



MONASH  
University

MALAYSIA

## Malaysia Focus Library Plan 2019



**Our Mission:**

The Library contributes to the vision of the University as a premier research intensive institution by providing outstanding information resources, services and learning spaces, and through leadership in research and learning skills development, scholarly communication and innovative use of technology. The Library is committed to delivering a true Monash quality experience and to enabling students and staff to achieve their education and research goals.

*Malaysia Focus Library Plan 2018-2020* and its parent *Malaysia Focus Library Plan 2019* provide the Library's response to *Focus Monash* and to Monash Malaysia Campus Plans 2019-2021. The plan identifies the Library's areas of focus for 2019, articulated around four themes and five enablers. Together they provide a sound strategic framework for our key initiatives and enhancements in alignment with the University's strategic objectives and targets,

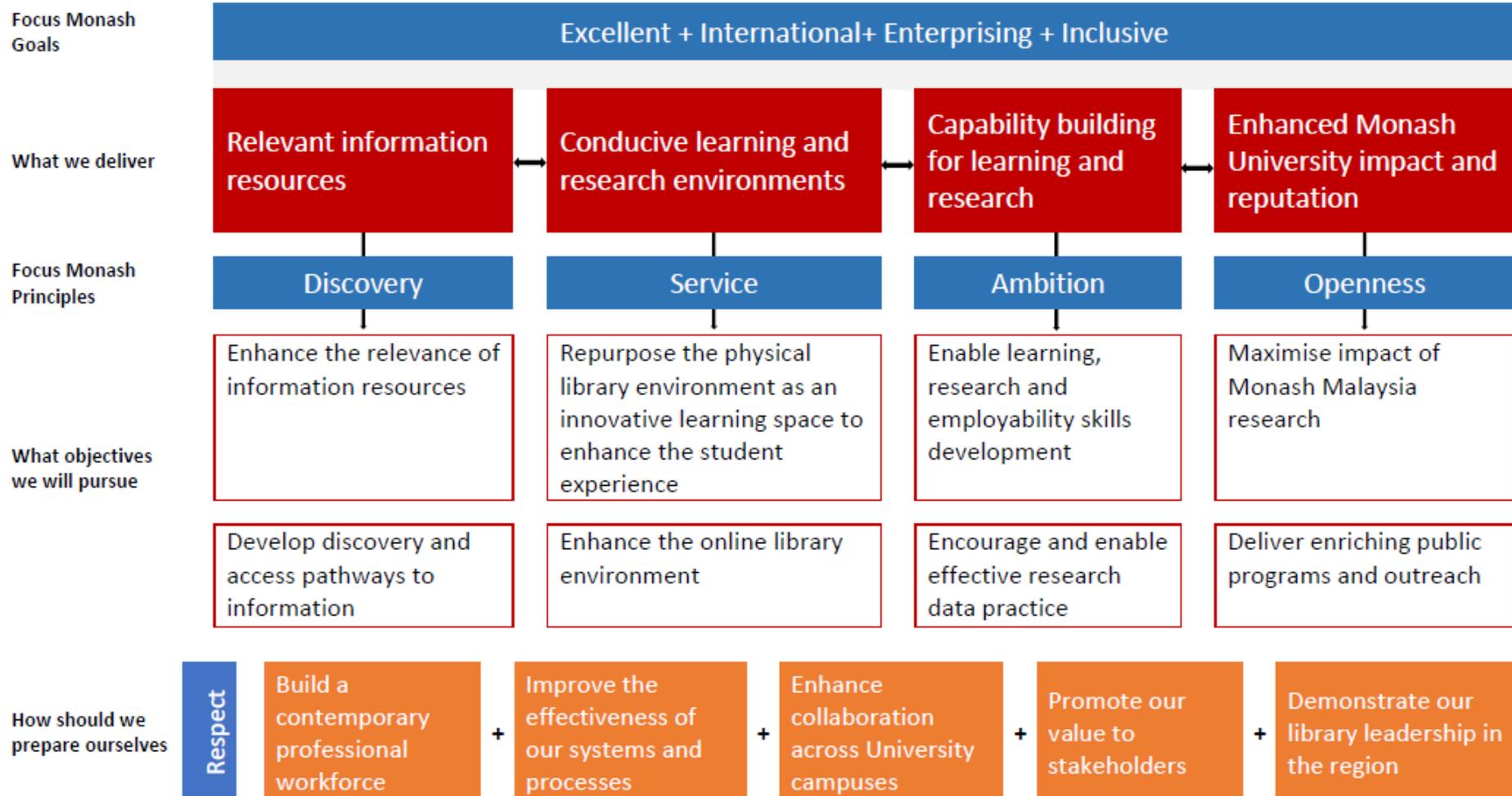
Drawing on the Library Plan 2018, we will continue to improve the relevance and discoverability of our information resources and devise effective strategies of collection development to meet the evolving needs of our users; pursue the transformation of the Sunway campus library to further enhance the student experience and evaluate the effectiveness and usage of the new Clinical School Library. We will advance the implementation of the Research Skill Development framework and evaluate its impact on the skills and capabilities of our graduates; diversify our modes of delivery to increase student engagement in alignment with the University's Strategic Active Learning Transformation agenda. We will initiate and develop new research support programs that enable effective scholarly communication practices among researchers and postgraduates for enhanced impact of Monash Malaysia's research; nurture existing collaborations and seize opportunities to develop meaningful and purposeful partnerships inside the University and in the region to achieve sustainable outcomes.

