

**Monash University Library
Quality Review 2010**



**External Review Panel Report
August 2010**

2010 Library Quality Review

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EXECUTIVE SUMMARY

The External Review Panel of the 2010 Monash University Library Quality Review met at the University's Clayton campus on 6-7 July.

The panel's views, informed by discussion with various individuals and groups, were consistent with the findings in the Library's self-review report. The panel's overarching conclusion, therefore, is that the University can be satisfied that the Library:-

- delivers a quality, customer-focused service that is aligned to the institutional mission
- has strong and effective leadership and management processes (including robust project management and mature evaluation and quality improvement processes) in place
- is responsive to new opportunities and challenges arising from institutional or broader developments
- is attuned to the University's values and is therefore comfortable acting as a good "corporate citizen"
- has the trust and the confidence to adopt either a leadership or a partnership role when working with other stakeholders, as circumstances necessitate, to enhance service developments.

Panel members were particularly impressed by the leadership exercised by the University Librarian and the creative and innovative ways in which the Monash University Library is redefining the role of a 21st century university library in support of the institutional mission. This has already included development of a number of new services to strengthen the Library's alignment with the institution's strategic objectives, particularly in relation to research. It could be argued that such developments represent a paradigm shift in academic library services – a shift which it was acknowledged many academics may not fully appreciate and some may not necessarily support.

The panel was also particularly impressed by the strong planning, project management and reflection that underpin the management and operations of the Library and the strength of the customer service ethos that pervades library activities and which now appears embedded within the Library's culture.

The panel identified several issues which the University needs to act on if the Library is to continue to maintain the high level of service expected of a modern university library. Most importantly: several of the branch libraries, most notably the Caulfield and Sir Louis Matheson libraries, are in need of major redevelopment if they are to be able to meet even the current needs of their users, and the panel is concerned that additional resources will be required to ensure the sustainability of several of the new initiatives developed by the Library, particularly in the research data management and learning skills areas.

The panel expresses its gratitude to the Library staff for their engagement and contribution to the development of the self-review report and for their input and support for the external review panel during its meeting at Clayton.

Summary of Commendations and Recommendations

As well as commending the strengths of the Library, the panel has developed a series of recommendations which it believes highlight the key issues on which the University and Library need to act to ensure that the Library can continue to support the institution effectively. These are highlighted in bold throughout the report and the lower priority advisory recommendations, which the Library and/or the University may wish to consider, are highlighted in bold italics.

Commendations

1. Leadership

The panel commends the University Librarian for her vision and leadership in articulating the changing role of the Library which, particularly in the context of scholarly publishing, e-research and research data management, places the Library – both nationally and internationally – at the forefront of 21st century academic library developments.

2. Leadership

The panel commends the Library on its engagement with, and responsiveness to, the University's strategic goals and its strong track record of partnership working in support of the institutional mission.

3. Quality, planning and management

The panel commends the exemplary approach to planning and management that is exercised within the Library including use of the Monash planning cycle (Plan, Act, Evaluate, Improve), widespread deployment of project and risk management techniques, responsiveness to user and library staff feedback and the mapping of individual performance plans at all levels against University objectives.

4. Education, Teaching and Learning strategic support

The panel commends the strong customer service ethos, commitment to delivering quality services and responsiveness to new initiatives and challenges demonstrated by the Library's staff.

Recommendations

1. Involvement in University planning processes

The panel recommends, perhaps through the relevant portfolios and the Monash Futures Project, that consideration is given to how the Library might be supported to achieve involvement in planning activities at an earlier stage to ensure it can provide optimal support for new developments.

2. Facilities

The panel recommends that the University, as a matter of some urgency, addresses the need to redevelop the remaining libraries, given the positive impact such developments have on the quality of the student experience and the risk of non-compliance with the standards defined in the ESOS Act, especially at the Caulfield Library.

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3. Overseas campuses

The panel recommends, perhaps through the Monash Futures Governance Working Party, that the University and Library work together to clarify the Library's relationship with the two overseas campus libraries given that existing arrangements lack clarity and do not ensure consistency of experience between sites.

4. Education, Teaching and Learning strategic support

The panel recommends, in the light of developments such as appointments to the e-Education and Learning and Teaching portfolios, that the University works with the Library to determine the triggers (e.g. time, budget level) for the external review of projects such as learning skills and ECHO360 in order to determine their efficacy, sustainability and ongoing alignment with library strategies.

