

2010 Library Annual Report

2010 in review

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Throughout 2010 Monash University Library contributed to the University's research, learning and teaching and local and international engagement strategies to attract and retain outstanding researchers and students.

Of special note are the excellence and continuing development of collections, both physical and electronic, the contribution librarians and learning skills advisers make to research, learning and teaching, major developments in capturing and promoting Monash's scholarly output and progress towards addressing serious issues with the two largest and busiest libraries, while re-engineering internal processes and systems for future developments.

Scholarly communication

We are in the middle of a revolution in scholarly communication and Monash University Library as much as, and in many cases more than, other academic libraries, has embraced the opportunities provided by new technologies and changes in research and pedagogy. The steady stream of Australian and international visitors to Monash, the request by the Australian Government for Monash to lead the Australian National Data Service (ANDS), performance in national surveys and a great deal of anecdotal evidence are testament to this.

Quality review

In 2010 the Library was formally reviewed for the second time (the first was in 2003). In its report the External Review Panel concluded that the University should be satisfied that the Library delivers a quality, customer-focused service that is aligned to the institutional mission and has strong and effective leadership and management processes (including robust project management and mature evaluation and quality improvement processes) in place. The Panel also noted that the Library adopts new opportunities and challenges arising from institutional or broader developments, is attuned to the University's values and has the trust and the confidence to either lead or work as partners or collaborators with other stakeholders. Panel members were particularly impressed by the creative and innovative ways in which Monash University Library is redefining the role of a 21st century university library in line with the institutional mission. This was referred to in the Panel's report as a paradigm shift.

Statistics

The statistics in this report give some indication of this paradigm shift, although the range of activities the Library is involved with provides a more complete picture. Statistically, usage patterns are changing. Physical loans decreased by 7%, in part reflecting increasingly unmediated access to collections, while use of electronic resources rose. Interestingly, visits to branch libraries, *in toto*, rose by 2.4%, reflecting both the improvements that have been made to the libraries and their importance as the largest learning spaces on each campus. Inquiries decreased by 10%, in part reflecting the growing impact of improved students' information research and learning skills, and as information becomes more readily accessible electronically. Document delivery activity has risen as Monash's research activity has increased, aided by improved software simplifying access to this service.

Facilities and collections

Visits to Library facilities exceeded 4 million for the first time, with Gippsland having the highest increase due to the popularity of the new learning space. Progress has been made towards the redevelopment of the two busiest libraries, through work with architects and the Facilities and Services Division to complete Feasibility Studies for refurbishment of the Caulfield and Matheson Libraries. It is likely that planning for an upgrade of the Caulfield Library will start in 2011, with renovations to start in 2012.

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Strengthening of research collections has continued through acquisition and donations to special collections, with 45,000 new print resources added, resulting in growth of 1.4% overall. Also added were 24,000 electronic books, which is a rapidly growing part of the collection. The new collaborative off-site store (CARM 2), commissioned in 2010, will be used to support collection growth and ensure the Library makes best use of space on site.

Improving self help options, including more open reserve and open holds, have reduced fulfilment times for users and workloads for staff and, anecdotally, have increased use of these collections. The Pharmacy library achieved 90% of its loans through self loans. Related to these changes has been a design project undertaken with architects to reconceive service points as one of the major outcomes of a service points review, which investigated the way users interact physically and virtually with the Library.

Research and learning

The Library has actively promoted the use of e-learning strategies, tools, resources and services. This includes, in 2010, the implementation of new Lectures Online software and preparing for the introduction of a transformation in the way resources managed or licensed by the Library can be discovered. Starting in early 2011, new software (PRIMO, known locally as Search) will allow single searches from disparate sources, including the plethora of electronic resources licensed by the Library for the Monash community. Search will provide more Google-like access to these resources, and should result in a significant increase in their use as well as a reduction in the time taken to find relevant material. Most fundamentally, it also has the potential to transform information research skills programs for undergraduates. In addition, the Library has decided to become one of the collaborative partners in the development of new library software to replace the current library management system and transform behind-the-scenes functionality.

The integration of learning and information research skills development continues to yield outstanding benefits for the University's learning and teaching programs. Improvements in student performance have been reported for an increasing number of units that include integrated or embedded skills development programs. The Library also provides a range of other skills development opportunities and resources across faculty curricula, through generic programs and information sessions, 'drop-in' sessions and workshops and individual/group sessions for undergraduate, graduate, Higher Degree by Research (HDR) and 'at risk' students.

Of special interest in 2010 has been the introduction of the Research Skills Development Framework, developed at the University of Adelaide, which underpins a strategic approach to the integration of skills development into coursework. This is now being used extensively by Library staff as they develop partnerships with academic staff, identifying facets of inquiry and levels of student autonomy to provide a common language and make skill development explicit.

Monash University Publishing

The launch of Monash University Publishing in September was the culmination of a review of the ePress initiated in 2009 and flags important changes in the production, commissioning and coordination of scholarly publishing at Monash University. A focus on the publication of peer-reviewed, open access, web-based books, whose commissioning will be primarily through faculty-based editorial committees, has already initiated a significant number of new titles and the formation of specialist imprints. The new model will maximise exposure for the works being published and support the development of a stronger culture of publishing within Monash. Works will be available electronically or print-on-demand. They will also be actively distributed in print to bookshops and academic libraries.

Research data

Significant progress was made in 2010 to improve the University's ability to better manage research data. A research data management policy and related procedures were developed, and Library staff conducted training and information sessions for research staff and students. The Library also provides leadership for ANDS, a national strategy being led by Monash in conjunction with The Australian National University and CSIRO. Monash also received funding from ANDS to run a number of data capture and description projects, with the projects being led by the eResearch Centre, the Office of the Chief Information Officer and the Library.

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By the end of 2010 the ARROW Repository held over 53,000 objects, including research data, details of research publications, research collection and electronic theses, as well as many other classes of material. The Repository is one means of ensuring that research data is better managed and provides a mechanism for greater access to, and promotion of, Monash's research output. The Repository was a key component of the University's management of Excellence in Research Australia (ERA), providing evidence of research activity.

Overseas campuses

The Library adds value to the campuses in Malaysia and South Africa through advice, collections (especially electronic resources) and systems and assists in building their capacity to become independent. In collaboration with the Office of the Chief Information Officer, support for the library management system (Voyager) for the Sunway campus is now provided from Australia, and arrangements for South Africa are under consideration.

Library staffing

Special achievements, worthy of specific congratulations, are two awards Library staff received this year. These are the Business and Economics team based at Caulfield, who were awarded a Vice Chancellor's Citation for an Outstanding Contribution to Student Learning and Sam Searle, the Research Data Management Coordinator, who received the 2010 Council of Australian University Librarians Achievement Award for leadership in research data management.

In 2010 the Library operated with a reduction in staffing levels by reorganising work areas, tasks and workflows. This process is ongoing, responding to a changing work environment and the University's budget targets. In addition, the Library has been closely involved with the development of Human Resources, Information Technology and Finance hubs, which are fundamentally changing the way central services are provided across the University. In order to ensure that it is able to anticipate or respond to these and broader scholarly changes, the Library ensures that as many staff as possible participate in professional development programs that are selected to address specific issues or skills requirements. The Library has a particular interest in leadership development, project management and change management.

As well as this overview the Report includes the following appendices providing greater detail than can be included here:

1. Progress against 2010 Plan
2. Statistical summary
3. Service Level Agreement report
4. Visitors
5. Publications, presentations, and memberships
6. Library committees
7. General Library Committee
8. ePress Advisory Committee
9. Copyright Advisory Committee
10. Research Data Management Subcommittee
11. Research Data Management Advisory Group

Appendix 1: Response to 2010 Annual Plan

Key Responsibility 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, 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.