Recognizing the critical need for staff's continuous learning to remain relevant and agile, we will pursue our investment in strategic professional development across all areas of Library endeavor through leveraging Monash University Australia Library's expertise, frameworks and platforms.

The plan identifies key questions and effective performance metrics to evidence the Library's achievements and contribution to the University's objectives.

Isabelle Eula,  
*Director, Library and Learning Commons*  
4 January 2019

## MALAYSIA FOCUS LIBRARY: STRATEGY MAP 2018-2020



## Key strategic initiatives and enhancements 2019

Legend: UI=University led initiative, UE=University led enhancement, LI= Library led initiative, LE= Library led enhancement

<p><b>Theme 1: Relevant information resources</b></p> <p><b>Objective 1: Enhance the relevance of information resources</b></p> <ul style="list-style-type: none"> <li>A. Review the collection management policy, including electronic resources principles. (LE)</li> <li>B. Review and align the principles of collection budget distribution with MUAL and MUM budget models. (UE)</li> <li>C. Improve the strength of the collection in alignment with the University's education and research priorities. (LE)</li> <li>D. Review and evaluate the effectiveness of outsourced metadata providers. (LE)</li> <li>E. Undertake a collection assessment and analysis to ensure alignment with the University's education and research priorities. (LE)</li> </ul> <p><b>Objective 2: Develop discovery and access pathways to information</b></p> <ul style="list-style-type: none"> <li>A. Contribute to MUAL review and enhancement of discoverability and accessibility strategies. (UE)</li> </ul>	<p><b>Theme 2: Conducive learning and research environments</b></p> <p><b>Objective 1: Repurpose the physical library environment as an innovative learning space to enhance the student experience</b></p> <ul style="list-style-type: none"> <li>A. Implement and evaluate the Library Interim Space Plan, including the refurbishment and space usage program for Sunway and Johor Bahru libraries. (LE)</li> <li>B. Contribute to the implementation of the Campus Master Plan, maximising responsive and technology-rich learning spaces. (UE)</li> <li>C. Review, streamline and evaluate physical service points, usage and impact, including the referral approach. (LE)</li> </ul> <p><b>Objective 2 : Enhance the online library environment</b></p> <ul style="list-style-type: none"> <li>A. Review the Library's web presence for enhanced user experience. (UE)</li> <li>B. Investigate, pilot and evaluate virtual service points, usage and impact. (LI)</li> <li>C. Evaluate the effectiveness and impact of the Library's social presence. (LE)</li> </ul>	<p><b>Theme 3: Capability building for learning and research</b></p> <p><b>Objective 1: Enable learning, research and employability skills development</b></p> <ul style="list-style-type: none"> <li>A. Embed learning, research and employability skills within the curriculum through continued use of the Research Skill Development (RSD) framework and associated skill development frameworks in collaboration with academic staff. (LI)</li> <li>B. Develop, implement, and evaluate online and blended resources and programs to diversify the modalities of delivery and increase student engagement with learning. (LE)</li> <li>C. Enhance Library staff capabilities to implement active and student-centered approaches to learning and teaching in alignment with the University's Strategic Active Learning Transformation agenda. (UE)</li> <li>D. Develop, deliver, evaluate and review a suite of Library workshops in the Monash Doctoral Program. (UE)</li> </ul> <p><b>Objective 2: Enable effective research data practice for enhanced impact among researchers</b></p> <ul style="list-style-type: none"> <li>A. Build Library staff capability and expertise for responding to researcher enquiries at all stages of the research lifecycle. (LE)</li> <li>B. Identify, develop, pilot and evaluate a suite of Library programs and services for researchers and postgraduate students to develop their skills across the research lifecycle. (LI)</li> </ul>	<p><b>Theme 4: Enhance Monash University impact and reputation</b></p> <p><b>Objective 1: Maximise impact of Monash Malaysia research</b></p> <ul style="list-style-type: none"> <li>A. Increase visibility of Monash research through promotion and exhibition of Monash Malaysia authors and works. (LI)</li> </ul> <p><b>Objective 2: Deliver enriching public programs and outreach</b></p> <ul style="list-style-type: none"> <li>A. Develop the Library's engagement strategy framework to improve the Library's profile and build purposeful connections with the Monash and wider community. (LE)</li> </ul>	
<p><b>Enabler 1: Build a contemporary professional workforce</b></p> <ul style="list-style-type: none"> <li>A. Leverage the Work Skill Development (WSD) framework to develop and introduce a comprehensive Library staff development plan in alignment with MUM Talent Management strategy. (LI)</li> <li>B. Review, streamline and integrate Library in-house development programs with MyDevelopment platform. (LE)</li> </ul>	<p><b>Enabler 2: Improve the effectiveness of our systems and processes</b></p> <ul style="list-style-type: none"> <li>A. Adapt, implement and evaluate MUA Library Strategic Metrics Program, including metrics workflow creation, analysis and reporting mechanisms. (LI)</li> <li>B. Establish a systematic approach to governance and workflow creation, maintenance and preservation to ensure best practice alignment between LLC and CSL. (LE)</li> </ul>	<p><b>Enabler 3: Enhance collaboration across University campuses</b></p> <ul style="list-style-type: none"> <li>A. Leverage strategic partnerships to provide a uniform Monash quality experience. (LE)</li> </ul>	<p><b>Enabler 4: Promote our value to stakeholders</b></p> <ul style="list-style-type: none"> <li>A. Promote the Library's value through targeted communication and evidence of impact/success. (LI)</li> </ul>	<p><b>Enabler 5: Demonstrate our library leadership in the region</b></p> <ul style="list-style-type: none"> <li>A. Establish and sustain an RSD Community of Practice involving collaborations between the Library and MUM academics and interested institutions in the region. (LE)</li> <li>B. Contribute to scholarly communication and open access debate. (LE)</li> </ul>

