MONASH University
Library

Annual Report of the University Librarian 2004

Monash University Library mission

"Enrich the learning, teaching and research programs of the university by providing seamless and timely access to high quality scholarly information and learning materials in a range of formats, in order to meet the needs of staff and students wherever they are located within the global Monash".

Special Thanks

Monash University Library wishes to thank all those people who have made gifts to the library. Students at Monash University are indeed fortunate to have the generosity of donors in helping to provide world-class facilities.

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2004 in review

University Librarian, Cathrine Harboe-Ree

In 2004 Monash University Library continued to make progress towards the realisation of the key strategies designed to improve support for the university's learning, teaching and research activities.

The trends evident in 2003 continued in 2004. A 12.7 per cent increase in library visits in 2003 was followed by a further 9.8 per cent in 2004, with two branches – Sir Louis Matheson and Caulfield – both having more than a million visits each. These increases are occurring in parallel with huge increases in use of electronic resources, but with a gradual decrease in the number of loans and use of reference services. The library recognises these trends and is redirecting its energy towards improving buildings and developing information literacy programs that are integrated into coursework.

A 7.38 per cent increase in the collection acquisitions budget, following a 12.4 per cent increase in 2003, has seen strong growth in the collection, particularly in electronic resources, which should make Monash University's current print and overall electronic resources second to none in the country.

Technology based services were also advanced in 2004, including planning for a significant extension of the Monash University Lectures Online service, the installation of wireless capability in most branches and the negotiation of access to some electronic resources for alumni – a first for Australia.

In 2003 the library, in consultation with the Facilities and Services Division, created a Facilities Master Plan to guide the redevelopment of all libraries. In 2004 a major refurbishment of the Hargrave-Andrew Library – the oldest library at Monash University – commenced, with work due to be completed in the middle of 2005.

The concepts in the Facilities Master Plan have been further refined in 2004, with the introduction of a learning commons concept, which, where implemented, will result in the collocation of key student services, including library, information technology, language and learning services and students services. In working towards this goal, the Information Technology Services help desk on the Clayton campus was relocated into the Sir Louis Matheson Library in late 2003, and plans were developed to combine the student access PC laboratories and the library on the Berwick Campus. In addition, the new campus in Malaysia, which will be constructed in 2005, will incorporate a number of student services into a learning commons precinct, and discussions about other campuses are underway.

Major progress was achieved in 2004 with respect to the library's two significant development projects, the ePress and ARROW (a government funded consortial project Australian Research Repositories Online to the World). The ePress released its first two electronic journals in November, in advance of a formal launch early in 2005, and the ARROW project made substantial progress towards the development of repository software. These two projects, which are designed to support and promote the university's research activities, have allowed Monash University to explore changes in the field of scholarly communication.

This annual report provides more details of the achievements I have highlighted here, as well information about the many services provided and activities undertaken by the library's creative and dedicated staff. I encourage you to read it, and thank library staff publicly for the wonderful work they do.

Cathrine Harboe-Ree,
University Librarian

Goal 1: Information Resources: Access and Delivery

In 2004 the library worked to provide prompt, seamless, reliable and user-friendly access to high quality scholarly information, regardless of the location of the information or of the user.

Providing infrastructure to access electronic resources

Expanding Monash University Lectures Online

In 2004, Monash University Lectures Online, the library service that audio records and digitises lectures for online access, was funded by the university to extend the service to an additional 40 theatres, to reach of total of 80 enabled theatres.

The joint project by the library and Information Technology Services included purchasing an additional 40 computers to be installed in newly refurbished high technology lecture theatres. The extra forty lecture theatres will be turned on progressively throughout 2005, as staffing becomes available and equipment is fully tested. To prepare for the 2005 roll-out of increased services the team completed a major rewrite of the aging operating software.

In 2004 794,943 links to live audio streams were activated with an average of 376 recording hours per week going live to the internet.

Including more electronic books in the catalogue

As a result of the library strategy of building its e-book holdings, 75,537 new records were added to the catalogue for e-books in 2004. The loading of records for *Early English Books Online* boosted this figure. The total number of e-books that can be linked to from the library catalogue at December 2004 was 96,235.

Monitoring database usage

Usage of electronic resources continued to be high, especially those that contain full text.

The most popular resources recorded the following full text downloads in 2004:

Database	Articles downloaded	Variation from 2003
ScienceDirect	651 592	+61%
IEEExplore	149 602	+25%
Emerald	102 429	-11%

The top aggregator sites in 2004 were:

Database	Articles downloaded	Variation from 2003
Proquest	1 561 804	+20%
Business Source Premier	573 577	New
Journals@ Ovid	174 048	-16%
Expanded Academic ASAP - Gale	166 589	+64%

Improving cross-database searching

In 2004 the library conducted a limited but successful trial of portal software for searching of multiple databases with a single search. This software is provided through the Australian Academic and Research Library Network consortium (AARLIN). The initial consortial arrangement, which was funded by a DEST grant, concluded at the end of 2004. Monash University Library conducted a review to decide whether to continue as an AARLIN member. The review recommended that the library continue for another three years, with a roll-out of the software to all Monash users during 2005.

Providing access to print collections in branch libraries

Ensuring operating hours of branches and services meet the needs of students and staff

In 2004 all branches were open all hours as advertised. Several branches of the library extended opening hours, specifically:

- a review of demand at the Caulfield campus resulted in a further increase in opening hours. The branch was open 99 hours a week in semester.
- the Law Faculty again funded additional weekend and evening opening hours for the Law Library, Clayton, to provide opportunities for students studying at the faculty's city campus to use print collections.
- Berwick Library successfully trialled weekend opening hours and will open Saturday and Sunday from 1-5 pm during semester in 2005.

Figures for entry to all branches over the year show an increase of more than 10%. Caulfield Library and Sir Louis Matheson Library both recorded more than one million visits during the year – a first for Caulfield.
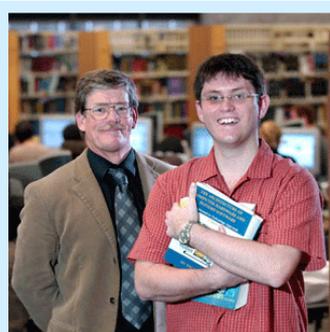
Caulfield Library manager, Robet Hornett and the millionth person through the door this year, Master of Information Technology student Mr Allan Alexandersen Johansen.

Integrating government publications

Previously, at the Matheson Library, government publications were kept separately to the rest of the collection. To improve access, integration of government publications into the collection continued in 2004, and the catalogue updated to reflect this. This project will be completed in 2005.

Providing loans services

Facilitating borrowing from the collection

The number of items lent from the library's collections in 2004 showed a decrease of 17,621 (1.5 per cent) to 1,102,943. A decrease in loans of physical items has been anticipated for some time, as the library increasingly provides resources electronically. It should be noted the library's improved collections budget and changes to opening hours have kept the collection relevant and accessible and this is reflected in the still substantial number of loans. Three of the eight branches experienced an increase in loans numbers compared to 2003. Matheson Library loans totalled 409,059 – an increase of 4137 items or 1.02 per cent. At Caulfield Library, where opening hours have been extended, loans rose to 290,454 – an increase of 5005 or 1.75 per cent. At Berwick Library, where opening hours were also increased, loans rose to at total of 34,642 – an increase of 1799 items or 5.48 per cent.

Loans by branch			
Branch library	2004 total loans	Variation from 2003	Percentage increase
Berwick	34 642	+1 799	+5.48
Caulfield	290 454	+5 005	+1.75
Gippsland	70 063	-1 997	-2.77
Hargrave-Andrew *	155 836	-14 445	-8.48
Law	49 383	-3 702	-6.97
Matheson	409 059	+4 137	+1.02
Peninsula	67 408	-7 165	-9.61
Pharmacy	25 279	-1 365	-5.12

*Preliminary building work and major collection movements impacted on services provided from the Hargrave-Andrew Library.

Improving online loans services

Since the introduction of online intercampus loans requests in 2000, the catalogue system has allowed users to place requests for items that are not eligible for loan (such as reference books, items in closed collections, items on order). As a result, the requests are rejected – a frustrating feature of the catalogue for users and staff alike.

In 2004 the library set out to address these issues by reviewing the catalogue system and investigating possible solutions. Solutions devised will be implemented in 2005. It is anticipated that the amended system will not accept requests for items ineligible for loan and will be able to provide library staff with improved statistical information regarding movement of the collection.

Providing access to reserve collections and electronic reading lists

Improving access to course materials via electronic reading lists

A hurdle was overcome in 2004 with the agreement of the university's legal advisers that the library could link directly to documents embedded in web pages. The process of linking directly to an actual document rather than to a web address where the document resides is known as "deep linking". The result of deep linking is that documents directly published to the web are now seamlessly viewed.

The flexibility of electronic reading lists has proved a major advantage for teaching staff, who are able to update these lists as the need arises. More teaching staff are taking up the library's offer of providing this service.

Delivering online reading lists via the my.monash portal

A straightforward path to online reading lists was established by utilising the my.monash portal. Because the portal delivers a custom view for each student, links to the library's reading lists appear according to each students' chosen units of study.

Hits on items linked through reading lists totalled a very impressive 3,975,897 – an increase of 1,327,657 or 50.1 per cent over 2003.