Strategies	Details	Progress
1.1 Make electronic information easier to locate and use.	<p>Action: Implement the resource discovery framework for improved access to resources.</p> <p><i>Measures/Targets/KPIs:</i> End user functionality improved and communicated to users.</p> <p><i>Responsibility:</i> Director, Central Services; Director, Client Services; Subject librarians; Faculty Teams; Communications Manager.</p>	The implementation of Primo software will improve access to and management of, collections and will significantly enhance resource discovery. Primo will be launched at the beginning of 2011 as "Search" and will be accessed through the Library and the Monash University portal.
	<p>Action: Withdraw from the AARLIN consortium at the end of 2010.</p> <p><i>Measures/Targets/KPIs:</i> AARLIN involvement terminated.</p> <p><i>Responsibility:</i> Director, Central Services; Director, Information Resources; Subject librarians; Faculty Teams; Communications Manager.</p>	The consortium ended its activities in November 2010. Key data was migrated to an Ex Libris hosted system to be implemented with Primo.
1.2 Develop collections to support research and education.	<p>Action: Build research collections in key faculty research areas, in collaboration with researchers.</p> <p><i>Measures/Targets/KPIs:</i> Collections improved in designated areas.</p> <p><i>Responsibility:</i> Director, Information Resources; Directors, Client Services; Subject Librarians.</p>	This is an ongoing activity. Highlights for 2010 include developing collections for Passport 2.0 below, Slavonic studies, and developing research centres.
	<p>Action: Implement the collection development implications of the Monash Passport.</p> <p><i>Measures/Targets/KPIs:</i> Collection development strategies modified appropriately.</p> <p><i>Responsibility:</i> Director, Information</p>	Collection needs are monitored through membership of the Learning and Teaching Subcommittee of Education Committee and are being developed for Passport 2.0 research challenge and depth units.

	Resources; Directors, Client Services.	
	<p>Action: Establish the Ada Booth Slavic Studies Collection.</p> <p><i>Measures/Targets/KPIs:</i> Collection established and accessible.</p> <p><i>Responsibility:</i> Director, Information Resources; Directors, Client Services.</p>	<p>Cataloguing of the collection has commenced. Planning for managing its storage and access is well advanced.</p>
	<p>Action: Extend collection development plans to include strategies for the use of the CARM 2 store in 2010.</p> <p><i>Measures/Targets/KPIs:</i> Plans developed and access to collections publicised to users.</p> <p><i>Responsibility:</i> Director, Information Resources; Directors Client Services.</p>	<p>The CARM2 store was opened in November and plans were developed for the transfer of materials to the store. Material can be retrieved on request within 24 hours.</p> <p>A significant amount of additional seating was added to the Hargrave-Andrew Library as a result of moving collection items to the CARM2 store.</p>
<p>1.3 Collect and promote Monash University research output.</p>	<p>Action: Expand the content of the ARROW Repository.</p> <p>Annual HERDC publication data imported into the repository from the University Research Office systems.</p> <p><i>Measures/Targets/KPIs:</i> Repository content increased in both quantity and type of publications and research data outputs.</p> <p>Annual HERDC publication data imported into the repository from the University Research Office systems.</p> <p><i>Responsibility:</i> ARROW Librarian; University Librarian; Director, Information Resources.</p>	<p>Both HERDC and ERA data have contributed to the growth of the repository during 2010 and there are now over 53,000 object records in the ARROW repository.</p>
	<p>Action: Contribute to the 2010 Excellence in Research for Australia (ERA) initiative.</p> <p><i>Measures/Targets/KPIs:</i> Resources made available via the ARROW repository team for secure storage of ERA content.</p> <p><i>Responsibility:</i> ARROW Librarian; Director, Information Resources.</p>	<p>The ARROW Repository managed a significant number of items contributing to ERA.</p>
	<p>Action: Develop, trial and evaluate workflows for research data outputs</p>	<p>Workflows and templates have been developed in collaboration with Office of the Chief Information</p>

	<p>from ARC- and NHMRC-funded research projects.</p> <p><i>Measures/Targets/KPIs:</i> Workflows trialled and evaluated.</p> <p><i>Responsibility:</i> ARROW Librarian; Data Management Coordinator.</p>	<p>Officer (OCIO). A trial of workflows resulted in positive feedback, several key learnings and resulting changes in processes and future approaches.</p>
<p>1.4 Develop Monash University Publishing, identifying sustainable strategies for its growth and development.</p>	<p><i>Action:</i> Expand the number of titles published by the press.</p> <p><i>Measures/Targets/KPIs:</i> Increased number of titles on offer.</p> <p><i>Responsibility:</i> Monash University Publishing Manager; University Librarian.</p>	<p>The first titles of Monash University Publishing have been published and a number of others will follow shortly. Editorial Boards have been established in the Arts, Art and Design and Education faculties. These will contribute to increasing the numbers of titles published. Discussions are underway to establish editorial boards in other faculties and using new imprints, particularly with the Monash Asia Institute.</p>
	<p><i>Action:</i> Implement the recommendations of the review.</p> <p><i>Measures/Targets/KPIs:</i> Findings implemented.</p> <p><i>Responsibility:</i> University Librarian; Monash University Publishing Manager.</p>	<p>All of the major recommendations have been implemented.</p>
	<p><i>Action:</i> Implement new software and work processes.</p> <p><i>Measures/Targets/KPIs:</i> New software implemented.</p> <p><i>Responsibility:</i> Monash University Publishing Manager, Web and Applications Manager.</p>	<p>The new software is operational and the implementation of the eCart is progressing.</p>
<p>1.5 Provide leadership in information management.</p>	<p><i>Action:</i> Develop and implement a research data management strategy for the University.</p> <p><i>Measures/Targets/KPIs:</i> Expanded outreach program. Expanded program of professional development opportunities for HDR students and staff.</p> <p>Strengthened workflows and protocols for joint activities with the Monash e-Research Centre.</p> <p>Contribution made to increased use of research data management technical infrastructure.</p> <p>University research data management policy and procedures</p>	<p>University policy and procedures on research data management were released for university-wide comment and endorsed by the Monash Research Committee at its December meeting.</p> <p>Outreach is being extended by Contact Librarians work with Faculties, Schools and Departments to implement skills development programs. Programs have also been developed as part of the Research Graduate School, expert seminar series.</p> <p>All library faculty teams include research data management in their discussions with Faculty staff and students. Targeted programs have been developed and run for specific cohorts including Higher Degree by Research students and Orientation groups.</p> <p>There is close collaboration with staff of the</p>

	<p>established. Contact librarians and learning skill advisers' roles to include research data management through DARE.</p> <p><i>Responsibility:</i> University Librarian; Director, Information Resources; Directors, Client Services; Data Management Coordinator.</p>	<p>eResearch Centre at all levels and in a number of projects (including ANDS funded projects).</p> <p>ANDS projects and other collaborations are developing research data management infrastructure. A number of the ANDS Education Investment Fund (EIF) projects awarded to Monash have Library involvement. A National Collaborative Research Infrastructure Strategy (NCRIS) funded project, managed by Library staff is identifying and locating research data collections that meet defined criteria. Staff are gathering information about the collections through interviews with researchers.</p>
	<p>Action: Contribute to the Australian National Data Service.</p> <p><i>Measures/Targets/KPIs:</i> Milestones achieved. Engagement with activities. Increased number of research data collections represented in ANDS discovery services.</p> <p>Proposals for ANDS funding accepted, projects planned and implemented. Contributions made to ANDS national capability building and knowledge transfer activities.</p> <p><i>Responsibility:</i> University Librarian; Directors; Data Management Coordinator.</p>	<p>ANDS has met its milestones and obligations as defined in the key agreements with Federal Government. The Library leads Monash's involvement with ANDS and provides practical support.</p>

Key Responsibility 2 - Client Services

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.

Strategies	Details	Progress
<p>2.1 Lead the development of information research and learning skills throughout the University.</p>	<p><i>Action:</i> Partner with faculties to embed and integrate information research and learning skills into undergraduate and postgraduate curricula.</p> <p><i>Measures/Targets/KPIs:</i> Coverage and success of embedded and integrated programs.</p> <p><i>Responsibility:</i> Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Faculty Teams.</p>	<p>Information research and learning skills have been embedded into units taught in a number of faculties. At the end of 2010, 10% of programs were embedded into curricula and this number continues to increase.</p>
	<p><i>Action:</i> Establish evaluation processes to measure the effectiveness of information research and learning skills programs.</p> <p><i>Measures/Targets/KPIs:</i> Evaluation process further developed.</p> <p><i>Responsibility:</i> Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Faculty Teams.</p>	<p>The Information Research and Learning Skills Subcommittee (IRLSS) has established a working group which is developing criteria for measurement of effectiveness. It is due to report in early 2011.</p>
	<p><i>Action:</i> Facilitate effective information research and learning skills teaching methods.</p> <p><i>Measures/Targets/KPIs:</i> Professional development opportunities are provided.</p> <p>Input made to teaching, research and supervisor training programs.</p> <p><i>Responsibility:</i> Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Faculty Teams.</p>	<p>Workshops and skills development programs for Library staff have been coordinated by the Information Literacy Librarian. The Research Skills Development Framework is being used in this context and staff are using it in a number of teaching and learning initiatives across the University.</p>