5. Sustainability

The panel recommends that early consideration is given to the potential sustainability challenges presented by the extended services offered by the Library.

Advisory recommendations

1. Research strategy support

The Library may wish to consider whether there would be benefit in considering a broader approach to engaging academics with its changing vision for research support within the networked digital environment.

2. Research strategy support

The Library may wish to consider what opportunities there are to advise academics on broader open access developments, given that there is some evidence that these are gaining traction.

3. Partnerships

The Library may wish to consider whether there would be benefit from greater communication around developments in institutional relationships with the teaching hospitals and other medical institutions with which the University is engaged and, if so, how this might be enabled.

4. Partnerships

The Library may wish to consider whether its routine risk management activities adequately address the potential risks if its portfolio of external and consortial services were to change significantly.

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1. INTRODUCTION

The second quality review of the Library culminated in an External Panel meeting in July 2010. Building on the previous review held in 2003, this review followed Monash University's well-established quality review program through which a self review report prepared by Library staff is evaluated by the external review panel and an action plan and reporting schedule is used to monitor progress towards implementation of the recommendations.

The primary objectives of the quality review program in relation to support service units are:-

- to advise the University on the quality and fitness for purpose of its support services
- to assess whether the unit has appropriate evaluation and quality improvement processes in place
- to enable the unit under review to utilise learning from the developmental aspects of the process to support further quality improvement.

The Terms of Reference for the 2010 Library Quality Review indicated that the Review was to focus on the Library's fitness for purpose, quality enhancement and improvement processes, use of the Plan, Act, Evaluate and Improve quality methodology and on the significant achievements and progress since the previous review. Both the methodology and terms of reference are detailed in Appendix 1.

Library preparation for the quality review program began in late 2009 and concluded with completion of the self-review report in June 2010. The External Panel meeting took place on 6-7 July 2010 and included visits to the Matheson and Hargrave-Andrew libraries on the Clayton campus.

It was clear from the self-review report and the observations of the Monash academic staff on the panel that significant progress had indeed been made since the 2003 review. As a result, panel members agreed at the start of their meeting that the focus for discussion should primarily be on strategic directions and the Library's approach to continuous improvement rather than on operational matters (unless significant operational problems surfaced during the course of the visit).

The panel supplemented the evidence provided in the self-review report by conducting 12 interviews with 29 people including senior academics, senior university support service staff, postgraduate and undergraduate students and Library staff. In addition, the panel considered the 12 responses received following a call for stakeholder submissions in June 2010. The panel appreciated the considered assessments provided in the self-review report and the constructive nature of the interviews and discussions that were held.

The panel presented its preliminary findings to the University Librarian on 7 July and subsequently prepared this report for presentation to the University Librarian during August 2010. The report documents the conclusions of the panel based upon the evidence obtained from the various sources noted above as well as the observations and discussion of the panel members themselves. Rather than mirroring the structure of the self-review report, the External Panel report structure reflects the major topics which emerged during the panel's meeting. The authors believe this provides the best access to the outcomes of the panel's deliberations.

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Panel members wish to record their thanks for the contributions from Library staff to the self-review report and the contribution of all those interviewed during the visit. In addition, the panel would like to thank the Library administrative staff who supported the visit and ensured that all the necessary arrangements were in place.

2. LIBRARY BACKGROUND

Monash University Library is one of Australia's leading academic libraries with excellent print and electronic collections, a long-standing reputation for technological innovation and expertise and a staff culture demonstrating a very high commitment to excellence in customer service. The resources and services of the Library play a key role in enabling and supporting the high standard of learning, teaching and research at Monash University, as reflected in the Library's mission statement, *Monash University Library advances scholarship by enabling the effective discovery and use of information for education and research.*

The Library's high level Key Performance Indicator is to be ranked in the top 3 of the Weighted Performance Index of the Group of 8 Library client surveys. The Library has moved from 4th in the survey in 2003 to 2nd in 2009, with a low of 5th in 2006.

Monash University Library comprises eight libraries at six Victorian campuses. The Library is structured across four divisions, as follows:-

- Client Services (Humanities and Social Sciences)
- Client Services (Science, Health and Engineering)
- Information Resources
- Central Services.

