

**STRATEGIC PLAN
2010-2012**

(31 March 2010)

CAUL Mission

To support CAUL members in the achievement of their objectives, especially the provision of access to, and training in the use of, scholarly information, leadership in the management of information and contribution to the university experience.

In pursuit of this mission CAUL develops a national perspective on issues relevant to university libraries, provides a forum for discussion and collaboration and works to promote common interests.

Membership

The university librarians or library directors of all Australian universities.

Environment

The environment in which CAUL operates is characterised by:

- ❖ An increasingly diverse and technically literate student population, fostered by government efforts to increase participation, including lower socio economic status and indigenous students;
- ❖ Changes in learning and teaching practices facilitated by evolving pedagogical theory and technology;
- ❖ Changes in research practices facilitated by evolving technology and increasingly involving collaboration;
- ❖ The transformation of scholarly communication including the emergence of alternative approaches to discovery, dissemination and access to scholarly information;
- ❖ A developing policy environment that puts research activity in a global context;
- ❖ Government policy to create greater differentiation between institutions in the higher education sector through compacts and student-centred approaches to course provision;
- ❖ Increased accountability whilst operating in a fiscally challenged environment;
- ❖ Increasing requirements to demonstrate quality processes and outcomes;
- ❖ The broader application and importance of information management; and
- ❖ The enduring importance of the librarian's role and values in an increasingly complex information environment.

Values

- ❖ Collaboration within and across sectors;
- ❖ Commitment to resource sharing;
- ❖ Commitment to access to information, ideas and creative works without censorship;
- ❖ Respect for the intellectual and creative endeavours of others;
- ❖ Equitable access to services and resources;
- ❖ Innovation in the application of new technologies and service models;
- ❖ Excellence in operational and service delivery; and
- ❖ Openness, responsiveness and customer focus.

Goals

The Strategic Plan charts how CAUL will meet its objectives. It outlines the following goals:

- ❖ To provide leadership in relevant higher education developments and information policy, and communicate activities to key stakeholders;
- ❖ To facilitate the members' role in supporting and maximising learning and teaching outcomes and contributing positively to the student experience;
- ❖ To facilitate the members' role in supporting and maximising research outcomes;
- ❖ To maximise access to information resources and facilitate libraries' wider scholarly communication and information management roles; and
- ❖ To promote continuous improvement and best practice in pursuit of internationally recognised high quality library services and operations.

Actions

Many actions listed under each goal will continue for the life of the Plan. However priority actions for 2010 are noted in each section.

I. COMMUNICATION & INFLUENCE

Goal

To provide leadership in relevant higher education developments and information policy, and communicate activities to key stakeholders.

Rationale

CAUL has a unique and important perspective on information, research and education and should contribute to national policy and planning in these areas. CAUL's ability to project a coherent perspective on key issues of national information policy and resources and communicate the benefits of collaborative and cooperative action undertaken by CAUL and its members is vital to the continued visibility, relevance and importance of university libraries.

Actions

Collaboration & International Engagement

1. Through the CAUL/CAUDIT/ACODE joint executive meetings collaborate on areas of common interest including research support activities, professional development, conferences and general information sharing on current activities. (Executive)
2. Build relationships to ensure collaboration with library and information science sector organisations, both national and international including CONZUL, ALIA & NSLA. (Executive)
3. Actively promote engagement with higher education libraries through study tours that foster closer ties and international understanding. (All members)

Policy in Higher Education and Information Infrastructure.

4. Proactively build influence and visibility with policy makers through representation and public submissions, as appropriate. (Executive)
5. Influence the copyright policy and regulatory environment through submissions, relevant committees and bodies. (Executive)
6. Commission research as required. (Executive)
7. Develop a cooperative relationship with Universities Australia (UA). (President and Deputy, 2010)
8. Develop effective relationships with government and research bodies such as NHMRC, ARC, ANDS, DIISR, DEEWR etc. (Executive and COSI, 2010)

External Communication

9. Develop, maintain and promote the CAUL website as a source of information about higher education issues of relevance to university libraries. (Executive Officer and All members)
10. Issue press releases as appropriate. (President)

Internal Communication

11. Ensure that all CAUL members are kept informed of the key activities of the Executive and CAUL Working Groups through reports at meetings and copies of minutes available in agenda papers and on the web. (Executive & Chairs, Working Groups)
12. Welcome and induct new members into CAUL and encourage their participation. (President, Executive Officer and all members)

Planning

13. Regularly review the CAUL strategic plan and report to members on actions in the plan. (Executive & Chairs, Working Groups)

II. CONTRIBUTION TO LEARNING AND TEACHING

Goal

To facilitate the members' role in supporting and maximising learning and teaching outcomes and contributing positively to the student experience.

