

2012 in review

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The Library's enhancement of its contribution to the University's research and learning priorities was again evident in 2012. This was a year of significant planning and development, with key areas of focus being on research skills development and e-Learning. Successes in these areas demonstrate the enthusiasm of Library staff and their ability to embrace new, expanded or different roles.

Librarians and learning skills advisers have made great strides in working with faculty members to adopt the research skills development framework as part of the curriculum. The success of this strategy is a very pleasing measure of progress. Monash is now widely recognised externally as being a leader in the area of research skills development, as evidenced by our participation in key Australian Learning and Teaching Council (ALTC) grants and a growing number of visitors and requests to speak or run workshops in other institutions.

It is of interest to note that in 2011 Monash was ranked first in the Group of Eight for generic skills under the Course Experience Questionnaire, improving from third in the preceding 3 years (2008-10) and seventh in 2007. Whilst this improvement cannot be attributed to a single factor, it coincides with the establishment of learning skills as part of the Library at Monash from mid-2007 and the subsequent transformation of our approach to research skills development.

The Library has a long history of advancing the University's e-education aspirations. In 2012 a review of the Library's role was undertaken with a view to providing a stronger focus for its contribution. The process started with the writing of a white paper articulating the Library's current role and the issues that needed to be considered. This provided a focus for discussion within the Library and the broader University community. Through the development of the white paper and subsequent discussions the Library is now better positioned to play a more significant role in the development of blended and online learning at Monash, based on clear pedagogical principles.

The University's goals of increasing its scholarly visibility and nurturing a culture of publishing took a significant step forward through Monash University Publishing, which has had a highly successful first full year as a scholarly publisher and received critical acclaim for a number of its books. The assumption of responsibility for the Monash Asia Institute Press has been very successful, and the faculty-based editorial committees are building pace. The press is, amongst other things, building a partnership with Warwick University.

The ARROW Repository, which was renamed Monash University Research Repository in 2012, grew to include over 78,000 records. Significantly, the number of open access items in the Repository doubled to 17% this year. The Repository fulfills a number of functions, including underpinning Excellence in Research Australia (ERA) and Higher Education Research Data Collection (HERDC) reporting, while showcasing and providing stewardship for Monash's research outputs.

The Library approached 2012 with cautious optimism that progress would be made towards the refurbishment of the Caulfield and Matheson Libraries to provide much better facilities for students. Progress on the Caulfield Library has been disappointing. By contrast, approval was given to proceed with the refurbishment of the Matheson library, with \$10 million allocated for this purpose. Libraries in higher education institutions have evolved over the past ten years in response to changing study requirements and new technologies. As the primary learning spaces on each campus, they need to provide an environment that supports the way students

study while also symbolising the traditions of scholarly endeavour and demonstrating the quality of Monash's built environment.

The Library's substantial special collections were given prominence in 2012 through a generous donation from Emeritus Professor Wallace Kirsop, which saw the creation of fellowships to facilitate use of the Library's special collections by researchers and scholars who do not work at Monash. The first three Monash University Library Fellowships were awarded from a very strong field of applicants, focusing on the library's extensive selection of girls' annuals published between 1900 and 1930, unique holdings relating to the poet Kris Hemensley's activities and the 1970s as a key period for Australian poetry, and an extensive collection of Thai popular music genres from the period 1945-1975.

In the first part of 2012, significant effort was expended in the final stages of developing and beginning the implementation of a research data management plan for the University. This is an important collaborative effort with the eResearch Centre, eSolutions and the Research Office, and will continue into 2013 involving a number of Library staff. Recognising the importance of a high profile contribution to the University's research data management focus and bringing together the Library's role in research output management through the Monash University Research Repository and Monash University Publishing, the decision was made late in 2012 to appoint a new Director (Research Infrastructure) who will lead and develop the Library's research related activities.

Planning for the adoption of a new integrated library management system – Alma – has proceeded very well during the course of the year, with implementation expected in May to September 2013. This is a major undertaking for the Library and it has been approached in that spirit, resulting in a re-thinking of all back-of-house operations.

The Library operates with a culture of continuous improvement, with a high degree of staff engagement. Very successful change management strategies have been developed with more senior staff since the 2011 University staff satisfaction survey and professional development programs for all staff in 2012 have focused on change management, in response to changes generated by the Library, the University and the wider scholarly environment.

Statistics illustrate the changing role of the Library. Print collections continue to grow, albeit slowly, in contrast to their electronic counterparts. With the adoption of an e-preferred policy for monograph acquisitions in 2012 (following a similar policy for journals over ten years ago), approximately 15% of individual monograph orders were for e-books. Including titles in aggregated collections, the number of e-books increased by 9% to over 455,000 titles while the number of e-journals increased by 23% to almost 96,000 titles. Use of the print collections continues to decline, while use of electronic resources continues to rise. Interestingly, use of physical facilities, while declining slightly, does not reflect the decline in use of print resources.

February 2013

Appendix 1: Response to 2012 Library Annual Plan

Key Responsibility 1 – Strengthening Education

Strategy E1		
Excellence in Learning and Teaching: Lead the development of information research and learning skills throughout the University.		
Actions	Details	Progress
1. Partner with faculties to embed and integrate information research and learning skills into undergraduate and postgraduate curricula.	Coverage and success of embedded and integrated programs. Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Research and Learning Coordinators; Faculty Teams.	Significant progress has been made with 29% of programs involving embedded (14.7%) or integrated (15.1%) skills development.
	Percentage of courses and units with integrated or embedded information research and learning skills increased by 5%. Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Research and Learning Coordinators; Faculty Teams.	Changes in University courses and units and Library reporting have invalidated the use of this measure. The progress noted directly above provides a more accurate measure.
2. Strengthen the Library's contribution to the University's social inclusion strategy.	HEPPP funded positions are developing and implementing programs. Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Research and Learning Coordinators; Faculty Teams.	HEPPP funded staff developed and implemented programs in several faculties and are participating in the HEPPP off-campus student project. Other activities include running evaluations of collaborative learning software, and contributing to Schools Access Monash programs.
	At least one targeted information research and learning skills program developed in 3 faculties. Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Research and Learning Coordinators; Faculty Teams.	Progress has exceeded expectations: programs are being run in association with the Faculties of Business and Economics, Medicine Nursing and Health Sciences, Pharmacy and Education.
3. Facilitate effective research skills teaching methods and achieve further improvements in the quality of learning and teaching.	Professional development opportunities are provided. Input made to teaching, research and supervisor training programs. Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Research and Learning Coordinators; Faculty Teams.	Library staff have participated in supervisor training, Faculty curriculum and unit reviews, research and education planning days and other activities.
	An outline for a peer assisted teaching program for professional staff is developed in alignment with the University's ALTC project peer assisted teaching scheme. Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Research and Learning Coordinators; Faculty Teams.	A peer to peer learning program has been established, where staff can learn from each other and share workplace experiences. Sessions were run throughout the year at a range of campuses and venues. All sessions were well attended.