Each Division is headed by a Library Director who reports to the University Librarian. Overall responsibility for the eight libraries is shared between the two Client Services Directors. This model is supportive of the "one library" approach which has facilitated consistent service delivery and, increasingly, consistency in terms of the physical design and facilities available at each library, whilst still enabling the unique character of each campus to be recognised.

The Library is committed to transformation of its services, facilities and role in order to assist the University in meeting its objectives and to address rapidly changing pedagogical, research, technological and social trends.

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

The capacity of the Library to make a critical professional contribution has been strengthened through initiatives such as information research skills and the assumption of responsibility for learning skills. The Library is leading the strategy to ensure that Monash University's research data is better managed and is providing mechanisms for greater access to and promotion of research output through the ARROW institutional repository and by electronically publishing journals and monographs. Monash University's leadership in the area of e-research and data management has been recognised by the Federal Government, which in 2008 invited Monash to be the lead agency for the Australian National Data Service, a \$72 million undertaking.

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Innovation is also evident in the delivery of other library services and in the Library's aggressive approach to building collections and services in this electronic era. A continuous improvement approach is taken to all services and functions, resulting in both evolutionary and revolutionary changes.

3. RESPONSE TO LIBRARY SELF REVIEW REPORT

The understanding gained from the self-review report, discussions with the various stakeholders and the visits and perspectives of the panel members themselves, enabled the panel to be confident that the information presented by the Library in its self-review report gave a good overview of both current service delivery and the Library's practice in relation to the quality framework utilised by the University.

The self-review report gives a clear description of the current situation, but due to its scope does not indicate future plans; however, it was clear from discussion with the University Librarian and other key staff that a strong vision informs developments. Key elements of this vision include, for example, a model that focuses on academic engagement with staff and students in which the Library is seen as a major professional partner in research and learning activities. The panel's discussions with people from the Library and the wider University consistently highlighted the Library's role in leadership and innovation.

Appendix 2 lists the opportunities for improvement proposed in the self-review report. The External Review Panel endorses the opportunities for improvement and recommends that they should be considered as part of the Library's ongoing planning process.

4. INVOLVEMENT IN UNIVERSITY PLANNING PROCESSES

The Library is well represented on University committees including, for example, Academic Board, Education Committee and Monash Research Committee. Discussion with the University Librarian confirmed that there are challenges when the Library is not sufficiently embedded in high level planning discussions involving the Education and Research portfolios or when the Library is not involved sufficiently early in planning discussions that are undertaken outside the formal committee structures. The panel supported the Library's intention to seek ways to become involved in key planning developments at an earlier stage and recommends that the current opportunities presented by the Monash Futures project, for example, might be utilised for this purpose.

Recommendation

The panel recommends, perhaps through the relevant portfolios and the Monash Futures Project, that consideration is given to how the Library might be supported to achieve involvement in planning activities at an earlier stage to ensure it can provide optimal support for new developments.

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5. LEADERSHIP

The panel was impressed by the range of activities which the Library delivers in support of the institutional and national research agenda. The reach of the Library and its role as a trusted partner has led to the Library having a leading role in the institutional research agenda, providing support and cross disciplinary information management expertise. It is also clear that within Monash the Library has been instrumental in helping to frame the questions that need to be addressed around research data management issues.

The role of the University Librarian in bringing relevant stakeholders together to discuss research support service development opportunities has also proved significant and the Library's reputation in this area is rightly deserved.

The Library's physical and digital information resources, supported by sustained recent investment, are strong. In addition, the Library delivers a highly regarded program of research skills training and has developed new services to promote and manage the University's scholarly outputs. The Library is recognised both nationally and internationally for its leadership in these activities which include the ePress, the ARROW repository, the Library's research data management and its continuing role in the development of ANDS.

Commendation

The panel commends the University Librarian for her vision and leadership in articulating the changing role of the Library which, particularly in the context of scholarly publishing, e-research and research data management, places the Library – both nationally and internationally – at the forefront of 21st century academic library developments.

Commendation

The panel commends the Library on its engagement with, and responsiveness to, the University's strategic goals and its strong track record of partnership working in support of the institutional mission.

6. QUALITY, PLANNING AND MANAGEMENT

The panel concluded from its discussions with the Library Directors and Library Strategy Group members that the current organisational structure and matrix management within the Library were fit for purpose and addressed the complexities of the operation. The panel was particularly impressed at the robust planning, management and continuous improvement mechanisms that were in place and at the strong engagement demonstrated with the institutional mission.