Rationale

University libraries make a major contribution to learning and teaching through the provision of facilities, services, resources and skills development programs, both physical and virtual.

Physical facilities have undergone major transformations in response to changes in pedagogy and technology and online, location-independent services have emerged as a significant alternative method of service and resource provision.

Developments in flexible learning are forging stronger collaboration between libraries, teaching & learning units, IT departments and faculties.

Actions

Learning outcomes

14. Work collaboratively within CAUL and with CAUDIT and ACODE to improve the student experience. (Executive, T&L Working Group)
15. Collaborate with deans' groups to engage with specific disciplines. (All members)
16. Establish a CAUL working group on learning and teaching: Teaching and Learning Working Group. (Executive, 2010)
17. Explore the library's role in contributing to T&L standards and quality audits under TEQSA. (T&L Working Group, 2010)
18. Further investigate the contribution of libraries to learning outcomes and the student experience by drawing on research such as the AUSSE survey. (T&L Working Group, 2010)

Information Literacy

19. Share best practice on information literacy. (All members)

Learning spaces

20. Share best practice on the evolution of learning spaces. (All members);

Offshore service delivery

21. Continue to monitor and review the CAUL guidelines for offshore service delivery. (Ad Hoc Working Group)

Indigenous, intercultural and international curriculum;

22. Share information about indigenous, intercultural and international activities and the internationalisation of the curriculum. (All members)

III. CONTRIBUTION TO RESEARCH

Goal

To facilitate the members' role in supporting and maximising research outcomes.

Rationale

University libraries are actively engaged in the Government's research agenda, particularly through eResearch, institutional repositories and research training. CAUL will continue to respond to emerging opportunities to support and maximise research outcomes and develop strong relationships with research bodies in Australia and overseas.

Actions

eResearch

23. Contribute to the national and international agenda on eResearch initiatives such as the National eResearch Infrastructure Council (NRIC), the Australian eResearch Infrastructure Committee (AeRIC), and the Australian National Data Service (ANDS). (Executive, All members)
24. Explore data management issues and engage in professional development opportunities relevant to university libraries. (All members)

Institutional repositories

25. Contribute to the development and promotion of institutional repositories initiatives. (All members)
26. Share practice in research training in accordance with the *Australian Code for the Responsible Conduct of Research*. (All members)
27. Determine the future of CAIRSS from 2011. (Executive, CAIRSS, 2010)
28. Continue to support repositories through the CAUL Australian Institutional Repository Support Service (CAIRSS), including standards and best practice. (CAIRSS Steering Committee, 2010)
29. Promote the role of university libraries in the ongoing development of institutional repository initiatives including ERA. (Executive, CAIRSS, 2010)

Open Scholarship

30. Establish a working group on open access called the CAUL Open Scholarship Initiative. (COSI). (Executive, 2010)
31. Revise the CAUL Statement on Open Access. (COSI, 2010)
32. Review the work of other bodies, such as SPARC, to identify strategies and resources that could be adapted for the development of a "toolkit" for members. (COSI, 2010)
33. Provide briefings for CAUL on aspects of "open scholarship". (COSI)
34. Draft a lobbying/communication strategy, in consultation with CAUL Executive, for the sector. (COSI, 2010)
35. Work with NHMRC to plan for the inclusion of research outputs in institutional repositories. (President, COSI, CAIRSS, 2010)
36. Identify organisations that CAUL should establish and maintain links with to progress the open access agenda. (COSI, 2010)
37. Identify training and awareness raising initiatives for staff of member institutions. (COSI, 2010)

Research Training

38. Ensure active sharing of information among CAUL members via 'Hot Topics' on developments in support of research. (All members)

IV. INFORMATION RESOURCES

Goal

To maximise access to information resources and facilitate libraries' wider scholarly communication and information management roles.

Rationale

University libraries' primary goal continues to be the provision of access to scholarly information. CAUL members manage substantial budgets for information resources and depend on suppliers of scholarly information to meet the research and teaching needs of their institutions. CEIRC is CAUL's key program for managing relationships with suppliers of electronic information resources. CAUL members have ongoing interests in the transformation of scholarly communication and how information can be used in research, teaching and resource sharing. These interests are addressed through activities in the cooperative acquisition of resources, resource sharing and copyright.

This is a critical time in the evolution of scholarly communication; CAUL must closely monitor and, as appropriate, lead developments and endeavour to achieve optimal outcomes for its members.

