



**CAUL**  
Council of Australasian  
University Librarians

# **ANNUAL IMPACT REPORT**

20

25

# Acknowledgement of Country

CAUL Council Members are located throughout Australia and Aotearoa New Zealand, and we acknowledge the Traditional Owners and Kaitiaki of the lands on which we live and work across Australia and Aotearoa New Zealand.

We pay respect to all Aboriginal, Torres Strait Islander, Māori, and First Nations people, their Elders, past and present, and acknowledge the contributions made by First Nations colleagues to CAUL and CAUL Member institutions.

CAUL recognises Māori as tangata whenua and embraces Te Tiriti o Waitangi.

CAUL is committed to working in partnership with First Nations colleagues.

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# INTRODUCTION FROM THE CHAIR & CEO

As Chair of the CAUL Board and Chief Executive Officer, we are pleased to present the Council of Australasian University Librarians (CAUL) Annual Report for 2025.

2025 was CAUL's first year as a fully Trans-Tasman organisation with our Aotearoa New Zealand colleagues enshrined in the Constitution as full Members of CAUL. This year also marks the conferral of CAUL's charitable status by the Australian Charities and Not-for-profits Commission (ACNC).

These milestones underpinned CAUL's strategic objective to further its aims of growing a robust and sustainable organisation and building capability to work effectively across both countries incorporating all Members as valued partners.

A central focus of our work in 2025 has been strengthening CAUL's leadership in sector-wide negotiations with scholarly publishers. Acting on behalf of Member institutions, CAUL has successfully advocated for agreements that are more transparent, equitable and sustainable. These negotiations are critical to addressing long-standing challenges in the sector, including escalating subscription costs, inequitable pricing structures and barriers to open access publishing.



The newly established CAUL Open Access Negotiation Strategy Committee (COANSC), under the leadership of inaugural Chair Professor Iain Martin, Vice-Chancellor of Deakin University, quickly demonstrated itself as an effective means to engage the wider university sector.

CAUL Members and their staff also played a pivotal role in supporting the work of the CAUL negotiation team. As a result of our combined efforts, CAUL Members are better positioned to secure improved access to scholarly content while progressing the transition towards more open and accessible research outputs.

# INTRODUCTION FROM THE CHAIR & CEO

Collegial collaboration remains foundational to CAUL's effectiveness. In 2025, the May CAUL Council meeting brought together Members and Deputy/Associate University Librarians for strategic dialogue, professional exchange and shared decision-making, reinforcing the strength of our network and the importance of collective leadership.

The outcome is a new CAUL Strategy for 2026–2028 which embodies our values and focuses on agreed priority areas for the future.

Discontinuing a service doesn't come easily and one of the inherent challenges of leadership is making those difficult decisions. The Board took the decision to retire CAUL's successful and award winning OER Collective at the end of 2025, having achieved its goal in building open educational resource publishing capability across participating institutions. This enabled the redirection of resources to the priority areas communicated by Members which now feature in the 2026–2028 CAUL Strategic Plan. A community celebration in December marked the end of the OER Collective and was a fitting tribute to an innovative program which delivered over 80 OER titles during its four years.

2025 has been a significant year for CAUL and our role in convening, representing and advancing the shared interests of Members has never been more important.

As this report demonstrates, the strength of CAUL lies in our ability to bring our many colleagues, industry partners and sector stakeholders together to collaborate around shared goals, share expertise, and advocate with a unified voice.

Thank you to our fellow CAUL Board Directors, CAUL Council Members, CAUL Office team and our valued partners and stakeholders. Your leadership, tenacity and continued dedication to our shared goals have shaped the extraordinary year reflected in this report.

**Kylie Percival**  
Chair, CAUL Board

**Jane Angel**  
Chief Executive Officer, CAUL



# 2025 HIGHLIGHTS



## CAUL was awarded charity status

with the Australian Charities and Not-for-profits Commission (ACNC), reflecting CAUL's contribution to the education and research landscape and enhancing organisational financial sustainability.

## Enhancements in analytics, modelling and reporting

delivered by CAUL Office to support evidence-based decision making in the major negotiations.

## Major Open Access negotiations

including agreements with Springer Nature, Wiley, Elsevier and Taylor & Francis delivered significant financial and open access benefits.



## CAUL Open Access Negotiation Strategy Committee (COANSC)

established, uniting broad senior sector leadership to collaboratively progress Open Access negotiations.



## CAUL officially became the Council of Australasian University Librarians

following changes to the Constitution that reflect a more inclusive and unified approach across Oceania.

## 31,102 articles published openly

through CAUL open access agreements in 2025. 27,859 by Australian authors and 3,243 by Aotearoa New Zealand authors.

## 93,915 articles published openly

through CAUL open access agreements by the end of 2025 since the open access agreements began in 2020. 83,451 by Australian authors and 10,464 by Aotearoa New Zealand authors.