	<p>Action: Recognising the faculty cluster model, initiate, share and build on successful liaison / communication practices across faculty teams and within branch libraries.</p> <p><i>Measures/Targets/KPIs:</i> Improved liaison between faculty teams and within branch libraries is demonstrated.</p> <p><i>Responsibility:</i> Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Faculty Teams; Branch Managers.</p>	<p>Faculty teams are working with cluster teams where opportunities exist.</p>
	<p>Action: Explore opportunities for the application of e-learning strategies to maximise the quality of student learning.</p> <p><i>Measures/Targets/KPIs:</i> e-learning applications are identified and implemented.</p> <p><i>Responsibility:</i> Directors, Client Services and Central Services; eLearning Coordinator; Information Literacy Librarian; Learning Skills Manager; Faculty Teams.</p>	<p>A range of activities led by the eLearning Coordinator is developing Library staff capabilities through projects such as Captivate and Library Guides. Infrastructure for learning materials is being provided through initiatives including the Equella repository.</p>
	<p>Action: Develop and implement a repository for learning materials and objects.</p> <p><i>Measures/Targets/KPIs:</i> Equella trialled and evaluated for possible implementation.</p> <p><i>Responsibility:</i> Directors, Client Services and Central Services; E-Learning Coordinator; Information Literacy Librarian; Learning Skills Manager; Faculty Teams.</p>	<p>Installation of the Equella software has been completed and learning materials added. A range of content types is being considered for inclusion in Equella.</p>

<p>2.2 Review and improve services.</p>	<p>Action: Incorporate recommendations from the Usability Study into services. <i>Measures/Targets/KPIs:</i> Recommendations incorporated into relevant projects including the Service Points Review, Resource Discovery Framework and eLearning projects. <i>Responsibility:</i> Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Faculty Teams; Communications and Marketing Manager.</p>	<p>The project is completed and the outcomes have been implemented or mapped and documented.</p>
	<p>Action: Complete the Service Points Review. <i>Measures/Targets/KPIs:</i> Review completed, recommendations made and implemented. <i>Responsibility:</i> Directors, Client Services and Central Services; Project Team.</p>	<p>The final report was completed in December for endorsement by Library Management Committee early in 2011.</p>
	<p>Action: Implement the recommendations from the Client Services Committees Review. <i>Measures/Targets/KPIs:</i> Remaining recommendations implemented. <i>Responsibility:</i> Directors.</p>	<p>A review of the restructured committees was completed by the end of 2010. The recommendation to continue with the restructured committees was endorsed with some recommendations for improvement.</p>
	<p>Action: Update Service Level Agreement with faculties to better reflect the service offer. <i>Measures/Targets/KPIs:</i> Service level agreement updated. <i>Responsibility:</i> Directors.</p>	<p>This has not commenced. All SLAs will be reviewed in 2011, taking into account the broader university environment.</p>
	<p>Action: Devise pathways for the evolution of the learning support website within the library environment. <i>Measures/Targets/KPIs:</i> Pathways developed and implementation commenced. <i>Responsibility:</i> Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; e-Learning Coordinator; Library Web Manager.</p>	<p>An eLearning strategy has been developed and is informing work in this area. The website, developed as a University resource through an Australian Learning and Teaching Council grant, is extensively used. The Library's strategy is to provide more effective pathways to its content.</p>
	<p>Action: Review service offer for Monash students participating in Passport</p>	<p>Collection development and information research and learning skills programs, services</p>

	<p>programs.</p> <p><i>Measures/Targets/KPIs:</i> Review completed, recommendations made and implemented.</p> <p><i>Responsibility:</i> Directors, Client Services.</p>	<p>and resources are being developed for Passport students.</p>
<p>2.3 Partner with academic staff to lead the library's engagement with Research and Education.</p>	<p>Action: Review the role of Research and Education Support Plans and explore alternatives.</p> <p><i>Measures/Targets/KPIs:</i> Recommendations made and implemented.</p> <p><i>Responsibility:</i> Directors, Client Services; Director, Information Resources.</p>	<p>Separate plans are no longer required and the content has been incorporated into the Library's Annual Plan.</p>
<p>2.4 Develop the readings and reserve service to meet emerging needs.</p>	<p>Action: Develop and implement Aspire software for the Monash environment.</p> <p><i>Measures/Targets/KPIs:</i> Software successfully implemented.</p> <p><i>Responsibility:</i> Directors, Client Services; Director, Central Services; Web and Applications Manager; Branch Managers; Lending Services Librarian; Readings and Reserve Co-coordinator.</p>	<p>Software and trial lists are being tested and resolution of technical issues continues.</p>
	<p>Action: Review the work processes and equipment of the Digitisation Centre following the implementation of Aspire.</p> <p><i>Measures/Targets/KPIs:</i> Review completed and recommendations implemented.</p> <p><i>Responsibility:</i> Directors, Client Services; Lending Services Librarian; Digitisation Team Leader.</p>	<p>New scanning equipment has been purchased and training and planning for new workflows is underway.</p> <p>Further work will be done following implementation of Aspire.</p>
	<p>Action: Investigate alternative repository options for the Library's Readings and Reserve digitised images.</p> <p><i>Measures/Targets/KPIs:</i> Investigation undertaken and recommendations made.</p> <p><i>Responsibility:</i> Directors, Client Services; Lending Services Librarian; Digitisation Team Leader; Coordinator, Readings & Reserve Service.</p>	<p>This will follow the implementation of Aspire software.</p>
	<p>Action: Evaluate and improve ordering processes to support Readings and Reserve services.</p>	<p>Improved processes have been implemented for cross campus list materials.</p>

	<p><i>Measures/Targets/KPIs:</i> Processes are documented and improvements implemented.</p> <p><i>Responsibility:</i> Directors, Client Services; Director, Information Resources.</p>	
<p>2.5 Improve the effectiveness and efficiency of Lending Services.</p>	<p><i>Action:</i> Complete implementation of open holds across remaining branches.</p> <p><i>Measures/Targets/KPIs:</i> All libraries have open or browsable holds.</p> <p><i>Responsibility:</i> Directors, Client Services; Lending Services Librarian; Branch Managers.</p>	<p>Implementation has been completed at Matheson, Hargrave-Andrew, Pharmacy, Peninsula, Gippsland, Berwick and Law. Final implementation at Caulfield is dependent on completion of planned facilities works.</p>
	<p><i>Action:</i> Extend open and browsable reserve collections across remaining branches.</p> <p><i>Measures/Targets/KPIs:</i> Open and browsable reserves implemented.</p> <p><i>Responsibility:</i> Directors, Client Services; Director, Central Services; Lending Services Librarian; Branch Managers.</p>	<p>Open and browsable reserve collections are now available at Matheson, Hargrave-Andrew, Pharmacy, Berwick, Peninsula, Gippsland and Law. Final implementation at Caulfield is dependent on completion of planned facilities works.</p>
	<p><i>Action:</i> Investigate further improvements for intercampus loans, including materials handling, in particular for overseas campuses.</p> <p><i>Measures/Targets/KPIs:</i> Improvements identified and costed.</p> <p><i>Responsibility:</i> Directors, Client Services; Lending Services Librarian.</p>	<p>A working group has been established to investigate issues and make recommendations.</p>
	<p><i>Action:</i> Review the effect of changes in fines payments processes.</p> <p><i>Measures/Targets/KPIs:</i> Review completed and recommendations implemented.</p> <p><i>Responsibility:</i> Directors, Client Services; Lending Services Librarian; Branch Managers, Finance Manager.</p>	<p>New fines payment processes are being considered.</p>
<p>2.6 Extend lending services support to international campuses.</p>	<p><i>Action:</i> Provide advice on the development of policies, procedures and practices for lending services at international campuses.</p> <p><i>Measures/Targets/KPIs:</i> Advice provided.</p> <p><i>Responsibility:</i> Director, Central Services; Directors, Client Services; Lending</p>	<p>Advice has been provided on request.</p>

	Services Librarian; Document Delivery Librarian.	
	<p>Action: Develop lending services guidelines and processes for students and staff moving between international campuses.</p> <p><i>Measures/Targets/KPIs:</i> Guidelines and processes developed and implemented.</p> <p><i>Responsibility:</i> Director, Central Services; Directors, Client Services; Lending Services Librarian; Document Delivery Librarian.</p>	Following initial investigations, several issues have been identified and clarified and will be followed up in 2011.
2.7 Improve access to library research collections.	<p>Action: Complete the implementation and customisation of the Relais Inter Library Loan software.</p> <p><i>Measures/Targets/KPIs:</i> Implementation completed and statistics available. Monitor use and costs of the improved service.</p> <p><i>Responsibility:</i> Director, Central Services; Directors, Client Services; Systems Manager; Document Delivery Librarian.</p>	The Relais software was upgraded in 2010 and the move to local hosting by CAVAL completed.
2.8 Monitor the management and use of material located in storage.	<p>Actions: Monitor circulation of material; Monitor budget requirements.</p> <p><i>Measures/Targets/KPIs:</i> Usage data is collected. Budget provided.</p> <p><i>Responsibility:</i> Director, Information Resources; Directors, Client Services; Lending Services Librarian.</p>	Usage reports have been provided to relevant Library committees. The budget is monitored on an ongoing basis as more material is relocated to store.
2.9 Continually review opening hours.	<p>Action: Implement review recommendations.</p> <p><i>Measures/Targets/KPIs:</i> New hours implemented.</p> <p><i>Responsibility:</i> Directors, Client Services; Branch Managers.</p>	The 2009 Hours Review recommendations were implemented, to improve access and consistency of hours of opening within budget requirements

Key Responsibility 3 - Central Services

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.