Strategy E2		
Enhancing the Monash Passport: Provide a comprehensive educational model in alignment with Monash Graduate Attributes through the application of the Research Skill Development (RSD) Framework		
Actions	Details	Progress
4. RSD Framework is adopted as the backbone of the Monash Passport.	<p>Programs of professional development in the understanding and application of the RSD Framework are expanded for Library and faculty staff.</p> <p>Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Research and Learning Coordinators; Faculty Teams.</p>	<p>Numerous programs have been run during the year. In June, Library staff developed and taught a University wide Graduate Certificate of Academic Practice module on "Research skill development for improving student learning outcomes". Monash University hosted an RSD symposium attended by 170 delegates in November. This was part of an Australian Learning and Teaching Council funded project, in which Monash is one of five partner universities.</p>
	<p>RSD Framework is incorporated in relevant Passport units.</p> <p>Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Research and Learning Coordinators; Faculty Teams.</p>	<p>The RSD framework has informed the development and teaching of Passport units within the Faculty of Pharmacy and Pharmaceutical Sciences. There have been few other opportunities for incorporation of the Framework into Passport units due to the decreasing focus on Passport unit development.</p>
	<p>RSD Framework is applied in all new Research Challenge units (the Investigate program).</p> <p>Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Research and Learning Coordinators; Faculty Teams.</p>	<p>RSD components have been incorporated into five of the 48 Research Challenge units. Other approaches for targeting these units increasingly preferred.</p>
	<p>Core units that have more than 50% international student enrolment for incorporation of the RSD Framework are identified and prioritised.</p> <p>Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Research and Learning Coordinators; Faculty Teams.</p>	<p>The current preferred strategy is to target core units, to ensure that the maximum number of international students benefit from skills development programs through the standard curriculum.</p>
5. Monitor collection development requirements of Passport 2.0.	<p>Collection needs are evaluated in relation to all 2012 Research Challenge units.</p> <p>Director, Information Resources; Directors, Client Services; Manager Monograph Resources; Manager, Collection Management and Finance; Research and Learning Coordinators; Faculty Teams.</p>	<p>Collection development requirements of all new units have been actively considered by faculty teams.</p>
6. Improve collections for education.	<p>e-preferred model, in particular for textbooks, further developed and implemented as part of Monograph Futures project.</p> <p>Director, Information Resources; Directors, Client Services; Manager, Collection Management and Finance; Manager</p>	<p>The e-preferred acquisition policy for monographs was implemented in April with the establishment of e-preferred profiles in an increasing number of areas, the expansion of demand driven electronic acquisitions and the</p>

	Monograph Resources; Research and Learning Coordinators; Faculty Teams.	introduction of a new e-book workflow.
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Strategy E3 Curriculum Reform and Renewal: Partner with academic staff to lead the Library's engagement with education.		
Actions	Details	Progress
7. Contribute to the University's course review processes.	<p>All curriculum reviews undertaken in 2012 articulate a response to the RSD Framework.</p> <p>Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Research and Learning Coordinators; Faculty Teams.</p>	<p>The Framework has been used as part of a number of whole-of-course reviews. Examples include the Master of Clinical Embryology in the Faculty of Medicine, Nursing and Health Sciences, Faculty of Pharmacy and Pharmaceutical Sciences undergraduate and honours courses, Faculty of Information Technology undergraduate and postgraduate courses, and the Diploma of Tertiary Studies. It has also been used widely at the unit level in several faculties.</p>

Strategy E4 Blended Learning: Contribute to blended learning to enrich the student experience.		
Actions	Details	Progress
8. Strengthen the Library's contribution to the University's implementation of a virtual learning environment.	<p>Library contribution as an early adopter is fulfilled.</p> <p>Directors, Client Services; Director, Resources; Information Literacy Librarian; eLearning Coordinator; Learning Skills Manager; Research and Learning Coordinators; Faculty Teams; Information Systems Manager Communications Manager.</p>	<p>New Library guides and online tutorials have been developed and used in online and blended teaching. The Library is an early adopter of Equella as a teaching and learning materials repository. Library staff have collaboratively led planning for the University wide implementation of the new virtual learning environment.</p>
	<p>At least 2 mobile apps (phone and Android) are created for key library online tutorials.</p> <p>Directors, Client Services; Director, Resources; Information Literacy Librarian; eLearning Coordinator; Learning Skills Manager; Research and Learning Coordinators; Faculty Teams; Information Systems Manager; Communications Manager.</p>	<p>The Library contributed specific components to the University mobile app, including the addition of Search, floor maps, opening hours for all branches and computer availability. Mobile apps for online tutorials are under investigation.</p>
	<p>Mobile app created for Demystifying Citing and Referencing online tutorial.</p> <p>Directors, Client Services; Director, Resources; Information Literacy Librarian; eLearning Coordinator; Learning Skills Manager; Research and Learning Coordinators; Faculty Teams; Information Systems Manager; Communications Manager.</p>	<p>As above, contributions have been made to the University-developed application. An investigation of the suitability of the Demystifying Citing and Referencing tutorial for a mobile app was undertaken and found to be unnecessary for a tablet environment and inappropriate for a smart phone.</p>

