

2011 Library Annual Report

2011 in review

Cathrine Harboe-Ree, University Librarian

“Nothing endures but change.” From *Lives of the Philosophers* by Diogenes Laertius

When the printing press was invented libraries with their beautiful collections of manuscripts went into decline but then gradually reinvented themselves as caretakers of print collections. As information becomes increasingly electronic traditional library functions are changing, often dramatically so. Of greater importance now is provision of access to information, rather than management of rapidly increasing physical collections. Use of physical facilities has changed but remains heavy, as our libraries have been recreated as responsive learning spaces. Drawing on its scholarly communication expertise, the Library is emphasising new roles such as publishing, research data management expertise and stewardship of the University’s research collections. Of all of these changes, one of the most important is the emergence of skills development based on pedagogical and research principles.

During 2011 Monash University Library achieved significant change and development associated with its staff, services and infrastructure. The implementation of the Search resource discovery layer, the major upgrade of the MULO (lectures online) software and the commencement of upgrades to the Matheson Library have been major initiatives improving the user experience. Progress has also been made towards a major redevelopment of the Caulfield Library and it is anticipated that this will greatly increase the capacity and amenity of the Library on that very busy campus. The rebranded Monash University Publishing made significant progress in developing its new business model and systems and finished the year with a notable expansion of its titles.

This progress was achieved against the background of the continued implementation, through the Monash Futures initiative, of an ambitious suite of programs designed to enable the university to best respond to fundamental changes in its domestic and global context. Major outcomes of the Academic Strengthening stream within Monash Futures led to the completion of the Education Strategic Plan 2011 – 2015 and the Research Strategic Plan 2011 – 2015; Library staff played integral roles in the development of both plans. This engagement is exemplified by the adoption of the Research Skill Development (RSD) Framework as the backbone of the Monash Passport, which defines the University’s educational model. Shared Services implementations in the Finance, Human Resources and Information Technology divisions, also a part of Monash Futures, has led to major restructuring of library staff roles and workflows.

Search

The Library’s new resource discovery layer Search provides users with a “Google-like” discovery experience accessing the wide range of quality research information the Library manages. Search went live in January 2011 and in response to user feedback the vendor has continued to develop its look, feel and functionality.

Monash University Publishing

The rebranded, relaunched Monash University Publishing refined and extended its new business model which focuses on books rather than journals with scholarly titles being published ‘open access’ online, ensuring that the reach of these works is maximised. Quality print versions of Monash University Publishing titles are also sold through bookstores, complementing the open access impact. Commissioning of new titles is largely undertaken by Editorial Boards in Monash

University Faculties or Research Centres, with titles outside the scope of the Boards being managed directly by Monash University Publishing.

New publishing software and processes save time and enable greater design flexibility and improved aesthetic quality reflecting the scholarly value of the subject matter. In 2011 seven new books and two journals were published. Eight more books will be published shortly.

Research Skill Development Framework

The Research Skill Development Framework takes a strategic approach to the integration of skills development within curricula. The framework is being used by the Library in partnership with academic staff, to provide a common understanding and make skill development explicit in curricula.

The potential of the RSD Framework has been recognised to the extent that it has been included as a key component of the Education Strategic Plan.

Virtual Learning Environment

The Virtual Learning Environment (VLE) is a joint initiative to provide more intuitive, mobile and innovative online learning and teaching environments for staff and students. Several Library-based projects are making important contributions to the VLE, including Aspire, Equella, Echosystem and the eLearning Strategy.

Online Reading Lists

Online reading lists are central to the Readings and Reserve service. The new Aspire software has the capacity to provide staff and students with an interactive interface and to streamline work processes, resulting in more efficient and effective online reading lists. Following testing it was trialed in December 2011 for summer semester reading lists.

Lectures Online

Monash University Lectures Online is a popular and important service for the University's teaching and learning activities and a component of Monash's developing Virtual Learning Environment (VLE). Managed by the Library, it is one of the largest installations in the world using the Echosystem software and in terms of numbers of lectures captured per teaching week.

In October Monash University Lectures Online participated in an international benchmarking survey of Echosystem customers to gather quantitative and qualitative information regarding the Echosystem lecture capture technology. Overall, Monash University students were satisfied (85.7%) with the lecture capture technology and also offered suggestions for improvement to the current service.

Equella

Equella repository software was adopted in late 2010 as the Library's online environment to manage learning materials. During 2011 Library use has grown to include several hundred items. The University endorsed the recommendation that Equella be adopted as the enterprise educational technology to meet its content repository needs.

Facilities

Caulfield Library

Redevelopment of the Caulfield Library is a top priority for the University. A feasibility study was completed to inform its expansion and refurbishment, however initial costing for the project is unachievable. The Library and the Facilities and Services Division have started a process to review and refine the recommendations. The University's commitment to the project remains unchanged.

Matheson Library

A rolling program of modest improvements has begun following confirmation that no major refurbishment project is possible. \$500,000 was made available from the Deputy Vice-Chancellor (Education) portfolio to purchase new more comfortable and functional furniture and a large number

of additional power outlets. Library funds have been used for minor internal work and painting. Over the next three years the physical space within the Library will be rationalised to make the building more logical and useable. Students have responded positively to the new works.

Research data management

Research data management activities coordinated through the Library in 2011 concentrated on the areas of governance and policy; information and advice; knowledge and skills; collaboration and leadership; discovery and dissemination; and improving research data management in practice. Library staff contributed to planning activities for national research data infrastructure, largely associated with the Australian National Data Service (ANDS) and the Research Data Storage Infrastructure (RDSI) initiative. Library, eResearch and eSolutions staff drafted a research data management strategic plan for the University and contributed project concepts in data planning and data management skills, ran exPERT seminars for PhD students and engaged with researchers from many discipline areas. Library staff have presented at national and international events and provided research data interview training seminars for liaison librarians at the Universities of Melbourne and Tasmania. Monash University continues as the lead agency for ANDS and through this role Library staff have ongoing input to the Service's strategic and operational development.

A specific focus within the Library during 2011 was the ANDS-funded Research Data Collections Project. The project team interviewed almost 50 Monash researchers about their data collections, with a view to showcasing these via records contributed to Research Data Australia.

Survey results

Staff survey

Almost half the Library staff contributed to the May 2011 Monash University Staff Satisfaction Survey. The Library staff score for overall engagement dropped 6% from the response in the 2009 survey to 76.6%, but this is 2% higher than the 2007 response level. Analysis shows that overall the Library staff satisfaction ratings are higher than the rest of the University, however it also shows that in some areas the change programs initiated by the Library and the University are causing concern.

Insync user survey

In the two years since the last user survey Monash University Library has achieved a modest improvement in overall performance with a score of 76.6%, up from 76.1% in 2009, but user satisfaction dropped slightly to 5.37 from 5.46. The Library performed highest in the category of library staff with a score of 86%, an increase of 1.3%. The lowest score was for facilities and equipment at 68.2%, a 0.9% decrease. The increases recorded were modest compared to the sector-wide improvements that have taken place across all categories. As a result the Monash University Library ranking in participating Group of Eight (Go8) Libraries on the weighted performance index and satisfaction rating has dropped to 3rd and 5th respectively. This result probably reflects the significant building programs underway in most other Go8 universities.

Awards

Faculty of Business and Economics, Dean's Awards for Excellence in Teaching

Leanne McCann and Lyn Torres with Glen Croy and Susan Mayson from the Department of Management were awarded a Dean's Award for Excellence in Teaching. They used an innovative implementation of the RSD Framework, as a continuation of their involvement in an Australian Learning and Teaching Council grant. The team's approach to assessment and assessment feedback has improved the students' learning experience and motivation. This unique approach to developing students' skills has been extended to other faculties as a result of the work done in Business and Economics.

King Sihanouk medals

In December 2011, medals were presented at a special afternoon tea to recognise work done to catalogue the Norodom Sihanouk Archival Collection. The first stage of a digitisation project has also been completed. The collection was bequeathed to the University in 2004 by the former King of Cambodia, Norodom Sihanouk (who ruled from 1941–55 and 1993– 2004) and contains a significant part of his personal archives. Staff who received the awards were: Hueimin Chen, Asian Studies Assistant; Cathrine Harboe-Ree, University Librarian; Michelle Rusiniak, ARROW Content Development Librarian; Bronwyn Foott, ARROW Content Officer; Dr Aline Scott-Maxwell, Senior Asian Studies Librarian.

Vice-Chancellor's Social Inclusion Award

Through the Social Inclusion awards, the Vice-Chancellor, in conjunction with the Equity and Diversity Centre, recognises those who have made a positive contribution to social justice and human rights. Caulfield Library staff member Jill Walker was a joint recipient of a team award for significant contributions to Equity and Diversity in her role as a Discrimination and Harassment Grievance Adviser.