Maintaining reserve collections

Reserve collections continue to dwindle in size as the library expands access to essential student reading materials online. Reserve loans in 2004 totalled only 47,554

or 4.3 per cent of all loans. In 2004 staff actively searched for electronic versions of textbooks that are being purchased in multiple copies for reserve and short loan collections. These electronic books are logging high use and reducing the need for the library to duplicate purchases across campuses.

Providing access to other libraries' collections

Participating in reciprocal borrowing schemes and consortia

In 2004 the library continued to participate in the following reciprocal borrowing schemes and consortia:
- Cooperative Action by Victorian Academic Libraries (CAVAL);
- University Library Australia;
- South Eastern Scientific and Technical Information Consortium (SESTICON); and
- Monash-Melbourne Intercampus Loan program.

Of note was a service improvement offered to students of academic institutions participating in the Cooperative Action by Victorian Academic Libraries (CAVAL) Reciprocal Borrowing program. A trial was held in second semester of a streamlined indemnification procedure for CAVAL borrowers. Previously, a student or staff member would be required to arrange a CAVAL borrowing card at their home institution's library before borrowing from another institution's library. The streamlined procedure enabled students and staff to borrow from the university library of their choice upon their initial visit to that library. This new arrangement has proven very popular and will continue in 2005.

The Monash-Melbourne Intercampus Loan program continues and, in 2004,1277 items were sent to Melbourne University students at the Baillieu Library.

Obtaining materials from other libraries for postgraduate students and staff

Providing an inter-lending and document delivery service

Requests in 2004 totalled 33,215 with 30,571 of these requests made using the electronic request forms. The average turnaround time for requests made by Monash staff and postgraduate students for items not held by the Monash University Library was an impressive four days.

The reduced demand for items to be obtained from other sources has several possible explanations: the increased collection budget supported the purchase of an increasing number of research titles in microform; the number of journal titles available as electronic back-sets continues to increase; and the library continues to expand the print research collections. In 2004 the collection of the library itself supplied 28.5 per cent of titles submitted as document delivery requests.

Conversely, Monash University Library supplied 10,389 items at the request of users from other libraries – up from 9955 items supplied in 2003.

Year	Requests received from Monash users	Items supplied from other libraries' collections	Items supplied from our collection
2004	33 215	19 446	10 441
2003	40 302	24 047	12 079

Leading and supporting the university's information management strategies

Collaborating to develop metadata standards

Collaboration with the wider university community to develop metadata standards continued through 2004. The University Web Steering Committee approved metadata standards and guidelines for the university's new content management system in early 2004. Further advice on specific elements and appropriate syntax for encoding DC in HTML output was provided. Metadata surveys and queries from external sources were completed on behalf of the Monash metadata community.

Improving the library intranet and shared drive structure

As part of the library's information management strategy, an intranet and shared drive working group was formed to review the content, structure and management of electronic information resources provided for library staff use. The scope of the project covered all explicit (recorded) knowledge useful for library staff in their day-to-day work. As a result of the working party a report recommended that the shared drive be considered as a separate project with a number of recommendations made on structure, backup procedures, archiving electronic documents and file management. A project officer for the implementation of a shared drive structure has been employed to move the project forward into 2005.

The new look staff intranet was launched in December in conjunction with a staff news bulletin as a total communication package for staff.

Goal 2: Information Resources: Collection Management

In 2004 the library endeavoured to ensure that the selection, acquisition, cataloguing, storage and preservation of scholarly information was in line with the needs and requirements of the university community.

Selecting new materials (both print and electronic)

Ensuring a sound framework for selection of materials

The Library Collection Development Policy http://www.lib.monash.edu/policies/cdp/ provides the framework for the selection of library materials to support teaching and research at Monash University. During 2004 the policy statements for several faculties were amended to reflect changes in courses offered. Librarians worked with academic staff throughout the year to select suitable new books, journals and electronic resources.

In order to expose Monash University to the widest array of new resources, 63 trials of online resources were organised and advertised. A number of new purchases were made as a result.

Acquiring and processing new materials (both print and electronic)

Building the library collection

Library resources were significantly improved in 2004 due to the 7.38 per cent increase in the budget allocation for the acquisition of library materials. This followed a significant increase in 2003, and presented a major challenge to select and acquire sufficient suitable materials within existing staff resources.

Of the available funds of $15.7 million, 19.9 per cent was spent on print journals, 39.9 per cent on licensed electronic resources and 40.3 per cent on print monographs (i.e. books, CDs, videos). This continues the trend of previous years

The library acquisitions budget, totalling $15.7 million in 2004, was divided into three types of acquisitions – monographs (i.e. books, other printed material, videos, CD-ROMs), print journals and electronic resources (i.e. subscriptions to databases, online journals and books).
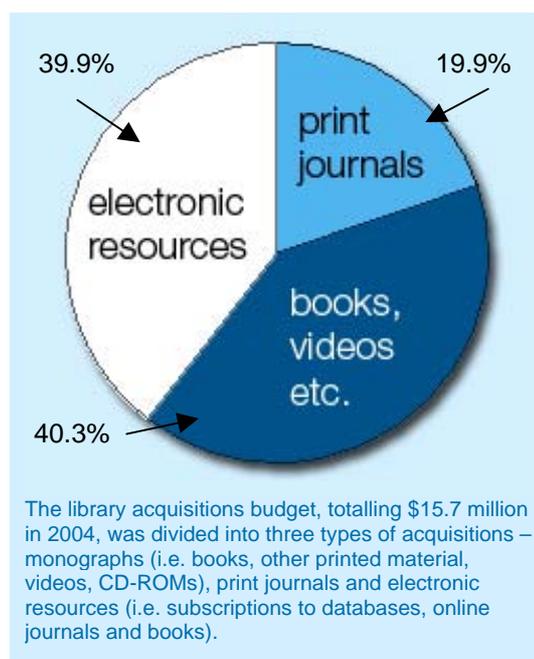
for an increased proportion of the budget to be spent on electronic resources and a decrease in the number of print journal subscriptions.

The strong Australian dollar continued to benefit the library collection budget.

Providing new electronic resources

The library was able to extend the range and depth of the collection through the licensing of a significant number of substantial new electronic resources in 2004. These included:

- *Oxford Dictionary of National Biography*
- *Factiva* - full text global news and business information.
- *Business Source Premier*
- *New York Times Historical Archive 1851-2001*
- *The Times Digital Archive 1785-1985*

- *The Eighteenth Century* - English language books printed in the Eighteenth Century
- Journal collections from Taylor and Francis, Springer, Institute of Physics and Cambridge University Press
- Extended backfiles of Elsevier titles (including *The Lancet*), *Web of Knowledge, Engineering Index, Scientific American* and Institute of Physics publications
- Online reference works from Dekker, Wiley, Gale and CRC Press

Providing new print resources

The library also increased the range of printed monographs. A record 53,590 orders were placed and 68,458 items were received.

Major new resources were acquired in print or microform, including:
- *International Encyclopaedia of the Social and Behavioural Sciences*, Elsevier, 2001 (26 volumes)
- *Records of the United States Department of State relating to the internal affairs of Japan 1945-1949* (39 reels)
- *Records of the United States Department of State relating to the internal affairs of Korea (North and South); 1960-1963* (10 reels)
- *Missionary files: Methodist Church 1912-1949: China* (104 reels)
- *United States Army Centre of Military History: historical manuscripts collection : the Korean War* (15 reels)

Receiving donated materials

Significant donations to the library received in 2004 included a major donation of 16 boxes of books, serials, documents, videos, music and other materials from the personal archive of the former King of Cambodia, Norodom Sihanouk. Emeritus Professor David Chandler and the King's personal Ambassador and biographer, Julio Jeldres, facilitated the donation.

Donations were also received from the National Assembly Library of Korea, the Korea Foundation, the Korean Consulate-General, Sydney, and the Japan Foundation, Dr Susan Blackburn and Dr Hung. These collections will all be housed in the Asian Studies Research Collection.

A large collection of holocaust memoirs was donated by the Centre for Jewish Studies and has been included in the Rare Books Collection. Other significant donations to the Rare Books Collection included a donation of medical Australiana from Dr Richard Travers; Australian children's books from Lindsay Shaw; and an archival set of Sun Books (an Australian publishing firm operational in the 1960's and 70's) publications from Brian Stonier and John Arnold.

Library staff from the Asian Studies Research Collection, pictured with items donated by the Japan Foundation.

Preserving the collection through appropriate storage and treatment

Weeding and storing the print collections

The increased acquisitions budget resulted in large numbers of new print titles being added to the collection in all branches. With collection space already crowded the branches adopted various methods to accommodate these welcome new titles:
- At the Law Library staff moved reference copies of theses into closed compactus shelving and highlighted new titles in a new books display.

- Staff at the Berwick Library adopted a rigorous six-monthly weeding program, ensuring that superseded textbooks are no longer available.

- The Matheson Library completed the integration of two journal collections

into a continuous sequence now re-shelved over two full floors.

- Hargrave-Andrew Library staff weeded large numbers of serials to the CARM Centre to accommodate the start of the building refurbishment.

