

1. PURPOSE

As the primary provider of information resources and information services, the Library is an integral part of the University community.

Our mission is “To enable and enrich the teaching, learning and research endeavours of the University by delivering flexible access to extensive and relevant information resources and by providing quality services and facilities”. In carrying out this mission the Library serves the whole University, seeking to balance a library-wide perspective with local delivery. Our six campus libraries, which vary in size, provide a welcoming environment with collections in a variety of formats and this physical presence is complemented by a growing range of online services and resources.

The Library’s management structure has six senior Library staff reporting to the Director:

- Library Manager (Brisbane)
- Library Manager (Canberra)
- Library Manager (Sydney)
- Library Manager (Victoria)
- Library Manager (Electronic Services)
- Library Manager (Infrastructure and Strategic Initiatives)

The Director formally reports to the Pro-Vice-Chancellor (Academic Affairs), who also chairs the ACU Library Committee. The Senior Library Forum, which is made up of the Director and the six Managers, is responsible for policy development, review and implementation.

There are various standing committees, with broad internal representation. Standing committee meetings deal with operational issues, allow information sharing and play a role in the formulation of policy recommendations that are then considered by the Senior Library Forum and, where appropriate, by the ACU Library Committee.

2. 2008 SYNOPSIS

In the 2006 – 2009 Strategic Plan “we commit ourselves to working as One Library to meet the challenges of the changing University and information environment”. Within this four-year plan we have set ourselves seven broad goals for 2008. These are to:

1. Undertake a major evaluation of client attitudes (the Rodski Survey). Then analyse, interpret and disseminate the data ensuring that the outcomes feed into the planning processes for 2009 and beyond.
2. Significantly improve our services to clients with disabilities.
3. Continue to rebalance the Library budget to increase the proportion of it spent on acquisitions, particularly by acquiring resources that will increase our capacity to support research.
4. Further refine our collection development and technical services policies and practices. There will be a particular emphasis on evaluating the effectiveness of the new Collection Development Policy and, where practical, on consolidating some technical services functions. The trend towards acquiring a greater proportion of our collection in electronic form will continue.

5. Enhance the physical facilities of the campus libraries. This will build upon the significant achievements of the last five years and will, where possible, involve collaboration with the local Campus Operations or IT units.
6. Review and improve services to fully online students and to on-campus students using online services.
7. Ensure that Research Connect meets the University's requirements as specified by the Pro-Vice-Chancellor (Research and International).

3. CONTEXT / ENVIRONMENT

Australian Catholic University is operating within a rapidly changing educational environment. Student numbers are increasing, areas of teaching and learning have changed, online teaching and learning has expanded, and the University has committed itself to significant growth in research activities. These very positive developments present both opportunities and challenges. Our client base is larger and more diverse. At the same time the growth is bringing with it increased resources and therefore the capacity to provide a greater range of services and resources. As a result the Library has embraced the concept of budget sustainability as a medium-term goal.

The major risks are listed in the Risk Management Assessment Table and these have remained largely unchanged since 2007 and if anything some of them have diminished. The most significant short-term challenge is the over-crowding in three campus libraries (Melbourne, North Sydney and Strathfield) caused by a rapid growth in student numbers that has not been matched by an increase in physical space. This has caused some refinement in our strategic planning.

4. UNIVERSITY-LEVEL OBJECTIVES

The following University level objectives have driven the Library's 2006 – 2009 Strategic Plan and its Strategic Implementation Plans:

SP01 The University Strategic Plan for the Period 1998 – 2008 (Revised)

Section 5.6 Other Administrative and Support Areas: sets out the Library's role in contributing to the overall learning environment in which students operate.

SP02 The University Strategic Plan for the Period 1998 – 2008 (Revised)

Section 11 Summary of Conclusions – Section 4 Institutional Priorities, no.2: endorses the continuing development of flexible learning activities.

TL01 The University's Teaching and Learning Plan 2006 - 2008

Sets out the broad targeted outcome that "Students demonstrate progress towards the achievement of graduate attributes".

OTL01 The University's Strategic Plan for Online Teaching and Learning 2007 – 2009

The fourth intention states:

“Guiding ACU National to an online teaching and learning environment that is sustainable, scalable, self-sufficient, contemporary, appropriately resourced, accepted as part of the University's core business, committed to meeting student needs and delivering quality teaching and learning.”