Discussion with the Library Directors confirmed that robust risk and project management procedures are in place within the Library (for example, all Library Strategy Group members are being trained in Thomsett project management techniques) and learning has taken place when projects have not gone to plan (for example, the recent reading list project).

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Panel members were also impressed by the consideration that has been given as to how change management within the Library might be addressed given the current pace of change in the institutional and external information environment and concerns highlighted through the 2009 Staff Attitude Survey. The panel supports the range of proposals suggested by the Library to support its future change initiatives, including the intention to review the role and development of the Library Strategy Group which was established to act as a consultative group to inform annual planning and to consider general management issues within the Library.

Commendation

The panel commends the exemplary approach to planning and management that is exercised within the Library including use of the Monash planning cycle (Plan, Act, Evaluate, Improve), widespread deployment of project and risk management techniques, responsiveness to user and library staff feedback and the mapping of individual performance plans at all levels against University objectives.

7. FACILITIES

The panel members visited the Hargrave-Andrew Library which was the first library to be remodelled in accordance with the principles articulated in the Library's Facilities Management Plan. Although thinking has inevitably developed since that initial project in 2004, the principles remain valid. The visit highlighted the urgent need for refurbishment of the Matheson and Caulfield Libraries, as soon as resources permit, particularly at Caulfield where current provision risks jeopardising compliance with the ESOS Act. It was clear that conditions at Caulfield are a significant concern for students.

Redevelopment of the Matheson and Caulfield Libraries was included in the recommendations of the 2003 External Library Review. The 2010 panel expressed concern that only limited progress had been made towards implementation and strongly supported the opportunities for improvement identified in the self-review report relating to this issue. It was recognised that such developments would need to be considered within the context of broader campus developments and financial considerations, but the panel still considered that this should be addressed as a high priority.

Recommendation

The panel recommends that the University, as a matter of some urgency, addresses the need to redevelop the remaining libraries, given the positive impact such developments have on the quality of the student experience and the risk of non-compliance with the standards defined in the ESOS Act, especially at the Caulfield Library.

8. OVERSEAS CAMPUSES

Panel members were aware that the scope of the review did not include the two libraries in Malaysia and South Africa, where the University Librarian has an advisory role rather than a managerial role. Whilst the University Librarian did not propose any changes to current managerial arrangements (a view supported by the Chair of the General Library Committee), it was clear that the situation presents questions and challenges which, if not addressed, may increase as the two campuses mature and become more autonomous.

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Whilst recognising the complex regulatory environment governing the overseas campuses, the panel concluded that the current lack of clarity can inhibit the delivery of efficient and effective services for users. There was also concern that increased movement of users between the Victorian and the Malaysian and South African campuses was likely to heighten user awareness of the lack of equivalence of experience between the library offering at the Australian and overseas campuses. The use of Service Level Agreements to define the relationship was considered; however the panel felt a more robust approach was required, particularly given concerns around the sustainability of the current model in the face of increasing resource pressures at the Victorian campuses. It recommends that the issue be addressed by the University together with the Library.

Recommendation

The panel recommends, perhaps through the Monash Futures Governance Working Party, that the University and Library work together to clarify the Library's relationship with the two overseas campus libraries given that existing arrangements lack clarity and do not ensure consistency of experience between sites.

9. RESEARCH STRATEGY SUPPORT

The DVC (Research), the PVC (Research and Research Training) and the Chair of the General Library Committee confirmed that there was strong support for the directions adopted by the Library in its support of the University's research agenda. The Library was particularly praised for its role in supporting the Research Quality Framework (RQF) and Excellence in Research Australia (ERA) agendas, its collaborative work in relation to e-Research initiatives and the support it is giving to the transformation of research practice.

However, it was suggested that the role of the Library in supporting e-Research was not necessarily well understood by academics generally. Whilst the Library has indicated its intention to utilise contact librarians to advise academics about the full range of the Library's scholarly publishing activities, the panel considers there may be merit in adopting a broader perspective. The Library's strong relationship with the Monash e-Research Centre provides a platform for this activity.

Advisory Recommendation

The Library may wish to consider whether there would be benefit in considering a broader approach to engaging academics with its changing vision for research support within the networked digital environment.

