LIBRARY ANNUAL REPORT 2016

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VISION

Underpinned by Monash University Malaysia’s pursuit of excellence and ambition to become the leading teaching and research university in the region, the Library plays a key role as an academic partner in advancing the mission and goals of the Malaysia campus.

MISSION

The Library contributes to the vision of the University as a leading institution of higher learning and research by providing access to, and delivery of, outstanding information resources and services, effective research skills development programs and innovative learning experiences. The Library is committed to providing every graduate with a foundation for lifelong learning and to enabling students, faculty and staff to achieve their academic and intellectual goals.

STRATEGIC PLAN 2015-2017

- **Strategy 1**: Strengthen systems and support processes to achieve long-term strategic goals
- **Strategy 2**: Develop and strengthen collections in an increasingly digital environment
- **Strategy 3**: Strengthen the Library’s teaching role and educational impact
- **Strategy 4**: Nurture a research culture and environment
- **Strategy 5**: Improve user experience to foster learning
- **Strategy 6**: Leverage strategic partnerships to advance the Library’s mission
- **Strategy 7**: Build staff capacity and provide opportunities for lifelong learning
- **Strategy 8**: Increase the Library’s visibility and profile
FOREWORD

The year 2016 has been a year of continued development, consolidation and steady progress towards achieving the goals outlined in the Strategic Plan 2015-2017, particularly as they relate to improving the Library’s learning spaces, enhancing student experience, imparting systematic research and learning skills across programs and pursuing mutually beneficial partnerships with the Schools and other campus stakeholders.

The Library has pursued its strategically-driven plan for change to strengthen its contribution to the campus strategic goals in the following keys areas:

- Evaluation of print collections for increased pertinence and relevance
- Professionalization of the Clinical School Library
- Transformation of library-managed learning spaces
- Key appointments to support research and learning and scholarly communication
- Collaboration with academic staff on curriculum review and design
- Advancement of the Research Skill Development framework
- Integration of the Learning Skills function into the Library
- Engagement in e-learning and social media platforms
- Enhancement of the Library’s visibility and profile

2016 has been a year of very intense activity in every unit of the Library, both at the Sunway and Johor Bahru campuses. The accomplishments highlighted in this report have only been possible with the Library staff’s perseverance, hard work and continued commitment to engage with change.
A. Strategy: Streamline systems and support processes

I. Process automation

In alignment with the Information Resources Plan 2016-2018, endorsed in May 2016, the Information Resources Unit actively pursued the integration of LLC’s acquisitions and cataloguing functions and further automated its acquisition processes. The implementation of YBP shelf ready and ordering processes which was completed by mid-December 2016 has been a key accomplishment that will allow further redeployment of staffing resources to more strategic activities.

II. Professionalisation of Johor Bahru Clinical School Library

From 2007 until August 2015, the CSL Unit reported directly to the Clinical School Johor Bahru. Following Johor Bahru Clinical School’s structural reorganization in August 2015 and the subsequent reporting of the Unit to the Library and Learning Commons (LLC), a brief was given by the senior management of the campus to transform the library operations and to professionalise the Unit in alignment with the Library’s strategies and policies.

From March to December 2016, given the varied challenges faced by CSL, the LLC Director worked closely with Prof. Shah Yasin, Head of School JCSMHS, to implement an effective mid-term strategy to improve CSL operations, services and staff accountability. In consultation with Prof Helen Bartlett, President and PVC, and the Head of School, the LLC Director proposed the appointment of a library consultant for a fixed-term contract of three months. The appointment of Mr. Rex Steiner, which commenced on 2 October 2016 and ended on 19 December 2016, encompassed the following scope and deliverables:

- Collections: Implement a collection assessment program to improve the breadth and depth of the collection with inputs from all campus stakeholders;
- Services: Implement and develop effective processes and workflows consistent with the Library and Learning Commons’ policies and established processes;
- Library staff: manage and develop team to enhance performance and accountability and to assess staff strengths and capabilities in order to devise appropriate training programs;
- Facilities: Evaluate and document the suitability of the current location of CSL and provide advice on the long-term sustainability of the current Library.
- Final report on the accomplishments and recommendations for the management of CSL operations and staff presented to the Head of School, JCSMHS and to the senior management of the campus