Statistical trends

Care is needed in the interpretation of statistics relating to activities and collections in the Library. For example, while the Library print collection grew by 1% in 2011 to just over 3.3 million items, the number of eBooks grew by 14% to 417,000 and the number of eJournals increased by 28% to 78,000. Not unexpectedly the continued downwards trend in loans and renewals continued in 2011. These reflect a shift to greater use of electronic resources, accompanied by changes in borrower entitlements and access to more flexible renewal and return conditions. For the first time in almost a decade the overall number of visits to the libraries, measured by door count, decreased. At the same time, a significant drop in the throughput of library-based printers occurred. These statistics may reflect the shift to electronic submission of student assignments.

This Report includes the following appendices providing greater detail:

1. Progress against 2011 Plan
2. Statistical summary
3. Service Level Agreement report
4. Visitors
5. Publications, presentations and memberships
6. Library committees:
 - General Library Committee
 - Monash University Publishing Advisory Committee
 - Copyright Advisory Committee
 - Research Data Management Subcommittee
 - Research Data Management Advisory Group.

Appendix 1: Response to 2011 Library Annual Plan

Key Responsibility 1 - Information Resources

Objective

- To ensure that the selection, acquisition, creation, cataloguing, storage and preservation of scholarly information and the capture and promotion of Monash University research output, including research data, meet the needs of the University community.
- To provide prompt, seamless, reliable and easy-to-use access to high quality scholarly information, regardless of the location of the information or the user.

Strategies	Details	Progress
1.1 Make electronic information easier to locate and use.	<p>Action: Implement the resource discovery framework for improved access to resources.</p> <p><i>Measures/Targets/KPIs:</i> End user functionality improved and communicated to users.</p> <p>Primo implemented, integrated into information research and learning skills programs.</p> <p><i>Responsibility:</i> Director, Central Services; Director, Client Services; Subject librarians; Faculty Teams; Communications Manager.</p>	<p>Primo implementation, branding and soft launch as <i>Search</i> took place in late January 2011. The Primo Steering Committee continued to work on functionality and presentation throughout the year.</p> <p>Library working groups set up through the Primo Steering Committee, including Configuration and Communication training, effectively engaged staff across all areas of the Library.</p> <p>Updates and new enhancements and fixes continued to be implemented throughout the year.</p>
	<p>Action: Evaluate the usability of Primo.</p> <p><i>Measures/Targets/KPIs:</i> Evaluation completed</p> <p><i>Responsibility:</i> Action: Implement the resource discovery framework for improved access to resources.</p> <p><i>Measures/Targets/KPIs:</i> End user functionality improved and communicated to users.</p> <p><i>Responsibility:</i> Director, Central Services; Director, Client Services; Subject librarians; Faculty Teams; Communications Manager.</p>	<p>The Primo Steering Committee reviewed usability and accessibility mid-year, following some early broad evaluation through focus group testing and user surveys. Prompt responses have been provided to feedback and ask.monash enquiries.</p>
1.2 Develop collections to support research and education.	<p>Action: Build collections in key faculty research areas, in collaboration with researchers.</p> <p><i>Measures/Targets/KPIs:</i> Collections improved in designated areas.</p> <p><i>Responsibility:</i> Director,</p>	<p>The Library continues to build collections for research within its reduced budget. New journal titles have been ordered for the Faculty of Medicine, Nursing and Health Sciences (MNHS) following cancellation of print subscriptions in 2010. The Information Resources and Services Committee (IRSC) structure has contributed to improved cross-</p>

	<p>Information Resources; Directors, Client Services; Subject Librarians</p>	<p>Library collection development, collaboration and communication.</p>
	<p>Action: Implement the collection development implications of Passport 2.0.</p> <p><i>Measures/Targets/KPIs:</i> Collection needs are monitored</p> <p><i>Responsibility:</i> Director, Information Resources; Directors, Client Services</p>	<p>Information about Passport 2.0 course and unit developments and tagging as research, challenge or depth units is being monitored by members of the Learning and Teaching Committee and IRSC. Collection implications are assessed through course approvals and library impact statements for units.</p>
	<p>Action: Establish the Ada Booth Slavic Studies Collection.</p> <p><i>Measures/Targets/KPIs:</i> Collection established and made accessible.</p> <p><i>Responsibility:</i> Director, Information Resources; Directors, Client Services</p>	<p>The collection has been assessed and prepared for cataloguing. Decisions have been taken about the collection development policy, call numbering, location and bookplates. Material is being sent to contract cataloguers. Establishment of the physical collection commenced towards the end of 2011. Material will be gradually added including new print and electronic acquisitions.</p>
	<p>Action: Review collection development plans and lending services policies to include strategies for the use of the CARM 2 store.</p> <p><i>Measures/Targets/KPIs:</i> Plans and policies updated and changes communicated.</p> <p><i>Responsibility:</i> Director, Information Resources; Directors, Client Services</p>	<p>The transfer of materials to the CARM store is being prioritised so as to optimise both costs and services. This is particularly important as the use of materials increases.</p>
<p>1.3 Collect and promote Monash University research output.</p>	<p>Action: Expand the content of the ARROW Repository.</p> <p><i>Measures/Targets/KPIs:</i> Repository content increased in both quantity and type of publications and research data outputs.</p> <p>Annual HERDC publication data imported into the repository from the University Research Office systems.</p> <p><i>Responsibility:</i> ARROW Librarian; University Librarian; Director, Information Resources.</p>	<p>The ARROW repository has over 53,000 items. Slides and stereographic images have been added and reel-to-reel audio tapes are to be processed.</p> <p>In two ANDS-funded data capture projects, staff have tested and added new content to the repository. More than 50 data collection records have been added to the repository as part of the project.</p> <p>A robust systems environment has been provided. Successful upgrade and move to new servers has been completed.</p> <p>Technical solutions are being developed. The Library is represented on the new Data Collection Reference Committee.</p>
<p>1.4 Develop Monash University Publishing,</p>	<p>Action: Expand the number of titles published by the press.</p>	<p>To date 8 books have been published under the Monash University Publishing imprint and</p>

<p>identifying sustainable strategies for its growth and development.</p>	<p><i>Measures/Targets/KPIs:</i> Increased number of titles on offer.</p> <p>Commissioning facilitated through establishment of Faculty editorial committees</p> <p><i>Responsibility:</i> Monash University Publishing Manager; University Librarian</p> <hr/> <p>Action: Consolidate new software workflows processes.</p> <p><i>Measures/Targets/KPIs:</i> New software implemented, workflows reviewed.</p> <p><i>Responsibility:</i> Monash University Publishing Manager; Web and Applications Manager.</p>	<p>there are 7 forthcoming titles.</p> <p>Editorial boards have been established in the Faculties of Arts, Art & Design, Education and the Monash Asia Research Centre.</p> <p>A proposal for an end-to-end electronic process for PhD thesis management and publishing using the Monash University Publishing software and workflows, with final deposit in ARROW, was endorsed in principle by the MRGS Committee in June. Further work is underway. ePress back titles are being added to the repository.</p> <hr/> <p>Support for publishing software now rests with eSolutions. Improvements to OJS and workflows are continuing.</p>
<p>1.5 Provide leadership in information management.</p>	<p>Action: Develop and implement a research data management strategy for the University.</p> <p><i>Measures/Targets/KPIs:</i> Expanded outreach program.</p> <p>Expanded program of professional development opportunities for HDR students and staff.</p> <p>Strengthened workflows and protocols for joint activities with the Monash e-Research Centre.</p> <p>Contribution made to increased use of research data management technical infrastructure.</p> <p>University research data management policy and procedures established.</p> <p>Faculty team members' roles to include research data management.</p> <p><i>Responsibility:</i> University Librarian; Director, Information Resources; Directors, Client Services; Data Management Coordinator; Faculty Teams.</p>	<p>Members of the Research Data Management Advisory Group, with Research Data Librarians and the Data Management Coordinator, are establishing activities in faculties and through update sessions.</p> <p>Research data management is being included in client services position descriptions and the Data Management Coordinator is now a member of the Information Research and Learning Skills Subcommittee.</p> <p>With the ANDS project and the ongoing work with contact librarians, expertise is increasing and spreading. The aim is to have a local 'expert' on each of the regional campuses and in each faculty team.</p> <p>Staff have highlighted research data management at Higher Degree by Research (HDR) inductions in several faculties.</p> <p>The Library is investigating how best to contribute to the Monash Institute of Graduate Studies. The Library is moving towards more discipline related conversations and training with HDRs through the contact librarians, with support from the Data Management Coordinator.</p> <p>The <i>Research Data Management Whitepaper</i> was prepared for the March meeting of the Research Data Management Sub Committee (RDMSC) and a draft Strategy 2011-2015 was considered at its June meeting. This document sets out directions and includes next steps for resourcing plans.</p>