**Legend and definitions:**

**UE:** University Led Enhancement, **LI:** Library Led Initiative, **LE:** Library Led Enhancement

**Initiatives:** major projects delivering transformative change, often with substantial cost or staff implications, and which make significant and visible impact on a range of programs, resources or services. They may be developed and led by the University, MUA Library or MUM Library, and have defined start and end dates.

**Enhancements:** projects to improve existing resources, programs or services which do not require the same level of cost or staff as initiatives, but nonetheless enhance the overall provision of the Library's deliverables to its users. They may be developed and led by the University, MUA Library or MUM Library, and have defined start and end dates.

## Theme 1 – Relevant information resources

Link to University Plan: Focus Monash 2015-2020 – Excellent research – Excellent education – Learning and teaching environment – Enabling Elements – Staff and sustainability.

- Rich and comprehensive collections
- Increased discoverability and access via multiple channels
- Available to students, staff and scholars for study and research

### Objective 1: Enhance the relevance of information resources

We will identify and procure a wide range of information resources to meet the diverse and evolving needs of our users. Information resources include:

- Print: held and owned in Sunway and Johor Bahru locations, and available through document delivery from external parties
- Online databases/ E-resources: Malaysia-specific and/or local requirements for teaching and research
- Unique publications held in our physical collections: Malaysiana, national/regional priorities, Monash Malaysia authors.

We will selectively add to this breadth of information by purchasing resources based on our understanding of the new requirements of course curricula and research areas while encouraging students and staff to be involved in collection building via online purchase recommendations. We will source materials in the most cost effective way, balancing user preference for print or e-formats, budget availability and Monash e-preferred policy, and taking into consideration the evaluation of usage patterns and impact of library space.

