

C·A·U·L

COUNCIL OF

AUSTRALIAN UNIVERSITY LIBRARIANS

CAUL Meeting Papers (2006/1)

**5-7 April, 2006
Canberra**

**Group Meetings 10.00-5.30 5 April
Informal Dinner 7 for 7.30pm 5 April
Business Meeting 9.00 – 5.00 6 April
& 9.00 – 4.00 7 April
CAUL Dinner 7 for 7.30pm 6 April**

Venues:

**Great Hall, University House, ANU
J.B. Chifley Library, Bldg 15, ANU
Informal Dinner @ Sabayan, 46 West Row
CAUL Dinner @ Anise, 20 West Row**

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CAUL Meeting 2006/1

6-7 April, 2006

The Australian National University, Canberra

Agenda

- 708. Introduction & Welcome.** Professor Ian Chubb, Vice-Chancellor of The Australian National University will address members at 10am on the 6th.
- 709. Attendance & Apologies.** Expected to attend:
- From CAUL: Laura Maquignaz, Acting University Librarian (VU); Jan Gordon, Library Manager (ADFA); Katrina Valese, Acting University Librarian (JCU); Fides Datu Lawton, Acting University Librarian (UTS);
Delegates for CAUL members: Madeleine McPherson (USQ); Kaye Baudinette (Flinders); Anne Wilson (CDU); Ralph Kiel (UWA); Angela Bridgland & Nicki McLaurin Smith (UMelbourne);
From CONZUL: Sue Pharo (UOtago); Ainslie Dewe (AUT);
Guests: Professor Ian Chubb (ANU); John Mullarvey (AVCC Chief Executive Officer); Margot Bell (DEST); Helen Fullgrabe (DEST); Clare McLaughlin (DEST)
- Apologies:** Alan Smith (USQ); Bill Cations (Flinders); Ruth Quinn (CDU); John Arfield (UWA); Katrina Valese (JCU); Linda O'Brien (UMelbourne); Liz Curach (UWS); Gail Pattie (UCanterbury); Stephen McVey (UNDA)
- 710. Arrangement of the agenda.** Items will be starred for discussion. For those items not starred, all items for noting will be considered noted, and all recommendations will be considered approved.
- 711. Minutes of Previous CAUL Meeting – 2005/2 September. (Paper appended)**
- 712. Minutes of CAUL Executive Meetings - 2005/6 November, 2006/1 February. (Papers (2) appended)**
- 713. Business arising from previous meetings, not otherwise listed on the agenda.**
- a) **JSTOR Print Storage.** Helen Livingston
 - b) **EndNote.** Felicity McGregor

STRATEGIC PLAN

- 714. *Review of the Strategic Plan.** The plan, including its mission, objectives, environment and actions will be reviewed thoroughly at this meeting. **(Papers (8) appended)**
- 715. CAUL Achievement Award 2005.** The winner is Michelle Sabto, Monash University, who was unable to attend this meeting but will be present at the next.
- 716. *CAUL Elections.** There were no elections required for any CAUL committee in 2005 as the number of committee vacancies exceeded or equalled the number of nominations. Members are asked to consider the advantages of committee membership and to consider options for a more formalised committee search procedure. Eve Woodberry

Support for Research

- 717. *Research Quality Framework. Hot Topic.** Helen Fullgrabe (DEST) (30m)
- 718. *eResearch Coordinating Committee. Hot Topic.** Cathrine Harboe-Ree. (30m)

719. ARIIC (Australian Research Information Infrastructure Committee). John Shipp, Derek Whitehead, Cathrine Harboe-Ree to provide an update on ARIIC, NCRIS, open access, etc.

- a) **APSR.** Vic Elliott
- b) **ARROW.** Cathrine Harboe-Ree
- c) **MAMS Project.** Eve Woodberry (**Paper appended**)
- d) **MAPS Project.** Jeff Murray
- e) **RUBRIC Project.** Madeleine McPherson (**Paper appended**)
- f) **OAK-Law.** Eve Woodberry. (**Paper appended**)
- g) **DART.** Cathrine Harboe-Ree.
- h) ***E-Grad School (Australia). Hot Topic.** Imogen Garner (10-15m)

This DEST funded project will:

- Provide a model for collaboration linking e-research and e-learning
- Bring together online resources for postgraduate research students developed across the ATN universities and adapt them to the requirements of sector-wide delivery and access
- Extend participation in resource development to other research training providers
- Build the collaboration into a corporate structure so that partnerships can be formalised within the business plan for operating the company.

720. ADT (Australasian Digital Theses) Program. Andrew Wells, Janice Rickards (**Paper appended**)

721. CAUL Electronic Information Resources Committee (CEIRC). Heather Gordon (**Paper appended**)

722. *Portico & Archiving of Digital Content. Hot Topic. Andrew Wells (30-45m)

Support for Teaching & Learning

723. Information Literacy Working Group. A paper from Ruth Quinn is appended for reporting. (**Paper appended**)

724. University Library Australia. Shirley Oakley (**Paper appended**)

Recommendation to CAUL:

That all students of a particular university be treated equally, regardless of campus of enrolment, with respect to their eligibility for ULA membership and that this be based on the fundamental principle that the scheme is a cooperative scheme designed to facilitate support for teaching and learning.

Management for Best Practice

725. Digital Reference KPIs. Greg Anderson (**Paper appended**)

It recommends that:

Implementation of the Performance Indicators: some or all of the Performance Indicators identified through this project are implemented for digital reference service evaluation in UNISON Libraries during 2006.

Benchmarking: Unison Libraries review the Performance Indicators and, in order to enable effective benchmarking, develop an agreed standardized model of data collection including:

- Definitions of reference categories
- Data interpretation methodology
- Data collection forms.

CAUL: The report be sent to CAUL with the suggestion that the Performance Indicators be implemented for digital reference services evaluation in CAUL Libraries.

726. Rodski Client Survey. Felicity McGregor, Gulcin Cribb

727. Best Practice Working Group. Felicity McGregor **(Paper appended)**

Recommendations to CAUL:

Rodski: CAUL members implement the revised Rodski survey.

Performance Indicators for Digital Reference (Information and Research) Services: CAUL endorses the relevant recommendations of the Project Group.

728. *LATN's Benchmarking and Quality Assurance Across Libraries Project. Hot Topic. Gaynor Austen & Leeanne Levinge (15m)

729. Statistics. Derek Whitehead **(Paper appended)**

730. Standards. (A standing item) Maxine Brodie, Derek Whitehead. Derek Whitehead will report on the Metadata Reference Group.

731. *Staff Development. AVCC Library Staff Development Conference. Andrew Wells.

Advocacy & Communication

732. Copyright. Eve Woodberry **(Papers (2) appended)**

733. Relationships with other Organisations.

a) ***CONZUL.**

b) ***Australian Vice-Chancellors' Committee.** John Mullarvey.

c) **Australian Digital Alliance / Australian Libraries Copyright Committee.**

d) **CAUDIT.**

i) ***EDUCAUSE 2006.** April 29 to May 1. Melbourne. Linda O'Brien.

e) **ACODE.**

f) **National Library of Australia.**

i) **Libraries Australia (Kinetica).** A report from Linda Luther is included with the agenda. **(Paper appended)**

ii) ***Libraries Australia (Kinetica).** Cost allocation among universities. Andrew Wells

g) **QULOC.** Heather Gordon **(Paper appended)**

734. Forthcoming Meetings

a) **CAUL Meeting 2006/2.** Perth, in conjunction with ALIA 2006. Imogen Garner

b) ***CAUL Meeting 2007/1.** Members to confirm whether this will be held in conjunction with EDUCAUSE, or elsewhere at another location.

c) **CAUL Meeting 2007/2.**

CAUL Administration

735. CAUL Finances. Derek Whitehead **(Paper appended)**

a) **CAUL Budget 2005.** Derek Whitehead **(Paper appended)**

i) **2005 Audit.**

b) **CAUL Budget 2006.** Derek Whitehead **(Paper appended)**

i) **CAUL Research Fund.** The fund was accumulated through a levy in 2004. The only proposal received to date was both beyond the means of the fund, and required further definition. Derek Whitehead

736. Executive Officer's Report. Diane Costello **(Paper appended)**

737. Other business.

	CAUL Meeting Schedule	# pax
	<p style="text-align: center;">Wednesday 5 April</p> <p style="text-align: center;">Colours indicate members attending more than one meeting, to avoid clashes.</p> <p style="text-align: center;">Venue: The Australian National University</p> <p>Room A: CAUL Office, Room 4.18, Level 4, Chifley Library (Bldg 15) Capacity: 6</p> <p>Room B: Graneek Room, Room 4.12, Level 4, Chifley Library (Bldg 15) Capacity:</p> <p>Room C: Seminar Room, Room 4.17, Chifley Library (Bldg 15) Capacity:</p>	& Room
All day?	LATN Craig Anderson, Fides Datu Lawton, Imogen Garner, Helen Livingston, Gaynor Austen	6 Sydney
10.00-1.00	CAUL Executive Eve Woodberry, Cathrine Harboe-Ree, Jeff Murray, Derek Whitehead, Andrew Wells, Diane Costello	6 C
1.00-3.00	CAUL e-Research Working Group (2h) Cathrine Harboe-Ree, Andrew Wells, Gaynor Austen??, Heather Gordon, Maxine Brodie, Linda O'Brien	6 A
2.00-4.00	Innovative Research Universities Australia (IRU) Libraries (2h) Earle Gow, Kaye Baudinette, Margaret Jones, Maxine Brodie, Greg Anderson, Janice Rickards	6 C
2.00-3.30	New Generation Universities Libraries Group (1h 30m) Laura Maquignaz, Heather Gordon, [replacement for Liz Curach], Chris Sheargold, Des Stewart, Graham Black, Leanne Pitman, Anita Crotty, Jeff Murray catering requested (coffee, tea and water)	9 B
3.30-5.30	Go8 (2h) John Shipp, Andrew Wells (chair), Mary Lyons, Vic Elliott, Cathrine Harboe-Ree, Linda O'Brien, John Arfield, Ray Choate	8 Off-campus
3.30-4.00	Dual Sector Universities (30m) Laura Maquignaz, Derek Whitehead, Leanne Pitman, Anne Wilson, Craig Anderson??	5 B
4.00-5.30 (prefer 3.30 or 4pm)	Best Practice Working Group (1h 30m) Gulcin Cribb, Derek Whitehead, Helen Livingston??, Heather Gordon, Jeff Murray, Anne Wilson and Greg Anderson catering requested (drinks)	9 C
5.30-7.30	Drinks at Vic Elliot's (details in email of 26 March)	
7 for 7.30	Informal dinner @ Sabayon, 46 West Row	20-25

Thursday 6 April		
Venue: The Australian National University, Great Hall		
9-10.30	Strategic Planning	
9-9.30	John Mullarvey, AVCC	
9.30-10	Environment-setting, general discussion – Eve Woodberry	
10-10.30	Professor Ian Chubb, Vice-Chancellor, The Australian National University	
10.30-11	Tea Break	
11-1	Strategic Planning	
1-2	Lunch	
2-3	Strategic Planning	
3-3.30	Tea Break	
3.30-5	Hot Topics eResearch Coordinating Committee. Hot Topic. Cathrine Harboe-Ree. (30m) Research Quality Framework. Helen Fullgrave (DEST) 4pm (30m) Portico & Archiving of Digital Content. Hot Topic. Andrew Wells (30-45m)	
7 for 7.30	CAUL dinner @ Anise, 20 West Row	
Friday 7 April		
Venue: The Australian National University, Great Hall		
9-10.30	Hot Topics E-Grad School (Australia). Hot Topic. Imogen Garner (10-15m) LATN's Benchmarking and Quality Assurance Across Libraries Project. Hot Topic. Gaynor Austen & Leeanne Levinge (15m) Libraries Australia (Kinetica) – cost allocation. Andrew Wells (30m)	
10.30-11	Morning Tea	
11-1	Hot Topics	
1-2	Lunch	
2-4	CAUL Business	
4	Meeting close.	

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CAUL Meeting 2005/2
15-16 September, 2005
Committee & Group Meetings 14 September, 2005

Ship Inn, Griffith University, Southbank, Brisbane

DRAFT Minutes
(updated 24/1/06)

673. Introduction & Welcome. Eve Woodberry, Janice Rickards.

Eve Woodberry noted the retirement of Alison Ransome since the last meeting, and recognised her valuable contribution to CAUL and its meetings. John McKinlay is attending his last meeting, and members celebrated his career over lunch. Madeleine McPherson is back at work part-time and sends all members her best regards.

Eve Woodberry welcomed SCONUL members, and thanked the visitors for their contributions to, and participation in, the meeting.

Janice Rickards introduced Vice-Chancellor Ian O'Connor who welcomed delegates to Griffith University's Southbank Campus.

674. Attendance & Apologies.

Guests: Professor Ian O'Connor, Vice-Chancellor, Griffith University; Dr Stan Rodski, Head of Research, Rodski Survey Research

From CAUL: Leeanne Pitman (UBallarat); Mary Lyons (UQ);

Delegates for CAUL members: Kate Sexton (USyd); Helen Mandl (UoW); Deidre Lowe (USQ); Fides Datu Lawton (UTS); Stephen Gillespie (RMIT); Jenny Peasley (Macquarie); Joan Moncrieff (Deakin); Jim Graham (ACU)

From CONZUL: Ainslie Dewe (AUT), Gail Pattie (UCanterbury)

From SCONUL: Nick Bevan, Brunel University; Sue Roberts, Edgehill College; Anne George, University College Falmouth; Tricia Heffernan, Open University; Jan Haines, Oxford Brookes University; Janet Percival, University College London; Howard Nicholson, University of Bath; Kevin Ellard, University of Central Lancashire; John Hall, University of Durham; Sheila Cannell, University of Edinburgh; Helen Durndell, University of Glasgow; David Perrow, University of Oxford; Margaret Duncan, University of Salford; Elaine Urquhart, University of Ulster; Jane Harrington, University of Westminster

Apologies: John Shipp (USyd); Felicity McGregor (UoW); Jenny Addie (Deakin); Alan Smith (USQ); Alex Byrne (UTS); Craig Anderson (RMIT); Maxine Brodie (Macquarie); Stephen McVey (UNDA); Chris Sheargold (ACU); Des Stewart (SCU)

675. Arrangement of the agenda. Items were starred for discussion. For those items not starred, all items for noting were considered noted, and all recommendations were considered approved. Items starred were 688, 704(v), 691, 686, 698, 704(b)(iv), 682, wrap up of EDUCAUSE 2005 and EDUCAUSE 2006, statistics for ULA, 704(b), 703 (d) CONZUL.

676. Minutes of Previous CAUL Meeting 2005/1, Auckland, 4 April 2005. The minutes were accepted without further amendment.

677. Minutes of CAUL Executive Meetings 2005/3, Brisbane, June 2005, 2005/4 3 August 2005. Copies were included with the agenda. This item was not discussed.

678. Business arising from previous meetings, not otherwise listed on the agenda.

- a) **Research practice.** A paper from Imogen Garner was included with the agenda. This item was not discussed. The recommendation is therefore accepted.

That CAUL accept modifications to the Best Practice area of the CAUL website to accommodate a new sub-section on practice-based research. The proposed modifications are attached.

STRATEGIC PLAN

- 679. Review of the Strategic Plan.** The CAUL action plan was included with the agenda. This item was not discussed.

Support for Research

- 680. *Hot Topic. Bibliometrics.** Cathrine Harboe-Ree. The presentation is available from the CAUL web site <http://www.caul.edu.au/meetings/caul20052.html> Cathrine Harboe-Ree reported that Monash has developed a bibliometrics information kit which includes an extensive bibliography and will be made available on the CAUL web site. **(Action: DC)**

Cathrine Harboe-Ree attended a workshop on quantitative performance indicators, which looked at indicators which may not be obvious in order to test their validity. She reported on the ARC Linkage Project being undertaken by Linda Butler (ANU), the University of Queensland and DEST. Cathrine Harboe-Ree and Linda Butler are preparing a bibliometric response to the Research Quality Framework.

Linda Butler cautions against using citations in any simplistic way. They may be twinned with peer review, may use several together but should not be aggregated into a single number, very strongly against using journal impact factors because "star" articles may totally skew impact factors. Bibliometrics are best used in research assessment exercises to stimulate further review when citation analysis and peer review diverge significantly. DEST prefers to avoid qualitative information and instead use data. Deputy Vice-Chancellors tend to focus on ISI and not look to other resources. If required to give advice to their universities, it is recommended reviewing the work of Henk Moed.

Members support CAUL's holding a half-day session on bibliometrics. **(Action: CAUL Executive)**

- 681. *Hot Topic. ARIIC (Australian Research Information Infrastructure Committee).** Derek Whitehead provided an update on ARIIC, NCRIS, open access, and a follow-up to the April discussion of the collective movement towards institutional research repositories as a norm of university infrastructure. An outline of the proposed CAUL repositories forum was included with the papers.

- a) **ADT.** Andrew Wells reported that Marian Bate, who initiated the ADT project, will be given this year's ETD award. He paid special tribute to the ADT Technical Committee, especially Peter Green (Curtin University), for their work on the ADT expansion and redevelopment project. He then demonstrated the new site.
- b) **APSR.** Vic Elliott The presentation is available from the CAUL web site <http://www.caul.edu.au/meetings/caul20052.html>
- c) **ARROW.** Geoff Payne The presentation is available from the CAUL web site <http://www.caul.edu.au/meetings/caul20052.html>
- d) **MAMS.** Eve Woodberry reported that MAMS is a standards-driven approach to identity and access management. It is working with the FRODO projects, education.au and the National Library toward a single sign-on, but is not there yet. James Dalziel has produced two papers which explain the program well. These will be made available to CAUL. **(Action: EW)**
- e) **Systemic Information Infrastructure Projects funded in 2005.** A DEST report outlining the successful projects was included with the agenda.
- i) **RUBRIC.** Deidre Lowe The presentation is available from the CAUL web site <http://www.caul.edu.au/meetings/caul20052.html>

- 682. *Hot Topic. E-Research Coordination Committee.** Cathrine Harboe-Ree's presentation is available from the CAUL web site <http://www.caul.edu.au/meetings/caul20052.html> She is CAUL's representative on the ECC, which also includes DEST, DoCITA and a CAUDIT observer. Anyone may register for the reference group, and obtain access to, and comment on, the draft documents. The committee will create guidelines to inform funding bodies, with a focus on organisational change, capability and technical ability rather than the technology *per se*. The emphasis will be on information management. It will recommend that the government support a network of eResearch centres to support the development of capabilities and infrastructure.

It was suggested that CAUL's response to government inquiries tends to focus on how it can benefit libraries rather than how CAUL might contribute to policy directions. In the case of eResearch, CAUL should focus on digital curation, research cycle information management, metadata, skills and training. CAUL should raise issues rather than make closed recommendations.

Linda O'Brien, Andrew Wells, Gaynor Austen and Heather Gordon have volunteered to work on the committee's draft document with Cathrine Harboe-Ree. **(Action: CH-R)** Members agreed that it is more practical to have this working group to report back to CAUL under hot topics rather than set up a formal structure of working groups as CAUDIT has done.

- 683. *Hot Topic. Google Digitisation Project.** David Perrow, Oxford University. The presentation is available from the CAUL web site <http://www.caul.edu.au/meetings/caul20052.html>
- 684. *Hot Topic. Scottish declaration on Open Access.** Sheila Cannell The presentation is available from the CAUL web site <http://www.caul.edu.au/meetings/caul20052.html>
- 685. *Hot Topic. National Print Collection for JSTOR titles.** Helen Livingston's presentation is available from the CAUL web site <http://www.caul.edu.au/meetings/caul20052.html> She pointed out that JSTOR already supports the maintenance of two print stores and three digital stores, and approximately a quarter of JSTOR subscribers are retaining print. She asked why a print store of JSTOR titles would be needed in Australia, and whether this needed to be in one place, or could be distributed. Inter-library loan would be supplied as a digital copy.

Members discussed their respective approaches to maintenance of print; ANU is developing a local store, required for a regional copy of humanities resources, which are not requested for science resources; Swinburne is disposing to the University of Kabul which is cheaper than disposing to the CARM store; the University of Sydney may discard print if a copy is held somewhere in the country; UNSW has joined CAVAL, mainly for monographs. There was general consensus that a single print copy was needed and ULSA volunteered to develop a model. **(Action: HL)**

- 686. ADT (Australian Digital Theses) Program.** Andrew Wells spoke to two papers circulated with the agenda. In 2005 the ADT levy was \$1,425, and the recommendation is to increase it to cover increased expenditure in 2006.

Liz Curach questioned why 30% of the budget is travel and related costs, and it was noted that this includes travel for CONZUL participation and membership of NDLTLD. Bill Cations questioned the promotional budget allocation, and it was noted that it is no longer included in the budget, so will be removed from the draft. There were no further questions on the business plan. Recommendation to CAUL:

Endorse Australasian Digital Theses Program Business Plan 2006-2009. Agreed.

- 687. CAUL Electronic Information Resources Committee (CEIRC).** A paper was included with the agenda. This item was not discussed so the recommendation was accepted. Recommendation to CAUL:

That CAUL approves the 5% increase to the CEIRC levy for 2006.

- 688. National Licensing Reference Group.** The group's discussion paper 2005 was circulated with the agenda, together with the CEIRC Committee's recommendations, included in the CEIRC report. Heather Gordon reported that she and Diane Costello represent CAUL on the

reference group. She sought comments on the paper to be taken back to the October forum. She asked whether CAUL stays at the table and supports the process, is seen to be not negative or non supportive or should CAUL just contribute expertise? Recommendation to CAUL:

That CAUL consider the comments made by CEIRC to the proposal by the National Licensing Reference Group and prepare a CAUL response before the second forum on national licences on 12 October 2005.

Comments from members included:

- a) there is no case for a national licence across sectors; the impetus is ideological. It should not be touted as ground-breaking. There is nothing in it for the higher education sector.
- b) if the NLA wants to do something significant, it should invest in it; there is no tangible benefit to the sector.
- c) support for the CEIRC comments.
- d) the document is very emotive. It seeks to promote regular contacts between three areas of the sector, but there is no place for it in this proposal.
- e) there are traps if the higher education sector responds negatively.
- f) Eve Woodberry reported that at the first forum, the questions were raised – who is the target? and what do they want? The current paper still reflects the lack of clarity.
- g) CAUL members already have licences for walk-in users and most have made this available so all Australians may access resources through university libraries.
- h) it is not clear how Gulliver-type economies of scale for Victorian public libraries could be extended to a national scheme.
- i) the senate recommendation was that additional funding should be given, but it was noted that this recommendation hasn't been taken up. The document intends to show that the consortium has to be self-funded, though this is still not clear.
- j) other collaborative models should be tested.

Gail Pattie reported that the EPIC model was working well in New Zealand, though the universities' contribution was critical, including in funding. A key factor was an agreement for content for the schools sector.

The October forum will consider the national response. It is an opt-in, opt-out model, so CAUL can support the consortium in principle without participating on an individual basis. It was agreed that CAUL stay at the table and continue to press the CAUL perspective. **(Action: HG)**

Support for Teaching & Learning

689. *Hot Topic. SCONUL Taskforce on eLearning. Sue Roberts The presentation is available from the CAUL web site <http://www.caul.edu.au/meetings/caul20052.html>

690. Information Literacy Working Group. A paper was included with the agenda. This item was not discussed.

691. EndNote. Collaborative development of support & training resources. Two papers from Helen Mandl were circulated with the agenda.

Recommendations:

1. *CAUL discuss the paper at the September meeting*
2. *Members gauge the level of interest in a consortial approach to Endnote support*
3. *If sufficient interest is expressed, CAUL request a detailed funding proposal based on the preferred model*

It was noted that with each new upgrade of EndNote or each new database that needs to be added, every institution has to build filters. Members commented on the very large, expensive, training burden, especially for a commercial product. The University of Newcastle does usability testing, runs master classes for library staff, and has several levels of training for users. QULOC already collaborates in the resulting work and has been doing for a long time, with all contributing funds to enable a specialist at the University of Queensland to provide support. It was noted that feedback re difficulties with EndNote and moves to RefWorks have led to a new version of the former. The uptake of RefWorks at the University of Canberra has

been phenomenal, with no training or support needed, for only \$8,000 per year. Some already use both products, and others are likely to move to RefWorks.

There was support for developing a collaborative support model. It was suggested reviewing the QULOC model to see whether it is scalable before examining other models. **(Action: Helen Mandl)** Heather Gordon will send the QULOC costings to Helen Mandl. **(Action: HG)**

Management for Best Practice

692. Best Practice Working Group. A paper was included with the agenda. This item was not discussed so the recommendations were accepted.

Recommendations to CAUL:

Rodski: That CAUL consider how it might wish to work with Rodski on developing and improving surveys.

Performance Indicators for Digital Reference (Information and Research) Services:
That CAUL note progress with the project.

693. *Hot Topic. Rodski Client Survey. Dr Stan Rodski attended the meeting to provide an update on developments with Rodski surveys and provide a time-series analysis which, while interesting, used only a small sample. Dr Rodski also responded to questions from members. The presentation is available from the CAUL web site
<http://www.caul.edu.au/meetings/caul20052.html>

694. *Hot Topic. Current QA Procedures (best practice) in SCONUL. Howard Nicholson
The presentation is available from the CAUL web site
<http://www.caul.edu.au/meetings/caul20052.html>

695. *Hot Topic. Staff Development. Andrew Wells introduced the topic. John Arfield reported on WAGUL's staffing project. Particular local issues such as the reluctance of people to move to Perth, leading to institution appointing each other's staff, means that mutual self-interest encourages them to work together. Skills required by staff into the future include managing and curating datasets; understanding the broader e-learning environment eg WebCT; project management skills as more developments are undertaken as projects.

WAGUL looked at which elements of staff development could be undertaken cooperatively. The 35 actions could be divided into four key areas – discussion with library schools (10); promoting librarianship and recruitment (7); recruitment (7) and skills (11). Some suggested approaches were: make librarianship more attractive by including work experience or scholarships; more involvement between library staff and library school staff eg lectures, seminars; the need for staff who can relate to students ie bright young things; the need for a clear conceptual and theoretical framework for librarianship rather than specific skills; better organisation of in-house training for new librarians; traineeships, either internal or across all libraries; joint staff development programs leading to efficiencies; extension programs; senior staff development to ensure that staff are ready to step up; look at formalised, structured mentoring. It was noted that internal training is very time-consuming and external training is very expensive. SCONUL has trainees schemes and a staff development contact for better coordination.

Fides Lawton's presentation is available from the CAUL web site
<http://www.caul.edu.au/meetings/caul20052.html> She outlined the LATN project, a consultancy on success planning by Vicki Whitmell, which looked at core competencies and related issues. She referred to an interesting report by the University of Nebraska. LATN is developing an inventory of skills and attributes focussing on the changing environment, not on traditional skills. Information will be shared via the LATN website.

Andrew Wells discussed the Aurora program, held each February, including several CAUL members as mentors, focusing on leadership, influence and career planning. It is intended to be targeted at young up-and-coming professionals although of late it has included older staff for whom a different kind of development would be more appropriate. He asked what programs are in place for stretching Aurora graduates; what further leadership, strategic and

political courses and programs are needed; who will run the programs when the current leaders retire?

- 696. Statistics Focus Group.** A paper from Derek Whitehead was included with the agenda. This item was not discussed.
- 697. Standards.** Report on activities of Standards Australia Committee IT/019. A paper from Maxine Brodie was included with the agenda. This item was not discussed.

Advocacy & Communication

- 698. Copyright.** Three papers from Eve Woodberry were circulated with the agenda.

ALCC recommendation to CAUL:

1. *That CAUL continues to support the ALCC in 2006, and discusses with the Committee increased representation on university library issues. Agreed*
2. *That when the current Copyright Advisor departs, CAUL considers future support of the ALCC based on the changed environment and the value it receives from the ALCC. Agreed*

The ALCC recommendations were discussed. It was noted the ALCC would not be financially viable if ALIA or CAUL withdrew. There is currently enough activity in the copyright environment to make it worth CAUL's continued support of the copyright advisor's position. Should that change, the ALCC would be alerted with at least 12 months notice that the support may be withdrawn.

WIPO recommendation to CAUL:

That CAUL endorses the "Library-Related Principles for the International Development Agenda of the World Intellectual Property Organization" developed by IFLA CLM. Agreed

Members discussed whether the impact of CAUL's endorsing these principles may be at odds within Australian laws. Death plus 50 years is the WIPO standard for copyright protection, but not in the USA, or Australia since the FTA agreement. If CAUL supports the WIPO model, this will send a signal about its position on the longer period in Australian law.

- 699. *Hot Topic. CAUL survey on the use of licensed materials.** Eve Woodberry The presentation is available from the CAUL web site <http://www.caul.edu.au/meetings/caul20052.html>
- 700. *Hot Topic. Impact of the new music licence.** Derek Whitehead's presentation is available from the CAUL web site <http://www.caul.edu.au/meetings/caul20052.html> He outlined additional copying allowed under the new AVCC agreement with APRA and other relevant collecting societies, particularly noting activities not covered.
- 701. *Hot Topic. Educational Statutory Licence & sale of intellectual property through DOIs.** Andrew Wells reported that CAL has been marketing DOI coursepacks at UNSW, informing teaching staff that it will free them from obligations under the statutory licence but not advising them that the CAL-AVCC licence already permits the production of coursepacks. The AVCC has advised all members to reject this approach, and UNSW has instructed teaching staff to refer CAL to the university administration.
- CAL has produced two publications – Lessons learned by USQ and the University of Melbourne on the DOI project and Unchaining educational publishing in the digital age. Andrew Wells provided links for these publications.*
- 702. *Hot Topic. Study Tours.** Reports from tours of China 2004 and USA 2005. Shirley Oakley, Ray Choate, Doreen Parker, Linda Luther. Presentations are available from the CAUL web site <http://www.caul.edu.au/meetings/caul20052.html>
- 703. Relationships with other Organisations.**
- a) **CAUDIT. CAUDIT PKI Project.** A paper was included with the agenda. This item was not discussed, and the recommendation was accepted.

Recommendation to CAUL:

Pilot Project complete. CAUL Executive to confirm CAUL representative on this project Steering Committee if required by lead institution.

- b) **Regional Groups of University Libraries.**
 - i) **QULOC.** A paper was included with the agenda. This item was not discussed.
 - ii) **UniLibraries SA.** A paper was included with the agenda. This item was not discussed.
- c) **National Library of Australia. Kinetica Advisory Committee.** A paper was included with the agenda. This item was not discussed.
- d) **CONZUL.** Gail Pattie reported that Sue Pharo has moved from Waikato to Otago. Teresa Horn has taken up the post at Lincoln University. CONZUL is examining options for a national store and has had some discussions with CAVAL. An institutional repository project is being run by CONZUL and funded by the NLNZ with demonstrator sites at VUW, AUT and CONZUL has agreed that all will become members of the ADT under the same mode as CAUL. The CONZUL reciprocal borrowing scheme has drawn heavily from ULA protocols. CONZUL has submitted a funding bid on eLearning objects from the Tertiary Education Commission, to run in parallel with the institution repositories project.

CAUL Administration

704. CAUL Finances. A paper on CAUL finances was circulated with the agenda. Derek Whitehead reported.

- a) **CAUL Budget 2005.** A paper was included with the agenda. This item was not discussed.
- b) **CAUL Budget 2006.** Papers related to CAUL's memberships were circulated with the agenda.
 - i) **Australian Libraries Copyright Committee.** This item was discussed under item 698, where members agreed to continue participation in the ALCC.
Recommendations to CAUL:
 - (1) *That CAUL continues to support the ALCC in 2006, and discusses with the Committee increased representation on university library issues. @ AUD 20,000*
 - (2) *That when the current Copyright Advisor departs, CAUL considers future support of the ALCC based on the changed environment and the value it receives from the ALCC.*
 - ii) **Australian Digital Alliance.** In the absence of discussion on this item, members agreed to continue membership @ AUD 500
 - iii) **COUNTER.** In the absence of discussion on this item, members agreed to continue membership @ USD 500.00
 - iv) **SPARC (The Scholarly Publishing & Academic Resources Coalition).**
Recommendations to CAUL:
 - (1) *Continue SPARC membership for 2006 @ USD 5,000*
 - (2) *Review in 2006*
 - (3) *Invite other CAUL members outside Go8 to contribute to membership fee.*

The majority of the Go8 will continue to support SPARC. Andrew Wells invited members to notify him should they wish to contribute. **(Action: ALL)**
 - v) **IFLA Membership.** Recommendations to CAUL.
 - (1) *Continue IFLA membership for another 1 years @ EUR 1,000. Lost.*
 - (2) *Review in 2006. Not applicable following the loss of (1).*

(3) *Prepare to nominate Australian members to key standing committees in the 2007 election process.*

The Executive recognises that IFLA only marginally meets the CAUL criteria. Part of the recommendation is to support an Australian president of IFLA and to support membership on that basis for another year.

In discussion regarding CAUL's continuing membership of IFLA, members made the following comments:

- considering the principles under which CAUL agreed to make decisions about external membership, nothing in the plan refers to international activity, and it refers to direct benefit to CAUL rather than for affiliate or common goal reasons;
- a number of members of CAUL are individual members, and will continue, but see no valid reason for CAUL to be a member, especially as ALIA is a member;
- membership should be continued while Alex Byrne is president; is there a consequence of withdrawing during the current presidency;
- principles and precedent are important; it is bad precedent to take up membership solely because of the personalities involved;
- CAUL has just endorsed WIPO principles, so there is evidence of international activity;
- are we interpreting our role in too limited a way; CAUL should review the criteria again. It was noted that CAUL's strategic goals and mission will be reviewed in 2006;
- this is the third meeting at which IFLA membership has been discussed. The principles need to come into play. All memberships will be reviewed annually as part of the budget process.

The motion was lost.

It was noted that Eve Woodberry's involvement in the copyright committee is tied to the ALCC and can be maintained outside CAUL.

705. Executive Officer's Report. A paper was included with the agenda. This item was not discussed.

706. Forthcoming Meetings. This item was not discussed.

a) **CAUL Meeting 2006/1.** Canberra, 6-7 April 2006.

b) **CAUL Meeting 2006/2.** Perth, 18-19 September 2006, in conjunction with ALIA 2006.

707. Other business.

a) **Go8 Meetings with Subscription Agents.** Andrew Wells reported on meetings with senior representatives of Swets, EBSCO and DA Information Services. Discussions focussed on business models, company structure and ownership, contract signatories, risk management, timing of payments, proof of payments, payment options, service level agreements, etc. Members are not looking for a single agreement, but rather looking to spread the risk. Two key areas of risk are the loss of business due to the rapid move to e-only journals, and the period of time between receiving payment from institutions and paying the publishers. The Go8 has decided to develop a template for service level agreements which they will make available to CAUL. **(Action: AW)**

b) **EDUCAUSE Australasia.** Eve Woodberry reported that a significant profit was made from the 2005 conference, approximately \$150,000. Feedback included requests for more IT speakers. The next joint CAUL/CAUDIT/ACODE meeting will address where the funds should best be used. The next EDUCAUSE in Australasia conference will be in Melbourne in 2007. Linda O'Brien advised that she and Alan McMeekin agreed to host jointly, and that the Convention Centre won't be available until June. CAUL and CAUDIT have in recent years scheduled their meetings in conjunction with the conference, and moving to June would break this cycle. The Crown Casino may be another option, or later in the year at the Convention Centre. She has invited Derek Whitehead and Cathrine Harboe-Ree to join in the Steering Committee.

- c) **ULA Statistics.** ULA statistics are to be collected as part of the CAUL statistics collection. 2004 is the first year in which they have been incorporated.

The meeting concluded at 1.10pm when members repaired for lunch and a celebration of John McKinlay's long membership of CAUL, and his passing of the CAUL walking stick (rod) to Earle Gow.