The consultancy’s key outcomes are outlined in the respective sections of this report as they relate to collection management, space transformation, staff professional development and library usage.
III. Key appointments

Several key appointments took place in 2016 to support and advance the Library’s strategies and plans:

- Liaison Librarian, School of Business: appointed with start date 15 July 2016
- Research and Learning Manager: appointed with start date 2 August 2016
- Postgraduate Programs Coordinator: appointed with start date 13 February 2017
- JBCS Information Services Assistants(2): appointed with start date, 7 May and 23 May 2016
- LLC Information Services Assistants (2) : appointed with start date, 1st August and 7 November 2016
- Senior Research Data Manager: internal transfer, effective 1st December 2016
- Learning Skills Adviser: internal transfer, effective 3 January 2017

B. Strategy: Strengthen collections in an increasingly digital environment

I. Information Resources Plan 2016-2018

Acknowledging the University and Campus ambitions, the Information Resources plan 2016-2018, developed in consultation with MUA Libraries, further articulated the issues and challenges for information resources, collection management as they relate to the strategies of academic libraries. This key document provides an overview of the vision and direction for the next 3 years of the future of information resources and management at Monash Malaysia. It was prepared with reference to the Library Strategic Plan 2015-2017, LLC Annual Development Plan 2016, and Monash University Library’s Annual Plan which align with the Focus Monash goals and priorities for Monash University in the next 5 years. The Information Plan was endorsed on 30 May 2016 and implemented subsequently.

II. Malaysia-specific e-collections

The ‘Principles of Purchase for E-Resources at Monash Malaysia University’ guides the Malaysian campus to meet Malaysia-specific or local requirements. Taking a strategic approach to collection development and budget management and recognising that Malaysia’s unique e-resources may not be relevant for Australia, or may be considered unaffordable against other MUA Library priorities, LLC facilitated the subscription of key Malaysia-specific resources, including Westlaw Malaysia (Business) and Up-to-Date (Medicine). Following the interest expressed by the Faculty of Medicine for Up-to-Date, a University-wide licence was subsequently negotiated by MUA Library with costs borne by Australia.

Given the expenditure patterns observed in the past 2 years they reflect the School’s more aggressive adoption of e-formats and increasing demand for Malaysia-specific online resources –as noted above- the LLC Director recommended the revision of CAPEX (print books) and OPEX budgets (online journal/database subscriptions) level in order to strike the right balance between print and electronic content and ensure availability of funds to support continued access and shared investment with MUAL.
III. Collection evaluation and weeding

Maintaining the currency and depth of library collections entails regular executions of evaluation activities. At the Clinical School Library (CSL), the project led by the Library consultant and by LLC Information Resources Coordinator required a massive effort from staff at both campuses, given that no comprehensive and thorough evaluation had been done in the course of 10 years.

Upon completion of the assessment and weeding project, CSL staff withdrew 2,389 items from the collection with a collection size reduced to 5,862 items. The collection evaluation carried out at CSL provided invaluable data and insights on LLC’s weeding practices leading to revisit LLC methods in order to ensure consistent and systematic evaluation of our collections. Subsequent to CSL project, the Library has planned a major evaluation project as part of the Plan 2017 to further assess the pertinence of LLC collections while making optimal usage of CAPEX budgets and space.

C. Strategy: Strengthen the Library’s teaching role and educational impact

I. Library’s involvement in e-learning

Through their participation in the MUA-sponsored blended learning course ‘Design and Develop an e-Learning Module’, several Liaison Librarians developed capabilities in eLearning design which they have made use of to start developing a MUM-specific research and learning online website. The mini-website will house new interactive tutorials and a Library virtual tour. At the end of December 2016, the LLC team had successfully co-developed and completed the storyboard for the website entitled "Your Library, Inside Out". Due to delays in acquiring the software applications, the website is anticipated to go live in the second semester of 2017. Besides learning new skills and tools and expanding staff professional experience, the eLearning project provided a unique opportunity for LLC staff to interact with MUA Library colleagues, albeit virtually.

