



# MONASH UNIVERSITY LIBRARY

## STRATEGIC PLAN

### 2007-2009

#### ***Section A: INTRODUCTION***

##### **1. Vision**

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

##### **2. Key Performance Indicator**

To be in the top quartile in Group of Eight libraries as measured through the Rodski user satisfaction survey.

##### **3. Strategic priorities**

- Upgrading facilities in response to the Facilities Master Plan.
- Continuing to develop teaching and learning services through integration of information literacy education into coursework and delivery through learning commons and use of technology
- Developing information services to meet the changing needs and behaviours of staff and students.
- Improving access to an increasing collection of information resources through the development and implementation of a resource discovery framework.
- Supporting the new libraries at the Malaysia and South Africa campuses.
- Improving research support through increased research training and improved communication with faculty members.
- Helping to develop national and university information management through management of the ARROW project and participation in the digital data management and Research Quality frameworks.
- Developing the range of services and publications of Monash University ePress.
- Developing and implementing a medium term strategy for use of leased space at CARM and articulating a storage strategy for the collection to resolve longer term requirements.

- Developing the ability of staff to provide outstanding services in a rapidly changing environment.

#### 4. Key Areas

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

### ***Section B: Objectives, issues, and key strategic initiatives 2007-2009***

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

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

#### **Ongoing activities:**

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

**Issues:** The challenge in Information Resources is to ensure continuing development of high quality information resources to meet the differing needs of Monash students and staff, and other users affiliated with the university. The Library needs to provide appropriate support to ensure flexible delivery by means of integrated interfaces to our resources.

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

The full research output of the university remains under-captured and is under-promoted. The Library is leading the establishment of a research repository for Monash University (ARROW) and other universities, and an electronic press (Monash University ePress). The next few years are critical to the success of these initiatives. The Library is also actively involved in the development of a co-ordinated information management strategy for the university. 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.	Review and make recommendations for the continued subscription to Multisearch for 2008 and onwards.	Multisearch portal reviewed and recommendations made.	Director, Information Resources; Director, Information Systems; Directors, Client Services.
	Develop a library resource discovery framework.	Framework developed.	Director, Information Systems; Director, Information Resources.
1.2 Develop collections to support research and teaching.	Continue research collection adequacy study.	Study completed, 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.	Director, Information Resources; Directors, Client Services; Subject Librarians.
1.3 Position the ARROW repository for future needs.	Capture and promote Monash University research output through the ARROW repository, expand its content, and develop a capacity to maintain the ARROW repository into the future.	Material captured versus whole research output.  ARROW content expanded.  Ongoing maintenance of the ARROW repository.	ARROW Project Manager; University Librarian; Director, Information Systems.
	Use the ARROW repository to support the RQF at Monash University.	All RQF documentation available via the ARROW repository, with appropriate security measures in place.	ARROW project manager.
1.4 Showcase Monash University's research activity through expanding the offer of the Monash University ePress and identifying sustaining strategies for its future development.	Expand the number of titles published by ePress.	Number of titles on offer.	ePress Manager; University Librarian.
	Develop sustainability strategies – map future development.	Sustainable model developed.	ePress Manager.
	Explore a wider institutional role for the ePress.	Report on wider role completed.	ePress Manager.
1.5 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, Information Systems.
	Assist in developing a data management strategy for University research data.	Assistance given and strategy implemented.	University Librarian; Director, Information Resources.

## KEY AREA 2: Information Services

**Objective:** Assist the Monash community to discover and use resources for learning, teaching and research, and 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 with 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's information literacy;
- ❑ To provide relevant guides to services and collections;
- ❑ To promote the research strengths of the collection;
- ❑ To work with faculties to provide support for teaching and research activities.

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

The movement of subjects and courses between campuses is something that needs to be monitored as it will have impacts on service delivery planning.

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

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

Technological advances in information delivery have an impact on the way service can be delivered. These need to be investigated and acted upon 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 programs within undergraduate and postgraduate coursework curricula.	Number of programs embedded.	Directors, Client Services; Information Literacy Librarian; Subject librarians.
	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), Information Technology Services (ITS) and Monash Research	Effective information literacy education methods developed.  Information literacy is addressed in teacher / supervisor training.	Information Literacy Librarian; Subject librarians.