	<p>Lectures online is incorporated into the VLE and the number of lectures recorded is increased by 10%.</p> <p>Director, Resources; eLearning Coordinator; Information Systems Manager; MULO Coordinator.</p>	<p>1487 units have been recorded in 2012. This is an increase of 11% compared with 2011. Incorporating lectures online into the VLE has not yet been undertaken.</p>
<p>9. Implement the Library's eLearning Strategy in alignment with the University's Digital Education Strategy.</p>	<p>eLearning strategies are implemented to develop effective tools, resources and services.</p> <p>Directors, Client Services; Director, Resources; eLearning Coordinator; Information Literacy Librarian; Learning Skills Manager; Research and Learning Coordinators; Faculty Teams; Information Systems Manager; Communications Manager.</p>	<p>The e-Learning strategy is under development. A discussion paper and the draft strategy have been distributed to provide an opportunity for Library staff and others to consider the role of the Library.</p>
	<p>5% of the Library's programs incorporate blended learning.</p> <p>Directors, Client Services; Director, Resources; eLearning Coordinator; Information Literacy Librarian; Learning Skills Manager; Research and Learning Coordinators; Faculty Teams; Information Systems Manager; Communications Manager.</p>	<p>19.8% of the Library's programs incorporated blended learning.</p>
	<p>5% of Library self-paced tutorials and guides are revised and developed.</p> <p>Directors, Client Services; Director, Resources; eLearning Coordinator; Information Literacy Librarian; Learning Skills Manager; Research and Learning Coordinators; Faculty Teams; Information Systems Manager; Communications Manager.</p>	<p>All tutorials and all 116 library guides were revised during 2012. 21 new guides were also developed.</p>
<p>10. Develop and implement the Aspire software for the Monash environment.</p>	<p>Software successfully implemented and staff training completed.</p> <p>Directors, Client Services; Director, Resources; Web and Application Librarian; Branch Managers; Lending Services Librarian and Coordinators; Communications Manager.</p>	<p>Aspire software implemented and training completed by semester 1. Training for new staff is ongoing.</p>
	<p>All current reading lists are in Aspire.</p> <p>Directors, Client Services; Director, Resources; Web and Application Librarian; Branch Managers; Lending Services Librarian and Coordinators; Communications Manager.</p>	<p>All 1266 reading lists for 2012 were created in Aspire.</p>
	<p>A methodology for assessing effectiveness is identified and implemented.</p> <p>Directors, Client Services; Director, Resources; Web and Application Librarian; Branch Managers; Lending Services Librarian and Coordinators; Communications Manager.</p>	<p>Staff workshops were held to discuss progress and areas for improvement in semester 1 and 2, with feedback provided to the vendor and subsequent improvements made. The vendor also participated in a workshop with staff in late 2012. Google analytics is being implemented with Aspire for future analysis of use by academic and</p>

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Strategy R1 World-class Infrastructure: Build collections and infrastructure for research		
Actions	Details	Progress
11. Establish the Ada Booth Slavic Studies Collection.	<p>Establishment phase completed and ongoing processes and procedures implemented.</p> <p>Director, Information Resources; Directors, Client Services; Manager, Matheson Library; Faculty of Arts Team; Manager, Collection Management and Finance.</p>	An opening ceremony marked the establishment of the collection. \$146,000 has been used to acquire a range of new print and electronic resources.
12. Establish an e-preferred approach to Library research collections.	<p>e-preferred policy and procedures established and implemented as part of Monograph Futures project.</p> <p>Director, Information Resources; Manager, Collection Management and Finance; Manager, Monograph Resources; Research and Learning Coordinators; Faculty Teams.</p>	E-Preferred policy implemented and 15% of individual monograph orders were for e-books, including titles in aggregated collections. The number of e-books increased by 9% to over 455,000 titles while the number of e-journals increased by 23% to almost 96,000 titles.
	<p>Percentage of electronic research material in Library collections increased by 10%.</p> <p>Director, Information Resources; Manager, Collection Management and Finance; Manager, Monograph Resources; Research and Learning Coordinators; Faculty Teams.</p>	End of year statistics show a percentage change of approximately 11% for 2012.
13. Establish a Library fellowship program.	<p>Library fellowship program established and implemented.</p> <p>University Librarian; Rare Books Librarian; Senior Asian Studies Librarian; Library Planning Executive; Communications Manager.</p>	The program has been set up and three Fellowships offered during the second half of 2012 and the beginning of 2013. A communications program publicising their activity is being implemented.
14. Establish a sustainable model for building and managing the offsite storage of Library collections.	<p>The model is established and communicated.</p> <p>Directors; Manager, Collection Management and Finance; Branch Managers; Research and Learning Coordinators; Faculty Teams.</p>	The move of material to the offsite store is continuing. The CARM shared collection material is now discoverable in Search.
	<p>35,000 volumes identified and relocated.</p> <p>Directors; Manager, Collection Management and Finance; Branch Managers; Research and Learning Coordinators; Faculty Teams.</p>	47,491 items transferred during 2012.
	<p>Access and retrieval guidelines updated for material held offsite.</p> <p>Directors; Manager, Collection Management and Finance; Branch Managers; Research and Learning Coordinators; Faculty Teams.</p>	Achieved.
15. Consolidate new software, workflows, and processes for Monash University Publishing.	<p>New software implemented, workflows reviewed.</p> <p>Manager, Monash University Publishing; Information Systems Manager.</p>	New software and processes are well established and are contributing to the improved productivity of Monash University Publishing.

16. Maintain leadership in research data management.	Funding for research data management secured. University Librarian; Directors; Data Management Coordinator.	Research data management activity, which has been partly dependent on grant funding, has been incorporated into the Library's operational budget.
	Recognition of Monash's leadership through partnerships and membership of committees. University Librarian; Directors; Data Management Coordinator	The Library continues to lead research data management strategic and policy development, working in close collaboration with the e-Research Centre, eSolutions, Research Office and Faculties.
17. Contribute to national data management and e-infrastructure initiatives including ANDS, National eResearch Collaboration Tools and Resources (NeCTAR) and Research Data Storage Infrastructure (RDSI).	Engagement with activities. University Librarian; Directors; Data Management Coordinator.	Most of the ANDS activity relating to Monash was led by the e-Research Centre in 2012, with some ongoing involvement from Library staff.
	Participation in international, national and regional fora. University Librarian; Directors; Data Management Coordinator.	Library staff conducted a number of workshops nationally, and a partnership with Johns Hopkins University Library was developed further. Information on the Monash University Research Data Management website continues to be used by other universities, including Warwick. A number of universities are also using this material in teaching programs for research data management.
	Proposals for funding accepted, projects planned and implemented. University Librarian; Directors; Data Management Coordinator.	The Library contributed to proposals led by the e-Research Centre.
	Contributions made to national capability building and knowledge transfer activities. University Librarian; Directors; Data Management Coordinator.	See above. A number of research data management presentations were given, including one to the Western Australian Group of University Libraries.

