

# **Advancing Scholarship**

Monash University Library

Strategic Plan

2009-2011

## SECTION A: INTRODUCTION

### 1. Introduction

Monash University Library has a well earned national and international reputation based on its consistent application of innovation and excellence in technology and customer service development.

The Library serves a population of over 55,000 students and almost 7,000 staff located in the various faculties and administrative units of the 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. Its four operational divisions comprise Central Services, Client Services – Science, Health and Engineering, Client Services – Humanities and Social Sciences and Information Resources. More than 292 staff are employed by the Library to service the various needs of clients.

Just as collections are at the heart of the Library, access to the resources and services of the Library are central in enabling and supporting the high standard of education and research at Monash University.

### 2. Mission

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

### 3. 2009 Strategic priorities

1. Continue to upgrade and improve facilities in accordance with the Facilities Master Plan, with a particular focus on Law, Caulfield and Matheson (with particular emphasis on the Nexus Centre). Review the Pharmacy refurbishment against the Facilities Master plan, and consider the ongoing development needs of the Malaysian and South African campuses.
2. Consolidate the establishment of learning skills in the Library and increase the embedding and integration of learning skills and information literacy in the curriculum.
3. Continue to improve resource access and discovery.
4. Continue to collaborate with faculties to build a collection responsive to the University's education and research directions. Plan offsite storage.
5. Continue to improve the user experience through integration and development of services and mechanisms for their delivery.
6. Contribute to the development of the Monash Passport Program, particularly the Honours Program.

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7. Lead the University's data and information management strategies through the ARROW Repository, data management coordination and the DARE project, and contribute to the success of the Australian National Data Service (ANDS).
8. Collaborate with other service providers to enhance service delivery and the University's eResearch and eEducation strategies.
9. Improve awareness and use of Library services through more effective communication.
10. Continue to develop and recruit staff to provide outstanding services in a rapidly changing environment.

**4. Key Areas**

The Plan is 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 and the capture and promotion of Monash University research output are in line with 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.

#### **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 preserve the University's intellectual output.
- ❑ To promote and preserve the University's collections.
- ❑ To coordinate research data management across the University.

#### **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. Uncertainty about the future of the Australian Academic and Research Library Network (AARLIN) emphasises the importance of completing trials of new resource discovery software, including options for federated searching for resources.

Broadening access to knowledge and data through services like ARROW, Google Scholar and Picture Australia also represent strategic challenges.

The establishment of the University's digital thesis project will be a major initiative 2009, as the theses are being added to the ARROW repository. Further additions to ARROW's holdings will include records for citations collected as part of the Research Quality Framework (RQF) exercise, the Library's contribution to the Higher Education Research Data Collection (HERDC) and the Excellence in Research for Australia (ERA) project.

The Library's physical collections continue to place pressure on storage. The acquisition of a share in a large new offsite storage facility being developed by CAVAL, CARM 2, will provide important infrastructure to assist in managing this pressure. Planning for the CARM 2 facility is at an advanced stage and the Library will further its collection management plans to make best use of this and campus based facilities.

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During 2009 the Library's leadership of the University's data and information management strategies will be strengthened through the establishment of the Data Management Coordinator's position in the Library, supported by the DARE project team of contact librarians who liaise with researchers to identify data management needs. The University played a major role in the ANDS (the Australian National Data Service) Establishment project and as the lead agency will make important contributions to the development of ANDS.

**Key Strategic Initiatives**

<b>Strategies</b>	<b>Actions</b>	<b>Measures / Targets / KPIs</b>	<b>Responsibility</b>
<b>1.1 Make electronic information easier to locate and use.</b>	<b>Develop a long term strategy 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>Review the AARLIN project, the use of MultiSearch and SFX, and make recommendations for the future.</b>	AARLIN involvement reviewed and decisions made and implemented.  Trials of new software with vendors completed.  MultiSearch portal and federated searching reviewed and recommendations implemented.	Director, Information Resources; Director, Central Services; Directors, Client Services.
	<b>Investigate federated searching options and make recommendations.</b>	Recommendations implemented.	Director, Central Services; Director, Information Resources.
	<b>Continue to implement the recommendations of the Usability Study.</b>	Recommendations implemented.	Directors, Central Services; Client Services, Information Resources.
<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>Promote research collection strengths.</b>	User knowledge of collections strengths increased.	Directors, Client Services; Subject Librarians; Communications Manager.
	<b>Determine the collection development</b>	Collection development strategies modified	Director, Information Resources; Directors, Client Services