II. Implementation of the Research Skill Development (RSD) Framework

Emulating the successful model in place at Monash University Australia and utilising ‘grass roots’ methods of adoption and dissemination, Monash University Malaysia has embarked on implementing the Research Skill Development (RSD) framework, a campus strategic initiative led by the Library and Learning Commons. The RSD will ensure that students who graduate from Monash University Malaysia acquire the research and soft skills demanded by world class employers and attain holistic development as prescribed by the Malaysian Higher Education Blueprint. The RSD will serve as a “tool to leverage positive curriculum change, by embedding research skills development across courses” at Monash University Malaysia. It will foster a sustainable model of collaboration between librarians, Learning Skills Advisers and academic staff that goes beyond discrete episodes of engagement. The RSD has been recognised as a key campus strategy, articulated in the Campus Education Strategic Plan under the Monash Focus pillar of Excellence, to improve Quality of education and Student Learning Outcomes.

In collaboration with MUA Library, and adopting the same train-the-trainer approach, LLC held its inaugural workshop, “Working with the Research Skill Development framework” in September 2016. Building upon the success of the workshop, LLC and the Learning Skills advisers facilitated a range of
mini-workshops with academic staff and librarians to foster a common understanding about the RSD framework and its associated thinking and process skills for research.

Between November and December 2017, the LLC Director and the Manager of Research and Learning worked jointly with MUA Library to develop the RSD Project Charter and associated timelines, the Terms of Reference for both the RSD Steering Committee and Implementation Committee and the RSD Communication Strategy. It goes without saying that the implementation of the RSD at campus level will be a key priority for 2017 and following years.

III. Integration of the Learning Skills function into the Library

The implementation of the RSD at Monash Malaysia and its integrated and holistic approach to skill development, provided a unique opportunity to review the Learning Skills function and role and to move it back under the Library umbrella, mirroring the successful model and structure in place at MUA Libraries. Following extensive consultations with the campus senior management and MUA Library leadership, Prof Andrew Walker, Vice-President (Academic) recommended the integration of the Learning Skills Unit into the Library and Learning Commons and the subsequent revision of LLC organisational structure with the creation of new roles within the Library. This new structure will allow the Liaison Librarians and Learning Skills Advisers to gain much greater traction with the Schools and leverage strategic collaboration with MUAl for capacity building in RSD. The transfer of the Learning Skills Unit took effect on 3 January 2017.

D. Strategy: Nurture a research culture and environment

I. Contribution to Monash Graduate Research Development Program

Following MUA’s review of the Graduate Research Development Program (GRDP) within the Monash Doctoral Program and the recommendations that “all modules offered as part of the GRDP programs be consistently evaluated to determine their appropriateness, design … and impact on student capability enhancement, the Library completely redesigned its course offering and submitted a new proposal on 8 November 2016 for review and approval by Monash Graduate Education Office. Conditional to GRE Office’s approval, LLC-GRDP workshops will cover the following:

- Advanced literature search (2 hours)
- Making Research and Employability Skills Explicit through RSD discovery (4 hours)
- Developing a successful publishing strategy (2.5 hours)
- Understanding Copyright: Decoding copyright through scenarios (2.5 hours)
- Managing research data effectively (2.5 hours).

II. Engagement in scholarly communication

In response to the changing information landscape and to the University’s evolving needs, and in alignment with LLC Strategic Plan 2015-2017 and Information Resources Plan 2016-2018, the Library has embarked on a new strategic endeavour to support Monash Malaysia’s excellence in research. The new area of engagement encompasses advisory roles in scholarly communication, open access and research data management. This led to the reallocation of the Library’s resources and the
subsequent creation of the position of a Senior Research Data Manager who will lead and manage LLC's scholarly communication activities. The position will play a major facilitation role across the campus in building effective partnerships with the Campus Research Management Office, senior MUAL staff, academic staff and researchers, library colleagues through membership to professional organisations.

E. Strategy: Improve user experience to foster learning

I. Transformation of the library-managed learning spaces

a. Library and Learning Commons, Sunway Campus

As part of the campus’ efforts to transform its learning environments, the Library has engaged in a long-term refurbishment and expansion plan to meet Monash Malaysia’s increasing student population and demand for innovative learning spaces.