Strategies	Details	Progress
<p>3.1 Improve facilities within available resources, adhering to the Facilities Master Plan.</p>	<p>Action: Continue to implement Facilities Master Plan concepts in light of the service points review.</p> <p><i>Measures/Targets/KPIs:</i> Recommendations implemented.</p> <p><i>Responsibility:</i> Directors, Client Services; Director, Central Services; Facilities Manager.</p>	<p>Concept plans have been developed incorporating the new service points principles. Concept designs were developed for the Peninsula, Gippsland and Law libraries.</p>
	<p>Action: Review Gippsland and Matheson Libraries staff accommodation.</p> <p><i>Measures/Targets/KPIs:</i> Review of staff space completed and recommendations implemented.</p> <p><i>Responsibility:</i> Directors, Client Services; Director, Central Services; Branch Managers; Facilities Manager.</p>	<p>Works were completed at both libraries.</p>
	<p>Action: Develop and apply a methodology to analyse user behaviour in partnership with Victoria University, Swinburne University and University of Queensland.</p> <p><i>Measures/Targets/KPIs:</i> Research completed and methodology used at Pharmacy and Gippsland Libraries.</p> <p><i>Responsibility:</i> Branch Managers; Directors, Client Services; Director, Central Services, Facilities Manager, Communications Manager.</p>	<p>The methodology developed by Swinburne University was used to evaluate the Pharmacy library refurbishment.</p>

	<p><i>Action:</i> Plan for the refurbishment of the Matheson, Caulfield and Law Libraries.</p> <p><i>Measures/Targets/KPIs:</i> Planning is ongoing.</p> <p><i>Responsibility:</i> University Librarian; Directors; Relevant Branch Managers; Facilities Manager.</p>	<p>Feasibility studies for Matheson and Caulfield libraries have been completed and planning for refurbishment of both Caulfield and Matheson libraries is continuing. The decision on the move of the Law faculty is in abeyance, pending campus and funding decisions.</p>
	<p><i>Action:</i> Review Hargrave-Andrew Library seating to make best use of additional space created by relocating collection material to the off-site store.</p> <p><i>Measures/Targets/KPIs:</i> Plans completed and implemented, subject to resource availability.</p> <p><i>Responsibility:</i> University Librarian; Directors; Relevant Branch Managers; Facilities Manager.</p>	<p>The review and relocation of material to the CARM2 store were completed, enabling a significant number of new workstations to be installed in the library.</p>
<p>3.3 Improve the student printing environment for Monash University.</p>	<p><i>Action:</i> Install new photocopiers.</p> <p><i>Measures/Targets/KPIs:</i> Photocopiers installed.</p> <p><i>Responsibility:</i> Director, Central Services; Library Finance Manager.</p>	<p>New photocopiers were installed. New features include scanning and the ability to email or save files to a USB.</p>
	<p><i>Action:</i> Implement online copier card system following Request for Proposal process.</p> <p><i>Measures/Targets/KPIs:</i> RFP completed and new card system implemented.</p> <p><i>Responsibility:</i> Director, Central Services, Finance Manager.</p>	<p>PaperCut is being investigated as an alternative to the Unicard OCS software which has moved to online accounts.</p>
	<p><i>Action:</i> Review and adopt 'green' printing initiatives.</p> <p><i>Measures/Targets/KPIs:</i> Double sided printing trialled and recommendations implemented.</p> <p><i>Responsibility:</i> Director, Central Services; IT Manager; Library Budget Finance Manager.</p>	<p>Double sided printing has been trialled successfully at the Peninsula campus. Roll out to other campuses has been delayed due to technical issues.</p>

<p>3.4 Improve planning and quality environment.</p>	<p><i>Action: Implement strategies to ensure 2010 budget is met.</i> <i>Measures/Targets/KPIs: Strategies implemented</i> <i>Responsibility: Director, Central Services; Library Finance Manager.</i></p>	<p>The budget is closely monitored and the year finished on target.</p>
	<p><i>Action: Contribute to the Financial Services review and implement its recommendations.</i> <i>Measures/Targets/KPIs: Financial Services recommendations supported and implemented where possible.</i> <i>Responsibility: Director, Central Services; Library Finance Manager; Facilities Manager.</i></p>	<p>Extensive contributions have been made to the review. Adoption of its outcomes will have a significant impact on the Library's workflows and management. It is too early to comment on the full impact of these changes.</p>
	<p><i>Action: Implement eRecruitment system to improve recruitment processes.</i> <i>Measures/Targets/KPIs: eRecruitment system implemented.</i> <i>Responsibility: Human Resources Manager.</i></p>	<p>The system is being implemented across the University and the Library is contributing to its development and implementation. Significant benefits in workload and processing times are expected.</p>
	<p><i>Action: Monitor and respond to the Faculty 'cluster model' as appropriate.</i> <i>Measures/Targets/KPIs: Cluster model recommendations implemented.</i> <i>Responsibility: Directors, Client Services.</i></p>	<p>As above – Faculty teams are working with cluster teams where opportunities exist.</p>
	<p><i>Action: Implement 'green' strategies to support the university's green policy and procedures.</i> <i>Measures/Targets/KPIs: Top 5 green strategies identified and implemented.</i> <i>Responsibility: Director, Central Services, Facilities Manager.</i></p>	<p>An environmental audit was completed and projects for immediate action identified. Progress on other projects is influenced by budgets, refurbishment and related plans.</p>
	<p><i>Action: Contribute to ICT Shared Services project, implementing recommendations from the project.</i> <i>Measures/Targets/KPIs: Shared</i></p>	<p>A significant contribution has been made and changes are being implemented. Desk top support staff were transferred to OCIO in December.</p>

	<p>services recommendations implemented.</p> <p><i>Responsibility:</i> Director, Central Services; IT Manager; Web and Applications Manager.</p>	
	<p>Action: Undertake a Library Quality Review in accordance with university requirements.</p> <p><i>Measures/Targets/KPIs:</i> Review conducted and implementation plan for recommendations developed.</p> <p><i>Responsibility:</i> University Librarian; Directors; Library Planning Executive.</p>	<p>The Review has been completed. The Panel endorsed the Library's own improvement strategies and made a number of other recommendations. An implementation plan will be developed and presented to the University for consideration in 2011.</p>
<p>3.5 Improve staff capability to respond to a changing environment.</p>	<p>Action: Review the Library's mentoring program for staff.</p> <p><i>Measures/Targets/KPIs:</i> Mentoring program reviewed and recommendations implemented.</p> <p><i>Responsibility:</i> Directors; Supervisors; Human Resources Manager, Staff Development Coordinator.</p>	<p>The mentoring program was reviewed and a recommendation to offer the program in conjunction with the State Library of Victoria was endorsed. Planning for the implementation of the joint program in 2011 started.</p>
	<p>Action: Broaden the leadership and management program to include middle level supervisors.</p> <p><i>Measures/Targets/KPIs:</i> Program implemented.</p> <p><i>Responsibility:</i> Director, Central Services; Human Resources Manager.</p>	<p>A number of middle level supervisors have been enrolled in the University's management and leadership program.</p>
	<p>Action: Implement a Graduate Recruitment Program.</p> <p><i>Measures/Targets/KPIs:</i> Graduate program established and recruitment completed.</p> <p><i>Responsibility:</i> Directors; Supervisors; Human Resources Manager.</p>	<p>Due to budget constraints the program will not proceed. Alternative ways to provide career opportunities for entry level professional staff are being considered.</p>
	<p>Action: Respond to the staff attitude survey and develop an action plan.</p> <p><i>Measures/Targets/KPIs:</i> Action plan developed and implemented.</p> <p><i>Responsibility:</i> Director, Central Services; Human Resources Manager.</p>	<p>Three areas were identified for attention (leadership, career opportunities and involvement). Action plans have been created and are being implemented.</p>