AA01 The University Response to First AUQA Audit Report

Recommendation 19 stated:

That ACU ensure that library funding is appropriate to support the academic programs on each campus properly, and give consideration to how it builds library resources to support the developing e-learning strategy.

5. ORGANISATIONAL OBJECTIVES

The Library Strategic Plan 2006 – 2009 was developed in the context of an environment made increasingly complex by the changing nature of resource provision. We are simplifying access and extending our services through online delivery. We are now reaching more students with our Information Literacy program and working more closely with other areas of the University. In this Strategic Plan we have committed ourselves to working as One Library to meet the challenges of the changing University and information environment. We have set the following strategic priorities for 2006 - 2009:

Know and meet client needs (Obj 1)

In order to provide our clients with the resources and services that they need we have to know what they need and want. The bi-annual Rodski Client Satisfaction Survey has provided direct feedback and valuable benchmarking data. These have had a significant influence on library planning, however more can be done to make use of the findings. Using the data from other University surveys, using other instruments and conducting focus groups will extend our knowledge of our clients further and enable us to provide better support to groups with particular needs. (Related to University Level Objectives SP01, TL01)

Provide the right resources (Obj 2)

During the life of this Strategic Plan we will continue to develop a collection that meets the needs of our clients. The focus will be on managing as well as building the collection. We will work towards an efficient and cost-effective mix of online and print resources, keeping a close eye on the marketplace. We will further develop Library and University digital collections and make them available on the internet. (Related to University Level Objectives OTL01, AA01)

Transform access to the Library (Obj 3)

In order to address the changing way in which our clients are using the Library, we want to provide straight-forward and integrated access to our collection and services, applying new approaches and technologies. (Related to University Level Objectives SP02, OTL01)

Develop our skills (Obj 4)

As library staff we need to have the skills to do our jobs at a high level. Paying more attention to training opportunities and further developing expertise are essential for the further improvement of service. The spirit in which we operate must be cultivated in our organisational culture and through our preparedness to embrace change. (Related to University Level Objectives SP01, SP012, TL01, OTL01)

Be ready in a changing environment (Obj 5)

In order to provide a service that is current and relevant we must recognise emerging trends and opportunities. We must be flexible in our thinking and able to change, seeking out new ideas and technologies. We need to review what we do and how we do it regularly, judiciously moving the service forward. We need to promote the Library so that clients are aware of all that we have to offer. (Related to University Level Objectives SP01, SP012, TL01, OTL01)

6. PROPOSED ACTIONS IN 2008

Refer to Attachment 3.

ATTACHMENTS

Attachment 2 - 2008 Risk Assessment

Attachment 3 - Proposed Actions in 2008

Identify Risk	Assess Risk	Manage Risk
<p>Risk 1. Large scale and sustained technology malfunction, e.g. of servers.</p>	<p>This is a quite low risk (smaller scale failures have a higher risk but a much lesser impact) but with a potentially very high impact on the Library.</p> <p><i>Overall assessment: very low</i></p>	<p>The University's IT Directorate has excellent back-up facilities in place. Our major partner for outsourcing arrangements (UNILINC) has a disaster management plan in place with excellent back-up.</p>
<p>Risk 2. The collapse of the Library's automated system provider, UNILINC.</p>	<p>This is a very low risk but it would have extraordinarily high impact – the Library could not function (OPAC, loans, interlibrary loans, cataloguing and acquisitions functions would all be lost or seriously compromised).</p> <p><i>Overall assessment: very low.</i></p>	<p>The University is a part owner of UNILINC and represented on the Board, which gives us direct input into the management of the company and would allow us plenty of warning in the very unlikely event of the company collapsing.</p> <p>UNILINC's financial situation is very strong.</p>
<p>Risk 3. A fall in the value of the Australian dollar.</p>	<p>A catastrophic fall in the value of the Australian dollar could directly affect our capacity to buy new material and to maintain our current subscriptions</p> <p><i>Overall assessment: low-medium.</i></p>	<p>The Library acquisitions budget has been strengthened, the percentage of it spent on current serial subscriptions has decreased and the Library has the capacity to transfer funds into acquisitions if needed. However monitoring this risk will remain a factor in our on-going budget strategy.</p>