The panel also supported the Library's intention to collaborate with stakeholders to develop a University-wide digitisation strategy in response to the current, un-coordinated approaches. In addition, the University Librarian indicated that the open access agenda was not widely understood within the University and so there may also be merit in the Library considering how best to address the issue.

Advisory Recommendation

The Library may wish to consider what opportunities there are to advise academics on broader open access developments, given that there is some evidence that these are gaining traction.

10. EDUCATION, TEACHING AND LEARNING STRATEGIC SUPPORT

The Library offers a wide range of services to support the institution's strategic objectives in relation to teaching and learning, ranging from the provision of resources to support the curriculum through to IT enabled group study facilities, study skills support and rare book and special collections (for example the Asian and multi-media collections). The success of the Library's efforts in these areas is reflected in the high scores received in the InSync survey, which places Monash University Library in the top tier of Go8 Libraries.

Discussions with both senior academics and students confirmed the high regard in which the Library's service provision to support the education agenda is held. The student members, for example, praised the helpfulness of the Library staff as well as the quality of service delivery including improvements to the online catalogue, the efficient document delivery service, the enhanced wireless networking provision and the assistive technology support. The students were also particularly appreciative of the increased accessibility afforded by the expansion in online service provision. The very heavy pressure on computer and study spaces (particularly at Caulfield) and the users' preference to have access to the full range of current resources beyond current opening hours were amongst the few concerns raised with the panel.

Commendation

The panel commends the strong customer service ethos, commitment to delivering quality services and responsiveness to new initiatives and challenges demonstrated by the Library's staff.

More questions were raised around the current and future role of the Library in relation to the teaching and learning agenda than were expressed in relation to its support for the research agenda. The University Librarian, for example, questioned the validity of the lecture recording service, arguing that it was market driven (a view endorsed by the student panel members, who requested that even more lectures be recorded) rather than underpinned by a clear pedagogic rationale. Others not only questioned the rationale for the service but also questioned the appropriateness of the Library being responsible for the service.

Recommendation

The University may wish to consider the future of the Lectures Online service and responsibility for any ongoing delivery.

Similarly, the Library's leadership role in relation to the learning skills agenda generated considerable discussion. It was recognised that the Library had assumed this role at the University's request and had done so with sensitivity and skill. The Library is understandably proud of its track record, having successfully reshaped and transformed the University's previous provision into the current comprehensive study skills portfolio. It has seized opportunities and delivered services which have found appreciative audiences. It was also acknowledged that the Library had been very successful in embedding the skills program in certain faculties such as Pharmacy and Business/Economics, and in supporting the concept of Monash graduate outcomes.

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Protagonists felt that a particular benefit of the current model was the availability of the learning skills advisers all year round and the cultural benefits of the Library's "neutral" position which made it easier for students to seek help than may otherwise have been the case. The possible impact of the model on responsibility for learning skills agendas and the possible risks of disempowering academics were discussed. The student members, however, focused more on what was available (suggesting that additional higher level skills sessions and provision for postgraduate research students would be appropriate) rather than who delivered it. Whilst they welcomed the provision made by faculties they also appreciated what was provided by the Library.

Similarly, it was clear that the Library plays a key role in support of a wide range of initiatives in the Education portfolio. Discussions with the University Librarian and Library Directors, academic staff and student representatives revealed that the Library is very much engaged in learning skills, e-Education, Lectures Online and the University's Passport 2 initiatives and collaborates closely with both faculty and other university service providers in the Teaching and Learning portfolio. (They cited, for example, the recent collaboration with e-Education over the e-tablet initiative and the potential for joint working with IT Services to support mobile learning.)

Fundamental questions were also asked around the role of the Library in the future learning paradigm as well as what the appropriate balance between faculty provision and central provision should be. There was also a call for an increased theoretical underpinning to inform developments around, for example, the learning spaces and skills agenda including an increased focus on peer assessment and the evaluation of outcomes. It is clearly beyond the scope of this review to address such issues, although the University may wish to consider them in more depth.

Recommendation

The panel recommends, in the light of developments such as appointments to the e-Education and Learning and Teaching portfolios, that the University works with the Library to determine the triggers (e.g. time, budget level) for the external review of projects such as learning skills and ECHO360 in order to determine their efficacy, sustainability and ongoing alignment with library strategies.