The first stage of the plan resulted in the expansion of the Library & Learning Commons in April 2016, providing 220 additional seats and bringing the Library’s seating capacity to 1,100. The expansion features flexible and technology-rich spaces and a bespoke maker-space designed for individual study, group work and collaborative learning.

The second stage of the Library’s transformation, which commenced in December 2016, includes the expansion and upgrading of the Library Training Room and the creation of two laptop-only zones. At the time of reporting, renovation work is well underway with the re-opening of the Library Training Room anticipated on 14 March 2017 and the completion of the two new designated laptop areas by the end of March 2017. Both the expansion of the training room and the creation of the laptop-only zones will provide Monash students with increased seating and access to computing facilities within the Library.

b. Clinical School Library, Johor Bahru Campus

The location of the Clinical School Library (CSL) on the outer edge of the campus has had a significant impact in CSL low foot-traffic and limited engagement of the campus community with CSL facilities, resources and programs. Drawing on the declining traffic of CSL, the library opening hours were revised in November 2016 to better align with the teaching schedules and ward assignments of both students and academic staff.

In addition, the recommendations issued by the Library consultant have supported LLC Director’s initial proposal to relocate the Clinical School Library in the main building. In December 2016, MUM senior campus management and the Head of School of JCSMHS endorsed a proposal to relocate the Library to Monash 1. The relocation is central to LLC’s strategy to position CSL as an integral part of the learning and teaching experience at the university. A library building brief, together with the design recommendations and initial layout, was submitted to the campus senior management early January for review and further consideration.
F. **Strategy: Develop staff capacity and providing opportunities for lifelong learning**

I. **Professional development opportunities**

Continuous building of staff capacity is necessary to ensure relevance of LLC services and positive impact on users. Building upon the previous year, LLC made a substantial investment in staff professional development, both internally and externally.

Staff participation in HR-sponsored programs was encouraged with a total of 167 attendances in 2016. The highest staff participation was recorded with Information Services staff (44%), followed by Information Resources (26%), Research and Learning (21%) and Office of the Director (8%). Identically, LLC staff and the Library consultant facilitated and delivered a series of professional development programs to build CSL staff capacity and technical skills.

Through effective partnership with MUA Library, the Library supported inter-campus opportunities for technical expertise not readily available in Malaysia, or for engagement in new areas of the Library’s endeavours. As a result, several key library staff participated in LLC/MUA shadow program (3 staff), MUAL-RSD capacity building program (3 staff) and in MUA-RDM capacity building program (1 staff).

II. **Service Culture (Client X-Perience) initiative**

In 2015, feedback from a range of surveys had signalled the imperative to address pressures on the Library to improve student experience and to facilitate learning spaces. Recognising the need to meet students’ demands and expectations, the Library implemented a series of long-range change initiatives throughout 2016 as part of the campus-wide Service Culture (Client X-Perience) initiative, specifically targeting the Information Services staff who provide library services at the various service points.

Through the LLC –led project “*Transforming staff: a front-liner perspective on enhancing user experience*”, the Library identified six key areas of service improvement: professional communication, service quality assurance, supervisory skills development, staff readiness and competencies and user satisfaction. As the project advanced, a comprehensive project plan for 2016-2017 was developed, encompassing project goals and initiatives, deliverables, accountability and timelines. Key outcomes for the year 2016 included the development of communication protocols, provision of FAQs and training manuals, establishment of a mentor-mentee program, delivery of skill-specific training programs and the implementation of a staff skill pre-and-post assessment survey to inform the Library’s professional development strategies. The final outcomes of LLC-CXP project will be presented in the second semester of 2017, with the impact on user satisfaction correlated with the findings of MUA-driven InSync survey that will take place in August 2017.
G. Strategy: Increase the Library’s visibility and profile

I. Leverage Social Media platforms

The Social Media Task Force, chaired by the Liaison Librarian for Engineering and composed of library colleagues, academic staff and Marketing representatives, made a significant contribution to the Library’s strategy in providing guidance for LLC’s social media strategies, guidelines and implementation plans. The Task Force’s working project culminated in the development of the Library’s Facebook page, Monash Malaysia Library, which was launched just as I am concluding this report. The second phase of the Social Media plan will focus on the implementation of LLC Instagram platform, expected in the course of 2017. Although the core objective for LLC social media activities is to provide another avenue to gather feedback from library stakeholders in order to enhance the quality and relevance of its services, the Task Force has been a great illustration of collaboration with academic staff, reinforcing existing partnerships with the Schools and creating new ones.