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	<b>implications of the Monash Passport Program.</b>	appropriately.	
<b>1.3 Contribute to the capture and promotion of Monash University research output.</b>	<b>Capture and promote Monash University research output.</b>	Research output captured.	ARROW Librarian; University Librarian; Director, Information Resources.
	<b>Expand the content of the ARROW Repository.</b>	ARROW content expanded.	ARROW Librarian; University Librarian; Director, Information Resources.
	<b>Support the development of Excellence in Research for Australia (ERA) measurement at Monash University.</b>	Resources made available via the ARROW repository, with security measures in place.	ARROW Librarian, Director, Information Resources.
	<b>Contribute to HERDC Publications Survey workflow</b>	Library resources and expertise used in development of the survey.	ARROW Librarian; Director, Information Resources.
<b>1.4 Review and develop the Monash University ePress, identifying sustainable strategies for its growth and development.</b>	<b>Expand the number of titles published by the ePress.</b>	Increased number of titles on offer.	ePress Manager; University Librarian.
	<b>Implement the findings of the review.</b>	Findings implemented.	University Librarian; ePress Manager.
<b>1.5 Provide leadership in information management.</b>	<b>Contribute to international, national and University projects building information and data management expertise.</b>	Contributions made through appropriate projects, working parties and committees.	University Librarian; Directors.
	<b>Assist in developing and implementing a research data management strategy for the University.</b>	Assistance given and strategy implemented.  Policy, procedures and guidelines developed and implemented.  DARE project implemented.	University Librarian; Director, Information Resources; Director, Client Services; Data Management Coordinator.
	<b>Contribute to the Australian National Data Service.</b>	Milestones achieved. Engagement with activities.	University Librarian; Data Management Coordinator.

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<b>1.6 Re-engineer Library information resources processes to achieve productivity improvements.</b>	<b>Continuously review processes to acquire and provide access to physical and electronic resources.</b>	Quantitative measures reflecting improved availability of resources. Qualitative measures reflecting internal process improvement.	Director, Information Resources.
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## **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 user services.
- ❑ To promote the research strengths of the collection.
- ❑ To work with faculties to provide support for education and research activities.

### **Issues**

A key challenge is to identify the best ways to improve the user experience in a rapidly changing learning, education and research environment. Within this environment, the Library needs to consider changing user behaviour and demands for immediate, targeted information and assistance.

The University's focus on research and research data is expanding the role of information services librarians.

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

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

Consolidating the establishment of learning skills in the Library and increasing the embedding and integration of learning skills and information literacy in the curriculum is a priority.

### **Key Strategic Initiatives**

<b>Strategies</b>	<b>Actions</b>	<b>Measures / Targets / KPIs</b>	<b>Responsibility</b>
<b>2.1 Encourage and support the development of information literacy throughout the</b>	<b>Work with faculties to embed and integrate information literacy and learning skills into</b>	Coverage and success of embedded and integrated programs.	Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Faculty

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<b>University.</b>	<b>undergraduate and postgraduate curricula.</b>		Teams.
	<b>Establish evaluation processes to measure the effectiveness of information literacy programs.</b>	Evaluation process developed.	Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Faculty Teams.
	<b>Facilitate effective information literacy teaching methods.</b>	Effective information literacy education methods developed.  Information literacy addressed in teacher / supervisor training	Directors, Client Services; Information Literacy Librarian; Faculty Teams.
	<b>Initiate, share and build on successful liaison / communication practices across faculty teams.</b>	Demonstrated improved liaison between faculty teams.	Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Faculty Teams.
<b>2.2 Review and improve information services.</b>	<b>Implement recommendations from the Usability Study to improve online support services, help and self-help services.</b>	Recommendations implemented.	Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Faculty Teams; Communications and Marketing Manager.
	<b>Undertake the Service Points Review.</b>	Review completed, recommendations made and implemented.	Directors, Client Services; Director, Corporate Services; Project Team.
	<b>Implement the recommendations from the Client Services Committees Review.</b>	Recommendations made and implemented.	Directors.
	<b>Update Service Level Agreement with faculties to better reflect service offer.</b>	Service level agreement updated	Directors.
	<b>Collaborate with key centres and faculties of the University to establish co-</b>	Coordinated services established.  Online learning	Directors, Client Services; Director, Corporate Services;

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	<b>coordinated assistance for students and staff.</b>	environment opportunities identified and exploited.	Project Team.
<b>2.3 Review support plans.</b>	<b>Review the Research Support Plan.</b>	Plan reviewed.	Directors, Client Services; Director, Information Resources.
	<b>Review the Education Support Plan.</b>	Plan reviewed.	Directors, Client Services; Director, Information Resources.
<b>2.4 Engage new technologies for client services.</b>	<b>Monitor and examine options for new technologies in client services.</b>	New technologies are investigated, recommendations made and implemented.	Directors, Client Services; Director, Central Services.