11. SUSTAINABILITY

In examining the Library's research and educational support services it became obvious to the panel that there are potentially significant sustainability questions that will need to be addressed, given the dependence on short-term funding for some current developments and the context of the annual planning cycle which may not be conducive to the long-term planning needs associated with some initiatives.

Whilst there may be opportunities to make improvements (for example, including long-term curation and management of research data costs in research grant bids), a longer term strategy is likely to be required if such activities are to deliver traction in terms of institutional infrastructure capacity and capability.

Recommendation

The panel recommends that early consideration is given to the potential sustainability challenges presented by the extended services offered by the Library.

12. INFORMATION SYSTEMS

Effective information systems are critical to both the delivery of library services and internal library management. The panel discussed a range of information systems issues with the University Librarian, the Library Directors, the University's recently-appointed Chief Information Officer and the student representatives. Discussion focused primarily on the current Shared Services Review, which is being undertaken as part of the Monash Futures improved services agenda. This review was initiated following an earlier review by KPMG which had highlighted the improved resource optimisation that could be achieved if the current balance of centralised versus decentralised provision was reconfigured. The Library is a member of the relevant working groups, so is in a position to ensure its high service standards are maintained. It was clear from discussion that the Library, as recognised in its "opportunity for improvement" statement, appreciates that any new model is likely to have significant (as yet unclear) implications for its staff and services.

13. HUMAN RESOURCES

Documentation presented to the panel demonstrated the various means by which the Library has been addressing HR issues and the clear success the Library has had in so doing. Examples included the significant increase in expenditure on professional development since the previous external review in 2003, and the various responses to the 2007 Staff Attitude Survey.

The panel supports the direction identified in the Library's Annual Plan for 2010 which emphasises strengthening the ability of staff to operate effectively in a rapidly changing environment, and the opportunities for improvement identified in the self-review report on the cadet program and proposed streamlining of HR processes.

14. PARTNERSHIPS

The self-review report identified the extensive range of partnerships with which the Library is engaged. These can broadly be classified into three categories:-

- those that are informed by faculty activities (particularly its relationships with affiliated teaching hospitals)
- community activities that support the institutional mission
- professional activities.

Discussion with the relevant Library Directors confirmed the complexities, often for historical reasons, of the Library's relationships with the range of hospitals and other medical institutions with which it engages. Whilst the Library is clearly adept at both maintaining these relationships and exercising due sensitivity, there was some sense that the Library might benefit from being involved in, or advised of, discussions within the University that relate to the changing relationships with such organisations.

Advisory Recommendation

The Library may wish to consider whether there would be benefit from greater communication around developments in institutional relationships with the teaching hospitals and other medical institutions with which the University is engaged and, if so, how this might be enabled.

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The panel was impressed by the diverse range of community activities undertaken by the Library in support of the broader institutional mission. Examples included the extensive services provided to alumni, support for Monash College and one TAFE institution. The panel was also impressed by the extensive and diverse range of collaborative partnerships maintained in support of professional activities including, for example, with CAVAL (around specialised cataloguing, collaborative user access and shared storage etc.) and Cornell University (around research data). The Library's External Client Services (ECS) unit manages the relationships with those external bodies for which the Library provides a charged service.

Whilst there are considerable overheads and complexities in maintaining such a large portfolio of external relationships, this was not perceived by the Library as a concern. Contracts and relationships managed by the ECS are reviewed every three years and the Library's consortial relationships are also kept under review and changes implemented when considered necessary (for example the Library's recent withdrawal from the AARLIN network). However, it might be prudent for the Library to consider if its current risk management arrangements are sufficient to address any sudden and significant changes in this portfolio given the potential risks, for example in terms of reputation, impact on other services etc.

Advisory Recommendation

The Library may wish to consider whether its routine risk management activities adequately address the potential risks if its portfolio of external and consortial services were to change significantly.

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APPENDICES

1. Terms of Reference

A self-review is the first phase of the Library Quality Review. Through consultation the Library will document its directions, progress, achievements and strengths, and identify potential areas for development and improvement.

The terms of reference for the 2010 Library Quality Review are to consider:

- alignment of the objectives of the Library with:
 - university [strategic directions and planning documents](#);
 - campus plans;
 - university policies and procedures;
- national policies and protocols;
- measurement, monitoring and management of progress towards key objectives and use of performance indicators;
- assessment of performance and outcomes in relation to standards and external national and international reference points;
- assessment of performance and distinctive features against identified competitors through benchmarking activities;
- performance and outcomes in relation to compliance and risk management;
- performance and outcomes in relation to quality assurance and improvement.