II. Increase the Library’s profile

Contribution to the library profession and to academic librarianship plays a significant role in increasing the Library’s profile. The year 2016 provided several opportunities for LLC staff to enhance their leadership and management skills and to foster collaboration between library professionals in the broad south-east Asia region.

As an example, the 14th Annual HKU Library Leadership Institute on the theme “Library Leadership in a Disruptive World: Today & Tomorrow” was organised jointly by the University of Hong Kong Libraries in partnership with Monash University Malaysia and Taylor’s University. The event held in Kuala Lumpur in April 2016 brought together librarians from South-East Asia, China and the United States. Forming such alliances and networks is critical for library professionals to build capacity, examine and rethink library practices and to share successes and learning experiences.
CONCLUSION

As I conclude my report on the Library’s 2016 achievements and performance, I am confident that the Unit is in a strong position to fulfil the commitment made three years ago to re-position it as a responsive, agile and innovative partner of Monash University Malaysia’s academic community. The Library and Learning Commons is on target to meet its 2015-2017 strategic plan with most strategic initiatives completed or are at an advanced stage.

REFERENCES

LLC Strategic Plan 2015-2017

LLC Annual Development Plan 2016
http://www.lib.monash.edu.my/assets/pdfs/about/llc-adp-2016-19112015.pdf

LLC Information Resources Plan 2016-2017

Principles of Purchase for E- resources for Monash Malaysia Campus


WHAT USERS SAID

‘I am truly impressed with the [inter-campus loan] service provided by the library in this aspect and this has shown the library’s priority to allow students to access the resources available in the most convenient manner.’ (Year 2-student, JCSMHS)

‘I wanted to thank you for the training that you delivered yesterday in CSJB. I did drop in for a few minutes when [the librarian] was doing her presentation. I regretted not being able to attend the full session. I could have done with a refresher!’ (Academic staff, JCSMHS)

‘Today’s library showcase and database search talk has been most informative. I must say, better than previous library tours I've had in previous universities.’(HDR student, School of Science)

‘Thanks for the detailed presentation. It just shows how important the session on Advance Literature Search is to staff and students.’ (Academic staff, JCBS)

‘I really appreciate ... the efforts to make this process easier, i.e. I do not need to fill in the paper or pdf form and the steps are simplified as well.’ (Undergraduate student, School of Science)

‘Thank you so much for being such a great help with my book orders in the past years.’ (SASS, student)

‘Thank you for the personalised and positive response to my feedback. Happy new year .. . to the wonderful staff at the library & learning commons!’ (Academic staff, SASS)

‘The appointment of the Liaison Librarian has resulted in a very sophisticated relationship between the School of Engineering and the Library.’ (Academic staff, School of Engineering)

‘We would like to thank you and the library for all the support given to all postgraduate students, it has certainly made the student's experience in Monash Malaysia even more wonderful. We are all very excited for the new expansion that is happening to the library and look forward to an even better experience to all postgraduate students.’ (MUPA President)
Learning Space Transformation
Johor Bahru Clinical School Library
Library Events
APPENDIX I: PAPERS AND PRESENTATIONS

Eula, I., & Kuhn, S. *Glocalizing the liaison model for impact: Librarian-faculty collaboration; a Monash University Malaysia perspective.* American Library Association Annual Conference 2016, Orlando, Florida. 25 June 2016.


Eula, I., Steiner, R. Building brief and design recommendations for the Johor Bahru Clinical School Library, 14 December 2016


Steiner, R. *Discoveries to decisions: Professionalizing Johor Bahru Clinical School Library staff, programs, and learning spaces.* Report. 1st December 2016