

## CAUL Executive Committee for 2007

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## **STRATEGIC PLAN 2007- 2009**

(Revision date 6 November 2006)

### **CAUL Mission**

The Council of Australian University Librarians' (CAUL) mission is to support its 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 objective 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**

CAUL is comprised of 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;
- ❖ Changes in learning and teaching practices facilitated by evolving pedagogical theory and technology;
- ❖ Changes in research practices;
- ❖ 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;
- ❖ 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 skills; and,
- ❖ The enduring importance of the librarian's role and values in an increasingly complex 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;
- ❖ Openness, responsiveness and customer focus;

## Goals

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

- ❖ optimising and maximising student learning outcomes and graduate attributes;
- ❖ optimising and maximising services and resources available to researchers;
- ❖ supporting universities' wider scholarly communication and information management roles;
- ❖ promoting continuous improvement in university libraries, and,
- ❖ influencing the development of an appropriate legal, regulatory and funding environment

33. Respond to relevant federal and state government enquiries. **(CAUL Executive & All Members)**
34. Contribute to the ongoing operations of the Australian Libraries' Copyright Committee to help shape the copyright policy environment. **(All Members; \$20,000 in 2007)**
35. Promote the development of the national information infrastructure while highlighting the role of university libraries as partners in university learning, teaching, and research. **(All Members)**
36. When appropriate, and with discretion, commission research into high priority matters affecting information policy in higher education, globally and nationally. **(CAUL Executive)**
37. Identify opportunities and assess collaborative proposals from members aimed at improving the quality of the national information infrastructure, especially in relation to information literacy, graduate qualities, business continuity and risk management. **(CAUL Executive & All Members)**

### External Communication

38. Identify and cultivate influential contacts in the government, media and information industry accessing the professional networks of CAUL members. **(All Members)**
39. Promote and market the interests and achievements of CAUL to government, the universities, the AVCC, etc **(CAUL Executive & All Members)**
40. Develop and promote the CAUL web site as a source of information about higher education issues of relevance to university libraries. **(Executive Officer & All Members)**
41. In 2007, review and revise the presentation of the CAUL web site. **(Executive Officer, CAUL Executive)**
42. Publish details of Australian and international conferences and project documents to assist members to keep informed of the latest developments in higher education, libraries and information services. **(Executive Officer)**

## IV. COMMUNICATION & INFLUENCE

### Goal

To identify, prioritise and exploit opportunities for CAUL to influence the information management and higher education environment and communicate its activities.

### Rationale

University libraries are well recognised for the value they add to their institutions' mission, improved levels of service and efficient use of resources. Their continued visibility, relevance and importance to the community-at-large, stakeholders and the Government are vital to CAUL's ability to support the learning, teaching and research activities of their institutions. This will be done by improving services and resources, to avoid threats to the affordable flow of information and to help protect Australia's intellectual capital.

CAUL is aware of the tensions that operate within the sector from constrained funding and competing needs.

CAUL will project a coherent perspective on key issues of national information policy and resources where appropriate.

CAUL will communicate the benefits of collaborative and cooperative action undertaken by CAUL and its members.

### Actions

#### Collaboration & International Engagement

26. Work with partners in the sector, especially ACODE and CAUDIT, on areas of common concern, including ICT support for learning commons, learning management systems and the integration of resources within LMSs, content management systems, service-oriented architecture and related standards and protocols. **(Executive)**
27. EDUCAUSE 2007 **(Linda O'Brien; Executive)**
28. Draw together the diverse positions of all members of the sector ensuring the efforts of related and similar groups are not duplicated in our activities e.g. CAUDIT, ACODE, CONZUL, NSLA, CARL, SCONUL, ARL and relevant others. **(Executive)**
29. Publicise the role of CAUL in fostering international collaboration **(Executive)**
30. Research, develop and promote an active strategy to foster closer ties between higher education libraries in relevant countries. This may include further study tours and international exchange opportunities. **(Executive)**

#### Policy in Higher Education and Information Infrastructure.

31. Proactively influence the legal and regulatory environment which has an impact on libraries and higher education to ensure that CAUL is perceived as a significant contributor to national information resources and is consulted on matters affecting Information policy in higher education. **(Executive)**
32. Ensure CAUL representation on groups seeking to influence regulatory reform, especially in relation to information policy such as: copyright, academic and other networks, higher education, eResearch, funding, etc. **(CAUL Executive & All Members)**

## I. CONTRIBUTION TO LEARNING AND TEACHING

### Goal

CAUL will facilitate the member's role of optimising and maximising student learning outcomes including the contribution that libraries make to graduate attributes.

### Rationale

Libraries are essential to learning activities in higher education, and provide facilities, services and resources, both physical and virtual, to support these activities.

CAUL librarians play a significant role in guiding students through an increasingly complex information environment by providing the skills to become effective independent learners.

CAUL members provide relevant, cost-effective collections and share and maximise resources. All are active participants in the CEIRC consortial purchasing program, gaining significant benefits in content, licensing and value for money. Libraries are integrating their collections to reflect the continuum between undergraduate and research requirements.