The librarians supporting the Faculty of Business and Economics completed a review of journal subscriptions and implemented a number of processes to ensure better collection management. The review ensured complete journal runs were housed together, that binding programs were current and that duplicate and damaged journals were removed or replaced.

Storing low-use items

As part of the refurbishment of the Hargrave-Andrew Library 23,500 low-use journal volumes were transferred to the CAVAL Archive and Research Materials Centre (known as the CARM Centre). Records for these were removed from the library catalogue and holdings information for remaining titles updated. A further 9146 journal volumes now available online were also transferred to the CARM Centre.

Over 2000 low-use books were also transferred to the CARM Centre from all branches, freeing space for newer materials.

Promoting and preserving the university's recorded intellectual output

Creating *Australian Research Repositories Online to the World* infrastructure

Monash University is the lead institution in a consortial project funded by the federal government as part of its *Backing Australia's Ability* initiative. The other partners of the three year Australian Research Repositories Online to the World (ARROW) project are the University of New South Wales, Swinbune University of Technology and the National Library of Australia.

In 2004 the consortial framework was established, substantial progress was made towards the development of the

repository software, the National Library created a national resource discovery service to overlay the repositories and individual consortia members explored content strategies for their repositories.

Adding Monash resources to the ARROW repository

- *Digitising theses*
  The library gained approval from the Research Graduate School Committee to mandate the electronic depositing of doctoral theses (other than visual and performing arts) from mid-2005 in ARROW. Abstracts of theses will be visible to external visitors in ARROW although the Monash community will have access to the full text electronically. The full text to external users will be made available by request from the library's document delivery service. A print version of all theses will be retained for archival purposes, but the microfilm copy will be discontinued when electronic versions come online. In December 642 pre-2004 theses were digitised to be included in ARROW in 2005.

- *Migrating content from the ePrint Repository*
  As part of the ARROW implementation the library's eprint repository was discontinued and the existing eprint papers will be migrated into ARROW in 2005.

- *Digitising the Centre for Gippsland Studies Picture Collection*
  A proposal for digitisation of the Centre for Gippsland Studies Picture Collection (approximately 4000 items consisting of photographs, photo prints, slides and transparencies) for inclusion in ARROW was developed and accepted in 2004. Inclusion in the repository will enable web access to this collection for the first time in 2005.

Supporting scholarly communication via the Monash University ePress

A major milestone in advancing scholarly communication innovation was achieved in 2004, with the release in November by the Monash University ePress of its first two publications, the journals *The Bible and Critical Theory*, edited by Dr Roland Boer, and *History Australia*, edited by Professor Marian Quartly. The ePress utilises advanced commercial software, supported

by customised software developed for particular purposes. In 2005 the ePress will be formally launched, and it will concentrate on building content.

Providing information and resources through the library catalogue and the website

Building and improving catalogue content

Forty-six thousand and forty-five records were created for new print, microform and audio-visual materials in 2004.

Staff continually improved the accuracy of the catalogue, either as part of their everyday work (with over 100,000 records being changed or added to) or as projects when these are identified as causing problems for library users.

Some of the projects undertaken to improve the coverage and quality of the library catalogue included:
- cataloguing of the choral music backlog and the microfilm backlog
- creating catalogue records for over 11,000 titles in the Rare Books Collection;
- updating 44,581 authority records to provide consistent access via the catalogue to personal and corporate names;
- adding local holdings data for approximately 2200 multi-volume monographs;
- correcting language codes for Japanese materials (and some other languages) to allow users to locate titles only in the languages they require;
- correcting errors in foreign language records with diacritics and other non-MARC errors in preparation for, and following, the major upgrade to the library system;

In addition, maintenance activities included deleting 2000 records for lost items; upgrading records where there was no location associated with a title; correcting thousands of spelling errors and replacing over 3000 sub-standard records with full records.

Improving catalogue usability

A long-awaited increase in the 'time out' of the library catalogue was introduced in late 2004 and means users now have triple the time to view, print and access catalogue records and services. This will alleviate problems for users with slower internet connections. The library has been aware of the time out complaints for a number of years, but had previously been unable to extend the time out due to (now-altered) software licence restrictions.

Undertaking a catalogue usability study

A catalogue usability study commenced in late 2004 with an analysis of comments from the customer survey of May 2003, general user feedback, and staff feedback. A review of other recent studies of catalogues run by the same software system, competitor analysis of over sixty other comparable catalogues and search log analysis were used to set priorities and establish the process for the usability study. The usability study will be completed in mid 2005.

The old library home page in January 2004 (top), transformed in February 2004 to a more user – friendly and cohesive source of information (bottom).

Improving the library website

The library launched its new look, easier to use library website in February 2004. The new website is a response to user feedback and a university-wide push to improve usability of Monash's web presence. It also conforms to the new university identity and incorporates the new content management system.

Goal 3: Information Services

In 2004 the library aimed to assist library customers to further their skills for independent and lifelong learning through mediated, timely and flexible information services.

Providing advice about and assistance with services and collections

Providing help to users in branches

Whilst the number of users visiting branches is increasing the number of queries logged at some information desks is falling. Full-time students with heavy work commitments, part-time students, off campus teaching and the increasing reliance on internet based solutions make it timely for the library to better understand the many ways in which information and assistance can be offered to library users.

In 2004 the library commenced a review of help services by counting for a two week period in September the number of queries logged at information and loans desks, sent by email or post, queries logged online and queries answered by telephone. This snapshot of help service usage will inform a detailed review in 2005.

No. of queries at information desks			
Library	2003	2004	change
Berwick	1 322	1 833	+38.6%
Caulfield	27 275	27 954	-2.5%
Gippsland	16 085	16 889	+5.0%
Hargrave-Andrew	11 203	10 675	-4.7%
Law	5 277	4 142	-21.5%
Matheson	28 262	25 990	-8.0%
Peninsula	9 401	7 300	-22.3%
Pharmacy	3 775	3 381	-10.4%
TOTAL	102 600	98 164	-3.7%

Providing help to users live online

The Online Chat help service operated from 10 am to 5 pm Monday to Friday from 1 March to 12 November 2004 and logged 2232 queries. Librarians from several branches were able to assist live online with library catalogue searches, service inquiries and advice on problems encountered with library databases.

During second semester 2004, hours were extended to 9pm Monday to Thursday, for 11 weeks, to determine if there was a requirement for the service during evening hours. Whilst the percentage of calls for evening hours was lower than the percentage of calls overall the library will continue to closely monitor the performance of this service.

Miyama McQueen-Tokita plays the koto, a Japanese traditional musical instrument, at the opening of the *Music at Monash* exhibition – an exhibition of items from the library's Music and Multimedia Collection, the Rare Books Collection and the Monash Music Archives.

Demonstrating the depth of the collection through exhibitions

Three new exhibitions – *Portraits*, *Music at Monash*, and *Coloured Cloth Bindings* – provided additional insights into the valuable material housed in the library's Rare Books Collection and the Music and Multimedia Collection.

Curated by Richard Overell, Rare Books Librarian, the *Portraits* exhibition was opened by Max Delany the Director of the Monash University Gallery. The exhibition ran from 29th April - 30 June 2004.

The *Music at Monash* exhibition, curated by Georgina Binns, Music and Multimedia Librarian, was held in conjunction with an international conference of musicologists and was opened by Professor Margaret Kartomi. The exhibition ran from 11 July 2004 - 30 September 2004.

Dr Alan Dilnot of the School of Literary, Visual and Performance Studies, Faculty of Arts opened the *Coloured Cloth Bindings* exhibition, also curated by Rare Books Librarian, Richard Overell. The exhibition ran from 14 October 2004 into 2005.

All exhibitions were supported with comprehensive catalogues available in print and on the web at http://www.lib.monash.edu.au/exhibitions

Liaising with faculty members about services and collections

Providing forums for communication with faculty members

The library's professional staff with subject expertise work in faculty teams with the team leader attending faculty board as the library's representative. Whilst the Faculties of Pharmacy, Law and Business and Economics maintain small library committees, other faculties have relied on representation at either General Library Committee (GLC) or one of GLC's subcommittees. With the disbanding of the subcommittees in 2004 the library will now explore other options for direct communication with faculty staff.

Improving a co-ordinated approach to induction of new academic staff

In 2004, 197 new academic staff at Monash University were contacted by librarians with subject expertise, provided with relevant information and offered the

opportunity to meet. Seventy-two staff (20.3 per cent) took up the offer to meet.

The goal of this process is to ensure new academic staff are aware of services on offer by providing consistent, quality information and an opportunity for the development of one-on-one relationships between staff and the librarians who serve them.

An evaluation of this process, which was devised in November 2003, took place in November 2004. Overall the process was considered to have significantly improved consistency of communication and opportunities for relationship building. Several issues related to the recording of activities in the process where identified and solutions were developed for implementation in 2005.

Of note is the high number of new academic staff commencing at Monash in the Faculty of Medicine, Nursing and Health Sciences. More than 44.5 per cent of new academic staff in 2004 were from this faculty. Library staff working to support this faculty were commended for their excellent management of the welcome process, given the large numbers involved.

Developing academic staff and student information literacy skills

Conducting orientation and information literacy activities

In 2004 all branches of the library held face-to-face information literacy sessions, including;
- 260 orientation tours;
- 410 basic sessions; and
- 680 advanced sessions.