## Over AU\$162m saved

in equivalent list price APCs by authors using CAUL open access agreements in 2025.

## Over AU\$473m saved

in equivalent list price APCs, by the end of 2025, by authors using CAUL open access agreements since the open access agreements began in 2020.

# 2025 HIGHLIGHTS



## Successful THETA Conference

delivered by the CAUL Office in partnership with CAUDIT and ACODE. The Conference had the theme “Winds of Change” and the CAUL CEO co-presented on the OER Collective with colleagues from Deakin University.

## 2 CAUL Council meetings

hosted by the CAUL Office with ~70 attendees in Perth in May and 100+ online in September.



## 12 CAUDIT Leadership Institute graduates

who are senior leaders from CAUL Member institutions.



## New CAUL website and logo launched

reflecting two CAUL Office key priorities: strengthening communications and enhancing Member experience

## 340 registered attendees at CAUL Vendor Exhibition Events

held in Adelaide, Melbourne and Brisbane, with 38 vendors across the three days.

## Growth of the CAUL Communities of Practice

with 56 meetings hosted for 10 Communities of Practice attended by ~2700 participants.

## OER Collective farewelled

having achieved its goal of building capability at CAUL Member institutions. In 2025, it engaged 40 institutions, awarded 7 grants totalling \$25,000, and published 28 books. The year also saw three international events featuring the OER Collective, recognising its global visibility and impact.



# STRATEGIC CONTEXT

The Council of Australasian University Librarians (CAUL) is the peak collegiate body for the leaders of university libraries in Australia and Aotearoa New Zealand. CAUL facilitates connection and collaboration, and optimises its collective knowledge, expertise, and resources, to achieve strategic outcomes at scale in priority areas for the university library sector. CAUL is the trusted voice of the university library sector in the region.

From 2023 through 2025, creating solid foundations was a core focus of CAUL's activities. This included the development of new revenue streams to support sustainable resourcing of CAUL's services into the future, continued strengthening of CAUL Office capability, and an ongoing focus on enhancing communication with stakeholders. In 2025, CAUL had three strategic priorities:



## 01. Mature CAUL's Analytics Service

through establishing effective governance, continued modernisation of CAUL's analytics offering, improving processes, and exploring fee-for-service analytics products.



## 02. Consolidate Content Procurement Activities

through streamlining processes, pursuing new agreements in identified focus areas, and reviewing the portfolio of sustainable agreements, including open access agreements, to deliver optimal value for Members.



## 03. Develop a Professional Learning Service

that is cohesive and explores fee-for-service professional development opportunities as needed by the sector to ensure a future-fit university library workforce and a skilled and effective pool of future leaders.

Underpinning these priorities were three Strategic Enabling Programs:

### From Decolonisation to Indigenisation

CAUL facilitates sector-wide initiatives which respond to contemporary challenges of Indigenising libraries.

### Open Access

CAUL undertakes sector-wide work on open access and supports institutions to implement, communicate, deliver, and evaluate their open access initiatives.

### Open Educational Resources (OER)

CAUL leads sector wide initiatives to develop capacity and capability to publish OER, and works closely with key stakeholders to advance OER in the higher education sector.

# ANALYTICS SERVICE

In 2025, the CAUL Office advanced its commitment to evidence-based decision-making through significant enhancements in analytics, modelling, and reporting capabilities. These efforts were driven by a strategic focus on improving data accessibility, streamlining workflows, and delivering tangible value to Member institutions. Key achievements included modernising the CAUL Statistics Collection framework, expanding analytical tools through new API integrations, and retiring legacy systems in favour of cost-effective, custom-built solutions.

Collectively, these initiatives strengthened the organisation's capacity to support major negotiations, promote transparency across the sector, and ensure fair, data-informed outcomes for all Members.



## CAUL Statistics collection

Began providing the CAUL statistics in an easy to access format through the Members section of the CAUL website.



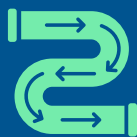
## Equitable price distribution models

Transitioning Members away from legacy pricing and improving fairness across institutions.



## Tailored public dashboards

Retirement of Tableau licences on 31 December paid for by institutions to make way for free to use dashboards created by CAUL's Data Analyst, delivering a cost savings and tailored information for Members. The new dashboards are publicly available for easier access and to highlight the benefits of the R&P agreements.



## Open Access reporting data pipeline

Redesigned to simplify the workflow and reduce processing time.



## Strengthened analysis

Fit-for-purpose tools acquired to streamline analytics processes, reduce manual repetition, produce deeper insights, and support the ongoing analysis of publishing activities within the sector.

# CONTENT

# PROCUREMENT SERVICE

2025 marked a transformative phase for CAUL's procurement and negotiation activities, characterised by strategic collaboration, improved financial outcomes, and strengthened sector-wide representation. Major Open Access agreements were successfully concluded with leading publishers including Springer Nature, Wiley, and Taylor & Francis, establishing improved frameworks for both access and publishing commencing January 2026.