<p>3.6 Provide resources and advice on copyright.</p>	<p>Action: Provide input into the renegotiation of copyright licences (CAL, Screenrights and UEML).</p> <p><i>Measures/Targets/KPIs:</i> Input provided into the negotiation process and necessary processes implemented.</p> <p><i>Responsibility:</i> Director, Central Services; Copyright Adviser.</p>	<p>The negotiation process, which is being led by Universities Australia, is on hold until 2011.</p>
	<p>Action: Investigate the possibility of using the CAVAL copyright permissions service to improve compliance.</p> <p><i>Measures/Targets/KPIs:</i> Investigation completed and recommendations implemented.</p> <p><i>Responsibility:</i> Director, Central Services; Copyright Adviser.</p>	<p>The CAVAL permissions service was evaluated by Copyright Advisory Group (CoAG) members and offered to Faculties.</p>
	<p>Action: Roll out a communication training program for staff to improve internal communication between units.</p> <p><i>Measures/Targets/KPIs:</i> Evidence of improved communication from senior managers and other Library staff.</p> <p><i>Responsibility:</i> Directors; Supervisors; Communications Manager.</p>	<p>The communication program was completed by staff from Central Services and Information Resources Divisions. The program is available to other staff.</p>

<p>3.7 Improve communication strategies.</p>	<p><i>Action: Initiate targeted communication strategy to faculties.</i></p> <p><i>Measures/Targets/KPIs: Target communication implemented and contributions made to faculty news letters.</i></p> <p><i>Responsibility: Communications Manager.</i></p>	<p>A communication strategy has been implemented, with a focus on faculty newsletters.</p>
	<p><i>Action: Review publications and improve communication with users.</i></p> <p><i>Measures/Targets/KPIs: Publications reviewed and changes made. Targeted communication to users.</i></p> <p><i>Responsibility: Directors; Communications Manager.</i></p>	<p>Print and online publications have been reviewed, resulting in a considerable reduction in the production of print publications. Communications frameworks have been developed to assist communication with users as part of project management, e.g. Matheson collection merge.</p>
<p>3.8 Improve information technology infrastructure.</p>	<p><i>Action: Implement an exit strategy for leased equipment to realise cost savings.</i></p> <p><i>Measures/Targets/KPIs: Leased equipment reviewed and replaced.</i></p> <p><i>Responsibility: Director, Central Services; IT Manager.</i></p>	<p>Macquarie leased equipment is being replaced with the Monash lease program.</p>
	<p><i>Action: Implement 'green' IT strategies.</i></p> <p><i>Measures/Targets/KPIs: Green IT strategies implemented.</i></p> <p><i>Responsibility: Director Central Services; Web and Applications Manager.</i></p>	<p>Strategies as outlined in the Green IT plan have been implemented. For example, double-sided copying has been introduced in some branches.</p>
<p>3.9 Improve learning experience for students.</p>	<p><i>Action: Roll out new Lectures Online enhancements.</i></p> <p><i>Measures/Targets/KPIs: New software installed, old software decommissioned.</i></p> <p><i>Responsibility: Director, Central Services, IT Manager, MULO Coordinator.</i></p>	<p>Echo360 objectives will have been achieved by the end of the year. The new software is now available in 101 theatres. Policies and procedures were reviewed and updated.</p>

<p>3.10 Manage areas identified as high risk in the University's risk management register.</p>	<p>Action: Monitor use and identify options for enhancing compliance with database licence agreements.</p> <p><i>Measures/Targets/KPIs:</i> Database usage is monitored, possible misuse identified investigated and responded to.</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><i>Responsibility:</i> Director, Information Resources; Director, Central Services.</p>	<p>Usage is monitored closely and possible misuse investigated and acted on, in liaison with vendors where appropriate. The Access to Electronic Resources Licensed by the Library Policy and Procedure (including use of Authcate) was endorsed by the University and lodged in the University's policy bank.</p>
	<p>Action: Improve disaster management procedures for IT infrastructure, buildings, facilities and the collections.</p> <p><i>Measures/Targets/KPIs:</i> Procedures improved and implemented.</p> <p><i>Responsibility:</i> Director, Central Services, Facilities Manager, Collection and Facilities Coordinators.</p>	<p>Provision of disaster training to Library staff, particularly regarding collections, is being investigated.</p>

Key Responsibility 4 Internationalisation and Engagement

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.

Strategies	Details	Progress
<p>4.1 Support optimum development of Monash libraries at Monash University Sunway campus and Monash South Africa.</p>	<p>Actions: Explore more sustainable strategies for systems and web support for the two overseas campuses. 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.</p> <p><i>Measures/Targets/KPIs:</i> Strategies documented and implemented as appropriate. Advice given.</p> <p><i>Responsibility:</i> University Librarian; Directors, Web and Applications Manager.</p>	<p>The decision has been made to provide systems support for the library management system (Voyager) to Sunway from Australia. The Library and the OCIO jointly manage the new support arrangements.</p>
	<p>Action: Advise and assist Sunway campus and Monash South Africa on building and improving access to library collections.</p> <p><i>Measures/Targets/KPIs:</i> Advice and assistance given as needed.</p> <p><i>Responsibility:</i> Director, Information Resources; Director, Central Services.</p>	<p>There is ongoing communication and involvement with annual planning. The University Librarian and the Director, Client Services - Humanities and Social Sciences visited South Africa in November. A number of Library staff have visited the Malaysian and South African campuses during the year and some staff from each of the overseas campuses have come to Australia for training.</p>
	<p>Action: Encourage consistent policies across all campuses.</p> <p><i>Measures/Targets/KPIs:</i> Policies reviewed and implemented.</p> <p><i>Responsibility:</i> Directors, Client Services; Director, Central Services.</p>	<p>Sunway and South African branch managers consider university wide policies in development of their local policies.</p>

<p>4.2 Develop Monash University's partner institutions</p>	<p><i>Action: Provide advice for the John Monash Science and Nossal High Schools and monitor their impact.</i></p> <p><i>Measures/Targets/KPIs: Advice and support provided and impact monitored.</i></p> <p><i>Responsibility: Directors.</i></p>	<p>Advice was provided throughout the establishment of the two schools. Ongoing meetings with the two schools continue.</p>
<p>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.</p>	<p><i>Action: Implement a new service offering and review the service level agreement with Monash College during the second half of 2010.</i></p> <p><i>Measures/Targets/KPIs: SLA revised and changes endorsed.</i></p> <p><i>Responsibility: Director, Central Services, External Client Services Manager.</i></p>	<p>A subject librarian, funded by Monash College, has been appointed. The Service Level Agreement was revised accordingly and endorsed.</p>
<p>4.4 Improve External Client Services offer and expand its client base.</p>	<p><i>Action: Pursue opportunities for expanding the ECS client base through a targeted communication strategy, and review services provided to the Cancer Council of Victoria.</i></p> <p><i>Measures/Targets/KPIs: Growth of business as evidence of improved communication strategy.</i></p> <p>Cancer Council services reviewed.</p> <p>Client base increased.</p> <p><i>Responsibility: Director, Central Services; External Client Services Manager; Communications Manager.</i></p>	<p>Existing activities and growth opportunities have been reviewed.</p> <p>The review of Cancer Council services has been undertaken. Further opportunities are being investigated.</p>
<p>4.5 Gain advantage through strategic alliances with vendors and institutions.</p>	<p><i>Action: Investigate and develop partnerships with vendors and institutions in key areas such as the Press and Library applications.</i></p> <p><i>Measures/Targets/KPIs: Participate in partnership development programs.</i></p> <p><i>Responsibility: University Librarian; Director, Information Resources.</i></p>	<p>The Monash University Publishing relationship with ANU Press to jointly develop publishing software development is established and working productively.</p> <p>Through a partnership with Ex Libris, the Library is involved in development of a major replacement for the library management system Voyager.</p>