These sessions attracted 22,709 participants — an increase of 3284 from the previous year.

Turning research into practice for postgraduates

The joint library / School of Information Management Systems research project to investigate postgraduate students' understanding of information literacy was

completed early in 2004. The findings from this project were used to promote discussion about postgraduate students' information literacy needs, and supervisors' roles in addressing these needs, with academics enrolled in the online Postgraduate Research unit of the Graduate Certificate in Higher Education.

Collaborating to develop curricula that incorporate information literacy

The university's revised *Graduate Attributes* document, which was submitted to the Deputy Vice Chancellor and Vice-President (Academic) in 2004, listed information literacy as one of the graduate attributes that are to be addressed by faculties.

New courses and courses under review offer the best opportunities to embed information literacy programs into the curriculum. In what is hoped to become a model for better alignment of information literacy with coursework, librarians collaborated closely with Faculty of Medicine, Nursing and Health Sciences staff to begin planning for the allied health courses to be introduced at Peninsula campus. A validated questionnaire was prepared to use with students enrolling in the Diploma of Health Sciences in 2005 to evaluate their incoming information literacy skills so that an appropriately customised information literacy program can be developed to match needs.

The third year of the new undergraduate medical course was taught for the first time in 2004. Librarians participated in the evidence-based clinical practice curriculum development group and information literacy was embedded in the course.

Existing courses which had significant integration of information literacy education included the Advanced Legal Research unit of the Faculty of Law's *Skills, Ethics and Research* program, the Faculty of Business and Economics *Success at Monash* orientation pilot program, the Faculty of Information Technology's *Facilitated Learning for Information Technology* program for Masters students, and a second year Science subject taught at Clayton, Gippsland and Malaysia campuses.

Staff development for effective student-centred teaching

The 2004 series of student-centred learning workshops for librarians resulted in innovative approaches to teaching being implemented by the librarians who attended, and provided participants with opportunities to share their experiences with new activities and methods. The series included sessions investigating issues associated with teaching and learning for international and non-English speaking background students. Internationalisation of education was also the topic of the 2004 Australian and New Zealand Institute for Information Literacy Symposium in Melbourne, attended by librarians from several campuses. There was also strong representation from the library at the 2004 CAVAL Reference Interest Group annual information literacy seminar, which dealt with online information literacy education.

Improving internal communication and collaboration regarding information literacy

The information literacy section of the library intranet was redesigned in 2004, providing a central searchable location for information literacy material for staff. Weekly Information Literacy and Reference Digests, prepared by the Information Literacy and Reference Librarian to disseminate topical information, have been available since April 2004. Case studies illustrating innovative teaching initiatives from each of the 10 Faculty Teams were also among the first material to be loaded to the site. The case studies were originally presented at the 2004 Information Literacy Planning Day at which a student panel and a role play between an academic and a librarian provided further insight into factors affecting development of information literacy.

Providing print and electronic guides to services and collections

**Proving online teaching and learning materials via the web**

The library website provided online information literacy teaching and learning materials developed by librarians. These included updated subject-specific and more generally applicable tutorials.

Developing an updated template for library online tutorials

A working group of librarians collaborated with Centre for Learning and Teaching Support (CeLTS) staff to produce a new *Citing and Referencing* tutorial (http://www.lib.monash.edu.au/tutorials/citing/) that will serve as a model for updating other online tutorials.

Introducing annual library hours cards

Credit-card sized calendars, colour-coded to indicate library opening hours, were introduced to selected branches in 2004. The calendars were designed to fit in the *Library User's Toolkit* – a plastic wallet containing library information and sleeves for holding ID and copy cards – introduced in 2003. The calendar cards, which allow users to ascertain opening hours of a branch in advance or on any given day, proved popular, with several reprints required at a number of branches. The cards will be incorporated into the standard suite of publications on offer to students at all branches in 2005.
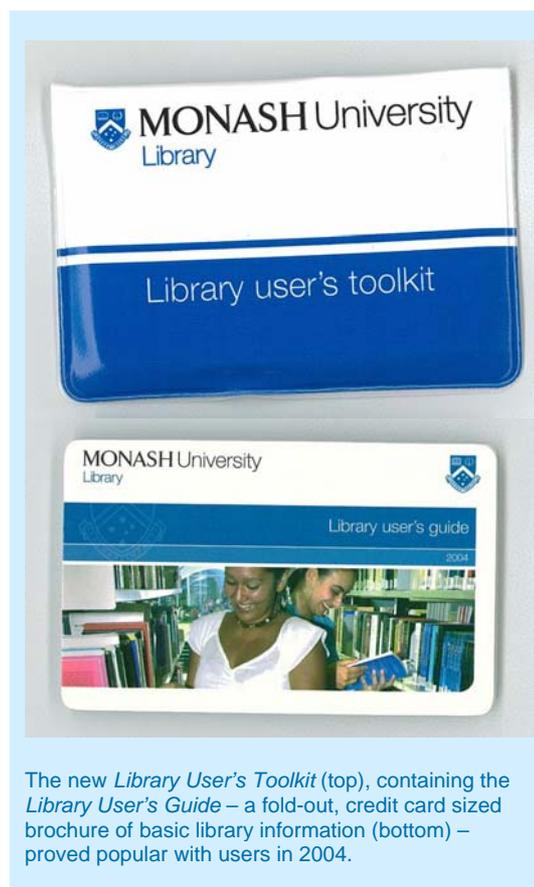
The new *Library User's Toolkit* (top), containing the *Library User's Guide* – a fold-out, credit card sized brochure of basic library information (bottom) – proved popular with users in 2004.

Evaluating changes to printed publications

In 2004 major changes to the library's suite of printed publications were implemented. The library's printed publications were reviewed and redeveloped into more user-friendly, concise and targeted formats. Distribution was streamlined to include provision of basic library information in the form of a *Library User's Toolkit*, which was distributed with staff and student identity cards on every Victorian campus via the student service centres. This was very successful, with relatively few reported cases of new students not being supplied with the toolkit.

Various surveys conducted early in the year indicated the new *Library User's Guide* was well received by students and would be retained by them. Library service desks reinforced these findings, reporting a consistently positive student reaction. Due to demand the guides where reprinted in September. Increased quantities of toolkits and guides will be produced in 2005.

Goal 4: Physical Environment

In 2004 the library worked to enrich the study experience through provision of innovative and welcoming learning spaces that both stimulate learning and respond to student needs.

Providing reliable, high quality physical libraries, technology and workstations

Increasing the number of computer workstations

The Peninsula Library benefited from the installation of an additional thirteen computer workstations. The level one training room and the postgraduate room on level two was extended to accommodate an additional eight and five computer workstations respectively. In addition another eight computers were installed at the Law Library and six at Pharmacy Library. As part of improving the student computing environment 213 flat screen monitors were installed. These improvements follow on from an increase in 2003 of 173 new computer workstations for students. Library staff computers were also improved in 2004, with 81 computers purchased or upgraded.

Extending wireless network access to all branch libraries

A review by Information Technology Services and demand from library users resulted in the wireless network being extended throughout the library building at Berwick, Law, Caulfield, Pharmacy and Gippsland branches and on all floors of the Matheson Library with the exception of the book collection areas. Remaining branches will have coverage extended in 2005.

Surveying laptop users in the library

The Peninsula, Law, Matheson and Caulfield branches undertook a survey of laptop users over a one-week period in mid 2004. Survey forms were distributed to all students in the library who were observed to have a laptop.

Over 806 surveys were distributed with 247 surveys completed. An average of 80 per cent of laptop users indicated awareness of the wireless network.

As a result of the survey Information Technology Services and the library worked together to decrease problems encountered by students attempting to use the wireless network, by providing dedicated training in 2005 and an improved wireless web page.

A concept sketch of the refurbished Hargrave-Andrew Library shows the new entry next to the HG Café.

Refurbishing the Hargrave-Andrew Library

Implementation of the library's *Facilities Master Plan* – a set of guidelines for the refurbishment of all branches – commenced in 2004 with the of refurbishment of the Hargrave-Andrew Library (due for completion 2005).

With the construction of a new entrance for the library and courtyard, a new destination will be established for the Clayton Campus incorporating HG Café and the library, with casual seating both for the café and as a meeting place for students.

Inside the library, the plan has seen the installation of new workstations and

seating. The selected workstations were assessed for ergonomic design, flexibility to incorporate information technology needs and a durable and aesthetic construction.

Completion of the refurbishment will see an appealing, well-zoned library with logical layout of collections, new copy/print zones and flexible environments that cater to the varying needs of users.

Undertaking planning to refurbish the Sir Louis Matheson Library

Planning and tendering commenced for the appointment of architects to design the refurbishment works for the Matheson Library. The design and documentation phase should be completed during 2005 with approval being sought for construction in late 2005 and continuing until late 2007.

Upgrading library buildings

The library has also invested substantially in upgrading seating throughout all its buildings. 2004 saw the replacement of over 2000 chairs which included ergonomic chairs for all computer and individual workstations, task chairs for group study and several styles of casual lounge chairs. This program will continue over the next few years.