Strategy R2

Superior Research Training:

Build Library contributions through Monash Institute of Graduate Research (MIGR) and Faculties.

Actions	Details	Progress
18. Improve skills and knowledge of researchers and professional staff.	Research data management and copyright requirements are incorporated into research staff and HDR student inductions. Directors; Data Management Coordinator; Research and Learning Coordinators; Copyright Advisors; Faculty Teams.	This has been incorporated within librarians' roles and teaching programs.
	Library-led data management skills working group established and data management skills mapped. Directors; Data Management Coordinator; Research and Learning Coordinators; Copyright Advisors; Faculty Teams.	This action was put on hold due to resignation of the Research Data Management Coordinator, and will be reactivated in 2013.

	Expanded programs in research data management established for researchers, research administrators and Library staff. Directors; Data Management Coordinator; Research and Learning Coordinators; Copyright Advisors; Faculty Teams.	Successful workshops with Library staff were held in early 2012. A secondment was undertaken by the Research Data Management Officer with the Monash eResearch Centre. Program opportunities that arise are being managed by faculty-teams and other staff.
19. Articulate research data management in RSD Framework and apply to curriculum.	All curriculum reviews undertaken in 2012 consider research data management aspects of RSD Framework. Director, Information Resources; Directors, Client Services; Data Management Coordinator; Information Literacy Librarian; Learning Skills Manager; Research and Learning Coordinators; Faculty Teams.	An initial investigation was undertaken in April 2012 and will be further developed in the future.

Strategy R3 Translating Research for Impact: Identify, manage, disseminate and promote research output.		
Actions	Details	Progress
20. Develop and implement a Research Data Management Strategy and Plan for the University with e-Research, eSolutions and Research Office.	Research Data Management Strategy and Plan developed and implemented. University Librarian; Director, Information Resources; Directors, Client Services; Data Management Coordinator; Research and Learning Coordinators; Faculty Teams.	The Strategy and Plan were completed early in 2012 and a working group of Library, e-Research, and eSolutions staff are progressing its implementation.
21. Extend and improve access to University research output.	Annual HERDC publication data imported into the repository from the University Research Office systems. University Librarian; Directors; Manager, Monograph Resources; ARROW Librarian; Data Management Coordinator; Information Systems Manager; Research and Learning Coordinators; Faculty Teams.	3,445 research publications and non-traditional outputs were collected and stored in the Monash University Research Repository as part of the University's input to Excellence for Research in Australia (ERA). This work informs Monash University Research Repository team's planning to store publication evidence for the annual Higher Education Research Data Collection (HERDC).
	ARROW repository providing storage of and access to all research outputs for ERA. University Librarian; Directors; Manager, Monograph Resources; ARROW Librarian; Data Management Coordinator; Information Systems Manager; Research and Learning Coordinators; Faculty Teams.	The percentage of objects that are available as open access content, free to download and read, has almost doubled in 2012, from 9% to 17%.
	Repository content increased by type of outputs and by 10% of the total content. University Librarian; Directors; Manager, Monograph Resources; ARROW Librarian; Data Management Coordinator; Information Systems Manager; Research and Learning Coordinators; Faculty Teams.	As above.

	<p>ARROW and Australian National Data Service (ANDS) discoverable in Search. Authority control enhanced to improve discoverability.</p> <p>University Librarian; Directors; Manager, Monograph Resources; ARROW Librarian; Data Management Coordinator; Information Systems Manager; Research and Learning Coordinators; Faculty Teams.</p>	<p>Research Australia material and non embargoed material in ARROW is discoverable in Search</p>
22. Review the management of e-theses with MIGR to improve access throughout the process.	<p>A technology based model is agreed and implemented.</p> <p>Director, Information Resources; Directors, Client Services; Manager, Monash University Publishing; Information Systems Manager; ARROW Librarian.</p>	<p>Monash University Publishing and Monash University Research Repository staff developed a model for system-supported end to end processing of e-theses. Further development is pending the outcomes of the Research Administration Systems review.</p>
	<p>Software identified and work flows established.</p> <p>Director, Information Resources; Directors, Client Services; Manager, Monash University Publishing; Information Systems Manager; ARROW Librarian.</p>	<p>As above.</p>
23. Identify sustainable strategies for the growth of Monash University Publishing	<p>Number of titles published increased to 20.</p> <p>University Librarian; Manager, Monash University Publishing.</p>	<p>By the end of 2012, 18 books were published and 5 more are with printers. The absorption of the Monash Asia Institute Press has been very successful.</p>
	<p>Additional Faculty editorial committees established, building on the existing model with Faculties of Art and Design, Arts and Education.</p> <p>University Librarian; Manager, Monash University Publishing.</p>	<p>The decision was made not to establish any additional editorial committees in 2012.</p>
	<p>Strategy devised to build undergraduate publishing capability.</p> <p>University Librarian; Manager, Monash University Publishing.</p>	<p>Monash's student creative-writing publication <i>Verge 2012: Inverse</i>, edited by Samantha Clifford and Rosalind McFarlane, was launched at the Melbourne Writers Festival. Planning continues for the launch of the rebranded Monash-Warwick undergraduate journal <i>Reinvention: an International Journal of Undergraduate Research</i>.</p>
24. Develop a Library digitisation strategy.	<p>Library strategy endorsed by General Library Committee and implemented.</p> <p>University Librarian; Directors; Library Planning Executive.</p>	<p>A strategy has been drafted but has not yet been endorsed. Some digitisation of special collections continues and several major collections have been added to the repository.</p>
	<p>Feasibility of extending the strategy university-wide discussed with stakeholders.</p> <p>University Librarian; Directors,</p>	<p>This is dependent on implementation of strategy, above.</p>

Strategy C1 Improve facilities in accordance with the Facilities Master Plan.		
Actions	Details	Progress
25. Review the implementation of the research and learning furniture.	Review undertaken, recommendations made and further implementation in other branches. Directors, Client Services; Director, Resources; Manager, Berwick and Peninsula Libraries; Manager, Matheson Library; Facilities Manager; Communications Manager.	New furniture was progressively installed in some large and medium sized libraries. Information and Research and Learning points have been gradually implemented.
26. Plan the refurbishment of the Caulfield Library.	Participation in design phase of Caulfield Library. University Librarian; Directors, Client Services; Director, Resources; Manager, Caulfield Library; Facilities Manager.	There was no progress in 2012.
27. Plan and implement the Matheson refresh project.	Planning completed; stage one implemented. University Librarian; Directors, Client Services; Director, Resources; Manager, Matheson Library; Facilities Manager.	An architect is being engaged to develop a plan for a \$10 million refurbishment over the next three years (2013-2015). The focus will be on maximizing improvements to user experience within the budget. Students have responded enthusiastically to the new furniture added to the Matheson Library at the end of 2011, with an increase in the door count of over 7.2% for the year.