## 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 provide co-ordinated, proactive services under the 'one Library' banner while still meeting individual campus and faculty needs.
- ❑ To consolidate learning skills within the Library's organisational and budgetary structures.
- ❑ To develop, implement, evaluate and review learning skills programs.
- ❑ To manage faculty and student expectations and provide a well communicated service offer.

### Issues

Consolidating the establishment of learning skills in the Library and increasing the embedding and integration of learning skills and information literacy in the curriculum is a priority.

The Library needs to consider changing entry pathways, learning behaviours and skills within a rapidly changing education and research environment.

The Monash Passport program, in particular the honours program, will provide increased opportunities for learning skills development programs.

### Key Strategic Initiatives

Strategies	Actions	Measures / Targets / KPIs	Responsibility
<b>3.1 Encourage and support the development of learning skills throughout the University.</b>	<b>Complete the Learning Skills Review.</b>	Recommendations made and implemented.	University Librarian; Directors, Client Services; Learning Skills Manager.
	<b>Work with faculties to embed and integrate learning skills and information literacy into undergraduate and postgraduate curricula.</b>	Coverage and success of embedded and integrated programs.	Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Faculty Teams.
	<b>Establish evaluation processes to measure the effectiveness of learning skills and information literacy</b>	Evaluation process developed.	Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Faculty

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	<b>programs.</b>		Teams.
	<b>Facilitate effective learning skills teaching methods.</b>	Opportunities are provided.  The Library has input to teacher and supervisor training programs.	Directors, Client Services; Learning Skills Manager; Faculty Teams.
	<b>Initiate, share and build on successful liaison and communication practices across faculty teams and within branch libraries.</b>	Demonstrated improved liaison between faculty teams and within branch libraries.	Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Faculty Teams; Branch Managers.
	<b>Explore the development and application of a learning skills framework.</b>	Implementation and review of the need for further changes to the framework are complete.	Learning Skills Manager; Information Literacy Librarian; Learning Skills Advisers; Faculty Teams; Directors, Client Services; Director, Central Services.
<b>3.2 Improve learning skills services.</b>	<b>Implement recommendations from the Usability Study to improve online support services, help and self-help services.</b>	Recommendations implemented.	Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Faculty Teams; Communications and Marketing Manager.
	<b>Undertake the Service Points Review.</b>	Review completed, recommendations made and implemented.	Directors, Client Services; Director, Corporate Services; Project Team.
	<b>Implement the recommendations from the Client Services Committees Review.</b>	Recommendations made and implemented.	Directors.
	<b>Review learning support website.</b>	Strategy developed and requirements identified.	Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Library Web Manager; Learning Skills Advisers; Centre for the Advancement of Learning and Teaching (CALT); Information Technology Services.
	<b>Collaborate with key</b>	Coordinated services	Directors, Client

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	<p><b>centres and faculties of the University to establish co-coordinated assistance for students and staff.</b></p>	<p>established. Online learning environment opportunities identified and exploited.</p>	<p>Services; Director, Central Services; Information Literacy Librarian; Learning Skills Manager; Faculty Teams.</p>
	<p><b>Monitor relationships with Monash College and Monash English Language Centre (MUELC) regarding learning support services to faculties.</b></p>	<p>Shared understanding of roles, responsibilities and referral mechanism.</p>	<p>Directors, Client Services; Learning Skills Manager; Faculty Teams.</p>

## KEY AREA 4: Lending Services

### Objective

To support teaching, learning and research by making education and research collections readily available to Library users.

### 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 obtain materials from other libraries and suppliers for eligible students and staff.
- ❑ To facilitate independent use of Library collections.

### Issues

A key challenge is to provide user centred access to and management of collections to support education and research.

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

The Monash Passport program, in particular the honours program, will influence development of lending and document delivery services.

New courses, the movement of subjects, courses and, in some instances, faculties, between campuses have implications for Library collections and access to them.