This Review will focus on the Library's:

- Fitness for purpose;
- Quality enhancement and improvement;
- Use of the Plan, Act, Evaluate, Improve quality system;
- Significant achievements and progress since the last Review.

The self-review report will include:

- evidence of use of a continuous improvement cycle;
- outcomes of benchmarking;
- indication of how processes are linked to outcomes;
- a description of processes in place to assure alignment with relevant external reference points;
- evidence to support claims made.

The self-review report forms the basis for the External Panel Review which is the second phase of the Review. The report will discuss progress, achievement, performance and outcomes in relation to planning objectives and performance indicators, relevant national legislation, protocols and policies, benchmarking against relevant competitors, compliance and risk management, quality assurance and improvements. It is anticipated that the self-review report will highlight those areas where contributions are made.

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2. Review panel members

An External Panel Review, to verify and report on the findings of the Self-Review, is the second phase of the [Support Services Reviews](#) at Monash University. The Panel is convened for a two day meeting to consider the [Self-Review Report](#) prepared by the Library in the first phase of the [2010 Library Quality Review](#), and any other information they feel may inform this evaluation. As part of the review process, the panel may arrange interviews with key stakeholders (for example members of the academic and student community). The purpose of these interviews is to verify statements made in the self review document.

The External Review Panel will meet at the Clayton campus on 6 & 7 July 2010.

Members of the panel are:

- **Anne Bell**, University Librarian, The University of Warwick (Convenor)
- **Professor Ben Canny**, Deputy President of Academic Board and Deputy Dean, MBBS & Head of Program, Central MBBS, Monash University
- **Professor Val Clulow**, Professor of Business and Head, School of Business and Economics at the Gippsland campus, Monash University
- **Professor Marnie Hughes-Warrington**, Pro-Vice Chancellor Learning and Teaching, Monash University
- **Professor Anne Marsh**, Professor, Theory of Art & Design, Associate Dean Research, Monash University
- **Lauren O'Dwyer**, President, Monash Student Association, Monash University (student representative)
- **Andrew Wells**, University of New South Wales University Librarian.
- **Peter Mathews**, Library Planning Executive, Monash University (secretary to the panel).

3. Library Self-Review Report Opportunities for Improvement

Governance

- The Library needs to explore ways of replacing the high level representation it had through the disbanded Senior Management Forum.
- The Library should seek ways to become involved in key University planning processes at an earlier stage.
- The Library Strategy Group should be reviewed in order to clarify its role and determine strategies for its ongoing development.

Staff

- The activities arising in response to the staff survey should improve communication and the Library's ability to manage change.
- Better articulation of the goals and processes of change management in the Library could increase understanding of and engagement with changes, particularly among the staff they most directly affect.
- In addition, change management workshops should be offered to all staff.
- Opportunities should be sought for greater consultation with staff and more staff involvement in projects and new initiatives.
- Benchmarking against similar institutions should be undertaken with sufficient specificity to help identify areas where staffing numbers may need adjustment.

Planning and reporting

- A review of SLA and KPIs should be conducted to ensure that they accurately reflect structural and service level changes.

Benchmarking and surveys

- The Library should review the statistics it collects and work with CAUL identifying opportunities to use this information in benchmarking.
- The Library should ensure that it is properly represented in the University's surveys.
- The Library should actively benchmark with overseas libraries, particularly given the fact that Monash defines itself as a highly internationalised university.

Budget

- The audit report is expected to provide opportunities for improvement, particularly regarding ordering and acquisitions of collection material.

Quality assurance and improvement

- More rigorous application of the Thomsett methodology for project management should be considered, particularly the possibility of more formally evaluating the success of projects through post implementation reviews.

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Collections

- Benchmarking against Go8 universities and overseas should result in stronger collection acquisition budgets in the coming years.

Research outputs

- Collaboration with key stakeholders to develop a University-wide digitisation strategy should be explored.

Monash University ePress

- There is an opportunity for contact librarians to take a wider role in advising academics about the full range of the Library's scholarly publishing activities.