Other significant projects included:
- refurbishment of all toilets in the Matheson Library;
- extension of the Library IT Training Room at Peninsula Library;
- new furniture to upgrade and increase the seating capacity on Level 3 of the Caulfield Library;
- refurbishment of the Level 4 Meeting Room at Caulfield;
- installation of new storage for microform and video/CD collections within the Matheson Library; and
- upgrading of book handling equipment and area at the Gippsland Library.

Improving access to microforms

Access to the library's significant research microfilm and fiche collections was improved with the installation of digital microscanners for the Matheson, Caulfield, Gippsland, Law and Hargrave-Andrew libraries. These new state of the art scanners can scan fiche and film,

enabling users to save image files, send files to their email accounts, and print to networked printers. Response from library users has been extremely positive, with staff providing initial training and help sheets for troubleshooting, especially in the early stages of the implementation.

Providing a secure and safe environment

Ensuring safety procedures are in place

Plans for security equipment upgrade of alarms and video surveillance have been completed as part of the Hargrave-Andrew Library refurbishment project. The layout of shelving and furniture in this building will also open up areas and include good lighting to provide a safe and secure environment.

The library continues to ensure that all branches and divisions have staff trained in first aid and occupational health and safety issues. Section managers under the guidance of the library's Facilities and Services Manager, continued to routinely arrange inspections of individual work space to ensure staff safety.

Providing facilities for people with special needs

Contributing to the Monash University Inclusive Practices Plan

In 2004 the library contributed to the drafting of an *Inclusive Practices Plan* that provides direction and assistance in the provision of services to people with special needs.

Through the year all branches had tactile floor guides installed at entrances and key service points.

The library continued to liaise with the University Disability Liaison Unit and, in conjunction with Information Technology Services, monitored new computer software to ensure library computers offer the appropriate up to date software.

Goal 5: Partnership Services

In 2004 the library worked to align with the university's defining themes of innovation, engagement, internationalisation and global development to support the wider Monash community and improve services through cooperative arrangements.

Supporting Monash University health sciences students and staff in hospitals and other teaching locations

Providing more resources and expertise for teaching hospitals

Providing quality library services to the Faculty of Medicine, Nursing and Health Sciences staff and students is one of the more complicated challenges for the library, due to the scattered locations and ever increasing number of hospitals involved in the faculty's teaching program. Currently the library supplies funding for resources and/or staffing for library services in all of the faculty's major teaching hospitals, including:

- The Alfred Hospital;
- Monash Medical Centre;
- Box Hill Hospital; and
- Latrobe Regional Hospital.

Monash University Library serviced new teaching hospitals in Gippsland, Bendigo and Mildura for the first time in 2004, and the number of titles purchased for our previously existing hospitals was increased. Total number of titles ordered and catalogued for hospitals in 2004 was 1988, up from 838 in 2003. Monash students and staff in hospitals can also access electronic resources to support their teaching and learning.

To facilitate the coordination of library services provided by the hospital libraries to Monash University staff and students, the Director, Client Services-Science Health Engineering, convenes the Hospital Librarians Committee, which meets three times a year.

Library staff from the faculty team for Medicine, Nursing and Health Sciences regularly present information literacy tutorials for Monash University staff and students located in the hospitals, and represent the university on hospital library committees such as:

- the Southern Health Library Network Committee,
- the Ian Potter Advisory Committee; and
- the Ian Potter Management Committee.

Three members of the team visited various School of Rural Health facilities in mid-year to meet staff, students and hospital librarians, present information literacy classes and review computer equipment and access to electronic information for clients.

A trial was conducted to ensure that medical students and staff in rural areas and students in the Bachelor of Nursing / Bachelor of Rural Health can easily obtain items from Monash University Library.

Supporting overseas campuses and partnerships

Conducting training for Malaysian librarians

In June 2004 Monash University Library conducted a training program for a group of librarians from the Malaysian Library Association, Persatuan Pustakawan Malaysia. The program focussed on the delivery of library services in the digital era and provided participants with an overview of how the library manages its resources.

Participants also gained hands-on experience by spending time in key library sections such as reference and loans. The group comprised 12 librarians from tertiary institutions across Malaysia and the

National Library in Kuala Lumpur, as well as two librarians from Monash University Malaysia.

Twelve participants from Malaysian Library Association, *Persatuan Pustakawan Malaysia* undertook a library training program designed and delivered by Monash University Library staff in Victoria.

Supporting international students on campus

In 2004 the library provided special services to 2146 international students on campus, 1245 of whom were students enrolled at Monash College, 857 were from courses run by Monash University English Language Centre (MUELC) and 44 were from Monash International Short Courses.

In all, library staff facilitated 98 information literacy classes and 10 library tours for students of Monash International, specifically:
- four *Train the Trainer* sessions (all provided by librarians for Monash International teachers);
- 47 introductory library skills sessions (seven of these were given by librarians; 40 by MUELC staff with assistance from library staff);
- 47 database and subject searching skills sessions (all given by librarians); and
- 10 library tours.

Conducting a *Train the Trainer* program for Monash University English Language Centre

Early in 2004 a decision was made to change the way information literacy classes were delivered to Monash University English Language Centre students. Preparation of training materials

for classes to be run at Monash International was discussed at meetings between Monash International teaching staff and library representatives and then the library prepared a program. The first classes were held in April 2004.

Library staff gave *Train The Trainer* classes and library tours to the Monash International teachers involved with these MUELC courses. Teachers were assisted by library staff in giving the first basic information literacy session, with the library providing exercises and brochures for each class.

The second session was designed to teach database and subject searching skills, so qualified librarians conducted these classes. All sessions are held in the excellent facilities at Monash International, providing practical experience for students in familiar surrounds.

This program has been judged successful based on excellent feedback by Monash International staff. The classes are specifically tailored to the needs of MUELC students so they are able to absorb more information than in standard library classes.

Providing access to online resources for Malaysia and South Africa campuses

Whenever possible, Monash campuses in Malaysia and South Africa were included in new and renewed licences for access to electronic resources. This enables Monash students and staff at overseas campuses to access these resources through the web.

In 2004 the library extended coverage of South African online journals. Access is now provided to the 85 titles in the South African electronic journal collections - business and finance and social sciences and humanities. This is a shared subscription with Monash South Africa, with access for all Monash campuses, including Malaysia.

The library is also providing access to *Digital Imaging Project of South Africa* (DISA). The first phase of the DISA project, *South Africa's Struggle for Democracy: Anti-Apartheid Periodicals, 1960-1994*, has made accessible online

forty selected periodical titles presenting a wide spectrum of political views published during these years and a diversity of subjects.

Library staff have also worked with counterparts at Monash Malaysia to improve coordination of the selection and licensing of electronic resources.

Designing a new library for the Malaysian campus

The library has been involved with the design of a combined Library and Learning Commons to be a showpiece at the heart of the new Monash University Malaysia campus, in Kuala Lumpur. In September 2004, the Director, Information Systems undertook a workshop of the learning commons concept and the library's Facilities Master Plan with key stakeholders at Monash University Malaysia. The schematic design for the new library has been approved and work on the design is in progress to be completed in 2005.

Providing access to the Rare Books Collection for overseas and national visitors

Claire Kilner, a researcher for the new edition of the Cambridge Bibliography of English Literature, visited to review the library's Jonathon Swift collection. Other visitors included Almat Boehme, the Music Librarian from the University of Scotland; David McKitterick, the Librarian of King's College Cambridge; and Sydney poet, Paul Knobel.

Participating in a range of other collaborative endeavours

Situating an IT help desk in the Sir Louis Matheson Library

Information Technology Services (ITS) help desk relocated from the Clayton campus centre to the Sir Louis Matheson Library in late 2003. Staffed from 9am to 5pm on weekdays during the academic year and for fewer hours during the semester break, the desk welcomed a

total of 16,327 queries during the 2004. ITS staff provided help on a number of technology problems in areas such as student accounts, student user name and authorisation processes as well as assistance with university-supported software.
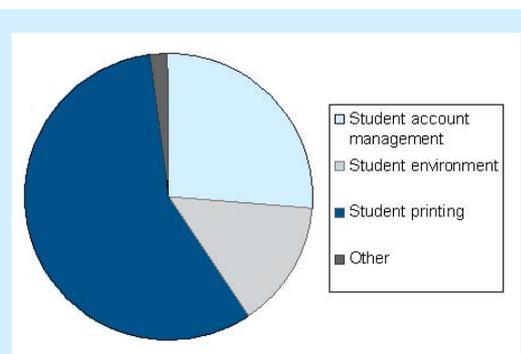
The majority of queries taken at the ITS help desk in the Matheson Library related to printing (9410). Other common queries related to student accounts (4314) and the student (software and operating) environment (2315).

Collaborating with Melbourne-based Asian research libraries

In 2004 the Melbourne Asian Research Libraries Consortium (MARLC), which comprises Monash University Library's Asian Studies Research Collection and the University of Melbourne's East Asian Collection, was renamed Asian Libraries in Melbourne (ALIM).

Supporting alumni access to Monash resources

Providing library memberships for alumni

The library provided 393 annual library memberships to Monash alumni in 2004. Three hundred and seventeen of these were new applicants, and 76 were renewals of previous alumni library memberships. This membership gives Monash alumni access to not only the print resources of the university but also to the Proquest suite of online resources. Access to databases proved popular amongst alumni members, who downloaded a total of 3806 articles.