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

### Key Strategic Initiatives

Strategies	Actions	Measures / Targets / KPIs	Responsibility
<b>4.1 Develop the readings and reserve service to meet emerging and future needs.</b>	<b>Implement the model proposed by the Reading and Reserve Services Review.</b>	Model is implemented.	Directors, Client Services; Branch Managers; Lending Services Librarian; Readings and Reserve Co-coordinator.
	<b>Investigate further capabilities of the Zephyr software to enhance online reading lists.</b>	Software is implemented.	Directors, Client Services; Director, Central Services; Systems Manager; Branch Managers; Lending Services Librarian; Readings and Reserve Co-coordinator.

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	<b>Review the work processes and equipment of the Digitisation Centre following the implementation of Zephyr.</b>	Review completed and recommendations implemented.	Directors, Client Services; Lending Services Librarian; Digitisation Team Leader.
	<b>Investigate alternative repository options for the Library's digitised images</b>	Investigation undertaken and recommendations made.	Directors, Client Services; Lending Services Librarian; Digitisation Team Leader.
	<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>4.2 Improve the effectiveness and efficiency of Lending Services.</b>	<b>Trial open holds.</b>	Recommendations implemented and further improvements recommended.	Directors, Client Services; Lending Services Librarian.
	<b>Investigate further improvements for intercampus loans.</b>	Improvements made.	Directors, Client Services; Lending Services Librarian.
	<b>Evaluate effectiveness of the open and browsable reserve collections and consider extending the models to other branches.</b>	Open reserves evaluated and recommendations made.  Browsable reserves implemented.	Directors, Client Services; Director, Central Services; Lending Services Librarian; Branch Managers.
	<b>Undertake the Service Points Review.</b>	Review completed, recommendations made and implemented.	Directors, Client Services; Director, Corporate Services; Project Team.
	<b>Review borrowing privileges to support the Monash Passport program.</b>	Review completed and recommendations implemented.	Directors, Client Services; Lending Services Librarian; Branch Managers.
<b>4.3 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.
<b>4.4 Improve mutual</b>	<b>Implement and</b>	Software is	Director, Central

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<b>access to library research collections.</b>	<b>customize the Relais ILL software for the Monash environment.</b>	implemented.	Services; Directors, Client Services; Systems Manager; Document Delivery Librarian.
<b>4.5 Monitor the management and use of material located in storage.</b>	<b>Circulation of material is monitored. Identify budget requirements.</b>	Usage data is collected. Budget formulated	Director, Central Services; Directors, Client Services; Lending Services Librarian

## 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

To date five of the Library's ten branches have been either refurbished or newly-built in accordance with the Facilities Master Plan (Hargrave-Andrew, Berwick, Pharmacy, Malaysia and South Africa). Significant changes are being planned for the Gippsland Library, and planning is underway for a new Law Library as part of a new Law Faculty building. It is anticipated that the significant problems with the Caulfield Library will be addressed in this planning period, and the Matheson Library is seeking funds to establish a centre that would bring the University's eResearch and eEducation Centres together with a re-conceptualised library.

Over the past six years the 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.

### Key Strategic Initiatives

Strategies	Actions	Measures / Targets / KPIs	Responsibility
<b>5.1 Improve facilities within available resources, adhering to the Facilities Master Plan.</b>	<b>Review Facilities Master Plan in light of changing user behaviour.</b>	Review complete and recommendations implemented.	Director, Central Services.
	<b>Review staff accommodation, space and operational requirements and organise required works.</b>	Staff appropriately accommodated. Provision of meeting and training rooms meets demand.	University Librarian; Directors, Client Services; Director, Central Services; Learning Skills Manager; Branch Managers; Learning Skills Advisers; Facilities and

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			Purchasing Manager.
	<b>Complete new staff and learning spaces in the Gippsland Library and review after one year.</b>	Works completed. Review undertaken and design strategies modified if appropriate.	Branch library planning groups; Branch Managers; Directors, Client Services; Facilities and Purchasing Manager.
	<b>Plan for the refurbishment of the Matheson Library.</b>	Planning is ongoing.	University Librarian; Directors, Client Services; Director, Information Resources; Manager, Matheson Library; Facilities and Purchasing Manager.
	<b>Prepare for refurbishment of the Caulfield Library.</b>	Refurbishment is designed.	Branch library planning groups; Branch Managers; Directors, Client Services; Facilities and Purchasing Manager.
	<b>Contribute to the design of the new Law library at Caulfield.</b>	Design is completed.	Branch library planning groups; Branch Managers; Directors, Client Services; Facilities and Purchasing Manager.
	<b>Implement recommendations of review on use of learning spaces.</b>	Recommendations implemented.	Director, Central Services; Facilities and Purchasing Manager.
	<b>Contribute to the University's Shared Services Review</b>	Relevant input is provided.	Director, Central Services.
<b>5.2 Address storage and space issues at Monash University Library.</b>	<b>Develop collection management plans to make best use of this and campus based facilities.</b>  <b>Plan for procedures to provide appropriate access to materials from off site store for all Library users.</b>	Plans and procedures developed and implemented.	University Librarian; Director, Information Resources; Director, Central Services; Lending Services Librarian; Document Delivery Librarian.
<b>5.3 Improve the student printing environment for Monash University.</b>	<b>Continue to investigate and work with Information Technology Services to provide a seamless student printing solution, including wireless printing.</b>	Solutions implemented.	Director, Central Services; Library Budget Manager.
<b>5.4 Continually review</b>	<b>Implement review</b>	New hours	Directors, Client