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CAUL Executive Meeting 2005/6

17 November 2005

University of Melbourne, Baillieu Library, 4th fl meeting room
from 9am

in conjunction with a meeting of the joint executive of ACODE/CAUDIT/CAUL,
from 1.30pm to 4.30pm 16 November

Campus Map: <http://www.pb.unimelb.edu.au/CampusMaps/Parkville.pdf>

DRAFT Minutes

(Updated 6/2/06)

1332. Attendance & Apologies. Expected to attend: Eve Woodberry (President), Andrew Wells, Derek Whitehead, Jeff Murray, Cathrine Harboe-Ree (Deputy President). In attendance: Diane Costello

1333. Minutes of the CAUL 2005/2 September 13-16, Brisbane. Members were happy with the minutes but should advise Diane Costello of any further corrections. **(Action: CAUL Executive)**

Storage issues should be kept on the agenda, though a national approach probably isn't feasible. Andrew Wells will work with Helen Livingston to bring a proposal back to the April meeting. **(Action: AW)**. The work done previously on RRA should be reviewed. **(Action: DC)**

Cathrine Harboe-Ree is unable to take responsibility for the scholarly communication working group, but she will continue to undertake the CAUL responses that are relevant. The "serials crisis" (or lack thereof) was discussed at CSFG, and acknowledged that access is now better than ever. The SCWG was a working group rather than a standing committee and should be removed from the web site. The list may be used for general scholarly communication information, and any CAUL member can join. Diane Costello currently forwards information to it that isn't sent to the CAUL list. **(Action: DC)**

A report on the planning for the 2005/2 meeting agenda has been prepared for the Executive and will be reported back to the member who requested feedback. **(Action: EW)**

a) **CAUL Office 10th Anniversary.** Diane Costello is to prepare a press release, including reference to CAUL's 40th anniversary, and Eve Woodberry has written to ANU regarding the hosting of the office. **(Action: DC)**

1334. Minutes of the previous Executive Meeting, 2005/5 Brisbane 14 September 2005.

a) **CAUL Research Levy.** Derek Whitehead will scope a project for the use of data already collected in libraries. **(Action: DW)**

b) **Kinetica.** This was discussed more recently at the meeting with the National Library.

c) **Center for Research Libraries.** Anne Horn was to attend IFLA and meet a CRL representative, and made a report available to the Go8. Go8 interest is marginal, but Andrew Wells will follow up. **(Action: AW)**

1335. CAUL Committees – Elections. The following committees are due for elections in 2005.

a) **CAUL Executive.** President (2006-7), Deputy President (2006), Committee member (2006-2007) vice Cathrine Harboe-Ree. Eve Woodberry was elected unopposed for President 2006-7. Nominations were called for Deputy President 2006, and Andrew Wells

was elected unopposed. Elections for committee member/s were held, and Jeff Murray was elected unopposed.

- b) **CEIRC Committee.** Andrew Wells was confirmed as the Executive Committee's representative. Members confirmed Heather Gordon as chair. Craig Anderson was nominated and appointed vice Gulcin Cribb (2006-7). Neil Renison, JCU, was appointed Datasets Coordinator vice David Groenewegen (2006-7).
- c) **ADT Policy Reference Group.** Janice Rickards has agreed to take over the chair in place of the retiring Alex Byrne, and Imogen Garner nominated as a member. Andrew Wells will discuss with the chair the membership of the National Library. **(Action: AW)**
- d) **CAUL Committees – Search for candidates.** It was noted that there were no contested elections in 2005, and no nominations for the CEIRC committee. It was agreed to raise this at the next CAUL meeting, with respect to sharing the workload, and showing the advantages professionally of membership. **(Action: EW)**

STRATEGIC PLAN

1336. CAUL Achievement Award. Members were sent a reminder to nominate staff on October 11 and November 7. One nomination was received, Michele Sabto, Manager, Monash University e-press, and was supported by the Executive. The committee applauded the work undertaken by Michele in a role which underlines the ways in which libraries are evolving. Cathrine Harboe-Ree was not present for this discussion.

Members discussed how more nominations might be encouraged, perhaps sending calls out wider eg CAUL lists datasets, dalianz, statistics, information-literacy, web. **(Action: DC)**

1337. Review of Progress of Strategic Plan (Standing Item). Members discussed the review to be undertaken in 2006, noting the very new environment, many new members, the values, the headings, and the whole format. It won't be necessary to go back to first principles, but the environment, mission, directions, etc should all be reviewed. The international engagement needs to be highlighted. Diane Costello will circulate strategic plans of ARL, SCOUNL, CARL, etc. **(Action: DC) For the CAUL agenda**

Various options for facilitators were discussed, including Brenda McConchie and Serco. Diane Costello will check availability for a briefing at the next Executive meeting. **(Action: DC)**

From the current action plan.

10. Draft a framework under which digitisation projects can be identified and supported.
(Action: CAUL Executive to establish a working group)

Expressions of interest were called for CAUL members to chair a working group and for nominations for membership. Linda Luther has volunteered to convene the working group. There is concern that establishing a working group might raise unreasonable expectations. It was suggested that the many already available guidelines should be drawn together for use as a resource base, not a funding application. **(Action: DC)** ANU will invite CAUL members to contribute to the newspaper digitisation which didn't get funded through LIEF.

CONTRIBUTION TO RESEARCH

1338. ARIIC (Australian Research Information Infrastructure Committee). Dr Evan Arthur has been advised of Derek Whitehead's continuing representation of CAUL on ARIIC, to 30 June 2007.

- a) **CAUL responsibilities.** Derek Whitehead recommends that if CAUL is nominated under the carriage of an item, then the CAUL Executive should take responsibility. There will be feedback on the JSTOR and Web of Science projects before the February meeting. **(Action: AW)**
- b) **CCA Metadata Workshop.** It was agreed to refer the proposed actions from the workshop to the ARIIC committee. **(Action: DW)**

1339. FRODO Projects.

- a) **Repositories Forum.** Derek Whitehead reported that 70 people have registered. Most CAUL libraries are represented. It will focus on problems and issues with setting up a repository.
- b) **ARROW.** Cathrine Harboe-Ree reported that Geoff Payne has left the project, and the position has been advertised internally within the partner organisations. The VTLS production software is going through the acceptance stage. A workshop was held on November 4. Some wish to commit funding this year, and licences will be able to be signed with others after the software has been accepted.

All participants have a great deal of material backed up ready to move into the repository. It seems that most will not be limited to peer reviewed material. Monash will focus on material important for RQF, so is only interested in the final version of published material, rather than earlier versions. Also doctoral theses, patents collection, working papers, images from research centres, etc UNSW will migrate all theses into ARROW, and is capturing working papers, x-ray collections, etc It will respond to whatever the university considers to be valuable. Monash will expose all content to title and abstract level, and non-copyright material to full-text level. UNSW are considering making the repository OpenURL-compliant. It provides an alternative method of access to restricted material.

RQF was twinned with the accessibility framework because DEST perceived that the former would act against the latter, especially in an eResearch sense. It is trying to bring research results into the public arena at the earliest possible opportunity. CHASS does need to worry about this, as per Cathrine Harboe-Ree's response to the CHASS policy document. Many will wait for years to release an article through a high impact journal rather than a perfectly good, lesser journal.

1340. MERRI Projects.

- a) **MAPS Project.** Jeff Murray reported that the main outcomes for CAUL will be the mapping of middleware, not metadata. The final report will be referred to CAUL for approval, and will be submitted to NCRIS. MAPS will hold forums in each state, but will also delegate to members of the steering committee for their sectors.

The project is meant to refer to an open connected system and everyone connected to it should be consulted i.e. registrars, financial systems managers, student systems managers, etc. The project also has an educative role so should be wider than the researchers and their current FRODO/MERRI projects.

It will identify who uses what to map between various systems. Single-sign on tends to sit between the systems, but MAPS middleware is connecting the systems. One MAMS objective is to develop a prototype of middleware that can sit between systems, while COLIS was a prototype of in-house interoperability. MAPS will map all connections – PKI is just one example. “eduperson” is used in WALAP, in Shibboleth, and by publishers, researchers, etc AARNet uses “eduroam,” which will allow everyone to connect to each other's wireless networks by connecting all directories. WALAP used etrust rather than nds, neither of which are market leaders. That is ADS which is included in all Microsoft licences.

These areas are big for CAUL and should be included in the strategic planning. **(Action: DC) For the CAUL agenda**

- b) **RUBRIC Project.** Eve Woodberry reported that \$3.7m has been allocated to the project. Partners are USQ (lead institution), UNE, UNNewcastle, USC and Massey with JCU as a silent partner. It is understood that something will be built at USQ and rolled out to the other partners who have been offered \$40,000 each. Regional universities have a greater need for additional funds. One board meeting has been held but the project is waiting on 7 project people to be appointed, the MOU and details of the budget. Kerry Blinco is participating at DEST's request, connecting with DEST's e-framework, though the budget for this role is not known.

RUBRIC is intended to build a body of expertise, not a software solution. Business solutions and project management are needed. ARROW/VTLS is a turnkey system, dSpace is not a solution. FEZ is now available at UQ, with very good work at an administration level, but requires more technical expertise to adopt than even needed for dSpace. ARROW has done more work in data modelling. UQ is also a partner in DART, so the FEDORA expertise should be able to be developed.

CAUL should try to ensure that its strategic goals are achieved within the individual projects eg ensuring that the management is embedded within the universities. It is recognised that it can be difficult to keep everybody informed.

- c) **Legal Protocols for Copyright Management.** This project is led by QUT, who have invited the ADT Program to be represented on the advisory board. The representative is likely to be Tony Cargnelutti.

- 1341. E-Research Coordinating Committee.** Cathrine Harboe-Ree has met with Andrew Wells, Heather Gordon and Gaynor Austen as proposed at the CAUL meeting. Maxine Brodie has been added since to the CAUL eResearch group. Cathrine Harboe-Ree reported at the CCA meeting on November 16 and requested feedback on the notes from the working group. She referred to the article by Linda O'Brien in the recent EDUCAUSE review. [E-Research: An Imperative for Strengthening Institutional Partnerships](http://www.educause.edu/LibraryDetailPage/666?ID=ERM0563) (2005) by Linda O'Brien, *EDUCAUSE* <http://www.educause.edu/LibraryDetailPage/666?ID=ERM0563>

Some issues need to be included in the CAUL strategic plan. The next meeting of the group will set some priorities, which can be fed into the implementation strategy for the final report, the better to get funding for implementation, and to be seen by the public eye. There are already some early adopters in university libraries, and others who will follow closely behind. The draft framework has a whole section on leadership and management, which is important in the national agenda, as much as the CAUL and CAUDIT agenda. Training is not listed as number one, but university librarians, senior staff and faculty librarians need to be able to champion the libraries' role in the area. Research offices are also dabbling in the information management space. It may be useful to prepare a 2-page brief for CAUL members to use within their institutions. It was agreed to include as a hot topic at CAUL 2006/1 (**Action: DC**) Cathrine Harboe-Ree will circulate the notes to CAUL, highlighting that these are a list of suggestions rather than commitments, and including the URL from the interim report. (**Action: CH-R**)

Cathrine Harboe-Ree is assigning a policy officer to prepare an information kit identifying the skills and resources needed to develop an information management plan. She suggested preparing a brief for a consultant to look at training needs and delivery for information management. The faculty for institutes would likely be current management academics or librarians and IR professionals engaged in the area.

- 1342. Bibliometrics Workshop.** Cathrine Harboe-Ree reported that DEST is keen to fund a workshop in 2005. It will be aimed at research office managers and librarians and held early in the year, possibly March, though DEST is keen to do it earlier. Linda Butler and Cathrine Harboe-Ree will organise. Linda Butler will address the quantitative indicators from the RQF, now scheduled for the end of the year. The workshop may include a UK librarian with experience with bibliometrics and the RAE; 2 hours with Linda Butler, an afternoon with working groups on quantitative indicators, from the RQF, not bibliometrics, so delegates will understand it, and how to gather it in their institutions, identifying the traps. (**Action: CH-R**)

- 1343. JISC issues call to preserve online journals & ARL Endorses Call for Action to Preserve E-Journals.** Andrew Wells referred to the call for action in preservation of published data. ICOLC has committed to discuss potential strategies and actions at its next meeting in 2006. Diane Costello will report back. (**Action: DC**)

- 1344. CEIRC (CAUL Electronic Information Resources Committee).** A meeting is scheduled for November 15. Andrew Wells reported on a change of membership. Heather Gordon and Gulcin Cribb produced documents on risk management and return on investment, and there

was a high response rate to the CEIRC survey. Some revisions to both documents will be brought to the Executive then referred to CAUL. The survey responses will be used to examine major issues and match them with CAUL's model clauses. Lisa de Kleyn, a representative from Taylor and Francis attended the meeting to address members' concerns.

- a) **National Licensing Working Group.** Diane Costello reported. It was agreed that Diane Costello and Heather Gordon to continue as members.

1345. ADT (Australian Digital Theses) Program. Andrew Wells

- a) **Business Plan.** Draft 3 of the 2006-9 business plan was circulated 29th July. All CAUL members have been members of the ADT since 2002, and CONZUL members all joined for 2006.
- b) **ADT-ARIIC.** The project is almost complete. There will a launch during the ProQuest function at the State Library of Victoria on 7 February. Mary Anne Kennan has prepared an excellent report on the ProQuest segment of the project.
- c) **ETD2005.** A wrap up meeting was held November 3, and a small loss was noted.

CONTRIBUTION TO TEACHING & LEARNING

1346. Information Literacy Assessment Tool. A request was received from two Spanish researchers to use, pilot and translate the tool. On consultation with Ruth Quinn, I provided the following approval.

CAUL is happy for you to use, pilot and translate the tool, on condition that you acknowledge its source. I enclose copies of the relevant documents. I would be grateful if only the manual were made publicly available, at least for now. The English version of the survey documents are not currently publicly accessible. I would be grateful for copies of your translations, and the URL of the public documents.

-----Original Message-----

From: Josemari Egaña [mailto:josemari_egana@huhezi.edu]

Sent: Wednesday, 28 September 2005 11:11 PM

To: caul@caul.edu.au

Subject: Information Literacy Survey request

.....we are two researchers from the University of Mondragon (Basque Country, Spain) who are starting to work in our PhD, and our research interest is information literacy. After contact Dr Ralph Catts, he suggested us to get in contact with you, in order to ask the permission to use, pilot and translate (spanish and basque) CAUL's Information Skills assessment tool. Also we get the same suggest from Cristobal Pasadas (University of Granada, Spain). What must we do in order to get the permission?

Eider Gamboa
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HUHEZI Faculty -ICT Departament
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Joxe Mari Egaña
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943 714157 ext. 150
josemari_egana@huhezi.mondragon.edu

MANAGEMENT FOR BEST PRACTICE

1347. Statistics. Derek Whitehead reported. A meeting of the CAUL statistics focus group has been scheduled for November 14. Agenda items include the proposed analysis of CAUL statistics and a review of the online system. Cathie Jilovsky provided a report on the statistics collection – some simple enhancements will be implemented, and the more complicated ones will be quoted on. Data collection will start earlier. The deemed list won't need to be fully populated before starting data collection. This will mean figures can available earlier for institutions' budgetary purposes. The group will start looking at e-books, but not otherwise

change definitions. Some wish to count e-reserve transactions, but these appear even more complex than e-books. It was noted that fewer items are being kept in print reserve.

Some problems with overall budget data were highlighted – some don't report central cost items; UNSW now includes superannuation costs and space costs, but the definition implies total costs. It is expenditure not budget. Some costs are attributed to the library even if the library doesn't control the funds, and other allocated costs, such as depreciation, vary. The other source of confusion is converged operations e.g. at ECU, IT costs aren't included in library costs, nor are CAL licence fees. Accounting rules can make a difference. Staff numbers can be a good indicator.

DEST data will be used without amendment in CAUL population figures. Transnational students won't be counted.

- 1348. Library MIS Workshop.** Jeff Murray, Derek Whitehead and Diane Costello have drafted a program. The timing will be reviewed when the program for CAUL 2006/1 has been set.
(Action: DC)

COMMUNICATION & ADVOCACY

- 1349. Communication.** (Standing item)

- a) **President's Report.** Eve Woodberry followed up after CAUL 2005/2 with thanks to presenters, hosts, visitors and retiring members.

She attended the NSCF meeting, where the future of the roundtables was discussed. The meeting looked at future directions, affirming that the roundtables provide a good way of engaging with academics and other sectors such as copyright.

She held discussions with SCU and JCU regarding their vacant positions and finding appropriate people to fill the jobs; are there enough people applying? Is location a factor? is presentation at interviews a factor? It was agreed to follow up previous discussions regarding ARL programs with Steve O'Connor **(Action: AW)** It has been frequently suggested that libraries may be stronger starting with bright graduates who can acquire appropriate postgraduate skills.

CAUL and ALIA have confirmed support for the ALCC. Diane Costello drafted guidelines for managing the submissions process, for the ALCC to consider.

- b) **Public Relations/Media Reports.** John Shipp was interviewed for a report, *Digital Future at Fisher*, 10 August 2005 in The Australian Higher Education Supplement. A report on the SCONUL tour will be the next inCite report, and Diane Costello is preparing a report for AARL.
- c) **CAUL Report 2003-2004.** The draft will be circulated to CAUL executive, and amended to 2004. **(Action: DC)**
- d) **Executive Officer's Report.** A report is appended to this agenda. Diane Costello reported. Items for action have been included in the report. **(Action: DC)**

- 1350. Copyright.** Eve Woodberry

- a) **WTO Ministerial Conference in December in Hong Kong.** Eve Woodberry will attend with IFLA representative, Winston Tabb.
- b) **Hague Convention on Choice of Courts Agreement.** The Go8 expressed support for the work being done on this.

- 1351. Submissions to Public Inquiries.**

- a) **Inquiry into technological protection measures (TPM) exceptions.** House of Representatives. Standing Committee on Legal and Constitutional Affairs. Submissions were due by 7 October 2005. CAUL provided a supporting letter to the ADA/ALCC response.

- b) National Collaborative Research Infrastructure Strategy.** The NCRIS Committee has released an exposure draft of the Strategic Roadmap for public comment in the form of written submissions. The final draft of the Roadmap will be provided to the Minister by late 2005 and the finalised Roadmap will be released by end February 2006. The completed Roadmap will provide the framework for the initial first round of NCRIS funding allocations. Information was circulated to CAUL on November 10. Consultations are being held between November 29 and December 14. Cathrine Harboe-Ree will draft a response for circulation to CAUL for comment, for response by December 9. **(Action: CH-R)**

1352. Relationships with other organisations.

a) CAUDIT & ACODE.

- i) CAUDIT meeting 6-8 November, 2005, Canberra.** Jeff Murray and Diane Costello had planned to attend, but other commitments intervened.

- ii) Joint CCA Executive Meeting, 16 November, 2005, Melbourne.** Agenda items include:

- (1) e-Research Coordinating Committee. Cathrine Harboe-Ree
- (2) Joint Projects - MAPS and e-security framework. Letter from Nick Tate received inviting nomination of a CAUL representative. Eve Woodberry, Jeff Murray
- (3) CAUDIT-EDUCAUSE Institute.
- (4) EDUCAUSE Australasia 2007. June 2007 in Melbourne. Cathrine Harboe-Ree, Derek Whitehead.
- (5) Report on CAUDIT's e-research tour
- (6) Consideration of joint meetings. What do we want to achieve from them? Is the frequency right or would one meeting per year be more appropriate?

- b) CONZUL.** Cathrine Harboe-Ree will be addressing the CONZUL repositories forum in Wellington.

c) National Library of Australia.

- i) Meeting with the CAUL Executive.** Jan Fullerton invited the CAUL Executive, or any group of CAUL members, to meet with the National Library for a half-day in Canberra to discuss the NLA's strategic directions 2006-8. Vic Elliott joined Executive members at the meeting on November 9. Issues requiring CAUL input are:

- (1) **Kinetica Costing Model.** The CAUL Executive will propose an appropriate cost allocation model for university libraries. The preferred options discussed at the meeting with the National Library were efts, potentially student and staff with weighted figures for TAFE population, or library acquisitions expenditure. Any relationship to usage, past or future, and total library expenditure, were ruled out. Diane Costello will prepare a spreadsheet outlining the potential options. **(Action: DC)**

The next Kinetica invoice will be issued July, 2006. The NLA will define how much is expected from higher education and how much from each of the other sectors. They have a model drafted but agreed that CAUL could determine the formula for allocation. The CAUL model must be perceived to be equitable, with no or minimal disadvantage; the latter could be overcome by phasing in over 10 years.

It was noted that Libraries Australia is more than just a cataloguing tool, but further uses should be identified eg CAVAL could use it instead of COOLCAT. Swinburne has been a parsimonious user of Kinetica for cataloguing, but could consider its use as a wider product. The NLA is also aware that there are other products available, and wanting to keep universal access. More members are regarding Kinetica as a

database, so paid out of the acquisitions budget. If the cost of TOC is added to LA, it should be pro-rated according to the formula decided.

- (2) **Innovative Ideas Forum, 3-4 April 2006.** This was formerly referred to as an infrastructure forum. It has been scheduled to make it easier for CAUL members to attend while they are in Canberra for the CAUL meeting, but recognised that it would make it a long week for CAUL members.
 - (3) **Infrastructure Mapping.** It was recommended that ARIIC take responsibility for mapping the infrastructure scene, to complement the work being undertaken in MAPS and RUBRIC. **(Action: DW)** The CAUL Executive will invite Warwick Cathro to any appropriate forum convened to discuss this issue. **(Action: DC)**
 - (4) **Blackwell TOC Service.** The National Library had written to all members asking for a contribution of \$3,000 to the service. Some members were curious as to the support model being used. The National Library decided to place the request on hold pending another review of the program's costs. The CAUL Executive recommended that the cost be rolled into the Kinetica cost. The National Library will report back.
 - (5) **eResearch.** It was agreed to circulate CAUL's eResearch proposal to the National Library for comment. **(Action: CH-R)**
 - (6) **OCLC.** ANU is interested in reciprocal uploading, but only ANU and UQ use WorldCat in this way. Graham Black suggested that access to WorldCat be made simpler for academic libraries, but universities are seen by OCLC as a major source of revenue, so it is unlikely to happen. Andrew Wells considers the WorldCat pricing to be reasonable. Diane Costello will consult OCLC at London online, and will respond to Graham Black. **(Action: DC)**
- ii) **Peak Bodies Forum.** The next forum is scheduled for December 12 in Canberra. Both Eve Woodberry and Andrew Wells are unable to attend.
 - iii) **Reporting on NLA activities.** Sandra Henderson has proposed that she send a quarterly report on NLA activities for circulation to CAUL members for information. She has also added Diane Costello to a circulation list on CASL activities.
- d) **CASL.** Diane Costello discussed with Anne-Marie Schwirtlich the proposed joint meeting with CASL in Perth in September 2006. It was suggested that one session be devoted to joint hot topics.

1353. CAUL Meetings. A report on the agenda preparation for the recent Brisbane meeting is appended to this agenda. Eve Woodberry

- a) **CAUL Meeting 2006/1.** Canberra, 6-7 April 2006 with committee meetings on the 5th. The meeting will most likely be held at University House. **(Action: DC)**
 - i) **Review of CAUL Strategic Plan.** Suggested items to be addressed: culture change within the academic community, particularly with respect to institutional repositories.
 - ii) **MAPS for Dummies.** **(Action: JM)**
 - iii) **Invited guests.** Jan Fullerton and Sarah Waladan.
- b) **CAUL Meeting 2006/2.** 18-19 September, 2006 in Perth (in association with the ALIA biennial conference, 19-22 September). Imogen Garner has offered Curtin University, with free venue hire, but no local accommodation or restaurants (similar to the Cairns campus of JCU), with the alternative being a city venue with higher venue costs for CAUL, but less travelling for participants (similar to the city campus of Griffith). Wherever it is held, the only practical accommodation is in the city. It is assumed that many will not stay on for the conference. It was agreed to hold the meetings at Curtin. **(Action: DC)**

It has been suggested that CASL join CAUL for a targeted hot topics session. Diane Costello has discussed with Anne-Marie Schwirtlich. **(Action: DC)**

It was proposed that the CAUL Executive and other meetings be held Monday morning, with hot topics on Monday afternoon and Tuesday morning, followed by the business meeting on the Tuesday afternoon. It was noted that committee meetings usually fill a full day prior to the meeting proper, to accommodate overlap between group membership. Eve Woodberry will ask CAUL members if they are willing to travel to Perth for the Sunday afternoon. **(Action: EW)**

- i) **Library Collection Evaluation.** Evaluation of collections to support research; fitness of the university to move to a different level of research. Cathrine Harboe-Ree Held over to the 2006/2 meeting.

1354. Forthcoming Executive Meetings. Eve Woodberry will be at IFLA August 20-24; Andrew Wells and Derek Whitehead away mid-May to mid-June; Diane Costello away May; not WA school holidays – WA school terms: 1/2-13/4, 1/5-7/7, 24/7-29/9, 16/10-7/12; Cathrine Harboe-Ree in Europe sometime in September; not CAUDIT meetings, Diane Costello will set times. **(Action: DC)** 2006 August 16-17 Pudong New Area, Shanghai, China Library Management and Marketing in a Multicultural World: Shanghai. Pre-Conference of IFLA 2006. IFLA Management and Marketing (M&M) Section.

- i) **Risk assessment for CAUL.** Arrangements have been made for David Knox (Monash University) to visit the CAUL office to address both the budget presentation and risk management. **(Action: DC)**
- b) **2006 February 6, Melbourne** (in conjunction with VALA)
- c) **2006 April 5, Canberra** (in conjunction with the CAUL meeting)
- d) **2006 June, Brisbane** (in conjunction with CCA) Monday or a Friday preferred. Second half of June, preferably the last week. **(Action: DC)**
- e) **2006 September 17, Perth** (in conjunction with the CAUL meeting) To be confirmed. **(Action: DC)**
- f) **2006 November/December** (in conjunction with CCA) **(Action: CAUDIT,DC)**

CAUL ADMINISTRATION

1355. CAUL Finances. Following correspondence with Cathrine Harboe-Ree and David Knox from Monash, arrangements have been made for David to visit the CAUL Office on December 8 to look at CAUL's accounting processes and to review financial reporting arrangements.

- a) **Audit of 2004 Accounts.** The audit was completed October 28, and circulated to the committee. For signature. There were no questions on the audit. **(Action: CAUL Executive)**
- b) **CAUL Budget 2005.** A progress report has been prepared. It is expected to balance for the year.
- c) **CAUL Budget 2006.** CONZUL has offered to contribute to the collection and management of CAUL statistics annually. In 2005 they first contributed to the development of the online site. The additional income for 2006 will be \$4,600.

1356. Other business.

- a) **Teaching & Learning.** Sue Roberts mentioned the Trident Group – the UK equivalent of CCA – who are doing a strategic plan. It was suggested that CAUL ask for a copy. **(Action: DC)**

The meeting concluded at 4.15pm

Report to CAUL Executive on planning for CAUL 2005/2.

On August 5, Eve Woodberry wrote to CAUL members to outline preparations for the forthcoming meeting and invite them to contribute to the agenda, and comment on the suggestions of the Executive Committee:

Preparations are underway for the CAUL meeting, and I invite you to propose topics & speakers for our regular Hot Topics sessions.

The Executive has some suggestions (below) with suggested times and presenters. Any of these may be postponed to make way for issues more pertinent to you right now. If you do suggest a topic it would be appreciated if you could also recommend a presenter (particularly if you do not want to do it yourself) It is also worth remembering that SCONUL members will be present as this provides an opportunity to discuss issues which are international.

Feedback on the relevance of the issues proposed below is also welcome.

The suggestions to date are:

- (1) Vice-Chancellor on developments in education in Australia.*
- (2) FRODO progress reports. This will include a demonstration of the ADT repository.*
- (3) Projects funded under the ARIIC 2005 round. The new projects will have a very short time-frame.*
- (4) Government agenda on research infrastructure. Invite Evan Arthur to give a strategic overview of where the government is heading, as an umbrella for FRODO and NCRIS/ARIIC. 60 minutes.*
- (5) Staff development. John Arfield will discuss the WAGUL project on secondments and staff-sharing, and Andrew Wells on Aurora. LATN has done a report on succession planning, and Gaynor Austen has been approached. (Action: AW) (60 minutes)*
- (6) Outgoing CAUL study tours. Study tour reports - China, USA. (60 minutes)*
- (7) Library Collection Evaluation. Evaluation of collections to support research; fitness of the university to move to a different level of research. (Action: CH-R)*
- (8) Bibliometrics. Cathrine Harboe-Ree has attended a DEST meeting with Linda Butler. The RQF report is due in August. (Action: CH-R)*
- (9) Survey on the use of licensed material. (Action: EW) (15 minutes)*
- (10) Go8 discussions with subscription agents.*
- (11) Educational Statutory Licence and CAL's sales of intellectual property through DOIs. Andrew Wells*
- (12) Impact of the new music licence. Derek Whitehead*

Please forward your suggestions to Diane by August 15. Please also nominate which of the above are of particular interest to you.

Responses were received from:

Bill Cations – suggested hot topic – the use of the regional SA storage facilities for a single print copy of JSTOR journals - The following topics are of particular interest to me: (2) (3) (4) (7) (8) (10)

Cliff Law – my preferences are : 2, 3, 8, 11, and 12

Liz Curach - I think the Executive suggestions outline below are excellent, and have highlighted (in blue) those which I think would be of most interest. (1) (3)(4) (6) *(this would be of interest to the SCONUL folk)* (8) ***RQF surely a very high priority??*** *(There appears to be a deal of copyright related 'stuff' here.[9, 10, 11] My own feeling is that it's been done to death and for those of us who have institutional copyright responsibility there are many avenues for staying up to date)*

Imogen Garner - I'd be interested in e-research and anything that Cathrine can tell us from her membership of the coordinating committee if it doesn't appear elsewhere on the agenda.

	1	2	3	4	5	6	7	8	9	10	11	12
Bill Cations		✓	✓	✓			✓	✓		✓		
Cliff Law		✓	✓					✓			✓	✓
Liz Curach	✓		✓	✓		✓			x	x	x	

Items 1 and 4 weren't possible, as the invitees weren't available (Evan Arthur) or chose to talk about something else (Ian O'Connor). Item 7 was postponed as Cathrine Harboe-Ree felt she wasn't ready at this stage. 9 was left on the agenda without a specific recommendation from outside the Executive Committee, although CAUL members had previously requested feedback on this item. 5 was also left on the agenda, deemed an important issue for CAUL.

The new items suggested by Bill Cations and Imogen Garner were both included in the agenda.

Diane Costello

4 November, 2005.

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CAUL Executive Meeting 2006/1

**6 February 2006
University of Melbourne
from 9am**

DRAFT Minutes
(Updated 10/3/06)

1357. Attendance & Apologies. Eve Woodberry (President), Andrew Wells, Derek Whitehead, Jeff Murray, Cathrine Harboe-Ree (Deputy President). In attendance: Diane Costello

1358. Minutes of the CAUL Meeting 2005/2 in Brisbane.

Item 685. **National Print Collection for JSTOR titles.** The Go8 is meeting this week and will be discussing storage. Andrew Wells will work with Helen Livingston to bring something back to the April meeting. **(Action: AW)**

It was agreed that the minutes are ready for publication. **(Action: DC)**

1359. Minutes of the previous Executive Meeting, 2005/6 Melbourne 17 November 2005.
The minutes were approved.

- a) **JISC issues call to preserve online journals & ARL Endorses Call for Action to Preserve E-Journals.** ICOLC has committed to discuss potential strategies and actions at its next meeting in 2006. Diane Costello will report back. **(Action: DC)**
- b) **CAUL Research Levy.** Derek Whitehead will scope a project for the use of data already collected in libraries. **(Action: DW)** Derek Whitehead will speak to this at the CAUL meeting.
- c) **Center for Research Libraries.** Anne Horn met a CRL representative during IFLA, and made a report available to the Go8. Steve O'Connor has also held discussions with Bernie O'Reilly, the CRL CEO. It was noted that CRL receives funding from a range of endowment organisations for microfilming for preservation. Go8 interest is mild, but Andrew Wells will follow up. **(Action: AW)**

1360. CAUL Committees – Elections.

- a) **CAUL Committees – Search for candidates.** It was noted that there were no contested elections in 2005, and no nominations for the CEIRC committee. Members will be encouraged to consider standing for the committees. It was agreed to discuss at the next CAUL meeting, to highlight the professional advantages of membership and to spread some of the CAUL load. **(Action: EW)**

STRATEGIC PLAN

1361. Review of Progress of Strategic Plan (Standing Item). Brenda McConchie, Solved at McConchie, was approached about her availability to facilitate the review session. After some discussion it was decided not to use an outside facilitator. **(Action: DC)**

Issues raised at the last meeting for addressing within the strategic plan included MAMS, RUBRIC, eResearch and international linkages.

It was suggested that the current structure be retained, with further consideration of the headings. Perhaps start with a plenary discussion then break into groups. Start with clusters, not necessarily rigid areas. Clusters can be retitled. Each working group can comment on all areas, perhaps starting in a different order. Storage is a function of research collections.

Prefer to keep teaching & learning separate from research. Suggest that teaching & learning be replaced by learning, with the teacher being a facilitator. It is necessary to focus on those things that CAUL will do, rather than share information about.

Plans of other like organisations will be reviewed. Diane Costello will circulate copies of other organisations' strategic plans, and draw up the participants for the four groups to take the lead on different segments of the plan. **(Action: DC)** ARL calls communication & advocacy "information and public policy". Both CONZUL and SCONUL have plans.

Ask someone from outside libraries eg Simon Marginson, David Phillips or Gavin Moodie to talk about trends in higher education, futures, and potential impact on libraries. The census date is late March. Include as part of the environment setting. The outside speaker might take half an hour to set the tone, followed by an environmental scene-setting to lead into morning tea. Suggested items to be addressed: culture change within the academic community, particularly with respect to IRs, trends in the sector, student load, impact on the sector and budget, share responses, approaches, strategies. It is uneven across faculties and across universities. Some universities are phasing down. Price competition seems to be a factor in encouraging students to attend regional and smaller universities. Diane Costello will investigate costs and availability. **(Action: DC)**

The groups should respond with recommended actions between morning tea and lunch.

Members will be encouraged to focus on actions that are practical, rather than the wording. The first session the second day will be to review, revise, etc.

CONTRIBUTION TO RESEARCH

1362. ARIIC (Australian Research Information Infrastructure Committee). Derek Whitehead advised that ARIIC will meet on February 24. JISC representatives will be in town which will reduce the time available for the meeting. It was noted that Martin Borchert is collecting testimonials to highlight the benefits of improved access to JSTOR and Web of Science. It has been suggested that NCRIS and ARIIC are moving closer together and may eventually merge. JISC will visit Monash in early March for an ARROW briefing. A FRODO/MERRI meeting is scheduled for March 30.

1363. FRODO Projects. Members reported that the CAUL Repositories Forum worked very well.

- a) **ARROW.** Cathrine Harboe-Ree reported that David Groenewegen has been appointed as ARROW manager. Eight institutions have loaded VITAL software, <http://www.vtls.com/Products/vital.shtml>, with QUT coming on board soon. VTLS staff are returning to support new installations and Katie Blake will be visiting sites to provide support. A communication strategy has been devised to allow access to development discussions without necessarily contributing to them. The team is planning to establish an ARROW community. They are managing a project with rapidly developing software and a quickly growing user group. DEST wants it to support the RQF's documentary evidence. Neil Dixon and Cathrine Harboe-Ree are preparing a presentation for Monash and DEST.
- b) **MAMS.** Eve Woodberry attended a MAMS committee meeting on February 1 in Sydney. Papers were circulated to the Executive – a summary of progress and an overview report. In response to the Klingenstein report, the project now has software which will allow federation-type software to be accessible across institutions, not intra-institutional. It will be person-level identity management rather than IP management. Institutions mostly deal with authentication via LDAP – Lightweight Directory Access Protocol. MAMS is planning to re-engineer Shibboleth. ARROW is working with MAMS to develop access controls. MAMS would prefer not to work with proprietary software. FEDORA is working on provisioning XACML. They are interested in applications within the library sphere, where the benefits would be, what are the priority areas – does CAUL have people who could comment, but CAUL members usually work through their IT directors. It was suggested that Maxine Brodie and Jeff Murray could assist. **(Action: EW)**

1364. MERRI Projects.

- a) **MAPS Project.** Jeff Murray reported that the project is currently behind schedule. The national tour hasn't eventuated and CAUL hasn't been asked what accesses it required. A project manager is yet to be appointed. The outcome will likely be a report outlining what is happening now, and where the overlaps with other projects occur. What does one need access to, and how does one get authenticated to use it? Theoretically this will feed into a working version of Shibboleth.
- b) **RUBRIC Project.** Eve Woodberry reported. A large number of people have been appointed at USQ, with the other institutions are in the process of appointing part-time or full-time project managers. The goal is to help the smaller institution to identify the mix of software and infrastructure to effectively set up an institutional repository in their own institutions. USQ will implement small demonstrator projects to see how they interoperate. The best solution for each institution will be determined, so each may end up with a different approach. It's not clear how one would set up an institutional repository and keep it going without full-time staff commitment. The funding devoted to the JISC/DEST e-framework is completely quarantined, and not directly related to the RUBRIC project. Each reports separately to DEST.
- c) **DEST / JISC Projects.** The agreement between JISC and DEST is broader than the e-framework, although this is the highest priority for this year. The JISC representatives will be visiting Monash to talk about ARROW and Tom Cochrane at QUT re the copyright project.
- d) **OAK-Law. Open Access to Knowledge. Legal Protocols for Copyright Management.** <http://www.oaklaw.qut.edu.au/> Brian Fitzgerald is the project leader. A project manager has been appointed. A meeting is scheduled for March 15. Eve Woodberry was invited to be on the steering committee because UNE is a partner. Derek Whitehead may represent ARROW. The ADT will possibly be represented by Howard Amos.