Through the establishment of the CAUL Open Access Negotiation Strategy Committee (COANSC) and expanded partnerships with Universities Australia and Universities New Zealand, CAUL enhanced its capacity to represent the evolving needs of authors and researchers alongside traditional read access requirements.

These efforts, combined with rigorous analytics, regular Member consultation, and strengthened publisher relationships, delivered substantial value across the sector, including a AU\$28 million reduction in Consortium agreement spend and the renewal or renegotiation of 113 agreements valued at over AU\$251 million. This comprehensive approach ensured that procurement activities remained aligned with institutional priorities while advancing the broader goals of transparency, sustainability, and equitable access to scholarly research.

## Consortium agreements

**113** Consortium agreements renewed or renegotiated

**\$251,497,474** Total value of agreements

**\$28m reduction** in Consortium agreement spend



## Major Open Access negotiations

Successfully concluded for agreements commencing Jan 2026: Springer Nature, Wiley and Taylor & Francis. Negotiations delivered improved financial and open access outcomes.

## Open Access

**31,000+** articles published OA via Consortium agreements

**\$162m+** APC List Price equivalent saved by CAUL authors

## Collective administration

Managed invoicing across

**44** agreements, representing

**\$47,450,839** in sector spend.

Resonded to approximately

**1,300+** separate enquiries from Members and vendors.



## COANSC

CAUL Open Access Negotiation Strategy Committee (COANSC) established to build sector-wide negotiation capacity.

# PROFESSIONAL LEARNING SERVICE

The CAUL Professional Learning Service advanced its strategic aim of cultivating a future-fit university library workforce and robust pipeline of future leaders through expanded collaborative learning and targeted executive development. In 2025, the service saw significant growth in its Communities of Practice (CoPs), which hosted 56 meetings across ten distinct groups, engaging nearly 2,700 participants in peer-led knowledge exchange and sector-wide dialogue.

Complementing this broad-based engagement, the service reinforced leadership capacity building through the CAUDIT Leadership Institute where 12 senior leaders from Member institutions successfully graduated, equipping them with the skills necessary to navigate the evolving complexities of academic library management.

The CAUL University Librarians (UL) Peer Mentor Program commenced in 2025, under the leadership of Kylie Percival, where 11 newer ULs were paired with 11 experienced ULs for peer learning and growth. Highly valued by participants, the initiative supported mentees in navigating newly appointed or interim UL roles, developing confidence in strategic leadership, managing the transition from operational oversight to institutional leadership, and connecting with a safe and experienced colleague. Mentors were supported to share lived experience, to think differently beyond problem-solving, and to engage in professional reflection. The initiative will continue in 2026.



## CAUL University Librarians Peer Mentor Program

**11** Mentoring pairs

**22** University Librarians



## CAUDIT Leadership Institute

**12**

senior leaders from CAUL institutions graduated the CAUDIT Leadership Institute in 2025.

# PROFESSIONAL LEARNING SERVICE

## COMMUNITY OF PRACTICE REPORTS

The Communities of Practice perform an important role in providing avenues for learning, clarifying understanding, updating and disseminating new knowledge in an everchanging academic library environment.



### Communities of Practice

**10** Communities of Practice **2,700** participants

**56** meetings hosted

Highlights of the 2025 CAUL Community of Practice reports are below. The common thread throughout the Community of Practice reports is the communities' positive approach to knowledge and best practice sharing, peer support, cooperative activity and innovation.

The communities expressed various challenges with recruiting volunteers and finding new co-convenors, with a suggestion made by one group for senior library staff to nominate staff to such roles. There is interest in migrating Community of Practice resources to Microsoft Teams, which is presently underway by CAUL Office staff.

The existing Communities of Practice will continue in 2026, along with two new Communities of Practice: CAUL Content Coordinators, and AI in Academic Libraries.

Community of Practice	2025 Highlights
Australasian Scholarly Communications (AuSCCoP)	<p><b>Convenors</b> Anna Du Chesne, Charles Sturt University Bronwen Forster, James Cook University Em Johnson, Swinburne (1st half 2025) Tracey Cunningham, University of Technology Sydney (2nd half 2025)</p> <ul style="list-style-type: none"><li>Delivered watch parties every second month, which members identified as a strong value-add</li></ul>