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<b>opening hours.</b>	<b>recommendations.</b>	implemented.	Services; Branch Managers.
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## 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 will continue its quality improvement through new initiatives designed to improve communications, by undertaking and responding to staff and user surveys, and by reviewing risk management and compliance strategies. The implementation of new technologies for use in learning and teaching requires the development of a targeted training program.

Library staff recruitment procedures will be examined to ensure that the best possible applicants are attracted to apply for vacant positions. The Library will participate in the new Monash Graduate Recruitment program and several new staff development activities. The establishment of a mentoring program and the development of specific training programs are amongst the key initiatives aimed at supporting the professional growth of Library staff.

A number of initiatives will be implemented to help meet the Green University Program.

### Key Strategic Initiatives

Strategies	Actions	Measures / Targets / KPIs	Responsibility
<b>6.1 Contribute to planning and quality activities.</b>	<b>Maintain, implement and review the Library risk profile and legal compliance risk register.</b>	Library risk profile and legal compliance risk register is reviewed regularly.	Director, Central Services; Library Budget Manager.
	<b>Develop a "green" strategy for the Library.</b>	Strategy developed.	Director, Central Services.
<b>6.2 Undertake benchmarking to reach best practice standards.</b>	<b>Participate in the Monash University Staff Survey.</b>	Library-specific questions included in the survey.  Survey results analysed and	Directors; Library Planning Executive; Communications and Marketing Manager.

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		strategies for response to outcomes developed and implemented. Effectiveness reviewed.	
	<b>Administer 2009 user survey</b>	Survey items determined in liaison with Insync. Action plan based on results of survey prepared and implemented.	Director, Central Services; Communications and Marketing Manager; Library Planning Executive.
<b>6.3 Improve professional development.</b>	<b>Initiate a mentoring program for staff.</b>	Initial mentor training programs held. Mentee program started.	Directors; Supervisors; HR Manager.
	<b>Participate in the University wide Graduate Recruitment Program.</b>	Initial participation evaluated, ongoing measures recommended.	Directors; Supervisors; HR Manager.
	<b>Review and revise recruitment processes to achieve better exposure in the job market.</b>	Better response rate to advertised positions resulting from cost effective advertising.	Director, Central Services; HR Manager.
	<b>Ensure that all staff are trained in new technologies.</b>	Training given and new technologies successfully in use by staff.	HR Manager; Supervisors.
<b>6.4 Improve copyright compliance and provide support and resources to the University.</b>	<b>Develop copyright training to support the eThesis submissions.</b>	Training and communication developed and made available to appropriate staff and HDR candidates.	Director, Central Services; Copyright Adviser.
	<b>Develop protocols to enable document delivery of electronic resources to External Client Services users.</b>	Mechanisms developed in conjunction with the Copyright Agency Limited (CAL).	Director, Central Services; Copyright Adviser; Document Delivery Librarian.
<b>6.5 Improve communications.</b>	<b>Implement and review communication framework.</b>	Evidence of improved communication from senior managers and other library staff.	Directors; Supervisors; Communications Manager.
	<b>Implement an External Client Services communications strategy.</b>	Communications strategy developed and implemented.	Director, Central Services; External Client Services Manager; Communications Manager

## **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 the Council of Australian University Librarians (CAUL), CAVAL, Academic and Research Libraries Acquisitions Consortium (ARLAC), AARLIN and the Asian Libraries in Melbourne (ALIM) as part of the University of Melbourne/ Monash University 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**

The Library needs to define and communicate the roles and services which will be offered to schools being developed in association with the University – especially the Sir John Monash Science School at Clayton and the Berwick selective entry high school.