	Graduate School (MRGS) to ensure broad adoption of effective teaching methods and improved learning support.		
	Share and build on successful liaison / communication practices across faculty teams.	Demonstrated improved liaison between faculty teams.	Information Literacy Librarian; Subject librarians; faculty teams.
2.2 Review and improve inquiry services.	Review and improve online support services, help and self-help services.	Reviews completed, identified improvements implemented.	Director, Information Systems; Directors, Client Services; Subject librarians / faculty teams.
	Collaborate with the Centre for the Advancement of Learning and Teaching (CALT), Information Technology Services and Student and Staff Services to establish consistent co-ordinated assistance for students and staff.	Consistent service model created.	Directors, Client Services; Director, Information Systems; Information Literacy Librarian; subject librarians / faculty teams.
2.3 Implement Support Plans.	Implement Research Support Plan.	Research Support Plan is implemented across the Library.	Director, Client Services SHE.
	Complete and implement Education Support Plan.	Education Support Plan is completed, submitted to the Education Committee, and implemented across the Library.	Director, Client Services, HSS.
	Complete and implement Client Services Plan.	Client Services Plan is completed, submitted to the Academic Board and implemented across the Library.	Directors, Client Services.
2.4 Embrace technological advances in Information Services Delivery.	Work with the Education Technology Committee to draft a framework for the implementation of new technologies (e.g. podcasting) for the University.	Draft framework developed.	Director, Information Systems.
	Develop technologies for Library service application e.g. RSS feeds project.	New Library service technologies applied as appropriate.	Directors, Client Services; Director Information Systems.
	Review the Monash University Lectures Online service and benchmark against other products.	Review and benchmarking completed.	Director, Information Systems.
	Investigate extending Monash University Lectures Online to international campuses.	Investigation completed and recommendation made.	Director, Information Systems.

## KEY AREA 3: Lending Services

**Objective:** 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 resources promptly. In order to support changing course and campus requirements, the Library moves items in its collections to the campuses at which they are needed.

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

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

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

### Key Strategic Initiatives

Strategies	Actions	Measures / Targets / KPIs	Responsibility
3.1 Improve the efficiency of the readings and reserve service.	Establish an electronic reading list service delivery model.	Electronic reading list service delivery model completed.	Directors, Client Services; Director, Information Systems; Readings and Reserve Co-ordinator.
	Evaluate and recommend an electronic readings management system.	System has been recommended.	Director, Information Systems; Directors, Client Services; Readings & Reserve Co-ordinator.
3.2 Improve the efficiency of Lending Services.	Review the holds process and seek further improvement in providing intercampus loans.	Review completed and identified improvements implemented.	Director, Client Services HSS; Lending Services Librarian.
	Review the SMS notification service.	Review completed and recommendations made on continuing the service.	Director, Information Systems.
3.3 Extend digitisation to support international students and campuses.	Expand digitisation service to international campuses.	Digitisation available and occurring at / for international campuses.	Director, Information Systems; Readings and Reserve Co-ordinator.

## KEY AREA 4: Physical environment

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

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

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

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

### Key Strategic Initiatives

Strategies	Actions	Measures / Targets / KPIs	Responsibility
4.1 Improve facilities within available resources, adhering to the Facilities Master Plan.	Revise Facilities Master Plan (FMP) in line with current Monash University Planning template.	FMP revised and placed into new template.	Director, Corporate Services.
	Roll out the notices policy as part of the signage portfolio for all libraries.	New notices policy implemented.	Marketing and Communication Manager.
	Continue planning for the refurbishment of the Matheson Library.	Planning ongoing.	University Librarian; Director, Client Services HSS; Matheson Library Manager.

	Design the refurbishment of the Pharmacy Library.	Refurbishment designed.	Pharmacy branch manager; Directors, Client Services
	Design the refurbishment of the Caulfield and Law libraries as appropriate.	Refurbishment designed.	Branch library planning groups; branch library managers; Directors, Client Services.
	Contribute to campus developments through campus and faculty planning committees.	Input through relevant committees.	University Librarian; Directors, faculty teams.
4.2 Participate in learning commons developments in collaboration with support services and faculties.	Continue to improve the Berwick Library and Learning Commons.	Improvements implemented.	University Librarian; Director, Information Systems; Director, Client Services, HSS, Berwick branch manager.
	Incorporate elements of learning commons in other branches where possible.	Elements of learning commons incorporated.	Director, Information Systems; Directors, Client Services.
4.3 Address storage and space issues at MUL.	Develop and implement a long-term space and storage strategy.	Strategy developed and implemented.	Director, Information Resources; Director, Corporate Services.
4.4 Recommend student printing solutions for Monash University.	Investigate and recommend a seamless student printing solution to the university (if funded).	Investigation completed and recommendation made to the University.	Director, Information Systems; Library Budget Manager.
4.5 Continually review opening hours to meet users' needs.	Implement review recommendations.	New hours implemented.	Directors, Client Services; branch library managers.