Focus questions	What are our key initiatives and enhancements?	Who is accountable?
<i>Does the Library have what users need?</i>	<b>1.1.A</b> Review the collection management policy, including electronic resources principles (LE) <b>1.1.B.</b> Review and align the principles of collection budget distribution with MUAL and MUM budget models (UE) <b>1.1.C.</b> Improve the strength of the collection in alignment with the University's education and research priorities (LE) <b>1.1.D</b> Review and evaluate the effectiveness of outsourced metadata providers <b>1.1.E</b> Undertake a collection assessment and analysis to ensure alignment with the University's education and research priorities (LE)	Manager, Information Resources
What quantitative/ qualitative indicators provide assessment of the Library's impact and achievement? University?	<ul style="list-style-type: none"> <li>▪ # downloads (MUAL)</li> <li>▪ # new items added to MUM collection</li> <li>▪ # MUM print loans</li> <li>▪ # e-loans (MUAL report)</li> <li>▪ # MUM document delivery requested/fulfilled</li> <li>▪ Feedback from Library User Survey 2019</li> </ul>	

**Objective 2: Develop discovery and access pathways to information.**

We will seek to increase the discoverability and access to information resources through best metadata management practices and automated processes. In collaboration with Monash University Australia Library, we will provide input to, and review of, the effectiveness of the Library's web-based interfaces, including PRIMO Search, from a user perspective. We will strive for continuous improvement in our delivery standards.

Focus questions	What are our key initiatives and enhancements?	Who is accountable?
<p><i>Can users access what they need?</i></p> <p><i>Do our web interfaces foster unmediated discovery, access and learning ?</i></p>	<p><b>1.2.A.</b> Contribute to MUAL review and enhancement of discoverability and accessibility strategies (UE)</p>	<p>Manager, Information Resources</p> <p>Senior Manager Research &amp; Learning</p>
<p>What quantitative/ qualitative indicators provide assessment of the Library's impact and achievement?</p>	<ul style="list-style-type: none"> <li>▪ # days new items available for loan</li> <li>▪ # reported issues locating items</li> <li>▪ # MUM-initiated accesses of electronic resources (MUAL report)</li> <li>▪ # accesses of reading lists</li> <li>▪ # searches run in Primo</li> <li>▪ Feedback from Library User Survey 2019</li> </ul>	

## Theme 2 – Conducive learning and research environments

Link to University Plan: Focus Monash 2015-2020 – Excellent education – Learning and teaching environment, Inclusive – Connecting and belonging, Enabling Elements – Staff and sustainability.

- Library-managed, contemporary, engaging and inclusive physical and online spaces
- Available for independent or group-based learning and research by students, staff and researchers
- Advised and mediated by customer-centric, knowledgeable and responsive Library staff

### **Objective 1: Repurpose the physical library environment as an innovative learning space to enhance the student experience**

In line with the Library Interim Space Plan 2018-2020 and overarching Campus Master Plan, we will continue to develop and enhance facilities in Monash Malaysia’s physical libraries. In Bandar Sunway, we will pursue the transformation and refurbishment of the Library and Learning Commons to enhance student experience, through a combination of space creation and reallocation. In Johor Bahru, following the successful launch of the new Library in April 2018, we will evaluate the usage and effectiveness of space to inform future plans.

We will equip learning and teaching spaces with up-to-date technology and flexible furniture, and provide mediated assistance alternatives, both face-to-face and virtual, to cater to the growth of the campus and students’ varied learning preferences. We will ensure that all Library staff are equipped with the skills to respond confidently and effectively to user queries at all service points.

Focus questions	What are our key initiatives and enhancements?	Who is accountable?
<p><i>Are our physical environments fit for purpose?</i></p> <p><i>Are Library staff responsive to physical library user needs?</i></p>	<p><b>2.1.A.</b> Implement and evaluate the Library Interim Space Plan, including the refurbishment and space usage program for Sunway and Johor Bahru libraries (LE)</p> <p><b>2.1.B.</b> Contribute to the implementation of the Campus Master Plan, maximizing responsive and technology-rich learning spaces (UE)</p> <p><b>2.1.C.</b> Review, streamline and evaluate physical service points and usage, including the and referral approach (LE)</p>	<p>Director, Library &amp; Learning Commons</p> <p>Manager, Information Services</p> <p>Manager, Information Resources</p>
<p>What quantitative/ qualitative indicators provide assessment of the Library’s impact and achievement?</p>	<ul style="list-style-type: none"> <li>▪ # visits</li> <li>▪ % use of PC hours available during opening hours</li> <li>▪ occupancy level as a % of seating capacity during opening hours</li> <li>▪ % rooms booked as a % of total rooms available by time</li> <li>▪ # inquiries at Information Services points</li> <li>▪ % inquiries resolved at first physical point of contact</li> <li>▪ % inquiries referred to Research &amp; Learning staff</li> <li>• # inquiries at Research &amp; Learning point</li> </ul>	

