4 Develop the readings and reserve service to meet emerging needs.</b>	<b>Develop and implement the Aspire software for the Monash environment.</b>	Software successfully implemented.	Directors, Client Services; Director, Central Services; Web and Application Manager; Branch Managers; Lending Services Librarian; Readings and Reserve Co-coordinator.
	<b>Review the work processes and equipment of the Digitisation Centre following the implementation of</b>	Review completed and recommendations implemented.	Directors, Client Services; Lending Services Librarian; Digitisation Team Leader.

## Monash University Library Annual Plan 2010

	<b>Aspire.</b>		
	<b>Investigate alternative repository options for the Library's Readings and Reserve digitised images.</b>	Investigation undertaken and recommendations made.	Directors, Client Services; Lending Services Librarian; Digitisation Team Leader; Coordinator, Readings & Reserve Service.
	<b>Evaluate and improve ordering processes to support Readings and Reserve services.</b>	Processes are documented and improvements implemented.	Directors, Client Services; Director, Information Resources.
<b>2.5 Improve the effectiveness and efficiency of Lending Services.</b>	<b>Complete implementation of open holds across remaining branches.</b>	All libraries have open or browsable holds.	Directors, Client Services; Lending Services Librarian; Branch Managers.
	<b>Extend open and browsable reserve collections across remaining branches.</b>	Open and browsable reserves implemented.	Directors, Client Services; Director, Central Services; Lending Services Librarian; Branch Managers.
	<b>Investigate further improvements for intercampus loans, including materials handling, in particular for overseas campuses.</b>	Improvements identified and costed.	Directors, Client Services; Lending Services Librarian.
	<b>Review the effect of changes in fines payments processes.</b>	Review completed and recommendations implemented.	Directors, Client Services; Lending Services Librarian; Branch Managers.
<b>2.6 Extend lending services support to international campuses.</b>	<b>Provide advice on the development of policies, procedures and practices for lending services at international campuses.</b>	Advice provided.	Director, Central Services; Directors, Client Services; Lending Services Librarian; Document Delivery Librarian.
	<b>Develop lending services guidelines and processes for students and staff moving between international campuses.</b>	Guidelines and processes developed and implemented.	Director, Central Services; Directors, Client Services; Lending Services Librarian; Document Delivery Librarian.

## Monash University Library Annual Plan 2010

<p><b>2.7 Improve access to library research collections.</b></p>	<p><b>Complete the implementation and customisation of the Relais ILL software.</b></p>	<p>Implementation completed and statistics available. Monitor use and costs of the improved service.</p>	<p>Director, Central Services; Directors, Client Services; Systems Manager; Document Delivery Librarian.</p>
<p><b>2.8 Monitor the management and use of material located in storage.</b></p>	<p><b>Monitor circulation of material.</b> <b>Monitor budget requirements.</b></p>	<p>Usage data is collected. Budget provided.</p>	<p>Director, Central Services; Directors, Client Services; Lending Services Librarian.</p>
<p><b>2.9 Continually review opening hours.</b></p>	<p><b>Implement review recommendations.</b></p>	<p>New hours implemented.</p>	<p>Directors, Client Services; Branch Managers.</p>

## KEY AREA 3: Central Services

### KA 3: Objective

To provide central support services that meet or exceed the requirements and standards of best practice in the Australian university library sector.

To enrich the total study and campus experience of Monash Library users through the provision of innovative and welcoming facilities that stimulate learning and respond to study and research needs.

To ensure that the Library's information technology infrastructure is robust, reliable and stable and provides access to leading edge technology which meets the needs and requirements of the university's teaching, learning and research community.

### KA 3: Ongoing Activities

- KA 3.1 Provide a planning and continuing improvement framework for activities and services.
- KA 3.2 Manage resources in an efficient, cost-effective and environmentally sustainable way in accordance with the university's policy and procedures.
- KA 3.3 Provide a robust, reliable and stable information technology infrastructure.
- KA 3.4 Improve the Library's marketing and communications programs.
- KA 3.5 Provide an energised, innovative work environment.
- KA 3.6 Provide an effective staff performance and development program.
- KA 3.7 Provide information and assistance to Monash staff and students in managing copyright compliance.
- KA 3.8 Provide high quality and welcoming learning spaces which meet the differing user needs for group and individual study.
- KA 3.9 Provide a safe and secure environment for collections, staff and students.
- KA 3.10 Provide facilities for people with special needs.
- KA 3.11 Manage areas identified as high risk in the University's risk management register.

### KA 3: Issues

The Library demonstrates its commitment to quality improvement through new initiatives designed to improve communications, by undertaking and responding to staff and user surveys, by reviewing risk management and compliance strategies and through a continuous improvement cycle. The implementation of new technologies for use in learning and teaching requires the continual review of the use of existing spaces and calls for the development of targeted training programs for staff and students.

The Library's Facilities Master Plan has evolved to incorporate the shared services model of learning commons as well as the Library's changing needs, particularly since learning skills has been added to the suite of programs and services managed by the Library. This process of evolution is ongoing. Significant changes have recently been made to the Gippsland

## Monash University Library Annual Plan 2010

Library and possible major refurbishments for the Law, Caulfield and Sir Louis Matheson Libraries are under consideration.