Identify Risk	Assess Risk	Manage Risk
<p>Risk 4. A deterioration in the University's financial situation and/or a reduction in the Library's share of University funding</p>	<p>The ACUonline budget is growing at a much faster rate than the allocation to the Director of Libraries and it is therefore getting a greater share of the funding within the portfolio. As a result the Library budget decreases slightly in percentage terms each year. This is sustainable while the University revenues are growing strongly.</p> <p><i>Overall assessment: low-medium.</i></p>	<p>The Library's budget strategy continues to take this into account by dividing expenditure into:</p> <ul style="list-style-type: none"> • Ongoing commitments that are critical to maintaining core services, facilities and collections. • One-off type items, such as back-runs of electronic serials, refurbishment projects, etc., that can be cut in a year where we face financial difficulties.
<p>Risk 5. Loss of key staff with unique skills/knowledge – this is especially relevant for the Electronic Services Unit but could affect other areas as well. Given our small size a high level of expertise often resides with a single individual.</p>	<p>This is a medium risk with medium impact.</p> <p><i>Overall assessment: medium.</i></p>	<p>We aim to minimise this risk by training staff to back each other up so that we can maintain services until a replacement is employed or the staff member returns. All our systems will continue to function even with the loss of a key staff member but we would still lose trouble-shooting capacity and the ability to undertake new developments.</p>
<p>Risk 6. Serious and sustained breaches of copyright leading to the withdrawal of the University's copyright licence.</p>	<p>This is an extremely low risk but would have a high impact if it occurred.</p> <p><i>Overall assessment: very low.</i></p>	<p>Copyright controls are in place both within the Library/ACUonline and throughout the University, which will prevent large scale and ongoing breaches of the Copyright Act (at least to the extent that the University would be held liable). More minor infringements will occur but not to the extent that they would endanger our licence.</p>

Identify Risk	Assess Risk	Manage Risk
<p>Risk 7. Adverse developments (going into liquidation, changing strategic direction, being taken over, etc.) affecting the various companies (Monitor, subscription agents, dataset vendors, etc.) with which the Library has relationships.</p>	<p>The risks vary from company to company and impact varies from one instance to another.</p> <p><i>Overall assessment: low</i></p>	<p>Where possible we ensure that long-term contracts with external providers have suitable penalties for non-performance and appropriate contingency arrangements for disaster recovery, data backup, etc.</p> <p>We work with other institutions informally or formally (through CAUL, University Printing and Copying Consortium, etc) to share information and, where possible, risks.</p>

Proposed Action	Responsibility	Timeline / Milestones	Indicators of Success
1. Undertake preparations for Rodski Survey (Obj. 1).	Library Manager (Infrastructure and Strategic Initiatives)	March 2008.	Survey ready to be conducted in May 2008.
2. Conduct the Rodski Survey (Obj. 1).	<ul style="list-style-type: none"> • Campus Library Managers • Library Manager (Infrastructure and Strategic Initiatives) 	To be conducted in May 2008.	Survey conducted on time with more than 2,000 respondents.
3. Analyse the Rodski Survey results (Obj. 1).	<ul style="list-style-type: none"> • Director of Libraries • Senior Library Staff 	Completed by July 2008.	Useable data is ready to disseminate.
4. Disseminate the Rodski Survey results (Obj. 1).	Director of Libraries	<ul style="list-style-type: none"> • Preliminary report presented to Library Committee by June 2008. • Final report, including recommendations, presented to Library Committee for its November meeting and then posted on the Library website. 	Library Committee approves a plan of action flowing from the Rodski Survey results.
5. Second a Library staff member to the role of Senior Librarian, Disability Services to investigate improving services to clients with disabilities (Obj. 3).	Director of Libraries	March 2008 with a report by early 2009.	<ul style="list-style-type: none"> • Senior staff member appointed. • Report delivered.
6. Appoint a part-time staff member to assist with the provision of resources in appropriate formats for students with disabilities (Obj. 3).	Director of Libraries	January 2008.	Staff member appointed and working under the direction of the Senior Librarian (Disability Access).
7. Extend the use of adaptive technologies (Obj. 3).	Senior Librarian (Disability Services)	Ongoing beyond 2008.	Appropriate technologies are in place.