		<p>Ongoing work with the Faculty of Pharmacy and Pharmaceutical Sciences is proving very successful. The faculty has set up governance processes for data management and is reviewing the policy and procedures. Working groups on storage and nomenclature are providing guidance to pilot projects. Positive feedback has been received about the involvement of the Library.</p>
	<p>Action: Contribute to the Australian National Data Service.</p> <p><i>Measures/Targets/KPIs:</i> Milestones achieved. Engagement with activities. Increased number of research data collections represented in ANDS discovery services. Proposals for ANDS funding accepted, projects planned and implemented. ANDS Research Data Collection Project completed. Contributions made to ANDS national capability building and knowledge transfer activities</p> <p><i>Responsibility:</i> University Librarian; Directors; Data Management Coordinator</p>	<p>A significant number of Library staff contributed to ANDS administration and outreach activities, particularly in the areas of finance and HR processes and policy.</p> <p>The Library is working with developers of the History of Adoption and Kashgar tools to provide machine-to-machine ingest of data capture records into the ARROW repository.</p> <p>The ANDS funded project has developed collection records.</p>
<p>1.6 Review the Information Resources Division to achieve greater efficiencies in work practices and align with resource discovery strategic direction.</p>	<p>Action: Provide leadership to the Monograph Futures Project and review of IRD.</p> <p><i>Measures/Targets/KPIs:</i> Changes implemented to work practices that achieve greater efficiencies and align with resource discovery strategies.</p> <p><i>Responsibility:</i> Director, Information Resources; Directors, Client Services.</p>	<p>Through the Monographs Futures project there are a number of sub-projects examining critical aspects of Information Resources Division (IRD) operations. An Implementation Steering Committee has been established and recommendations have been prioritised.</p> <p>While this has been a challenging review, considerable progress has been made towards the re-development of many processes.</p>

Key Responsibility 2 - Client Services

Objective

To enable the Monash community to discover and use resources for learning, teaching and research and to develop staff and students' skills for independent and lifelong learning through timely and flexible services and programs.

Strategies	Details	Progress
<p>2.1 Lead the development of information research and learning skills throughout the University.</p>	<p><i>Action:</i> Partner with faculties to embed and integrate information research and learning skills into undergraduate and postgraduate curricula.</p> <p><i>Measures/Targets/KPIs:</i> Coverage and success of embedded and integrated programs.</p> <p><i>Responsibility:</i> Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Faculty Teams.</p>	<p>Embedded and integrated programs currently comprise almost 50% of Library programs, with both information research and learning skills components being included in 22% of these. Targets have been identified for the University Education Strategic Plan 2011-15 to increase a number of measures over the life of the plan.</p> <p>Momentum with use of the Research Skill Development (RSD) Framework grew during the first half of 2011. Its inclusion in the University Education Strategic Plan 2011-15 as the 'backbone of the Monash Passport' is highly significant.</p>
	<p><i>Action:</i> Strengthen the Library's contribution to the University's social inclusion strategy.</p> <p><i>Measures/Targets/KPIs:</i> Establish HEPPP funded positions, develop and implement programs.</p> <p><i>Responsibility:</i> Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Faculty Teams.</p>	<p>A learning skills adviser and a subject librarian have been appointed to two HEPPP-funded positions. Program development is commencing and discussions have been held with the PVC (Social Inclusion) regarding reporting objectives. The positions are located at the Berwick Library.</p>
	<p><i>Action:</i> Strengthen the Library's contribution to the University's virtual learning management system.</p> <p><i>Measures/Targets/KPIs:</i> Significant contribution has been made.</p> <p><i>Responsibility:</i> Directors, Client Services; Information Literacy Librarian; e-Learning Coordinator, Learning Skills Manager.</p>	<p>The Library is represented on the PVC (Teaching and Learning) taskforce for the Virtual Learning Environment (VLE) project and is an early adopter of Moodle. A course for Library staff in use of Moodle and Captivate has been established.</p>
	<p><i>Action:</i> Establish evaluation processes to measure the effectiveness of information research and learning skills programs.</p> <p><i>Measures/Targets/KPIs:</i> Evaluation process further developed and</p>	<p>The Information Research and Learning Skills Subcommittee evaluation project is continuing and the first stage report completed.</p>

	<p>implemented.</p> <p><i>Responsibility:</i> Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Faculty Teams.</p>	
	<p>Action: Facilitate effective information research and learning skills teaching methods.</p> <p><i>Measures/Targets/KPIs:</i> Professional development opportunities are provided.</p> <p>Input made to teaching, research and supervisor training programs.</p>	<p>A number of co-teaching opportunities are contributing to professional development.</p> <p>The Library is teaching a Graduate Certificate in Higher Education (GCHE) unit and Library staff have participated in the GCHE program. A Library staff member was a successful applicant for one of the five Commonwealth supported places for professional staff to undertake the course.</p>
	<p>Action: Initiate, share and build on successful liaison / communication practices across faculty teams and within branch libraries.</p> <p><i>Measures/Targets/KPIs:</i> Improved liaison between faculty teams and within branch libraries is demonstrated.</p> <p><i>Responsibility:</i> Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; Faculty Teams, Branch Managers.</p>	<p>Establishment and review of the Information Resources and Services Committee and its Information Research and Learning Skills Subcommittee has enhanced liaison and communication between faculty teams and branch libraries. Project teams and working groups continue to be effective mechanisms for change management, cross-Library liaison and communication. Arts, Art and Design and Education faculty teams held joint meetings in first half of 2011.</p>
	<p>Action: Further integrate learning skills within the Library structure.</p> <p><i>Measures/Targets/KPIs:</i> New structure implemented.</p> <p><i>Responsibility:</i> Directors, Client Services; Learning Skills Manager; Branch Managers; Faculty Teams.</p>	<p>Research and Learning Coordinator positions have been established in the three large libraries and Learning Skills Advisers in other libraries now report to the local Branch Manager.</p>
	<p>Action: Implement the Library's e-Learning Strategy to further develop effective tools, resources and services to maximise the quality of education and research.</p> <p><i>Measures/Targets/KPIs:</i> e-Learning strategies are implemented.</p> <p><i>Responsibility:</i> Directors, Client Services and Central Services; ELearning Coordinator; Information Literacy Librarian; Learning Skills Manager; Faculty Teams.</p>	<p>A number of online tutorials are being developed for access via the Library website. A Moodle and Captivate course for staff was developed and implemented. Many e-learning modules have been developed for specific units and included in the Learning Management System. A presentation on the Library's e-Learning Strategy was made to the Educause Conference in April. Implementation of the Library's e-Learning Strategy is included in the University's Education Strategic Plan 2011-15.</p>
	<p>Action: Explore and exploit</p>	<p>More than 300 Information research and learning skills program resources</p>

	<p>potential of Equella.</p> <p><i>Measures/Targets/KPIs:</i> Opportunities identified and implemented.</p> <p><i>Responsibility:</i> Directors, Client Services and Central Services; ELearning Coordinator; Information Literacy Librarian; Learning Skills Manager; Faculty Teams.</p>	<p>have been added to the Library's learning objects repository, Equella. A working group was established to consider ongoing development of Equella, including its use beyond learning objects e.g. for images. Further development has been facilitated by the recent adoption of Equella as a Monash enterprise system.</p>
<p>2.2 Review and improve services.</p>	<p>Action: Implement the recommendations from the Service Points Review.</p> <p><i>Measures/Targets/KPIs:</i> Recommendations made and implemented.</p> <p><i>Responsibility:</i> Directors, Client Services and Central Services; Library Strategy Group.</p>	<p>The final report of the Review was endorsed by Library Management Committee in early 2011. Physical changes are being implemented progressively, with a pilot approach, as funds allow. A working group focusing on rejuvenating HEW5 roles has been established.</p>
	<p>Action: Complete the establishment of the Information Resources and Services Committee.</p> <p><i>Measures/Targets/KPIs:</i> Recommendations implemented.</p> <p><i>Responsibility:</i> Directors; IRSC members.</p>	<p>The Committee has been established and reviewed. It continues as an effective mechanism for leadership, decision making and communication.</p>
	<p>Action: Devise pathways for the evolution of the learning components of the language and learning website within the library environment.</p> <p><i>Measures/Targets/KPIs:</i> Implement identified components.</p> <p><i>Responsibility:</i> Directors, Client Services; Information Literacy Librarian; Learning Skills Manager; ELearning Coordinator; Faculty Teams; Library Web and Applications Manager.</p>	<p>Most Library Guides include information research and learning skills components. The Language and Learning website is being reviewed.</p> <p>There are currently 55 Library Guides. Further work is to be done on standardising naming conventions/templates; a recommended action from the Monograph Futures Implementation Project.</p>