	<ul style="list-style-type: none"> <li>▪ % of inquiries resolved at Research &amp; Learning point</li> <li>▪ Feedback from Library User Survey 2019</li> </ul>
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## **Objective 2: Enhance the online library environment**

We will further improve our online learning and research environments. Leveraging web design best practices and optimized technology, we will foster unmediated discovery, access and learning. Our environments will be user-friendly, engaging and inclusive as we reach out to the broad Monash community. Library staff will respond to user queries with the same preparedness and responsiveness as that provided through a physical contact space.

<b>Focus questions</b>	<b>What are our key initiatives and enhancements?</b>	<b>Who is accountable?</b>
<p><i>Are our online environments fit for purpose?</i></p> <p><i>Are Library staff responsive to physical library user needs?</i></p>	<p><b>2.2.A.</b> Review the Library's web presence for enhanced user experience (UE)</p> <p><b>2.2.B.</b> Investigate, pilot and evaluate virtual service points, usage and impact (LI)</p> <p><b>2.2.C.</b> Evaluate the effectiveness and impact of the Library's social presence (LE)</p>	<p>Senior Manager Research &amp; Learning</p> <p>Manager, Information Resources</p> <p>Manager, Information Services</p>
<p>What quantitative/ qualitative indicators provide assessment of the Library's impact and achievement?</p>	<ul style="list-style-type: none"> <li>▪ # hits on website</li> <li>▪ % inquiries resolved at first point of virtual contact</li> <li>▪ % inquiries referred to Research &amp; Learning staff</li> <li>▪ # contents contributed through Padlet</li> <li>▪ # likes on Library Facebook page</li> <li>▪ Evaluation report and recommendations for enhanced Library's social presence</li> <li>▪ Feedback from Library User Survey 2019</li> </ul>	

### Theme 3 – Capability building for learning and research

Link to University Plan: Focus Monash 2015-2020 – Excellent education – Focus on student outcomes - Learning and teaching environment – Talent, International education – Internal research – Enterprising education, Inclusive – Connecting and belonging – Public outreach and understanding; Enabling Elements – Staff and sustainability.

- In-and co-curricular programs for students and staff to develop research and learning skills
- Created and delivered collaboratively by academics, librarians and learning skills advisers
- Specialist advice and programs to build research data capabilities

#### Objective 1: Enable learning, research and employability skills development

We will offer co-curricular programs, resources and activities that complement the academic curriculum and provide additional opportunities for students to develop lifelong learning skills, attributes and capabilities. We will continue to embed targeted skill-development programs within coursework and graduate research curricula to foster student success in research, learning and in the work place. Our delivery approach will be user-centred, collaborative, innovative and informed by the latest developments in educational policy and practice.

We will continue to provide professional advice and scale-up our offering of programs to graduate students and researchers that foster best practices in scholarly communication.

Focus questions	What are our key initiatives and enhancements?	Who is accountable ?
<p><i>Are we facilitating student engagement, transition and success?</i></p> <p><i>Are we equipping undergraduate and postgraduate students with appropriate research, learning and employability skills?</i></p>	<p><b>3.1.A.</b> Embed learning, research and employability skills within the curriculum through continued use of the Research Skill Development (RSD) framework and associated skill development frameworks in collaboration with academic staff. (LI)</p> <p><b>3.1.B.</b> Develop, implement, and evaluate online and blended resources and programs to diversify the modalities of delivery and increase student engagement with learning (LE)</p> <p><b>3.1.C</b> Enhance Library staff capabilities to implement active and student-centered approaches to learning and teaching in alignment with the University’s SALT (UE)</p> <p><b>3.1.D.</b> Develop, deliver, evaluate and review a suite of Library workshops in the Monash Doctoral Program (UE)</p>	<p>Senior Manager Research &amp; Learning</p> <p>Senior Research Data Manager</p>
<p>What quantitative/ qualitative indicators provide assessment of the Library’s impact and achievement?</p>	<ul style="list-style-type: none"> <li>▪ # in-curricular and co-curricular RSD-informed skill-development programs + hours of delivery + attendance + evaluations</li> <li>▪ # capacity building programs delivered in Monash Doctoral Program + hours of delivery + attendance + evaluations</li> <li>▪ # RSD workshops delivered at campus/School-level</li> <li>▪ # RSD-informed skill-development eLearning resources + Moodle unit analytics</li> </ul>	