Library staff recruitment procedures are continually examined to ensure that the best possible applicants are attracted to apply for vacant positions. The Library will implement a graduate recruitment program to attract new graduates to the profession. Targeted programs will be developed to respond to gaps identified in the staff survey and to ensure that the library continues to develop potential leaders.

The Library will contribute extensively to the finance and ICT shared services reviews implementing recommendations to realise cost savings and ensure that finance and ICT processes comply with standards set by the University to ensure world's best practice.

### KA 3: Key Strategic Initiatives

Strategies	Actions	Measures / Targets / KPIs	Responsibility
<b>3.1 Improve facilities within available resources, adhering to the Facilities Master Plan.</b>	<b>Continue to implement Facilities Master Plan concepts in light of the services review.</b>	Recommendations implemented.	Directors, Client Services; Director, Central Services; Facilities and Purchasing Manager.
	<b>Review Gippsland and Matheson Libraries staff accommodation.</b>	Review of staff space completed and recommendations implemented.	Directors, Client Services; Director, Central Services; Branch Manager; Facilities and Purchasing Manager.
	<b>Develop and apply a methodology to analyse user behaviour in partnership with Victoria University, Swinburne University and University of Queensland.</b>	Research completed and methodology used at Pharmacy and Gippsland Libraries.	Branch library planning groups; Branch Managers; Directors, Client Services; Facilities and Purchasing Manager.
	<b>Plan for the refurbishment of the Matheson, Caulfield and Law Libraries.</b>	Planning is ongoing.	University Librarian; Directors, Client Services; Director, Information Resources; Manager, Matheson Library; Facilities and Purchasing Manager.
	<b>Review Hargrave-Andrew Library seating to make best use of additional space created by relocating collection material to the off-site store.</b>	Plans completed and implemented, subject to resource availability.	University Librarian; Directors, Client Services; Director, Information Resources; Manager, Matheson Library; Facilities and Purchasing Manager.

## Monash University Library Annual Plan 2010

<b>3.2 Improve the student printing environment for Monash University.</b>	<b>Install new photocopiers.</b>	Photocopiers installed.	Director, Central Services; Library Budget Manager.
	<b>Implement online copier card system following Request for Proposal process.</b>	RFP completed and new card system implemented.	Director, Central Services;
	<b>Review and adopt 'green' printing initiatives.</b>	Double sided printing trialled and recommendations implemented.	Director, Central Services; IT Manager, Budget manager
<b>3.3 Improve planning and quality environment.</b>	<b>Implement strategies to ensure 2010 budget is met.</b>	Strategies implemented.	Director, Central Services; Library Budget Manager.
	<b>Contribute to the Financial Services review and implement its recommendations.</b>	Financial Services recommendations supported and implemented where possible.	Director, Central Services, Library Budget Manager, Facilities and Services Manager.
	<b>Implement eRecruitment system to improve recruitment processes.</b>	eRecruitment system implemented.	Human Resources Manager.
	<b>Monitor and respond to 'cluster model' as appropriate.</b>	Cluster model recommendations implemented.	Directors, Client Services; Director, Central Services.
	<b>Implement "green" strategies to support the university's green policy and procedures.</b>	Top 5 green strategies identified and implemented.	Director, Central Services.
	<b>Contribute to ICT Shared Services project, implementing recommendations from the project.</b>	Shared services recommendations implemented.	Director, Central Services; IT Manager; Web and Applications Manager.
	<b>Undertake Library Quality Review in accordance with university requirements.</b>	Review conducted and implementation plan for recommendations developed.	University Librarian; Directors; Library Planning Executive.
<b>3.4 Improve staff capability to respond to a changing environment.</b>	<b>Review the Library's mentoring program for staff.</b>	Mentoring program reviewed and recommendations implemented.	Directors; Supervisors; Human Resources Manager.
	<b>Broaden the leadership and management program to include middle level supervisors.</b>	Program implemented.	Director, Central Services; Human Resources Manager.
	<b>Implement a Graduate</b>	Graduate program	Directors; Supervisors;

## Monash University Library Annual Plan 2010

	<b>Recruitment Program.</b>	established and recruitment completed.	Human Resources Manager.
	<b>Respond to the staff attitude survey and develop an action plan.</b>	Action plan developed and implemented.	Director, Central Services; Human Resources Manager.
<b>3.5 Provide resources and advice on copyright.</b>	<b>Provide input into the renegotiation of copyright licences (CAL, Screenrights and UEML).</b>	Input provided into the negotiation process and necessary processes implemented.	Director, Central Services; Copyright Adviser.
	<b>Investigate the possibility of using the CAVAL copyright permissions service to improve compliance.</b>	Investigation completed and recommendations implemented.	Director, Central Services; Copyright Adviser.
<b>3.6 Improve communication strategies.</b>	<b>Roll out a communication training program for staff to improve internal communication between units.</b>	Evidence of improved communication from senior managers and other library staff.	Directors; Supervisors; Communications Manager.
	<b>Initiate target communication strategy to faculties.</b>	Target communication implemented and contributions made to faculty news letters.	Communications Manager.
	<b>Review publications and improve communication with users.</b>	Publications reviewed and changes made. Targeted communication to users.	Directors; Communications Manager.
<b>3.7 Improve information technology infrastructure.</b>	<b>Implement an exit strategy for leased equipment to realize cost savings.</b>	Leased equipment reviewed and replaced.	Director, Central Services; Information Technology Manager.
	<b>Implement 'green' IT strategies.</b>	Green IT strategies implemented.	Director Central Services; Web and Applications Manager