	<p>Action: Monitor service offer for Monash students participating in 'Research Challenge' units in the Investigate program of Passport 2.0.</p> <p><i>Measures/Targets/KPIs:</i> Service offer modified.</p> <p><i>Responsibility:</i> Directors, Client Services; Faculty Teams; Lending Services Librarian; Information Literacy Librarian; Learning Skills Manager.</p>	<p>Units in the Research Challenge (Investigate Program) have been offered in the Medicine, Pharmacy and Science faculties. A number of new units are being launched in 2012 and the Library will contribute to these where appropriate.</p>
	<p>Action: Review implementation of the new MULO service.</p> <p><i>Measures/Targets/KPIs:</i> Service reviewed and recommendations made</p> <p><i>Responsibility:</i> Director, Central Services.</p>	<p>A major upgrade of the Ecosystem software platform for MULO was undertaken in time for the commencement of the 2012 academic year.</p>
<p>2.3 Partner with academic staff to lead the Library's engagement with Research and Education.</p>	<p>Action: Contribute to the University's course review process.</p> <p><i>Measures/Targets/KPIs:</i> Improved process developed and implemented incorporating Library requirements.</p> <p><i>Responsibility:</i> Directors, Client Services; Faculty Teams; Information Literacy Librarian; Learning Skills Manager.</p>	<p>Through participation in the University's Learning and Teaching Committee, new processes and templates have been introduced and the Library Impact Statements have been updated.</p>
<p>2.4 Develop the readings and reserve service to meet emerging needs.</p>	<p>Action: Develop and implement the Aspire software for the Monash environment.</p> <p><i>Measures/Targets/KPIs:</i> Software successfully implemented and technical issues resolved.</p> <p><i>Responsibility:</i> Directors, Client Services; Director, Central Services; Web and Application Manager; Branch Managers; Lending Services Librarian.</p>	<p>After extensive consultation and development, the software has been implemented and technical issues resolved. Trial of reading lists has been undertaken in summer semester.</p>
	<p>Action: Evaluate and improve ordering processes to support readings and reserve.</p> <p><i>Measures/Targets/KPIs:</i> Ordering strategies completed and implemented.</p> <p><i>Responsibility:</i> Directors, Client Services; Director, Information Resources.</p>	<p>Working groups have been formed as part of the Monograph Futures Implementation Project to consider ePreferred, orders workflows, shelf ready services, and call numbering.</p>

<p>2.5 Improve the effectiveness and efficiency of Lending Services.</p>	<p>Action: Complete implementation of open holds across remaining branches.</p> <p><i>Measures/Targets/KPIs:</i> Remaining two libraries have open or browsable holds.</p> <p><i>Responsibility:</i> Directors, Client Services; Lending Services Librarian; Branch Managers.</p>	<p>Open or browsable holds are now implemented at all branches.</p>
	<p>Action: Extend open and browsable reserve collections across remaining branches.</p> <p><i>Measures/Targets/KPIs:</i> Remaining two libraries have open and browsable reserves.</p> <p><i>Responsibility:</i> Directors, Client Services; Director, Central Services; Lending Services Librarian; Branch Managers.</p>	<p>Planning for a browsable reserve for Caulfield was completed. The relocation of Matheson's browsable reserve is to be completed for first semester 2012.</p>
	<p>Action: Investigate further improvements for intercampus loans, including materials handling.</p> <p><i>Measures/Targets/KPIs:</i> Improvements identified and costed.</p> <p><i>Responsibility:</i> Directors, Client Services; Lending Services Librarian.</p>	<p>The Lending Services Committee has established a working group to undertake this investigation.</p>
<p>2.6 Extend lending services support to international campuses.</p>	<p>Action: Provide advice on the development of policies, procedures and practices for lending services at international campuses.</p> <p><i>Measures/Targets/KPIs:</i> Advice provided.</p> <p><i>Responsibility:</i> Director, Central Services; Directors, Client Services; Lending Services Librarian; Document Delivery Librarian.</p>	<p>Advice has been provided through campus visits, regular email and video contact and on an ad hoc basis.</p>
	<p>Action: Develop lending services guidelines and processes for students and staff moving between international campuses.</p> <p><i>Measures/Targets/KPIs:</i> Guidelines and processes developed and implemented.</p> <p><i>Responsibility:</i> Director, Central Services; Directors, Client Services; Lending Services Librarian; Document Delivery Librarian</p>	<p>A Lending Services Committee (LSC) recommendation was endorsed, confirming continuation of existing inter-campus practice in relation to overseas campuses.</p>

<p>2.7 Improve access to library research collections.</p>	<p>Action: Develop the Relais software to provide required reports.</p> <p><i>Measures/Targets/KPIs:</i> Reports available.</p> <p><i>Responsibility:</i> Director, Central Services; Directors, Client Services; Library Web and Applications Manager; Document Delivery Librarian.</p>	<p>Required reports are under development.</p>
	<p>Action: Explore unmediated inter-library loans options.</p> <p><i>Measures/Targets/KPIs:</i> Discussion paper produced and recommendations</p> <p><i>Responsibility:</i> Directors, Client Services; Lending Services Librarian; Document Delivery Librarian.</p>	<p>Document Delivery has commenced investigation of Bonus and other unmediated interlibrary loan options.</p>
<p>2.8 Monitor the management and use of material located in storage following implementation of CARM 2.</p>	<p>Action: Monitor circulation of material. Monitor budget requirements.</p> <p><i>Measures/Targets/KPIs:</i> Usage data is collected.</p> <p>Budget provided.</p> <p><i>Responsibility:</i> Director, Central Services; Directors, Client Services; Lending Services Librarian; Document Delivery Librarian</p>	<p>Less material was moved offsite in 2011 than in the previous year.</p>
<p>2.9 Review opening hours.</p>	<p>Action: Implement review recommendations.</p> <p><i>Measures/Targets/KPIs:</i> Recommendations implemented and communicated.</p> <p><i>Responsibility:</i> Directors, Client Services; Branch Managers; Communications Manager.</p>	<p>Changes to opening hours were endorsed for 2012. These include opening the Matheson Library until midnight during semester.</p>

Key Responsibility 3 - Central Services

Objective

To provide central support services that meet or exceed the requirements and standards of best practice in the Australian university library sector.

To enrich the total study and campus experience of Monash Library users through the provision of innovative and welcoming facilities that stimulate learning and respond to study and research needs.

To ensure that the Library's information technology infrastructure is robust, reliable and stable and provides access to leading edge technology which meets the needs and requirements of the University's teaching, learning and research community.

Strategies	Details	Progress
3.1 Improve facilities within available resources, adhering to the Facilities Master Plan.	<p>Action: Continue to implement Facilities Master Plan concepts in light of the service points review.</p> <p><i>Measures/Targets/KPIs:</i> Recommendations implemented.</p> <p><i>Responsibility:</i> Directors, Client Services; Director, Central Services; Facilities and Purchasing Manager.</p>	The Facilities Master Plan (FMP) continues to be implemented. New furniture has been ordered and an audit undertaken to replace old and outdated furniture, particularly in the Law and Peninsula Libraries. The new service point module has been designed and a pilot of this new furniture will occur at Peninsula and Matheson Libraries in 2012.
	<p>Action: Develop and apply a methodology to analyse user behaviour in partnership with Victoria University, Swinburne University and University of Queensland.</p> <p><i>Measures/Targets/KPIs:</i> Research completed and methodology used at the Gippsland Library.</p> <p><i>Responsibility:</i> Branch Managers; Directors, Client Services; Director, Central Services, Facilities and Purchasing Manager.</p>	The new methodology was used to evaluate the refurbished spaces at Gippsland and Matheson Libraries and will be used to review Peninsula in 2012.
	<p>Action: Plan for the refurbishment of the Matheson and Caulfield Libraries.</p> <p><i>Measures/Targets/KPIs:</i> Participate in design phase of Caulfield Library.</p> <p><i>Responsibility:</i> University Librarian; Directors, Client Services; Director, Central Services; Manager, Caulfield Library; Facilities and Purchasing Manager.</p>	Feasibility Study discussions and reports were completed in late 2010. Approval is being sought for commencement of the major Caulfield Library upgrade. The Library has been advised that a major upgrade for Matheson will not proceed, but there is strong support for more modest improvements.