Proposed Action	Responsibility	Timeline / Milestones	Indicators of Success
8. Improve accessibility to scanned articles held in the copyright database (Obj. 3)	Library Manager (Electronic Services)	December 2008.	Students with a visual impairment disability have better access to copyright material.
9. Maintain a budget capable of withstanding internal and external threats to funding (Obj. 2) (Risks 3 and 4).	Director of Libraries	<ul style="list-style-type: none"> February 2008 for carry-forward from 2007. November 2008 for 2009 budget. 	<ul style="list-style-type: none"> Approval of the budget by the Library Committee. Within the budget clear provision for staffing levels and core acquisitions expenditure maintained in the face of any reductions in funding.
10. Devise a budget for 2009 that increases projected acquisitions expenditure to beyond \$3,000,000, if necessary by reducing allocations in other areas (Obj. 2) (Risk 3).	Director of Libraries	November 2008.	Budget including acquisitions expenditure of at least \$3,000,000 is approved by Library Committee.
11. Assess the effectiveness of the new Collection Development Policy (Obj. 2).	<ul style="list-style-type: none"> Director of Libraries Senior Library Forum 	<ul style="list-style-type: none"> Ongoing throughout the year. Report presented to Library Committee in November 2008. 	<ul style="list-style-type: none"> Acquisitions expenditure stays within budget. Positive feedback from academic staff.
12. Report to the Library Committee on the effectiveness of the new Collection Development Policy, including recommendations for refinements to the Policy (Obj. 2).	Director of Libraries	Preliminary reports to the June and November meetings, with a final report to the first meeting of 2009.	Library Committee approves progress including any proposed changes to the Policy.

Proposed Action	Responsibility	Timeline / Milestones	Indicators of Success
13. Purchase new serials in electronic format and continue, where possible, to convert existing print subscriptions to electronic format (Obj. 2 and 3).	<ul style="list-style-type: none"> Library Manager (Electronic Services) Senior Library Forum 	Ongoing beyond 2008.	By the end of the year the number of print serials titles is reduced by at least 15% when compared to December 2007.
14. Develop the capacity of the collection to support research, particularly through the purchase of backruns of electronic serials (Obj. 2).	<ul style="list-style-type: none"> Director of Libraries Senior Library Forum 	Ongoing beyond 2008.	<ul style="list-style-type: none"> At least \$300,000 is spent in 2008 on the purchase of backruns of serials. Increased positive feedback is received from staff and students involved in research.
15. Ensure services and collections are upgraded to support any new academic initiatives for 2009 (Obj. 1 and 2)	<ul style="list-style-type: none"> Director of Libraries Senior Library Forum 	February 2009.	New collections (and if necessary new services) are in place for the arrival of the new students.
16. Rationalise the number of vendors used for the acquisition of print resources. Ensure these vendors are reputable and can provide continuity of service (Obj. 2). (Risk 7).	<ul style="list-style-type: none"> Technical Services Standing Committee Senior Library Forum 	Decisions made by July 2008.	<ul style="list-style-type: none"> A single vendor is used for the renewal of print serials for 2009. A preferred vendor for print books is used by all campuses for the start of 2009.
17. Explore assigning University-wide functions to campus library based staff particularly in relation to technical services, e.g. centralisation of print serial acquisition, cataloguing of electronic resources, oversight of print book budget, etc. (Obj. 4).	<ul style="list-style-type: none"> Director of Libraries Chair, Technical Services Standing Committee. Campus Library Managers. 	Completed by December 2008 with some elements finalised earlier in the year.	Duplication of activity reduced across the Library system.

Proposed Action	Responsibility	Timeline / Milestones	Indicators of Success
18. Develop the functionality of Verde to improve control of the Library's electronic information resources (Obj. 4).	Library Manager (Electronic Services)	Ongoing.	<ul style="list-style-type: none"> • Control of the budget for electronic books and serials is improved. • More timely and accurate management information is available.
19. Continue to schedule face-to-face meetings of appropriate staff to discuss policy/procedures, share information and to develop skills (Obj. 4).	<ul style="list-style-type: none"> • Senior Library Forum • Chairs of Standing Committees 	Ongoing throughout the year.	Staff belonging to various practitioner groups and/or standing committee meet at least once every three years.
20. Extend the liaison librarian structure to cover all campus libraries and develop guidelines for the role of liaison librarians (Obj. 4).	<ul style="list-style-type: none"> • Chair, Information Services Standing Committee • Director of Libraries • Senior Library Forum 	December 2008.	<ul style="list-style-type: none"> • Liaison librarian structure is in place in all libraries. • Operational guidelines are developed and approved by the Library Committee.
21. Reduce the dependence on any individual with unique skills and knowledge by ensuring that there are back up staff for key functional tasks (Obj. 4) (Risk 5).	<ul style="list-style-type: none"> • Library Manager (Electronic Services) • Campus Library Managers 	Ongoing beyond 2008.	<ul style="list-style-type: none"> • The risks caused by the loss of a key staff member are reduced, especially for those roles with a Library-wide function. • Such risks are identified at the campus level.
22. Provide additional staffing support to the Electronic Services (Obj 4).	<ul style="list-style-type: none"> • Library Manager (Electronic Services) • Director of Libraries 	July 2008.	The appointment of a Technology Officer (Electronic Services) to take over a number of the day-to-day IT tasks performed by the Senior Technology Officer.

