



**COUNCIL OF AUSTRALIAN UNIVERSITY LIBRARIANS**  
**STRATEGIC PLAN**  
**~~1999~~2003-2004**

(Revision date 22~~7 July 1999~~ October 2003)

**~~CAUL—its Core Business~~**

**Mission**

The Council of Australian University Librarians (CAUL) is dedicated to improving access by the students and staff of Australian universities to the information resources that are fundamental to the advancement of teaching, learning and research.

~~The Council of Australian University Librarians (CAUL) comprises the chief librarians of the tertiary institutions, which are members of the Australian Vice-Chancellors Committee.~~

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

CAUL is comprised of the university librarians or library directors of the universities eligible to be members of the Australian Vice-Chancellors' Committee.

~~CAUL is dedicated to improving access by the staff and students of Australian universities to the scholarly information resources that are fundamental to the advancement of teaching, learning and research.~~

~~In pursuit of this objective CAUL ensures a common voice and representation for all university libraries, provides a forum for discussion, and works to promote common interests.~~

**Environment**

~~In determining a strategy that will guide its course over the next 5 years~~ CAUL faces an environment in which CAUL operates is characterised by:

- ❖ A changing student population, including increasing numbers of students who are time-poor;
- ❖ Changes in research practices facilitated by technology;
- ❖ Changes in teaching and learning practices facilitated by technology;
- ❖ A developing policy environment that puts research activity in a national perspective;
- ❖ Increasing requirements to demonstrate quality processes and outcomes;
- ❖ The steady maturing of alternative approaches to academic publishing;
- ❖ Continuing financial stringency.

**Values – Collaboration and Partnership**

No individual university library can meet the needs of its users by standing ~~them~~ alone.

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Collaboration and partnership are therefore themes, which run throughout this Strategic Plan. Some partnerships will be local; others will be based on a particular community of interest. Regional groupings of university librarians meet in most states.

The CAUL Strategic Plan ~~for 1999-2005~~is predicated on an environment outlines the areas in which Australian university libraries will cooperate with each other to meet national needs for ~~academic-scholarly~~ information, and to support the promotion of, and access to, Australian universities' research output. By cooperating and collaborating with other national and international organisations CAUL will promote policies and influence practices that will benefit the Australian and the international scholarly community. In particular, close links are maintained with CONZUL (the Council of New Zealand University Librarians), and with CAUDIT (Council of Australian University Directors of Information Technology) and ACODE (Australasian Council of Open, Distance & E-Learning) as partners supporting teaching and learning.

### **Goals**

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

- ❖ optimising student learning outcomes;
- ❖ maximising the potential of libraries to contribute to graduate attributes;
- ❖ maximising the information resources available to researchers, and the facilitation of their access;
- ❖ promoting continuous improvement in university libraries, and
- ❖ advocating effective policies and an appropriate legal and regulatory environment.

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## ~~1. INFORMATION RESOURCES~~

### ~~I. CONTRIBUTION TO TEACHING & LEARNING~~

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GOAL: TO OPTIMISE LEARNING OUTCOMES AND MAXIMISE THE POTENTIAL OF LIBRARIES TO CONTRIBUTE TO GRADUATE ATTRIBUTES.

#### Rationale

In numerical terms, students are by far the heaviest users of libraries, and support for teaching and learning is a major responsibility. Developments in pedagogy and course design to accommodate a changing student population are being facilitated by technology. Libraries are no longer seen primarily as a place, but as a service which should be available to students whenever and wherever needed. The increased complexity of the information environment and emphasis on lifelong learning has developed an appreciation of the value of library information literacy programs. The emerging nexus between research and teaching will mean undergraduates will become exposed to research information and methods.