Goal 6: Quality Assurance

In 2004 the library was committed to best practice in service provision and resource management while still ensuring financial and administrative accountability.

Providing coordinated and consistent services and resources under the 'One Library' banner while still meeting individual campus needs

Ensuring consistent quality through planning and policy

In all its planning the library strives to ensure consistent policy and practice in all branches with the goal of delivering the same high quality of service and resources to all library users regardless of location. Some examples of endeavours include:

- *Ensuring consistent service at information desks*
  A working group of reference librarians worked to construct an online manual that would enable staff on the information desks in all branches to provide up to date and accurate advice for library users about facilities and services library-wide. As the library increasingly relies on casual and part–time staff to provide critical in-person help, the manual will be a valuable tool for those staff to be confident in the advice they provide to library users. The manual will be available for use in first semester 2005.

- *Introducing an intranet and staff newsletter*
  An internal communications package, including an intranet and newsletter, was introduced in 2004 to provide a consistent, authoritative information sources for staff about their workplace, to promote the perception of the library as a single organisation with many parts working together, and to reduce perceived barriers to cooperative action such as physical distance and historical differences.

Other initiatives include:
- implementing a master plan for facilities development and refurbishment applicable to all buildings and facilities of the library;
- updating and improving consistency of human resources procedures and policies applicable to all library staff;
- restructuring online and print communications to reflect of a single, cohesive organisation;
- taking a coordinated, consistent approach to introducing Monash academic staff to the library; and
- providing equitable access to the library's print and electronic resources regardless of a user's campus.

Providing a planning and improvement framework for activities and services

Updating the quality review

In response to the library's self review in 2003, the external quality review panel recommended a number of initiatives which, if undertaken, would improve the quality of library services. In addition to taking the recommendations into account in developing the *2004 Strategic Plan*, the library prepared a prioritised action plan to record progress in implementing the panel's recommendations. The University Librarian also reported on the progress made to the Vice-Chancellor's Group (Quality).

Change has been noted in the following areas that were highlighted for attention:
- the University Librarian's increased participation in senior university policy making forums;
- improved funding for the library's collections resulting in a rise in ranking in the Group of Eight universities;
- alignment of the library's staffing structure with recently introduced approaches to learning and teaching at the university;

- progress in planning improved library buildings and study environments for students and staff;
- increased opening hours at Caulfield and Berwick branches; and
- training of library staff in teaching methods in support of the university's student centred learning approach.

The library was represented on the university's Quality Support Services Network and contributed to workshops organised by the Centre for Higher Education Quality to prepare units for self review.

Participating in the Monash Experience Questionnaire 2003

Monash University Library performed exceptionally well in the two questions relating to library services in the Monash Experience Questionnaire Report made available in 2004.
- 90.4 per cent of students agreed that library services are broadly accessible.
- 88.9 per cent of students agreed that library resources are appropriate for their needs.

Comments made by students showed overall their high satisfaction with library services. The library was singled out as a quality service, with students commenting on the excellence of library staff. Issues that students said needed to be improved most often related to fines and opening hours. Feedback is obtained regularly and these matters are consistently reviewed to improve the student experience.

Creating the Library Strategy Group

During 2004 the terms of reference and activities of the Library Strategy Group were formalised. The primary objective of the Group is to review and suggest amendments to update strategic planning documents, in particular the Library Strategic Plan. The Group met on six occasions during the year, with each session being attended by about 40 senior staff. Topics covered were:
- an overview of Monash University's Support Services Division;
- a workshop on the results of the staff opinion survey;

- a workshop on the impact of electronic resources on learning and teaching;
- revision of the Library Strategic Plan for 2005-2007;
- an overview of policies on prevention of bullying and occupational violence, discrimination and sexual harassment grievance procedures; and
- an overview of the ARROW project.

Creating Service Level Agreements with the Faculties

The library continued to provide quarterly reports to faculties on the measurement of key performance indicators in its service level agreement with the faculties. (See Appendix 2 for details of reports during 2004.)

Keeping staff informed of library initiatives

An information day for library staff was held in February 2004 with two sessions at Clayton and Caulfield campuses. The University Librarian, directors and other key library staff provided an update on library initiatives and directions for 2004. More than half the 150 staff who attended the two sessions rated the days as excellent. In future it will be held as a staff development and training event at Clayton, with all staff invited to attend.

Managing resources in a cost-effective manner

Participating in the ARLAC consortium

Monash University Library is a leading member of the Academic and Research Libraries Acquisitions Consortium (ARLAC) – a collaboration between 11 academic and research libraries in Victoria and South Australia. In late 2003 ARLAC released a joint Request For Proposal for the supply of overseas and Australian books and ancillary services for 2004 to 2006.

YBP Library Services, a US company, together with its UK subsidiary Lindsay and Howes, was selected by ARLAC libraries as their preferred service provider for overseas English language books, and James Bennett Pty Ltd was selected as preferred service provider for Australian books.

Under contracts signed with these providers Monash University has received very favourable terms of trade, in return for an agreed level of business with these companies. 2004 was the first year of the new three-year contracts. Monash University Library exceeded its agreed level of expenditure with both service providers, and was satisfied with the operation of the agreements.

Purchasing of electronic resources

Again in 2004 the library was able to take advantage of favourable terms for the licensing of access to electronic resources through the Council of Australian University Librarians (CAUL). This enabled the library to significantly expand the range of databases, electronic journals and e-books available to Monash users.

The library's Digital Resources Librarian, was elected to the CAUL Electronic Information Resources Committee (CEIRC) representing Dataset Co-ordinators in university libraries. CEIRC is an advisory committee providing recommendations and advice to CAUL on matters relating to electronic information resources, such as cooperative purchasing, IT infrastructure, mirroring, archiving, publishers' pricing models, licence agreements, and intra-consortium cost-sharing models.

The Australian Vice-Chancellor's Committee (AVCC) negotiated on behalf of all university libraries a renewal subscription for *Web of Knowledge* from 1 January 2005 to 31 December 2009. This delivers a substantial sector-wide saving to universities over the five years.

The significant budget increase in 2004 provided the library with an opportunity to negotiate major discounts with publishers for perpetual access to backsets of electronic journals. This enabled the library to relocate some printed journal runs to offsite storage at the CARM Centre as part of the refurbishment of the Hargrave-Andrew Library.

Managing serial subscription

During 2004 the library became aware of reports in the press about the financial health of one of its major journal vendors. A risk management strategy was developed to reduce the financial risk of prepayment of 2005 subscription renewals. The library is now collaborating with Group of Eight libraries to negotiate improved risk management strategies with all major journal vendors.

Operating within a marketing and communications framework

Building infrastructure for marketing and communications activities

The library's *Marketing and Communications Operational Plan 2003 – 2005* continued to be implemented during 2004. In 2004 the following strategies were commenced or completed in an effort to meet the objectives outlined in the plan:

- Developing and implementing communications plans for key library initiatives, including:
  - the refurbishment of the Hargrave-Andrew Library, including addressing communications needs of various stakeholders; and
  - a trial of extended operational hours for the library's online chat help service.

- Improving awareness and understanding of the library and its services by:
  - redesigning and rewriting key areas of the library website based on the usability principles to create a cohesive information set;
  - developing and distributing branch hours cards and maintaining branch brochures;
  - maintaining a monthly 'library news' column on the home page of the library website (34 items were posted on the home page and on the 'library news' section in the my.monash portal);
  - providing articles and information on the library to university and external publications on a regular basis, resulting in 16 library news items appearing in university publications and eight library items in external publications;
  - further improving professional print and online communications by recruiting and training a

Publications and Web Assistant; and

- □ coordinating, updating, producing and distributing library publications and library-related sections of university publications.

- Working towards improved, consistent communication in library buildings by:
  - □ authoring a summary of findings and recommendations regarding notices in the library; and
  - □ enabling consistent communication regarding regulations for food, drink, noise and mobile phones by recommending a single, evidence-based approach to be adopted at all branches.

- Facilitating internal communication by:
  - □ establishing a library staff newsletter, including conducting a consultation, developing templates and an editorial policy; and
  - □ developing design elements for the newly created library intranet.

- Evaluating and improving on communications initiatives undertaken in 2003, including:
  - □ the *Naming Policy for External Communications;*
  - □ a library-wide process for welcoming new academic staff ; and
  - □ content and distribution of redeveloped publications.

Providing an effective environment for staff performance and development

Implementing the Performance Management Scheme

2004 was the first complete year of operating under the revised university-wide performance management scheme. In all approximately 140 staff completed performance plans during the year and participated in a mid-cycle review during June and July as part of the library's commitment to the development of a high performance culture consistent with the university's values, statement of purpose and strategic directions.

Developing a strategic approach to staff development opportunities

Following the appointment of a staff development officer in 2003, considerable work has been undertaken to develop a strategic approach to address the library's learning and knowledge requirements. The university's performance management scheme provides the means by which the organisational staff development needs can be identified and in 2004 more than $100,000 was spent in this area. By year's end an aggregate of 754 courses had been attended by staff at all HEW levels, including specialist training for systems staff in areas critical to the library's IT operations.

In addition, 13 staff were granted study leave to undertake tertiary courses during the year and the library was represented at a number of key professional conferences.