Libraries' physical facilities are being reconceptualised in response to changes in pedagogy and technology. Facilities are being reconfigured in response, and online, location-independent, services are emerging as a significant alternative and complementary method of service provision.

The library has a major role in resource discovery and access to resources in collaboration with other student service providers, IT services are increasingly being integrated through "learning commons" developments.

CAUL members have increased responsibility for the provision of comparable library services to off-shore and international students.

### Actions

#### University Library Australia

1. Continue to refine and clarify protocols for the streamlined operation of University Library Australia – the national borrowing scheme – and other forms of reciprocal use. **(ULA Working Group)**

#### Information Literacy

2. Review global best practice in information literacy and make it available to CAUL members. **(ILWG)**

#### Offshore service delivery

3. Review the CAUL guidelines, standards and model conditions, for the operation of service delivery in partnership with other agencies and institutions offshore. **(Working Group)**

## II. CONTRIBUTION TO RESEARCH

### Goal

To maximise the information resources available to researchers and the facilitation of their access, and to support libraries' wider scholarly communication and information management roles.

### Rationale

The challenge of adequately supporting research activity through provision of access to scholarly information remains a key concern for CAUL members and e-research is emerging as an area of great interest to libraries. The research aspirations of CAUL members' institutions are being brought into sharper focus through the imminent introduction of the Research Quality Framework and the recent appearance of international ranking tables.

Libraries are partners in helping their institutions to achieve their research objectives through the traditional means of providing research collections, bibliometrics, research skills training and document delivery, and through more recent innovations such as establishing institutional repositories and publishing channels, providing intellectual property and copyright advice and leading various information management activities.

It is recognised that the stated objectives will also contribute significantly to teaching and learning.

### Actions

4. Improve opportunities for cost-efficient purchase and licensing of electronic information resources. **(CEIRC (CAUL Electronic Information Resources Committee))**
5. Continue the development of the Australasian Digital Theses Program. **(ADT Policy Reference Group)**
6. Review the operational requirements for central administration of the ADT vis a vis the take-up of independent institutional repository solutions by members, and reduced dependence on VT software. **(ADT Policy Reference Group)**
7. Contribute to the development and promotion of institutional digital assets repositories initiatives, particularly through DEST's SII-funded FRODO, MERRI and 2006/7 projects. **(ALL members)**
8. Contribute to relevant groups & activities regarding information infrastructure e.g. National Collaborative Research Infrastructure Strategy, Australian Research Information Infrastructure Committee. **(CAUL Executive)**
9. Draft a framework under which digitisation projects can be identified and supported vis a vis JISC's *Digitisation in the UK: The case for a UK framework*. **(CAUL Executive)**

### eResearch

10. Contribute to relevant national and international groups and activities regarding eResearch e.g. e-Research Coordinating Committee **(CAUL Executive)**
11. Development of policy and advocacy skills **(eResearch Working Group)**
12. Data management **(eResearch Working Group)**
13. Training: a) improve the level of data management knowledge, engagement and capability nationally; and b) ensure that a critical mass of librarians advance to a level of expertise where than can provide training to researchers. **(eResearch Working Group)**
14. Enabling collaboration **(eResearch Working Group)**

## III. DELIVERING QUALITY AND VALUE

### Goal

The pursuit of internationally recognized high quality library services and operations through application of the principles of continuous improvement and best practice. Defining the value proposition of university libraries in a changing and diverse environment.

### Rationale

CAUL will develop strategies for enhancing the quality of university library services and operations. Through continuous improvement of operations, CAUL libraries will strive for the highest standards of service delivery and administration.

Changes in information and higher education are leading to transformations in the ways university libraries operate and deliver services. Traditional performance measures do not capture new and emerging services. Many of these measures indicate declining usage and relevance of particular services. This affects perceptions about the value of academic libraries. A major challenge is to develop a new language to demonstrate value and identify new performance measures that enable meaningful and relevant benchmarking.

### Actions (ongoing)

15. Benchmark performance measures with comparable international organisations and contribute to the development of international performance measures **(All Members)**
16. Continue to develop, extend, scope and cost a range of agreed performance measures **(BPWG)**
17. Facilitate the enhancement of knowledge and skills of members and their staff in delivering high quality outcomes through seminars, workshops etc e.g. RQF forum, institutional repositories forum, AVCC library staff development conferences. **(Executive)**
18. Investigate workforce requirements and skills development to ensure maintenance of quality services in a rapidly changing information environment **(BPWG)**
19. Collect and publish statistics on Australian university library outputs and activities **(CSFG)**
20. Facilitate sharing of management and planning information among CAUL members e.g. through one-off seminars, hot topics at CAUL meetings, etc **(All Members)**
21. Conduct and publish the results of surveys and questionnaires which enable members to share collective knowledge and experience **(All Members)**

### Actions (2007)

22. Develop statements of value for university libraries, both quantitative and qualitative **(Ad Hoc Working Group)**
23. Extend UNISON work on performance measurement for reference **(UNISON Working Group)**
24. Workforce planning – explore options for CAUL's contribution following the work of LATN and WAGUL. **(BPWG)**
25. Review CAUL's document delivery performance indicator as a measuring tool following the resource-sharing forum. **(BPWG)**