# PROFESSIONAL LEARNING SERVICE

## COMMUNITY OF PRACTICE REPORTS

Community of Practice	2025 Highlights
Collections Analysis	<p><b>Convenors</b>            Alison Carr, Collection Analytics Coordinator, Monash University            Anne Lock, Senior Manager Library Operations, University of New England            Lauren Castle, Coordinator, Acquisitions, University of Newcastle</p> <ul style="list-style-type: none"> <li>• Significant peer learning and knowledge sharing, evidenced by strong survey feedback</li> <li>• Created a knowledgebase of 28 entries on usage metrics which are not covered by the COUNTER standard</li> <li>• Conducted environmental scan of AI features in collections analysis tools</li> <li>• Optimised Slack channels; added AI and Open Access channels</li> <li>• Presentations on CELUS and budget proposal data use</li> <li>• Hosted the COUNTER Executive Director on the R5 → R5.1 transition which is being introduced at all universities.</li> </ul>
Deputy University Librarians Network	<p><b>Convenors</b>            Liz Walkley Hall, Associate Director, Engagement and Scholarly Communications, Flinders University            Antonia Mocatta, Director Operations and Engagement, University of Sydney</p> <ul style="list-style-type: none"> <li>• Delivered six bi-monthly meetings with member-driven presentations and networking</li> <li>• Held an in-person networking and workshop event in Perth</li> <li>• Active email list fostering sector-wide sharing on operations, research support, policy, staffing, technology and AI</li> </ul>

# PROFESSIONAL LEARNING SERVICE

## COMMUNITY OF PRACTICE REPORTS

Community of Practice	2025 Highlights
<p><b>Diamond Journal Publishing</b></p>	<p><b>Convenors</b>            Caitlin Savage, Research Librarian, Publishing &amp; OA, Deakin University            Tracy Creagh, Journal Manager, Academic Journals, Office for Scholarly Communications, Queensland University of Technology            Zachary Kendal, Scholarly Communications Specialist, The University of Melbourne</p> <ul style="list-style-type: none"> <li>• Developed a comprehensive list of 95 Diamond OA journals across AU/NZ institutions</li> <li>• Built a Diamond OA journal setup resource list (platforms, policies, licensing, indexing, preservation)</li> <li>• Active participation in regional and international OA advocacy, including OASPA and DOAJ activities</li> </ul>
<p><b>Learning &amp; Teaching Leaders</b></p>	<p><b>Convenors</b>            Sarah Beltrame, Australian Catholic University            Mark Bassett, Auckland University of Technology            Peter Smith, University of New South Wales</p> <ul style="list-style-type: none"> <li>• Strong reported value as a peer-learning and practice-sharing forum</li> <li>• High value placed on sharing and problem-solving across institutions</li> </ul>
<p><b>Repositories Subgroup (RSG)</b></p>	<p><b>Convenors</b>            Sarah Brundrett, Manager Library Services, University of South Australia            Keely Chapman, Coordinator RMIT Research Repository, RMIT University            Liz Latham, Information Resources Librarian, Victoria University</p> <ul style="list-style-type: none"> <li>• Facilitated 52 engagements, showing sustained participation</li> <li>• Hosted high-value presentation from Kathleen Shearer (COAR Executive Director)</li> <li>• Strengthened professional networks for repository practitioners</li> </ul>

# PROFESSIONAL LEARNING SERVICE

## COMMUNITY OF PRACTICE REPORTS

Community of Practice	2025 Highlights
<b>Transformative Agreements Implementation</b>	<p><b>Convenors</b> Lucie Goudie, Central Queensland University Veronica Ghee, Assoc Director, Content &amp; Digital Strategy, Flinders University</p> <ul style="list-style-type: none"> <li>• Essential comms channel between CAUL procurement team and institutional TA administrators</li> <li>• Shared methods for capturing qualitative author experiences</li> <li>• Examined TA effectiveness, incl Wiley hybrid OA progress analysis</li> <li>• Clarified sector confusion on caps, acceptance dates &amp; ops complexity</li> </ul>
<b>User Experience (UX)</b>	<p><b>Convenors</b> Shiobhan Smith, Assoc University Librarian, University of Otago Danielle Johnson, Director, Library Services, Deakin University</p> <ul style="list-style-type: none"> <li>• Delivered sessions on key themes: accessibility, usability, digital UX, research UX, discovery challenges</li> <li>• Hosted multiple presenters covering innovative methodologies (e.g., LEGO Serious Play, UXLibs highlights)</li> <li>• Provided advice and connections for the first UX in Libraries Conference outside the UK, scheduled for Australia in 2026</li> <li>• Received strong member praise for community culture and value</li> </ul>
<b>Value &amp; Impact</b>	<p><b>Convenors</b> Rebecca Higgins, Senior Manager, Operations, University of New England Jennifer Eddy, Collection Profiling Librarian, University of Melbourne Sarah Farrugia, Information Resources Officer, Victoria University</p> <ul style="list-style-type: none"> <li>• Enhanced sector capability in measurement, planning &amp; performance</li> <li>• Members applied CoP learnings to create advanced data analysis and reporting for value demonstration</li> <li>• Hosted three guest speakers (CAUL reps, IFLA representative and Auckland University of Technology leader)</li> </ul>



2025 marked a milestone year for the OER Collective, celebrating both impact and legacy. An early success story came full circle when the OER "Building Cost Planning", from the very first OER Collective grant round, won the University of South Australia's Unstoppable Award for Innovation in Teaching and Learning. The Collective was farewelled in a special webinar in December, featuring warm reflections and insightful presentations from across the community. The interactive reflection captured the depth of shared experience and underscored the lasting influence of the initiative.

