CAUL Engagement Strategy and Stakeholder Engagement Framework

The underlying rationale for this strategy and framework is that engaging with individuals, groups of individuals or organisations that are affected by or can affect the activities of CAUL, and being responsive to their needs, expectations and perspectives, will make CAUL perform better, increase CAUL's knowledge and ensure CAUL is effective in carrying out its strategic objectives as the peak leadership body for academic libraries in Australia.

Internal Stakeholders

With regard to CAUL's **internal stakeholders**, the Board Charter for CAUL states:

- The CAUL Board oversees a framework which outlines CAUL's stakeholders, their needs and expectations, and ensures the meaningful engagement of stakeholders
- Stakeholder needs are considered in relevant board decision-making
- There is a process for gathering and responding to Member feedback

Individual Council Members, both full members and associate members of CAUL, are the core internal stakeholders of CAUL, along with staff of the CAUL National Office.

Engagement with members is at the core of CAUL's activities:

- The CAUL Board formally engages with Council Members at least six times per year through updates from the Chair of CAUL after each Board meeting.
- Board Members also engage one-to-one with Council Members on an annual basis and report back to the Board on matters arising from these engagements.
- Council Members are afforded the opportunity to observe Board meetings and provide feedback on their experience.
- Further engagement with and among Council Members occurs at bi-annual Council Meetings, at a range of CAUL-sponsored events each year and through involvement in a variety of projects relating to CAUL's strategic programs.
- The CAUL National Office engages with Council Members on a continuous basis in the context of ongoing sector-level services, strategic programs and projects and events as described in the CAUL Member Prospectus

External Stakeholders

It is acknowledged that CAUL engages with a wide range of **external stakeholders** both within Australia and internationally. These stakeholders can broadly be categorised as organisations that are governance-related, sector-related, operations-related and consortium-related:

- Governance-related stakeholders: regulatory, compliance, legal, risk, accounting, employment, etc.
- Sector-related stakeholders: higher education, research, academies, government, and GLAM (galleries, libraries, archives and museums)
- Operations-related stakeholders: suppliers of a range of services to the CAUL National Office
- Consortium-related stakeholders: participants in the CAUL Consortium, including Council Members, Other Consortium Participants such as research institutes and government departments, publishers and content vendors with whom the Consortium conducts business, and other library consortia worldwide

This Engagement Strategy and Stakeholder Engagement Framework concerns only the following:

- Internal Stakeholders: **individual Council Members**
- External Stakeholders: **sector-related organisations**

CAUL Engagement Strategy

Elements of the Engagement Strategy

- Strategy and agreed priorities
- The value and benefit to CAUL of stakeholder engagement set out
- Partners and collaborators mapped in a stakeholder engagement framework
- Extent and depth of engagement articulated – determined by maturity of engagement and agreed prioritisation, includes reciprocity in engagement; recognition that engagement is rarely mutually exclusive, there are always impacts and flow-on effects for other stakeholders
- Stakeholder engagement integrated with CAUL's governance, strategy and operations

CAUL's current strategic programs:
- Advancing Open Scholarship
- Building Sustainable Leadership
- Enabling a Modern Curriculum
- Respecting Indigenous Knowledge

CAUL's other strategic priorities:
- Sustainable Content Procurement
- Copyright Advocacy (to ensure fair access to content and copyright law reform)
- Equity, Diversity, Inclusion and Belonging
- Analytics (for evidence-based decision-making and demonstrating value and best practice)

CAUL Stakeholder Engagement Framework

Elements of the Stakeholder Engagement Framework

- Strategic priority
- Stakeholder
- Frequency of engagement
- Mode of engagement
- Guidelines for specific engagements

Stakeholders

- Internal Stakeholders: 47 Council Members
- External Stakeholders: Approximately 78 Sector-related Organisations (56 domestic and 22 international)

Frequency of engagement

- Weekly
- Monthly
- Annually

- Ad hoc (to take advantage of opportunities when they arise)

Mode of engagement

- In-person
- Video or audio call
- Email
- Survey
- Newsletter
- Submission
- Statement
- Conference
- Consultation
- Delegation or receiving visiting delegation
- Monitoring

Priority of engagement

- Low
- Routine
- High

Levels of engagement

- Inform
- Consult
- Involve
- Collaborate
- Empower

Levels of pre-engagement

- Remain passive
- Monitor
- Transact

Guidelines for specific engagements

- **Purposeful**: Begin every engagement with a clear understanding of what we want to achieve. Identify the key messages or points of communication arising from the issues that have determined priorities. Be clear about desired or anticipated outcomes from the engagement, including what CAUL wants to take away and what we want to leave behind
- **Inclusive**: Identify relevant stakeholders and make it easy for them to engage; work out who else we should be talking to
- **Timely**: Involve stakeholders from the start and agree on when and how to engage.
- **Transparent**: Be open and honest in engagement and set clear expectations and ensure clarity around what CAUL has to offer such as expertise or data
- **Respectful**: Acknowledge and respect the expertise, perspectives and needs of stakeholders
- **Reflective**: Determine how to evaluate the effectiveness of the engagement, linking back to the purpose and anticipated outcomes. Consider other opportunities that could arise from the engagement such as:

- o Sponsoring events
- o Raising the visibility of CAUL's profile
- o Looking for or creating opportunities for the CAUL Chair (or Board members or Council members) to give a presentation or keynote address especially at local events
- o Finding or creating opportunities for CAUL to run a panel or session at an event or by organising a CAUL event
- o Joint projects such as with ALIA, ARDC, CAUDIT or the Academies
- o Opportunities for CAUL representatives on national and international committees e.g. review panels
- **Mindful** of what can inhibit effective engagement:
  - o Unclear purpose
  - o Differing capacity of stakeholders
  - o Insufficient skills
  - o Unfocussed dialogue
  - o Failure to review and evaluate

Principles of Engagement *(Adapted from ALIA)*

- We seek relationships that will reflect CAUL's values and expertise.
- We will consider the potential outcomes and mutual benefits, either directly or indirectly, from each relationship and review these periodically to ensure relationships continue to be of benefit to CAUL members and their role in the international library community.
- We will build relationships upon shared understandings and values, clearly articulated expectations, and foster them through open communication.
- We seek flexibility within a relationship, with mechanisms in place to deal with changes in circumstances and to identify and manage risk.
- We will seek to build upon the UN Sustainable Development Goals framework.
- Our relationship with other organisations does not imply CAUL endorsement of their policies, services or products.
- We will not knowingly enter into a relationship with an organisation that discriminates on the basis of race, creed, colour, sexual orientation, gender identity or expression, age, disabilities or national origin.
- We will assess the reputation and ethical integrity of the organisation with which a relationship is proposed before any arrangement is entered into.

Process for Stakeholder Engagement
(Adapted from Stakeholder Engagement Standard AA1000SES Institute of Social and Ethical Accountability, 2005)

- **Think Strategically**: map stakeholders, identify issues, set strategic objectives, prioritise
- **Analyse and Plan:** review progress, learn from others, identify partners
- **Resource and Prepare:** build internal skills and capability, ensure all parties able to take part effectively
- **Design and Engage:** outline different engagement techniques and design a process that suits the needs of the specific situation and will help to reach objectives
- **Evaluate:** review and measure the outputs of engagement and plan follow up activities