Appendix 2: Statistical summary - 2010

1: Library Collections (Volumes)							
1a. Physical Collections:							
Library	Monographs (e.g. Books, Videos)	Serials (e.g. Journals, Newspapers)	Microforms (e.g. Microfilm, Microfiche)	Non-Book (E.g. CD- ROMS, Maps, Sheet Music, etc.)	2010 total	2009 total	% Change
Matheson (incl Rare Books)	993,786	178,466	333,370	38,341	1,543,963	1,562,906	-1.2%
Hargrave	224,875	182,470	18,729	5,948	432,022	437,309	-1.2%
Law	69,677	80,144	8,992	697	159,510	165,637	-3.7%
Caulfield	257,074	58,878	4,543	34,699	355,194	354,334	0.2%
Peninsula	168,198	27,872	3,959	889	200,918	200,008	0.5%
Berwick	21,683	372	29	2,578	24,662	25,513	-3.3%
Gippsland	132,111	32,733	5,945	54,947	225,736	225,778	0.0%
Pharmacy	17,807	6,406	745	86	25,044	24,800	1.0%
Off Site Store	265,967	15,108	-	-	281,075	206,731	36.0%
Total	2,151,178	582,449	376,311	138,185	3,248,123	3,203,015	1.4%

1b. Electronic Collections:			
	2010 total	2009 total	% Change
Electronic Monographs	365,949	341,825	7.1%
Electronic serials accessible through the catalogue	60,852 ¹	64,304	-5.4%
Electronic serials - as determined using CAUL deemed list guidelines	105,976	100,329	5.6%
Internet Databases	1,068 ²	1,118	-4.5%

- 1 Removal of duplicate catalogue entries for titles in more than one aggregated collection has caused an apparent drop.
- 2 Number of databases is lower due to merger of previously individually counted sub-files by vendors and reallocation of some electronic resources into more appropriate categories. Access to content has not reduced.

2: Loans and Borrowing Activity

2a. Total Loans and Renewals

	2010 total	2009 total	% Change
Loans	892,384	966,168	-7.6%
Renewals	612,461	653,646	-6.3%
Total	1,504,845	1,619,814	-7.1%

Increasing electronic collections, extension of loan periods, extension to hold pickup times and increasing self help options has impacted positively on loans and renewals.

2b. Inter-Campus Loans (Loans between Monash University Campus Libraries)

	2010 total	2009 total	% Change
Holdings Received (not including items found on local shelves)	141,028	148,513	-5.0%
Items Loaned	92,660	96,949	-4.4%

2c. Document delivery (Loans and copies)			
	2010 total	2009 total	% Change
Requests Received	27,756	18,868	na
Requests Processed	24,199	18,161	na
Items Supplied	9,156	6,264	na
Comparisons between 2009 and 2010 are not appropriate, due to system changes.			
3: Serving Library Users			
3a. Information Literacy (Training in using library and information resources)			
	2010 total	2009 total	% Change
Sessions	1,376	1,312	4.9%
Participants	25,327	26,923	-5.9%
3b. Learning Skills			
	2010 total	2009 total	% Change
Staff delivered programs	456		
Integrated or embedded programs	226 (49.5%)		
Programs covering both information research and learning skills	86 (18%)		
Staff delivered sessions	1,066		
Participants	61,542		

3c. Inquiries			
	2010 total	2009 total	% Change
In Person	74,616	90,650	-17.7%
By Telephone	13,628	12,149	12.2%
By Ask.Monash (Email)	2,002	2,184	-8.3%
Via Ask.Monash FAQs accessed	19,507	17,813	9.5%
Live Help (Online Chat)	722	835	-13.5%
Off Campus	5,702	6,288	-9.3%
Total	116,177	129,919	-10.6%
3d. Door Count			
	2010 total	2009 total	% Change
Door Count	4,082,800	3,988,865	2.4%
3e. Online services and resources activity*			
	2010 total	2009 total	% Change
Audio/ Visual streams	528,706		NA
Audio/ Visual MV4 downloads	568,657		NA
Audio MP3 downloads	496,680		NA

* Implementation of Echo360 in 2010 has resulted in a review and updating of reporting criteria, and has caused a break in the statistical record. Comparisons will be possible in subsequent years.

Appendix 3: Service Level Agreement Report

Service no. 1 - Information Resources - Access and Delivery

Service description: Access to materials and resources				
Key performance indicator	Result	Frequency to be reported and date reported	Period covered	Measured by
Library open 100% of advertised opening hours	Apart from short closures due to alarms and evacuations, all branch libraries were open 100% of their advertised hours. The Law Library was closed one Sunday due to works associated with renovations in the Menzies Building	Quarterly. Reported April, July, October and January	2010	% of advertised hours that the Library opened
90% of items returned from loan reshelved within 24 hours Monday to Friday	This KPI was exceeded in each quarter of 2010	Quarterly. Reported April, July, October and January.	2010	% of items returned from loan reshelved within 24 hours Monday to Friday
85% of students agree that library services are readily accessible.	No report in 2010 because the Monash Experience Questionnaire was not administered by the University	Biennial. Reported last - April 2008 Reported next – April 2010	Last 2009	Monash Experience Questionnaire Report
The Library catalogue available during core service hours Monday to Friday 8.30am to 5.30pm with the exception of scheduled downtimes	The catalogue was available for at least 98% of the core hours in each quarter. Downtimes were generally shorter than 20 minutes	Quarterly. Reported April, July, October and January	2010	% of hours the library catalogue available during core service hours

Service no. 2 - Information Resources - Collection Management

Development, selection, acquisition, cataloguing, maintenance and overall management of library resources				
Key performance indicator	Result	Frequency of report and date reported/to be reported	Period covered by statistics	Measured by
95% of items requested within budget are ordered by 31 October	97.1% of items requested within budget were ordered by October 31 2010	Quarterly Reported April, July, October and January	2010	% of orders received that are placed by staff in the Information Resources Division
95% of web links in the library catalogue are accurate	A minimum of 97.2% of accurate links in the library catalogue were identified as accurate by monthly link checking program in each quarter of 2010	Quarterly. Reported April, July, October and January.	2010	% of accurate links in the library catalogue identified by monthly link checking program
85% of students agree that library resources are appropriate for their needs	No report in 2010 because the Monash Experience Questionnaire was not administered by the University	Biennial, scheduled for April 2010	Last 2009	Monash Experience Questionnaire Report

Service no. 3 - Information Services

Information services to enable library customers to identify, locate and effectively use appropriate materials and services				
Key performance indicator	Result	Frequency of report and date reported/to be reported	Period covered by statistics	Measured by
75% of library users satisfied with the quality of library service	No report for 2010. The survey will be conducted again in 2011	Biennially Reported, next due October 2011	—	Customer survey conducted by Australian university libraries

Service No. 4 — Learning Skills

Learning skills services to facilitate the development of core skills and attributes that students need to learn within an academic environment and disciplinary context.

Key performance indicator	Result	Frequency to be reported and date reported	Period covered	Measured by
Improvement in identified learning skills in a minimum of 3 identified units with integrated learning skills programs	Improvements have been identified in 27 units	Annually Reported January 2010	2010	Pre and post Unit Evaluation data for selected units ('overall satisfaction' higher than 70% over a mean of 4)
70% of students are satisfied with the opportunities they have had to develop their language and learning skills to meet their needs at university (target mean of 4)	End of year data from questionnaires is not yet available and will be reported later if possible	Annually Reported January 2010	2010	Monash Experience Questionnaire (MEQ), Monash Support Experience Questionnaire (MSEQ) on alternate years. Course Experience Questionnaire (CEQ) Generic Skills scale. MEQ Generic Skills scale
90% of Higher Degree Research students are broadly satisfied with the opportunities they have had to improve their reading and writing for research through the Learning Skills Unit (target mean of 4)	Data from the 2010 Supervision Survey is not yet available	Annually Reported January 2010	2010	HDR exit survey and biennial Post Graduate Research Supervision Surveys

Service No. 5 - Physical Environment

Study and work environment				
Key performance indicator	Result	Frequency to be reported and date reported	Period covered	Measured by
75% of library users satisfied with library facilities and equipment	No report for 2010	Biennially, next due October 2011	—	Customer survey conducted by Council of Australian University Librarians
70:1 ratio of on-campus students (EFTSU) to workstations	No report for 2010.	Biennially, next due October 2011	—	On-campus students (EFTSU) per workstation

Service No. 6 - Flexible Library Services

Delivery of library resources to off campus students (a) students enrolled in an off campus learning course; (b) students enrolled in a course that does not require on campus attendance; (c) students undertaking a combination of on campus and off campus courses.				
Key performance indicator	Result	Frequency of report and date reported/to be reported	Period covered by statistics	Measured by
90% of requests resolved or forwarded for action within 48 hours of receipt Monday to Friday	100% of requests were resolved or forwarded for action within 48 hours of receipt	Biennially Reported January and July	2009	% of requests resolved or forwarded for action within 48 hours of receipt Monday to Friday