Strategy C2 Improve staff capability for a changing environment.		
Actions	Details	Progress
28. Implement the 2011 staff survey action plan to build change management leadership capability.	Action plan implemented. Director, Resources; Human Resources Business Partner; Library Strategy Group; Library staff.	A major outcome of the action plan was to establish a change management program which outlines actions being undertaken by staff at a number of levels in the Library. Activities from the program are progressing.
29. Review and enhance the Library's mentoring program.	Program reviewed and recommendations implemented. Director, Resources; Staff Development Coordinator.	The Library's mentoring program was extended in 2011-12 to include the State Library of Victoria (SLV). Due to its success, the program will be extended to include Victorian university libraries in 2013.

Strategy C3 Improve planning and quality environment.		
Actions	Details	Progress
30. Implement HR automated systems.	Systems implemented. Director, Resources; Human Resources Business Partner; Library Strategy Group.	Library workflows and staff responsibilities have been modified to meet the requirements of new systems.
31. Implement improved services processes.	New automated processes implemented. Director, Resources; eSolutions; Information	This has occurred where relevant. An Operations Manager position was created to provide a single point of contact and liaison

	Systems Manager.	with the new hubs. .
32. Contribute to the TEQSA audit.	Contribution made to University submission and during TEQSA visit. University Librarian; Directors; Library Planning Executive; Library Strategy Group.	The Library has contributed to the University's responses to TEQSA.

Strategy C4

Explore alternative sources of funding for a more sustainable future.

Actions	Details	Progress
33. Work with the University to devise a strategy and action plan	Strategy and plans developed. University Librarian; Directors; Library Planning Executive.	A discussion paper was written early in the year.

Strategy C5

Manage areas identified as high risk in the University's risk management register

Actions	Details	Progress
34. Monitor use and identify options for enhancing compliance.	Copyright, database licensing and data management licensing compliance is reviewed. Director, Information Resources; Director, Resources; Copyright Advisers.	The risk and legal compliance process was completed.
35. Improve disaster management procedures for infrastructure, buildings, facilities and the collections.	Local Emergency Response Program implemented and procedures updated. Director, Resources; Branch Managers; Manager, Collection Management and Finance; Facilities Manager.	The Local Emergency Response Program is being implemented and will be rolled out extensively as part of the university program in 2013.

Strategy C6

Provide advice and infrastructure for Monash libraries at Monash University Sunway and Monash South Africa.

Actions	Details	Progress
36. Improve access to library collections and implement sustainable strategies for application and web support.	Search implemented for Sunway. University Librarian; Directors; Information Systems Manager; eResources team.	Achieved.
	Advice and support provided for e-resources, Voyager and Search. University Librarian; Directors; Information Systems Manager; eResources team.	New processes implemented in 2011 have improved the way Monash Australia works with the two overseas campus libraries.
37. Advise on and assist with building capability of staff.	Training programs implemented and completed. Directors; Faculty Team Leaders.	No overseas staff visited Australia in 2012. The University Librarian and Director, Resources visited both overseas campuses and ran a number of workshops. In addition, a number of staff from Malaysia and South Africa participated in key committees.

Strategy C7**Contribute to the development of key applications and infrastructure**

Actions	Details	Progress
38. Participate in the development and implementation of Alma.	Contributions made to product development and evaluation. Directors; Information Systems Manager; Manager, Monograph Resources; Lending Services Librarian, Applications Manager.	At the final meeting of the collaborative partners and Ex Libris, early adopters were identified and planning for implementation started.
	Planning completed for implementation. Directors; Information Systems Manager; Manager, Monograph Resources; Lending Services Librarian, Applications Manager.	A project plan for the implementation of Alma has been developed in collaboration with Ex Libris and eSolutions. A Steering Committee and working groups have been established to start planning for implementation in 2013.
39. Evaluate the usability of Search.	Evaluation completed and recommendations implemented. Information Systems Manager; Communications Manager.	Evaluation is ongoing, with changes made as needs are identified.
40. Improve the Library's web presence.	University web strategy implemented for the public website and the intranet. Director, Resources; Directors, Client Services; Information Systems Manager; Communication Manager, Applications Manager.	The Library website was migrated to the new University web templates. This has been a significant body of work.

Appendix 2: Statistical summary - 2012

1a. Physical Collections:

Library	Monographs	Serials	Microforms	Non-Book	2012 total	2011 total	Change
Matheson	1,020,138	183,221	335,440	40,047	1,578,846	1,564,650	0.9%
Hargrave	229,603	176,846	18,785	6,004	431,238	432,539	-0.3%
Law	69,814	77,205	9,005	787	156,811	157,867	-0.7%
Caulfield	256,394	57,987	5,031	36,603	356,015	360,012	-1.1%
Peninsula	172,554	28,239	3,878	848	205,519	203,565	1.0%
Berwick	24,322	436	35	2,849	27,642	26,097	5.9%
Gippsland	121,673	31,209	6,042	56,060	214,984	220,295	-2.4%
Pharmacy	14,195	5,775	747	107	20,824	23,875	-12.8%
Off Site Store	293,901	25,958			319,859	292,227	9.5%
Total	2,202,594	586,876	378,963	143,305	3,311,738	3,281,126	0.9%

As expected, most holdings changed only slightly during the year. The increase in collection at Berwick reflects an increase in the number of courses offered at this campus. The movement of print collections to the offsite store is reflected in the decrease of items at branches.