- ~~— Limited pilot projects to test;~~
- ~~— Authenticated access;~~
- ~~— Unmediated ILL requests;~~
- ~~— Charging mechanisms.~~

#### Objectives

- a. Support universities in their approaches to teaching and learning
- b. Develop best practice guidelines, curricula and evaluation instruments to ensure that information literacy activities improve learning throughout a course of study and equip graduates with information skills for lifelong learning
- c. Facilitate access by members of the university community to the shared resources of Australian libraries through cooperative initiatives
- d. Apply understanding of information-seeking behaviours to regularly inform and refine practice in information literacy programs and the library's role in supporting learning
- e. Recognise the research and teaching nexus and identify research information resources that can also be utilised in teaching and learning

#### Action – Ongoing

1. Continue to refine and clarify protocols for the streamlined operation of University Library Australia – the national borrowing scheme. **(Action: ULA Working Group)**
2. Promote the development of standards, protocols and systems that will ensure a responsive and robust information environment to support flexible learning **(Action: CAUL representatives on Standards Australia IT/19, Information Literacy Working Group)**
3. Gather reliable and consistent data about activities and resources used in information literacy across CAUL **(Action: CAUL Statistics Focus Group, Information Literacy Working Group)**

#### Action – 2003-4

4. Undertake research and evaluation in information literacy as a graduate attribute through:
  - Development of an information literacy assessment instrument
  - Development of evaluation measures which enable evaluation of library information literacy programs against university statements on graduate attributes
  - Working with ANZIIL and university staff to design research projects that will contribute to the development of best practice guidelines

- Investigating the feasibility of deploying generic information literacy modules through collaborative effort
  - Other activities as proposed to CAUL (**Action: Information Literacy Working Group**)
5. Investigate a project to explore effective service delivery through linking learning management and information management systems (**Action: CAUL, CAUDIT and ACODE Executives**)
  6. Holds a workshop on changes in teaching and learning and their implications for the provision of information services (**Action: CAUL Executive**)

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## **II. 2. CONTRIBUTION TO RESEARCH**

GOAL: TO MAXIMISE THE INFORMATION RESOURCES AVAILABLE TO RESEARCHERS AND TO FACILITATE THEIR ACCESS. ~~PROCESS TO LOWER THE BARRIERS TO THE AFFORDABLE FLOW OF INFORMATION.~~

### Rationale

In recent years CAUL member libraries, like their international counterparts, have found it increasingly difficult to meet their responsibilities to researchers. The reasons are global and several, but are chiefly related to the increasing volume and cost of academic publications. Collaboration is as valuable in supporting the provision of information as it is in research itself, and can contribute to national competitiveness.

It is recognised that the following objectives will also contribute significantly to teaching & learning. Promoting Australian research to the world is considered along with the universities' access to global research.

### Objectives

- g. ~~2.2~~ "Reform A framework for the digitisation of Australian research resources.
- h. Sustainable models of access to research information *vis a vis* pricing, delivery, archiving, etc
- i. Participation of all interested members in the development of institutional digital assets repositories.
- j. A greater understanding of information-seeking behaviours.
- k. ~~2.4~~ "Influence the development of new models of publishing which are efficient and cost effective
- l. ~~Promote Australian-generated research in the global research environment~~

~~2.3 "Develop collaborative responses for negotiating cost-effective access within the existing global information and knowledge marketplace."~~<sup>iv</sup>

- j. ~~2.4~~ Influence the development of new models of publishing which are efficient and cost effective.

~~2.5 Raise awareness of the cost of research information to Australian libraries.~~

- k. ~~2.6~~ Identify and forge alliances with local and international partners to support the transformation process.

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#### Actions – Ongoing

7. Continue the development of the Australian Academic & Research Library Network (AARLIN) (Action: E.Gow)

~~I. Foster the implementation of the scholarly communication agenda as defined by the March 1999 workshop on Australia's information future.~~  
~~II. Support the activities of SPARC.~~  
~~III. Facilitate participation of CAUL members in initiatives arising from Australia's research enterprise.~~

8. Continue the development of the Australian Digital Theses Program. (Action: ADT Steering Group)
9. Improve opportunities for cost-efficient purchase and licensing of electronic information resources through the CEIRC (CAUL Electronic Information Resources Committee). (Action: CEIRC (CAUL Electronic Information Resources Committee))

