

## **STRATEGIC PLAN**

**2013-2015**

*(4 December 2012, revised 27 January 2014)*

### **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 and responding to policy changes as governments change. 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. Where the year is relevant this is noted.**

## **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. The CAUL/CAUDIT/ACODE Presidents meet annually to plan and review arrangements for the THETA Conference (formerly CCA EDUCAUSE Australasia Conference). (President)
2. The CAUL and CAUDIT Presidents communicate regularly, and the Executives from each organisation meet once annually, to discuss areas of common interest (President, Executive)
3. Build relationships to ensure collaboration with library and information science sector organisations, both national and international including CONZUL, ALIA, the NLA & NSLA. (Executive)
4. 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

5. Proactively build influence and visibility with policy makers through representation on relevant external bodies and coordinate responses to relevant public enquiries, as appropriate. (Executive, Advisory Committees)
6. Influence the copyright policy and regulatory environment through submissions to relevant committees and bodies. (CCAC)
7. Commission research as required. (Executive)
8. Work cooperatively with Universities Australia (UA). (President and Deputy, Executive Officer)
9. Develop effective relationships with federal and state government departments and research bodies. (Executive and CRAC)

#### External Communication

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

#### Internal Communication

12. Ensure that all CAUL members are kept informed of the key activities of the Executive and CAUL Advisory Committees through reports at meetings and copies of minutes available to members in agenda papers and on the CAUL website. (Executive & Chairs, Advisory Committees)
13. Contribute relevant content to the CAUL website. (Executive Officer and Advisory Committees)
14. Encourage collaboration between CAUL Advisory Committees on matters of shared interest. (Advisory Committees)

15. Welcome and induct new members into CAUL and encourage their participation. (President, Executive Officer and all members)

## Planning

16. Regularly review the CAUL strategic plan and report to members on actions in the plan. (Executive)
17. Develop and report progress against annual work plans to the CAUL Executive and CAUL members. (Chairs, Advisory Committees)
18. Monitor the environment and report emerging issues and trends to CAUL. (Advisory Committees)

## 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.

Learning analytics and other data driven measures are being increasingly taken up to optimise learning outcomes. University libraries produce and collect large data sets of relevance to learning analytic programs.

### Actions

#### Learning outcomes

19. Work collaboratively within CAUL and liaise with relevant external bodies to identify areas of common interest. (CLTAC)
20. Undertake environmental scanning on learning and teaching trends and report on issues relevant to CAUL. (CLTAC,)
21. Monitor developments with TEQSA, and explore the library's role in contributing to learning and teaching standards and quality audits under TEQSA (CLTAC)
22. Further investigate the contribution of libraries to learning outcomes and the student experience by drawing on research such as the AUSSE survey. (CLTAC)
23. Monitor developments and the Library's role in developments in online education initiatives including: commercially available online curriculum and open education initiatives e.g. Massive Open Online Courses (MOOCs). (CLTAC)
24. Explore the Library's role in eLearning and share best practice in this area. (CLTAC, 2012)

#### Information Literacy

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

#### Learning spaces

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

#### Offshore service delivery

#### Indigenous, intercultural and international curriculum:

[Insert number here] Share information about indigenous, intercultural and international activities and the internationalisation of the curriculum. (All members)

## II. CONTRIBUTION TO RESEARCH

### Goal

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

### Rationale

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

### Actions

#### Research

27. Monitor the sector, report on emerging trends and issues and contribute to the national and international agenda on research initiatives and specifically engage with national eResearch infrastructure programs. (Executive, CRAC, all members)
28. Assist CAUL members with the development and promotion of the university library's role as a partner in the research process, including the library's role in: research data management; measuring research impact and quality, and eResearch initiatives. (CRAC)
29. Advance CAUL's strategic response to digitisation opportunities. (Executive)
30. [Completed]

#### Institutional repositories

31. Assist the CAUL membership with developing strategies for the operation and promotion of institutional repositories, including support for the CAUL repository community of practice. (CRAC)
32. Promote the role of university libraries in the sector through the ongoing development of institutional repository infrastructure and services including support for ERA and compliance with open access mandates. (CRAC)

#### Research Skills Training

33. Identify innovation and good practice in research skills training for higher degree students. (CRAC, All members)

#### Open Scholarship

34. With the Australian Open Access Support Group (AOASG) monitor open access developments, evaluate issues and trends and provide advice to the CAUL membership. (CRAC)
35. Monitor the work of bodies such as SPARC and Enabling Open Scholarship, to identify strategies for progressing an OA agenda, as well as resources that could be adapted for use by the CAUL membership. (CRAC)
36. Work with funding bodies and other key stakeholders, including work in progress with NHMRC and ARC for the inclusion of research outputs, including research data in institutional repositories. (Executive, CRAC)