Over its four-year journey, the OER Collective supported 40 grant projects with more than \$100,000 in funding and built an OER catalogue bursting with 80+ titles. In 2025 alone, the Collective delivered 10 Community of Practice events, awarded 7 grants totalling \$25,000, published 28 books, and engaged 40 institutions, representing 89% of CAUL Members. The year also saw three international events featuring the OER Collective, recognising its global visibility and impact. The OER Collective Working Group also significantly revised the OER Collective Publishing Workflow guide, ensuring the community has a robust, openly licensed resource to support future OER programs.

Continuity in open education for the region remains a priority. Towards the end of 2025, Members were advised a new service provider will maintain the OER catalogue and offer an alternative publishing pathway for CAUL Members, ensuring the OER Collective's legacy continues to support open education into the future.

## THE OER COLLECTIVE IN 2025

In 2025, the Collective delivered an enormous suite of achievements.

**10**

Community of Practice events

**3**

international events featuring the OER Collective

**40**

institutions engaged in the OER Collective

**7**

OER grants awarded

**\$25k**

in OER grant funding

**28**

books published

**\$100k+**

in grants to support 40 OER projects over the OER Collective's lifetime.

# SECTOR ENGAGEMENT & ADVOCACY

2025 underscored CAUL's unwavering commitment to sector-wide engagement, strategic advocacy, and collaborative leadership. Supporting this work, the "From Decolonisation to Indigenisation" initiative continued to progress, with all CAUL Board and Office staff undertaking training to deepen understanding of Aboriginal and Torres Strait Islander peoples, cultures, and Country. Beyond this internal development, CAUL actively shaped national discourse through representation at such high-level forums as the Universities Australia Solutions Summit, addressing key priorities including copyright reform and research infrastructure, and through contributions to the Australian Research Council's revised Open Access Policy which is designed to maximise public access to publicly funded research and protect Indigenous Cultural and Intellectual Property Rights.

CAUL amplified its voice through strategic collaborations, including a joint submission with Open Access Australasia to the National Research Infrastructure Roadmap and formal responses to the Copyright Amendment Bill 2025. These advocacy efforts were complemented by robust external engagement, ranging from successful vendor exhibition events across three major cities to a partnership with CAUDIT and ACODE on the THETA Conference.

Collectively, these activities reinforced CAUL's role as a proactive leader, fostering meaningful dialogue and driving the sector toward a more inclusive, culturally safe, and sustainable future.

## FROM DECOLONISATION TO INDIGENISATION

While institutions are making progress in this space, there remain many complex challenges that may be most effectively addressed at the sectoral level. In 2025, CAUL undertook several activities in response to the challenges of Indigenising our libraries.

### Cultural responsiveness training

CAUL Board and Office staff enrolled in ALIA's course "Recognition of Aboriginal and Torres Strait Islander Peoples, Cultures and Country in Australian Libraries".

### LIBER Conference 2025

CAUL CEO took part in a panel presentation at the LIBER Conference 2025 in Switzerland, titled: "Indigenous Knowledges and Ways of Working".

### Kummargii Yulendji Symposium

CAUL CEO attended this annual event hosted by CAVAL and Informit which brought together Indigenous voices and knowledge holders to explore cultural safety in libraries and archives, Indigenous data sovereignty, and community-led approaches to metadata and collections.

# SECTOR ENGAGEMENT & ADVOCACY

## OPEN ACCESS & OPEN EDUCATION

CAUL undertakes sector-wide work focusing on the enablement of open access, supporting institutions in implementing, communicating, delivering, and evaluating their open access initiatives. In 2025, CAUL also led sector wide initiatives that focused on developing capacity and capability to publish open education resources and worked closely with key stakeholders to advance open education within the sector.

### CAUL & OAA Joint Submission to the NRI Roadmap Issues Paper Consultation

CAUL and Open Access Australasia (OAA) called for stronger investment in research infrastructure that supports Indigenous data sovereignty, humanities scholarship, and open access publishing. The submission also highlighted emerging needs such as AI-ready datasets, digital humanities tools, and sustainable service models for repositories and publishing platforms.

### Universities Australia Solutions Summit 2025

CAUL CEO attended the Summit to listen to the key issues facing the sector and review where we sit, where we can influence and support and ultimately, add value. The CEO met with ALIA and NSLA colleagues to explore collaborative opportunities, particularly around Aboriginal & Torres Strait Islander priorities, copyright and SDG stretch targets.

### Everything Open Conference

CAUL Office staff attended the Conference to present about the OER Collective and build networks in parallel Open fields.