1365. E-Research Coordinating Committee (ERCC). A meeting was held before Christmas to discuss the governance model and the proposed eResearch centres proposed for the main research states— a centre of excellence, a service provider, a centre for dissemination of information, a research centre? The discussed how to develop collaboration between the various information professionals. David Abramson (head of an internationally-recognised middleware centre), Alan McMeekin, Ah Chung Tsoi and Cathrine Harboe-Ree will prepare a proposal for the next meeting about how this might work. The Computer Science Expert Working Group and the Technical Advisory Committee both report to the ERCC.

The latest draft has yet to be released. Cathrine Harboe-Ree met with the NCRIS regarding the overlap with the ERCC. She has circulated the notes to CAUL's working group and will circulate to the Executive. **(Action: CH-R)** 16 groups have been proposed – the first 15 as discipline areas and the 16th as research infrastructure. A facilitator will be seconded for each of the 15 areas, charged with proposing strategic intervention to DEST, and will have access to funding – not a grant, but rather to intervene to strengthen capacity in the 15 areas.

The same will not happen in the research infrastructure area. Decisions will be made based on the outcomes of the ERCC. Only 8 of the 15 will be in place this year, and will form a committee to report to the ERCC. None of the 15 areas is in the humanities.

The CAUL response refers to enabling humanities research through eResearch. UNSW is engaged in discussions with AustLit to ensure that they are not left out on their own. If it isn't listed in NCRIS it will likely disappear from the radar. Most of the NLA's digitisation projects are based on the humanities. The space between the librarians, the IT directors and the computer science professionals needs to be addressed. A proposal as to what CAUL should do will be brought to the next CAUL meeting. **(Action: CH-R)** Cathrine Harboe-Ree circulated the report of the CAUL Working Group to the National Library. Warwick Cathro and Cathrine Harboe-Ree are meeting to discuss the NLA's interest and activities in the area and Warwick will be invited to the next meeting of the CAUL group. Expertise is strong within the NLA on a range of relevant areas.

- 1366. Bibliometrics Workshop.** Cathrine Harboe-Ree will meet with Margot Bell this week. The date won't be set until the RQF final document is released.
- 1367. CEIRC (CAUL Electronic Information Resources Committee).** Andrew Wells reported that the ROI document has been released and the operational plan for 2006 will be confirmed at the CEIRC meeting this week. Diane Costello reported on the vendor forum on February 7 and the invitations to CCH, Westlaw, Springer, Factiva and the Nature Publishing Group.
- a) **National Licensing Working Group.** Diane Costello The 3rd National Licensing Forum is 8 June 2006 which clashes with a scheduled CEIRC committee meeting.
- 1368. ADT (Australian Digital Theses) Program.** Andrew Wells reported that the ARIIC project has been completed. ProQuest is hosting a function at the State Library of Victoria to include a launch of the redevelopment. Tony Cargnelutti will retire from UNSW in two weeks and will hand over the Technical Committee on February 7. Customer support is expected to be needed less as institutions move to institutional repository software.
- 1369. ACRL/ARL Institute on Scholarly Communication.** Members discussed whether there would be value in hosting a similar event here. Should someone already involved in scholarly communication be encouraged to attend to reconnoitre? Andrew Wells will circulate the invitation to CAUL and suggest that there may be potential for holding it in Australia if someone were to attend and report back. **(Action: AW)**

CONTRIBUTION TO TEACHING & LEARNING

MANAGEMENT FOR BEST PRACTICE

- 1370. AVCC Library Staff Development Program.** 22-23 June, 2006 in Adelaide. The planning group has "met" once and a draft outline and program circulated. The proposed structure for presentation sessions is to start with a non-library speaker addressing an issue and a librarian discussing the impact on library services. Earlier feedback highlighted the need for more group work and activities. The program doesn't yet cover personal effectiveness. It must continue to have non-library speakers, and those who are proven to be good presenters. Members were asked to suggest good presenters. **(Action: ALL)**
- 1371. Statistics.** Diane Costello attended a meeting of the COUNTER International Advisory Board. Collecting measurable statistics is not as clear as first thought eg the impact of federated searching, the searching of archives vs current journals, etc.
- 1372. Library MIS Workshop.** Jeff Murray, Derek Whitehead and Diane Costello have drafted a program. The timing will be reviewed again after CAUL 2006/1, perhaps as a separate program. Perhaps survey members to find out what suite of reports they are using, what they are doing. Diane Costello will arrange a teleconference to discuss. **(Action: DC)**
- 1373. Rodski Client Surveys.** Cathrine Harboe-Ree reported that Monash reports KPIs annually and is looking for a library KPI, to provide current and longitudinal data. The Rodski reports appear to be inconsistent. It was suggested that this may be due to the timing of uploading the data from other institutions. Those who do their own reports are easily able to generate appropriate reports from the raw data.

COMMUNICATION & ADVOCACY

- 1374. Communication.** (Standing item)
- a) **President's Report.** Eve Woodberry plans to visit Canberra for an ALIA copyright committee meeting, and will approach Sue Hutley and John Mullarvey for meetings, and visit the CAUL Office to meet Karen Mills. **(Action: EW)** She attended the repositories conference in Sydney last week.
- b) **Public Relations/Media Reports.** Recent items in the press included:
- i) InCite report on the CAUL achievement award.

- ii) Diane Costello's report on the CAUL meeting in AARL. ALIA has asked for a report on information literacy. Diane will invite Ruth Quinn to provide. **(Action: DC)** Find out what topics are on inCite's list for the year.
 - c) **CAUL Report.** The draft will be circulated to the committee for final comments. **(Action: DC)**
 - d) **Executive Officer's Report.** Diane Costello reported on activities in December and January. A report is appended to the minutes.
- 1375. Copyright.** Eve Woodberry reported on a proposal from CAUL for managing submissions to public inquiries by the ALCC/ADA so that individual members do not need to duplicate this effort.
- a) **ALIA Copyright & Intellectual Property Committee 7 March 2006.** Eve Woodberry will attend her first meeting on March 7. She was invited as an expert member of the committee. Other members of the committee are Ros Membrey, Matthew Rimmer, Moyra McAllister, Helen Roberts.
 - b) **ADA AGM 9 March 2006.** Derek Whitehead is a member of the Board. At the 2004 AGM, discussion was held about widening the membership of the ADA and instituting processes to ensure representative board membership. Sarah Waladan's role is to write submissions and to keep in touch with those in government departments involved in the area and in drafting legislation.
 - c) **WTO Ministerial Conference, December 2005, Hong Kong.** Eve Woodberry attended with Winston Tabb, chair of the IFLA Copyright Committee. They have prepared a report for IFLA, to be circulated to the Executive. **(Action: EW)** She reported that there is no communication between the NGOs and the official delegates. It was felt that any influence can only be achieved at the Executive level, not at the conference.
 - d) **Google Print.** Eve Woodberry circulated correspondence with Moyra McAllister:
CAUL hasn't discussed the Google Print project but I can put it on the Exec agenda if you want a coordinated view. I suspect however that we are generally in favour of it, though with the rider that we would prefer that the project is copyright compliant, such as the Yahoo project.
 - e) **ACIPA conference 17 February 2006, Brisbane.** Eve Woodberry and Derek Whitehead will attend. Helen Daniels, Attorney-General's Department, will be presenting a paper.
 - f) **Australian Privacy Law Review.** Derek Whitehead recommended that CAUL monitor this closely. Privacy restriction may constitute a real barrier to research and convenience of access to information. <http://www.alrc.gov.au/inquiries/current/privacy/index.htm>

1376. Submissions to Public Inquiries.

- a) **Learning and Teaching Performance Fund, Future Directions.** December, 2005. Submissions due 24 February, 2006. The discussion paper has been developed to provide information to the sector on the 2006 Learning and Teaching Performance Fund and to initiate discussion for the development of the processes for 2007 and beyond. It was agreed that the area had already been appropriately covered and that CAUL would not respond to it.
- b) **National Collaborative Research Infrastructure Strategy.** There are no outstanding questions to be addressed.

1377. Relationships with other organisations.

- a) **CAUDIT & ACODE.**
 - i) **CAUDIT PKI Steering Committee.** Maxine Brodie has written to the President:
I attended (as CAUL rep) the last CAUDIT PKI Project Steering Committee meeting in Brisbane yesterday. It was recommended that this Committee become the steering

committee for the DEST SII funded extension to this project, now called the eSecurity Framework project (which is also going to keep MAMS and the PKI work aligned). CAUL is therefore entitled to have a rep - the question is do you want it to be me or someone else for 2006? FYI it also looks like I'll be replacing our Dean of Computing on the MAMS Board here at MQ this year.

The CAUL Executive agreed to invite Maxine Brodie to continue. **(Action: DC)**

ii) CAUDIT Institute. Cathrine Harboe-Ree has agreed to join the faculty from 2006.

iii) CAUDIT Meeting, Cairns, 8-10 May 2006. Jeff Murray will attend.

iv) CCA meeting November 2005. The date is not yet confirmed, pending the settlement of the CAUDIT AGM dates.

b) National Library of Australia.

i) Meeting with the CAUL Executive.

(1) **Libraries Australia Costing Model.** Diane Costello will circulate a draft model based on efts. **(Action: DC)**

(2) **OCLC.** Graham Black asked for consideration for university libraries' access to WorldCat, noting that OCLC seems to regard universities as a major source of revenue, so it is unlikely to happen. Andrew Wells suggested that the WorldCat pricing was reasonable. Diane Costello spoke to OCLC at London Online and they advised that WorldCat was still available via FirstSearch. Graham Black was advised.

(3) **Infrastructure Mapping.** The Middleware project will not cover all the necessary ground. Derek Whitehead will take this up with ARIIC, to take account of the bigger picture. **(Action: DW)**

ii) Peak Bodies Forum. Anita Crotty agreed to represent CAUL at the forum on December 12, and provided a report to the Executive.

<http://www.caul.edu.au/meetings/peakbodies2005crotty.doc> Both the CAUL president and deputy had other commitments. It was noted that the NLA had not offered options or early advice regarding the date of the meeting, and there has been no discussion of dates for the next meeting. CAUL meetings and other meetings for university librarians are already set well ahead and making timetable adjustments is often difficult.

c) CASL. Diane Costello discussed with Anne-Marie Schwirtlich the proposed joint meeting with CASL in Perth in September 2006 – one session of hot topics. Suggestions from CASL:

- (1) Institutional repositories – broadly and generically
- (2) Research infrastructure
- (3) Prospective ARC bids – clarify this issue
- (4) Digital projects - communicating across sectors
- (5) Copyright
- (6) Issues arising from the Peak Bodies Forum, e.g. support for the recommendations of the Senate Inquiry into Libraries in the Online Environment

.... planning for the meeting to be held on the afternoon of Monday 18 September, to be followed by drinks &/or dinner? Diane Costello will discuss with CASL. **(Action: DC)**

d) CHASS. It was agreed that the invitation to a meeting on early career researchers is not of direct relevance to CAUL. It will be circulated to CAUL and Eve Woodberry will respond to CHASS. **(Action: EW)**

1378. CAUL Meetings.

a) CAUL Meeting 2006/1. Canberra, 6-7 April 2006 with committee meetings on the 5th. University House is confirmed. Venues and catering are being organised now. In addition to the review of the strategic plan, as discussed in item 1361, the following are suggested items for discussion:

- i) **MAPS.** Jeff Murray
- ii) **CAUL Research Levy.** Derek Whitehead
- iii) **CAUL Elections** – nominating for CAUL committees. Eve Woodberry
- iv) **Achievement Award** – nominating staff. Eve Woodberry
- v) **EResearch Coordinating Committee.** Cathrine Harboe-Ree
- vi) **Sakai.** Vic Elliott
- vii) **Guests.** It was agreed Jan Fullerton (or delegate) (Friday morning and dinner on Thursday), John Mullarvey (pre-lunch session & lunch) and Sarah Waladan (hot topics sessions, and presentation on key issues for the ALCC/ADA).

Proposed schedule:

Wednesday – am Executive meeting; pm other committee meetings; informal dinner

Thursday – am Strategic planning; pm/1 – strategic planning; pm/2 – hot topics; CAUL dinner

Friday – am hot topics; pm – business meeting

- b) **CAUL Meeting 2006/2.** 18-19 September, 2006 in Perth (in association with the ALIA biennial conference). ALIA is 19-22 September 2006. Joint meeting with CASL is covered under the CASL item 1377(c) above.

Monday am – committee meetings

Monday pm – CASL – other suggested topics: reciprocal use of state and university libraries; an overview of what CASL is doing; storage;

Tuesday am – hot topics

Tuesday pm – business meeting

- i) **Library Collection Evaluation.** Evaluation of collections to support research; fitness of the university to move to a different level of research. Cathrine Harboe-Ree Held over to the 2006/2 meeting.
- c) **CAUL Meeting 2007/1.** Earle Gow has advised that a new international group, INU will be meeting in Melbourne in April alongside EDUCAUSE April 29 to May 1. He has suggested that the library members be invited to observe at the CAUL meeting if the timing is suitable. It was suggested holding a straw poll to see whether CAUL members would be likely to attend EDUCAUSE. **(Action: EW)**

1379. Forthcoming Executive Meetings. Andrew Wells and Derek Whitehead away mid-May to mid-June, Diane Costello away in May; Eve Woodberry at IFLA August 20-24; Cathrine Harboe-Ree in Europe sometime in September; during WA school terms: 1/2-13/4, 1/5-7/7, 24/7-29/9, 16/10-7/12; not during CAUDIT meetings.

- a) **2006 April 5, Canberra from 10am.** (in conjunction with the CAUL meeting)
- b) **2006 July 7, Brisbane** (in conjunction with CCA, July 6 pm – later changed to morning) Invite the NLA Executive to meet on the morning of the 6th – later changed to afternoon. **(Action: EW)** The CAUL Executive will meet on the evening of the 5th.
- c) **2006 September 18, Perth** (in conjunction with the CAUL meeting)
- d) **2006 November/December** (in conjunction with CCA) The date proposed for the CCA meeting is November 8 in Melbourne.

CAUL ADMINISTRATION

1380. CAUL Finances.

- a) **CAUL Budget 2005.** The Repositories Forum has been charged to the “CAUL meeting venues” line - \$2,800. Diane Costello will circulate the budget report. **(Action: DC)**

b) CAUL Budget 2006.

1381. Risk assessment for CAUL. Diane Costello is preparing a risk management assessment for CAUL following a very useful session with David Knox, Monash University.

1382. Other business.

- a) **Divine Word University, PNG.** The university has requested an opportunity to participate in CAUL. It was noted that CAUDIT has protocols for including non-Australian universities in their associate membership. Diane Costello will discuss with CAUDIT, ACU and CSU. Check what other universities there are in PNG. **(Action: DC)** Perhaps invite them to attend a CAUL meeting as observers. CEIRC is open to them at any time. If offered to one, then open to all and to USP.
- b) **AICTEC.** AICTEC has set up a new committee nominating Derek Whitehead as the metadata expert, the AICTEC Reference Group to support the work of Standards Australia's IT-019-1.
- c) **Australian Scholarly Electronic Publishers Group.** Cathrine Harboe-Ree reported that the group is meeting February 7, and will include Colin Steele discussing the impact of the RQF on scholarly publishing. She will report back to CAUL. **(Action: CH-R)**
- d) **DEST Project. Economics of Information Access and Delivery in Australia: National and institutional practices and options.** The project looks at the value chain of taking research out to its audience. It was agreed that it would be helpful to provide sufficient data to increase the validity of the sample, if the data is readily available. It was noted that the privacy of data is covered by ethical protocols. Monash has already provided data that was readily available and others were happy to do the same. Others would be interested in the outcomes of the project. It was noted that Paul Merceica is also doing some work on this topic.

The meeting closed at 4.30pm



STRATEGIC PLAN 2003-2004

(Revision date 22 October 2003)

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.

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.

Environment

The 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 alone.

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 is predicated on an environment in which Australian university libraries will cooperate with each other to meet national needs for 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.

I. CONTRIBUTION TO TEACHING & LEARNING

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.

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**)

II. CONTRIBUTION TO RESEARCH

GOAL: TO MAXIMISE THE INFORMATION RESOURCES AVAILABLE TO RESEARCHERS AND TO FACILITATE THEIR ACCESS.

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. 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. **Influence** the development of new models of publishing which are efficient and cost effective
- l. **Promote** Australian-generated research in the global research environment

Action – Ongoing

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

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

Action — Ongoing

13. Collect and publish statistics on Australasian university library outputs and activities. **(Action: Statistics Focus Group)**
14. Conduct and publish the results of surveys and questionnaires which enable members to share collective knowledge and experience. **(Action: ALL Members)**
15. Continue to develop, extend, scope and cost a range of agreed performance indicators for CAUL members. **(Action: Best Practice Working Group)**
16. Review annually CAUL performance against its objectives and strategies. **(Action: CAUL Executive)**

Action – 2003-4

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)**
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)**
19. Review the Rodski customer satisfaction surveys following the second cycle of use by members, in 2004. **(Action: Best Practice Working Group)**
20. Review the document delivery indicator. **(Action: Best Practice Working Group)**
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)**

IV. COMMUNICATION & 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.

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. Promote the role of university libraries as 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.

Action – 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)**
- 23. Identify and cultivate influential contacts in the government, media and information industry by exploiting the networks of CAUL members. **(Action: ALL Members)**
- 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)**
- 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)**
- 28. Ensure that all CAUL members are kept informed of the key activities of the CAUL Executive and CAUL Working Groups. **(Action: CAUL Executive)**
- 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)**
32. Update “new members’ checklist” and send to each new CAUL member. **(Action: Executive Officer)**

Action – 2003-4

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

III. MANAGEMENT FOR BEST PRACTICE

Action – Ongoing

15. Manage a framework for sharing management and planning information such as reports, instruments, RFIs, position descriptions, buildings, workforce, strategic plans, software specifications, etc (Action: Executive Officer)

Action – 2005

16. Develop an interactive site for the collection, analysis and presentation of CAUL statistics. (Action: Statistics Focus Group)
17. Review the CRIG (CAVAL Reference Interest Group) Performance Indicators and develop appropriate measures of the quality of digital reference (information and research) services. (Action: UNISON Reference Group)

IV. COMMUNICATION & ADVOCACY

Action – 2005

18. Contribute to the drafting of amendments to the Copyright Act prompted by the AUS/US Free Trade Agreement. (Action: Eve Woodberry)
19. Work with the AVCC Information Policy and Strategy Forum to identify issues to be raised in the renegotiation of the AVCC-CAL agreement on the educational statutory licence. (Action: Eve Woodberry)
20. Host a study tour by members of SCONUL (Society of College, National and University Librarians (UK)) (Action: ALL)
21. Take up membership of IFLA (the International Federation of Library Associations) in 2005 and review its benefit to CAUL. (Action: CAUL Executive)
22. Publish a report on CAUL activities in 2003-4. (Action: Executive Officer)

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ACTION PLAN 2005

Mission

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.

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.

The Council of Australian University Librarians (CAUL) comprises the university librarians or library directors of the universities eligible to be members of the Australian Vice-Chancellors' Committee.

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.

I. CONTRIBUTION TO TEACHING & LEARNING

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.

Action – Ongoing

1. Continue to refine and clarify protocols for the streamlined operation of University Library Australia – the national borrowing program. (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)

Action – 2005

3. Respond to proposed changes in the government's teaching & learning agenda, especially with regard to the Teaching and Learning Performance Fund. (Action: CAUL Executive)

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 ANZIL 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

(Action: Information Literacy Working Group)

II. CONTRIBUTION TO RESEARCH

Goal: To Maximise the Information Resources Available to Researchers and to Facilitate Their Access.

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

Action – Ongoing

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

Action – 2005

7. Upgrade the ADT metadata repository to improve its functionality, make it OAI-compliant and expand its content to include metadata for non-digital theses. (Action: ADT-ARIIC Project Team)
8. Expand the ADT program to include members from New Zealand. (Action: ADT Policy Reference Group)
9. Host the international ETD2005 (electronic theses & dissertations) conference. (Action: UNSW Library)
10. Contribute to the development and promotion of institutional digital assets repositories initiatives, particularly through the FRODO projects: APSR (Australian Partnerships for Sustainable Repositories), ARROW (Australian Research Repositories Online to the World) and the ADT (Australian Digital Theses) redevelopment project. (Action: ALL members)
11. Draft a framework under which digitisation projects can be identified and supported. (Action: CAUL Executive to establish a working group)
12. Contribute to the Australian Research Information Infrastructure Committee. (Action: Derek Whitehead)
13. Contribute to the development of the National Collaborative Research Infrastructure Strategy. (Action: CAUL Executive)
14. Contribute to the development of the e-Research Coordinating Committee. (Action: Cathrine Harboe-Ree)



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SPECIAL DOUBLE ISSUE
STRATEGIC DIRECTIONS FOR ARL

February / April 2005



A BIMONTHLY REPORT ON RESEARCH LIBRARY ISSUES AND ACTIONS FROM ARL, CNI, AND SPARC

February / April 2005

SPECIAL DOUBLE ISSUE

STRATEGIC DIRECTIONS FOR ARL

IDENTIFYING STRATEGIC DIRECTIONS FOR ARL

by Ann Wolpert, Director of Libraries, Massachusetts Institute of Technology and ARL President

The publication of the *Association of Research Libraries Strategic Plan 2005–2009* represents a milestone in the shared intention among ARL members to focus and invigorate the work of the Association. The plan identifies key priorities for ARL—those areas where the members agree ARL should play a leadership role at this point in time. The three strategic directions identified in the new plan relate to scholarly communication; information and public policies; and the role of research libraries in teaching, learning, and research.

The identification of these strategic directions is the result of a planning and review process that began under the leadership of then ARL President Sarah Thomas (Cornell). In February 2004, the ARL Board of Directors formed two Task Forces: Governance and Strategic Planning. Throughout the year, the two groups worked with the full membership to develop recommendations in both areas. By the end of the calendar year, the Board had received and accepted a report from each task force. To determine how best to expedite the subsequent process of implementing the strategic plan, the ARL Board established an Implementation Team. The Implementation Team worked quickly but carefully during the winter of 2004–05 to identify a process that the Association could use to realize the strategic plan. A timeline was proposed that balances the need for membership awareness and support with the expectation of an expeditious implementation of the plan.

The strategic planning process and the governance review both benefited substantially from the thoughtful suggestions and ideas of a

broad engagement with the ARL membership. Extensive member input included discussion sessions at the May and October 2004 Membership Meetings; an online survey of all member representatives about strategic directions; one-on-one interviews with all member representatives on governance issues; and a planning retreat that included the Board, Task Forces on Strategic Planning and Governance, and standing committee chairs.

The Board began to implement task force and Implementation Team recommendations in February 2005. Since continuing support and involvement by the membership is essential for success in these new directions, a report on implementation will be the focus of further membership discussions at the ARL Membership Meeting in May 2005.

On behalf of the Board, I want to acknowledge and thank members of both task forces and the Implementation Team. The documents that they prepared for ARL take up the many constructive threads that emerged from the planning and review process, and weave those threads into a dynamic and useful fabric that reflects the wishes of the ARL membership and provides direction to the Association for the future.

This special issue of the ARL Bimonthly Report includes a significant portion of the strategic plan and key excerpts from the Implementation Team Report, the Governance Task Force Report, and a summary of the work of the ARL Task Force on Future Financial Strategies. The complete reports were distributed to the full membership and are also posted on the ARL Web site, http://www.arl.org/arl/strategic_taskforces/.

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Continued

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Task Force on Governance

Frances Groen, McGill, Chair until 8/31/04
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Bernard Margolis, Boston Public
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ARL STRATEGIC PLAN 2005–2009

ARL is an important and distinctive association because of its membership and the nature of the institutions represented. ARL member libraries are part of comprehensive, research-extensive institutions in the United States and Canada that share the same research mission, aspirations, and achievements.¹ These institutions comprise notable communities of scholars across many disciplines who are actively engaged in research and who have high levels of need and expectations for library collections and services.

ARL member libraries are distinguished by the breadth and quality of their research-oriented collections as well as the characteristics and magnitude of the multidisciplinary communities they serve. Research builds upon and extends previous inquiry. A research library, by continuously pooling and preserving the evidence of research, and by adding value through services that enable the discovery and use of these resources within and across disciplines, is an essential component of a research institution. Research and education are substantially improved when pursued in an environment with a library that provides access to deep and broad collections.

As the norms and circumstances of a discipline or a research institution change, research libraries also change. Such change has been rapid and dramatic in the past two decades as information technology and ubiquitous networking have transformed scholars' access to knowledge and to each other. At the same time, the role of the comprehensive research library has been both sustained and expanded. Comprehensive research libraries have the capacity to build rich discipline-based collections in all formats—from manuscripts to digital objects—and to offer bridges that facilitate the synthesis of information that can advance interdisciplinary inquiry and understanding.

A research library adds value to the enterprise it serves through its expertise, services, and the resources it collects and preserves. Research libraries today are not like those of the past nor will research libraries look as they do now in the future. The more recent dramatic changes within libraries, as within the disciplines and research institutions themselves, are the result of information technology applications and ubiquitous networking. Even as research libraries change in response to the environment, their core responsibilities are sustained: research libraries continue to collect, preserve, and provide services to enable discovery and

¹ As established by the classification "Doctoral/Research Universities-Extensive" in the *Carnegie Classification of Institutions of Higher Education* published by the Carnegie Foundation for the Advancement of Teaching, or by comparable affiliations or documentation.

use of research knowledge in all formats. Especially as research and higher education subdivides knowledge into disciplines and sub-disciplines, comprehensive research library collections and services offer bridges that can facilitate the synthesis of information that advances interdisciplinary understanding and inquiry.

It is within ARL that comprehensive research libraries serving research communities come together. ARL provides a forum for its member libraries and acts as an advocate on behalf of these libraries to shape and influence the changing environment of scholarly communication and public policies that affect their communities. ARL also serves as a venue in which its member libraries identify and articulate strategies for integrating library services into research, teaching, and learning. In many ways ARL is a small association and yet it represents an extraordinary North American community. The 123 member libraries of ARL are a large portion of the academic and research library marketplace, spending more than \$1 billion every year on library materials. As a result, when its members decide to speak with one voice on an issue, ARL has great influence. The strength of the collective voice and market of ARL member libraries positions ARL well to establish alliances and form partnerships to pursue issues of importance to research libraries in collaboration with extended communities.

ARL Strategic Planning Context

The last comprehensive planning initiative within ARL took place in the late 1980s. ARL's mission and objectives were reviewed and updated in 1994. Since that time, the ARL Board has annually adopted priorities to guide the ARL program for the current year, and developed a statement of developmental priorities to guide the Association programs for the next three to five years. In 2001, there was a membership review of core ARL programs. In addition, over the last five years, the following targeted reviews took place within ARL, each of which redirected one or more of ARL's programs:

- New Strategies for Managing Copyright and Intellectual Property, 2002
- Collections & Access Strategies for the 21st-Century Scholar, 2001–02
- A Preservation Agenda for ARL, 2000–01
- Recruitment and Preparation for Future Library Leaders, 2000–04
- New Measures and Assessment Tools, 1999

In February 2004, the ARL Board recognized it was time for a comprehensive membership-wide review and assessment of the ARL agenda. This plan was developed by the Strategic Planning Task Force, based on member input and with guidance from the ARL Board.

Redefining ARL's Core Programs

This strategic plan identifies key priorities for ARL for the next five years, areas where the members agree ARL should play a leadership role at this point in time. The three strategic directions identified in the plan relate to scholarly communication; information and public policy; and teaching, learning, and research. To advance these strategic directions in significant ways, the ARL Board is encouraged to review and assess all current ARL programs for how they may advance these strategic directions and, based on that review, to reconsider the dues that are allocated in support of them.

Guidance for navigating this challenge is provided through the recommendations of the recent ARL Task Force on Future Financial Strategies, endorsed by the Membership last May and ratified by the ARL Board in July 2004. That report describes multiple financial strategies for supporting ARL activities: dues support is used for core programs and, when appropriate, is supplemented by cost-recovery funds; grants and/or contributions or voluntary fees from participating libraries are used to support projects to test concepts and look for momentum on an issue; and parallel organizations (e.g., CNI, SPARC), created with other entities, are established to attract membership and funding from beyond ARL to advance research library goals.

Some of ARL's current programs are obvious fits to advance the plan. Other programs, while not singled out in the plan, may well serve as—or may be reshaped to serve as—enablers for advancing the strategic directions.

This does not mean that ARL will continue to do everything it has done in the past. Rather, the plan becomes a lens through which all activities of current programs are assessed for value and quality before resources are allocated. Some of the criteria to be considered are:

- Do the program activities advance the Strategic Plan?
- Do the program activities contribute something distinctive that is not available from other organizations?
- Is it possible for an individual library to undertake such activities on its own?
- Could or should the activities be pursued in whole or part by other organizations?

The challenge is to determine those aspects of the current core programs that need to be realigned and strengthened to support the plan and apply dues strategically. Subsets of members may pursue those activities not of sufficiently broad interest for the full membership to support. If the assessment reveals that a program capability delivers value to the membership, or

Continued

GUIDING PRINCIPLES

The following principles guided the Task Force in its work. (The “we” in these statements refers to the Association.)

Distinctive Mission

- We complement and build on the strengths of other organizations.
- We rethink historic assumptions.
- Our policy positions guide our strategies.

Community

- We are a member-driven organization.
- We are accountable to our members.
- We provide opportunity for full engagement by all member representatives.
- We respect the diversity of our membership.

Intellectual Freedom and Scholarly Communication

- We promote and advocate barrier-free access to research and educational information resources.

Collaboration

- We build relationships with other higher education societies and associations.
- We work closely with other library-related associations, councils, federations, etc.

Diversity

- We encourage and support our members as they strive to reflect society’s diversity in their staffing, collections, leadership, and programs.
- We strive to employ a diverse staff.

Operational Effectiveness

- We are focused on the needs of our member libraries.
- We allocate our resources wisely and practice sound fiscal management.
- We promote continuing staff development and growth.

to some portion of the membership who are also willing to support it, it may be continued without dues support using alternative funding strategies (e.g., as an ARL project or via a collaboration between ARL and an allied organization).

ARL Mission Statement

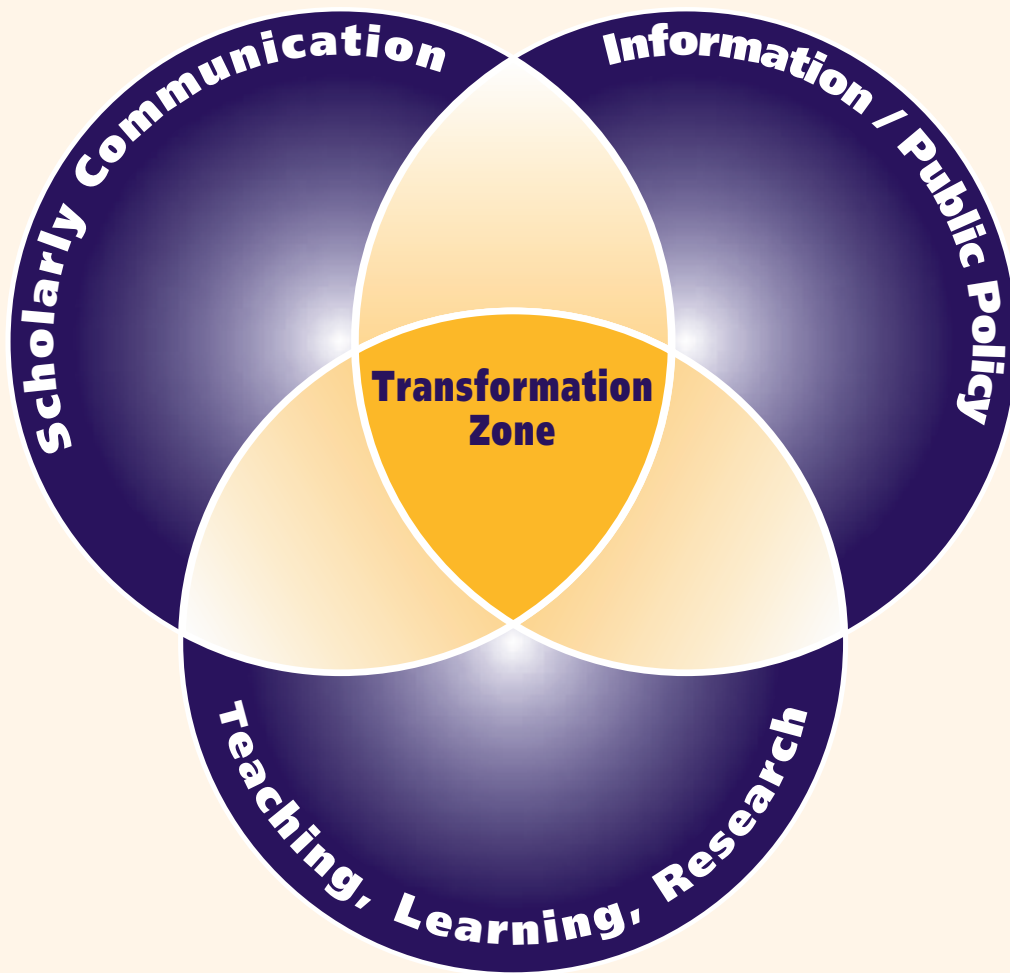
ARL influences the changing environment of scholarly communication and the public policies that affect research libraries and the communities they serve. ARL pursues this mission by advancing the goals of its member research libraries, providing leadership in public and information policy to the scholarly and higher education communities, fostering the exchange of ideas and expertise, and shaping a future environment that leverages its interests with those of allied organizations.

Summary of Strategic Directions (2005–2009)

- Strategic Direction I: ARL will be a leader in the development of effective, extensible, sustainable, and economically viable models of scholarly communication that provide barrier-free access to quality information in support of teaching, learning, research, and service to the community.
- Strategic Direction II: ARL will influence information and other public policies, both nationally and internationally, that govern the way information is managed and made available.
- Strategic Direction III: ARL will promote and facilitate new and expanding roles for ARL libraries to engage in the transformations affecting research and undergraduate and graduate education.

The following few pages present the strategic directions, outcomes, and strategies that form the heart of this strategic plan.

- The *strategic directions* identify those major areas of emphasis for ARL in the coming five years. They are broad and also closely linked and interdependent. All have been identified as critical priorities for ARL at this point in time.
- The *outcomes* provide some indications of what might be expected as a result of moving in these directions.
- The *strategies* suggest how ARL might begin to implement these directions. Over time, as strategies are implemented, new strategies will be identified or current ones modified to meet the changing environment and evolving needs of ARL.



ARL STRATEGIC DIRECTIONS (2005–2009)

The illustration above conveys the relationships between and amongst the strategic directions and highlights the transformation zone that lies at their intersection. Each of the domains circumscribed by the three directions are dynamically and somewhat radically evolving. Research libraries will remain relevant by embracing opportunities to improve their performance as changes take place in scholarly communication, methods of teaching, learning, and research, and in information and public policy. This, in turn, speaks to the need for ARL's continuing to develop and maintain a strong capacity for measurement and assessment, for continuous environmental scanning and strategic thinking, for identifying best practices, and for providing leadership and advocacy for positive change.