#### Action – 2003-4

10. Contribute to the development and promotion of institutional digital assets repositories initiatives. (Action: SCWG, ALL members)
11. Contribute to the development of a national strategy for digitisation of Australian research resources across the wider cultural sector. (Action: ALL Members)
12. Seek Australian Research Council funding to conduct research into information-seeking behaviours and their impact on service models (building on Houghton / Steele research). (Action: CAUL Executive)

### **III. MANAGEMENT FOR BEST PRACTICE**

GOAL: THE PURSUIT OF WORLD CLASS PERFORMANCE WITHIN AUSTRALIAN UNIVERSITY LIBRARIES THROUGH APPLICATION OF THE PRINCIPLES OF CONTINUOUS IMPROVEMENT, QUALITY AND BUSINESS EXCELLENCE.

#### Rationale

Quality assurance is a high priority for government, the AVCC and CAUL. CAUL will continue to develop strategies for enhancing the quality of university library services.

#### Objectives

- ~~1-m.~~ Provide statistical information relating to Australasian university libraries to assist best practice management by CAUL members.
- ~~1-n.~~ Facilitate benchmarking activity between members through the development of suitable instruments.
- ~~1-o.~~ Facilitate sharing of management and planning information among CAUL members.
- ~~1-p.~~ Facilitate the enhancement of knowledge and skills of members and their staff in best practice, benchmarking, quality management and performance measurement.
- ~~1-q.~~ Explore the nature of future requirements for the Australasian university library workforce and the way in which these requirements may be met.
- ~~1-r.~~ Provide insight into new developments in libraries and their environments which will assist in planning and implementing change.

#### Action – Ongoing

- ~~12-13.~~ Collect and publish statistics on Australasian university library outputs and activities. (Action: Statistics Focus Group)

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- | ~~43.~~14. Conduct and publish the results of surveys and questionnaires which enable members to share collective knowledge and experience. **(Action: ALL Members)**
- | ~~44.~~15. Continue to develop, extend, scope and cost a range of agreed performance indicators for CAUL members. **(Action: Best Practice Working Group)**
- | ~~45.~~16. Review annually CAUL performance against its objectives and strategies. **(Action: CAUL Executive)**

#### Action – 2003-4

- | ~~46.~~17. Define a technical and topic framework for sharing management and planning information such as reports, instruments, RFIs, plans, position descriptions, and posting short summaries and URLs to a common web site, determine resourcing requirements and propose a course of action to CAUL eg on buildings, workforce, strategic plans, software specifications, etc **(Action: CAUL Executive)**
- | ~~47.~~18. Review the current CAUL statistical measures – presentation format, usefulness, use and users and present a plan and proposal to CAUL. **(Action: Statistics Focus Group)**
- | ~~48.~~19. Review the Rodski customer satisfaction surveys following the second cycle of use by members, in 2004. **(Action: Best Practice Working Group)**
- | ~~49.~~20. Review the document delivery indicator. **(Action: Best Practice Working Group)**
- | ~~20.~~21. Review and develop measures of the quality of library information and research services and develop measures to support them. **(Action: Best Practice Working Group with Imogen Garner)**

~~I. Complete a best practice guide for university libraries through the EIP Benchmarking Project.~~

~~Collect and publish statistics on Australian university library resources and services.~~

- ~~IV. Review the efficacy of the CAUL Performance Indicator kits and revise if appropriate.~~
- ~~V. Conduct and publish the results of surveys and questionnaires, which enable members to share collective knowledge and experience.~~
- ~~VI. Publish details of Australian and international conferences, projects, documents, etc, which assist members to keep informed of the latest developments in higher education libraries and information services.~~
- ~~VII. Investigate additional options for assisting members to enhance the quality of library services eg staff exchanges, skills clinics, development of SPEC-type kits, etc.~~

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#### IV. COMMUNICATION & 4. ADVOCACY

GOAL: TO IDENTIFY AND EXPLOIT ALL OPPORTUNITIES FOR CAUL TO PROMOTE AND RAISE AWARENESS OF THE ROLE OF UNIVERSITY LIBRARIES IN IMPROVING THE QUALITY OF HIGHER EDUCATION, RESEARCH AND THE NATIONAL INFORMATION INFRASTRUCTURE. TO SHAPE AN ENVIRONMENT IN, WHICH UNIVERSITY LIBRARIES CAN FUNCTION, TO THE BEST ADVANTAGE OF THEIR STAKEHOLDERS.