### OER Collective featured in 3 international events

OER Collective participants and projects featured in various webinars, podcasts and events across the world, recognising its global visibility and impact.

### Open Education Week 2025

The OER Collective held a public event during OE Week, featuring presentations from University of Otago and University of Technology Sydney, and providing a platform for participants and the broader international open education community to connect and share knowledge.

### THETA Conference 2025

CAUL Office partnered with CAUDIT and ACODE to deliver a successful THETA Conference in Perth. The conference provides a forum for exploring the most pertinent issues facing higher education information technology and educational leaders.



# SECTOR ENGAGEMENT & ADVOCACY

## OPEN ACCESS & OPEN EDUCATION



### 17th Berlin Open Access Conference (B17)

CAUL Board and Office staff attended the Conference which welcomed representatives of academic institutions, national negotiation teams, and research funding organisations from 40+ countries and provided a forum to discuss strategies for accelerating the transition to open access publishing. Aligning with CAUL's ongoing efforts to drive equitable access to research and support open scholarly infrastructure, B17's culminating statement focused on returning scholarly publishing control to the academic community, ensuring authors retain copyright and apply Creative Commons licences to their work. It also called for increased transparency in publication data and pricing to foster a fair and sustainable open scholarly publishing ecosystem.

### Cross-Tasman partnership: CAUL, Universities Australia & Universities New Zealand

A new collaboration between CAUL, Universities Australia and Universities New Zealand | Te Pōkai Tara, in 2025, a significant initiative was launched to negotiate a new generation of open access publishing agreements with four of the world's largest academic publishers. The partnership reflects a shared commitment to securing fairer, more transparent and sustainable publishing models to better serve researchers, institutions and the wider public. Supported by senior academic leadership and sector representatives, it marks a significant shift in how the region approaches publisher negotiations.

### Submission to the Copyright Amendment Bill 2025 – Orphan works scheme

CAUL supported the principle-based approach to an exception for orphan works that protect rights of creators where they are known or emerge in support of education and research for national development, increasing access to materials and enhancing productivity in publicly funded research.

# SECTOR ENGAGEMENT & ADVOCACY

## CAUL EXHIBITION EVENT 2025



EXHIBITION EVENT  
2025

16  
JUNE

BRISBANE

18  
JUNE

MELBOURNE

20  
JUNE

ADELAIDE



The 2025 CAUL Exhibition Event was a resounding success!

**340+**

registered attendees

**38**

vendor exhibitors

**3**

locations across Australia

ADELAIDE



BRISBANE

MELBOURNE



# GOVERNANCE

## HOW CAUL WORKS

CAUL comprises three main bodies which work together to deliver the strategic mission of the organisation.

### CAUL BOARD

Elected and appointed Directors who set the strategic direction of CAUL as informed by the CAUL Council.

### CAUL COUNCIL

The University Librarian (or equivalent) of each Member institution. The Council informs the strategic direction of CAUL, shares sector needs, provides CAUL representation in various fora and contributes staff to CAUL working groups to advance collective goals.

### CAUL OFFICE

Supports the Board in pursuing CAUL's strategic goals and managing operations. The Office staff are responsible for implementing CAUL's strategy, engaging in advocacy, planning and delivering events, and CAUL's key services.

## CAUL BOARD

2025 marked significant governance milestones for CAUL, beginning with the official adoption of the name Council of Australasian University Librarians following constitutional changes that established a more inclusive and unified approach across Oceania. Accompanying this structural evolution was the award of charity status with the Australian Charities & Not-for-profits Commission (ACNC), reinforcing CAUL's commitment to financial sustainability and ongoing efforts to enhance the education and research landscape.

The Board welcomed its first Aotearoa New Zealand-elected Member, Mike Wall, who assumed the Deputy Chair role, while outgoing Board Chair, Nicole Clark, and Board Member, Dr Fiona Salisbury, completed their dedicated terms of service. In 2025, the Board convened four meetings supported by seven Finance, Risk and Audit Committee sessions.

These governance developments, combined with strategic committee work led by the Finance, Risk and Audit Committee and the Content Procurement Committee, ensured robust oversight of CAUL's operations while positioning the organisation to effectively serve its Member institutions across Australia and Aotearoa New Zealand.