Some of the ways ARL will work in the transformation zone identified above include:

- Analyze trends and identify needs
- Assess policies, new models, new tools
- Advocate for positive change
- Enable collective responses and actions
- Articulate and promote best practices
- Extend community and expertise through alliances and partnerships

Continued

STRATEGIC DIRECTION I: SCHOLARLY COMMUNICATION

ARL will be a leader in the development of effective, extensible, sustainable, and economically viable models of scholarly communication that provide barrier-free access to quality information in support of teaching, learning, research, and service to the community.

Rationale

The area of scholarly communication is consistently identified as a top priority for ARL and research libraries. The widespread adoption of digital technologies and networking for the conduct of research, teaching, and learning enables dramatic innovations. These transformative forces have stimulated fundamental changes in:

- the nature and boundaries of research resources (stretching far beyond the published literature to include great varieties of text, datasets, preprints, images, media, software, simulations, and other special collections);
- how the functions of the systems of scholarly communication are performed (authoring, informal peer communication, editorial review and validation, acquisition and access strategies, location and delivery of information, preservation and archiving);
- the performance attributes by which such systems are judged (e.g., timeliness, authenticity, and costs); and
- the roles of the major participants in the system.

Another force in the environment—the commercialization of publishing by many publishers, both for-profit and nonprofit, especially for scientific, technical, and medical journals—has led to egregious price increases and unacceptable terms and conditions of use for some key research resources needed by the research and academic community. The dysfunctions of this marketplace and the negative impact it has had on building and using research library collections are well documented.

The life-cycle management challenges associated with intellectual assets that are becoming increasingly digital are substantial. Many of these assets will become inaccessible as they are threatened by inadequate infrastructure, inadequate financial resources, and technology evolution within access mechanisms, encoding formats, and storage systems. It is to the research library community that others will look for the preservation of these digital assets, as they have looked to us in the past for reliable, long-term access to the “traditional” resources and products of research and scholarship.

Together with others in the national and international library, academic, and scholarly communities, ARL advocates for the development and assessment of imaginative and practical strategies for new functionally complete systems of scientific and scholarly communication and the roles of research libraries in these systems. While the stakes for the success of these efforts are high, the opportunities for

advancing innovative, barrier-free, and sustainable models of research and scholarly communication are equally great. It is essential that ARL sustain and extend its capacities to lead this development.

Outcomes

As ARL moves forward in this direction, some expected outcomes in the next five years include:

Outcome A:

ARL will have provided leadership for the implementation and assessment of selected new models of scholarly communication (e.g., addressing such issues as cost and use/impact of open-access articles and licensed journals; future of monographic publishing; continuing access to data and other varieties of content beyond traditional published literature).

Outcome B:

There will be growth in the number and quality of appropriately linked digital repositories used by ARL libraries to archive and manage scholarly output.

Outcome C:

ARL will have influenced the marketplace so as to improve the purchasing power of libraries and the terms and conditions under which content is made available.

Outcome D:

ARL will have a range of powerful and effective alliances for shaping and promoting the various new models appropriate for different disciplines and communities.

Strategies

Strategies that ARL may pursue in moving forward include:

Strategy 1:

Encourage and facilitate alliances among groups of research institutions, other organizations serving research libraries and their institutions, the for-profit and nonprofit publishing sectors, and scholarly and scientific societies to advance development of new functionally complete systems of scholarly communication that serve their communities.

Strategy 2:

Actively pursue the development of a variety of appropriate responses to unacceptable business practices (e.g., broaden the cadre of economists and legal antitrust scholars undertaking research on the impact of mergers on prices, assess the legal implications of bundling, assess the feasibility of various legal actions, and monitor faculty actions).

Strategy 3:

Promote and conduct research that will inform assessments of models of scholarly communication.

Strategy 4:

Accelerate and enhance outreach efforts to inform the educational and research communities on trends, findings, opportunities and their impact on promotion and tenure, on teaching and research, and on university budgets.

STRATEGIC DIRECTION II: INFORMATION AND OTHER PUBLIC POLICIES

ARL will influence information and other public policies, both nationally and internationally, that govern the way information is managed and made available.

Rationale

Influencing policy that affects the working environment of its member libraries is one of the principal roles of ARL. While government relations and information policy development has always been a major priority for ARL, this direction calls for an increased emphasis, both in the U.S. and in Canada. This emphasis recognizes the increasing impact of globalization and of policy decisions relating to the convergence of information and technology on the transformation of systems of scholarly communication. There is a need for a more aggressive and coordinated plan for addressing such policy issues.

This includes policies in areas of intellectual property and copyright, privacy and other individual rights, telecommunications, access to government information, information security, intellectual and academic freedom, trade and immigration policies, and appropriations for government agencies key to research libraries and their users.

Outcomes

As ARL moves forward in this direction, some expected outcomes in the next five years include:

Outcome A:

ARL will have influenced laws and judicial decisions governing the use of copyrighted materials so that they better meet the needs of the educational and research communities (e.g., Fair Use and Fair Dealing will thrive and the public domain will be expanding).

Outcome B:

ARL will have contributed to reducing economic, legal, and technical barriers to access and use of the research results from publicly funded research projects, enabling rapid and inexpensive worldwide dissemination of facts and ideas.

Outcome C:

Our administrative and academic counterparts in research institutions will have a better understanding of the implications of public policy choices for advancing transformed systems of scholarly communication.

Strategies

Strategies that ARL may pursue in moving forward include:

Strategy 1:

Expand ARL's capacity for analysis and advocacy and for proposing, influencing, and responding to legislation and other policy issues.

Strategy 2:

Expand and strengthen alliances with organizations that share common goals to advance policy issues.

Strategy 3:

Provide leadership in advocacy and educational efforts within North American and international research and educational communities.

Strategy 4:

Promote and conduct research in relevant areas of public and information policy.

Continued

STRATEGIC DIRECTION III: TEACHING, LEARNING, AND RESEARCH

ARL will promote and facilitate new and expanding roles for ARL libraries to engage in the transformations affecting research and undergraduate and graduate education.

Rationale

The transformation of research libraries mirrors to a large degree the ongoing evolution of research institutions, especially the changes underway in the very processes of teaching, learning, and research. There are several significant transformations now underway in research institutions. New methods and outputs of research are being made possible by the growth of digital content and new applications of supercomputing and networking on Internet2. Students and scholars are using and creating a growing array of content and formats as objects of research. Institutional cultures are changing, with more encouragement of learning and research on interdisciplinary and global issues and, especially, more focus on assessment and outcomes. In academic research institutions, the undergraduate curriculum is being reformed, including the infusion of research into undergraduate education. At the same time, the student population is changing, becoming more diverse in age and ethnicity, and bringing new expectations and learning styles to which universities must respond.

Also at the institution-wide level, the Web and educational technologies have spurred many changes. Innovative applications of new and multimedia technologies are significantly enhancing and expanding the ways research findings are communicated to colleagues and students. Data-sharing has improved within and across disciplines and within institutions in ways not previously possible, including the deployment of institution-wide systems in support of mission and administrative operations. Alternative and innovative publishing opportunities are available to faculty, graduate students, and research scholars, making more and sometimes "raw" content available. There are new opportunities for the creation of knowledge: Web applications for course development and the conduct of research have enabled faculty and researchers to establish interest-based online communities. These online communities facilitate the exchange of knowledge and the iterative process of scholarly communication.

The wide availability of Web-based information has greatly expanded public access to information, and concomitantly, has increased expectations about access to and community use of research resources. Universities and research institutions are responding

with a renewed focus on interaction with and service to the community, including K-12 education, local organizations and residents, and the increasingly global scope of shared interest groups.

In an environment in which the context, methods, objects, and outputs of research are changing, it is critical for research librarians to continue to enhance their role as academic partners during this evolution. They have the knowledge, experience, skills, and access to the extensive range of content that will ensure that the research library of the future achieves its full potential for support of education and scholarship. ARL is positioned to partner with a growing range of organizations beyond the library community to facilitate ARL libraries' engagement in these transformations and changing relationships.

Outcomes

As ARL moves forward in this direction, some expected outcomes in the next five years include:

Outcome A:

With extant research collections as a foundation, faculty and researchers will have more and better access to material in any form that extends their capacity for research.

Outcome B:

ARL libraries will be engaged in a variety of innovative teaching partnerships with faculty in their institutions, leading to new models of pedagogy and teaching initiatives that include the use of electronic library resources as a key component. They will be an integral part of university centers and collaboratives for improving teaching and learning.

Outcome C:

ARL libraries will have advanced their support for digital scholarship to create new tools and structures both in individual libraries and through collaborative efforts. ARL libraries will have a growing body of professionals engaged in and leading partnerships with faculty and researchers to manage new forms of digital content.

Outcome D:

ARL will have close ties to and highly visible collaborative undertakings with organizations whose missions focus on the processes of teaching and learning, and on the related work of curriculum development, assessment, and accreditation.

Strategies

Strategies that ARL may pursue in moving forward include:

Strategy 1:

Identify and promote new models of library/teaching

and library / research partnerships, including programmatic efforts, experiments, new approaches to facilities, etc. Encourage assessment of these models, promote and publicize successful collaborations, and encourage conversations about them throughout the research and higher education communities.

Strategy 2:

Expand and strengthen alliances that focus on teaching, learning, and research, including discipline-based work in both research and curriculum development, as well as assessment of learning and research outcomes. Reach out to new potential partners and develop joint projects.

Strategy 3:

Reinvigorate and refocus ties with allied organizations and engage actively in appropriate educational technology development as it relates to pedagogical support and the way that research findings are communicated.

Strategy 4:

In order to anticipate the resource and service needs of research and pedagogy, work with the scholarly community to develop discipline-specific methodologies for monitoring and analyzing trends in both areas.

Strategy 5:

Promote and facilitate the development of library professionals who have the expertise and knowledge to lead and participate in new partnerships with researchers and university faculty to create and manage research resources.

Organizational Commitment

The success of ARL requires that the Association renew its commitment to developing the organization, governance, communication systems, and resources necessary for achieving its mission and strategic objectives. This is particularly critical now inasmuch as the current structure of the Association does not map, at least not perfectly, to the strategic directions proposed in this plan. Initially, ARL's current roles and programmatic capabilities will be assessed and, as needed, repositioned to pursue the strategic directions identified. Core programs will be reviewed and, as appropriate, funding strategies identified. Similarly, as opportunities or threats arise in the next five years, ARL will assess their potential impact on member libraries and determine appropriate responses for ARL.

This commitment has a number of components:

Implementation of the plan will take full advantage of the several funding strategies described by the Task Force on Future Financial Strategies for ARL. Those strategies include funding by membership dues, voluntary contributions, grants, or some combination thereof as appropriate, as well as through the establishment of parallel organizations with other entities that attract membership and funding from beyond ARL.

Each year the ARL Board will assess progress toward the priorities identified in the plan and, for the coming year, allocate resources accordingly, taking into account the different types of funding strategies available.

ARL will strive to make strategic planning a core competency of the organization, continuously monitoring the environment and ensuring that the plan stays current. The entire Strategic Plan will be reviewed and updated no later than 2009.

ARL will periodically review all programming and the Association's ongoing effectiveness in addressing its priorities and meeting member needs.

ARL's organization and governance will be flexible and effective, supporting the strategic plan. The ARL Task Force on Governance has assessed ARL's governance and has proposed adjustments to facilitate implementation of the strategic plan and improve overall functioning.

ARL's organization and governance structure and processes will provide ample opportunities for member representative engagement.

ARL will emphasize effective communication with its member libraries.

ARL will work to rationalize its relationship with the other organizations and programs serving the research library community in order to better steward resources and maximize impact.

Continued

Membership Input to Strategic Planning Process

Initial Membership Input, Tucson, May 2004

During the May 2004 ARL Membership Meeting in Tucson, the task forces on strategic planning and governance held a plenary meeting of all member representatives, followed by smaller, concurrent discussions to seek member comments and questions on the review processes getting underway. During the Business Meeting the following day, task force chair Brian Schottlaender summarized the membership input on strategic planning with the following points.

Members expressed general support for...

- Forcing the issue of making choices and recognizing that the Association cannot be “all things to all people.”
- Developing mechanisms for soliciting additional input from all member representatives, not just those on the Board.
- Seeking out perspectives about ARL from those outside of the Association.
- Exploring alternative governance and organizational roles that we look to the Task Force on Governance to address.

Members identified what they think ARL does well...

- ARL speaks with a single voice for its research library members, recognizing that there is much common interest amongst institutions as well as much heterogeneity.
- Credibility, especially in information policy.
- Expert staff.
- Data and publications widely perceived as strengths.
- Serving as a home for organizations like CNI and SPARC.
- Forum to bring colleagues together and a source of information and education for staffs of ARL libraries.

Members identified some of the challenges facing ARL...

- Not bold enough, lacks focus, tied to programs and difficult to let go.
- Tend not to do much assessment ourselves or relating of programs to the ongoing strategic plan.
- Perception of redundancy with other organizations.
- Culture of conflict avoidance.

Membership Survey, July 2004

To build on this initial membership input, in July, the task force conducted a membership-wide Web-based survey to identify the issues of greatest importance to ARL member libraries, and the issues that members perceive as most important for the Association to position itself to address. The survey had an extraordinary response rate of 90 percent, with 111 member representatives responding.

The survey asked member representatives to review a list of issues addressed by current ARL core programs and to identify no more than three that they believed were most important for ARL to position itself to influence. Below is a list of the issues identified in the survey along with the number of times each issue was identified as among the three most important for ARL to address.

- Scholarly Communication 97
- Federal Relations/Information Policy 85
- Measurement/Assessment 51
- Collections and Access 39
- Preservation 22
- Professional Development/Training 18
- Diversity 15
- Organizational Development 5

The task force looked at the survey results to determine if there are common or divergent perspectives among the member representatives responding to the survey. Responses were sorted and compared across the following respondent categories: public institutions, private institutions, the largest libraries among our membership, Canadian, U.S., those institutions with directors participating in ARL for five years or less, and those participating for more than five years.

It became clear that there is considerable convergence of opinion as to the issues that are most important for ARL to influence. The task force found that—for the four issues most often identified as most important for ARL to address (scholarly communication, federal relations/information policy, measurement/assessment, collections and access)—there is little variation in priorities across all of the respondent categories studied.

For the four sets of issues less often identified as most important for ARL to address, there was some variability among the categories that is not visible in the overall survey responses reported above. Specifically, in two categories—private institutions and largest institutions—more respondents identified the issue of professional development/training as one of the three most important issues for ARL to address than

identified the issues of preservation, diversity, or organizational development. Among the public institutions more identified the issue of diversity as one of the three most important issues for ARL to address than identified preservation, professional development/training, or organizational development. None of the Canadian members identified either diversity or organizational development as among the three most important issues for ARL to address.

The task force survey also invited member representatives to comment on what the task force should consider as it pursued its assignment. A number of themes surfaced from this opened-ended question:

- Focus ARL resources on policy development instead of operational library services.
- Position ARL to play a distinctive role that avoids duplicating services adequately provided by other organizations.
- ARL should partner and collaborate with appropriate organizations.
- ARL should limit the number of projects and programs it pursues to provide a better focus and real influence.
- ARL should become more nimble (and thus entire budget should not be devoted to recurring expenditures).
- ARL should scan the environment for emerging issues, and develop a “community vision” for the future of research libraries.
- ARL should prepare the next generation of library directors (but should not provide training available elsewhere).
- ARL should better orient new member representatives to the organization.

The survey results were reviewed by the 28 member representatives who participated in the strategic planning retreat and served as a foundation for those discussions.

Strategic Planning Retreat

On July 27–28 a strategic planning retreat was held that included Board members, committee chairs, ARL’s executive and deputy directors, and the members of the strategic planning and governance task forces. Twenty-eight member representatives were facilitated by association consultant Jane Fisher to conduct a SWOT (strengths, weaknesses, opportunities, and threats) analysis, envision a preferred future for ARL in 2012, identify preliminary strategic directions for ARL, draft mission statements, and consider governance issues. The planning experience was positive and constructive.

Preferred Future

At the beginning of the retreat, participants discussed a preferred future for ARL. What could and *should* ARL look like in 2012? The result is the following list of desired characteristics.

1. In 2012, ARL will have a strong focus on policy matters. It will be a primary advocate for the educational and research interests in the formulation of information and other public policies that have an impact on research libraries and systems of scholarly communication. It will provide leadership in advocacy and educational efforts to inform institutional policies and individual practices that influence research, teaching, and learning. With a high profile on policy issues, ARL will be an organization to which the media turns.
2. In 2012, ARL will provide leadership in the transformation of scholarly communication. ARL will support and facilitate the emergence of economically sustainable channels where content is openly available to the scholarly and scientific communities along with associated services that maximize enduring discovery and interdisciplinary use of the content.
3. In 2012, ARL’s influence will be global in scope with powerful national, North American, and international collaborations. It will take a leadership role in framing key policy issues and seek allies with shared goals to advance a policy position.
4. In 2012, ARL will have an expanded focus on library contributions to the research process as well as to teaching and learning. By articulating directions, showcasing demonstrations, and developing assessment strategies, ARL will have enabled research libraries to expand their contributions and visibility.
5. In 2012, ARL’s leadership and governance will reflect the diversity of its member libraries’ interests, demonstrate agility by responding to the changing needs of its member libraries, and provide multiple opportunities to engage member representatives as well as library staff beyond the library director’s position.
6. In 2012, ARL’s member representatives will be active in and supportive of the organization and recognize its value to the field. Affinity groups will allow member representatives to congregate around common interests.
7. In 2012, ARL will have rationalized its relationship with the other organizations in the research library community, reducing redundancy and creating a dynamic, collaborative environment that will be able to serve the diverse needs of research libraries.

Continued

8. In 2012, ARL's mission will be sharply focused, and the initiatives it funds and undertakes will avoid "mission creep."
9. In 2012, ARL will be fiscally stable and strong, with appropriate financial and human resources—both member representatives and staff—to support its work.
10. In 2012, ARL will have strategic planning and organizational assessment as core Association competencies.

Membership Discussion, Washington, D.C., October 2004

As part of the October 2004 ARL Membership Meeting in Washington, D.C., the Strategic Planning Task Force presented their preliminary recommendations. The discussion validated the central themes being put forward as strategic directions—e.g., "what" ARL needs to do—but also surfaced the need to be more explicit about "how" ARL would pursue the strategies. For example, there was a suggestion that the plan acknowledge the value of ARL collaborating with other organizations, especially in the area of the strategic direction on teaching, learning, and research. Member representatives also discussed the need to find the right approach for ARL to take in regard to organizational and professional development as well as diversity issues, recognizing their importance to advancing the outcomes identified in the plan while remembering that ARL is not the only organization to address these issues.

Completing and Implementing the Plan

With benefit of the October 2004 Membership Meeting discussions, the task force revised their recommendations and presented their final report to the ARL Board on November 11, 2004. The Board accepted the plan and acted to establish the Strategic Plan Implementation Team to advise on and expedite the Board's implementation process. The Implementation Team met during the winter and presented their report to the Board in time for the Board's February 2005 meeting. In February, the Board initiated processes aimed at maintaining the momentum of the Association while implementing the new plan in a systematic and expeditious manner, using 2005 as a transition year.

THE ARL FINANCIAL FRAMEWORK

Distilled from the "Task Force on Future Financial Strategies for ARL: Report to the ARL Board," ratified by the Board, July 2004, with updated figures from recent ARL financial documents.

Financial Strategies

Member dues are the primary financial strategy for funding ARL's core operations. In addition, there are a number of complementary financial strategies that provide additional revenue streams to support ARL activities.

These strategies include:

- **Cost-Recovery Funds**

Funds from the sale of ARL products and services, such as publications or registration fees for workshops, webcasts, or conferences, complement dues support. Products or services provided to nonmembers aim to exceed cost recovery within the limits of ARL's 501(c)(3) status as a nonprofit organization.

- **Restricted Funds**

Grants and/or contributions or voluntary fees from participating libraries are used to support specific projects or initiatives.

- **Parallel Organizations**

Separate but closely affiliated organizations created by ARL with other entities attract membership and funding from beyond the ARL membership to advance shared goals (e.g., the Coalition for Networked Information, SPARC, Library Copyright Alliance).

The ARL Reserve and Agility Funds

In addition, ARL has a reserve fund that was established for three purposes:

- to provide long-term financial stability, including appropriate responses to unforeseen events;
- to provide strategic agility, (both principal and interest may be used for this purpose as required, including, for example, borrowing from the principal for short-term needs); and
- if the income earned on the reserve fund is not required for financial stability in any given year, this income could be directed in whole or in part to support Board-designated purposes.

Given these purposes, ARL's goal is to achieve a reserve fund equal to 30% of its operating budget, based on an average of the three previous years. For example, the recommended target for the reserve fund in 2005 is \$1,064,000. As of the end of 2004, the reserve fund was valued at \$940,000. Following recent practice, the ARL Board continues to budget annual contributions of \$20,000 to the reserve fund.

In addition, the Board has established an ongoing agility fund, to which it allocated \$150,000 of the 2005 budget to be available for advancing ARL's new strategic plan.

GOVERNING ARL: A SUMMARY OF RECOMMENDATIONS

The ARL Board established the Task Force on Governance in early 2004 to review current practices and consider options for restructuring Board nominations, elections, and other aspects of governance of the organization. The Board's goal was to establish a process that advances the interests of the organization and is understood and supported by member representatives. Over the last seven years, 47% of all ARL member representatives named to their positions were new to ARL. With such a large proportion of new and relatively new member representatives, it is appropriate for ARL to assess its governance and ensure that it is appropriately structured for the Association's needs today and into the future.

The Task Force Process

The Task Force on Governance met several times, both face-to-face and by conference call, and held discussion groups with members at the May 2004 Membership Meeting. In addition, members of the Task Force conducted a confidential telephone survey of individual interviews with 114 member representatives. The results of these interviews informed the Task Force's discussions and these recommendations.

The members of the Task Force on Governance considered it a privilege to solicit input from ARL member representatives. The responses were constructive, candid, thoughtful, and diverse. Each interview revealed one or more unique aspects in the representative's thinking about the organization, reminding the Task Force members of the value that ARL representatives bring to the Association.

In terms of process, all interviews were word-processed by the Task Force member, sent to the Task Force chair, and then submitted to ARL and aggregated so that Task Force members could look at all responses. As those interviewed will recall, all responses were anonymous.

ARL member representatives indicated that they appreciated having the opportunity to express their views. In the interviews they assumed the value of ARL and suggested mechanisms for improvement. While each individual's conception of a perfect ARL differed, the committee heard a number of themes: ARL needs to become more transparent to its member representatives; ARL's processes and communication need to be opened up so that all ARL member libraries have a real stake in the organization; the roles of the Board, Executive Committee, member representatives, Executive Director, and staff require clarity; a substantive orientation, both oral and written, of new ARL member representatives should be initiated; and finally, ARL must become a more welcoming organization. The Task Force

recommendations are based upon these themes. Following member discussion at the October 2004 Membership Meeting, the Task Force revised and finalized its recommendations to the Board. A summary of those recommendations follows:

Communications and Orientation

- Clarify and communicate ARL's electoral and governance processes.

- Revise and strengthen ARL's orientation program for new library representatives and new ARL Board members.

- Enhance communication within ARL, with an emphasis on increasing opportunities for member involvement.

Nominating Process/Nominating Committee

- Expand the size of the Nominating Committee to five individuals, appointed by the Chair, in consultation with the Board.

- Have the Immediate Past President serve as chair of the Nominating Committee.

- Clarify the role of the Executive Director in the nominating process.

- Clarify the Nominating Committee's charge.

- Make the nominating process more transparent and systematic.

Board Composition/Selection of Board and President

- Maintain the current Board size and increase Board interaction with committee chairs.

- Continue to use a Nominating Committee slate, ratified by the membership, to select Board members.

- Continue to have the Board elect the ARL President, and have the election ratified by the membership at the Business Meeting.

Committees

- Reduce nearly exclusive reliance on Standing Committees for member representative involvement and offer other forums for participation, such as task forces, affinity groups, etc.

- Clarify and communicate the process for selecting committee chairs and committee members.

- Clarify the roles and responsibilities of committees and committee chairs.

- Continue to strengthen connections between committee chairs and the Board.

The full task force report explains the recommendations in detail and the rationale behind them. It is available on the ARL Web site http://www.arl.org/arl/strategic_taskforces/.

Continued

IMPLEMENTATION TEAM REPORT TO THE ARL BOARD

The Implementation Team considered the findings of the Strategic Plan, the recent membership discussions, and the results of the membership survey of 2004. Based on the team's sense of this input, we conclude that:

- Three of the current programs that ranked highest in the membership survey map well to the strategic directions: scholarly communication, information policies, and collections & access.
- There are enabling capabilities that support all of the strategic directions. They include the measurement and assessment program, along with governance, membership meetings, communications, and general and administrative support.
- Further membership input is needed to define what elements, if any, of the remaining program areas—preservation, professional development and training (including distance learning), diversity, and organizational development—would make direct contributions to one or more strategic directions and how they would do so.

As a result, we recommend to the ARL Board the following:

1. ARL dues should be focused on the three strategic directions defined in the strategic plan (scholarly communication, information and other public policies, and new roles for libraries in the transformations affecting teaching and research) and on enabling capabilities.
2. A substantial portion of the approximately \$400,000 of dues allocated to the program activities that ranked lowest on the July 2004 member survey—preservation, professional development and training (including distance learning), diversity, and organizational development—should be systematically reallocated to the strategic directions and their enabling capabilities.
3. The reallocated funds might be budgeted, for example, to increase capacity for policy analysis or to enhance communication capabilities. They, or some portion of them, might be used to develop ARL's ability to respond agilely to emerging issues and circumstances.
4. The reallocation of dues should be carried out in a systematic and expeditious manner using 2005 as a transition year.
5. Current obligations from federal grants or other contracts that also require some dues support in the preservation, professional development and training, diversity, and organizational development programs

should be carried out and concluded in a timely manner.

6. The Board should establish a steering committee for each of the three strategic directions. The initial charge for each steering committee is to define the scope of the strategic direction. A report on the scope of each strategic direction should be made available to the full membership prior to the May 2005 Membership Meeting.
7. Membership should have an opportunity at the May Membership Meeting to provide input into defining the scope of the three strategic directions (proposed as a day-long series of discussions on Wednesday, May 25, 2005).
8. The current program committees should be asked to meet the afternoon of May 25 to respond to the steering committee reports on the scope of the three strategic directions and to recommend adjustments to them. The Implementation Team chair will meet via conference call with current committee chairs to work out a framework for the discussions on May 25. Working within the structured discussion, committees will consider primarily their committee's program activities not included in the scope of the strategic directions, assess ongoing member interest in them, and articulate and if—and how—they could be accomplished without ARL dues support. This assessment should include consideration of whether a given activity is one that can be most effectively dealt with by ARL or if there are aspects that are uniquely related to research libraries (as opposed to a broader universe of libraries). If not, then the activity should be considered for elimination or transfer to an affiliated organization.
9. Program committees may assume that the three financial strategies currently used by ARL—membership dues, cost recovery, and restricted funds—should continue to be used, but in different amounts and proportions. Current dues revenue will be dedicated to advancing the three strategic directions and their enabling capabilities. Cost recovery, restricted revenue, voluntary member contributions, and even targeted dues increases could be used to fund other projects, services, or deliverables considered important by membership.
10. Discussions with affiliated organizations concerning potential cooperative efforts and/or relocation of appropriate program activities should begin as and when appropriate.

RECOMMENDATION ON ARL COMMITTEE STRUCTURE

The Implementation Team discussed how the proposed steering committees relate to the Board and to other membership groups. The graphic below represents how ARL could be reorganized via committees, subgroups, and task forces where members are engaged.



Strategic Direction Steering Committees' Charge

1. Define the scope of the strategic direction being attentive that the Guiding Principles in the Strategic Plan are appropriately reflected in the scope.
2. Involve ARL members in discussions of strategic directions.
3. Review current program efforts to assess whether they are consonant with the strategic direction in the Strategic Plan.
4. Propose initiatives within the scope of the strategic direction.
5. Develop mechanisms to advance the strategic direction initiatives (e.g., task forces, subgroups).
6. Work with the ARL Executive Director to identify appropriate ARL staff liaison.
7. Provide annual updates to the Board on progress on initiatives that can serve as a key ingredient in the Board's assessment of ARL's success in implementing the plan.
8. Monitor the environment, look forward strategically, and advise on adjustments to the direction.

University of California, San Francisco*
 University of California, Santa Barbara*
 University of Central Florida
 University of Chicago*
 University of Colorado at Boulder*
 University of Connecticut
 University of Delaware*
 University of Denver
 University of Florida
 University of Georgia
 University of Hawaii
 University of Houston
 University of Illinois at Chicago*
 University of Illinois at Urbana-Champaign*
 University of Iowa*
 University of Kansas
 University of Kentucky*
 University of Louisville*
 University of Manitoba*
 University of Maryland at College Park*
 University of Massachusetts Amherst
 University of Miami*
 University of Michigan*
 University of Minnesota*
 University of Mississippi
 University of Missouri at Columbia*
 University of Nebraska at Lincoln*
 University of Nevada, Las Vegas
 University of Nevada, Reno
 University of New Mexico*
 University of North Carolina, Chapel Hill
 University of North Carolina (System)*
 University of North Dakota
 University of North Texas
 University of Notre Dame*
 University of Oklahoma*
 University of Oregon*
 University of Pennsylvania*
 University of Pittsburgh*
 University of Rochester*
 University of San Francisco
 University of South Carolina*

University of Southern California*
 University of Tennessee*
 University of Texas at Arlington
 University of Texas at Austin*
 University of Toronto
 University of Utah
 University of Vermont
 University of Virginia
 University of Washington*
 University of Wisconsin at Madison*
 University of Wisconsin System
 University System of Georgia*
 Vanderbilt University*
 Virginia Commonwealth University
 Virginia Polytechnic Institute and
 State University*
 VTLS, Inc.*
 Washington University*
 Wayne State University
 Wesleyan University
 Yale University

* Denotes charter members.

Coalition for Networked Information

An Introduction & Program Plan 2005-2006

Mission

The Coalition for Networked Information (CNI) is an organization to advance the transformative promise of networked information technology for the advancement of scholarly communication and the enrichment of intellectual productivity.

ABOUT CNI

Background and Leadership

CNI is a joint initiative of the Association of Research Libraries (ARL) and EDUCAUSE, which promotes the use of networked information technology to advance research and education. In establishing the Coalition under the leadership of founding Executive Director Paul Evan Peters, these sponsor organizations recognized the need to broaden the community's thinking beyond issues of network connectivity and bandwidth to encompass networked information content and applications. Reaping the benefits of the Internet for scholarship, research, and education demands new partnerships, new institutional roles, and new technologies and infrastructure. CNI seeks to further these collaborations, to explore these new roles, and to catalyze the development and deployment of the necessary technology base.

Since its founding in 1990, the Coalition for Networked Information (CNI) has addressed a broad array of issues related to the development and use of networked information in the research and education communities. As the premier organization fostering connections and collaboration between library and information technology communities, we represent the interests of a wide range of member organizations from higher education, publishing, networking and telecommunications, information technology, government agencies, foundations, museums, libraries, and library organizations.

A Task Force of about 200 dues-paying member institutions supports CNI. Membership in the Coalition's Task Force is open to all organizations — both for-profit and not-for-profit — that share CNI's commitment to furthering the development of networked information. We view the Task Force members as partners in advancing the Coalition's mission. Fall and spring Task Force meetings are CNI's flagship events, bringing together hundreds of representatives for a comprehensive update on critical issues.

CNI's program is guided by a Steering Committee chaired by Richard West of the California State University system. As sponsor organizations, ARL and EDUCAUSE each appoint three representatives to the Steering Committee drawn from their member leadership. Three "at large" representatives on the Steering Committee contribute additional perspectives. The chief executives of ARL, EDUCAUSE, and CNI serve as ex officio members of the committee. CNI's Executive Director, Clifford Lynch, has led the organization since 1997. Joan Lippincott, CNI's Associate Executive Director, has served since fall 1990.

For more information about the Coalition's history and contributions, visit our website at <http://www.cni.org>.

Library and Information
Technology Association

Library of Congress*

Library of Virginia*

Los Alamos National Laboratory
Research Library

Massachusetts Institute of Technology*

Mayo Foundation

McGill University

Metropolitan New York Library Council (METRO)

Miami University of Ohio*

Michigan State University*

Midwest Instructional Technology Center (MITC)

MINITEX Library Information Network

Mississippi State University

Missouri State Library

Mitre Corporation

National Agricultural Library*

National Archives and Records Administration

National Institute for Technology and Liberal
Education (NITLE)

National Institutes of Health Library

National Library of Australia

National Library of Medicine

New York Public Library - Research Libraries*

New York State Library*

New York University

North Carolina State University

Northeastern University

Northwestern University*

OCLC, Inc.*

Ohio State University*

Ohio University

Old Dominion University

Oregon State University

Pennsylvania State University*

Princeton University*

ProQuest Information and Learning

Public Library Association

Publishers Licensing Society

Purdue University

Queen's University

Research Libraries Group, Inc.*

Rice University*

Rochester Institute of Technology*

Rutgers University*

Sage Publications

SirsiDynix Corporation

Southern Illinois University at Carbondale*

Southern Methodist University*

Stanford University*

State & University Library (Aarhus, Denmark)

State University of New York at Albany

State University of New York, System
Administration*

State University System of Florida*

Sun Microsystems, Inc.

SURF

Syracuse University*

Temple University

Texas A & M University

Texas Christian University

Texas Tech University

Thomson Scientific

Tufts University

United States Department of Education,
National Library of Education

United States Government Printing Office

Université Laval

Universiteit Van Amsterdam

University at Buffalo, State University
of New York*

University of Alabama

University of Alaska

University of Arizona*

University of British Columbia

University of California, Berkeley*

University of California, Davis*

University of California, Irvine*

University of California, Los Angeles*

University of California, Office of the President*

University of California, San Diego*

MEMBERSHIP LIST

(As of November 2005)

American Library Association	Council on Library and Information Resources
American University*	Countway Library of Medicine
Andrew W. Mellon Foundation	Dartmouth College
Arizona State Library, Archives and Public Records	Deutsche Forschungsgemeinschaft (DFG)
Arizona State University*	Dickinson College
Associated Colleges of the South Technology Center (ACSTC)	Digital Library Federation
Association of College and Research Libraries*	Duke University
Auburn University	Eastern Michigan University
Baylor University	Elsevier Science Publishers B.V.*
Binghamton University, State University of New York	Emory University
Boston College	Endeavor Information Systems, Inc.
Boston Public Library*	Enoch Pratt Free Library
Brandeis University	Ex Libris (USA), Inc.
Brigham Young University	Five Colleges, Inc.
British Library	Florida Atlantic University
Brown University*	Florida State University
Bucknell University	Gates Center for Technology Access/Bill & Melinda Gates Foundation
California Institute of Technology	George Mason University
California State University, Office of the Chancellor*	George Washington University*
Canada Institute for Scientific & Technical Information	Georgetown University*
Canadian Heritage Information Network	Georgia Institute of Technology*
Carnegie Mellon University*	Georgia State University Pullen Library
Case Western Reserve University*	Harvard University*
Center for Educational Technology (CET)	IMS Global Learning Consortium
Center for Research Libraries	Indiana University*
Centers for Disease Control and Prevention	Indiana University-Purdue University at Indianapolis
Clemson University	Internet Society
College Center for Library Automation	Iowa State University*
Colorado State University*	Ithaca
Columbia University*	J. Paul Getty Trust
Connecticut State University	John Wiley & Sons, Inc.
Copyright Clearance Center	Johns Hopkins University*
Cornell University*	Joint Information Systems Committee
	JSTOR
	Kansas State University
	Kent State University*
	Las Vegas Clark County Library District
	Library and Archives Canada*

Program Themes

CNI's work is structured around three central themes that we believe are the essential foundations of the vision of advancing scholarship and intellectual productivity:

• Developing and Managing Networked Information Content

The Coalition has played a central role in ensuring that the network richly engages the needs of scholarship, teaching and learning. We bring together many diverse communities that create and manage content, and work with these communities to advance the deployment of networked information resources. CNI also furthers the development of economic, policy, social and legal frameworks to sustain the creation and management of networked information and facilitate its access.