	<ul style="list-style-type: none"> <li>▪ # general library workshops + hours of delivery + attendance + evaluations</li> <li>▪ # Library peer-learning sessions + attendance + evaluations</li> <li>▪ # inquiries at Research &amp; Learning point</li> <li>▪ % inquiries resolved at Research &amp; Learning point</li> <li>▪ # individual consultations/ appointments</li> <li>▪ # collaborations with Schools, Education Excellence and other Units</li> <li>▪ Survey findings of RSD impact on teaching practices and student outcomes</li> <li>▪ Survey findings on Library staff gained and/or self-perceived levels of confidence and skills in applying RSD</li> <li>▪ Feedback from Library User Survey 2019</li> </ul>	
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**Objective 2: Enable effective research data practice for enhanced impact**

We will develop and disseminate approaches that enhance best practices in scholarly communication and research data management for HDR students and researchers to increase the impact of their research and the visibility of their publications and profiles. In order to succeed in this role, we will implement effective strategies and plans to develop Library staff capability and expertise, informed by MUAL Researcher Engagement Framework, for responding to researcher enquiries at all stages of the research life cycle.

We will partner with MUPA, Campus Research Management, Schools Research Offices and Multidisciplinary Research Platforms to foster best practices in scholarly communication, which in turn will strengthen the University reputation.

Focus questions	What are our key initiatives and enhancements?	Who is accountable ?
<p><i>Are we encouraging and enabling effective research data practice capabilities in students and staff?</i></p> <p><i>Are we equipping Library staff with the skills needed to respond to researcher enquiries ?</i></p>	<p><b>3.2.A</b> Build library staff capability and expertise for responding to researcher enquiries at all stage of the research life cycle (LE)</p> <p><b>3.2.B.</b> Identify, develop, pilot and evaluate a suite of Library programs and services for researchers and postgraduate students to develop their skills across the research lifecycle (LI)</p>	Senior Research Data Manager

<p>What quantitative/ qualitative indicators provide assessment of the Library's impact and achievement?</p>	<ul style="list-style-type: none"> <li>▪ Progress report towards achieving the recommendations from Researcher Survey findings 2018</li> <li>▪ # co-curricular scholarly communication/RDM workshops + hours of delivery + attendance + evaluations</li> <li>▪ # skill-development eLearning resources+ #views/hits and/or Moodle analytics</li> <li>▪ # LLC capability building programs informed by Researcher Engagement Framework+ attendance + evaluations</li> <li>▪ # individual consultations/ appointments</li> <li>▪ # visits to R&amp;L service point</li> <li>▪ # collaborations/ engagements with Schools, Research Platforms, CRM and MUPA</li> <li>▪ Feedback from Library User Survey 2019</li> </ul>	
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## Theme 4 – Enhanced Monash University impact and reputation

Link to University Plan: Focus Monash 2015-2020 – Excellent research – Focus – Infrastructure, International research, Enterprising research – Inclusive – Connecting and belonging, public outreach and understanding, Enabling Elements – Staff and sustainability.

- Enable broader dissemination of Monash Malaysia’s research and research data
- Contribute to scholarly learning and intellectual debate
- Engage with the wider community through enriching programs

### **Objective 1: Maximise impact of Monash Malaysia research**

We will provide advice to MUM postgraduate students and researchers, and facilitate discovery of, and access to, the University research infrastructure and user interfaces to enhance the visibility of MUM research and research data in alignment with the Campus Research Strategic Plan.

We will develop and conduct promotional initiatives to raise awareness about the University research infrastructure, systems and user interfaces.