# GOVERNANCE

## CAUL BOARD

### 2025 CAUL BOARD



**Kylie Percival**

Board Chair

University Librarian  
Curtin University



**Mike Wall**

Deputy Board Chair

University Librarian  
Ōtākou Whakaihu Waka |  
University of Otago



**Martin Borchert**

Chair, Finance Risk & Audit  
Committee

University Librarian  
University of New South Wales



**Hero Macdonald**

Chair, Content Procurement  
Committee

University Librarian  
Deakin University



**Michelle Blake**

Board Director

University Librarian  
Te Whare Wānanga o Waikato |  
University of Waikato



**Dr Coral Ingley**

Independent Board Director



**Jane Angel**

Ex-Officio Board Member

Chief Executive Officer  
Council of Australasian  
University Librarians



**Nicole Clark**

Term concluded 30 September

University Librarian  
Queensland University of  
Technology



**Dr Fiona Salisbury**

Term concluded 30 September

University Librarian  
Western Sydney University

# GOVERNANCE

## CAUL BOARD

### Report from the Chair, CAUL FINANCE, RISK & AUDIT COMMITTEE

*I joined the CAUL Finance, Risk & Audit Committee (FRAC) as incoming Chair on 1 October 2025 with Jane Angel, Hero Macdonald, Sarah Van Gent (external), Natacha Bursill (Nimblebiz Solutions), and Lisa Kruesi as secretariat. I'd like to start my report by acknowledging the incredible expertise and work of everyone on the FRAC, as well as thanking Kylie Percival, previous FRAC Chair, for her prior work and for keeping everything in good shape.*

*The FRAC is an essential part of CAUL's good governance and reports to the CAUL Board. The FRAC is responsible for many things including financial management and reporting, policies and procedures, and risk assessment, and we have been spending a great deal of time on each of these. Natacha Bursill, Managing Director of Nimblebiz Solutions, manages CAUL's accounting and financial controller services, providing budget and corporate compliance reports at the six meetings we have annually. Jane brings regular CAUL Office activity reports and operational issues to the FRAC; this can include contract management, banking, insurance, and legal matters.*

*In 2025, all Office staff contracts were updated after legal review, payroll was transferred and automated with Nimblebiz, and an HR PulseCheck was commissioned to contemporise CAUL's suite of policies. The FRAC kept a close eye on the 2024 audit, the ACNC application for charitable status, a critical incident management plan, and the ACCC notification. The FRAC also considered CAUL's approach to the operation and future of the Procurement Service.*

*Each meeting, we allocate time to identifying and discussing mitigations for a broad range of risk factors. There is a lot to consider when operating a business and the papers can be broad ranging, dense and, sometimes, voluminous. It's all quite serious stuff, but it's a great group of people doing a good job and we try to be as efficient, responsive and proactive as possible.*

— **Martin Borchert, Chair, CAUL Finance, Risk & Audit Committee**

# GOVERNANCE

## CAUL BOARD

### Report from the Chair, CAUL CONTENT PROCUREMENT COMMITTEE

*In 2025, the Content Procurement Committee oversaw the design and implementation of an ambitious new negotiation framework developed in partnership with Universities Australia and Universities New Zealand – Te Pōkai Tara.*

*This unified sector-wide approach was developed in direct response to mounting pressure on university budgets and growing concern about the escalating cost of open access publishing.*

*Professor Iain Martin, Vice-Chancellor at Deakin University, was appointed to chair the new CAUL Open Access Negotiation Strategy Committee (COANSC) which provided senior academic oversight and endorsement for negotiation principles.*

*Landmark open access agreements were concluded with all four major publishers (Elsevier, Wiley, Springer Nature, and Taylor & Francis), which have delivered barrier-free open access publishing for the research community at pricing terms on par with the best agreements secured by comparable consortia globally, and generating over AU\$20mil in sector-wide savings.*

*Alongside the major negotiations activity, the Content Procurement Committee continued with its mandated role in providing guidance, advice and oversight to the CAUL Procurement Service, with particular focus on cost containment for over 100 new and renewal agreements, generating a further AU\$1.5mil in sector-wide savings.*

*My sincere thanks to all members of the Content Procurement Committee who gave their time and expertise during 2025.*

*Much appreciation is also due to the many individuals who supported the four working groups that provided key advice to the Committee and COANSC.*

– **Hero Macdonald, Chair, CAUL Content Procurement Committee**

# GOVERNANCE

## CAUL COUNCIL

The 2025 Council meetings served as pivotal forums for governance, collaboration, and strategic direction, drawing strong participation from across the Membership. The first Council Meeting of the year in May convened 67 attendees in Perth, while the online Council Meeting in September engaged 104 participants.

The Perth Council Meeting included the Annual General Meeting and was instrumental in shaping the organisation's future through co-design of the 2026–28 CAUL Strategic Plan, developed collaboratively by the CAUL Council, Board, and Office to guide the organisation's evolution in the years ahead.

## MEMBER UPDATES

In 2025, the CAUL Council welcomed and farewelled the following Members.