• Transforming Organizations, Professions, and Individuals

The pervasiveness of networked information is transforming institutions, professions, and the practices of learning and scholarship. CNI focuses on the unprecedented need for collaboration among libraries, information technology groups, faculty, instructional technologists, museums, university presses, and other units in order to achieve success in this environment. In addition, we promote new alliances and partnerships with publishers, information technology and network service providers, scholarly societies, government, and other sectors. Organizations must develop and share new strategies, policies, and best practices. Professions need to develop new competencies and enter into new dialogues that cross traditional disciplinary boundaries. CNI seeks to facilitate these collaborations and dialogues and to help professions and institutions work together in program strategy formulation.

• Building Technology, Standards, and Infrastructure

The networked information environment relies on the development and deployment of standards and infrastructure components in order to enable the discovery, use, and management of networked information. The ability to use collections of resources in a unified, consistent fashion is essential and requires a continuing focus on interoperability of services. At the same time, promising new technologies need to be explored, assessed and tested, and sometimes adapted to the needs of the CNI community. No one institution acting alone can build the needed infrastructure or explore the full range of new technologies as they become available. Accomplishing these goals requires a coordinated community-wide effort that also reaches out to other communities, such as the world of e-research. CNI seeks to provide leadership in this undertaking, to offer a context for collaborative experiments and test beds, and to serve as a focal point for sharing knowledge about new technologies.

The specific program initiatives that further CNI's themes evolve from year to year. The initiatives and strategies planned for 2005-2006 are described in the Program Plan portion of this publication; most build upon and continue efforts already underway. Many of the initiatives seek to make strategic progress relevant to more than one theme.

It is important to recognize that the networked information environment is still changing rapidly. CNI is continually adapting its activities in response to new developments and opportunities. Indeed, the Coalition believes agility is essential in the current environment and invites a continuous dialogue with the members of the Task Force on the need for additional program initiatives. Because of this, the 2005-2006 Program Plan should be viewed as a snapshot of our thinking about priorities and opportunities as of late 2005 that will inevitably develop further during the coming year.

Policy and Consultative Activities

In addition to specific initiatives to address CNI's overarching program themes, the Coalition actively conducts an ongoing program of collaboration and advocacy to advance the development of networked information and its role in transforming organizations and scholarly activities. This is accomplished through our participation in the ongoing scholarly dialogue; through contributions to standards efforts; through collaboration with key funding agencies, such as the National Science Foundation, the Institute of Museum and Library Services, the National Endowment for the Humanities, the Department of Education, and The Andrew W. Mellon Foundation; and through participation in organizations such as the Internet Society.

Of particular note in this area are our contributions to the Library of Congress's efforts to map out a National Digital Preservation Program, to various studies and programs conducted by the U.S. National Research Council, and, more recently, to the Commission on Cyberinfrastructure for the Humanities and Social Sciences, established by the American Council of Learned Societies (ACLS).

On an international level, we collaborate with other organizations concerned with networked information, including the U.K. Office for Library Networking (UKOLN) and the Joint Information Systems Committee (JISC) in the United Kingdom, the German Initiative for Networked Information (DINI), the German Research Foundation (DFG), and SURF, the Dutch higher education and research partnership organization for network services and information and communications technology.

CNI also works to provide our community with frameworks for understanding key networked information issues so that institutions can develop strategies to address these issues on the local, regional, or national level. We write white papers and articles, present talks at conferences, and make institutional visits, which may involve meetings with campus leaders and presentations at public events and seminars.

RECENT PUBLICATIONS BY CNI STAFF

Clifford A. Lynch and Joan K. Lippincott, "Institutional Repository Deployment in the United States as of Early 2005," *D-Lib Magazine*, 11:9 (September 2005).

Gerard van Westrienen and Clifford A. Lynch, "Academic Institutional Repositories: Deployment Status in 13 Nations as of Mid 2005," *D-Lib Magazine*, 11:9 (September 2005).

Joan K. Lippincott, "Where Learners Go: How to Strengthen the Library Role in Online Learning," *Library Journal* (October 1, 2005).

Clifford A. Lynch, "Where Do We Go from Here? The Next Decade in Digital Libraries," *D-Lib Magazine*, 11:7/8 (July/August 2005).

Joan K. Lippincott, "Libraries, Information, and Course Management Systems," *Course Management Systems for Learning: Beyond Accidental Pedagogy*, eds. McGee, Carmean, and Jafari (Information Science Publishing, 2005).

Joan K. Lippincott, "Net Generation Students and Libraries," *Educating the Net Generation*, eds. Oblinger and Oblinger (EDUCAUSE, February 2005).

Clifford A. Lynch, "Keynote Address: Digital Rights Management Systems and Scholarship," *Colleges, Code and Copyright: The Impact of Digital Networks and Technological Controls on Copyright and the Dissemination of Information in Higher Education; Conference Proceedings* (Chicago, IL: Association of College & Research Libraries, 2005).

Joan K. Lippincott, "New Library Facilities: Opportunities for Collaboration," *Resource Sharing and Information Networks*, 17:1/2 (2004).

Clifford A. Lynch, "The New Dimensions of Learning Communities," *Threshold* (Winter 2004).

Clifford A. Lynch and Neil McLean, "Interoperability Between Information and Learning Environments—Bridging the Gaps," a white paper produced jointly by IMS Global Learning Consortium and the Coalition for Networked Information (May 2004).

Clifford A. Lynch, "Life After Graduation Day: Beyond the Academy's Digital Walls," *EDUCAUSE Review* 38:5 (September/October 2003).

Clifford A. Lynch, "The Visible Classroom," *EDUCAUSE Review* 38:4 (July/August 2003).

Clifford A. Lynch, "Reflections Towards the Development of a 'Post-DL' Research Agenda, *Wave of the Future: NSF Post Digital Libraries Future Workshop*, June 15-17, 2003, Chatham, Massachusetts.

Clifford A. Lynch, "Institutional Repositories: Essential Infrastructure for Scholarship in the Digital Age," *ARL Bimonthly Report* 226 (February 2003).

Joan K. Lippincott and Malcolm Brown, "Learning Spaces: More than Meets the Eye," *EDUCAUSE Quarterly* 26:1 (2003).

Clifford A. Lynch, "Colliding with the Real World: Heresies and Unexplored Questions about Audience, Economics and Control of Digital Libraries," *Digital Library Use: Social Practice in Design and Evaluation*, eds. Bishop, Battenfield, and Van House (Cambridge, MA: MIT Press, 2003).

Clifford A. Lynch, "Preserving Digital Information to Support Scholarship," *The Internet & the University: Forum 2002*, eds. Devlin, Larson, and Meyerson (EDUCAUSE, 2003).

Most publications, as well as selected presentations and interviews, are available online via <http://www.cni.org/publications>.

• Authentication, Authorization and Access Management

Authentication and authorization are now established as essential infrastructure components for network-based services and have become a particularly critical need as institutions increasingly rely on site license agreements with information providers, implement online and distance education initiatives and form consortia for resource sharing or educational initiatives.

The Coalition has been pursuing a program to define technology approaches, standards, best practices and policy and business issues for such an inter-organizational authentication and authorization infrastructure, and to help early adopter Task Force member organizations structure pilot projects, explore interoperability issues and share implementation experiences. Working in partnership with Internet2, EDUCAUSE's Net@edu program, and the Digital Library Federation, we continue to seek to advance progress in this area. Of particular interest is the ongoing development and deployment effort surrounding the Shibboleth distributed authorization system and related technologies and organizational issues. Federated identity initiatives, functional requirements and policy issues surrounding access management for digital content, and public key infrastructure are also part of the Coalition's agenda.

The Coalition takes a broad view of security, integrity and access management issues as they relate to the management of licensed resources and the stewardship and preservation of digital content. New technological capabilities — peer-to-peer resource sharing and the ability for users to amass and maintain massive personal digital libraries which include large amounts of copyrighted material drawn from licensed databases — continue to raise complex questions with both technological and policy dimensions. CNI believes that we must continue to explore these new behaviors and practices and to reflect this broad view in the focus on systems and network security within the higher education community.

Our contributions extend to the programs of our sponsor organizations, ARL and EDUCAUSE, in particular to the EDUCAUSE Learning Initiative (ELI) and Net@edu. We also support, contribute to, and collaborate closely with other organizations that share in specific aspects of our programmatic interests and priorities as a strategic part of our own program work. These include:

- The University Corporation for Advanced Internet Development (UCAID) manages the Internet2 initiative to promote advanced networking and applications within the higher education community. CNI works with UCAID on numerous common interests, including video and multimedia applications and standards and high-bandwidth content-intensive applications.
- The Council on Library and Information Resources (CLIR) addresses a broad range of issues involving the scholarly communication system, higher education, and libraries.
- The Digital Library Federation (DLF) focuses on the use of digital library technologies within research libraries. CNI collaborates extensively with DLF on issues ranging from digital preservation to metadata.
- CNI and IMS Global Learning Consortium have formed an alliance designed to explore the development of common architectural and functional models leading to joint specifications and improved technical interoperability in both digital libraries and learning object repositories.

The Coalition also contributes to the development of the networked information community by hosting electronic discussion groups, such as the CNI-COPYRIGHT forum, and acting as a distribution point for materials via its Web site and the CNI-ANNOUNCE e-mail list.

Meetings

The Coalition's semiannual Task Force meetings, scheduled for December 5-6, 2005, in Phoenix, Arizona, and April 3-4, 2006, in Arlington, VA, not only allow CNI to highlight activities related to its program themes and to focus attention on significant new thinking and technology developments, but also provide an opportunity for the members to showcase and discuss a wide range of emerging issues and developments in networked information. Some participants have developed knowledge communities within CNI and use the meetings as an opportunity to share ideas on a particular aspect of networked information and incubate new initiatives. Each member organization is invited to send two delegates, typically a senior information technologist and a senior librarian. Meeting participants are introduced to new developments that may reshape institutional plans in a forum that encourages collaborations and dialogues with others who share common interests. The meetings provide an opportunity for representatives to receive briefings on current network topics, to learn about specific projects and emerging issues, and to provide suggestions on directions for Coalition initiatives.

CNI regularly co-sponsors a conference in partnership with JISC and UKOLN as part of our ongoing collaboration with these programs. Planning is underway for the next conference in York, England on July 6-7, 2006. The previous conference was held July 8-9, 2004, in Brighton, England.

CNI occasionally convenes invitational or public workshops to advance specific elements of its program plan. On October 28, 2005, ARL, CNI, CLIR, and DLF co-sponsored the forum *Managing Digital Assets* in Washington, DC. In addition, CNI acts as a co-sponsor for other meetings relevant to the CNI agenda. This year these events include an ACRL Virtual Conference in April, 2006; the EDUCAUSE Policy Conference, to be held in Washington, DC, April 26-27, 2006; the Joint Conference on Digital Libraries, scheduled for June 11-15, 2006, in Chapel Hill, North Carolina; the IS&T Archiving Conference, May 23-26, 2006, in Ottawa, Canada, and ECURE in Tempe, AZ on February 27-March 1.

2005 Executive Roundtable will focus on infrastructure to support research, and will bring together vice presidents or vice provosts of research, in addition to the usual Roundtable organizational representatives from libraries and information technology. Because of the extraordinarily high level of interest in the topic, we will do two sessions of the fall 2005 Executive Roundtable.

Building Technology, Standards and Infrastructure

CNI continues to be actively engaged in key areas of standards and infrastructure development. The Coalition is particularly concerned with facilitating the difficult and delicate transition of standards and technologies into operational infrastructure for the research, higher education and library communities. In 2004-2005, Clifford Lynch chaired a major external review committee for the National Information Standards Organization (NISO) and produced a report for the NISO board; following on this in 2005-2006 we expect to work with NISO and other parts of the standards development community to advance some of the recommended changes.

In addition to the specific program initiatives described here, the Coalition is involved in continuing dialogue and tracking of a wide range of developments in areas as diverse as identifiers, digital books, metadata standards, distributed and federated network services, harvesting technologies, recommender systems and personalization technologies. We also continue to be particularly interested in how learning management systems can be most effectively integrated into a broader information resource environment, and to collaborate with efforts such as the IMS Global Learning Consortium and the Sakai project in these areas.

As we look at an evolving landscape that includes commercial web search engines, traditional library automation tools such as online catalogs, stand-alone abstracting and indexing databases, systems deployed by scholarly publishers, museums, and other content providers, and learning management systems, the Coalition is concerned with architectural and standards frameworks that can facilitate integration and interoperation. This perspective has motivated much of our work over the last few years on institutional repositories, the Open Archives Initiative, and learning management systems.

• Institutional Infrastructure to Support Research

There is a renewed focus on campus infrastructure to support research programs. Developments here include: policy, technical and economic influences that are leading to a partial re-centralization of computing functions; radically new high performance network and distributed computing technologies; a rethinking of storage functionality and economics; requirements for long-term data management, curation and preservation; and growing faculty demands for "informatics" support services. CNI, working closely with EDUCAUSE, is trying to understand those trends, and particularly their implications for the development of new collaborations involving libraries and information technology units.

PROGRAM PLAN 2005-2006

teaching and learning support centers that bring together instructional technologists, faculty, information technologists and librarians. Often, these service points and centers are developed in conjunction with building renovations, expansions, or new building projects. CNI seeks to share experiences and plans in these areas, and to abstract out best practices from the community's work.

In 2005-2006 we will continue to feature our work on learning spaces, partnering with other organizations such as the EDUCAUSE Learning Initiative (ELI) and the National Institute for Technology and Liberal Education (NITLE), the Association of American Colleges and Universities (AAC&U), and the Association of College and Research Libraries (ACRL), and of course also working closely with the emerging Association of Research Libraries initiative on the role of research libraries in teaching and research. We will offer preconferences or other sessions at several national conferences and project briefings on learning spaces at our Task Force meetings. CNI's work focuses on learning spaces that have a particular connection with information organizations and professionals, such as libraries, computing centers, multi-media centers, and centers for teaching and learning. These learning spaces may incorporate formal classroom spaces but classrooms are not our primary focus. CNI also highlights learning spaces that have a cross-sector component, such as multi-media studios or information commons administered or staffed jointly by the library and information technology groups. We will continue to highlight not only facilities but also collaborative organizational structures and programs for service delivery. In 2005-2006 we will also begin work on a framework for developing approaches to the assessment of learning spaces.

• Risk Management Implications of Digital Content

The wide-scale adoption of networked information services and shift to digital content raises a set of new questions about risk management and business continuity planning for libraries and higher education institutions, connecting developments in new business models for scholarly publishing, security issues and questions about digital preservation strategies to institutional strategic planning in new ways. The catastrophic hurricanes of fall 2005 have given new urgency and depth to these questions. CNI plans to begin a survey of this new and poorly explored territory through an EDUCAUSE ECAR Bulletin in the 2005-2006 program year.

• Executive Roundtable

At the Fall 2003 Task Force meeting, CNI launched the Executive Roundtable, a new program which builds on the theme of collaboration between librarians and information technologists that has been at the foundation of the Coalition. The Executive Roundtable assembles executive teams (usually the chief librarian and chief information technology officer) from about ten institutions for a focused two-to-three hour discussion of a specific topic of interest on the morning of the first day of the Task Force meeting. In 2003-2004 the Executive Roundtable topics were institutional repositories (fall) and identity management (spring); fall 2004 covered learning spaces and spring 2005 addressed learning management system strategies. The fall

Developing and Managing Networked Information Content

The Coalition has broad interests across all forms of digital content that can be used to support research and education. We provide a forum for information on leading projects in this arena, including a showcase at the CNI Task Force meetings for innovative faculty projects from our member institutions. In addition, we track developments and promote strategies for the creation of digital collections, digital libraries, and federated services in support of digital content. Further, because digital content cannot be divorced from the processes of teaching, learning, and scholarship that both create and rely upon that content, CNI is deeply involved in issues involving changing practices of scholarship, the restructuring of scholarly publishing and the broader transformation of scholarly communication, and innovation in teaching and learning. Through our Task Force meetings, specialized conferences and workshops, collaborative initiatives with other organizations, and publications, we provide leadership on digital content policy and scholarly communication.

• Institutional Content Resources and Repositories

A centerpiece of CNI's work on networked information is built around the broad theme of the stewardship of institutional content resources — materials created by members of the institutional community, or that document the work, processes or intellectual and cultural life of an institution. The practice of such stewardship, which includes management, preservation, and access, is a central role for higher education and cultural memory organizations in the digital age. Our work here has two major components. One is to understand and help to advance and structure the wealth of new digital content. The program includes strategies and best practices for capture and documentation of performance events (in the broadest sense); our continuing efforts to understand and highlight experiments in the creation of new types of scholarly works for the digital medium, such as successors to the scholarly print monograph or the development of electronic theses and dissertations; and the availability of digital surrogates for existing collections of physical materials. The second major effort focuses on approaches to manage the wealth of new content through development of institutional strategies such as the deployment of institutional repositories. Here CNI is addressing the full range of issues from policy and strategic planning through system architecture and standards for the management of complex digital objects (for example, the METS effort or approaches to the documentation of rights associated with content objects).

In 2005-2006, as well as continuing our focus on institutional repositories, we will be working to better understand how a variety of institutional units, including university museums, archives, and audio and video production groups, can leverage institutional infrastructure and build collaborations to make their content resources more accessible for scholarship, teaching and learning. Another focus will be on the institutional policy implications of massive digitization initiatives such as the Google library scanning project and the Open Content Alliance. As part of

CNI's ongoing work on electronic theses and dissertations, we will be developing an EDUCAUSE Center for Applied Research (ECAR) bulletin on policy issues and opportunities. And we will be preparing a study of the digital asset management policy issues raised by the emergence of e-Portfolios.

• Institutional and Disciplinary Implications of E-Research

The Coalition has long been engaged in efforts to chart, understand and facilitate the transformation of scholarly practice through the use of digital content and advanced information technology as part of its fundamental mission. In the arts and humanities, CNI in collaboration with partners such as the J. Paul Getty Trust, the American Council of Learned Societies (ACLS), the National Research Council (NRC) and ARL, has provided leadership in computing and the humanities and outreach to build collaborations with the museum community. In the sciences and engineering, CNI has recently been heavily involved in helping the higher education and library communities to understand and frame emerging issues in cyberinfrastructure and e-science.

There are several key developments that will shape much of CNI's work in 2005-2006. The first is the release of the draft report of the ACLS Commission on Cyberinfrastructure for the Humanities and Social Sciences for public discussion, followed by the preparation of the final version of the report. We have set aside two sessions at the Fall 2005 CNI Task Force meeting to begin the discussion of this report and how to advance it. The second set of developments deal with the management, curation, preservation and dissemination of datasets produced by scholarly work; in 2005, major reports were released both in Canada and the United States addressing these issues, and these reports are now fueling the development of funding agency strategies as well as institutional and disciplinary responses. Of central importance here are the evolving roles and relationships of disciplinary and institutionally-based data management strategies, and we will be examining experience with disciplinary data archives to inform this question. We will also continue to explore the ways in which data and computationally intensive scholarship is altering the nature of scholarly communication.

Connecting our work in e-research directly to our program focus on institutional content resources, CNI will continue to examine institutional policy and planning implications of cyberinfrastructure initiatives in both the sciences and humanities, and how these can complement disciplinary-based activities. The joint ARL/CNI/CLIR/DLF symposium *Managing Digital Assets: Strategic Issues for Research Libraries*, held in Washington, DC in October 2005, explored many of these issues, as well as themes from our initiative on the management of institutional content.

• Digital Preservation

Closely related to the programmatic focus on stewardship of institutional content resources is the Coalition's continuing work on more broadly based preservation of digital content. This is a central issue not only in the shift to network-based scholarly communication, but also in

ensuring the continuity of cultural and scholarly memory in the digital age. It also continues to emerge as a fundamental social and public policy issue with wide-reaching implications. CNI works closely with ARL, DLF, CLIR, The Andrew W. Mellon Foundation, the Library of Congress National Digital Information Infrastructure and Preservation Program (NDIIPP), JSTOR, and RLG on the full range of technical, economic, and strategy issues surrounding digital preservation. One issue that will receive renewed attention is systemic strategies for preserving scholarly journals in digital form. CNI continues to explore issues at the juncture of records management, archival practice and digital preservation through its support of the Arizona State University Electronic College and University Records (ECURE) conferences; we are also closely tracking developments with the Electronic Records Archive at the U.S. National Archives and Records Administration. CNI is working with the UK-based Digital Curation Centre on issues surrounding the curation and preservation of scholarly materials in digital form. Digital preservation progress will continue to receive extensive coverage at the CNI Task Force meetings.

Transforming Organizations, Professions and Individuals

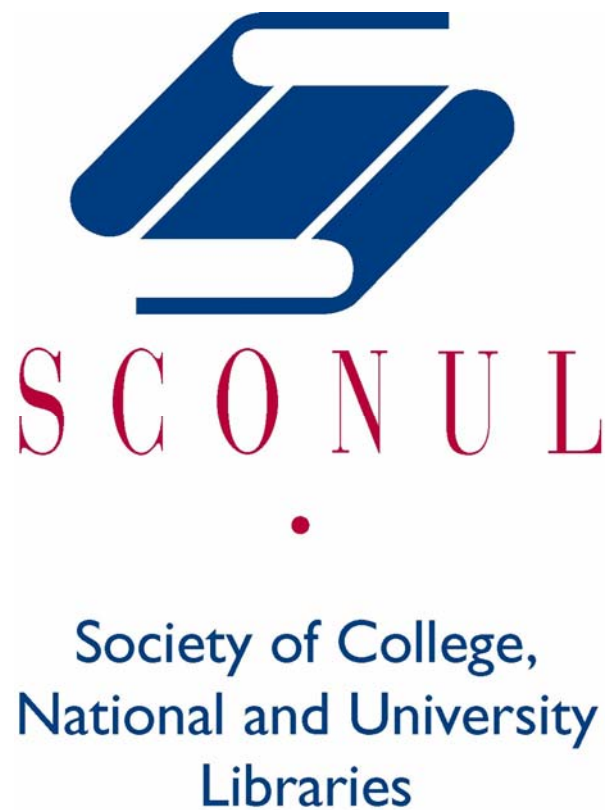
The Coalition has a longstanding commitment to highlighting and advancing organizational initiatives that facilitate collaborations across institutional units and professional cultures, with particular emphasis on collaboration between librarians and information technologists. We have also done extensive work in evaluation and assessment strategies, recognizing the continuing need to understand the effects and contributions of advanced information technology and digital content.

A cross-cutting theme informing our work on teaching and learning in recent years has been understanding the growing population of "Net Gen" students. For these students, easy access to technology and digital information resources is a given, and their expectations for connectivity, content, and services are high; learning is a complex, collaborative, social process. We help institutions understand the needs of Net Gen students to access digital information, create new, multi-media digital information products, and explore new modes of learning, and to reflect this understanding in the design of new services and spaces.

During the 2005-2006 year, we will seek to rejuvenate the dialogue between the "i-Schools" (Information Schools, though they actually have a variety of names) and the organizations within our higher education institutions that hire the graduates of these schools, about the expertises needed for the future, with particular emphasis on the implications of emerging demands such as digital preservation and curation of scholarly data.

• Learning Spaces And Collaborative Services Delivery

Many educational institutions are offering public service points or facilities where library and information technology staff share responsibilities to serve users; other institutions are establishing



Operational Plan 2005/6

Introduction

SCONUL is a membership organisation of 174 library and information services in the UK and Ireland. Its members include libraries in higher education institutions (universities and colleges); the British Library and the National Libraries of Ireland, Scotland and Wales; and libraries in national museums and other specialist institutions.

The SCONUL mission is *to promote excellence in library services in higher education and national libraries.*

SCONUL is a key strategic body working with and on behalf of college, university and national libraries. We bring specific expertise about our sector to national initiatives and policy development, advising the other bodies and the Government on policy and priorities for all aspects of our sector. We work to ensure that the key contributions our sector can make are related and integrated with these broader agendas.

The SCONUL organisational values are to be

- ❖ *Authoritative*
- ❖ *Influential*
- ❖ *Comprehensive*
- ❖ *Relevant*

SCONUL has three key objectives and its work is geared to these outcomes:

- ❖ *To promote the sharing and development of good practice*
- ❖ *To influence policy makers and encourage debate*
- ❖ *To raise the profile of higher education and national libraries*

SCONUL is undertaking a new, modernizing agenda with three broad objectives:

- ❖ to bring together activities and plans which are currently disparate in order to improve their accessibility & visibility to members
- ❖ to increase the value for money for members
- ❖ to ensure its aims of influencing and leading are given a sound foundation

This *draft* operational plan for 2005/6 **will be presented to members at the AGM in April 2005, for discussion and approval before publishing a final version.** It builds on former success and outlines for members the key actions in high visibility activities that SCONUL might undertake over the coming short term period. (This is all subject to confirmation that the new groups are established and, where proposed work would include commissioning, subject to resource availability). It is laid out by activity undertaken by group (based on proposed new structure):

- i) Executive Board
- ii) Access
- iii) Advocacy and lobbying
- iv) Communication and marketing
- v) E-Learning
- vi) Fundraising and sponsorship
- vii) Health strategy
- viii) HR issues
- ix) Information Literacy
- x) Performance improvement
- xi) Quality assurance
- xii) Scholarly communications
- xiii) Space planning

Suzanne Enright
Chair
March 2005

i. Executive Board

Executive Board priorities

- ❖ Introduce a structure, or framework, to strategic planning as a means of
 - bringing consistency to articulating and communicating strategic themes/aims/goals which differentiates areas of strategic importance, and where SCONUL is developing thinking, from the 'bread and butter' of mutual support and good practice;
 - helping with clear communication with members and bodies we wish to influence/partner/collaborate with.
- ❖ Put a new emphasis on influencing, partnership and collaboration strategy (including internationally). Concentrating firstly on articulating SCONUL's role in relation to those groups already identified as key bodies for us to interact with. This activity will be driven by the question 'how does this group/body demonstrate strategic fit with SCONUL'.
- ❖ Review current SCONUL structures to ensure effectiveness of all SCONUL groups and to support consistent focus on strategic elements and address the perceived lack of awareness by the membership as a whole of the work of SCONUL. Complete significant review of all SCONUL Committees and groups to
 - discuss the question 'how does this committee/working or group demonstrate strategic fit'
 - discuss issues around membership, representation, involvement and communication.
- ❖ Develop the financial strategy so as to ensure SCONUL has the necessary infrastructure for delivery, including new areas for activity and move towards a hybrid financial strategy predicated upon increasing income levels and simultaneously reducing certain designated areas of expenditure in order to:
 - Support SCONUL to become a more strategic organisation
 - Underpin the new SCONUL strategic framework and development programme
 - Enable a step change increase in SCONUL activity levels
 - Respond to member concerns about SCONUL's visibility, impact and value for money
 - Address sustainability issues given significant voluntary input from SCONUL members
- ❖ Based on the actions above, articulate priorities for the Secretariat, so as to define how it can best support SCONUL in achieving its aims and strategic priorities.

Our work in 2005/6

1. Articulate Executive Board strategic priorities by developing a strategic planning framework to bring together activities and plans which are currently disparate in order to improve their accessibility & visibility to members and to identify new areas for activity
2. Offer a clear Development Plan to members including timelines and identified person(s) responsible - along with an improved format, and refreshed content, of the Annual Report such that it becomes a vehicle to report on progress against strategic priorities; this new set of generic priorities, as well as more detailed sub-priorities, will include giving the Board a clear 'Executive Plan' to work to
3. Complete a mapping exercise to review business plans and other strategy documents of key groups SCONUL should interact with
4. Complete full 'refresh', with some re-structuring, of the committees/groups as appropriate
5. To revise Executive Board operations so as to ensure it can best deliver the mission and aims

6. Implement hybrid financial strategy
7. To develop a strategy for the Secretariat so as to ensure it can best deliver the mission and aims.
8. Invite speakers from groups we want to influence most to Board meetings, and to other group meetings, so as to explore issues around strategic fit.
9. Actively look for opportunities to be represented/speak at events organised by key groups.

ii. Access

Our Access priorities

- ❖ Take a strategic overview of general issues concerning access to library and information services; this would include a high level legislation watch in relation to access
- ❖ Promote an access protocol across SCONUL member libraries
- ❖ Influence and promote the reciprocal access and borrowing agenda at national and regional level and to oversee the operation of SCONUL access schemes
- ❖ Raise awareness of technical options which would enhance options for SCONUL access strategy, and advise on their adoption
- ❖ Learn from international developments concerning access to library and information services and to relate to international bodies as appropriate
- ❖ Make particular recommendations in relation to special user groups who may experience access difficulties.
- ❖ Inform and advise SCONUL Representatives on behalf of the Executive Board on access issues in order to stimulate future policy and strategic development

Our work in 2005/6

1. Carry out assessment of gap and overlap with present access schemes and determine potential to extend schemes. Report to EB.
2. Agree policy statement outlining key principles for access schemes sponsored by SCONUL and circulate to lis-sconul.
3. Set up mechanisms to agree policy with membership.
4. Disseminate policy to membership.
5. Determine strategy to support INSPIRE initiatives regionally and nationally, and promote developments
6. Integrate existing co-operative schemes within an overarching management framework. Agree new structure through EB. Obtain funding for consultancy support.
7. Promote access policy to users. Publicity campaign directed at users
8. Integrate existing co-operative schemes within an overarching management framework. Implement new consultancy and management arrangements. Workshop/conference for practitioners
9. Review, update and publish policy documents for special user groups as appropriate. Establish links with appropriate
10. International organisations: embed good practice from other co-operative schemes

iii. Advocacy and lobbying

Our Advocacy and Lobbying priorities

Complement the work of the Communications and Marketing Group to

- ❖ Improve and widen SCONUL's external profile as part of its becoming a more strategic organisation (including internationally) and given the fact that SCONUL is the only sectoral body with inclusive membership across the UK and Ireland
- ❖ Identify policy development and issues under public or political discussion and/ or rising quickly on the political agenda in which SCONUL has a major long-term interest ; identify and engage with bodies and named individuals having significant influence on the issue
- ❖ Actively watch for opportunities for timely and pro-active advocacy and lobbying and to act at the top level immediately on these; identify and engage with bodies and named individuals having significant influence on the issue
- ❖ Assist the Secretary (or others) to make timely and pro-active approaches, in writing or face-to-face, with influential individuals
- ❖ Build long-term alliances (including international ones) in support of the above

Our work in 2005/6

1. Review potential overlapping between, inter alia, SCONUL, UCISA, JISC, MLA and regional groups and so identify unique perspective and gaps as a means to foster activity related to significant issues.
2. Consider joint proposals with other agencies (eg RLN, CURL, BL, UCISA, CILIP etc.) where appropriate. Aim for progress made towards VAT reform with UUK and/ or other allies; actively promote to members
3. Target EC for instance on review of scholarly publishing; legislative initiatives on public domain; Raise awareness amongst MEPs, as appropriate. Visible input to EC initiatives; actively promoted to members
4. Target UK & Irish universities, and agencies (FCs, RCs) on open access agenda. Raise awareness amongst VCs, MEPs, UK & Irish governments and agencies as appropriate
5. Target UK DfES, FCs on e-learning agenda. Outcomes of SCONUL e-learning group to be communicated to policymakers and members
6. Actively promote relationship with QAA
7. Issue any further guidance to members on copyright, freedom of information as appropriate, in partnership with JISC and other agencies
8. Re-use of public sector information.
9. Proactively identify opportunities to be represented at /speak at events organised by key bodies SCONUL has identified as ones to actively interact with
10. To develop an appropriate international strategy around much of lobbying and advocacy work

iv. Communication and marketing

Our Communication and Marketing priorities

Communications and marketing re vital elements of SCONUL's strategic activities and key enablers of its mission as a member-based organisation

- ❖ Explore members' perceptions of SCONUL, in order to inform strategy development, by eliciting views from a range of staff of SCONUL libraries through membership survey
- ❖ Enhance awareness of SCONUL among its various audiences
- ❖ Improve communication with SCONUL members
- ❖ Develop policy and strategy for SCONUL publishing, and oversee publishing programme

Our work in 2005/6

1. Prepare questionnaire by revising 2002 version and requesting prioritization of 'top concerns' ; make available via web and analyze and report outcomes to EB
2. Review how SCONUL markets itself
3. Produce standard publicity material with distinct SCONUL branding
4. Devise explicit communication strategy, including a statement outlining the levels at which different members will be consulted and engaged, and encouragement to senior staff to filter information to others
5. Establish contact with new members and new Representatives via welcome pack in print and electronic format
6. Keep members informed of group activity through quarterly email digest
7. Forge and maintain links with other groups, to facilitate implementation of SCONUL communication strategy - ask group Secretaries to supply regular bullet points re progress and activities
8. Develop strategy for SCONUL website, including development of *Directory* as online database, and prepare action plan
9. Promote online-only publishing, ensuring all titles online-only except annual statistics and, for the time being, *SCONUL Focus*
10. Monitor demand for SCONUL publications
11. Publish new titles in areas of interest to members, liaising with groups over revisions/new titles; commissioning agreed new titles; and coordinating publishing schedule with groups (from early 05)
12. Devise marketing strategy for publications and market them more robustly, producing guidance and checklists for groups and using *SCONUL Focus*, LIS press, LIS email lists, press releases
13. Implement agreed changes to online *SCONUL Directory* - making it interactive to facilitate updates and ensure currency, with templates for library profiles and individuals' areas of interest and experience (after formulation of website strategy and action plan)

v. e-Learning

Our e-Learning priorities

E-Learning (learning facilitated and supported through the use of information and communication technologies) has been a part of the SCONUL agenda for several years, reflected in the work of different Advisory Committees and in the topics covered at conferences and staff development events (for example the joint SCONUL/UCISA event in 2004). During 2003-2004 the significance of e-Learning as a strategic issue shifted and an E-Learning Task Force report from 2004/5 will direct future work to

- ❖ ensure that SCONUL has a focused approach to driving the e-Learning agenda
- ❖ influence and respond to national and international developments in relation to e-Learning
- ❖ actively encourage and lead on cross-professional collaboration in the e-Learning arena (in particular the TRIDENT Group established by SCONUL/UCISA/ALT)
- ❖ ensure that the SCONUL vision for e-Learning (as articulated in the e-Learning Taskforce Final report) is realised
- ❖ contribute to wider debates in relation to e-Learning and learning and teaching
- ❖ develop SCONUL's role in ensuring students have the best possible experience of e-Learning

Our work in 2005/6

1. Given the rapidly changing nature of this area, maintain a watching brief on e-Learning developments, keeping under constant review the definition and context agreed in the Taskforce Final Report
2. Interface with JISC/ALT/UCISA to ensure blue sky thinking re: technologies and approaches, and to progress common agendas via the TRIDENT Group.
3. Identify the distinctive contributions that SCONUL members make in e-Learning, developing a 'map' of the e-Learning and libraries landscape to influence policy makers and partners. This 'map' will also drive the group's agenda as issues that SCONUL need to address and/or drive will emerge from this.
4. Work with HEFCE on delivering their e-Learning strategy, ensuring maximum impact.
5. Maximise LIRG/SCONUL Impact studies, presenting them effectively to external audiences.
6. Consultation with the Working Group on Information Literacy re: SCONUL's learning and teaching agenda in the context of bodies such as the HEA.
7. Liaise with Task and Finish Group on HR re: staff development/ role development issues and e-Learning for library staff. Consider libraries' roles in staff development for Academic staff and other professional groups in the context of e-Learning
8. Produce strategic briefings/guidelines for internal (SCONUL members) and external audiences and ensure appropriate, high level events
9. Consider developing a Practitioner Network on e-Learning that could feed into the Working Group's agenda and ensure currency and relevancy (viz UK Libraries + model)
10. Ensure SCONUL awareness of developments in e-Learning in the broader context e.g. FE

vi. Fundraising and Sponsorship

Our Fundraising and Sponsorship priorities

A new focus to enhance SCONUL's financial strength and viability as part of new hybrid financial strategy

- ❖ Identify opportunities for a strategic approach to sponsorship and fundraising in order to deliver income targets set
- ❖ Consider role for consultant
- ❖ Improve communications and marketing in order to support delivery of sponsorship and corporate membership strategy