Actions

Cost-efficient access to resources

39. Continue to monitor and review protocols for University Library Australia (ULA) – the national borrowing scheme – and address specific issues as they arise. (ULA Reference Group)
40. Develop and test new pricing models, including unbundling. (CEIRC Committee, 2010)
41. Monitor publishers' price increases. (CEIRC Committee)
42. Undertake price negotiations with major vendors, and establish negotiating teams for major suppliers. (CEIRC Committee)
43. Focus on high take-up subscriptions and reduce the number of low take-up offers. (CEIRC Committee, 2010)
44. Organise a follow up CAUL Think Tank in 2011 to build vendor relationships and CAUL members' knowledge of the issues. (CEIRC Committee)
45. Communicate regularly to the membership on key CEIRC matters. (CEIRC Chair)
46. Monitor developments and share information on the range of mobile devices used to access scholarly resources. (All members)

Copyright and intellectual property

47. Contribute to the ongoing operations of the Australian Libraries' Copyright Committee (ALCC). (Executive representative)
48. Work with Universities Australia (UA) on negotiations with CAL. (CAUL President/Executive Officer, 2010)
49. Educate academics about copyright ownership. (All members)
50. Provide a CAUL statement on academic copyright issues to inform the university community. (Executive, 2010)
51. Finalise the copyright toolkit and arrange delivery through CAIRSS. (CAIRSS, 2010)

V. DELIVERING QUALITY AND VALUE

Goal

To promote continuous improvement and best practice in pursuit of internationally recognised high quality library services and operations.

Rationale

Changes in information and higher education are leading to transformations in the ways universities and university libraries operate and deliver services. Traditional performance measures do not capture new and emerging services. A major challenge is to develop a new language to demonstrate the value of libraries and identify new performance measures that enable meaningful and relevant benchmarking.

Actions

Benchmarking and statistics

52. Continue to use *Insync surveys* for data collection for benchmarking between CAUL members. (All Members)
53. Review and update the CAUL statistics on relevant Australian university library outputs and activities. (Statistics Working Group, 2010)
54. Contribute to the development of international performance measures. (BPWG)
55. Monitor and engage in workforce planning activities for the sector to ensure the development of a capable workforce for the future. (BPWG).

Staff development

56. Facilitate the enhancement of knowledge and skills of members and their staff in delivering high quality outcomes through seminars, workshops, think tanks etc. (Executive)
57. Continue to deliver CAUL Library Staff Development Conferences on a biennial basis from 2010. (Executive/AD Hoc Working Group)
58. Continue to offer the annual CAUL Achievement Award. (Executive);
59. Develop guidelines for the UNISON Staff Development Award. (Executive, 2010)

The value proposition

60. Contribute to a greater understanding of the value proposition of university libraries through support of value and impact studies including the GO8 Outsell study. (Executive, 2010)

Best Practice

61. Monitor AUQA and TEQSA developments relevant to university libraries. (Executive, BPWG)
62. Contribute to continuous improvement using survey data to identify high performance libraries for benchmarking. (All members)
63. Continue to promote the use of client surveys to facilitate benchmarking activities. (BPWG)

Education for the library & information science (LIS) sector

64. Contribute to discussions on LIS education and communicate with educators on future requirements for higher education libraries. (Executive, All members)

ATTACHMENT: Acronyms

ACODE – Australasian Council on Open, Distance and e-Learning
AeRIC – Australian eResearch Infrastructure Committee
ALIA – Australian Library and Information Association
ALCC – Australian Libraries' Copyright Committee
ANDS – Australian National Data Service
ARC – Australian Research Council
AUQA – Australian Universities Quality Agency
AUSSE – Australasian Survey of Student Engagement
BPWG – Best Practice Working Group
CAIRSS – CAUL Australian Institutional Repository Support Service
CAL – Copyright Agency Limited
CAUDIT – Council of Australian University Directors of Information Technology
CAUL – Council of Australian University Librarians
CEIRC – CAUL Electronic Information Resources Committee
CONZUL – Council of New Zealand University Librarians
COSI – CAUL Open Scholarship Initiative
DEEWR – Department of Education, Employment and Workplace Relations
DIISR – Department of Innovation, Industry, Science and Research
ERA – Excellence in Research for Australia
LIS – Library & Information Science
NHMRC – National Health and Medical Research Council
NRIC – National Research Infrastructure Council
NSLA – National & State Libraries Australasia
SPARC – Scholarly Publishing and Academic Resources Coalition
TEQSA – Tertiary Education Quality and Standards Agency
UA – Universities Australia
ULA – University Library Australia