3.2 Improve the student printing environment.	<p>Action: Implement online copier card system.</p> <p><i>Measures/Targets/KPIs:</i> New card system using PaperCut implemented.</p> <p><i>Responsibility:</i> Director, Central Services; Finance Manager; IT Manager.</p>	<p>Planning for a new printing system to integrate with the University printing environment was completed. Implementation is planned for January 2012.</p>
	<p>Action: Review and adopt 'green' printing initiatives.</p> <p><i>Measures/Targets/KPIs:</i> Double sided printing trialled and recommendations implemented.</p> <p><i>Responsibility:</i> Director, Central Services; IT Manager; Finance Manager.</p>	<p>Double sided printing continues to be offered at Peninsula campus. The new printing system implemented in 2012 will enable double sided printing at a reduced cost in all branch libraries.</p>
3.3 Improve planning and quality environment.	<p>Action: Implement strategies to ensure 2011 budget is met.</p> <p><i>Measures/Targets/KPIs:</i> Strategies implemented.</p> <p><i>Responsibility:</i> Director, Central Services; Library Finance Manager.</p>	<p>Strategies to monitor the 2011 budget have been implemented. Variations were monitored closely and resulted in the achievement of a close to balanced budget.</p>
	<p>Action: Implement FSE processes.</p> <p><i>Measures/Targets/KPIs:</i> Financial Services recommendations implemented where possible.</p> <p><i>Responsibility:</i> Director, Central Services; Library Finance Manager; Facilities and Services Manager.</p>	<p>Implications for workflows from some aspects of the Financial Services Enhancement project have been assessed.</p>
	<p>Action: Implement HR automated systems.</p> <p><i>Measures/Targets/KPIs:</i> Systems implemented.</p> <p><i>Responsibility:</i> Director, Central Services; Human Resources Manager.</p>	<p>The Recruitment Express (Rex) and Performance Development Online (PDO) systems have been implemented.</p>
	<p>Action: Improve casual staff recruitment.</p> <p><i>Measures/Targets/KPIs:</i> Processes implemented</p> <p><i>Responsibility:</i> Director, Central Services; Human Resources Manager.</p>	<p>Work is ongoing to review casual staff recruitment processes.</p>

	<p>Action: Implement improved services project recommendations.</p> <p><i>Measures/Targets/KPIs:</i> Recommendations implemented where possible.</p> <p><i>Responsibility:</i> Director, Central Services; IT Manager; Web and Applications Manager.</p>	<p>This has been a significant undertaking for the year. Finance, HR and eSolutions staff have been accommodated within the Library, necessitating relocation of Library staff and a number of minor works.</p> <p>Improved services implementations have had a significant impact on some areas of the Library, and the changes that need to be made in response are being worked through.</p>
	<p>Action: Implement recommendations from Library Quality Review in accordance with University requirements.</p> <p><i>Measures/Targets/KPIs:</i> Recommendations implemented.</p> <p><i>Responsibility:</i> University Librarian; Directors; Library Planning Executive.</p>	<p>The implementation plan has been developed, communicated and progress made towards completing the tasks defined in the plan.</p> <p>A digitisation strategy for the Library is being developed in consultation with appropriate staff.</p>
	<p>Action: Administer 2011 user survey.</p> <p><i>Measures/Targets/KPIs:</i> Survey items determined in liaison with Insync.</p> <p>Action plan based on results of survey prepared and implemented.</p> <p><i>Responsibility:</i> Director, Central Services; Communications Manager; Library Planning Executive.</p>	<p>The survey was run in May 2011. Performance improved across all measures except facilities, but Monash's ranking compared with other Go8 universities has declined.</p> <p>An implementation plan is currently under development. The three main issues are provision of computers, facilities and hours of opening.</p>
	<p>Action: Review the Library Service Level Agreement and KPIs to ensure that they reflect current operations accurately.</p> <p><i>Measures/Targets/KPIs:</i> Review completed. Modifications approved by General Library Committee.</p> <p><i>Responsibility:</i> University Librarian; Directors; Library Planning Executive.</p>	<p>The Key Performance Indicators have been reviewed and a new set of measures are being developed.</p> <p>As the University no longer requires Service Level Agreements the Library is investigating what measures it will use.</p>

3.4 Improve staff capability to respond to a changing environment.	<p><i>Action:</i> Implement the Library’s mentoring program for staff in partnership with the State Library of Victoria.</p> <p><i>Measures/Targets/KPIs:</i> Program successfully implemented with State Library of Victoria.</p> <p><i>Responsibility:</i> Directors; Supervisors; Human Resources Manager.</p>	<p>The program has started, with positive feedback from participants in both libraries.</p>
	<p><i>Action:</i> Broaden the leadership and management program to include middle level supervisors.</p> <p><i>Measures/Targets/KPIs:</i> Program implemented.</p> <p><i>Responsibility:</i> Director, Central Services; Human Resources Manager.</p>	<p>The majority of Library Strategy Group members have attended the University’s leadership training program and have participated in a tailored series of leadership development workshops. The Library is broadening leadership opportunities to middle managers via externally provided programs.</p>
	<p><i>Action:</i> Implement the staff attitude survey action plan.</p> <p><i>Measures/Targets/KPIs:</i> Action plan developed</p> <p><i>Responsibility:</i> Director, Central Services; Human Resources Manager; Library Strategy Group.</p>	<p>The Library results have generally decreased, as they have across the University. An action plan has been prepared.</p>
3.5 Provide resources and advice on copyright.	<p><i>Action:</i> Provide input into the renegotiation of copyright licences (CAL, Screenrights and UEML).</p> <p><i>Measures/Targets/KPIs:</i> Contribute to VLMS and Readings and Reserves copyright compliance requirements.</p> <p>Input provided into the negotiation process and necessary processes implemented.</p> <p><i>Responsibility:</i> Director, Central Services; Copyright Adviser.</p>	<p>Input was provided to CAL as part of the review of the CAL survey process. The license was renewed without negotiation for 2012.</p>
	<p><i>Action:</i> Implement CAL copyright survey between February and May 2011.</p> <p><i>Measures/Targets/KPIs:</i> Survey completed</p> <p><i>Responsibility:</i> Director, Central Services; Copyright Adviser.</p>	<p>The survey was completed with some difficulty and risk of the University being required to repeat the exercise. A report has been provided to Universities Australia and CAUL.</p>

<p>3.6 Improve communication strategies.</p>	<p>Action: Review publications and improve communication with users.</p> <p><i>Measures/Targets/KPIs:</i> Publications reviewed and changes made.</p> <p>Targeted communication to users.</p> <p><i>Responsibility:</i> Directors; Communications Manager.</p>	<p>Several publications have been reviewed, with some now only available on the internet. The review of publications is ongoing.</p> <p>Strategies to improve communication with faculties are being discussed with faculty teams.</p> <p>The Rare Books exhibition catalogue is being reviewed to conform to new guidelines from the University's marketing unit.</p>
<p>3.7 Manage areas identified as high risk in the University's risk management register.</p>	<p>Action: Monitor use and identify options for enhancing compliance with database license agreements.</p> <p><i>Measures/Targets/KPIs:</i> Database usage is monitored and possible misuse identified, investigated and responded to appropriately.</p> <p><i>Responsibility:</i> Director, Information Resources; Director, Central Services.</p>	<p>Monitoring is continuing and misuses are responded to appropriately. The following areas are being reviewed:</p> <ul style="list-style-type: none"> • electronic resources statistics. • database misuse policy and procedures.
	<p>Action: Improve disaster management procedures for infrastructure, buildings, facilities and the collections.</p> <p><i>Measures/Targets/KPIs:</i> Procedures improved and implemented.</p> <p><i>Responsibility:</i> Director, Central Services.</p>	<p>A two day disaster preparedness workshop was organised with Library-wide participation. The Local Emergency Response database was implemented. Staff access will be made available in 2012.</p>
	<p>Action: Undertake risk assessments recommended by OHSE audit.</p> <p><i>Measures/Targets/KPIs:</i> Assessments completed</p> <p><i>Responsibility:</i> Director, Central Services; OHSE Committee members.</p>	<p>Caulfield Library successfully completed an OHSE audit this year with no areas of concern reported.</p> <p>Two risk assessments for manual handling and receiving were undertaken. These were tabled at the OH&S Committee as examples of best practice.</p>

Key Responsibility 4 – Internationalisation and Partnerships

Objective

To align with the University's defining themes of innovation, engagement, internationalisation and global development to support the wider Monash community.

To improve services through co-operative arrangements with other institutions and organisations.