Our work in 2005/6

1. Devise sponsorship strategy (assuming endorsement at the AGM). Note: EB has considered target numbers with a parallel sponsorship income target
2. Devise corporate membership strategy based on an annual flat rate membership fee (assuming endorsement of principle and fee at the AGM). Benefits would include the right to attend member meetings and disseminate product or service information and inclusion on the "additional" lis-sconul email list. It could potentially also include links to the SCONUL website, access to the on-line statistics and/or access to the directory.
3. Devise tactics (tie-in of sponsorship to events, awards, publications etc.)
4. Draw up sponsorship/corporate member brochures
5. Identify willing sponsors/ corporate members and opportunities
6. Assess and approach likely sponsors/ corporate members
7. Actively promote sponsors and corporate members e.g. buildings awards, staff development, statistics publication etc.
8. Negotiate targeted income from sponsors/ corporate members
9. Draw up specification for consultant's role (if appropriate); Appoint consultant (if appropriate)
10. Contribute to scanning, identification and targeting of appropriate external funding opportunities to support strategic developments, in particular JISC
11. Introduce a mechanism whereby all future financial reports will include data on sponsorship targets and income levels and on external funding data
12. Consider charging policy for events (recognising there will be appropriate instances where this requirement should be reduced or waived by Chair's action). Ensure a higher overhead contribution of 20% towards the full Secretariat costs involved in organising and delivering events is made. Introduce a mechanism whereby EB reviews event charges annually. Identify at what point it might become necessary to contract out event organisation or to provide additional support to the Secretariat, with consequent cost implications.
13. Appoint dedicated resource to help with communications and marketing

vii. Health Strategy

Our Health Strategy priorities

To enable SCOUNL to take a lead role in considering strategic health-related issues for HE health libraries/
information

- ❖ Engage at a senior level with the NHS and appropriate bodies/organisations such as StLAR, NLH, NHSL, DfES, DoH, other government departments, UUK, RCUK, JISC, MLA and aim to work in partnership with these groups
- ❖ Remain alert to new developments nationally and internationally that may impact upon health information issues
- ❖ Inform and advise SCOUNL Representatives on behalf of the Executive Board, and stimulate further policy development and strategic thinking
- ❖ Take account of and engage with where appropriate existing collaborative initiatives between NHS and HE

Our work in 2005/6

1. Review TOR and membership for HSG
2. Promote and publicise HSG ; webpage launch
3. Establish contact with UKERNA NHS/HE Coordinator in relation to issues arising from the separate networks in NHS and HE.
4. Establish contact with NHS/HE Forum and the NHS/HE Content Procurement Group of JISC and identify areas of overlap in mission particularly in relation to content procurement and contracts for library services. Agreed work-plans on issues of mutual interest and establish formal and regular channels of communication
5. Establish contact with senior DH and DFES officials and with new NLH to investigate areas of mutual interest. Meeting with Deputy CMO and CKOs for NHS in England and Scotland and with Director of NLH to discuss where best to engage with senior civil servants on NHS/HE library collaboration; meeting with STLAR group or other appropriate senior government officials as advised by Deputy CMO and present issues paper on areas of concern e.g. e-licensing; representation of HSG on NLH Advisory Board and vice versa; regular briefings from HSG to NLH and vice versa
6. Investigate issues around QAA/Helicon accreditation. Prepare response for QAA with views on QAA use of Helicon accreditation findings.
7. Remain alert to the work of existing groups and the emergence of new groups in health information and work in partnership to ensure no unnecessary overlap or duplication of purpose
8. Establish appropriate links with CILIP Health Policy Implementation Group. Reach agreement on mutual representation & communication; review findings of Health EAG report for impact on HSG workplan
9. Develop workplan for 2006 based on findings from survey and meetings with senior officials.
10. Survey SCOUNL members on issues of concern in relation to NHS/HE library co-operation
11. Provide guidance to members on the impact and implications of FEC on NHS/HE contracts

viii. HR issues

Our HR issues priorities

To determine how best to support members by the development of a strategic framework to position SCONUL activities in relation to human resource issues that will:

- ❖ target the strategic aspects of HR, recognising where issues are most appropriately handled at an institutional, or other, level
- ❖ respond to appropriate HR issues highlighted in the Top Concerns member exercise in 2004
- ❖ divest staff development events to other external or internal agencies (e.g. Leadership Foundation or to the Secretariat)

Our work in 2005/6

Discussions ongoing – now that group is established and, where proposed work would include commissioning, subject to resource availability

ix. Information Literacy

Our Information Literacy priorities

Take a lead role in the development of theory and practice in relation to information literacy (IL) and its role in the process of learning in order to

- ❖ Develop, refine and promote the concept and SCONUL model of information literacy within the higher education sector
- ❖ Ensure that the role of information literacy in learning and teaching, research, and organisational enhancement is communicated effectively and understood by the wider educational professional groups in HE
- ❖ Work collaboratively with other groups (both within and outside SCONUL) and organisations to stimulate strategies and the development of underpinning pedagogies relating to information use in HE
- ❖ Develop the Group's web site to provide a focus for IL in HE in the UK
- ❖ Inform and advise the SCONUL Representatives on behalf of SCONUL Executive Board on IL and learning issues

(Note: The Working Group is informed by recent debates about graduate skills, research training, communities of practice, e-learning and digital library developments, learning and teaching using digital information environments. The Working Group is concerned with the wide spectrum of ways in which libraries, librarians and the use of information contribute to, and enhance the effectiveness of, the process of learning and the support for learners *and researchers*. The developing concept of information literacy is an especial area of interest, and the Group will refine and promote the *SCONUL Seven Pillars model for information literacy*. IL is interpreted broadly, to encompass not only the development of information skills in higher education, but including aspects of understanding, knowledge creation and management, critical analysis, evaluation and judgement, and the entirety of interactions between users and information resources in the pursuit of excellence in learning, teaching and research.)

Our work in 2005/6

1. Produce and publicise a position statement on information literacy and learning with reference to the work of the SCONUL TAFG on E-learning and the outcomes of the HEFCE Strategy for E-learning;
2. Develop the 7 Pillars model for a wider audience and position in the context of learning and teaching strategy development
3. Update information on Information Literacy in institutional learning and teaching strategies
4. Review TOR and membership of the Group in the light of the position statement
5. Establish liaison mechanism with with relevant agencies including HEA and with the National Teaching Fellows
6. Engage with international activity on IL as a node of the international forum
7. Support members through articulation of role of librarians in relation to teaching and learning
8. Develop strategy for 'badging' MOSAIC Plus
9. Inform HE library community and others of developments in IL and the role of librarians and libraries in learning
10. Target work on evidence-based methodologies in order to evaluate how they might inform development

work on IL and establish a mechanism for identifying research priorities

11. Develop research project from key research priorities identified in 2005
12. Roll-out of MOSAIC Plus
13. Make a major contribution to debate about learning and teaching in HE

x. Performance Improvement

Our Performance Improvement priorities

SCONUL will continue to maintain and develop statistics and other performance measures

- ❖ Investigate and facilitate practical methods of evaluating and improving the performance and quality of SCONUL libraries.
- ❖ Disseminate information in this area, providing analytical reports, toolkits and guidance notes, along with opportunities for networking between SCONUL members.
- ❖ Maintain and develop the statistical database, to meet the needs of SCONUL libraries for performance data.
- ❖ Co-ordinate and prepare responses to other bodies proposing arrangements for the review of SCONUL libraries
- ❖ Maintain a good relationship and collaborating where appropriate with other national and international bodies working in these areas, liaising particularly closely with UCISA on performance measurement activities.
- ❖ Complete the SSR on the web project and sustain LibQUAL+
- ❖ Inform and advise SCONUL Representatives on behalf of the Executive Board on performance improvement issues in order to stimulate future policy and strategic development

Our work in 2005/6

1. Collect, develop and disseminate SCONUL statistics. Review the data obtained from the new e-measures included in the SCONUL Statistical Return 2003-04; obtain feedback on the SSR in web format and refine in view of this; complete the report writing and other data extraction from the SCONUL Statistics on the web initiative. Report writing data and other data extraction an essential enhancement of providing SCONUL statistics on the web
2. Develop, support and evaluate appropriate library survey instruments. Update the SCONUL template for user surveys with more emphasis on e-access; variant for converged services; review the comparative data from the satisfaction survey benchmarking pilot; Continued UK HE library participation in annual LibQUAL+ survey 2005, includes support SCONUL participants in and finalise a more distributed support structure for LibQUAL+ annual participants
3. Disseminate key performance indicators on SCONUL libraries and information services. Continued annual publication of UK HE Library Management Statistics data; approve and produce the UK HELMS Statistics; circulate to Vice-Chancellors and Principals with personalized accompanying letter
4. Increase awareness of the impact of HE libraries and information services on core activities. Evaluate and publicise the results of the two impact measurement projects
5. Review and integrate the work of the SCONUL/UCISA statistics sub-group; agree new structure through EB

xi. Quality Assurance

Our Quality Assurance priorities

On behalf of SCONUL and UCISA to respond to the ongoing need for engagement with QAA both in regard to advocacy and to practice help/advice to members.

- ❖ Liaise closely with the QAA and other organisations responsible for the quality and standards of higher education provision, in order
 - ❖ to ensure that library and ICT services are seen as an important element of the student learning experience in any review of academic quality
 - ❖ to help ensure that standards of library and ICT provision are maintained and improved
 - ❖ to help promote the use of high quality information for student learning
- ❖ Make constructive proposals for a consistent approach to library and ICT services in the quality procedures of the QAA and other appropriate organisations, including higher education institutions themselves, in particular:
 - ❖ to ensure that appropriate emphasis is placed on effective liaison between academic staff and library and ICT services
 - ❖ to encourage auditors and reviewers to focus on quality processes and mechanisms as well as resources
 - ❖ to influence the training of auditors and reviewers so that they can understand the need for the involvement of library and ICT services in quality procedures
- ❖ Review SCONUL and UCISA members' experience of quality procedures
- ❖ Disseminate information on quality developments and examples of best practice to SCONUL and UCISA members
- ❖ Maintain a good relationship and to collaborate where appropriate with the SCONUL Working Group on Performance Improvement
- ❖ Inform and advise SCONUL Representatives on behalf of the Executive Board on IL and learning issues in order to stimulate future policy and strategic development

Our work in 2005/6

1. Monitor and respond to developments related to the implementation of the new QAA quality procedures, including specific developments in Scotland and Wales. Receive update on QAA plans and developments and update QAA representative on the Group's activities
2. Seek to influence QAA's evaluation and review of quality procedures as affect learning resources. Draw up formal SCONUL / UCISA submission
3. Track developments with National Student Satisfaction Survey. Provide summary report at end of 2005
4. Collaborate with the NHS Library & Knowledge Development Network on quality assurance processes for NHS funded HE programmes. Develop mechanisms through which the SCONUL / UCISA Group and the Network can be mutually supportive and develop joint approaches

5. Develop resources available for SCONUL/UCISA members via the Group's web pages so as to provide members with a range of resources and information to support their input to quality assurance processes in their own institutions. Obtain details of SCONUL / UCISA members' experiences of Institutional Audit in practice including
 - ❖ Commentaries on members' experiences of Institutional Audit in practice
 - ❖ Links to Institutional Audit reports
 - ❖ Examples of input by members to institution and discipline self evaluation documents
 - ❖ Disseminate information to SCONUL /
 - ❖ UCISA members on quality developments
 - ❖ Links to relevant information on professional body web sites to be developed

6. Track relevant quality developments in HE quality assurance overseas, e.g. in Australia so as to gain a greater understanding of quality assurance processes overseas which could assist in the consideration of learning resources during UK HE audits and reviews. Developments in Australia to be monitored and a report issued.

xii. Scholarly Communications

Our Scholarly Communications priorities

On behalf of both CURL and SCONUL to strengthen our impact in the strategic area of scholarly communications issues

- ❖ Take a lead role in the fast changing area of scholarly communications on behalf of the academic library community in the UK and Ireland in order to assist it to influence, adapt to, and develop strategies in relation to:
 - ❖ the evolving role of library and information services within a changing scholarly communications landscape;
 - ❖ the evolving economics of scholarly communication;
 - ❖ building partnerships with interested parties to further the scholarly communications;
 - ❖ collection, retention and preservation policies;
 - ❖ cultural change.
- ❖ Monitor the impact of scholarly communications developments inside and outside the UK and Ireland (including USA, Europe and Australia) so as to engender a more informed and proactive approach to scholarly communications issues throughout the academic and wider library and academic communities in the UK and Ireland.
- ❖ Sponsor advocacy in academic communities about scholarly communication issues and to act as a principal body which interacts on, and acts as an advocate for, scholarly communications issues with relevant regional, national and international bodies.
- ❖ Inform and advise the CURL and SCONUL community, as well as the wider library and academic communities, informed about scholarly communications issues and developments on a regular basis in order to stimulate future policy and strategic development
- ❖ Identify and promote initiatives in key areas, especially through innovative project work
- ❖ Monitor, and report on, the Group's progress against an action plan agreed annually by the CURL and SCONUL Executive Boards

Our work in 2005/6

1. Take a lead in the fast changing area of Scholarly Communications on behalf of the academic library community in the UK and Ireland
 - ❖ Identify actions from HC Report to be taken forward
 - ❖ Engage with RLN
 - ❖ Liaise with CURL's Content Curation TF
 - ❖ Survey issues, identify and fill gaps in existing studies
 - ❖ Study on impact of author-pays model on periodicals departments
 - ❖ Establish links with LTSN
2. Sponsor advocacy in academic communities about Scholarly Communication issues and to act as a principal body which interacts on, and acts as an advocate for, Scholarly Communications issues with relevant regional, national and international bodies
 - ❖ Produce lobbying document for MPs
 - ❖ Consider model for advocacy campaign to UK academics
 - ❖ Liaise with RCUK and funding councils
 - ❖ Establish links with DTI and OST

- ❖ Agree advocacy lines to publishing community
 - ❖ Contribute regular briefings to Russell Group PVCs
 - ❖ Engage with UUK
 - ❖ Continue engagement with OFT
 - ❖ Liaise with EU investigation teams
 - ❖ To pursue issues to do with copyright at an international level (WIPO)
3. Keep the CURL and SCONUL community, as well as the wider library and academic communities, informed about Scholarly Communication issues and developments
- ❖ Continue the SC Newsletter
 - ❖ Identify costs of scaling up SHERPA to all UK HEIs
 - ❖ Liaise with eThos
4. Identify and promote initiatives in key areas, especially through innovative project work

xiii. Space Planning

Our Space Planning priorities

SCONUL will refocus activity so as to identify the challenges for flexible learning and research space in an increasingly e-environment and to stimulate research interest in areas related to information and library requirements for learning and research space

- ❖ Bring a new focus to issues in relation to space and design supporting teaching, learning and research
- ❖ Identify the key principles and practical applications of design and space planning and to share these with members
- ❖ Contribute to issues of space planning and design through participation in and collaboration with appropriate groups at national and international level
- ❖ Raise awareness of good space as a key institutional strategic resource
- ❖ Inform and advise SCONUL Representatives on behalf of the Executive Board on issues matters pertaining to learning, teaching and research space issues in Higher Education in order to stimulate future policy and strategic development

Our work in 2005/6

1. Define space and design issues in relation to:
 - ❖ Creating New Space
 - ❖ Learning Space
 - ❖ Research Space
 - ❖ e-Environment
 - ❖ Diversity
2. Hold key space planning and design event during 2005 to
 - ❖ Envision the library of the future,
 - ❖ Stimulate discussion and raise awareness amongst stakeholders;
 - ❖ Explore current themes (e.g. impact of good design of learning environment on learning outcomes) in organising opportunities for collaboration.
 - ❖ Identify key issues in relation to current developments and member feedback
 - ❖ Identify themes which could benefit from further research
3. Continue to participate in and contribute to work of such groups as HEFCE Space Planning Group
4. Develop Relations with Stakeholders
 - ❖ Architects
 - ❖ Estates Officers
 - ❖ University Foundations
 - ❖ Funding Counciland provision of advice on developing relationships with stakeholders concerned with individual projects
5. Develop/ forge greater relationships with agreed SCONUL partners e.g. CILIP
6. Develop / forge greater international alliances e.g. LIBER / IFLA
7. Prioritise communications to members, concentrating on:

- ❖ Website enhancement to ensure relevant and timely content available to members
- ❖ E-bulletin provision to members on regular basis
- ❖ Events awareness / nationally and internationally

8. Identify and share best practice supported by:

- ❖ Authoritative and respected source of expertise (including Advice and Information; Buildings Database; Briefing Papers)
- ❖ Recognising and celebrating best practice (including Design Awards (need to review criteria for design awards, drawing on group expertise and member input) and Buildings Database)
- ❖ Themed buildings visits

9. Specify and cost of Buildings Database upgrade requirements and request funding to commission necessary work

10. Hold key space planning and design event during 2006 to envision the research library of the future, stimulate discussion and raise awareness amongst stakeholders

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SCONUL vision 2010

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Introduction

SCONUL is an organisation with membership from 174 library and information services in the UK and Ireland. Its members include libraries in higher education institutions (universities and colleges); the British Library and the National Libraries of Ireland, Scotland and Wales; and libraries in national museums and other specialist institutions.

SCONUL published vision statements in 1998 and 2001, which aimed to capture and highlight key themes of relevance to the membership. These statements have proved their value and have been widely used to inform strategy and planning at both national and institutional levels.

In summer 2004 a decision was taken to revisit and renew the latest vision statement in order to reflect the changes that had already taken place and to consider the key issues facing our services up to the year 2010. As in previous years a small group was formed, broadly representative of the membership, to develop a statement as the basis for further dialogue with stakeholders. The statement produced here is the result of that work.

Planning assumptions

As work began on developing this vision it became apparent that the functional headings used in the two previous statements had become less relevant. The main reason for this appears to be the increasing complexity of the sector, with overlaps occurring between previously discrete areas. It also became apparent to the group that it is no longer helpful to distinguish between the use of digital information inside library buildings and from a location outside the library. The model required should be more holistic and based on the development of infrastructures for the access, discovery and delivery of resources that are applicable to a community of users. The move to personalised service delivery which recognises different user communities, brings with it a complexity of possible models and solutions, facilitated by a diverse range of technical possibilities. Predicting the type of technology or the look and feel of the institutions making up the sector is becoming much more difficult, involved as institutions are in rapid development and in responding proactively to governmental initiatives.

The group therefore offers a small number of major themes which emerged from its discussions, and with them a recognition that library and information professionals will continue to offer their institutions a lead in the areas identified in this report and in doing so

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will continue to be flexible in their adoption of new ways of working. The major themes identified by the working group are:

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- Personalisation of services
- Collaboration
- Flexible use of space
- Management and skills

Personalisation

Trends

There will be a continuing trend towards the personalisation of systems and services (to the individual and to communities of users). This trend will be influenced and assisted by better customer relationship management and by the facilities offered by ICT. Individuals will have better access to electronic content, with access centred on communities of interest based on work, leisure, formal and informal e-learning and lifestyle. People will move seamlessly from one community to another.

Complex blended systems will continue to grow. Single formats, service types, etc. will no longer exist. Rather, individuals will seek technology or services that are fit for different purposes. Publishing will mirror this complexity, with differences between disciplines becoming more apparent in terms of published format.

LIS developments

Library and information services will move from a 'one-size-fits all' approach to the personalisation of the delivery and support of space, services and content provision. For example, library buildings will be designed with very different user needs in mind, providing discrete areas for social learning, research-based learning, group activity, etc.

A pro-active approach to service delivery will seek to meet individual profiles and to push services out to users. For example, portal technology will be used to alert users to new materials or services which fit in with their existing profile. Users will have access to intelligent agents that filter information. Improvements to authentication and access will be made possible using systems such as Shibboleth.

Relationship management techniques will be used more actively in order to understand individual user profiles and work seamlessly with other communities within the parent organisation to ensure that services are delivered in a converged fashion (in terms of service culture, rather than organisational structure). A converged service culture will be central to the successful delivery of e-based services, with active partnerships between LIS, learning development and IT ensuring seamless access for service users.

Depending on local context, LIS may take on responsibility for the provision of access to learning objects and information objects independently of ownership: for example, by creating metadata for a range of objects held within an institutional repository and providing access to these objects.

As the complexity and sophistication of IT devices increases LIS will provide a broader range of support services. In addition, self-service systems will be offered 24 x 7 in order to enable users to personalise and control their own service use.

Collaboration

Trends

There will be greater collaboration across sectors and domains and between global communities. Resources for lifelong learners will be in increasing demand and will be facilitated by this collaboration. Increased emphasis will be placed on providing support for those who have difficulty accessing digital resources, and smaller organisations will collaborate with each other and with larger organisations in order to ensure that they have the capacity to develop ICT services and infrastructures.

LIS developments

In addressing this trend LIS will increase collaboration with other library services through joint provision of facilities and merged delivery of infrastructure support. Examples include shared library facilities, joint high capacity storage, joint conservation and digitisation.

LIS will develop enhanced support for research groups who operate across institutional boundaries as communities or even 'virtual organisations'. These groups will seek access to both 'community' and institutionally based resources. Researchers at all levels will require access to original data as well as published articles, often wishing to move from article to processed then original data. Provenance will become increasingly important. Developments in e-research will continue to require professional input from information professionals to ensure that appropriate approaches to data storage and retrieval are adopted. Services to researchers will be repositioned by developing services such as digital curation and links to teaching and publication, the development and management of institutional repositories. Increased rationalisation of collection building will take place, facilitated by the Research Libraries Network.

Lifelong learners will move between institutions seeking access to resources from multiple institutional communities. They will need to move seamlessly and be supported by resource discovery tools that provide access to community specific resources. Learning communities will increasingly involve collaboration between institutions.

Space

Trends

Physical and virtual space will be equally important and the main challenge will be in providing a blended service where the virtual and the actual space are complementary, influenced by the number and diversity of new technologies. Library buildings will continue to play an important role although visitor numbers for traditional use of content will decrease as more material is made available over the web. Increased cross institutional alliances, driven by changes in the market, will lead to more shared space across the sector, impacting on library services.

LIS developments

Library and information services will incorporate a range of non-traditional activities into their building, such as student support services, learning cafés and social learning space.

Building design will acknowledge the needs of diversified communities and accommodate and exploit activities associated with available technologies. For example, different space will be provided for social learning, research and group activity. A genuinely flexible IT support infrastructure will be provided, with a blend of wireless, hard wired and portable devices. Bandwidth for wireless provision will be enhanced but the increased capabilities of hard-wired facilities will mean that the existing discrepancy between the two will continue.

More off-site storage will be developed for less used or 'copy of last resort', using

collaborative ventures.

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Management and Skills

Trends

The main trend will be towards the full economic costing of activities, with a requirement for evidence of return on investment. There will be a growing concentration on process-based management. Developments in technology and the shift from the provision of physical items will result in the redirection of staff time and the development or importing of alternative skills. The focus will be on the delivery of personal help, either face-to-face or via web-based services.

LIS developments

LIS will increase recruitment of staff with skills in areas such as finance and marketing.

Greater emphasis will be placed on impact measurement. Impact measures will be developed for the sector and e-measures will be embedded.

Information fluency will become more important as staff become actively involved in curriculum development and assessment.

Fund raising will become more central to our activities. The ability to market services and provide a vision will be central to this activity.

The following people developed the Vision:

Toby Bainton, Secretary of SCONUL

Suzanne Enright, University of Westminster

Maxine Melling, Liverpool John Moores University

Julie Parry, Bath Spa University College

Sean Philips, University College, Dublin

Bob Sharpe, University of Plymouth

Michelle Shoebridge, University of Birmingham

Karen Stanton, Sheffield Hallam University

Phil Sykes, University of Liverpool

John Tuck, British Library

Les Watson, Glasgow Caledonian University



CANADIAN ASSOCIATION OF RESEARCH LIBRARIES

STRATEGIC DIRECTIONS FOR THE PERIOD 2004-2006

Canadian Association of Research Libraries
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Tel.: 613.562.5385 Fax: 613.562.5195
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www.carl-abrc.ca

Mission, Vision and Principles

Guiding Principles

Access to Information

CARL supports and promotes the right of all individuals to have access to all expressions of knowledge, creativity and intellectual activity.

Research Libraries – a Strategic National Resource

CARL recognizes the collective human and material resources of its member libraries as constituting a strategic national information resource.

Creating Knowledgeable Information Users

CARL believes researchers and students should have the necessary skills to be independent information seekers and users.

Resource Sharing

CARL endorses the sharing of resources among its members as an activity essential to providing access to information required by the scholarly community.

Scholarly Communication

CARL has a fundamental role in facilitating and enhancing the process of scholarly communication.

Mission

The mission of CARL is to increase the capacity of individual member libraries to provide effective support and encouragement to advance research and study at the national, regional and local levels. In collaboration with the academic community and others, this mission will be achieved through the pursuit of long-term programmes in the following areas:

- Information Policy
- Resource Sharing, and,
- Scholarly Communication

Vision

To be recognized as Canada's leading influential research library association which actively and effectively helps its member libraries to fulfil their missions, and makes distinctive contributions to the universe of global library and information research resources and services.

Strategic Directions 2004-2006

In support of its mission CARL has identified three broad strategic directions for 2004-2006

1. Leadership

To promote the role of the research library and to advocate widely to shape and influence federal legislation, policies and programmes

CARL represents the country's major research libraries. Its member libraries house Canada's most valuable collections, and manage extensive human and financial resources. CARL will provide leadership in this sector, and work with partners to represent the interest of Canada's research libraries to federal legislators and policy makers.

2. Scholarship

To encourage, foster and support open access scholarly communications systems, national consortia and other innovations that advance scholarship.

Research libraries are a key element in the system of scholarly communication. The system is undergoing transformation. CARL will promote positive changes and seek to influence the system of scholarly communication in the best interests of our institutions and our clientele. CARL will focus on national initiatives while encouraging the development of international, regional and local initiatives.

3. Stewardship

To take a national leadership role in responding to the complex challenges inherent in the preservation and durability of knowledge content in both physical and digital forms.

Balancing the development and support of the virtual library with the maintenance of the physical library (both the physical collections and the buildings that house them) is a core challenge for all research libraries. CARL will focus on the key issues of the preservation and durability of knowledge content, the maintenance and development of the physical and electronic infrastructure, and planning, funding and accountability issues at the institutional, provincial and national levels.

Objectives 2004-2006

Leadership - To promote the role of the library and to advocate widely to shape and influence federal legislation, policies and programmes.

1. To demonstrate the central role of the research library in the life of the home institution and the achievement of innovation, productivity and lifelong learning.
2. To achieve a balanced copyright regime in the digital environment.

MAJOR INITIATIVE

Active participation in the process of copyright law revision.

3. To formulate and promote clear positions on government policies and programmes that affect research libraries.

Scholarship - To encourage, foster and support open access scholarly communications systems, national consortia and other innovations that advance scholarship.

1. To advance scholarly communication through not-for-profit, open access systems and other innovations.
2. To develop new business models and other innovations to increase the cost-effective availability of research resources.

MAJOR INITIATIVE

National leadership in the establishment of Institutional Repositories.
Act upon the results of the Knowledge Dissemination Study.

Stewardship - To take a national leadership role in responding to the complex challenges inherent in the preservation and durability of knowledge content in both physical and digital collections.

1. To encourage and develop programmes to ensure the preservation of Canada's scholarly resources in all formats.
2. To develop a national digital preservation and archiving policy in collaboration with other organizations.

MAJOR INITIATIVE

Lead the development of a comprehensive digital preservation strategy.

Appendix

Action Items 2004 – 2006

INITIATIVE OR PROJECT	LEAD	TEAM(S) & OTHERS	START	END	ANNUAL FUNDING	ACHIEVEMENTS OR BENCHMARK INDICATORS
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LEADERSHIP

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SCHOLARSHIP

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STEWARDSHIP

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Council of New Zealand University Librarians

Kaunihera o ngā Kaimahi Whare Pukapuka i ngā Whare Wānanga o Aotearoa

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Council of New Zealand University Librarians (CONZUL)

Kaunihera o nga Kaimahi Whare Pukapuka i nga Whare Wananga o Aotearoa

STRATEGIC DIRECTIONS 2005-2008

COUNCIL OF NEW ZEALAND UNIVERSITY LIBRARIANS

The Council of New Zealand University Librarians (CONZUL) is a standing committee of the New Zealand Vice-Chancellors' Committee and is an association of all the New Zealand university libraries. Membership of CONZUL consists of the University Librarian and a deputy (or equivalent) of each member university of the New Zealand Vice-Chancellors' Committee.

CONZUL's member librarians manage extensive information assets and services.

CONZUL actively builds and maintains relationships within New Zealand's information, education and research communities, and, in particular, works closely with the National Library of New Zealand. CONZUL also maintains a close professional relationship with the Council of Australian University Librarians (CAUL).

MISSION

CONZUL acts collectively to improve access for students and staff of New Zealand universities to the information resources required to advance teaching, learning and research.

Key Functions

CONZUL's key functions reflect the members' desire to provide leadership in a knowledge society by strengthening the strategic capacity of university libraries. In particular, CONZUL provides an infrastructure that supports the creation, application and dissemination of information through:

- teaching - passing on knowledge;
- learning - applying knowledge;
- research - creating knowledge.

On behalf of members', CONZUL will:

- Develop university library collections as a strategic resource within the nation's resources;
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- Facilitate resource sharing;
- Teach information literacy skills for lifelong learning;
- Improve access to information;
- Preserve cultural heritage;
- Act in accordance with the principles of the Treaty of Waitangi; and
- Improve library and information services for Maori and Pasifika staff and students.

STRATEGIC DIRECTIONS 2005-2008

INSPIRE EXCELLENCE THROUGH LEADERSHIP

CONZUL will be the active and visible leader to promote the role of New Zealand university libraries as a strategic resource within the nation's research infrastructure and, in particular, to the New Zealand Vice-Chancellors' Committee, the Tertiary Education Commission, and the Ministry of Education.

Major initiative, 2005-2006:

1. Exercise national leadership in the establishment of institutional repositories working with the National Library of New Zealand to identify a technological infrastructure.

ACTION: Victoria and Auckland.

2. Encourage open access to higher degree theses through membership of the Australian Digital Theses (ADT) program and progressively digitizing theses and providing metadata.

ACTION: CONZUL members.

On-going Objectives:

3. Link with government strategies to raise the visibility of university libraries and make submissions on issues appropriate to the education and information sectors.

ACTION: CONZUL members.

4. Actively participate in the process of copyright law revision.

ACTION: Waikato.

5. Contribute to local and national discussions on the knowledge management environment.

ACTION: AUT.

6. Investigate and develop benchmarking options and tools for continuous improvement and quality assessment.

ACTION: Otago and Waikato.

7. Collect relevant university library statistics, including providing analysis of key trends and

patterns.
ACTION: Auckland.

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IMPROVE ACCESS THROUGH INNOVATION

CONZUL will promote innovative solutions to increase access to information for students and staff of New Zealand universities.

Major initiatives, 2005-2006:

8. Complete research and produce a report on the future trends facing the New Zealand library and information industry up to 2010.

ACTION: Lincoln.

9. Develop a business case for funding of a shared store.

ACTION: National Store Project: Stage Two Working Group.

On-going Objectives:

10. Advance and support national site licences for the research sector.

ACTION: National Consortium Licences Working Group.

11. Negotiate database licence agreements for New Zealand university libraries.

ACTION: Massey.

12. Contribute to New Zealand national site licences through Electronic Purchasing in Collaboration (EPIC).

ACTION: AUT.

13. Collaborate to develop information literacy resources.

ACTION: Auckland.

STRENGTHEN CAPABILITY THROUGH COLLABORATION

CONZUL will collaborate to strengthen the infrastructure and management of New Zealand university libraries.

Major initiatives, 2005-2006:

14. Renegotiate consortium-supply of UK and North American monograph information resources.

ACTION: CONZULAC.

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15. Provide an Executive Development Training Programme for middle to senior managers in New Zealand university libraries.

ACTION: Victoria.

On-going Objectives:

16. Actively participate in and support opportunities for cost-effective purchase and licencing of electronic information resources via the CAUL Electronic Information Resources Committee (CEIRC).

ACTION: National Consortium Licences Working Group.

17. Monitor the national borrowing scheme, University Library Aotearoa New Zealand (ULANZ).

ACTION: ULANZ Working Group.

18. Facilitate and support up to three meetings each year for library groups for the purposes of staff development, information sharing, debate and networking.

ACTION: CONZUL Executive Officer.

19. Facilitate job exchanges amongst New Zealand university libraries through CONZUL's Professional Development Visits programme.

ACTION: Canterbury and Massey.

PROMOTE RELEVANCE THROUGH PARTNERSHIPS

CONZUL will form alliances and partnerships to further strengthen the relevance of New Zealand university libraries to the tertiary and research sectors.

Major initiatives, 2005-2006:

20. 20. Contribute to the establishment of a Council for the Humanities.

ACTION: Victoria.

On-going Objectives:

21. Pursue mutual objectives with the National Library of New Zealand through joint meetings.

ACTION: CONZUL Chair and CONZUL Executive Officer.

22. Facilitate relationships with the Standing Committee for Information Technology (SCIT) and E-Learning Directors.

ACTION: CONZUL Chair and CONZUL Executive Officer.

23. Actively participate in Council of Australian University Librarians (CAUL) meetings.
ACTION: CONZUL Chair and CONZUL members. CAUL Meeting 2006/1
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24. Actively participate in CAUL Working Groups.
ACTION: Canterbury, Massey, AUT and Auckland.
25. Actively participate in the Tertiary e-Learning Reference Group (TeLRG).
ACTION: AUT.