1b. Electronic Collections	2012	2011	% Change
Electronic Monographs	455,116	417,380	9.0%
Electronic serials accessible through Search	95,721	77,991	22.7%
Electronic serials - as determined using CAUL deemed list guidelines	138,453	138,970	-0.4%
Electronic Databases	1,279	1,140	12.2%

2: Loans and Borrowing Activity	2012	2011	%Change
2a. Total Loans and Renewals			
Loans	640,743	727,744	-12.0%
Renewals	538,788	540,436	-0.3%
Total	1,179,531	1,268,180	-7.0%

Although loans and renewals continued to decline between 2011 and 2012, the percentage drop was less in 2012 (7%) than in 2011 (15.7%)

2b. Inter-Campus Loans (Loans between Monash University Campus Libraries)	2012	2011	%Change
Holds Received (not including items found on local shelves)	90,682	104,879	-13.5%
Items Charged Out	62,096	69,977	-11.3%

2c. Inter-Library Loans (Loans between Libraries)	2012	2011	% Change
Requests Received	27,224	25,672	6.0%
Requests Processed	25,020	23,809	5.1%
Items Supplied	10,268	11,328	-9.4%

To ensure consistent detecting and reporting of trends, figures for 2011 and 2012 are both drawn from the standard reports provided by Relais and use data from the system at the end of 2012. The 2011 data is therefore different to that reported in the 2011 Annual Report.

3a. Information Research Skills	2012	2011	%Change
Sessions	1,178	1,619	-27.2%
Participants	19,901	25,547	-22.1%
Staff Contact Hours	1,477	1,852	-20.3%

3b. Learning Skills	2012	2011	% Change
Sessions	2,195	3,426	-35.9%
Participants	43,305	28,551	51.7%
Staff Contact Hours	8,001	3,547	125.5%

The Library is increasingly focused on working with academic staff to embed skills development within the curriculum, rather than providing separate skills development sessions.

3c. Inquiries	2012	2011	% Change
In Person (Reference Inquiries only)	67,627	73,267	-7.0%
By Telephone	23,048	16,815	18.1%
By Ask.Monash (Email)	2,637	2,272	4.1%
Via Ask.Monash FAQs accessed	18,735	18,664	0.4%
Live Help (Online Chat) ¹	-	811	-
Off Campus Support	4,949	5,677	-11.2%
Total	116,996	117,506	-0.4%

1. Online chat was discontinued early in 2012.

3d. Door Count	2012	2011	% Change
Door Count ¹	3,631,222	3,802,375	-4.5%

1. Door counts for all branches were less than 2011 except for the Matheson Library, which increased by 7.5%. The percentage decrease in 2012 was less than the 7% decrease for 2011. The decreased door counts continue the trend observed in recent years at some branches but may also have been influenced by the move of Monash College students to the Clayton campus. Door counters at several branches also had a number of technical problems. This is being addressed by the purchase of new technology in 2013.

3e. Online Lectures	2012	2011	%Change
Audio/Visual streams	935,541	732,658	27.7%
Audio/Visual M4V downloads	997,399	811,387	22.93%
Audio MP3 downloads ¹	215,941	254,600	-15.2%

1. The decrease in MP3 downloads is due to increase in popularity of streaming and M4V downloads of content. . Overall increase in activity is up by 19.47% overall.

Appendix 3: Visitors

Date	(Primary) Name and Position	Organisation	Total #	Visited	Primary MUL Contact	Purpose of Visit / Area(s) of Interest
10/02/2012	Adam Cath	Director, Texas A&M University at Qatar	1	HAL	R. Thomas	Tour and discussion of facilities and resources for Engineering
10/02/2012	Ms. Kaori IKEGAMI, Kanazawa University Medical Library; Ms. Tomoko KAMIYA, Nagoya University Medical Library; Ms. Rie TAKAHASHI, Shizouka University Library	Various	3	HAL	W. Macmillan J. Burke	Learning commons, learning support, international students
6/03/2012	Jennifer Dumond	Northern Ontario School of Medicine (Canada)	1	HAL	W. Macmillan	Student engagement and user experience when medical students are off-campus
23/04/2012	Delegation	Vietnam National University		HAL	L. Torres, L. McCann	Research Skill Development framework
3/05/2012	Jackie Hanlon	Associate Director Research and Learning Services, Curtin University	1	Matheson	L. Smith	Research and Learning; University publishing
24/05/2012	LATN study group	Representatives from 8 Australian universities	8	Matheson, HAL	L. Smith, W. Macmillan	Study group visiting a range of libraries to explore innovations in learning and research services
17/08/2012	Enrica Zani and University of Melbourne hosts	University of Bologna Library	1 plus hosts	HAL Matheson	L Torres, L McCann	Librarian working at MU for 3 months to explore Australian Academic Library environments
6/09/2012	Mark Hughes	University of Otago Library	1	HAL	W Macmillan, R Thomas	Tour and discussion of facilities
6-09-2012	Vicki Macdonald, Director Library Services and Cathy Crawford, Law Librarian	QUT	2	Law	Kay Tucker, Lisa Smith	Tour and discussion of facilities and services, benchmarking
31-08-2012	International agents from Asia Pacific area	Various	45	Law	Kay Tucker	Tour and brief talk about facilities, resources and services for recruitment purposes.
27-09-2012	Judge Sigal Zakai-Ressler	University of Haifa, Israel	1	Law	Kay Tucker	Tour and demonstration of resources
25/10/2012	Delegation of Deans and Deputy Deans	Princess Noura University, Saudi Arabia	17	Matheson, HAL	Clare Carlsson	Presentation on how an advanced research library supports a research-intensive university, workshop module on student support. Also presentation to the group on academic skills

						development by L. Smith.
31/10/2012	Delegation of Deans and Deputy Deans	Princess Noura University, Saudi Arabia	17	Gippsland	Kay Steel	Tour with emphasis on group study space and collaboration between library staff and academics in delivery of skills programs
15/11/2012	Delegation from ACU Library	Australian Catholic University	3	Matheson	Janette Burke	Implementation of Ex Libris products at Monash
16/11/2012	Delegation of Education subject librarians		16	Matheson	Winifred Hirst	
14/12/2012	Delegation of Chinese librarians	Various	10	Matheson	Janette Burke	Data management, resource discovery