## Monash University Library Annual Plan 2010

<p><b>3.8 Improve learning experience for students.</b></p>	<p><b>Roll out new Lectures Online enhancements.</b></p>	<p>New software installed, old software decommissioned.</p>	<p>IT Manager, MULO coordinator.</p>
<p><b>3.9 Manage areas identified as high risk in the University's risk management register.</b></p>	<p><b>Monitor use and identify options for enhancing compliance with database licence agreements.</b></p>	<p>Database usage is monitored, possible misuse identified investigated and appropriately responded to appropriately.</p> <p>Library policy and procedures on database updated and approved.</p> <p>University Authcate policy and procedure is approved and enacted as appropriate.</p>	<p>Director, Information Resources; Director, Central Services.</p>
	<p><b>Improve disaster management procedures for IT infrastructure, buildings, facilities and the collections.</b></p>	<p>Procedures improved and implemented.</p>	<p>Director, Central Services.</p>

## KEY AREA 4: Internationalisation and engagement

### KA 4: Objective

To align with the University's defining themes of innovation, engagement, internationalisation and global development to support the wider Monash community.

To improve services through co-operative arrangements with other institutions and organisations.

### KA 4: Ongoing Activities

- KA 4.1 Engage with the University's internationalisation activities on and off campus.
- KA 4.2 Engage with international campuses and partnerships.
- KA 4.3 Engage with Monash students and staff in Monash affiliated hospitals, teaching and research locations.
- KA 4.4 Engage with and provide services as appropriate to Monash partner organisations, commercial operations and the community
- KA 4.5 Provide alumni access to Monash resources

### KA 4: Issues

The University is moving into an era of significant engagement with other education sectors. Within the secondary school sector, the John Monash Science School at Clayton and the Nossal High School at Berwick are of particular significance. The Library will collaborate with both schools in identified areas.

Defining and managing its relationship with external partners who may seek to access a range of the Library's resources and services is an ongoing issue.

The Library supports the University's goal to improve engagement with alumni by securing access to electronic resources for this group where possible, and by providing targeted services to them.

The Library plays a critical role in supporting the two overseas campuses in their formative years through staff training, by the provision of systems and collection development support including securing access to electronic resources and other means.

Great benefits are gained through collaboration with other institutions and organisations, including the Council of Australian University Librarians (CAUL), Go8, CAVAL, Academic and Research Libraries Acquisitions Consortium (ARLAC), AARLIN, Asian Libraries in Melbourne (ALIM) and The University of Melbourne.

### KA 4: Key Strategic Initiatives

Strategies	Actions	Measures / Targets / KPIs	Responsibility
4.1 Support optimum development of Monash libraries at Monash University	Explore more sustainable strategies for systems and web	Strategies documented and implemented as appropriate.	University Librarian; Directors.

**Monash University Library Annual Plan 2010**

<b>Sunway campus and Monash South Africa.</b>	<b>support for the two overseas campuses.</b> <b>Advise 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.</b>	Advice given.	
	<b>Advise and assist Sunway campus and Monash South Africa on building and improving access to library collections.</b>	Advice and assistance given as needed.	Director, Information Resources; Director, Central Services.
	<b>Encourage consistent policies across all campuses.</b>	Policies reviewed and implemented.	Directors, Client Services; Director, Central Services.
<b>4.2 Develop Monash University's partner institutions.</b>	<b>Provide advice for the John Monash Science and Nossal High Schools and monitor their impact.</b>	Advice and support provided and impact monitored.	Directors.
<b>4.3 Review resource access for Library users including alumni, third party tenants on campus, schools, TAFEs, Monash-affiliated hospitals, and Open Universities Australia students enrolled in Monash-taught units.</b>	<b>Implement a new service offering and review the service level agreement with Monash College during the second half of 2010.</b>	SLA revised and changes endorsed.	Director, Central Services.
<b>4.4 Improve External Client Services offer and expand its client base.</b>	<b>Pursue opportunities for expanding the ECS client base through a targeted communication strategy, and review services provided to the Cancer Council of Victoria.</b>	Growth of business as evidence of improved communication strategy.  Cancer Council services reviewed.  Client base increased.	Director, Central Services; External Client Services Manager; Communications Manager.
<b>4.5 Gain advantage through strategic alliances with</b>	<b>Investigate and develop partnerships with</b>	Participate in partnership development	University Librarian; Director, Information

# Monash University Library Annual Plan 2010

<b>vendors and institutions</b>	<b>vendors and institutions in key areas such as the Press and Library applications.</b>	programs.	Resources.
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