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#### Rationale

University libraries work continuously towards greater effectiveness, improved levels of service and efficient use of resources. Their visibility, relevance and importance to the community-at-large, to their stakeholders and to the government is vital to their ability to support the learning, teaching and research activities of their institutions through improved services and resources, to avoid threats to the affordable flow of information and to help protect Australia's intellectual capital.

## Objectives

- s. Influence the legal and regulatory environment which has an impact on libraries and higher education.
- t. Project a coherent CAUL perspective regarding key issues of national importance.
- u. Advocate for the provision of national funding for infrastructure for learning and teaching.
- v. 4.1—Promote the role of university libraries as a-partners in university teaching, learning and research, as leading contributors to the national information resource, and partners in the information chain, uniquely placed to provide advice to government on issues such as copyright and access to information.
- w. Publicise the benefits of collaborative and cooperative action undertaken by CAUL and its members for the national good.
- x. Publicise the role of CAUL in fostering international collaboration.-
- y. Involvement of members in the activities of CAUL.
- z. Appreciation by stakeholders of the role of CAUL and its members.
- aa. Recognition of CAUL as a valued source of advice on matters relating to information services in higher education.
- ~~4.2—Demonstrate that university libraries are performing effectively within the available resources, are cooperating effectively for the national good, and are at the forefront of best practice management and technological advances.~~
- ~~4.3—Identify & influence the legal and regulatory environment which has an impact on traditional and evolving library services and the affordable flow of information eg communications, copyright, censorship, higher education, etc.~~
- ~~4.4—Identify and promulgate potential funding opportunities for information infrastructure development & projects.~~
- ~~4.5—Identify and promulgate marketing skills development opportunities for members and their staff.~~

## Actions – Ongoing

- ~~22.~~ Ensure CAUL representation on groups seeking to influence regulatory reform, especially in relation to copyright, telecommunications, higher education, etc.  
**(Action: CAUL Executive & ALL Members)**
- ~~22-23.~~ Identify and cultivate influential contacts in the government, media and information industry by exploiting the networks of CAUL members. (Action: ALL Members)
- ~~23-24.~~ Promote and market the interests and achievements of CAUL to government, the universities, the AVCC, etc (Action: CAUL Executive & ALL Members)
- ~~25.~~ Respond to relevant federal and state government enquiries. (Action: CAUL Executive & ALL Members)
- ~~24-26.~~ Contribute funds to support the Australian Libraries Copyright Committee. (Action: ALL Members; Allocate \$20,000/year)
- ~~27.~~ Identify opportunities and support collaborative proposals from members aimed at improving the quality of the national information infrastructure. (Action: CAUL Executive & ALL Members)
- ~~25-28.~~ Ensure that all CAUL members are kept informed of the key activities of the CAUL Executive and CAUL Working Groups. (Action: CAUL Executive)
- ~~26-29.~~ Monitor and review the effectiveness of the CAUL communication strategy. (Action: CAUL Executive)
- ~~30.~~ Develop and promote the CAUL web site as a source of information about higher education issues of relevance to university libraries. (Action: Executive Officer & ALL Members)
- ~~31.~~ Publish details of Australian and international conferences, projects, documents, etc. to assist members to keep informed of the latest developments in higher education, libraries and information services. (Action: Executive Officer)

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| ~~28-32.~~ Update “new members’ checklist” and send to each new CAUL member. (**Action:**  
**Executive Officer**)

| **Action – 2003-4**

| ~~29-33.~~ Contribute to the three-year Review of the Copyright Amendment (Digital Agenda)  
Act (**Action: Eve Woodberry & ALL Members**)

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