Appendix 4: Publications, Presentations and Memberships

Publications

Browne, R., Lasserre, K., McTaggart, J., Bayley, L., McKibbin, A., Clark, M., Perry, G.J. and Murphy, J. 'International trends in health science librarianship: part 1 - the English speaking world.' *Health information and libraries journal*, 29 (1) 2012, p75-80

Clark, L. 'Margareta Webber'. *Australian Dictionary of Biography* vol 18, 1871-1990, p574.
<http://adb.anu.edu.au/biography/webber-margareta-louise-pitcairn-15794>

Hatta, A. 'Research report: How Japanese academic libraries are dealing with the change to electronic resources and the consequent issues.' *East Asian Library Resources Group of Australia newsletter*, no 60, July 2012

Hollier, N. 'E-presses can provide the best of both worlds'. *The Australian Higher Education supplement*, 1 February 2012, p30

Hollier, N. 'Les Bibliothèques Publient', *Bibliothèque(s)* (journal of the French Librarians' Association), December 2012

Kim, J-S. 'National Year of Reading 2012 in Australia'. *Library & Libro*, 34, April 2012, p32-38 (in Korean)

Kim, J-S. 'Report on the Library session at the 7th KSAA Conference'. *East Asian Library Resources Group of Australia Newsletter*, 59, January 2012

Lasserre, K. 'Expert searching in health librarianship: a literature review to identify international issues and Australian concerns', *Health information and libraries journal*, 29 (1) 2012, p3-15

Smith, L. and Yates, S. 'Online Learning: eM-powering eFutures through Developing Staff Capability at Monash University Library' (Peer reviewed paper.) VALA2012 Concurrent Session 13: eCapabilities Thursday 9 February 2012, 13:35 - 14:15 Persistent URL:
<http://www.vala.org.au/vala2012-proceedings/vala2012-session-13-smith>

Steel, K.M. 'Industrial agency in regional trades and labour councils.' *Journal of Industrial Relations* 54 (1), February 2012

Tepper, K., Ilic, D., and Misso, M. 'Teaching evidence-based medicine literature searching skills to medical students during the clinical years: a randomized controlled trial'. *Journal of the Medical Library Association*, 100 (3) 2012, p190-196

Tucker, K. and Hinchcliff, C. 'Crossing Borders in Belfast: A Report on the British and Irish Association of Law Librarians (BIALL) Conference, Belfast, June 14-16, 2012'. *Australian Law Librarian*, 20 (4) 2012, p201-205

Presentations

Burke, J., Green, C. and Greenberg, A. *Navigating the challenges of blended learning: best practices to chart your course for adoption*. Live panel discussion at Echo360 online workshop, April 2012

Burke, J., Keil, R. and Ayles, K. *Context is everything*. Panel discussion at CAUL workshop on transnational education, Melbourne, May 2012

Castillo, T., Wee, M. and Jansen, S. *Effecting better engagement via a student-led online student space*. Poster presentation at Higher Education Research into the Student Learning Experience in Business Conference, Melbourne, December 2012

Harboe-Ree, C. *Cycling to success: Academic libraries and the research and learning cycle*. Presentation to University of Hong Kong Libraries Centenary Anniversary Conference, Hong Kong, November 2012.

Hatta, A. *How Japanese academic libraries are dealing with the change to electronic resources*. Presentation to the Access to the Culture and Society of Contemporary Japan Workshop, Tokyo, Japan, February 2012

Hollier, N. *Open access publishing*. Presentation at Independent Publishers' Conference, Melbourne, November 2012

Kim, J-S. *Monash University Library: The Case of Korean Studies*. Presentation at the 2012 Overseas Koreanology Librarian Workshop, Seoul, Korea, October 2012

Pretorius, L. *Transformation of a 2nd Year Midwifery assignment into an aligned and clinically relevant learning experience*. Presentation to the Refreshing the curriculum with RSD Symposium, Melbourne, November 2012

Smith, L. *The Smarter Library. eLearning and Monash University Library: Developing enriched discovery and capability*. Presentation at CADAL Leading Edge Technology Forum: Technology Supporting the Smarter Library Service, Chongqing, China, November 2012

Smith, L. and Yates, S. *Online Learning: eM-powering eFutures through Developing Staff Capability at Monash University Library*. Presentation at VALA 2012: eMpowering eFutures, Melbourne, 6-9 February 2012. Available at <http://www.vala.org.au/vala2012-proceedings/vala2012-session-13-smith>

Steel, K.M. *User-centred spaces*. Poster presentation at the World Library & Information Congress, Helsinki, Finland, August 2012

Tucker, K. and Hinchcliff, C. *30 Aussies Sites in 30 Minutes*. Paper presented at the British and Irish Association of Law Librarians Conference, Belfast, June 2012

Yates, S. *Developing e-learning capability for library staff*. Presentation at MoodleMoot Australia 2012, Gold Coast, July 2012

Memberships

Janette Burke, Member, CAVAL Board.

Janette Burke, Member, CAVAL Products and Services Committee.

Suzanne Clarke, Member, Nereus Steering Committee.

Suzanne Clarke, Member, Nereus Executive Board.

Suzanne Clarke, Member, Asian Libraries in Melbourne Management Committee.

Cathrine Harboe-Ree, Member, *Australian Academic and Research Libraries* Editorial Board.

Cathrine Harboe-Ree, Member, Australian National Data Service (ANDS) Steering Committee.
Cathrine Harboe-Ree, President, Council of Australian University Librarians (CAUL).
Cathrine Harboe-Ree, Member, Group of Eight Librarians.
Cathrine Harboe-Ree, Member, Victorian University Librarians' Group.
Nathan Hollier, Member, Book Industry Collaborative Council.
Nathan Hollier, Member, Book Industry Collaborative Council Scholarly Publishing Expert Reference Group.
Nathan Hollier, Secretary, Small Press Network.
Nathan Hollier, Member, Organising Committee of the Small Press Network Academic and Industry Conference 2012
Nathan Hollier, Deputy Chair, OL Society Ltd (publishers of *Overland* magazine).
Judy Nolan, President, Art Libraries Society of Australia and New Zealand.
Richard Overell, Secretary, Book Collectors Society.
Robert Stafford, Member, CARM Centre Advisory Committee.
Robert Stafford, Member, CAUL Electronic Information Resources Advisory Committee.
Kay Tucker, Member, *Australian Law Librarian* Editorial Board.