## IV. INFORMATION RESOURCES

### Goal

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

### Rationale

One of the University libraries' primary goals 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

37. Monitor document supply services including trends, charges and operations and recommend any changes to CAUL. (CCSAC)
38. Contribute to the ALIA Review of the Australian Interlibrary Resource Services (ILRS) Code. (CCSAC) [Completed]
39. Develop and test new pricing models for electronic information resource packages/databases. (CEIRAC Principles and Models Task Force)
40. Monitor publishers' price increases and raise with publishers when they are above agreed limit. (CEIRAC)
41. Undertake negotiations with vendors. (CEIRAC)
42. Focus on high take-up subscriptions and reduce the number of low take-up offers. (CEIRAC)
43. Plan a 2014 Think Tank (CEIRAC)
44. Communicate regularly to the Executive on key CEIRC matters. (Chair, CEIRAC)
45. Monitor developments with eBooks and eTextbooks with respect to pricing, licences etc (CEIRAC)

#### Copyright and intellectual property

46. Contribute to the ongoing operations of the Australian Libraries' Copyright Committee (ALCC). (CCAC)
47. Work with Universities Australia (UA) on negotiations with collecting societies (CAL, Screenrights, music collecting societies.) (CCAC)
48. Develop CAUL members' knowledge, skills and understanding of copyright to advise academics about copyright ownership. (CCAC)
49. Provide a CAUL statement on academic copyright issues to inform the university community. (CCAC)
50. Update Copyright Good Practice Guide. (; CCAC)

## 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

51. Liaise with Insync Surveys to improve survey for benchmarking between CAUL members. (CQAAC)
52. Review and update the CAUL statistics data collection program and recommend changes to CAUL as appropriate. (CSAC)
53. Implement a trial of collecting institutional repository statistics in the annual CAUL return for 2013 (CSAC, CAUL EO) [Completed]
54. Advise CAUL on the use of benchmarks to improve performance. (CQAAC)
55. Review and share workforce development activities for the sector to ensure the development of a capable workforce for the future. (CQAAC)
56. Develop KPIs/benchmarking criteria for electronic materials availability. (CQAAC)

#### Staff development

57. Facilitate the enhancement of knowledge and skills of members and their staff in delivering high quality outcomes through seminars, workshops, think tanks etc. (Executive)
58. Build capability in university library leadership by delivering the CAUL Leadership Institute on a biennial basis. (Executive/Ad Hoc Working Group)
59. Continue to offer the annual CAUL Achievement Award. ( Executive)

#### Best Practice

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

#### Education for the library & information science (LIS) sector

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

## **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  
ARCom – Australian Research Committee  
AUQA – Australian Universities Quality Agency  
AUSSE – Australasian Survey of Student Engagement  
CADAD – Council of Australian Directors of Academic Development  
CAIRSS – CAUL Australasian Institutional Repository Support Service (to 2012)  
CAL – Copyright Agency Limited, now called Copyright Agency, with no acronym.  
CAUDIT – Council of Australasian University Directors of Information Technology  
CAUL – Council of Australian University Librarians  
CEIRC – CAUL Electronic Information Resources Consortium  
CONZUL – Council of New Zealand University Librarians  
ERA – Excellence in Research for Australia  
LIS – Library & Information Science  
NHMRC – National Health and Medical Research Council  
NRIC – National Research Infrastructure Council  
NSLA – National and State Libraries Australasia  
SPARC – Scholarly Publishing and Academic Resources Coalition  
TEQSA – Tertiary Education Quality and Standards Agency  
THETA – The Higher Education Technology Agenda (biennial conferences)  
UA – Universities Australia  
ULANZ – University Libraries of Australia and New Zealand

## **CAUL Advisory Committees**

CCAC – CAUL Copyright Advisory Committee  
CCSAC – CAUL Collection Sharing Advisory Committee  
CEIRAC – CAUL Electronic Information Resources Advisory Committee  
CFAC – CAUL Finance Advisory Committee  
CLPAC – CAUL Library Publishing Advisory Committee  
CLTAC – CAUL Learning & Teaching Advisory Committee  
CQAAC – CAUL Quality & Assessment Advisory Committee  
CRAC – CAUL Research Advisory Committee  
CSAC – CAUL Statistics Advisory Committee