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

Alumni are an important, possibly underrepresented, subgroup of the user community.

The Library will continue to support our overseas campuses, through such initiatives as adapting existing approval plans and involving subject specialists as a means of contributing to these campuses' collection development.

### **Key Strategic Initiatives**

<b>Strategies</b>	<b>Actions</b>	<b>Measures / Targets / KPIs</b>	<b>Responsibility</b>
<b>7.1 Support optimum development of Monash libraries at Monash University Sunway campus and Monash South Africa.</b>	<b>Advise on service level agreements with Sunway and South Africa campuses.</b>  <b>Provide advice on staffing and the operational</b>	SLA implemented. Advice given.	University Librarian; Directors.

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	<b>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>		
	<b>Provide advice and assistance to Sunway campus and Monash South Africa on building and providing access to library collections.</b>	Advice and assistance given as needed.	Director, Information Resources; Director, Central Services.
	<b>Implement consistent policies across all campuses.</b>	Policies reviewed and implemented.	Directors, Client Services; Director, Central Services.
	<b>Recommend Voyager implementation for South Africa.</b>	Configurations for Voyager installations in each country reviewed and recommendations made for future development and exchange of data.	Director, Central Services.
<b>7.2 Support Monash University's partner institutions.</b>	<b>Define the services provided by Monash University Library to staff and students at partner institutions.</b>	Policies created.	University Librarian; Directors.
	<b>Ensure that the Library is involved in preliminary discussions with proposed partner institutions to clarify what services the Library can offer.</b>	Early involvement in partnership discussions and clear definition of Library services to partner institutions.	University Librarian; Directors.
<b>7.3 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>Provide advice on the implications of Authcate assignment for partners.</b>	Policies are created and current.	University Librarian; Directors.
	<b>Review service level agreement with Monash College during second half of 2009.</b>	SLA revised and changes endorsed.	Director, Central Services.

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<b>7.4 Review External Client Services.</b>	<b>Evaluate targeted marketing and promotion campaign.</b>	Recommendations made towards refining the range of External Client Services products.	External Client Services Manager.
<b>7.5 Review the Academic and Research Libraries Acquisitions Consortium (ARLAC).</b>	<b>Implement the Review of ARLAC based on the Terms of Reference agreed by University Librarians.</b>	Recommendations made for the consortium agreement and terms of reference for the Request for Tender 2011-2013 reviewed.	Director, Information Resources.
<b>7.6 Determine future arrangements for the Indonesian Acquisition Program following the withdrawal of support by the National Library of Australia.</b>	<b>Cooperate with partners in the Indonesian Acquisitions Program to review arrangements and review current arrangements.</b>	New arrangements in place.	Director, Information Resources; Asian Research Studies Librarian.

## 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)  
<http://intranet.monash.edu.au/library/reports/fmp/>
- Learning Commons discussion document (extant)  
<http://intranet.monash.edu.au/library/reports/learning-commons/>
- Storage strategy (extant)  
<http://www.lib.monash.edu.au/intranet/reports/storage/storage-strategy.doc>
- Collection Development Policy (extant)  
<http://lib.monash.edu.au/policies/cdp/>
- Research Support Plan (extant)  
<http://www.lib.monash.edu.au/reports/research-support-plan/>
- Education Support Plan (extant)  
<http://www.lib.monash.edu.au/reports/education-support-plan/introduction.html>
- Quality framework (extant)  
<http://www.lib.monash.edu.au/quality/>

## **APPENDIX B: 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"> <li>• Borrowing rights</li> <li>• Course material and resources for independent learning</li> <li>• Information literacy and learning skills 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>
Honours students	<ul style="list-style-type: none"> <li>• Extended borrowing rights</li> <li>• Research resources</li> <li>• Advanced information literacy and learning skills programs</li> <li>• Document delivery services</li> </ul>
Postgraduate students	<ul style="list-style-type: none"> <li>• Extended borrowing rights</li> <li>• Research resources</li> <li>• Advanced information literacy and learning skills programs</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> </ul>

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	<ul style="list-style-type: none"> <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 Australian universities	<ul style="list-style-type: none"> <li>• Reciprocal borrowing (limited)</li> </ul>
Retired staff, Council members, honorary members, current staff members' spouses	<ul style="list-style-type: none"> <li>• Restricted borrowing rights</li> </ul>
Monash College Pty Ltd students	<ul style="list-style-type: none"> <li>• To be defined in a service level agreement</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> <li>• Access to electronic resources through walk-in use terminals at each branch of the Library</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>