Proposed Action	Responsibility	Timeline / Milestones	Indicators of Success
23. Implement Sharepoint (Obj. 4).	Chair, Communications Standing Committee.	July 2008.	All library staff and committees have access to Sharepoint as the primary means for the storage and dissemination of information.
24. Monitor physical facilities of campus libraries and, where appropriate, prepare submissions and reports to relevant officers. This will include steps to alleviate overcrowding where this is a problem (Obj. 5).	Campus Library Managers	Ongoing throughout the year.	<ul style="list-style-type: none"> Support is increased from local PVC, Campus Operations and IT for campus library refurbishments. Feedback from clientele is positive. Where possible, institutional plans formulated for additional library space.
25. Complete the refurbishment of Ballarat Library (Obj. 5)	Library Manager (Victoria)	August 2008.	New single desk is installed and new carpet laid.
26. Improve printing and photocopying services for students by upgrading printing facilities in areas of high demand (Obj. 5).	Library Manager (Infrastructure and Strategic Initiatives)	April 2008.	New printers are installed in the four larger campuses.
27. Participate effectively in University-wide project to determine a new smart card (or similar service) provider for 2010 onward and to investigate the rationalisation of photocopying and printing services across the University (Obj. 3).	<ul style="list-style-type: none"> Library Manager (Infrastructure and Strategic Initiatives) Director of Libraries 	Ongoing into 2009.	Library input and priorities are recognised in interim reports and decisions made in 2008.

Proposed Action	Responsibility	Timeline / Milestones	Indicators of Success
28. Develop further and update the Library website within University guidelines (Obj. 3).	<ul style="list-style-type: none"> • Chair, Communication Standing Committee • Library Web Services Development Team 	Ongoing but major improvements completed by December 2008.	Client satisfaction with the Library website is improved.
29. Transfer academic pages from the D-Library server to the University servers (Obj. 3).	Manager (Electronic Services Unit)	December 2008.	All academic staff pages are transferred to University servers with Library staff no longer having responsibility for them.
30. Evaluate services to students studying online (Obj. 1 and 3).	<ul style="list-style-type: none"> • Library Manager (Electronic Services). • Chair, Information Services Standing Committee. 	Ongoing beyond 2008.	Feedback from students who are studying online is positive.
31. Gain auditor access to online units for selected Library staff (Obj. 1 and 3).	<ul style="list-style-type: none"> • Director of Libraries • Chair, Information Services Standing Committee 	March 2008.	Appropriate library staff are able to access online units to assess needs and take action where necessary.
32. Implement improvements in services for students studying online as identified in the ongoing evaluation or from the Rodski Survey and other feedback, including participating in University-wide projects such as WOMP (Website and Online Modules Project) (Obj. 1 and 3).	<ul style="list-style-type: none"> • Chair, Information Services Standing Committee • Library Manager (Electronic Services) 	Ongoing beyond 2008.	Feedback from students studying online is positive.

Proposed Action	Responsibility	Timeline / Milestones	Indicators of Success
33. Complete the functionality of Research Connect (Obj. 2 and 3).	Library Manager (Electronic Services)	Completed within three months of the final specifications being received from the PVC (Research and International).	<ul style="list-style-type: none">• PVC (Research and International) approves the final version.• Academic Staff are willing to deposit their research output into Research Connect.
34. Digitise the University Collection of pre-2000 research theses (Obj. 3).	Library Manager (Victoria)	July 2008.	All ACU research theses are digitised.