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Last updated 6 December, 2005

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**CAUL Strategic Plan
MAMS Report to CAUL**

Author: Eve Woodberry
Date: 23 March 2006
Date of previous report:

Section	Contribution to Research
Action	Represent CAUL on the MAMS Steering Committee
Responsibility	
Time-line	For the duration of the MAMS project
Activity since last report	Attended the MAMS Steering Committee meeting on the 1 st February in Sydney.
Achievements since last report	In late 2005 the MAMS work to date was reviewed by Dr Ken Klingenstein from Internet2 in the US. Overall the report was positive. The meeting on the 1 st February considered the report and developed an action plan to address those issues raised by Dr Klingenstein. A major issue raised was the up-take of the work which has already occurred. Consequently MAMS is increasing its involvement with the institutional repository projects and other projects which require identity and access management.
Publicity, reports, publications since last report	
Plan for forthcoming activity	Attend the MAMS Steering Committee meeting to be held early May in Sydney.
CAUL budget implications	None
Recommendations to CAUL	

Pro-forma updated 7 June, 2005

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**CAUL Strategic Plan
Report to CAUL**

Author: Madeleine McPherson
Date: 27th March 2006
Date of previous report: Presentation 15.09.05

Section	Contribution to Research
Action	Manage the DEST-Funded RUBRIC Project
Responsibility	RUBRIC Board
Time-line	July 2006-June 2007
Activity since last report	The Board has met three times. A Project Manager teleconference is held weekly. Staffing of the RUBRIC-Central team based at USQ is complete. Most partner institutions have appointed project managers. Web and email-based communications are in place for all team and board participants. A FOSTER Information Day was held on March 1 for representatives of partner institutions. Installation of MAMS software to allow cross-institutional single sign-on has begun. Hardware to build an enterprise virtual environment has been purchased. Legal and contractual matters have been concluded.
Achievements since last report	Stage 1 repository trials have concluded (evaluating software used in the FRODO projects for use in RUBRIC).
Publicity, reports, publications since last report	The first RUBRIC Newsletter has been published. A FOSTER Information kit and web page has been published http://rubric.edu.au/foster/default.htm . RUBRIC staff attended Open Repositories 2006 and presented as part of the ARIIC FRODO and MERRI meeting on 30 March. DEST and JISC representatives visited RUBRIC Central.
Plan for forthcoming activity	Project Partner repository demonstration trials are beginning in April. The FOSTER Toolkit will continue to be developed. Attention will be paid to assisting partners with cultural change and data gathering at their institutions. RUBRIC will develop a repository of business plans for IRs.
CAUL budget implications	None
Recommendations to CAUL	Continue to monitor the RUBRIC Project

Pro-forma updated 7 June, 2005

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**CAUL Strategic Plan
OAK-Law Report**

Author: Eve Woodberry
Date: 27 March 2006
Date of previous report:

Section	Contribution to Research
Action	Represent UNE and RUBRIC on the Advisory Group.
Responsibility	
Time-line	2006-7
Activity since last report	<p>The OAK(Open Access to Knowledge)-Law Project www.oaklaw.qut.edu.au has been funded by DEST as one of the MERRI projects.</p> <p>The project will develop legal protocols for managing copyright issues in an open access environment and investigate provision and implementation of a rights expression language for implementing such protocols at a technical level. It is anticipated that the OAK-Law project will integrate with existing and proposed institutional repositories.</p> <p>The initial meeting was held on the 15th March with a broad representation from other MERRI projects plus industry partners. Much of the meeting was taken up discussing the scope of the project and how this could best be progressed. QUT is the lead site and will provide updates on progress throughout the year.</p> <p>A preliminary report on the first phase of the project is due in July 2006.</p>
Achievements since last report	
Publicity, reports, publications since last report	
Plan for forthcoming activity	
CAUL budget implications	None
Recommendations to CAUL	

Pro-forma updated 7 June, 2005

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**CAUL Strategic Plan
Report to CAUL**

Author: Andrew Wells

Date: 5 September 2005

Date of previous report: 20 March 2005

Section	II. Contribution to Research
Action	5. Continue the development of the Australian Digital Theses Program
Responsibility	ADT Policy Reference Group
Time-line	Ongoing
Activity since last report	<p>ADT-ARIIC: Expansion and Redevelopment Report</p> <p>This project is almost complete. Final tasks are system documentation and quality assurance procedures. A consultant has been engaged to complete this work by June 2006.</p> <p>ETD2005</p> <p>190 delegates attended.</p> <p>ADT Program</p> <p>Key personnel have left UNSW Library in the last few months, including Tony Cargnelutti and Fred Piper. UNSW has maintained ADT during this time and is recruiting new staff over the next few months. Tom Ruthven (Ex-APSR) will join UNSW for twelve months and will be the project manager for ADT and ARROW at UNSW. Tom commences May 1.</p>
Achievements since last report	<p>ADT Program Status</p> <p>36 CAUL members signed with program</p> <p>4 CONZUL members signed (Canterbury, Otago, Massey & Auckland University of Technology)</p> <p>30 active members. Edith Cowan University is now active, and James Cook University are testing.</p> <p>5,928 ETDs available 2 September 2005 (4,167 in September 2005)</p>
Publicity, reports, publications since last report	
Plan for forthcoming activity	<p>Completion of Redevelopment and Expansion Report (planned for June 30)</p> <p>Train new staff</p>
CAUL budget implications	Ongoing levy to CAUL and CONZUL members
Recommendations to CAUL	Note the report

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**CAUL Strategic Plan
Report to CAUL**

Author: Heather Gordon
Date: March 29, 2006
Date of previous report: September 7, 2005

Section	Information Resources
Action	Improve opportunities for cost-efficient purchase and licensing of electronic information resources through the CEIRC (CAUL Electronic Information Resources Committee)
Responsibility	CEIRC
Time-line	Ongoing
Activity since last report	Meetings held on Nov 15, 2005, Feb 9, 2006 in Melbourne and March 22, 2006 in Brisbane. Approved minutes are available at http://www.caul.edu.au/meetings/ and draft minutes are available at http://www.caul.edu.au/meeting\$/ceirc-meetings.html
Achievements since last report	<p>Committee Membership Neil Renison, James Cook University and Craig Anderson, RMIT joined CEIRC as the new DSC and CAUL representatives. The 2006 CEIRC members are: Heather Gordon, Chair (CAUL) Andrew Wells (CAUL Executive) Craig Anderson (CAUL) Martin Borchert (DSC) Neil Renison (DSC) Tom Girke (CSIRO) John Redmayne (CONZUL) Diane Costello (CAUL)</p> <p>CEIRC 2005 Operational Plan The 2005 Operational Plan included 9 strategic goals and 6 goals were completed in 2005. The remaining 3 goals will be completed in 2006. The achievements against the 2005 Operational Plan will posted to http://www.caul.edu.au/datasets/ceirc.htm</p> <p>CEIRC 2006 Operational Plan The 2006 operational plan is available at http://www.caul.edu.au/datasets/ceirc.htm</p> <p>CEIRC Membership Since August 2005, the CAUL Executive approved membership for 1 new organisation, National Gallery of Australia. The Department of Employment and Workplace Relations, including what was the National Occupational Health and Safety Commission, has formally re-applied to join CEIRC. It was recommended that their membership be taken to the CAUL Executive for approval.</p> <p>ARIIC Systemic Infrastructure Funds In late 2005, the CAUL Executive asked CEIRC to provide feedback from CAUL members on ISI Web of Science and JSTOR. Approximately 25</p>

	<p>testimonials/comments were received, half of which are from academics. Martin Borchert prepared a document for the ARIIC meeting on 24 February 2006. ARIIC is now a sub-committee of NCRIS, and it is hoped that by tabling the report CAUL will be able to demonstrate that funding content is valuable for research.</p> <p>Product negotiations New offers have been received for: AAAS (Australian Accounting and Auditing Standards Online); BMJ Learning; ScholarlyStats; IEE Digital Library; JAMA & Archives Collection; Karger Online Journals, Wiley backfile collections, Brill reference works. RLG's ArchiveGrid trial; Crown Content. Springer Archives options have not been offered.</p> <p>For more information see http://www.caul.edu.au/datasets/offers.htm</p> <p>CEIRC approved new model clauses for: Definition of Site Open URL compliant Federated Searching Notice of Content Changes</p> <p>Work continues of definitions for: Visiting Scholars Refunds Description of Content Archival Access</p> <p>The Model Clauses document is available at http://www.caul.edu.au/datasets/CEIRC-licence-model-clauses.doc</p> <p>Product service issues</p> <p>In Feb, CEIRC met with Heather Crosbie, Blackwell Publishing to discuss issues with pricing models, price cap for multi-year agreements; mechanisms for adding and removing titles; and service delivery issues such as blocking of IP addresses.</p> <p>In Nov, CEIRC met with Lisa de Kleyn from Taylor and Francis to discuss the 2006 pricing model, price cap, discounts, making offer available to all CEIRC participants, actioning CEIRC feedback</p> <p>The following vendors attended the DSC meeting at VALA 2006: CCH Australia, Thomson West (Legal Online), Factiva (represented by ProQuest), Nature, Springer. At the Vendor Forum, the vendors agreed to provide price information and business models to Diane Costello for circulation. Both CCH and Westlaw promised to share the pricing model they are using.</p> <p>National Licensing Proposal</p> <p>Heather Gordon encouraged CAUL members to review and to provide comments on the Governance Framework to the National Library email address. CEIRC reviewed the document and provided comments in February.</p>
<p>Publicity, reports, publications since last report</p>	<p>Approved minutes are available at http://www.caul.edu.au/meetings/ and draft minutes are available http://www.caul.edu.au/meeting\$/ceirc-meetings.html</p>

	<p>CEIRC Chair emailed reports to CAUL members after each CEIRC meeting.</p> <p>Return on Investment Framework for E-Resources Negotiated by CEIRC http://www.caul.edu.au/datasets/</p> <p>What Adds Value to CEIRC Deals, Survey Results – Summary, Analysis and Action Reports http://www.caul.edu.au/datasets/</p> <p>FAQ for CEIRC Datasets Coordinators, http://www.caul.edu.au/datasets/</p> <p>Roles and Responsibilities for Dataset Coordinators and CEIRC Members http://www.caul.edu.au/datasets/</p> <p>CEIRC Vendor Checklist was updated on 7 November 2005 and 15 March 2006. http://www.caul.edu.au/datasets/checklist-vendor-negotiations.doc</p>
Plan for forthcoming activity	<p>Next meeting is in Brisbane on 8 June.</p> <p>Continue to work on items in the 2006 operational plan.</p> <p>Update model clauses.</p>
CAUL budget implications	None
Recommendations to CAUL	That CAUL review and determine its level of interest and participation in the National Licensing Proposal as part of the CAUL strategic planning exercise and communicate any changes prior to the next Forum scheduled for 3 July 2006.

Pro-forma updated 7 June, 2005

**CAUL Strategic Plan
Report to CAUL**

Author: Ruth Quinn
Date: 24 March 2006
Date of previous report: 5 September 2005

Section	Contribution to Teaching and Learning
Action	Promote the development of standards, protocols and systems that will ensure a responsive and robust information environment to support flexible learning. Undertake research and evaluation in information literacy as a graduate attribute.
Responsibility	Information Literacy Working Group
Time-line	Ongoing
Activity since last report	No teleconferences held since last report. Main activity has been liaising with Ralph Catts to finalise the Information Skills Survey. Agreed to revise the Admin Manual so a separate manual on analysis would not be required. Monitored activities from the Carrick Institute and circulated relevant information to CAUL members.
Achievements since last report	Technical Manual now complete and ISBN allocated. Revised edition of the Administration Manual is at the final edit stage. Both documents should be available from the CAUL website in the near future.
Publicity, reports, publications since last report	None.
Plan for forthcoming activity	1. Promote the availability of both manuals to the info-lit community 2. Review ToR of ILWG and prepare a recommendation for Exec re the group's continued existence.
CAUL budget implications	None at this stage
Recommendations to CAUL	That the report be noted.

Pro-forma updated 7 June, 2005

**CAUL Strategic Plan
Report to CAUL**

Author: Shirley Oakley
Date: 28 March 2006
Date of previous report: Alison Ransome 12 March 2004

Section	I. Contribution to Teaching & Learning
Action	Continue to refine and clarify protocols for the streamlined operation of University Library Australia – the national borrowing scheme
Responsibility	ULA Working Group
Time-line	Ongoing
Activity since last report	<p>Shirley Oakley appointed Chair subsequent to Alison Ransome's retirement. Confirmed the membership of the Working Group and that email discussion of issues is the preferred method of operation.</p> <p>Issues raised in discussion:</p> <ol style="list-style-type: none"> 1. Website: the Procedures and Protocols section was written in 2001 and requires update 2. The PDF brochure requires update – list of participating universities is not up to date 3. UTS has flagged the issue of Sydney Campuses of non-Sydney universities: UTS has developed guidelines for 2006, outlining circumstances in which UTS would consider such institutions as business enterprises, and would charge members of Sydney Campuses the full associate membership rate, not the ULA discounted rate. <p>The ULA scheme was developed on the basis of cooperation rather than reciprocity but where a particular burden falls on a library, that library can set local conditions and charges. Some libraries charge and some do not. There are already inequities (e.g. a USyd student gets free ULA membership at Curtin but a Curtin student pays for ULA membership at USyd).</p> <p>The Universities with campuses in Sydney are required to make adequate arrangements for library support for their students. These students are regarded as students of the parent university in all respects. There is no reason why they should be charged more than other students of that university.</p> <p>No consensus has been reached within the Working Group and the Chair declares a conflict of interest in that CSU is a university which has a Sydney campus operated by a commercial partner. Guidance is sought from CAUL on the principle which should apply.</p>
Achievements since last report	Nil
Publicity, reports, publications since last report	Nil

Plan for forthcoming activity	Group to determine content for: <ul style="list-style-type: none">• Web site update• Brochure update
CAUL budget implications	Nil
Recommendations to CAUL	That all students of a particular university be treated equally, regardless of campus of enrolment, with respect to their eligibility for ULA membership and that this be based on the fundamental principle that the scheme is a cooperative scheme designed to facilitate support for teaching and learning.

UNISON

Digital reference key performance indicators Summary Report

Acknowledgements

The University Librarians in the State of New South Wales (UNISON) funded this project. The data for the project was gathered from the Unison Digital Reference Survey 2005 from 11 Unison libraries. Thanks to all the 11 Unison libraries who participated in the Unison survey, and the librarians who conducted the survey in their institution libraries:

Vicki Bourbous	Australian Catholic University (NSW)
Belinda Brown	Charles Sturt University
Annmaree Brown	Macquarie University
Tim Pedrazzini	Southern Cross University
Julia Leong	University of New England
Pam Freeland	University of New South Wales
Alison Rigby	University of Newcastle
Linden Fairburn	University of Sydney
Amanda Smithers	University of Wollongong
Margaret Pavincich	University of Western Sydney
Sally Scholfield	University of Technology, Sydney

Special thanks to Lynne Benton for her vision in this field and her inspiration to initiate this project, to Margie Jantti of the University of Wollongong, and to Celia Munro and Marion Wilson of the University of Newcastle for their expert advice to the project.

Felicity McGregor (Champion)

Steering Committee: Kerryn Amery, Linden Fairburn, Pam Freeland, Alison Rigby, Sally Schofield, Amanda Smithers

Project Officer: Annette Dawes Susan Zhang

1. Introduction

1.1 The origin of the project

The move from traditional reference services to information desks, electronic services and virtual chat has provided the opportunity to assess the wide range of tasks performed by reference librarians. From the CAUL perspective, there is no breakdown of reference statistics and therefore no analysis or history can be used to determine trends, use and importance of any form of reference. While individual institutions capture their reference statistics, there are no standardised definitions or data collected, making it difficult to benchmark. The University Librarians in the State of New South Wales (UNISON) commissioned this project to investigate measures for Digital Reference Services. The previous work by CAVAL¹ (ASK model) and CAUL Literature Review² was used as the basis for this project. UNISON Reference & Information Services Interest Group (RISIG) conducted the Unison Digital Reference Key Performance Indicators Project in Oct 2004.

¹ CAVAL Reference Interest Group. Working Party on Performance Measures for Reference Services (1998). Final report. Prepared by Rosemary Cotter, David Cunningham, Eva Fisch & Barbara Paton. Bundoora, Vic: CAVAL Limited

² University of Newcastle Education Services. (2004). *Performance Indicators for Digital Research and Information Services: A Literature Review*. Newcastle

1.2 Definitions of Key Concepts

For the purpose of this project, the following definitions were used:

1.2.1 Reference

In a university library environment, reference is the combination of all the functions performed by reference and subject librarians to meet the information needs of clients. It covers three types of activities: reference services, reference collection development, and information literacy (user education) program. It takes a variety of forms such as information desk, including answering reference questions, instructing clients in the selection and use of appropriate tools and techniques for finding information, conducting searches on behalf of the client, directing them to the location of library resources, assisting in the evaluation of information, referring clients to resources outside the library when appropriate, conducting user training classes, developing and managing knowledge base, subject guidelines, and other reference resources. It can be conducted in person, via telephone or electronically³.

1.2.2 Digital Reference

Digital reference is the delivery of 'point of need' reference services using electronic information technologies. It may consist of synchronous or asynchronous electronic reference interactions, such as chat, co-browsing, voice over IP, SMS and email between clients seeking information and reference librarians. Clients ask questions electronically and are answered electronically by reference librarians, regardless of geographic location.

1.2.3 Reference Transaction⁴

"A Reference Transaction is an information contact that involves the knowledge, use, commendation, interpretation, or instruction in the use of one or more information sources by a member of the library staff. Information sources include printed and non-printed materials, machine-readable databases (including assistance with computer searching), catalogs and other holdings records, and, through communication or referral, other libraries and institutions, and persons both inside and outside the library. Include information and referral services." (NISO 2004)

1.2.4 Key Performance Indicators (KPI)

Based on the three definitions of KPI by Peter Young⁵, Edmund Heery and Mike Noon⁶, and Reh, F.J.⁷, the definition of KPI for this project is defined as below:

Key performance indicators represent a particular value or characteristic that is measured to assess whether an organisation's goals are being achieved. They reflect the critical success factors and stakeholder needs and expectations of the organisation. For KPIs and their measures to be effective, the organisation's goals need to be specific, measurable, agreed, realistic and time-based.

³ Reitz, J. M. (2004). Online Dictionary for Library and Information Science/ [Libraries Unlimited](#)

⁴ NISO Z39.7-2004 Information Services and Use: Metrics & statistics for libraries and information providers--Data Dictionary

⁵ Young, P. R. (2001). Electronic services and library performance measurement: A definitional challenge. page 21
http://www.niso.org/committees/ay/Young_Northumbria_presentation_2001.pdf

⁶ Heery, E. and Noon (2001) M.A Dictionary of Human Resource Management. Edmund Heery and Mike Noon. Oxford University Press.
([Oxford Reference Online](#))

⁷ Reh, F.J. (2005) Key Performance Indicators (KPI) at:
<http://management.about.com/cs/generalmanagement/a/keyperfindic.htm>

2. The Project

The goal of the project was to develop 3 key performance indicators for digital reference services. At the present time there are no standardized measures for digital reference services in Australian university libraries. The performance indicators aim to provide a basis for comparison of digital reference services across UNISON libraries. The ASK model key performance indicators were used to develop the digital reference indicators.

This project has researched the theory and practice in this area, studied the digital reference services at the UNISON libraries, and developed a set of Performance Indicators for Digital Reference Services. In doing that, it has conducted the following tasks:

- Reviewing literature of evaluation of digital reference from 2000 - 2005
- Defining key concepts for this project
- Collecting detailed data of digital reference in Unison libraries
- Developing a set of PIs for digital reference services

A steering committee was established via RISIG (Reference & Information Services Interest Group). The group reviewed the current literature and assessed its relevance to the project. Based on the readings, three performance indicators were selected from the ASK model. These were selected for their benchmarking potential and their perceived relevance to digital reference services.

ASK Performance Indicator	ASK Model Definition	Performance Measure
<p><u>ATTRIBUTES</u></p> <p>Analytical skills</p>	<p>Ability to analyse the information needs of a range of users and provide solutions that meet the resource constraints of the situation</p>	<p>Client satisfaction survey</p> <p>Rodski survey</p>
<p><u>SUPPORT</u></p> <p>Staffing the reference service</p>	<p>Level, quality and consistency of staffing that is provided to meet the information demands of the teaching, research and learning objectives of the institution. Development of staff skills through training, teamwork and continuing education</p>	<p>Training of staff for digital reference services</p>
<p><u>KNOWLEDGE</u></p> <p>Matching resources to user needs</p>	<p>Providing access to information resources that meet the needs of the user</p>	<p>Completion of weekly digital reference statistical survey</p>
<p>(CAVAL Reference Interest Group. Working Party on Performance Measures for Reference Services, 1998)</p>		

Survey

3. methodology and results

The committee considered data sources to enable the measurement of the potential PIs. These were assessed for validity, reliability, relevance and ease of collection. This led to the development of the pilot studies which were conducted in April 2005. During the pilot phase of the project the 6 participating Libraries trialed the data collection sheet and the staffing/staff training survey.

During the analysis of the data a number of significant anomalies emerged. These included differences in institutional interpretation of data, different definitions of reference terminology and varied data collection processes. It was agreed that these needed to be identified within the survey process and reflected in the analysis. As a result it was agreed to collect additional information including clarification of reference definitions, the collection methodology was refined and the Client Satisfaction Survey was introduced.

The revised survey was distributed to the 11 participating libraries in July 2005 and included:

- Library Profile and Digital Reference Survey
- Digital Reference Statistics Weekly Sheet
- Staffing and Training for Digital Reference Survey
- Digital Reference Client Satisfaction Survey

The survey provided an overview of the current situation of digital reference in UNISON libraries. In summary:

- All 11 Unison libraries provide email reference services
- 8 libraries provide online chat services
- Usage statistics are collected by most libraries
- Training (either formal or informal) is provided by 9 libraries
- The services are staffed by HEW levels 3-8 with a medium of HEW 5-6.
- Undergraduate students are the major user group of digital services
- 56% of enquires are reference
- 65% can be answered within 10 minutes.
- The proportion of digital transactions to total reference transactions is 5%
- 88% of respondents agree that their requests for help were answered promptly;
- 86% agree that the staff members were helpful;
- 77% agree that they got the answers/information they were hoping for;
- 89% agree that they were satisfied with the services they received.
- The reasons for use of this service includes its ease of use, perceived helpfulness, speed of response, convenience, and provides detailed information.

4. Issues arising from the survey

Lack of comparable statistical data and historical data

There are no standardised definitions or data collection forms, making benchmarking difficult. Also there are no standardised client satisfaction surveys, and no measure of staff accuracy and training methods. Most UNISON libraries use the Rodski survey for client perceptions of the library service, but digital reference is not included.

Consistency and accuracy of statistics

The differences in operating library digital services including staff allocation, system set up and statistics collection has meant that comparisons and benchmarking are unreliable.

Privacy issues

Under the provisions of the Act a survey cannot be emailed after an email or chat transaction has been completed. Different solutions for email and chat services were developed by individual libraries to enable use of the survey.

Alternative Performance Measures

During the analysis of the survey it was noted that relevant data was available to measure other performance indicators from the ASK model and were not only relevant to digital reference services but easily collected. It was agreed these would be included in the final framework. (See attached).

5. Recommendations

The purpose of this project was to develop a set of PIs which are easily applied in all Australian university libraries.

It is recommended that:

Implementation of the Performance Indicators

Some or all of the Performance Indicators identified through this project are implemented for digital reference service evaluation in UNISON Libraries during 2006.

Benchmarking

Unison Libraries review the Performance Indicators and, in order to enable effective benchmarking, develop an agreed standardized model of data collection including:

- Definitions of reference categories
- Data interpretation methodology
- Data collection forms.

CAUL

The report be sent to CAUL with the suggestion that the Performance Indicators be implemented for digital reference services evaluation in CAUL Libraries.

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CSF	PIs	Measures	Data Source
Matching resources to user needs (Knowledge ASK Model)	Response accuracy/Need Fill Rate	% of user satisfaction rate with "Clients get what they wanted".	Client Satisfaction survey (Q3.3)
	Response Integrity	% of mistake-free responses in total responses	Sample assessment
	Client satisfaction	% of client satisfaction rate with "Staff are helpful".	Client Satisfaction survey (Q3.2)
	Overall Client Satisfaction	% of client satisfaction rate with the overall service	Client Satisfaction survey (Q3.4)
Availability and Use of Service (Support ASK Model) <i>Restated for the purpose of this project.</i> Access to information services which support teaching, learning and research	Proportion of digital reference in total reference transactions	% of digital reference transactions (as compared) to total reference transactions	Statistics survey
	Promotion Effectiveness	% of all library clients should be aware of the service via different sources	Client Survey (Q2)
	Usage rate	% of users to total targeted population	Statistics survey
	Terminated transaction rate	Terminated transaction rate under %	Statistics survey
	Response Turnaround Time	% of email requests responded to within 1 working day. % of chat logins picked up within 2 minutes.	Statistics survey
	Survey Accessibility	Opening hours per week	Statistics survey
Staffing the Reference Service (Support ASK Model) <i>Restated for the purpose of this project.</i> Expertise in the delivery of a high quality digital reference service	Skill development and training	Proportion of rostered staff trained and the service offered	Staffing and Training survey
	Staff satisfaction	% of trained staff to total staff providing the service	Staff Survey

**CAUL Strategic Plan
Report to CAUL**

CAUL Meeting 2006/1
Agenda Item 727

Author: **Felicity McGregor**

(Date: 24.3.06; Date of previous report: 8.8.05)

Section	BEST PRACTICE
Action	<ol style="list-style-type: none"> 1. Review and develop indicators of the quality of library information and research services and develop measures to support them. 2. Other indicators 3. Rodski surveys
Responsibility	Best Practice Working Group (Felicity McGregor)
Time-line	<ol style="list-style-type: none"> 1. Project to be completed by end 2005
Activity and Achievements since last report	<p><u>Performance Indicators for Digital Reference (Information and Research) Services</u></p> <p>See report from the project group included in CAUL papers. In summary the project, which was sponsored by UNISON, has concluded. UNISON has not yet had the opportunity to discuss the report, however, it was decided to forward to CAUL and the BPWG to avoid further delays.</p> <p>The purpose of this project was to develop a set of PIs which are easily applied in all Australian university libraries.</p> <p>It is recommended that:</p> <p><i>Implementation of the Performance Indicators</i> Some or all of the Performance Indicators identified through this project are implemented for digital reference service evaluation in UNISON Libraries during 2006.</p> <p><i>Benchmarking</i> Unison Libraries review the Performance Indicators and, in order to enable effective benchmarking, develop an agreed standardized model of data collection including:</p> <ul style="list-style-type: none"> • Definitions of reference categories • Data interpretation methodology • Data collection forms. <p><i>CAUL</i> The report be sent to CAUL with the suggestion that the Performance Indicators be implemented for digital reference services evaluation in CAUL Libraries.</p> <p><u>Electronic Materials Availability Indicator</u></p> <p>No further progress to author's knowledge.</p> <p><u>Rodski Satisfaction Survey</u> The CAUL Best Practice Working Group (BPWG), at its September '05 meeting, agreed to work on updating the questionnaire to remove duplication and better represent areas of emerging importance whilst maintaining 'the core' to ensure validity of time series data.</p>

	<p>Although it is recognised that all surveys have limitations and should be supplemented by other measures, the Rodski survey has been valuable for benchmarking and continuous improvement evaluation over time. The fact that university libraries have a common, widely-used survey is well regarded in AUQA audits.</p> <p>BPWG members agreed that the survey instrument has become dated and did not adequately reflect increasing emphasis on provision of information and services via electronic means and that questions were duplicated across categories.</p> <p>Process</p> <p>BPWG members were provided electronically with the following data:</p> <ul style="list-style-type: none"> • Current list of 35 questions; • Importance rankings for each question as assigned by respondents to each question; • ‘Additional’ questions as included at individual libraries request; • A compilation of ‘Virtual Library’ questions as prepared by Rodski and a sub-group of CAUL libraries <p>Members were requested to respond to a simple questionnaire, indicating their preferred questions within the categories of Communication, Service Quality, Service Delivery, Facilities Equipment and Virtual Library.</p> <p>Responses were collated and distributed with further invitation to re-visit, re-order or re-word. BPWG members reconsidered the collations over three iterations, with a final ‘agreed’ set of questions achieved in December ’05. Rodski was consulted to ensure validity of final draft.</p> <p>Following feedback from the CAUL Executive, a few further changes were made to the survey. It is recognised that the survey does not meet everyone’s needs. The changes reflect an attempt to incorporate feedback from members using the survey while not losing time series data for the major categories. The revised list of questions is attached.</p> <p>Rodski Employee survey UOW implemented the survey last year. I am not aware of other libraries’ experience.</p> <p>The International Client Satisfaction Survey This has been completed and some participants have commenced administering the survey.</p>
<p>Publicity, reports, publications since last report</p>	
<p>Plan for forthcoming activity</p>	
<p>Recommendations to CAUL</p>	<p><u>Rodski:</u> Caul members implement the revised Rodski survey.</p> <p><u>Performance Indicators for Digital Reference (Information and Research) Services:</u> CAUL endorses the relevant recommendations of the Project Group.</p>

List of questions for CAUL Rodski surveys 2006

CAUL Meeting 2006/1
Agenda Item 727

Communication	
	Library staff describe clearly the services on offer
	Library staff provide clear and accurate answers / responses to my queries
	Library staff keep me informed about new services, resources and collections
	Library catalogue provides clear and useful information
	Library information guides are clear and useful
	Library web pages provide clear and useful information
	Adequate signage exists within the library

Service Quality	
	Library staff provide quality service
	Books and journals are reshelfed quickly
	Library staff act on my suggestions and ideas
	Prompt corrective action is taken regarding missing books and journals
	Services for clients with disabilities are adequate
	Library staff are proactive in their dealings with me

Service Delivery	
	Opening hours meet my needs
	Service staff respond in a timely manner
	Inter-library loan requests are filled promptly
	Requests for inter-campus loans are filled promptly
	The library collection is adequate for my needs
	Library staff are readily available to assist me

Facilities & Equipment	
	Photocopying & printing facilities are adequate
	Individual seating is adequate
	Group study facilities are adequate
	Access to computers to support study / research is adequate
	Quiet study facilities are adequate
	Facilities for using personal laptops are adequate
	Wireless facilities are adequate

Library Staff	
	Library staff treat me fairly and without discrimination
	Library staff display professionalism
	Library staff are friendly and helpful

Virtual Library	
	The library web site is easy to use
	The library catalogue is easy to use
	Course-specific resources are easy to find and access
	Access to electronic resources is easily available
	Off-campus access to electronic information resources and services is adequate
	Online help services are adequate

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CAUL Strategic Plan Report to CAUL

Author: **Derek Whitehead**

(Date: Apr 2006; Date of previous report: Sept 2005)

“Cheap, useful, fairly valid.”

Section	3 – Management for Best Practice
Action	13 Collect and publish statistics on Australasian university library outputs and activities. 18 Review the current CAUL statistical measures – presentation format, usefulness, use and users and present a plan and proposal to CAUL.
Responsibility	Statistics Focus Group / Derek Whitehead
Time-line	Ongoing.
Activity since last report	<p>Since the last meeting of CAUL (in Sept 2006)</p> <ol style="list-style-type: none"> 1 The Statistics Focus group met on 14 November 2005 at RMIT, with Derek Whitehead, Cathie Jilovsky, David Groenewegen, Diane Costello, Stephen Gillespie, Maxine Brodie present. Gehan Abound, Janice van de Velde (CASL) and Christine Wilson were apologies. 2 The new statistics website at http://statistics.caul.edu.au has now been in operation for a year. Cathie Jilovsky is developing a work program incorporating suggested further changes and will provide this in April/May. 3 Collection of 2004 data was completed in September 2005, and the information made available at the statistics site, in AARL, and on the CAUL website. Data now includes two new measures: ULA data at a national level and expenditure on electronic resources. 4 Cathie Jilovsky sent an evaluation form to statistics representatives (see Attachment 1). Review of 2004 data collection and presentation uncovered a number of issues, including <ol style="list-style-type: none"> (a) There was some ambiguity in some peoples’ minds about what was meant by electronic journal subscriptions and this will be clarified in the 2005 data collection. (b) Data collection should begin earlier; however, the main barrier to early collection was the availability of deemed list data (available March 2006 for 2005). Data will now be made available as it is received by CAVAL. (c) Agreed that some rankings should be kept as fixed files, so that institutions would not need to repeat the same search. 5 The deemed list. This is a significant element in the usefulness of the collection statistics. A statement will be drafted indicating how the deemed list is used in the statistics. 6 Statistical standardisation and COUNTER-compliance. Griffith and Swinburne have trialled MPS software which aims to cumulate COUNTER-compliant statistics from database vendors. 7 The CSFG considered several possible new measures for collection. They were:

	<p>(a) eReserve data. The main problem with this measure is defining what we mean, and relating it to reserve loans in general. It may be possible now for physical reserve loans data to be rolled into general physical loans.</p> <p>(b) eBooks. There was discussion about how to collect information about eBooks. They are not just books, but are migrating to serials status in many cases. The COUNTER draft e-books specification has some significant flaws, and needs revision before being used.</p> <p>(c) Transnational and international data was considered. There is a good deal more work to be done on looking at current definitions, and at what statistics are kept by universities (and DEST) and their level of reliability and standardisation.</p> <p>(d) Equipment. Many libraries loan equipment, such as laptops.</p> <p>8 The CSFG considered issues of how data collected by university libraries is used. It is used by the Good Universities Guide, and also by DEST, DCITA, possibly in the RQF, by review processes for individual libraries, and of course by library managers and their managers.</p> <p>9 Collection of 2005 data will commence shortly.</p>
Feedback	<p>1 IRUA libraries have been benchmarking, and provided some comments about inconsistencies in the statistical data. The CSFG noted that the statistics are no more than indicators, and the variety amongst institutions makes strict comparisons possible only in a detailed benchmarking context.</p> <p>2 Macquarie with IRUA will provide some further suggestions on revision of the guidelines for library operating expenditure.</p> <p>3 Gaynor Austen has suggested that CAUL prepare analyses along the lines of the Loughborough work, and the CSFG agreed that this should be done, for, say, the past decade, as commissioned research. It agreed to further this proposal and to develop a specification for the work, and selectively seek proposals.</p>
Achievements since last report	See above
Publicity, reports, publications since last report	The 2004 CAUL statistics were available on the CAUL website in the first week of September 2005.
Plan for forthcoming activity	<p>1 No meeting is currently scheduled.</p> <p>2 Trend analysis of CAUL statistics.</p> <p>3 See above for the current work program.</p>
Recommendation to CAUL	That this report be accepted.

Derek Whitehead
23 March, 2006

Attachment 1
COLLECTION OF CAUL STATISTICS FOR 2004 - EVALUATION

CAUL ONLINE STATISTICS
<http://statistics.caul.edu.au>

Thank you for your participation in the collection of the 2004 CAUL Statistics. We are in the process of reviewing the first year's operation of the CAUL Online website and the collection of data using the Input Module.

Many of you have already given us feedback, for which we thank-you. However if the questions below prompt you to make further comments we would be pleased to have it. Please pass it on to other staff who may not have previously responded. Any and all feedback you can give us will greatly assist with future planning.

Input module:

=====

Did you find it User-friendly?
Did you need to modify your workflows?
Did you use the Export to Excel function?
How could it be improved for next year?

CAUL Statistics Online website:

=====

Do you find it User-friendly?
What menus have you accessed?
What do you find most useful?
What could be improved?
What additional functionality could you use?

Overall:

=====

Does the website respond quickly and reliably?
Are there any existing areas or functions that could be enhanced?

We would appreciate your feedback and comments by the 28th October 2005.

Please email your responses to caul-stats@caval.edu.au

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**CAUL Strategic Plan
Report to CAUL**

Author: Eve Woodberry
Date: 23 March 2006
Date of previous report: 2 September 2005

Section	Advocacy, Marketing, Communication
Action	Present CAUL position to copyright meetings, references and inquires. Represent CAUL at meetings involving copyright issues in various forums
Responsibility	Represent CAUL and provide feedback to members on issues relating to copyright at a national and international level. Represent CAUL on the ALCC. Respond to copyright references and reports on behalf of CAUL Keep CAUL members advised of AVCC negotiations and developments regarding relationships with CAL, Screenrights and other copyright collecting agencies. Circulate to CAUL matters of interest and developments in copyright legislation
Time-line	As required
Activity since last report	Represented CAUL at the ALCC meeting on 30 September 2005. Organised the CAUL response to the "Inquiry into technological protection measures (TPM) exceptions" Attended the WTO as one of the IFLA CLM representatives in Hong Kong 12-13 December 2005. Represented CAUL at the 11 th Annual ACIPA Copyright Conference, Brisbane, 17 th February 2006. Represented CAUL at the ALIA Copyright and Intellectual Property meeting on 7 th March 2006.
Achievements since last report	Agreement with ALCC and stakeholders on the procedure for responding to government enquiries etc.
Publicity, reports, publications since last report	
Plan for forthcoming activity	Represent CAUL at the ALCC meeting planned for June 2006 in Canberra Attend IFLA CLM as the Australian representative, Seoul, August 2006.
CAUL budget implications	Travel to Canberra for ALCC meeting
Recommendations to CAUL	That the attached letter from the ALCC is noted.

Pro-forma updated 7 June, 2005



Australian Libraries Copyright Committee

PO Box E202 Kingston ACT 2604

Ms Diane Costello
Executive Officer
Council of Australian University Librarians
LPO Box 169
Australian National University
CANBERRA ACT 2601

3 April 2006

Dear ALCC Member/Supporter

The ALCC wishes to thank you for your support throughout the past year, and seeks your ongoing support in 2006.

In 2005, the copyright policy arena continued to hold many challenges for libraries and their users. Implementation of the Australia – US Free Trade Agreement (AUSFTA) was a matter of priority for the Government, and a number of key copyright law changes were proposed via consultative processes, including;

- the possible extension of the exceptions to copyright infringement available to both institutions and their users;
- the possible extension of the application of the 'safe-harbour' scheme for Internet Service Providers (ISPs) to online service providers, including libraries;
- the implementation of new exceptions to the general ban on circumvention of technological protection measures as required by the AUSFTA

The ALCC engaged extensively in these consultative processes, and has continued its lobbying on behalf of libraries and their users via submission writing, meetings with Government officials, and appearances before Government inquiries. The ALCC's major activities can be viewed on its website at www.digital.org.au/alcc

The ALCC is pleased to report that it has enjoyed a successful year and a number of positive results from its contributions to these inquiries. After a successful intervention in the High Court case of *Stevens v. Sony* in February of 2005, the High Court in October of 2005, handed down a unanimous decision upholding the interests of users, and emphasising the importance of balance in the copyright debate. This landmark decision discussed the legal implications of many issues of importance to the ALCC, including the implications of the relation between the fair dealing provisions and the anti-circumvention provisions of the Copyright Act to user groups. Additionally, the ALCC's involvement upheld its profile as a pro-active and valuable public interest body in the copyright arena.