Service No. 7 - Document Delivery Services

Delivery of requested items not available in home campus Monash Library				
Key performance indicator	Result	Frequency to be reported and date reported	Period covered	Measured by
95% of requests dispatched to first potential supplier within one working day of receipt	95% of requests dispatched to first potential supplier within one working day of receipt, except during the first quarter of the year when a higher than normal demand for services was experienced	Quarterly Reported April, July, October and January	2010	% of requests dispatched to first potential supplier within one working day of receipt
95% of requested material or notice of its availability forwarded to postgraduate students and staff within one working day of receipt	95% of requested material or notice of its availability forwarded to postgraduate students and staff within one working day of receipt	Quarterly. Reported April, July, October and January.	2010	% of requested material or notice of its availability forwarded to postgraduate students and staff within one working day of receipt

Service no. 8 - Partnerships

Services to hospital libraries; services to overseas campuses and centres; co-operative services and partnerships				
Key performance indicator	Result	Frequency of report and date reported/to be reported	Period covered by statistics	Measured by
Service level agreements negotiated with partner institutions	The agreement with Monash University College was update during the 3rd quarter of 2010	Biannually Reported April and October	2010	Agreements completed and services provided as defined in service level agreements

Appendix 4: Visitors

Date	(Primary) Name and Position	Organisation	Total #	Branch(es) Visited	Primary MUL Contact	Purpose of Visit / Area(s) of Interest
8/2/10	Janet Copsey, University Librarian	University of Auckland	1		Sam Searle	Data management
11/2/10	Ellen Thompson, Research Data Librarian	QUT	1	Matheson	Sam Searle	Data management
12/2/10	Barbara Paton, University Librarian	University of New England	1	Matheson	Leanne McCann	Learning Skills
26/2/10	Linda Luther, University Librarian, & Brenda McConchie, consultant	University of Tasmania	2	Matheson	Cathrine Harboe-Ree	Information Management & ANDS
12/3/10	Hatsumi Sato, Aki Kato and Shin Nagai	Library, Tohoku University, Japan	3	Matheson	Janette Burke	Learning Commons
29/3/10	Marilyn Cohen	Curtin University, WA	2	Matheson, HAL	Janette Burke	Facilities master planning
16/4/10	Pam Good, Academic Librarian (Law)	University of South Australia	1	Law	Kay Tucker	Discuss legal research teaching and view Law Library
16/4/10	Carole Gibb, Repository Manager	University of South Australia	1	Matheson	Andrew Harrison	Repositories, data management
18/5/10	Martin Borchert	QUT	1	Matheson	Sam Searle	Data management
18/6/10	Bar Association of India delegates	Bar Association of India	16	Law	Caroline Knaggs	Law Faculty & Library for potential accreditation
14/9/10	Paulo Tai	University of Papua New Guinea	1	HAL	Kerry Bedford	Science and e-resources

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22/9/10	International careers counsellors	Various schools from Asian region	20	Law	Kay Tucker	Visit and hear talks from Law faculty and Law Library with a view to promoting Monash Law to their students overseas.
28/9/10	Heidi Savilla, Law and Legal Studies Liaison Librarian	Flinders University, SA	1	Law	Kay Tucker	Discuss legal research teaching and view Law Library
29/9/10	Mr TRAN Hoa Binh	HTV (Ho Chi Minh City)	5	HAL	R. Thomas	Organised by Hoa Levitas (Monash Marketing). HTV making documentary involving Monash.
13/10/10	Delegation of librarians from Denmark	Danish Electronic Research Library (DEFF)	10	Matheson, HAL	Cathrine Harboe-Ree	Data management, repositories, library of the future, ANDS.
15/10/10	Cheng Jiaping, Vice Director, Library (plus translators and Elsevier reps)	China University of Geosciences	6	Matheson, HAL	Lisa Smith	e-Resources and geosciences
22/10/10	Alistair Grant	Synchrotron	1	Matheson	Sam Searle	Data management
28/10/10	Teula Morgan, Deputy Director, Information Management	Swinburne University	6	Matheson	Sam Searle	Data management
10/11/16	Delegation of international agents	South East Asian countries	27	Law	Kay Tucker	To learn about the Law Faculty and Law Library for recruitment of international students.
9/12/10	Josephine Burt, Business Development Manager	Open University Library Services, UK	1	Matheson	Janette Burke	Marketing and external services to libraries
10/12/10	Delegation of Vietnamese Parliamentary staff	Vietnam Parliament	12	Caulfield	Robet Hornett	They were interested in Caulfield because approx 10 Parliamentary staff have studied at Caulfield. Discussed planning the future of libraries.

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13/10/10	Danish delegation	Danish universities	1	Matheson, HAL	Cathrine Harboe-Ree	Future directions, in particular research data management and new technologies.
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Note: "Visitor" is defined as:

- A person or group of people who visit the library seeking professional advice or information; or
- Distinguished or noteworthy guests (such as ambassadors)
- This does not include business contacts, people undertaking library training or people using the library collections.

Appendix 5: Publications, Presentations and Memberships

Publications

- Harrison, A; Searle, S. Not drowning, ingesting: dealing with the research data deluge at an institutional level. Presented at: VALA, 2010 Feb 9-11; Melbourne, Australia. Available from http://www.vala.org.au/component/docman/doc_download/99-vala2010-session-6-harrison-paper
- Hatta, A. The Melbourne Centre for Japanese Language Education Collection at Monash University Library in *East Asian Library Resources Group of Australia Newsletter*, No. 55 (January 2010)
- Kim, J-S. Conference Report: UNSW National Strategic Conference 2009: Korean Language and Studies Education in Australia. In *East Asian Library Resources Group of Australia Newsletter*, No. 55 (January 2010)
- Kim, J-S. Workshop report: The First Kyujanggak Workshop for Korean Studies Librarians from Overseas. In *East Asian Library Resources Group of Australia Newsletter*, No. 55 (January 2010)
- Kishere, D. Monash University Library Taiwan Studies Collection. *East Asian Library Resources Group of Australia Newsletter*. No. 55 (January 2010).
- Pinder, J. Love and Reason from Hugh of Fouillooy to the *Abbaye du Saint Esprit*: Changes at the Top in the Medieval Cloister Allegory. *Parergon* 27.1 (2010): 67-83. *Project MUSE*. Web. 21 Jan. 2011.
- Pinder, J. Interpreting Francis among the Urban Lay Religious Groups of Thirteenth-Century North-eastern France. in C.J. Mews and Claire Renkin (eds), *Interpreting Francis and Clare of Assisi : from the middle ages to the present*. Mulgrave N.S.W: Broughton. 2010, pp. 221-41.
- Scott-Maxwell, A. Cha cha cha to Chuiff chuiff: Modernity, Tradition and the Italian-Australian Popular Music Scene of the 1960s. *Musicology Australia*, vol.32, no.2 (co-authored with John Whiteoak)
- Tucker, K. and Milne, S. *A practical guide to legal research* (Lawbook, 2nd ed 2010).

Presentations 2010

Janette Burke

Lectures Online: an institutional overview. Auckland University of Technology, September 2010.

Suzanne Clarke

Research Data Management: putting policy into practice. Research Data Management Workshop, University of Western Sydney, 16th February 2010.

An effective and sustainable Information Management Strategy. 4th Public Sector Information Management Strategy Conference, Canberra, March 2010.

Janice Pinder

If you build it, they will come: An equity focussed cross-campus and cross-continent framework for developing and teaching HDR academic literacies. With Eva Alerby, Ilana Snyder, Abbas A Badib, Joanna Donagan, et al. 9th Quality in Postgraduate Research Conference: Educating Researchers for the 21st Century. 13-15 April 2010, Adelaide, South Australia.

Cathrine Harboe-Ree

Orchestrating the movement: Australian repository activity. Presentation to Subject Repositories Conference, London, January 2010.

Panellist at SLV Library Conference, Melbourne, May 2010.

Panellist and speaker at CAUL Staff Development Conference, Melbourne, July 2010.

Speaker at CAVAL Library Leadership Forum, Melbourne, August 2010.

Donna Runner

Resource Discovery Framework at Monash University: One Year On. Presentation to the Digital Interest Group [CAVAL], August 2010. Melbourne, VIC

Julie McCulloch, Paula Todd & Jackie Waylen

Building skills and toolkits for the research data interviews: learnings from the Monash University Library Research Data Collections Project. Poster at: eResearch Australasia, November 2010, Gold Coast, Australia.