Strategies	Details	Progress
4.1 Support optimum development of Monash libraries at Monash University Sunway campus and Monash South Africa.	<p>Action: Explore more sustainable strategies for systems and web support for the two overseas campuses.</p> <p><i>Measures/Targets/KPIs:</i> Strategies documented and implemented as appropriate.</p> <p><i>Responsibility:</i> University Librarian; Directors.</p>	The Library is now providing more support to Sunway, particularly for the library management system Voyager.
	<p>Action: Advise on staffing and the operational environments of the libraries for the Monash University Sunway campus, including Monash University Malaysia Medical School and associated hospitals, and Monash South Africa campus.</p> <p><i>Measures/Targets/KPIs:</i> Advice given.</p> <p><i>Responsibility:</i> University Librarian; Directors.</p>	<p>A number of senior staff have visited Sunway during 2011, including the University Librarian. Ongoing advice is provided via email and through video conferencing.</p> <p>Various papers on collection management were prepared following visits to Sunway.</p>
	<p>Action: Advise and assist Sunway campus and Monash South Africa on building and improving access to library collections.</p> <p><i>Measures/Targets/KPIs:</i> Advice and assistance given as needed.</p> <p><i>Responsibility:</i> Director, Information Resources; Director, Central Services.</p>	<p>The most recent work has been focused on ensuring that site licensing for electronic resources includes users on all campuses.</p> <p>Advice is being given about possible extensions to the South Africa Library.</p>
	<p>Action: Encourage consistent policies across all campuses.</p> <p><i>Measures/Targets/KPIs:</i> Policies reviewed and implemented.</p> <p><i>Responsibility:</i> Directors, Client Services; Director, Central Services.</p>	Electronic and print acquisitions procedures were reviewed to incorporate Sunway and South Africa.

	<p>Action: Implement an Australian managed Voyager solution for Sunway.</p> <p><i>Measures/Targets/KPIs:</i> SLA developed, implemented and reviewed with ITS and Library.</p> <p><i>Responsibility:</i> Director, Central Services; Library Web and Applications Manager; OCIO.</p>	<p>The Sunway Voyager system was moved from Sunway and is now being hosted and managed in Australia.</p>
<p>4.2 Develop Monash University's partner institutions.</p>	<p>Action: Develop relationships with the John Monash Science and Nossal High Schools.</p> <p><i>Measures/Targets/KPIs:</i> Advice and support provided and impact monitored. Relationships developed.</p> <p><i>Responsibility:</i> Directors.</p>	<p>Regular contact continues to build the relationship between the schools and the Library.</p> <p>A strategy for managing secondary school students' use of the Caulfield Library involved discussions with nominated schools and Campus stakeholders.</p>
<p>4.3 Review resource access for Library users including alumni, third party tenants on campus, schools, TAFEs, Monash-affiliated hospitals, and Open Universities Australia students enrolled in Monash-taught units.</p>	<p>Action: Monitor and review resources access for partner institution users as appropriate.</p> <p><i>Measures/Targets/KPIs:</i> Resource access arrangements are current.</p> <p><i>Responsibility:</i> Directors.</p>	<p>Regular meetings continue with the hospital librarians.</p>
<p>4.4 Improve External Client Services offer and expand its client base.</p>	<p>Action: Pursue opportunities for expanding the External Client Services client base through a targeted communication strategy, and review services provided to the Cancer Council of Victoria.</p> <p><i>Measures/Targets/KPIs:</i> Growth of business as evidence of improved communication strategy.</p> <p>Cancer Council services reviewed.</p> <p>Client base increased.</p> <p><i>Responsibility:</i> Director, Central Services; External Client Services Manager; Communications Manager.</p>	<p>Growth of the business is slow, however opportunities to expand the service to not-for-profit organisations was investigated with potential growth to be realised in 2012.</p>

<p>4.5 Gain advantage through strategic alliances with vendors and institutions.</p>	<p>Action: Investigate and develop partnerships with vendors and institutions in key areas such as Monash University Publishing and Library applications.</p> <p><i>Measures/Targets/KPIs:</i> Participate in partnership development programs.</p> <p>Optimise outcomes for the new integrated library management system by actively participating in the Unified Resource Management Framework (URM) development partnership.</p> <p><i>Responsibility:</i> University Librarian; Director, Information Resources.</p>	<p>Monash continues to work with the Australian National University on development of the publishing software suite.</p> <p>Monash is an active member of the Alma (previously URM) collaborative partnerships group with Ex Libris and other selected Australian and New Zealand libraries. Project documentation has been developed and submitted to the new eSolutions project board.</p> <p>The partnership with Echo360 is very strong. The Library is participating in conferences, surveys and beta testing of new software.</p>
---	---	---

Appendix 2: Statistical summary - 2011

1a. Physical Collections:

Library	Monographs (eg. Books, Videos)	Serials (eg. Journals, Newspapers)	Microforms (eg. Microfilm, Microfiche)	Non-Book (eg. CD- ROMS, Maps, Sheet Music, etc.)	2011 total	2010 total	% Change
Matheson (incl Rare Books)	1,010,412	181,132	334,284	38,822	1,564,650	1,543,963	1.3%
Hargrave	227,262	180,542	18,762	5,973	432,539	432,022	0.1%
Law	70,888	77,248	8,992	739	157,867	159,510	-1.0%
Caulfield	261,245	57,989	4,848	35,930	360,012	355,194	1.4%
Peninsula	170,519	28,084	3,926	1,036	203,565	200,918	1.3%
Berwick	22,872	425	34	2,766	26,097	24,662	5.8%
Gippsland	125,961	32,660	5,993	55,681	220,295	225,736	-2.4%
Pharmacy	16,881	6,145	745	104	23,875	25,044	-4.7%
Off Site Store	272,109	20,118	-	-	292,227	281,075	4.0%
Total	2,178,149	584,343	377,583	141,051	3,281,126	3,248,123	1.0%

1b. Electronic Collections:

	2011	2010	% Change
Electronic Monographs	417,380	365,949	14.1%
Electronic serials accessible through the catalogue	77,991	60,852	28.2%
Electronic serials - as determined using CAUL deemed list guidelines	128,294	105,976	21.1%
Internet Databases	1,140	1,068	6.7%

2: Loans and Borrowing Activity

2a. Total Loans and Renewals

	2011	2010	% Change
Loans	727,744	892,384	-18.4%
Renewals	540,436	612,461	-11.8%
Total	1,268,180	1,504,845	-15.7%
Further information: Two important factors contributing to these reductions are the increase in availability and use of electronic resources and an increase in loan privileges for Monash University borrowers.			

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

	2011	2010	% Change
Holds Received (not including items found on local shelves)	104,879	141,028	-25.6%
Items Charged Out	69,977	92,660	-24.5%
Further information: The reduction in intercampus loans reflects an overall downwards trend in loans as use of electronic resources increases and an earlier change in practice when placing hold requests. Library users now collect those items which are on the shelf at their selected pickup location.			

2c. Document Delivery

	2011	2010	% Change
Requests Received ¹	26,027	27,756	-6.2%
Requests Filled ²	23,804	24,199	-1.6%
Items Supplied to other Libraries ³	9,328	9,156	1.9%
Further information:			
1 Requests received from Monash University Library users			
2 Requests from Monash University Library users which are filled from either internal or external locations			
3 Inter-library loans and document requests from other libraries			

3: Serving Library Users

3a. Information Literacy (Training in using library and information resources)

	2011	2010	% Change
Sessions	1,619	1,439	12.5%
Participants	25,547	25,942	-1.5%
Staff Contact Hours	1,852	1,535	20.7%

3b. Learning Skills

	2011	2010	% Change
Sessions		1,066	
Participants		61,542	
Staff Contact Hours		3,387	

3c. Inquiries

	2011	2010	% Change
In Person (Reference Inquiries only)	50,382	76,310	-34.0%
By Telephone	16,574	13,628	21.6%
By Ask.Monash (Email)	2,216	2,002	10.7%
Via Ask.Monash FAQs accessed	18,664	19,507	-4.3%
Live Help (Online Chat)	751	722	4.0%
Off Campus Support	5,497	5,702	-3.6%
Total	94,084	117,871	-20.2%
Further information: An increase in the availability and use of self help, independent learning tools and the effectiveness of research and learning programs have reduced reliance on enquiries.			

3d. Door Count

	2011	2010	% Change
Door Count	3,802,375	4,089,161	-7.0%

3e. Monash University Lectures Online

	2011	2010	% Change
Audio/ Visual streams	732,658	528,706	38.6%
Audio/ Visual MV4 downloads	811,387	568,657	42.7%
Audio MP3 downloads	254,600	496,680	-48.7% ¹

Further information: Audio only (MP3) format is being replaced by audiovisual formats.