Special invitations

Cathrine Harboe-Ree:

- Industry Leader, CAVAL Library Leadership Workshop.
- Facilitator, CAUL Leadership Institute.
- Panel member, Review of Sydney University Press.
- Panel member, External Review of Macquarie University Library.
- Recruitment panel member, University Librarian position, Macquarie University.

Appendix 5: Committees - 2012

General Library Committee

General Library Committee met three times in 2012. The committee provides a forum for advice and guidance to the University Librarian on the strategic operation and direction of the Library and acts as an advisory committee to the Academic Board.

Presentations featured in the year's meetings included research skill development, e-Learning and the Library, and Scholarly publishing.

General Library Committee membership 2012:

- Professor Max King (Chair) – appointed by Academic Board
- Professor Adam Shoemaker – Vice-Chancellor's nominee
- Mr David Knox – Vice-President (Finance) nominee
- Dr Kit Wise – Academic Board
- Professor Ron Weber – Senior Management Team (Extended)
- Mr Richard Palmer – Office of the Chief Information Officer – coopted
- Dr Luke Morgan – Faculty of Art and Design
- Dr Patrick Spedding – Faculty of Arts
- Dr Ross Booth – Faculty of Business and Economics
- Dr Graham Parr – Faculty of Education
- A/Professor Philip Nakashima – Faculty of Engineering
- Dr Joanne Evans – Faculty of Information Technology
- Ms Lisa Spagnolo – Faculty of Law
- Dr Julia Choate – Faculty of Medicine, Nursing and Health Sciences
- Ms Suzanne Caliph – Faculty of Pharmacy and Pharmaceutical Sciences
- A/Professor Jeffrey Stilwell – Faculty of Science
- Mr Vincent Wu – Monash Postgraduate Association
- Ms Julia Ponte – Monash Student Association
- Mr Ali Majokah – Monash Student Association
- Mr Ash Valinidas – Monash University Student Union (MONSU) Caulfield
- Ms Cathrine Harboe-Ree – University Librarian – ex officio
- Ms Janette Burke – Director, Central Services – 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 Publishing Advisory Committee

The Monash University Publishing Advisory Committee, comprising Faculty Editorial Board members and a range of other Monash and external stakeholders, determines the broad strategic direction of Monash University Publishing and ensures that proper processes of operation, especially those necessary for the maintenance of high standards of scholarship, are maintained. The Committee met 3 times in 2012.

Advisory Committee membership 2012:

- Professor Adam Shoemaker (Chair) – Deputy Vice-Chancellor Education, Monash University
- Mr Paul Ashton – Director, re.press
- Ms Kathie Barwick – Faculty of Art, Design and Architecture, Monash University
- Dr Tom Denison – Faculty of Information Technology, Monash University

- Assoc. Professor Helen Forgasz – Faculty of Education, Monash University
- Professor David Garrioch – Faculty of Arts, Monash University
- Mr David Groenewegen – ANDS Director, Research Data & Operations, Monash University
- Ms Cathrine Harboe-Ree – University Librarian, Monash University
- Dr Nathan Hollier – Monash University Publishing
- Mr Paul Mercieca – Business IT & Logistics, RMIT
- Professor Ilana Snyder – Faculty of Education, Monash University
- Mr Andrew Stammer – Journals Publisher, CSIRO
- Professor Marika Vicziany – Faculty of Arts, Monash University.

Copyright Advisory Committee

The Copyright Advisory Committee met twice during 2012. The membership was:

- 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
- Prof Mark Davison – Faculty Representative, Faculty of Law
- Ms Browyn Dethick – Faculty Representative, Faculty of Education
- Brenda Fortington – Faculty Representative, Faculty of Engineering
- Ms Margo Hellyer – Director, Client Services, ITS / Mr Christian Wilson IT Security Manager
- Ms Deborah Horne – Faculty Representative, Faculty of Pharmacy and Pharmaceutical Sciences
- Mr George Kotsanas – Faculty Representative, Faculty of Medicine, Nursing and Health Sciences
- Ms Nicola Howard / Mr Martin Taylor – Faculty of Art & Design
- Mr Kevin Korb – Faculty of Information Technology
- Mr Andrew Shortridge – Faculty of Arts
- Ms Anne Fletcher – 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 once during 2012 (March, with an update email sent to members in August). Membership in 2012 was as follows:

- Ms Cathrine Harboe-Ree (Chair) – University Librarian
- Professor Paul Bonnington – Director, Monash e-Research Centre
- Dr Anthony Beitz – Technical Manager e-Research Centre
- Ms Halina Oswald – Director, Research Office
- Mr Dave Wood – Senior Manager, Research Information Systems
- Dr 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 (until April 2012)
- Ms Wilna Macmillan / Ms Lisa Smith – Directors, Client Services
- Mr David Groenewegen – Australian National Data Service
- Mr David Saint – Senior Projects Officer – Office of the CIO

- Ms Sam Searle – Data Management Coordinator (Committee executive) (until May 2012).

Research Data Management Advisory Group

The Research Data Management Advisory Group met four times (March, July, September and November). Membership in 2012 was as follows:

- Ms Sue Clarke (Chair) – Director, Information Resources (Until March/April 2012)
- Ms Kathie Barwick – Faculty of Art and Design (until June) – Mairi-Rose Macleod from July)
- Ms Jo Witheridge – Faculty of Arts (Mr Kane MacLeod as alternate)
- Ms Louise Francis – Faculty of Business and Economics
- Ms Ros Winter – Faculty of Education (Ms Trudi Brunton as alternate)
- Mrs Helen Clarke – Faculty of Engineering
- Ms Vecki Raicevic – Faculty of Information Technology
- Mr Matt Randall – Faculty of Law
- Dr Juanita Fernando – Faculty of Medicine, Nursing and Health Sciences
- Ms Christine Farmer – Faculty of Pharmacy and Pharmaceutical Sciences
- Mr Tom Keegan – Faculty of Science
- Mr Michael Murphy – Manager, Research Information Systems, Research Office (until June)
- Mr Dave Wood – Manager, Research Information Systems, Research Office (from July)
- Professor Rod Devenish – Monash Research Graduate School
- 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) (until May)
- Ms Kathryn Unsworth – Data Management Projects Officer.