As predicted, the combination of this decision with the submissions of user interests, including the ALCC, to the House of Representatives Standing Committee on Legal and Constitutions Affairs (LACA Committee), in turn lead to a very favourable report

by the LACA Committee, recommending that Australia retain extensive library exceptions to the ban on circumventing 'technological protection measures' (TPMs) in its implementation of Article 17.4.7 of the AUSFTA which Australia is required to implement prior to 1 January 2007.

On a more practical level, in response to members' needs, the ALCC in 2005 began presenting its updated copyright training seminars to members, providing them with information of recent copyright law amendments, together with practical implications of the changes.

2006 again holds many challenges for libraries and their users, and 'user' groups in the copyright debate generally. Whilst the LACA Committee report is very positive, the ALCC will have an important role in urging the implementation of this report by Government. The Government has also recently suggested that it may hold a review in relation to the issue of 'orphaned' works in libraries and cultural institutions. If the Attorney-General approves the conducting of such a review, given the importance and scope of this problem to the members of the ALCC, it would be dealt with as a matter of priority by the ALCC.

Once again, the ALCC wishes to thank your organisation for its consistent support and would be grateful for your ongoing support throughout 2006.

Best wishes

Tom Cochrane
Chair, Australian Libraries' Copyright Committee

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**CAUL Strategic Plan
Report to CAUL**

Author: Linda Luther

Date: 17 March 2006

Date of previous report: 5 September 2005

Section	Advocacy and Communication
Action	Relationships with other organisations – Libraries Australia Advisory Committee
Responsibility	John Arfield and Linda Luther
Time-line	Ongoing
Activity since last report	Kinetica Advisory Committee met 21 Sept 2005 for the final time Libraries Australia Advisory Committee met 27 Feb 2006
Achievements since last report	Libraries Australia stage 2 was launched on 30 November 2005. This covered cataloguing services and incorporation of the CJK service into the ANBD. This launch represents the conclusion of the Kinetica Redevelopment Project, which in large measure has gone very successfully. Libraries Australia free search service was launched on 27 February 2006 at Parliament House, Canberra. The launch received extensive media coverage. Launches are being planned to occur in each State through 2006. Document delivery requests between Australia and New Zealand can now be handled through Libraries Australia.
Publicity, reports, publications since last report	
Plan for forthcoming activity	There are a number of post-project activities which will now be scheduled. These include redefining search indexes, improved relevance ranking, a solution for implementation of FRBR and trial of Shibboleth. Libraries Australia will develop a paper to promote consideration of priorities. Libraries Australia Forum, previously the Kinetica Annual Users Meeting, will be held in Melbourne on 3 November 2006.
CAUL budget implications	On 1 July 2005 the National Library moved to a new pricing model for Libraries Australia. Under the new model, libraries pay a subscription fee for unlimited access. A new subscription model has been developed for university libraries, based on other CEIRC subscription models, for discussion and approval at this meeting.
Recommendations to CAUL	

Pro-forma updated 7 June, 2005

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CAUL Strategic Plan Report to CAUL

Author: **Heather Gordon**

Date: March 29, 2006

Date of previous report: September 7, 2005

Section	Relationships with Other Organisations
Action	QULOC Activities
Responsibility	Convenor, QULOC
Time-line	ongoing
Activity since last report	QULOC University Librarians met on November 25, 2005 and March 31, 2006. The approved minutes are available at http://www.quloc.org.au/ under QULOC Groups/University Librarians.
Achievements since last report	<ol style="list-style-type: none"> 1. 2006 draft budget was approved at the November meeting. There is no increase in membership fees. 2. Staffing Issues Working Party held a Workforce Planning Workshop on 30 March for University Librarians and 1 senior manager from each institution. 3. In 2005, QULOC circulated a listing of 23 Queensland serials not currently available in electronic form to select database vendors as possible new content. One vendor has reported that they have approached 9 out of the 23 editors and have held discussions with 3 editors. QULOC is now considering sending a letter to the 23 editors to make them aware of e-presses and other options for digitisation services. 4. In 2005, QULOC held 7 events with more than 250 people in attendance. The University Librarians Forum was held on Nov 24, 2005 and the panel discussion theme was Managing Up, Down and Around. Approximately 60 people attended and the presentations are available from the ULs page under QULOC Groups on the QULOC website at www.quloc.org.au 5. In June 2005, the Queensland Government prepared a draft policy, Accounting for Library Collections, proposing a new accounting treatment for collections. QULOC institutions are monitoring whether or not the new methodology has been adopted and if so the impact on internal procedures.
Publicity, reports, publications since last report	<p>QULOC Event Guidelines were revised and are available from the website.</p> <p><i>AUQA Reports: Dealing with Library and IT Issues</i> was updated in November by the Quality Working Party and is available from the website under QULOC Groups/Quality Issues/Reports and Presentations.</p>
Plan for forthcoming activity	<p>The 2005 Annual Report will be published on the website before end of April. The report includes reciprocal borrowing statistics for QULOC institutions.</p> <p>Information Kit for Working Party Representatives and Convenors will be published on the website before end of April.</p>
CAUL budget implications	None
Recommendations to CAUL	None

Pro-forma updated 7 June, 2005.

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Finance – Report to CAUL 2006/1

Some parts of this report have been compiled from reports to the CAUL Executive.

CAUL Budget 2005.

The audit for 2005 is underway and a draft statement of accounts has been prepared. The net profit for the year is in the region of \$27,000, with a total returned earnings for CAUL of \$420,000. Total expenses include operating costs of \$252,000, employee costs of \$165,000 and datasets subscriptions of \$17,400,000. Interest received over all accounts was \$77,641, including just under \$23,000 from the AUD account and \$40,000 from the USD account, due mainly to the significant increase in US interest rates during 2005.

Over-expenditure *cf* budgeted expenditure occurred in:

CEIRC meetings: \$4000

Under-expenditure *cf* budgeted expenditure occurred in:

CAUL meetings: \$4000

President's meetings: \$7000

Representation of CAUL: \$5000

Joint CCA meetings: \$4000

Statistics collection and publication: \$12000

Information Literacy Working Group: \$3000

ADT Meetings: \$1500

CAUL Budget 2006.

As per the discussion below, under "finance", the presentation of the accounts now includes worksheets for the balance sheet of each of CAUL's four accounts – in AUD, EUR, £ and USD. The presentation is shown prior to the audit adjustments for 2005, which will balance subscription payments and receipts made before and after the end-of-year.

The EUR account is expected to show very little movement since the Kluwer subscription management was moved to DA Information Services (Springer's preferred way of operating).

The CEIRC program budget shows a negative budgeted balance. It was agreed some years ago that interest income on foreign currency accounts be applied to the CEIRC budget as income. Under the new reporting procedures, the value of this is not shown in the AUD profit and loss worksheet, but is applied at the estimated exchange rate for each of the foreign currencies. The actual value won't be applied unless it is decided to physically transfer funds from the foreign currency accounts into the AUD account. At present, this information is retained as a note.

Finance.

The 2004 audit was completed October 28. The auditor tidied up some outstanding problems relating to the GST from earlier years. It is an accounting reporting issue rather than a cash issue.

Following correspondence with Cathrine Harboe-Ree and David Knox from Monash, arrangements were made for David to visit the CAUL Office on December 8 to look at CAUL's accounting processes and to review financial reporting arrangements. The day spent with David was highly useful. Until that time, reports to CAUL have been extracts from the MYOB files pertinent to the budget, showing both commitments and cash flow. From an accounting perspective, this lacked information from the balance sheet. The agreed solution is to remove some "balance sheet" items from the spreadsheet (profit & loss) report, and to provide direct reports from MYOB for the balance sheet. This will result in a longer report, some of which may be ignored if members are not interested.

GST management requires quarterly BAS statements and maintenance of the electronic commerce interface and the related security certificates. The last software update interfered with the use of the certificate, apparently due to an error in the software, interrupting completion of the BAS and consuming an unexpected amount of time trying to solve the problem.

We are investigating credit card facilities for CAUL. There have been a number of requests for this over the years, but consideration must be given to the cost of holding the facilities and policies for charge-back of merchant fees. It is not possible to have credit cards attached to the foreign currency accounts so this is for the AUD account only. The issue was raised again when the ANZAC conference committee asked if CAUL could handle the deposits for the conference. Other than having no credit card facilities, there is no problem with this request. The Executive agreed to apply for credit card facilities, and that CAUL should absorb the 2% merchant fees for payment for transactions \leq \$500, but otherwise to add it to the cost of the invoice, and review this in 12 months. Facilities have not yet been established.

Diane Costello

2 April, 2006

CAUL Budget 2005 (updated 8/9/05)

Income	\$	Sub-Total	Expenditure	\$	Sub-Total	Balance	Expected expenditure to 31/8/05	Actual Expenditure to 7/9/05	\$ Assets and Liabilities 2003	Balance @ 31/12/04	Balance 2005 @ 7/9/05
OPERATING											
Membership	180,000.00		Executive Officer (0.65)	67,600.00			45,066.67	44,130.45	NON-CASH		
Interest on Cash	14,311.61		Admin Assistant	33,306.00			22,204.00	20,071.49	Furniture cost		11,660.00
CONZUL contribution	9,000.00		Office Expenses	7,000.00			4,666.67	3,083.11	Furniture depr.		-9,147.60
			Audit & Accounting	7,300.00			4,866.67	1,908.75	Equipment cost		24,024.75
Publications	1,242.00		Office Rental	8,190.00			5,460.00	5,286.63	Equipment depr.		-20,732.42
		204,553.61	Equipment	0.00			0.00	0.00			5,804.73
			CAUL Meetings	15,000.00			10,000.00	5,217.18	LIABILITIES		
			Executive Meetings	12,000.00			8,000.00	8,539.75	Research Levy 2004		20,000.00
			President's Meetings	10,000.00			6,666.67	835.20	Pre-payments for 2005 fees	10,959.00	
			Representation of CAUL	5,000.00			3,333.33	0.00	Trade Creditors	5,146.99	173,136.53
			Joint CCA Meetings	4,000.00			2,666.67	0.00	GST Collected	87,357.01	
			Publications / Web Site	950.00			633.33	0.00	Carryover from 2002	5,147.00	5,147.00
			CAUL Achievement Award	6,000.00			4,000.00	5,522.65		108,610.00	178,283.53
			IFLA Membership 2005	1,700.00			1,133.33	1,719.09			
							176,346.00	28,207.61			
								118,697.33			
								96,314.30			
PROGRAMMES											
COPYRIGHT											
ALCC Levy	20,000.00		ALCC Membership	20,000.00			13,333.33	20,000.00			
		20,000.00	ADA Membership	500.00			333.33	500.00			
			Meetings	2,500.00			1,666.67	698.44			
							23,000.00	-3,000.00			
								21,198.44			
BEST PRACTICE											
CONZUL contribution to stat	6,200.00	6,200.00	Statistics Publication	27,610.00			18,406.67	15,600.00			
			Statistics Meetings	1,000.00			666.67	120.18			
			COUNTER Membership	850.00			566.67	0.00	DATASETS ACCOUNT (AUD)		
			ILWG	3,000.00			2,000.00	0.00	Datasets Income	791,072.28	95,728.61
			Development of statistics softw	37,583.00			25,055.33	36,476.00	Datasets Expenditure	828,138.66	195,681.43
							70,043.00	-63,843.00			
								46,695.33			
								52,196.18			
ULA											
		0.00	Meetings	0.00			0.00	0.00			
							0.00	0.00			
								0.00			
Sub-Total (CAUL Programs)		236,953.61					269,389.00	-32,435.39			
								165,392.67			
								169,708.92			
RESEARCH & DEVELOPMENT											
	0.00		Research & Development	0.00			0.00	0.00	FOREIGN CURRENCY ACCOUNT (USD)		
		0.00						0.00	Cheque Account @ 31/12	1,853,643.22	485,000.24
								0.00	Interest Received	7,012.00	11,964.11
								0.00	Liabilities	41,305.00	
SCHOLARLY COMMUNICATION											
	8,500.00		SPARC Membership	8,500.00			5,666.67	0.00	Datasets income	7,275,109.87	450,500.51
		8,500.00						0.00	Datasets expenditure	8,600,956.48	821,744.39
ADT											
ADT Membership	59,850.00		Infrastructure (UNSW)	55,000.00			36,666.67	0.00	FOREIGN CURRENCY ACCOUNT (EUR)		
		59,850.00	Meetings	2,000.00			1,333.33	545.14	Cheque Account @ 31/12	989,721.51	11,697.01
			NTLTD Meetings	0.00			0.00	0.00	Interest Received	2,281.96	6,611.27
							57,000.00	2,850.00	Liabilities		0.00
								38,000.00			
								545.14			
CEIRC Program											
CEIRC Levy (CAUL)	57,600.00		Executive Officer (0.35)	36,400.00			24,266.67	23,762.55	Datasets income	2,680,552.92	9,684.71
CEIRC Levy (external)	41,400.00		CEIRC Assistant	33,306.00			22,204.00	20,071.71	Datasets expenditure	2,690,065.35	0.00
		99,000.00	Meetings	15,000.00			10,000.00	9,952.79	FOREIGN CURRENCY ACCOUNT (GBP)		
Interest from Foreign Curren	28,908.00		Research	5,000.00			3,333.33	0.00	Cheque Account @ 31/12	68,237.06	42,599.39
		127,908.00	ICOLC Meetings	5,000.00			3,333.33	4,260.49	Interest Received	395.84	868.39
			CAUL-Industry ThinkTank	0.00			0.00	0.00	Liabilities		1,979.00
							94,706.00	33,202.00			
								63,137.33			
								58,047.54			
TOTAL INCOME / EXPENDITURE		433,211.61					429,595.00	3,616.61			
								266,530.00			
								228,301.60	Datasets income	211,548.20	10,599.50

Cell: A6

Comment: CAUL Executive Officer:
40 CAUL members @ \$4,500

Cell: E6

Comment: CAUL Executive Officer:
1. EO full costs = salary, on-costs, salary admin, travel not related to specific program - divided 65/35 between CAUL and CEIRC

Cell: M6

Comment: CAUL Executive Officer:
from 1995

Cell: B7

Comment: CAUL Executive Officer:
19,000 in 2003; 14,741 @31/7

Cell: E7

Comment: CAUL Executive Officer:
Salary increase 5.5% 1/12/04

Cell: M8

Comment: CAUL Executive Officer:
from 1995

Cell: B10

Comment: CAUL Executive Officer:
1242@31/7

Cell: F10

Comment: CAUL Executive Officer:
315+GST per fortnight

Cell: E12

Comment: CAUL Executive Officer:
Includes \$3,000 for meeting guest speakers, \$4,000 for SkyCity

Cell: N13

Comment: CAUL Executive Officer:
incl. Devt of statistics site & new CEIRC members

Cell: M16

Comment: CAUL Executive Officer:
InfoLitProject &PI web site

Cell: E18

Comment: CAUL Executive Officer:
\$5000 + travel expenses for presentation at CAUL meeting

Cell: E19

Comment: CAUL Executive Officer:
Approved CAUL2004/2

Cell: A24

Comment: CAUL Executive Officer:
40 CAUL members

Cell: E26

Comment: CAUL Executive Officer:
1xALCC,CLRCSydney,LobbyingCanberra,?Zwolle,?IFLA?

Cell: E31

Comment: CAUL Executive Officer:
Library Consortium £335 (\$500)

Cell: K31

Comment: CAUL Executive Officer:

USD 500 paid in advance in 2004

Cell: E33

Comment: CAUL Executive Officer:
Approved CAUL 2005/2

Cell: N43

Comment: CAUL Executive Officer: o/s invoice to OUP which it claims has been paid PAID 1/6/05

Cell: O43

Comment: CAUL Executive Officer: o/s
+ 302000 recd in advance from UQ

Cell: A44

Comment: CAUL Executive Officer:
40 X \$500 in 2004; no levy in 2005

Cell: E44

Comment: CAUL Executive Officer:
Income from 2004 recorded in liabilities

Cell: E47

Comment: CAUL Executive Officer:
USD5,000 (est.AUD 8,500)

Cell: C48

Comment: CAUL Executive Officer:
Sponsored by individual CAUL members USD5,000

Cell: K48

Comment: CAUL Executive Officer:
USD 5,000 paid in advance in 2004

Cell: A50

Comment: CAUL Executive Officer:
40 CAUL members + 2 CONZUL

Cell: E52

Comment: CAUL Executive Officer:
UNSW bearing expense

Cell: A56

Comment: CAUL Executive Officer:
39 CAUL members, CSIRO & CONZUL = 48*1200

Cell: A57

Comment: CAUL Executive Officer:
23 external participants @1,800

Cell: B59

Comment: CAUL Executive Officer:
USD5000 in 2003, originally budgeted for 2005 at USD 5000, actual amount now included

Cell: F60

Comment: CAUL Executive Officer:
1 meeting only in 2005?

Cell: O62

Comment: CAUL Executive Officer:
39419 recd in advance for cup2005

CAUL Budget 2006 (draft 7/6/05, updated 14/3/06)

CAUL Meeting 2006/1
Agenda Item 735(b)

Income	\$	Expenditure	\$	Budgeted Balance	Expected Expenditure to 28/2/06	Actual Expenditure to 14/3/06
OPERATING						
Membership	180,000.00	Executive Officer (0.65)	71,500.00		11,916.67	\$5,191.55
Interest on Cash	23,000.00	Admin Assistant	21,019.20		3,503.20	-38.33
CONZUL contribution	3,960.00	Office Expenses	7,000.00		1,166.67	576.64
Publications	200.00	Audit & Accounting	7,300.00		1,216.67	1,725.00
		Office Rental	8,190.00		1,365.00	617.00
		Equipment	4,000.00		4,000.00	2,952.50
		CAUL Meetings	15,000.00		2,500.00	2,547.00
		Executive Meetings	12,000.00		2,000.00	1,961.53
		President's Meetings	5,000.00		833.33	185.18
		Representation of CAUL	3,000.00		500.00	0.00
		Joint CCA Meetings	2,000.00		333.33	0.00
		Publications / Web Site	500.00		83.33	66.36
		CAUL Achievement Award	6,000.00		1,000.00	0.00
		IFLA Membership	0.00		0.00	0.00
Sub-total (Operating)	207,160.00		162,509.20	44,650.80	30,418.20	15,784.43
PROGRAMMES						
Copyright						
ALCC Levy	20,000.00	ALCC Membership	20,000.00		20,000.00	20,000.00
		ADA Membership	500.00		83.33	0.00
		Meetings	2,500.00		416.67	250.91
Sub-total (Copyright)	20,000.00		23,000.00	-3,000.00	20,500.00	20,250.91
Best Practice						
		Statistics Publication	27,610.00		4,601.67	0.00
		Statistics Meetings	1,000.00		166.67	0.00
		COUNTER Membership	850.00		141.67	0.00
		ILWG	1,000.00		166.67	0.00
Sub-total (Best Practice)	0.00		30,460.00	-30,460.00	5,076.67	0.00
ULA						
	0.00	Meetings	0.00		0.00	0.00
Sub-total (ULA)	0.00		0.00	0.00	0.00	0.00
Research & Development						
	0.00	Research & Development	0.00		0.00	0.00
Sub-total (R&D)	0.00		0.00	0.00	0.00	0.00
Scholarly Communication						
Support from members	8,500.00	SPARC Membership	8,500.00		0.00	0.00
Sub-total (Scholarly Communication)	8,500.00		8,500.00	0.00	0.00	0.00
ADT Program						
ADT Membership Fees	67,320.00	Infrastructure (UNSW)	47,500.00		0.00	0.00
		Meetings	5,000.00		833.33	560.84
		NLTLD Meetings	5,000.00		833.33	0.00
		NLTLD Membership	9,500.00		1,583.33	0.00
Sub-total (ADT)	67,320.00		67,000.00	320.00	3,250.00	560.84
SUB-TOTAL (CAUL)	302,980.00		291,469.20	11,510.80	59,244.87	36,596.18
CEIRC PROGRAM						
CEIRC Levy (CAUL)	60,480.00	Executive Officer (0.35)	38,500.00		6,416.67	\$2,795.45
CEIRC Levy (external)	50,400.00	CEIRC Assistant (0.85)	59,554.40		9,925.73	6,654.00
		Meetings	15,000.00		2,500.00	2,324.40
		Research	5,000.00		833.33	0.00
		ICOLC Meetings	5,000.00		833.33	2,118.00
		CAUL-Industry ThinkTank	0.00		0.00	0.00
Sub-total (CEIRC)	110,880.00		123,054.40	-12,174.40		13,891.85
SUB-TOTAL (CAUL + CEIRC OPERATIONS)	413,860.00		414,523.60	-663.60		50,488.03
Surplus / (Deficit)			(\$663.60)			
Datasets Subscriptions						
Subscriptions Income	56,858.00	Subscriptions Payments	0.00	0.00		56,821.52
SUB-TOTAL (AUD account)	470,718.00		414,523.60	-663.60		107,309.55
FOREIGN CURRENCY ACCOUNTS						
USD ACCOUNT						
Subscriptions Income	160,336.00	Subscriptions Payments	0.00	0.00		185,723.00
Interest	12,100.00	Bank Charges	0.00	0.00		110.23
TOTAL USD	172,436.00		0.00	0.00		185,833.23
£ ACCOUNT						
Subscriptions Income	3,779.00	Subscriptions Payments	0.00	0.00		11,550.00
Interest	833.00	Bank Charges	0.00	0.00		19.22
TOTAL £	4,612.00		0.00	0.00		11,569.22
EUR ACCOUNT						
Subscriptions Income	0.00	Subscriptions Payments	0.00	0.00		0.00
Interest	0.00	Bank Charges	0.00	0.00		3.14
TOTAL EUR	0.00		0.00	0.00		3.14

Cell: A5

Comment: CAUL Executive Officer:
40 CAUL members @ \$4,500

Cell: D5

Comment: CAUL Executive Officer:
1. EO full costs = salary, on-costs, salary admin, travel not related to specific program - divided 65/35 between CAUL and CEIRC, salary 84k from 11/05

Cell: B6

Comment: CAUL Executive Officer:
19,000 in 2003; 22717 in 2004; 3486 to 2/3/06

Cell: D6

Comment: CAUL Executive Officer:
< 15% time allocated to general CAUL activity HEW4 incl o/c & salary mgmt plus extra hours 0.15 for admin support

Cell: A7

Comment: CAUL Executive Officer:
9000 minus CEIRC contribution for external 8*630=5040

Cell: I7

Comment: Diane Costello:
441 for risk management & budget advice - 2260 reimbursement from Blackwell

Cell: E9

Comment: CAUL Executive Officer:
315+GST per fortnight

Cell: D10

Comment: CAUL Executive Officer:
replace PC purchased May 2000 & fax & printer purchased 1995

Cell: I11

Comment: Diane Costello:
repositories forum 2005 = 2547

Cell: D17

Comment: CAUL Executive Officer:
\$5000 + travel expenses for presentation at CAUL meeting

Cell: D18

Comment: CAUL Executive Officer:
Approved CAUL2004/2, not to be renewed caul2005/2

Cell: A23

Comment: CAUL Executive Officer:
40 CAUL members

Cell: D25

Comment: CAUL Executive Officer:
1xALCC, CLRCSydney, LobbyingCanberra, ?Zwolle, ?IFLA?

Cell: D30

Comment: CAUL Executive Officer:
Library Consortium £335 (\$500)

Cell: A40

Comment: CAUL Executive Officer:
40 X \$500 in 2004; no levy in 2005

Cell: D40

Comment: CAUL Executive Officer:
Income from 2004 recorded in liabilities

Cell: D43

Comment: CAUL Executive Officer:
USD5,000 (est.AUD 8,500)

Cell: H43

Comment: Diane Costello:
paid in December

Cell: B44

Comment: CAUL Executive Officer:
Sponsored by individual CAUL members USD5,000

Cell: A46

Comment: CAUL Executive Officer:
40 CAUL members + 4 CONZUL

Cell: H46

Comment: Diane Costello:
paid in December

Cell: D49

Comment: CAUL Executive Officer:
USD7,500

Cell: A54

Comment: CAUL Executive Officer:
39 CAUL members, CSIRO & CONZUL = 48*1260

Cell: A55

Comment: CAUL Executive Officer:
24 external participants @1,890 + CONZUL external contribution

Cell: D55

Comment: CAUL Executive Officer:
>85% time on CEIRC activity

Cell: E58

Comment: CAUL Executive Officer:
1 meeting only in 2006
march

Cell: F60

Comment: CAUL Executive Officer:
Interest on Foreign Currency Accounts expected to be AUD25k, not transferred to AUD account, but "applied" to CEIRC income.

CAUL - GBP	
<i>LPO Box 8169, ANU</i>	
<i>Canberra ACT 2601</i>	
<i>Australia</i>	
Balance Sheet	
As of February 2006	
Assets	
General Cheque Account	\$216,692.58
Trade Debtors	\$69,835.01
Total Assets	\$286,527.59
Liabilities	
Trade Creditors	\$302,250.58
Total Liabilities	\$302,250.58
Net Assets	(\$15,722.99)
Equity	
Retained Earnings	(\$8,767.36)
Current Earnings	(\$6,955.63)
Total Equity	(\$15,722.99)

CAUL - EUR	
<i>LPO Box 8169, ANU</i>	
<i>Canberra ACT 2601</i>	
<i>Australia</i>	
Balance Sheet	
As of February 2006	
Assets	
General Cheque Account	\$11,168.32
Trade Debtors	\$857.96
Total Assets	\$12,026.28
Liabilities	
Trade Creditors	\$3,000.00
Total Liabilities	\$3,000.00
Net Assets	
	\$9,026.28
Equity	
Retained Earnings	\$9,029.40
Current Earnings	(\$3.12)
Total Equity	\$9,026.28

Council of Australian Univ. Librarians

*LPO Box 169
Australian National University
Canberra ACT 2601*

Balance Sheet**As of February 2006**

Assets	
Cash	
Cheque Account 1007 7095	\$1,011,858.14
Petty Cash	\$100.00
Suspense account	(\$0.13)
Other Debtors	\$0.12
Trade Debtors - Receivables	\$47,548.60
Total Cash	\$1,059,506.73
Non-Current Assets	
Furniture & Fittings	
Furniture cost	\$11,660.00
Furniture - Acc. Dep'n	(\$9,323.60)
Total Furniture & Fittings	\$2,336.40
Equipment	
Equipment cost	\$26,454.25
Equipment Acc Dep'n	(\$21,975.42)
Total Equipment	\$4,478.83
GST paid	\$164,138.54
Total Non-Current Assets	\$170,953.77
Total Assets	\$1,230,460.50
Liabilities	
Prepayments CAUL membership	\$394,680.00
Pre-payments (General)	\$974.00
Suspense Account	(\$0.17)
Trade Creditors (Payables)	\$432,225.75
Grant Income Liability	(\$873.70)
Accounts Payable (transfer)	(\$0.10)
MasterCard	\$4,993.20
GST collected	\$117,551.35
GST on FCA transactions	(\$2,356.60)
Total Liabilities	\$947,193.73
Net Assets	\$283,266.77
Equity	
Retained Earnings	\$243,299.64
Current Earnings	\$39,967.13
Total Equity	\$283,266.77

Foreign Currency Account	
<i>CAUL LPO Box 169, ANU Canberra ACT 2601 Australia</i>	
Balance Sheet	
As of February 2006	
Assets	
General Cheque Account	\$4,162,176.70
Suspense account	(\$0.50)
Trade Debtors	\$126,350.74
Pre-Payments Sent	\$500.00
Total Assets	\$4,289,026.94
Liabilities	
Trade Creditors	\$4,431,524.95
Income Received in Advance	\$55,169.64
GST Payable Control	(\$1,843.55)
Suspense	(\$55,170.00)
Total Liabilities	\$4,429,681.04
Net Assets	(\$140,654.10)
Equity	
Retained Earnings	(\$126,996.25)
Current Earnings	(\$13,657.85)
Total Equity	(\$140,654.10)

Report to CAUL 2006/1

This report includes extracts from previous reports to the CAUL Executive.

CAUL Office.

Staffing.

Rachelle Morgan graduated on December 16, and finished working for CAUL the day before. With the assistance of The One Umbrella and fellow interviewer, Margaret Henty, Karen Mills was appointed and commenced work on January 16. This is a full-time, ongoing appointment.

Brigid Whitbread was available for the part-time (5.25 hours per week on average) position agreed under the 2006 budget. Brigid has worked part-time in the CAUL office for two separate longish periods since 2000 and understands the work of the office. She started work on February 2. This extra time was approved because the CEIRC activity, and its associated financial processing, continues to grow, and there is consequently less administrative support available than needed. 85% of the cost of the full-time position is now applied to the CEIRC segment of the budget.

CEIRC.

Since September 9, 57 offers or renewals have been circulated to members.

Renewals and the payments thereof were the highest priority in November and December. Taking January also into account, the following value of transactions was processed:

USD 7.7m out, and USD 8.3m in

£ 720k out, 650k in

AUD 530k out, 580k in

The very high proportion of vendor invoices which required amendment added significantly to the office workload, however there doesn't appear to be any short-cut to the double-checking of every order against its matching invoice before on-invoicing CEIRC members.

In early 2006, many vendors had to be asked to activate, or re-activate, subscriptions which had been finalised in September/October. These were not cases in which they had not received the relevant information as invoices had been received, amended and paid – they were overlooked at the vendor end. Notice of these failures was brought to my attention by the many CAUL subscribers who double-check their access in January.

Risk Management.

The first part of the day with David Knox covered a review of CAUL's risk management. This is a project for the first half of 2006. It should be noted that the items discussed suggested strongly that the bases have been covered, but are awaiting documentation.

CAUL Travel Arrangements.

In view of feedback received after a recent bad experience when travelling with Virgin, the following procedures were outlined:

When making arrangements for CAUL-sponsored flights, we use the following principles:

1. Schedule flights to arrive as close as possible to the meeting starting time, allowing for ground transport delays at the destination, and as close as possible to the expected finishing time, allowing for transport delays.
2. Book with Qantas, unless:
 - a) Qantas flights not available to destination;
 - b) Qantas flights not available within a reasonable timeframe for the target meeting;
 - c) Qantas costs significantly more than the competition (minimum \$100 more before the alternative is considered)
3. Book cheapest available outgoing flight on Qantas, on the basis that the starting time of the meetings is fixed.

4. Book a flexible return flight on the basis that the finishing time of the meeting may vary.

It is recognised that nearly all CAUL travellers have Qantas Club membership, and that Qantas flights are preferred. Alternatives to using other airlines may be to book less convenient flights on Qantas, or, obviously, spending more on travel. Members agreed that the option to choose a less flexible Qantas flight compared with Virgin, they would prefer to change to a less flexible flight.

Meetings held.

October 14. Anna Maria Sviatko & Gill , The One Umbrella.
November 2. Russell Livermore, Walter Turnbull re CAUL audit.
December 8. David Knox, Monash University regarding CAUL budget presentation and risk management.
January 5. Interviews for Finance & Administration Officer.
February 21. Russell Livermore, Walter Turnbull re CAUL audit.
February 27. Russell Livermore, Walter Turnbull re CAUL audit.

Meetings attended.

September 8. Teleconference re CAUL seminar on management information, with Jeff Murray and Derek Whitehead.
September 29. Michael Jubb, Director, (UK) Research Information Network, with Vic Elliott and Colin Steele.
September 30. Tom Cochrane, Chair ALCC, & Jennefer Nicholson, ALIA, re responding to public inquiries into copyright-related matters.
September 30. ALCC meeting (section re technological protection measures)
October 18. MYOB seminars – book-keeping and software updates.
November 9. CAUL Executive meeting with the National Library.
November 23. Meeting with representatives of the Attorney-General's Department regarding copyright exceptions – changes proposed for the Act.
November 30. COUNTER International Advisory Board Meeting, London
February 24. AVCC Library Staff Development Conference planning teleconference.
March 7-8. Meetings with CAUL President, Eve Woodberry, in Canberra.
Margot Bell & Clare McLaughlin, DEST
John Mullarvey, Chief Executive Officer, AVCC
Sue Hutley, Executive Director, ALIA.
March 13. AVCC Library Staff Development Conference planning teleconference.

Meetings attended as secretary.

September 14. CAUL Executive Meeting, Brisbane.
September 15-16. CAUL Meeting, Brisbane.
September 26. ADT Technical Committee, Sydney.
September 26. ADT Policy Reference Group, Sydney.
September 26. ADT Forum, Sydney.
November 14. CSFG Meeting, Melbourne
November 15. CEIRC Meeting, Melbourne
November 16. CCA Joint Executive Meeting, Melbourne
November 17. CAUL Executive Meeting, Melbourne
February 6. CAUL Executive committee meeting, Melbourne
February 9. CEIRC Committee Meeting, Melbourne.
March 22. CEIRC Committee Meeting, Brisbane.

CEIRC-related Meetings.

September 7. Indian visitors, as arranged by the National Library.
September 27. Khal Rudin, Sales & Marketing Manager, Adam Matthew Publications.
September 27. National Licensing Reference Group teleconference.
September 28. Uri Blackman, GIDEON Informatics, teleconference
September 28. Lisa de Kleyn, Journal Sales Executive, Taylor and Francis
October 3. Kerry Cole, Sales and Licensing Executive, Portland Press.
October 5. National Licensing Reference Group teleconference.

October 12. National Licensing Reference Group Forum.
October 13. ArtSTOR webinar.
October 26. Julie Stevens, Regional Sales Director West Asia Pacific, ProQuest.
November 16. Pascal van den Nieuwendijk, Elsevier Science
November 28. Blackwell Publishing Library Advisory Board, Oxford, UK.
November 29 – December 1. London Online Tradeshow. Meetings with:

Kerry Cole, Portland Press
Neil Lader, American Psychological Association
Tim Bennett, ACM
Marianne Josserand et al, BioMed Central
David Elek, Springer
Richard Siegersma, DA Information Services
Janette Wright & Paul Dourlay, RMIT Publishing
Jill Reese et al, McGraw-Hill
Martha Sedgwick, MPS Technologies (ScholarlyStats)
Steve Forrest, MyiLibrary
Ashleigh Bell, Taylor & Francis.

December 6. Andrew Coffey, Lexis Nexis.
December 13. Gayle Villaume, DA Information Services.
January 20. Tamara Joyner, Macmillan for Nature Publishing Group, Melbourne.
January 23. Gayle Villaume, Lian Todd, Andrew Bennetto, Richard Siegersma & Kim Hunt, DA Information Services, Melbourne.
February 7. Datasets Coordinators Meeting, Melbourne.
February 7. CEIRC Vendor/Publisher Forum, Melbourne.
February 8-10. VALA Trade Show, Melbourne

Barbara Rockenbach, ArtSTOR
Josephine Ong & Poonam Ramchand, Euromonitor
Natalie Blanchard & Michael McLellan @ Swets
Kari Paulson, EBL (e-books.com)
Dr Antoine Bocquet & Tamara Joyner, Nature Publishing Group
Linda Empringham, Brill & Gayle Villaume, DA
Andrew Pitts, American Chemical Society
Brad Rosairo, CSA
James Mercer, Oxford University Press
Nancy Buckley & Heather Crosbie, Blackwell Publishing
David Elek, Springer & Andrew Bennetto, DA
Jeroen Prinsen, Thomson Scientific
Maryce Johnstone and Katri Russick, Thomson Gale

February 15. National Licensing Reference Group teleconference.
February 28. Bronte Golding, ProQuest.
March 9. Natalie Blanchard, Jane Woolnough - Swets
March 16-18. Springer Library Advisory Board Meeting, Bangkok.
March 23. Tom Taylor, Sage Publishing teleconference.
March 26-28. ICOLC (International Coalition of Library Consortia), Philadelpia, PA
Neil Lader, American Psychological Association
Zsolt Silberer, ebrary
March 29. Will Pesce (Chief Executive Officer) , Christopher McKenzie (VP Sales, the Americas), Susan Hill (VP, Marketing), Caroline Rothaug (Director, Project Management), Wiley Publishing, Hoboken, NJ

Meetings in preparation – venues, travel, agenda papers, etc.

June 8. CEIRC Committee meeting, Brisbane
July 6. CAUL / CAUDIT / ACODE meeting, Brisbane
July 6-7 CAUL Executive meeting, Brisbane
September 17-19. CAUL Meetings, Perth.

November 8-9. CAUL Executive meeting, Melbourne
November 9. CCA Joint Executive meeting, Melbourne
November 10. CEIRC Committee meeting, Melbourne