Supporting the Monash Passport

- Passport 2.0 should provide an opportunity for the Library to engage with the stronger research focus of undergraduate students, amongst other things.

Information Systems

- The Library should endeavour to use the Shared Services review to assess its needs for specialist staff in order to ensure expert support to key areas and should look for advantageous outcomes.

Human Resources

- Creation of a cadet program has been highlighted as an activity which will assist the library to address an anticipated future shortage of professional Librarians.
- Use of technology to better streamline HR processes e.g., e-recruitment and automation of time sheets.

Facilities

- The University recognises the need to upgrade the Caulfield and Berwick Libraries and considers the Caulfield Library a high priority for capital works funding. The Matheson Library refurbishment is also supported by the University, and a feasibility study to provide details of options is currently underway.
- Plans to increase the student cohort on the Berwick Campus need to include consideration of expanding the library.

International engagement and partnerships

- Service Level Agreements should be developed to define the relationship and management of services and resources between the Library and the two overseas campuses.
- The recent appointment of a librarian to focus support to Monash College students provides an opportunity to further develop relevant information research skills programs.

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4. Written submissions to the 2010 Library Quality Review

A Monash global email was sent by the Deputy Vice Chancellor (Education), Professor Adam Shoemaker, inviting submissions to the Library Review. The following submissions were received:

- 1 Submission from Professor Adam Shoemaker, Deputy Vice Chancellor (Education)
- 2 Submission from Dr Patrick Spedding, Lecturer, School of English, Communications and Performance Studies, Faculty of Arts
- 3 Submission from Peter Manning, Lecturer, School of Journalism and Australian Studies, Faculty of Arts
- 4 Submission from Bevaola, PhD candidate, Department of Management, Faculty of Business and Economics
- 5 Submission from Dr Katy Cornwell, Lecturer, Department of Econometrics and Business Statistics, Faculty of Business and Economics
- 6 Submission from Dr Julie Bradshaw, Lecturer, School of Languages, Cultures and Linguistics, Faculty of Arts
- 7 Submission from Diego Ramirez-Lovering, Senior Lecturer, School of Architectural Design, Faculty of Art and Design
- 8 Submission from Dr Chris Worth, Head of School, School of English, Communications and Performance Studies, Faculty of Arts
- 9 Submission from Stan Rosenthal, Industrial Organiser, National Tertiary Education Union, together with collated responses from NTEU members.

5. Visit programme



Agenda

LIBRARY QUALITY REVIEW 2010

Meeting of the External Review Panel will be held on Tuesday 6 and Wednesday 7 July 2010 from 9.30 am in the ISB Meeting Room.

Monday, July 5	
6:30pm	Pre-meeting Dinner

Tuesday, July 6	
9:15	Arrival – tea, coffee, orientation.
9:30	Panel introduction, agenda overview
10:00 – 10:45	Interview 1 Cathrine Harboe-Ree, University Librarian
10:45 – 11:00	Morning tea
11:00 – 12:00	Interview 2 Library Management Committee
12:00 – 12:30	Interview 3 Gordon Sanson, Director eEducation
12:30 – 2:00	Lunch and Tour of Matheson Library (lunch in Matheson Conference Room?)
2:00 – 2:30	Interview 4 Max King, Pro-Vice Chancellor, Research and Research Training
2:30 – 3:00	Interview 5 Paul Bonnington, Monash eResearch Centre
3:15 – 3:45	Interview 6 Edwina Cornish, DVC & Research
3:45	Afternoon tea
4 – 4:30	Interview 7 Ian Tebbett, CIO, Margo Hellier
4:30 – 5:00	Interview 8 John Sheridan, Chair GLC, Deputy Dean Engineering

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5:00 – 5:15	Panel review of Day 1 proceedings.
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Wednesday, July 7		
8:45	Arrival tea and coffee	
9:00	Day 2 agenda overview	
9:15 – 9:45	Interview 9	Leanne McCann, Manager Learning Skills
9:45 – 10:15	Interview 10	Owen Hughes
10:15 – 10:30	Morning tea	
10:30 – 12:00	Interview 11	Student Panel
12:30 – 2:00	Lunch and tour of Hargrave- Andrew Library – lunch in HAL Conference Room	
2:00 – 4:00	Consolidation	
4:00 – 4:15	Afternoon tea	
4:15 – 4:45	Presentation of preliminary findings to University Librarian	