Focus questions	What are our key initiatives and enhancements?	Who is accountable ?
<i>Do our activities and programs enhance the impact of Monash Malaysia’s research?</i>	<b>4.1.A</b> Increase visibility of Monash research through promotion and exhibition of Monash Malaysia authors and works (LI)	Director, Library & Learning Commons  Senior Research Data Manager  Manager, Information Resources
What quantitative/ qualitative indicators provide assessment of the Library’s impact and achievement?	<ul style="list-style-type: none"> <li>▪ # promotional initiatives and campaigns deployed by the Library (i.e. ORCID, FigShare)</li> <li>▪ # MUM authors and works acquired and made available through MUM collections</li> <li>▪ MUM Authors Works Exhibition attendance + event evaluation</li> <li>▪ Feedback from Library User Survey 2019</li> </ul>	

**Objective 2: Deliver enriching public programs and outreach**

We will leverage our collections, resources and expertise to engage with audiences both inside the University and with the wider community through a planned series of programs and outreach activities. Our programs will include exhibitions, public forums and other engagement activities to showcase both the Library's expertise and Monash Malaysia's distinctive strengths. Through these activities we build purposeful and sustainable engagement in the region.

Focus questions	What are our key initiatives and enhancements?	Who is accountable ?
<p><i>Do our programs and outreach activities showcase Monash Malaysia's distinctive education and research?</i></p> <p><i>Do we leverage our expertise to build purposeful engagement?</i></p>	<p><b>4.2.A</b> Develop the Library's engagement strategy to improve the Library's profile and effectively build connections with the Monash and wider community (LI)</p>	<p>Director, Library &amp; Learning Commons</p> <p>Manager, Information Services</p> <p>Manager, Planning &amp; Communications</p>
<p>What quantitative/ qualitative indicators provide assessment of the Library's impact and achievement?</p>	<ul style="list-style-type: none"> <li>▪ # internal events</li> <li>▪ # public events + attendance + evaluations</li> <li>▪ # news clips promoted on Library website, Library FB or WorkPlace</li> <li>▪ # clips and/or mentions on MUM/MUA publications</li> </ul>	

## Enablers

*Link to University Plans: Focus Monash 2015-2020 – Enabling Elements – Staff and sustainability*

### **Enabler 1: Build a contemporary professional workforce**

We will strengthen our ability to achieve the Library Plan's objectives by focusing on, and sustaining investment in staff capability development to respond to the University's evolving needs and retain Library talent.

Focus questions	What are our key initiatives and enhancements?	Who is accountable ?
Are we enabling and sustaining the professional development of our staff?	<p><b>1.A</b> Leverage the Work Skill Development (WSD) framework to develop and introduce a comprehensive Library staff development plan in alignment with MUM Talent Management strategy (LI)</p> <p><b>1.B</b> Review, streamline and integrate Library in-house development programs with MyDevelopment platform. (LE)</p>	<p>Director, Library and Learning Commons</p> <p>Manager, Information Services</p> <p>Manager, Planning and Communications</p>
What quantitative/ qualitative indicators provide assessment of the Library's impact and achievement?	<ul style="list-style-type: none"> <li>▪ Progress report towards the establishment of Library Staff Development Plan</li> <li>▪ # professional development opportunities by HEW level (MyDevelopment) + PD reports</li> <li>▪ # staff participating in external conferences/ PD programs (MyDevelopment) + PD reports</li> <li>▪ % overall budget spent to support professional development (LLC)</li> </ul>	

## **Enabler 2: Improve the effectiveness of our systems and processes**

We will pursue the improvement of internal systems, processes and workflows to enable responsive resources, programs and services. This will include the development and implementation of a Library Strategic Metrics Program to demonstrate the Library's contribution to the University's objectives and foster sound management practices and fiscal governance.

<b>Focus questions</b>	<b>What are our key initiatives and enhancements?</b>	<b>Who is accountable ?</b>
<i>Are we improving the effectiveness of our systems and processes?</i>	<p><b>2.A.</b> Adapt, implement and evaluate MUAL Strategic Metrics Program, including workflows for metrics creation, analysis, reporting mechanism and curation (LI)</p> <p><b>2.B</b> Establish a systematic approach to governance and workflow creation, maintenance and preservation to ensure best practice alignment between LLC and CSL (LE)</p>	<p>Director, Library and Learning Commons</p> <p>Manager, Information Resources</p> <p>Manager, Planning &amp; Communications</p>
What quantitative/ qualitative indicators provide assessment of the Library's impact and achievement?	<ul style="list-style-type: none"> <li>▪ # data collection mechanisms reviewed, disestablished and/or created</li> <li>▪ # workflows created and implemented</li> <li>▪ # workflow improvements implemented</li> <li>▪ % budget codes use over budget YTD (cost center 201)</li> </ul>	

## **Enabler 3: Enhance collaboration across University campuses**

We will leverage our ongoing partnership with Monash University Australia Library to address effective strategies for staff development, capacity building, resources, shared systems and costs. We will nurture existing collaborations and develop new ones across University, and with partner organizations, to achieve scalable and sustainable outcomes.