### Incoming Members

- Dr Caroline Williams University Librarian, University of Sydney
- Claire Swift, University Librarian, CQ University
- Marion Slawson, Director, University Library, Federation University Australia
- Sarah Jansen, University Librarian, Bond University

### Interim Members

- Bernadette Royal, Director, Library Services, Charles Darwin University (Interim)
- Georgina Konstanta, Acting Director, Library Services, University of Wollongong (Acting)
- Jeffery Cruz, Interim University Librarian, The University of Queensland (Interim)
- Nicola Rawnsley, Associate Director, Learning & Research, University of Auckland (Acting)
- Tom Foley, Associate Director, Library Services, Australian National University (Interim)

### Outgoing Members

- Anita Brown, University Librarian, CQ University
- Kate Elder, Director, Library Services, Charles Darwin University
- Margie Jantti, Director of Library Services, University of Wollongong
- Philip Kent, University Librarian, The University of Sydney
- Roxanne Missingham, University Librarian, Australian National University
- Sarah Fredline, University Librarian, Bond University
- Tony Dalwood, CIO, University of South Australia

# GOVERNANCE

## CAUL COUNCIL

### CAUL Members and Member staff

#### EXTERNAL REPRESENTATION IN 2025

The following people represented CAUL across external taskforces, committees, steering and working groups in 2025. CAUL's work is richer and deeper for this expertise lent and applied. Thank you for your time, knowledge and commitment.

##### **ALIA Library and Information Services Workforce Advisory Committee (ALIA LISWAC)**

- Michael Gonzalez, University Librarian, University of Technology Sydney
- Ben Conyers, University Librarian and Director, Library Services, University of New England

##### **Australian Subject Analysis Project (ASAP) Steering Group**

- Chew Chiat Naun, Manager, Metadata and Discovery, Deakin University
- Lorraine Ackroyd, Coordinator, Library Collection Discovery, Curtin University

##### **Australian Subject Analysis Project (ASAP) Working Group**

- Adam Ellis, Manager, Resource Management, University of Queensland
- Heather Taymant, Senior Librarian, Metadata & Collections, Murdoch University

##### **National Student Safety Stakeholder Forum (NSSS)**

- Michael Gonzalez, University Librarian, University of Technology Sydney

##### **ORCID Steering Committee**

- Martin Borchert, University Librarian, University of New South Wales

##### **RDA Steering Group**

- Chingmy Lam, Manager Metadata Services, University of Sydney

# GOVERNANCE

## CAUL COUNCIL

### CAUL Members and Member staff

### EXTERNAL REPRESENTATION IN 2025

#### Representative for Australian Libraries and Archives Copyright Coalition (ALACC)

- Michael Gonzalez, University Librarian, University of Technology Sydney

#### The Global Sustainability Coalition for Open Science (SCOSS)

- Janice Chan, Deputy Director, Learning, Research, Engagement and Global, Curtin University

#### Workplace Violence in Public and Academic Libraries in Australia Stakeholder Advisory Group

- Richard Levy, Deputy Director, Resources, University of South Australia

#### THETA Program Committee

- Dr Nicole Johnston, Associate University Librarian, Digital and Information Literacy, Edith Cowan University
- Amanda Bellenger, Associate University Librarian, Engagement and Experience, University of Western Australia

#### THETA Organising Committee

- Ian Welch, Associate University Librarian, Scholarly Communication and Collections, Edith Cowan University

#### THETA Experience Committee

- Amanda Bellenger, Associate University Librarian, Engagement and Experience, University of Western Australia

#### THETA Vendor Committee

- Claire Murphy, Deputy Director, Learning and Engagement, Curtin University

# OPERATIONAL EFFECTIVENESS

Operational effectiveness served as the essential foundation for CAUL's strategic achievements in 2025, ensuring that the organisation's growing complexity was met with robust, modernised infrastructure, prudent financial, regulatory and compliance management, and resources directed towards maximum value for Members. A significant evolution for CAUL, the new Membership Model commenced in 2025, elevating Aotearoa New Zealand colleagues to full Membership status and solidifying the organisation as truly Trans-Tasman.

Safeguarding operations, the CAUL Office appointed a dedicated IT provider for managed IT service provision to the CAUL Office, minimising risks and enhancing cybersecurity through dedicated monitoring and training for staff. Multiple financial management processes were updated and automated, increasing efficiency and reducing risks. The CAUL Office retained the services of an outsourced HR firm for the first time and undertook an HR pulse check to review CAUL's employee relations, human resources management and industrial relations practices.

These organisational improvements were complemented by a strategic restructure of the CAUL Office team, expanding roles and responsibilities to better align with the new CAUL Strategy across areas such as strategic communications, governance, data analytics, and content procurement. Together, these initiatives created a resilient operational environment capable of supporting the sector's evolving needs.

## 2025 CAUL OFFICE TEAM



**Jane Angel**  
Chief Executive Officer



**Grace Daw**  
Engagement &  
Administration Officer



**Lisa Kruesi**  
Lead, Governance &  
Operations



**Ash Barber**  
Senior Coordinator,  
OER Collective



**Angus Cook**  
Director, Content  
Procurement



**Arthur Smith**  
Associate Director,  
Content Procurement



**Sonya Goldberg**  
Content Procurement  
Specialist



**Dallas Mitchell**  
Data Analyst

2025



**CAUL**

Council of Australasian  
University Librarians

**CONNECT WITH US**



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