## KEY AREA 5: Quality management

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

### Ongoing Activities:

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

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

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

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

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

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

### Key Strategic Initiatives

Strategies	Actions	Measures / Targets / KPIs	Responsibility
5.1 Contribute to planning and quality activities.	Act on any feedback from the 2006 AUQA review.	Feedback noted, actions taken, evaluated and reported upon.	University Librarian; Directors; Library Planning Executive.
	Maintain, implement and review the Library risk profile and legal compliance risk register.	Library risk profile and legal compliance risk register reviewed.	Library Budget Manager.
	Continue to communicate 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.
5.2 Undertake benchmarking to reach best practice standards.	Respond to the 2006 Staff Survey.	Agreed actions implemented.	Directors; Senior Staff.
	Undertake customer survey in 2007.	Rodski library users' survey is undertaken and results/analysis delivered within one month of survey completion.	Marketing and Communication Manager; Library Planning Executive.
	Compare targeted areas with similar functions in other organisations.	Benchmarking activities undertaken.	Directors; operational supervisors.
5.3 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.

	Target training and development programs to meet organisational objectives.	Training framework developed.  Training and development programs delivered to staff	Directors; supervisors; HR Manager; Staff Development Officer.
	Implement leadership development programs.	Successful nominations for leadership development programs.	Directors; HR Manager.
	Ensure that all staff are appropriately trained in new technologies.	Training given and new technologies successfully in use by staff.	HR Manager; Staff Development Officer; supervisors.
	Implement appropriate training for staff involved in information literacy programs.	Training implemented and delivered.	Information Literacy Librarian; Staff Development Officer.

## KEY AREA 6: Partnerships

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

### Ongoing Activities:

- ❑ To support Monash students and staff in Monash affiliated hospitals and other 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 range of forms. The Library must work out the costs of access for various groups. External partnerships, with other academic libraries in particular, add a wider library context to our planning, an outward focus.

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.

## Key Strategic Initiatives

Strategies	Actions	Measures / Targets / KPIs	Responsibility
6.1 Support optimum development of Monash libraries at Monash University Malaysia and Monash South Africa.	Provide advice on staffing and the operational environments of the new libraries for the Monash University Malaysia campus, including Monash University Malaysia Medical School and associated hospitals, and Monash South Africa campus.	Advice given.	University Librarian; Directors.
	Conduct training programs for international librarians.	Training given.	Library Planning Executive; relevant operational staff.
	Provide advice and assistance to MUM and MSA on building and providing access to library collections.	Advice and assistance given as needed.	Director, Information Resources; Director, Information Systems.
	Investigate the issues surrounding Document Delivery and loans from Australia to Monash Malaysia and Monash South Africa.	Investigation complete and recommendations made.	Directors, Client Services; Director, Information Systems.
6.2 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 the Library can offer.	Early involvement in partnership discussions, and clear Library offers to partner institutions.	University Librarian; Directors.
6.3 Review resource access for Library users including alumni, third party tenants on campus, schools, TAFEs, Monash-affiliated hospitals, Open Universities Australia students enrolled in Monash-taught units.	Create and keep current policies to govern access.	Policies created and current.	University Librarian; Directors.
6.4 Review existing fee-for-service agreements on a regular basis.	Conduct regular reviews of fee-for service agreements and make recommendations accordingly.	Reviews conducted / recommendations acted upon.	External Client Services Manager.

## APPENDIX A: PLANNING FRAMEWORK

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

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

## **APPENDIX B: VALUES**

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

### **1) Excellence in education**

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

### **2) Excellence in research and scholarship**

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

### **3) Excellence in management**

- Planning, implementation, evaluation and improvement are embedded in the quality management systems in place in the Library.
- In aiming for a highly competent staff skills set for the 21<sup>st</sup> 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.

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

All user groups are entitled to:

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

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

Undergraduate students	<ul style="list-style-type: none"> <li>• Borrowing rights</li> <li>• Course material and resources for independent learning</li> <li>• Information literacy programs</li> <li>• Flexible, responsive, comfortable study facilities on campus</li> <li>• Appropriate and functional support equipment (computers, printers, photocopiers) on campus</li> <li>• Timely and user-friendly access to resources</li> </ul>
Postgraduate students	<ul style="list-style-type: none"> <li>• Extended borrowing rights</li> <li>• Research resources</li> <li>• Advanced information literacy education</li> <li>• Appropriate facilities for study and research</li> <li>• Document delivery services</li> </ul>
Academic staff	<ul style="list-style-type: none"> <li>• Extended borrowing rights</li> <li>• Assistance in selecting course material</li> <li>• Provision of online course reading lists</li> <li>• Assistance in providing information literacy programs</li> <li>• Research resources</li> <li>• Assistance in use of resources</li> <li>• Document delivery services</li> </ul>
General staff	<ul style="list-style-type: none"> <li>• Extended borrowing rights</li> <li>• Work-related resources</li> </ul>
Off-campus users	<ul style="list-style-type: none"> <li>• Borrowing rights</li> <li>• Postal loans of books and supply of journal articles</li> </ul>
Students and staff from other Victorian and	<ul style="list-style-type: none"> <li>• Reciprocal borrowing (limited)</li> </ul>

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