Appendix 3: Service Level Agreement Report

 MONASH University Support Service: MONASH UNIVERSITY LIBRARY 2011 Summary Report Compiled: February 2012					
Service: No. 1 – Information Resources: Access and Delivery					
Service description: Access to materials and resources					
Key Performance Indicator	Result	Date reported/ to be reported	Period covered by statistics	Frequency to be reported	Measured by
Library open 100% of advertised opening hours	The majority of libraries were open for 100% throughout the year ¹	April, July, October and January	April - June 2011	Quarterly	% of advertised hours that the library opened
90% of items returned from loan reshelved within 24 hours Monday to Friday	98.25% of items returned from loan reshelved within 24 hours Monday to Friday	April, July, October and January	April - June 2011	Quarterly	% of items returned from loan reshelved within 24 hours Monday to Friday
85% of students agree that library services are readily accessible	Data not available				Monash Experience Questionnaire Report
The library catalogue available during core service hours Monday to Friday 8.30am to 5.30pm with the exception of scheduled downtimes	99.8%	April, July, October and January	April - June 2011	Quarterly	% of hours the library catalogue available during core service hours
Further Information: 1. The only major closures were for Peninsula campus which was closed all day on 21 February due to a widespread power outage and the Law Library which was closed on 2 Sundays (April 10 & 17) due to building works on Building 11.					

Service: No. 2 – Information Resources: Collection Management					
Service description: Development, selection, acquisition, cataloguing, maintenance and overall management of library resources					
Key Performance Indicator	Result	Date reported/ to be reported	Period covered by statistics	Frequency to be reported	Measured by
95% of items requested within budget are ordered by 31 October	98.4% of items were requested within budget were ordered by 31 October.	April, July, October and January	April - June 2011	Quarterly	% of orders received that are placed by staff in the Information Resources Division
95% of web links in the library catalogue are accurate	98.55% links in the Library catalogue were verified as accurate.	April, July, October and January	April - June 2011	Quarterly	% of accurate links in the library catalogue identified by monthly link checking program
85% of students agree that library resources are appropriate for their needs	Data not available				Monash Experience Questionnaire Report
Further information: .					

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	Date reported/ to be reported	Period covered by statistics	Frequency to be reported	Measured by
75% of library users satisfied with the quality of library service.	The performance score in the latest user survey was 76.6%	October 2011		Biennially	Customer survey conducted by Australian university libraries
Further information:					

Service: No. 4 – Learning Skills					
Service description: Learning skills services to facilitate the development of core skills and attributes that students need to learn within an academic environment and disciplinary context.					
Key Performance Indicator	Result	Date reported/ to be reported	Period covered by statistics	Frequency to be reported	Measured by
Improvement in identified learning skills in a minimum of 3 identified units with integrated learning skills programs.	Improvements have been identified in more than 20 units.	January 2011	2011	Annually	Pre and post Unit Evaluation data for selected units ('overall satisfaction' higher than 70% over a mean of 4)
70% of students are satisfied with the opportunities they have had to develop their language and learning skills to meet their needs at university (target mean of 4)	Data not available ¹	January 2011	2011	Annually	Monash Experience Questionnaire (MEQ), Monash Support Experience Questionnaire (MSEQ) on alternate years. Course Experience Questionnaire (CEQ) Generic Skills scale. MEQ Generic Skills scale.
90% of Higher Degree Research students are broadly satisfied with the opportunities they have had to improve their reading and writing for research through the Learning Skills Unit (target mean of 4)	Data not available ²	January 2011	2011	Annually	HDR exit survey and biennial Post Graduate Research Supervision Surveys
Further information:	<ol style="list-style-type: none"> 1. New measures of experience are being considered by the University and once resolved will be used to replace this measure. 2. 2011 data are not yet available for publication. 				

Service: No. 5 – Physical Environment					
Service description: Study and work environment					
Key Performance Indicator	Result	Date reported/ to be reported	Period covered by statistics	Frequency to be reported	Measured by
75% of library users satisfied with library facilities and equipment	68.2% of users were satisfied with library facilities and equipment.	October 2011	2011	Biennially	Customer survey conducted by Australian university libraries
70:1 ratio of on-campus students (EFTSU) to workstations	42.2:1 ratio EFTSU/ student workstations	October 2011	2011	Annually	On-campus students (EFTSU) per workstation
Further information:					

Service: No. 6 – 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	Date reported/ to be reported	Period covered by statistics	Frequency to be reported	Measured by
90% of requests resolved or forwarded for action within 48 hours of receipt Monday to Friday.	95% of all requests were solved or forwarded for action within 48hrs in each of the sample periods.	January and July	January – June 2011	Biannually	% of requests resolved or forwarded for action within 48 hours of receipt Monday to Friday
Further information:					

Service: No. 7 – Document Delivery Services					
Service description: Delivery of requested items not available in home campus Monash Library					
Key Performance Indicator	Result	Date reported/ to be reported	Period covered by statistics	Frequency to be reported	Measured by
95% of requests dispatched to first potential supplier within one working day of receipt	Data not available ¹	April, July, October and January	April - June 2011	Quarterly	% of requests dispatched to first potential supplier within one working day of receipt
95% of requested material or notice of its availability forwarded to postgraduate students and staff within one working day of receipt	Data not available ¹	April, July, October and January	April - June 2011	Quarterly	% of requested material or notice of its availability forwarded to postgraduate students and staff within one working day of receipt
Further information: System changes in progress KPI will be updated for 2012.					

Service: No. 8 – Partnerships					
Service description: Services to hospital libraries; services to overseas campuses and centres; co-operative services and partnerships					
Key Performance Indicator	Result	Date reported/ to be reported	Period covered by statistics	Frequency to be reported	Measured by
Service level agreements negotiated with partner institutions	No agreements were negotiated this year.	April and October		Biannually	Agreements completed and services provided as defined in service level agreements
Further information:					

Appendix 4: Visitors

Date	(Primary) Name and Position	Organisation	Total #	Branch(es) Visited	Primary MUL Contact	Purpose of Visit / Area(s) of Interest
1/4/2011	Sue Tait Teaching Services Manager in Information Technology Services	Massey University (NZ)	1	HAL	R. Thomas S.Yates	e-learning; learning spaces
15/6/2011	Kim Kelly, Academic Services Librarian & Jeff Giddings, Acting Director, Legal Practice Centre, Griffith Law School	Griffith University, QLD	2	Law	Kay Tucker	Library and law school planning of services
11/08/2011	Delegation	SouthEast University, Dhaka	11	HAL	J. Burke	Tour of library
4/08/2011	Rose Nolan, Senior Team Leader, Strategic Projects and Planning, PH: 9209 6661	Port Philip Public Library Service	7	Caulfield	Robert Hornett	To look at Information Desk and Loans Desk Pods. They had heard that they were good and were interested in remodelling their service desks
12/08/2011	Lynda Clark. Subscriptions & Document Services Librarian	Flinders University	1	Matheson	Pauline Middleton	DocDel, Relais, Primo
25/08/2011	Tseli Griver	Private benefactor	3	HAL	Robert Thomas	James Worlidge and Eric Cheng (Advancement) regarding donation to the Library
26/08/2011	JoAnne Sparks, Julie	Griffith University,	2	Matheson, HAL	Wilna Macmillan	Research support,

	Robinson	QLD				facilities
26/10/11	Louise Mercer, Client Services	Victoria University Wellington	1	HAL	Wilna Macmillan	Discussion re facilities and services plus tour of HAL
7/11/2011	Zanarai Suapi Udin: Head of Information Services; Yusef Mahbob; Deputy University Librarian	University of Malaysia	2	Matheson; HAL	S. Miranda	Tour of libraries
22/11/11	Dr Gary Pearce	RMIT	9	Matheson	C. Carlsson	Service Points Review
11/11/24	Delegation of international careers advisors	Various	30	Law	S Pyke	Presentation of library services and resources
11/12/08	Delegation of international agents	Various	44	Law	K Tucker	Presentation of library services and resources

Appendix 5: Publications, Presentations and Memberships

Publications

Hughes, P, Tucker, K, Knaggs, C, 2011. Sitting on the Same Bench: Complementing Law Learning Outcomes. *Journal of Academic Language & Learning* 5(2): *Special Issue*, A50-A59 (also presented at the 10th Biennial Conference of the Association of Academic Language and Learning, Adelaide, 21-23 November, 2011).

Hughes, P, 2011. ' "I've Done the Research, What Now?" Developing Critical Thinking skills for Law Students' *Australian Law Librarian* 19(1): 30 - 44.

Ilic D, Tepper K and Misso M, 2011. 'Teaching evidence based medicine literature searching skills to medical students during the clinical years - a protocol for a randomized controlled trial.' *BMC Medical Education* 11:49.