<b>Focus questions</b>	<b>What are our key initiatives and enhancements?</b>	<b>Who is accountable ?</b>
<i>Are we providing a uniform quality experience as similar possible as that of MUA Library?</i>	<b>3.A.</b> Leverage strategic partnerships to provide a uniform Monash quality experience (LE)	Director, Library & Learning Commons
What quantitative/ qualitative indicators provide assessment of the Library's	<ul style="list-style-type: none"> <li>▪ # MUA/ MUAL frameworks implemented and/or adapted</li> </ul>	

impact and achievement?	<ul style="list-style-type: none"> <li>▪ # collaborative projects/initiatives between LLC/MUAL</li> <li>▪ # collaborative projects/initiatives with other partner institutions</li> <li>▪ # visits from MUAL University Librarian and/or MUAL Directors</li> <li>▪ # field work trips to MUA libraries</li> </ul>
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**Enabler 4: Promote our value to stakeholders**

We will promote our value to stakeholders by increasing awareness about the Library’s resources, programs and initiatives. We will develop a Library Communication Plan that will include a planned series of publications, campaigns and events to reach targeted audiences. The Library Communication Plan will provide a guiding framework for staff to develop their capability to promote the Library’s value.

Focus questions	What are our key initiatives and enhancements?	Who is accountable ?
<i>Are we promoting our value to stakeholders?</i>	<b>4.A.</b> Promote the library’s value through targeted communication and evidence of impact/success (LI)	Director, Library & Learning Commons  Senior Manager Research & Learning  Senior Research Data Manager  Manager, Information Services  Manager, Information Resources
What quantitative/ qualitative indicators provide assessment of the Library’s impact and achievement?	<ul style="list-style-type: none"> <li>▪ Performance evaluation and metrics reported twice/year and disseminated through campus level committees</li> <li>▪ # roadshows to promote the Library’s research support role</li> <li>▪ Library Annual Report disseminated by April of each calendar year</li> <li>▪ Contribution to the Campus Annual Review submitted by January of each calendar year</li> <li>▪ # communication templates established and adopted</li> <li>▪ # library representations in University and campus level committees</li> </ul>	



**Enabler 5: Demonstrate our library leadership in the region**

Through fostering a community of practice in research skill development (RSD), we will facilitate sustainable RSD partnerships in the region, where practitioners will collaboratively develop RSD-informed teaching approaches to achieve broad impact across their institutions. We will initiate discussions on topics of scholarly communication to further Monash Malaysia’s impact, reputation and excellence. We will transform the perceptions on the Library’s education and research role through scholarship and service to the institution and profession.

Focus questions	What are our key initiatives and enhancements?	Who is accountable ?
<p><i>Are we successfully transforming perceptions on the Library’s education role and contribution to student learning?</i></p> <p><i>Do we contribute to adopting and implementing new forms of scholarly communication?</i></p>	<p><b>5.A.</b> Establish an sustain an RSD Community of Practice involving collaborations between Library and MUM academics and in the region (LI)</p> <p><b>5.B.</b> Contribute to scholarly communication and open access debate (LE)</p>	<p>Director, Library &amp; Learning Commons</p> <p>Senior Manager Research &amp; Learning</p> <p>Senior Research Data Manager</p>
<p>What quantitative/ qualitative indicators provide assessment of the Library’s impact and achievement?</p>	<ul style="list-style-type: none"> <li>▪ # RSD library-academic staff modeled collaborations with MUM Schools</li> <li>▪ # engagements around RSD with academic institutions in the region</li> <li>▪ Testimonials by academic staff on the use and impact of the RSD</li> <li>▪ # engagements to raise awareness on issues and trends in scholarly communication</li> <li>▪ # presentations and invited talks by Library staff</li> <li>▪ # accepted individual or co-authored papers by Library staff</li> <li>▪ # institutional memberships to professional organizations</li> </ul>	

## References and Consultative Process

### **References:**

Focus Monash 2015-2020

Campus Strategic Plan 2019-2021 (draft)

Monash Malaysia Campus Plans 2018-2020

Monash Malaysia Library Focus Plan 2019

### **Consultative process:**

Library and Learning Commons, Senior Management team

Monash University Malaysia, Executive Committee

Monash University Malaysia, President and PVC

Monash University Australia Library, University Librarian