Recruiting new staff

During 2004 there were 18 external appointments and 13 internal promotions, transfers or secondments in the library.

A total of 414 casual contracts were raised for the year to meet peak demands in the various libraries and administrative areas. Consistent with earlier work undertaken in 2003 to implement a standard induction procedure for continuing staff, the library's Human Resources and Staff Development Unit introduced a comprehensive induction program and checklist for all casual staff at the beginning of the year.

Reviewing classification levels

The university's classification management system provides for internal review processes to ensure the salaries paid to staff are in accordance with the prescriptions contained in the enterprise agreement. In all a total of 18 applications were considered in 2004. Of these 12 were new positions (including two replacement positions) requiring classification. Four positions were classified higher, one position was reduced in level and one position was confirmed at its original level.

Introducing a 'Shadowing' program

In 2004 a structured staff shadowing program was introduced to enable staff to observe and gain a better understanding of the different occupational roles within the library as well as a staff exchange and secondment program aimed at supporting staff to take on short term positions outside the library.

Introducing online employee self-service

This year also saw the introduction in the library of the university's new *Employee Self Service* initiative enabling staff to make various on-line human resources transactions instead of using the existing paper-based system. This service was initially trialled in single division before being rolled out to other areas. The new system has proven popular, with a high staff take-up rate. Completion of the roll-out to all areas is expected in mid-2005.

Reviewing and updating position descriptions

The library has progressively reviewed position descriptions as part of the performance management process to ensure they are up-to-date and in the required university format. In addition, the majority of position descriptions were available to managers to view electronically this year as part of a library-wide campaign to centralise important data.

Acting on results of the 2003 staff perception survey

The library regularly conducts opinion surveys to ascertain the views of staff about the library's performance. The most recent survey was held in 2003 and a further survey is planned for 2005. Actions undertaken in 2004 following the last survey included the introduction of a monthly on-line staff bulletin, development and implementation of human resources policies relating to staff secondments, exchanges and shadowing opportunities, information sessions for senior staff on the performance management process and further activities to support the "one library" strategic goal.

Appendix 1: Statistics

1. Library Collections (Volumes)

1a. Collections

Branch	Monographs eg. books	Serials eg. journals, newspapers	Microforms eg. microfilm, microfiche	Non-book eg. maps, sheet music	2004 total	2003 total	% change
Sir Louis Matheson Library	1 054 129	162 678	323 200	18 587	1 558 594	1 512 917	3.0
Hargrave-Andrew Library	242 509	213 839	13 386	7 184	476 918	470 055	1.5
Law Library	60 881	84 318	8 782	364	154 345	151 204	2.1
Caulfield Library	241 296	62 066	3 286	31 117	337 765	324 183	4.2
Peninsula Library	173 826	27 485	1 790	2 021	205 122	202 689	1.2
Berwick Library	13 517	291	10	1 511	15 329	12 411	23.5
Gippsland Library	138 532	35 820	5 460	55 278	235 090	229 493	2.4
CL Butchers Pharmacy Library	16 744	10 450	584	190	27 968	26 535	5.4
Total	1 941 434	596 947	356 498	116 252	3 011 131	2 929 487	2.8

1b. Electronic collections

	2004	2003	Change %
Electronic monographs (books)	96 235*	21 777	341.9
Electronic serials accessible through the catalogue	21 709	19 009	14.2
Electronic serials – as determined using the CAUL deemed list guidelines	Currently unavailable	48 361	0.0
Online databases (excludes websites and CD-ROMs)	649	594	9.3

* The *Early English Books Online* records were loaded in 2004 which resulted in the large increase over the 2003 figures.

2. Loans and borrowing activity

2a. Total loans and renewals

	2004	2003	% change
Loans	1 102 943	1 120 564	-1.6
Renewals	640 738	607 874	5.4
Total	1 743 681	1 728 438	0.9

2b. Inter-campus loans (loans between branches of the Monash University Library)

	2004	2003	% change
Requests received	98 978	103 640	-4.5
Requests processed	73 414	75 957	-3.3
Items supplied	68 370	70 633	-3.2

2c. Inter-library loans (loans between libraries – reciprocal borrowing schemes)

	2004	2003	% change
Requests received from Monash staff and students	33 215	40 302	-17.6
Requests processed and items delivered to Monash staff and students	29 887	36 135	-17.3
Items supplied to other libraries	10 389	9 958	4.3

3. Online services and resources activity

3a. Catalogue usage

	2004	2003	% change
Hits to the online catalogue*	23 838 860	47 540 467	-49.9

3b. Online course-related resources

	2004	2003	% change
Hits to exams database **	2 734 506	1 792 213	52.6
Hits to online reading list items **	3 975 897	2 648 240	50.1
Downloads of lectures online ***	749 943	375 111	99.9

* The My.Monash portal creates hits on the catalogue to indicate library loans status when individuals log on. This facility was unavailable for 6 months in 2004 resulting in a large decrease in the number of hits.
** Exam database & online reading list recorded more hits in 2004 due to exposure through website redesign and links on the My.Monash portal.
*** Hits increased in 2004 due to the extra numbers of lectures introduced and greater exposure to Monash Lectures Online through My.Monash portal.

4. Serving library users

4a. Information literacy (training in using library and information resources)

	2004	2003	% change
Sessions	1 350	1 255	7.6
Participants	22 709	19 425	16.9
Staff contact hours	1 626	1 525	6.6

4b. Inquiries

	2004	2003	% change
In person	393 336	307 013	28.1
By telephone	18 233	18 099	0.7
By email	6 515	5 762	13.1
Total	418 084	330 874	26.4

4c. Door count

	2004	2003	% change
Total	3 454 420	3 145 385	9.8

Appendix 2: Key Performance Indicators

The library provides quarterly reports to faculties on the results of the Key Performance Indicators (KPIs) in the Service Level Agreement (SLA) that has been jointly agreed between the library and the faculties. The following table relates to data measured during 2004. SLA reports are also provided to the General Library Committee, whose members include the SLA Faculty Feedback Team.

Service Level Agreement with Faculties Key Performance Indicators 2004

Service: No. 1 – Information Resources: Access and Delivery

Service description: Access to materials and resources

Key Performance Indicator	Result	Comments
Library open 100% of advertised opening hours	All libraries were open during advertised opening hours.	
90% of items returned from loan reshelved within 24 hours Monday to Friday	99% of items sampled were reshelved or reissued on loan within 24 hours.	
70% of students agree that library services are readily accessible	In the Monash Experience Questionnaire administered in 2003, 90.4% of students broadly agreed that library services are readily accessible.	This KPI has been adjusted upwards to 85% to reflect the MEQ results.
The library catalogue available during core service hours Monday to Friday 8.30am to 5.30pm with the exception of scheduled downtimes	The library catalogue was available 99.7% of library core service hours (based on 50 weeks of the year).	

Service: No. 2 – Information Resources: Collection Management

Service description: Development, selection, acquisition, cataloguing, maintenance and overall management of library resources

Key Performance Indicator	Result	Comments
95% of items requested within budget are ordered by year end	95.1% of items requested within budget were ordered by year end	The remainder will be ordered in 2005.
95% of web links in the library catalogue are accurate	99% of web links in the library catalogue were accurate.	All inaccurate links identified in 2004 were corrected within 1 month.
60% of students agree that library resources are appropriate for their needs	In the Monash Experience Questionnaire administered in 2003, 88.9% of students broadly agreed that library resources are appropriate for their needs.	This KPI has been adjusted upwards to 85% to reflect the MEQ results.

Service: No. 3 – Information Services

Service description: Information services to enable library customers to identify, locate and effectively use appropriate materials and services

Key Performance Indicator	Result	Comments
75% of library users satisfied with the quality of library service		This KPI is measured in the biennial Customer Survey and will be reported in 2005.

Service: No. 4 – Physical Environment

Service description: Study and work environment

Key Performance Indicator	Result	Comments
75% of library users satisfied with library facilities and equipment		This KPI is measured in the biennial Customer Survey and will be reported in 2005.
70 students (EFTSU) per networked library computer workstation.	78 students (EFTSU) per networked library computer workstation. (64 students (EFTSU) per PC including training rooms.)	70 students (EFTSU) per networked library computer workstation is the goal for end of 2005.

Service: No. 5 – Flexible Library Services

Service description: Delivery of library resources to off campus students (a) students enrolled in an off campus learning course; (b) students enrolled in a course that does not require on campus attendance; (c) students undertaking a combination of on campus and off campus courses

Key Performance Indicator	Result	Comments
90% of requests resolved or forwarded for action within 48 hours of receipt Mon to Fri.	100% of requests sampled were resolved within 48 hours.	

Service: No. 6 – Document Delivery Services

Service description: Delivery of requested items not available in home campus Monash Library

Key Performance Indicator	Result	Comments
95% of requests dispatched to first potential supplier within one working day of receipt	100% of all requests accepted were dispatched within one working day.	
95% of requested material or notice of its availability forwarded to postgraduate students and staff within one working day of receipt	99.5% of articles received and notices of availability were forwarded within one working day.	