Pinder, J. "A Lady's Guide to Salvation: The *Miroir des Dames* Compilation", in Karen Green and Constant J. Mews (eds), *Virtue Ethics for Women 1250-1500*, Dordrecht, Heidelberg, London, New York: Springer, pp 45-52.

Smith, L. 2011. 'Monash University Library and Learning: A New Paradigm for a New Age.' *Australian Academic & Research Libraries* 42(3): 246-263.

Presentations

Janette Burke. *Implementing a large scale lecture recording system*. Presentation at the eLearning Forum Asia, Nanyang University, Singapore, June 8, 2011.

Janette Burke. *Recorded lectures: challenges and opportunities*. Presentation at the BEENet User Forum, Nanyang University, Singapore, June 10, 2011.

Clare Carlsson. *Service Points Review*. Presentation to CAVAL Reference Interest Group Information Literacy (CRIG) Forum Friday 26th August 2011: Rethinking Reference Services, Swinburne University Library.

Suzanne Clarke. Presentation at the *Ex Libris Alma Days Roadshow, Melbourne*, July 2011.

Cathrine Harboe-Ree. *Book to what future? The scholarly monograph in the digital era: A library perspective*. Presentation to National Scholarly Communication Forum 19 September 2011.

Cathrine Harboe-Ree. *Monash University Library*. Presentation to University of Arizona Library, 26 October 2011.

Lisa Smith and Steven Yates, *Monash University Library & E-Learning: Shaping the Future*, Presentation, CCA-EDUCAUSE Australasia 2011: The Game has Changed. Darling Harbour 3-6 April 2011.

Kay Tucker and Warren, D, *30 sites in 30 minutes*. Paper presented at the Australian Law Librarians Association conference, Canberra, 28-30 September, 2011.

Paula Todd, Jackie Waylen & Kerry Murphy. *Small steps to building research data management capability: the Monash University Library Research Data Collections Project*. Poster at eResearch Australasia, Melbourne, November 2011.

Sam Searle and Lyn Torres. *From silo to systematic: a new approach to building research data management skills at Monash University*. Poster at eResearch Australasia, Melbourne, November 2011.

Sam Searle. *Navigating new terrain: research data skills in the context of information literacy*. CAVAL Reference Interest Group (CRIG) Information Literacy Seminar, Melbourne, November 2011.

Sam Searle. *University libraries and research data management: developing knowledge, skills and careers*. Presentation to Council of Australian University Librarians Meeting, April 2011.

Sam Searle. *Research Data Planning: experiences from Monash University*. Presentation to JISC Managing Research Data (International) programme workshop, Birmingham, UK, March 2011.

Sam Searle. *Research data management and library roles: experiences from Monash University*. Presentation to University of Edinburgh Library, March 2011.

Sam Searle, Jackie Waylen and Paula Todd. *Interviewing researchers about their data collections*. Workshop at the University of Melbourne, March 2011.

Memberships

Suzanne Clarke, Member, Nereus Steering Committee.

Suzanne Clarke, Member, Nereus Executive Board.

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

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

Cathrine Harboe-Ree, Member, Australian National Data Service (ANDS) Steering Committee.

Cathrine Harboe-Ree, President, Council of Australian University Librarians (CAUL).

Cathrine Harboe-Ree, Member, Group of Eight Librarians.

Cathrine Harboe-Ree, Member, Victorian University Librarians' Group.

Cathrine Harboe-Ree, Member, recruitment panel, Sydney University Librarian position.

Cathrine Harboe-Ree, Chair, External Review Panel, RMIT Library.

Janette Burke, Member, CAVAL Board.

Richard Overell, Secretary, Book Collectors Society.

Robert Stafford, Member, CARM Centre Advisory Committee.

Robert Stafford, Member, CAUL Electronic Information Resources Advisory Committee.

Kay Tucker, Member, *Australian Law Librarian* Editorial Board.

Appendix 6: Committees - 2011

General Library Committee

General Library Committee met four times in 2011. The committee provides a forum for advice and guidance to the University Librarian on the strategic operation and direction of the Library and acts as an advisory committee to the Academic Board.

Presentations featured in the year's meetings included the new *Search* resource discovery tool, data management at Monash, research skill development and document delivery. The Committee endorsed the Library's 2010 annual report, Quality Review implementation plan and the annual plan for 2012, and recommended changes to the provision of electronic reading lists for consideration by Education Committee.

General Library Committee membership 2011:

- Professor Max King (Chair) – appointed by Academic Board
- Professor Adam Shoemaker – Vice-Chancellor's nominee
- Mr George Ou – Vice-President (Finance) nominee
- Professor Marnie Hughes-Warrington – Academic Board
- Professor Ron Weber – Senior Management Team (Extended)
- Ms Margo Hellyer – Office of the Chief Information Officer – coopted
- Dr Luke Morgan – Faculty of Art and Design
- Professor Robin Gerster – Faculty of Arts
- Dr Ross Booth – Faculty of Business and Economics
- Dr Graham Parr – Faculty of Education
- Professor Wayne Cook – Faculty of Engineering
- Mr Steve Wright – Faculty of Information Technology
- Ms Lisa Spagnolo – Faculty of Law
- Dr Julia Choate – Faculty of Medicine, Nursing and Health Sciences
- Ms Suzanne Caliph – Faculty of Pharmacy and Pharmaceutical Sciences
- Dr Jeffrey Stilwell – Faculty of Science
- Mr Anthony Tuan Vo – Monash Postgraduate Association
- Ms Hannah Aroni – Monash Student Association
- Mr John Monroe – Monash Student Association
- Ms Irene De Vries – Monash University Student Union (MONSU) Caulfield
- Ms Cathrine Harboe-Ree – University Librarian – ex officio
- Ms Janette Burke – Director, Central Services – ex officio
- Ms Sue Clarke – Director, Information Resources – ex officio
- Ms Wilna Macmillan – Director, Client Services, Science, Health and Engineering – ex officio
- Ms Lisa Smith – Director, Client Services, Humanities and Social Sciences – ex officio
- Mrs Marion Miller – Committee Secretary.

Monash University Publishing Advisory Committee

The Monash University Publishing Advisory Committee, comprising Faculty Editorial Board members and a range of other Monash and external stakeholders, determines the broad strategic direction of Monash University Publishing and ensures that proper processes of operation, especially those necessary for the maintenance of high standards of scholarship, are maintained. The Committee met 4 times in 2011.

Advisory Committee membership 2011:

- Professor Adam Shoemaker (Chair) – Deputy Vice-Chancellor Education, Monash University

- Professor Maxwell King (Deputy Chair) – Pro Vice-Chancellor Research, Monash University
- Dr Tom Denison – Faculty of Information Technology, Monash University
- Dr Vince Dziekan – Acting Art and Design Faculty Editorial Chair, Monash University
- Ms Cathrine Harboe-Ree – University Librarian, Monash University
- Dr Karinne Ludlow – Law Faculty, Monash University
- Mr Paul Mercieca – Business IT & Logistics, RMIT
- Professor Ilana Snyder – Education, Monash University
- Mr Andrew Stammer – Journals Publisher, CSIRO
- Professor James Walter – Arts Faculty Editorial Board Chair, Monash University
- Professor Susan Webb – Education Faculty Editorial Board Chair, Monash University.

Copyright Advisory Committee

The Copyright Advisory Committee met three times. Membership in 2011 was as follows:

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

Research Data Management Subcommittee

The Research Data Management Subcommittee, a subcommittee of the Monash e-Research Steering Committee, met twice during 2011. Membership in 2011 was as follows:

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

Research Data Management Advisory Group

The Research Data Management Advisory Group met three times. Membership in 2011 was as follows:

- Ms Sue Clarke (Chair) – Director, Information Resources
- Vince Dziekan – Faculty of Art and Design
- Ms Jeanette Wrench / Mr Kane MacLeod – Faculty of Arts
- Ms Maria McKeown – Faculty of Business and Economics
- Ms Deanna De Zilwa – Faculty of Education
- Associate Professor Malin Premaratne – Faculty of Engineering
- Associate Professor Graham Johanson / Ms Vecki Raicevic – Faculty of Information Technology
- Mr Chris Wood – Faculty of Law
- Ms Juanita Fernando – Faculty of Medicine, Nursing and Health Sciences
- Ms Carolyn Fox – Faculty of Pharmacy and Pharmaceutical Sciences
- Professor Paul Cally – Faculty of Science
- Mr Michael Murphy – Research Office
- Professor Rod Devenish – Monash Research Graduate School
- Mr Russell Keil / Mr Stephen Dart – Monash e-Research Centre/ Office of the Chief Information Officer
- Ms Wilna Macmillan / Ms Lisa Smith – Directors, Client Services
- Ms Sam Searle – Research Data Coordinator (Committee executive).