Aline Scott-Maxwell

Representing Indonesia in Australia: Multiculturalism and Exotica in Indonesia-Related Intercultural Musical and Theatre Performance, paper presented at a Conference titled In the Image of Asia: Moving across and between Locations, held at Australian National University, 13-15 April.

Imaginary Encounters with China in Music for the Early Australian Popular Stage and Tin Pan Alley-Style Music, paper presented at a Symposium titled Encounters: Musical Meetings between Australia and China, held at the Queensland Conservatorium, Griffith University, 6-9 May

Representing Indonesia in Australia through Cultural Performance: Communities, Collaborations, Identities, paper presented at a Workshop titled, Cultural Performance in post-New Order Indonesia, held at Universitas Sanata Dharma, Yogyakarta, Indonesia, 28 June – 1 July

Indonesian Performance in Melbourne, talk presented for Asia Week, hosted by the Asia Institute, University of Melbourne, 8 September

Representation and Authenticity Intertwined: Historical Constructions of 'China' through Popular Music and the Popular Stage, paper presented at then Annual Conference of the International Association for the Study of Popular Music, Australia-New Zealand branch, held at Monash University, 24-6 Nov

Sam Searle

Data management outreach and professional development at Monash University: lessons learned and future directions. Presented at: eResearch Australasia, November 2010, Gold Coast, Australia.

Kay Tucker & Dennis Warren

30 sites in 30 minutes, Presented to the 2010 annual meeting of ANZACLL (Australian and New Zealand Academic Law Librarians) held in Melbourne, 29 September 2010.

Memberships

Suzanne Clarke

Member, ALIM (Asian Research Libraries in Melbourne) Management Committee.

Member, Nereus Steering Committee.

Cathrine Harboe-Ree

Member, *Australian Academic and Research Libraries* Editorial Board.

Member, Australian National Data Service (ANDS) Steering Committee.

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President, Council of Australian University Librarians (CAUL).

Member, Group of Eight Librarians.

Member, Victorian University Librarians' Group.

Robert Stafford

Member, CARM Centre Advisory Committee.

Member, CAUL Electronic Information Resources Advisory Committee.

Kay Tucker

Editorial Board, *Australian Law Librarian*. Australian Law Librarians Association.

Appendix 6: Committees - 2010

General Library Committee

The General Library Committee, a committee of Academic Board, met three times during 2010. Membership in 2010 was as follows:

- Professor John Sheridan (Chair) - appointed by Academic Board
- Professor Adam Shoemaker - Vice-Chancellor's nominee
- Mr George Ou - Vice-President (Finance) nominee
- Professor Kate Smith-Miles - Academic Board
- Professor Ron Weber - Strategy and Resources Committee
- Professor Max King - Office of the Deputy Vice-Chancellor (Research) - co-opted
- Ms Margo Hellyer - Information Technology Services – co-opted
- Professor Marnie Hughes-Warrington - Pro Vice-Chancellor (Learning and Teaching) - coopted
- Dr Luke Morgan - Faculty of Art and Design
- A/Professor Robin Gerster - Faculty of Arts
- Professor Julian Teicher - Faculty of Business and Economics
- Dr Graham Parr - Faculty of Education
- Professor Wayne Cook - Faculty of Engineering
- Dr Steve Wright - Faculty of Information Technology
- Ms Fay Gertner - Faculty of Law
- Dr Julia Choate - Faculty of Medicine, Nursing and Health Sciences
- Ms Suzanne Caliph - Faculty of Pharmacy and Pharmaceutical Sciences
- Dr Ross Thompson - Faculty of Science
- Ms Clare Hughes - Monash Postgraduate Association
- Mr Alastair Thomas - Monash Student Association
- Mr Jacob Thomas - Monash Student Association
- Ms Sidney Hoffman - Monash University Student Union (MONSU) Caulfield
- Ms Cathrine Harboe-Ree - University Librarian - ex officio
- Ms Janette Burke - Director, Central Services - ex officio
- Ms Sue Clarke - Director, Information Resources - ex officio
- Ms Wilna Macmillan - Director, Client Services, Science, Health and Engineering - ex officio
- Ms Lisa Smith - Director, Client Services, Humanities and Social Sciences - ex officio
- Mrs Marion Miller - Committee Secretary

Monash University ePress Advisory Committee

The ePress Advisory Committee met three times during 2010. Membership in 2010 was as follows:

- Professor Adam Shoemaker (Chair) – Deputy Vice-Chancellor (Education)
- Ms Sue Clarke – Director, Information Resources
- Professor Graeme Davison – Executive chair, School of Historical Studies, Faculty of Arts
- Ms Cathrine Harboe-Ree – University Librarian
- Dr Nathan Hollier – Manager, Monash University ePress
- Associate Professor Graeme Johanson – Director of the Caulfield School of Information Technology, Faculty of Information Technology
- Professor Maxwell King – Director Monash Research Graduate School, Deputy Dean and Senior Associate Dean of the Faculty of Business and Economics
- Miss Karinne Ludlow – Senior Lecturer, Faculty of Law
- Mr Paul Mercieca – Lecturer, RMIT School of Business Information Technology, RMIT University
- Professor Mark Peel – Associate Dean, Teaching, Faculty of Arts

- Professor Ilana Snyder – Associate Dean, Faculty of Education
- Dr Andrew Treloar Project Manager, Strategic Information Initiatives, Information Technology Services
- Mr Tim Winkler – Director, University Marketing

Copyright Advisory Committee

The Copyright Advisory Committee met three times. Membership in 2010 was as follows:

- Ms Janette Burke (Chair) – Director Central Services
- Dr Julie Burbidge / Ms Megan Deacon – Copyright Advisers
- Ms Glenda Beecher – Deputy University Solicitor, Solicitors' Office
- Mr John Blyth – Video Production Services, Advancement
- Ms Charlotte Brack – Faculty of Medicine, Nursing and Health Sciences
- Ms Sue Clarke – Director, Information Resources
- Ms Margo Hellyer – Director, Client Services, ITS / Mr Christian Wilson IT Security Manager
- Ms Nicola Howard / Mr Martin Taylor – Faculty of Art & Design
- Mr Kevin Korb – Faculty of Information Technology
- Ms Vicky Kristoffersen – Faculty of Arts
- Mr Steve Scroggie – Faculty Finance & Resources Manager, Faculty of Science
- Mr Paul Sugden – Faculty of Business and Economics
- Ms Alison Whitley – Director, Off Campus Learning Services

Research Data Management Subcommittee

The Research Data Management Subcommittee, a subcommittee of the Monash e-Research Steering Committee, met twice during 2010. Membership in 2010 was as follows:

- Ms Cathrine Harboe-Ree (Chair) – University Librarian
- Mr Paul Bonnington – Director, Monash e-Research Centre
- Ms Halina Oswald – Director, Research Office
- Mr Ian Tebbett – Chief Information Officer
- Professor Max King – Director, Monash Research Graduate School
- Ms Janet Brennen – Director, University Records and Archives Service
- Ms Sue Clarke – Director, Information Resources
- Ms Wilna Macmillan / Ms Lisa Smith – Director, Client Services
- Mr David Groenewegen – Australian National Data Service
- Ms Sam Searle – Data Management Coordinator (Committee executive)

Research Data Management Advisory Group

The Research Data Management Advisory Group met three times. Membership in 2010 was as follows:

- Ms Sue Clarke (Chair) – Director, Information Resources
- Vince Dziekan – Faculty of Art and Design
- Ms Jeanette Wrench / Mr Kane MacLeod – Faculty of Arts
- Ms Maria McKeown – Faculty of Business and Economics
- Ms Deanna De Zilwa – Faculty of Education
- Associate Professor Malin Premaratne – Faculty of Engineering
- Associate Professor Graham Johanson / Ms Vecki Raicevic – Faculty of Information Technology
- Mr Chris Wood – Faculty of Law
- Ms Juanita Fernando – Faculty of Medicine, Nursing and Health Sciences
- Ms Carolyn Fox – Faculty of Pharmacy and Pharmaceutical Sciences
- Professor Paul Cally – Faculty of Science
- Mr Michael Murphy – Research Office
- Professor Rod Devenish – Monash Research Graduate School

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- Mr Russell Keil / Mr Stephen Dart -- Monash e-Research Centre/ Office of the Chief Information Officer
- Ms Wilna Macmillan / Ms Lisa Smith – Directors, Client Services
- Ms Sam Searle – Research Data Coordinator (Committee executive)