Service: No. 7 – Partnerships

Service description: Services to hospital libraries; services to overseas campuses and centres; cooperative services and partnerships

Key Performance Indicator	Result	Comments
Service level agreements/contracts in place	Preparation of agreements with hospital libraries is in progress. SLAs with Monash South Africa and Monash University Malaysia libraries were endorsed.	Development of service agreements continued throughout 2004.

Appendix 3: Publications, presentations

Publications

Bernath, V.'Scopolamine for preventing and treating motion sickness'. *The Cochrane Library Systematic Reviews*, 2004, no.3.

Clark, L. F.F. Bailliere: Publisher in ordinary: Publisher extraordinary. Canberra, Mulini Press, 2004.

Groenewegen, D. and Huggard, S. 'Designing a digital databases page'. Paper presented at *VALA 2004, 12th Biennial Conference and Exhibition*, Melbourne, 3-5 February, 2004.

Pernat, M. 'From planning to improvement: Monash University Library's quality review'. *Australian Academic and Research Libraries*, 2004, 35 *(4):* pp 309-321*.*

Scott-Maxwell, A. (co-authored with John Whiteoak) '"Swing 'em to the fiddle": modern western square dancing and music in 1950s Australia' in P. Hayward, ed., *Outback and Urban: Australian Country Music*, vol.2, Gympie, Qld: AICM Press for the Australian Institute of Country Music, 2004: 75-98.

Smith, L. 'Global online shopping: how well protected is the Australian consumer?' *Competition and Consumer Law Journal*, 2004, no.12: pp 163-190.

Smith, L. and Tucker, K. 'Flexible Delivery of Advanced Legal Research: A Skills Unit for Later Year Undergraduate Law Students' (2004) 12(3) *Australian Law Librarian* 35

Presentations

Bernath, V. Research Student Understandings of Information Literacy, Report on research project presented by Steve Wright, Kirsty Williamson, Jen Sullivan and Vivienne Bernath, May 2004

Binns, G. Exhibition Curator - Music at Monash: Selections from the Monash University Music Collections. Monash University Library, Clayton, Vic.,2004.

Binns, G. " Australian Archive of Jewish Music and Preserving Australia's Sound Heritage" International Association of Music Libraries: Australian and New Zealand Branches, and Australasian Sound Recording Association Conference, Canberra, September 2004.

Binns, G. "Collaborationism - Australian Style" International Association of Music Libraries: Australian and New Zealand Branches, and Australasian Sound Recording Association Conference, Canberra, September 2004.

Binns, G. Co-convenor of "Music, Technology and Research" full day seminar, Symposium of the International Musicological Society 2004, Victorian College of the Arts, Melbourne.

Burke, J. "Learning Commons: towards a common vision" presentation to Monash Malaysia University, Kuala Lumpur campus, September 2004.

Gray, J. and Foott, S. 'Metadata at Monash'. *Web Workshop* presentation, Monash University, Clayton Campus, September 2004.

Groenewegen, D. 'Helping users locate online information' Invited paper presented at Elsevier *Library Connect* Seminar, Hong Kong and Taipei, May 2004.

Scott-Maxwell, A. 'Scholarship, Politics and Libraries in the Construction of Knowledge about the Malay world: the Example of Monash University's Southeast Asian Collections', Colloquium on Libraries and the Construction of Knowledge about the Malay World, Institut Alam dan Tamadun Melayu, Universiti Kebangsaan Malaysia, August 2004.

Scott-Maxwell, A. 'The Perils and Possibilities of Border Crossing: Sawung Jabo's Transition from Indonesian Rock Star to Australian Multicultural Artist', Biannual Conference of the Asian Studies Association of Australia, Canberra Convention Centre, June 2004.

Scott-Maxwell, A. 'Finding a space for pop in the music of multicultural Australia', Symposium of the International Musicological Society, Monash University/Victorian College of the Arts, July 2004.

Scott-Maxwell, A. 'Imaging the west from the east: the Sisco Kid, an Indonesian-Australian cowboy and his music', The 3rd Australian Country Music Conference, Institute of Country Music, Gympie, Queensland, August 2004.

Smith, L. and Tucker, K. Presentation on Skills, Ethics and Research D (SER D) Unit to Academic Law Librarians Meeting, Australian Law Librarians' Symposium, Canberra, September 2004.

Appendix 4: General Library Committee

The General Library Committee (GLC) met four times in 2004. 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.

Items discussed by GLC included:
- Facilities planning and redesign
  - Commencement of the Hargrave-Andrew Library refurbishment, incorporating design and functionality principles of the Facilities Master Plan
  - Initial planning for redesign of the Caulfield, Parkville and Matheson branches
  - Designing of the learning commons areas for Berwick and Malaysia campuses.

- The increase in the library's budget from the previous year, including eight per cent to enhance the library's collections. This was intended to improve the ranking of Monash University Library in the Group of Eight for collection spend per EFTSU.

- Progress in the ARROW (Australian Research Repositories Online to the World) project:
  - Appointment of Project Manager Geoff Payne, selection of VITAL software, continuing development of data models to manage content such as theses, working papers and images and for user interfaces and screen displays
  - Mandating of a copy of new Monash theses in digital format for the ARROW repository.

- 'Soft' launch of Monash University ePress containing *History Australia* and *The Bible and Critical Theory* electronic journals.

- Decision to disband the three GLC subcommittees, and to then provide the opportunity for representatives of all faculties to report at GLC meetings, and to form working groups to report to GLC on matters of significance as they arise.

- Training of information literacy library staff in student-centred teaching methods.

General Library Committee membership 2004		
Professor Graeme Davison (Chair) Academic Board	Dr Peter Maddock, Faculty of Art and Design	Ms Cathrine Harboe-Ree, (ex officio) University Librarian
Professor Alan Lindsay, Nominee of Vice-Chancellor	Professor Andrew Markus, Faculty of Arts	Ms Barbara Jacoby (ex officio), Director, Client Services, Science, Health, Engineering
Professor Homer Le Grand, Committee of Deans	Associate Professor Alan Farley, Faculty of Business and Economics	Mrs Chooi Hon Ho (ex officio), Director, Corporate Services and International Development
Mr John Matthews Nominee of DVC (Resources)	Assoc. Professor Brenton Doecke, Faculty of Education	Ms Janette Burke (ex officio), Director, Information Systems
Professor Max King, Coopted member Director, Monash Research Graduate School	Associate Professor Len Koss, Faculty of Engineering	Ms Christine Cooze (ex officio) Director, Client Services, Humanities and Social Sciences
Associate Professor Sally Joy, Academic Board	Dr Kevin Korb, Faculty of Information Technology	Mrs Jill Wilson (ex officio), Director, Information Resources
Associate Professor Marilyn Baird, Academic Board	Dr Jonathan Clough, Faculty of Law	Mrs Marie Pernat Library, Committee Secretary
Ms Angie Wong, Monash Student Association	Dr Julia Choate, Faculty of Medicine, Nursing and Health Sciences	
Ms Robyn Robertson, Monash Postgraduate Association	Dr Jennifer Short Faculty of Pharmacy	
	Assoc. Professor Richard Morrison, Faculty of Science	

- Increases in library opening hours at Caulfield and Berwick libraries.

- Improvements to the library's website, development of a library-wide intranet and extension of the coverage of wireless networked areas in all branch libraries.

- The impact of electronic resources on learning and teaching methods, and the subsequent university-wide forum initiated by GLC.

- Continuing emphasis on quality service through the follow-up actions to the external panel's report on the quality of library services, consideration of the results of the Monash Experience Questionnaire, and quarterly reports to faculties on the performance of key quality indicators of services identified in the service level agreement with the faculties.

Appendix 5: Monash University ePress Advisory Committee

Terms of reference

The Monash ePress advisory committee will address the ePress's need for a consultative structure through which it can obtain advice on key directions for the ePress. The committee will advise on:

- policy related to ePress services, standards, and functionality
- strategic planning for the ePress, including key milestones, performance indicators, and reviews
- ePress business strategies
- ePress titles (selection of content for publication by the ePress)
- ePress sales and marketing
- policy regarding the relationships between the ePress and other University stakeholders such as University faculties, Publications Grants Committee, Research Grants and Ethics Branch.

2004 meeting dates

- 6 May 2004
- September 2004 – cancelled due to scheduling problems
- November 2004 – progress report sent to Advisory Committee members, in lieu of September meeting

Advisory Committee members

Chair: Alan Lindsay, Deputy Vice Chancellor (Academic and Planning), Monash University

Executive chair: Graeme Davison, Professor, School of Historical Studies, Faculty of Arts, Monash University. Gary Bouma, Associate Dean of Arts (Research), Monash University (**resigned July 2004**)

Max King, Deputy Dean, Director (Research Graduate School), Monash University (**replaced Gary Bouma; appointed July 2004**)

Michele Sabto, Manager, Monash University ePress

Cathrine Harboe-Ree, University Librarian, Monash University

Andrew Treloar, Project Manager, Strategic Information Initiatives, Information Technology Services, Monash University

Chris Browne, Professor, Centre for Medicine and Health Sciences Education, Faculty of Medicine, Nursing and Health Sciences

Debbie Campbell, Director, Coordination and Support Branch, National Library of Australia

Paul Mercieca, Lecturer, RMIT School of Business Information Technology

Mark Davison, Associate Professor, Law School, Monash University

Jo Bramble, Bramble Marketing and Communications.