Charles Darwin University Library 2017:  
3-year-plan for CDU Library Services 2014-2016
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Background

CDU Library develops an Operational Plan each year in line with the University’s Strategic Plan (USP) and makes it available on the Library’s website http://www.cdu.edu.au/library/about/planning.html.

This three year plan will enable the Library to be more focused in decision-making and less reactive in the face of change.

The plan will implement the elements of the current University Strategic Plan (USP) 2012-2014 and will be reviewed when a new USP is available. The Learning and Teaching Plan, Research and Research Training Plan, Reconciliation Action Plan, Indigenous Tertiary Education Plan were also consulted.

The plan incorporates Mission/Vision/Values statements, and is structured using the pillars from the USP, including traditional and new or innovative aspects of a library service: Clients, Collections, Spaces, and Staffing, all being underpinned by Technology plus a new area of ROI/Learning Analytics.

An environmental scan, SWOT and literature reviews were used to inform the plan and are available upon request.

Mission, Vision and Values of CDU Library Services

**Mission:** The Office of Library Services provide high quality and sustainable library and information services to support staff and prepare students to be creative and effective contributors in a complex changing world.

**Vision:** Library services are highly valued, user-centred and integral to the teaching, learning and research activities of the university community. Quality principles including documentation, measurement, benchmarking, analytics, continuous improvement and innovation drive our operations.
Values: The Office of Library Services highly values the following: Professionalism, Agility, Equality, Innovation.

The Office of Library Services:

- Develops and delivers high quality services to support the University’s learning and teaching aspirations;
- Delivers and develops high quality services to support the University’s research endeavours;
- Enhances the student experience and in doing so improves student retention and learning outcomes;
- Delivers and develops services efficiently and cost-effectively.
Library Strategic Plan 2014-2016

1. By 2017 Library Services for Learning and Teaching will have the following characteristics:

1.1. Front desk staff assist students at point of need: on the floor and online rather than behind the desk; Self-checkout (RFID), automatic-loans (eBooks) and other self-help services are the norm;

1.2. Development of initiatives to enable students as critical and independent users of information for sustainable lifelong learning is actively pursued and promoted;

1.3. Librarians are active partners in teaching teams; working alongside Academic Skills Advisors (ALLSP) and other academics, both HE and VET, to embed academic and information literacy development into curriculum, to design scaffolded learning activities and develop information literacy resources for students both face to face and online;

1.4. A variety of flexible, technologically enabled and well maintained learning spaces is provided for students in all campus locations;

1.5. Coffee and conveniences are available for library clients after hours and during weekends in semester at all campuses where possible;

1.6. Services are available online 24/7. Distance students and those based at new Sydney, Melbourne, and Waterfront locations have access to high quality library services comparable to internal students at established campuses.

1.7. High level staff and student engagement and feedback is sought on the impact of library services. Targets are established for improvements using tools such as client satisfaction surveys and responsive focus groups;

1.8. The majority of new collections and resources are available online. Physical collections exist and are well maintained where needed, including special collections of rare, restricted, NT history and aboriginal studies ;

1.9. Open access and open educational resources are promoted and accessible;

1.10. All required items in superseded formats such as videos and audiocassettes have been shifted to accessible formats.

1.11. User Experience Design principles are used to improve student and staff experiences through redesign and replacement of library system interfaces.
1.12. Metadata creation work will be mostly in the areas of learning objects and research publications and data rather than published books and journals;

1.13. Special Collections are well used by students at the undergraduate level

1.14. Library services and information resources are seamlessly integrated in flexible online learning and new modes of learning such as MOOCs.

1.15. Library staff are well aware of and utilise new technologies to support teaching and learning.

2. By 2017 Library Services to support Indigenous Education will have the following characteristics:

2.1. Indigenous students are actively engaged in library services and spaces;

2.2. Use of library services is tracked against learning outcomes for Indigenous students to allow data driven improvement;

2.3. Strong cooperative relationships exist with ACIKE, BIITE and NTL;

2.4. Indigenous collections are internationally recognised;

2.5. Indigenous cultural materials are accessible and preserved;

2.6. The Living Archive of Aboriginal Languages (LAAL) is sustainable and supported with ongoing consultation with aboriginal communities and researchers to ensure it meets their needs.

3. By 2017 Library Services to support Research will have the following characteristics:

3.1. Integral to research metadata, publications and data management across the University; Research metadata, publications and data is well managed and preserved;

3.2. Staff are an integral part of research groups within the University;

3.3. Expert support is provided for HERDC/ERA reporting;

3.4. Open access alternatives to commercial publishers are used where possible to avoid publisher lock-in, unsustainable annual price increases and improve access for the research community;

3.5. Digital preservation processes are well established and sustainable; The Library supports industry-wide initiatives which enable long term access to published digital material;

3.6. Special Collections are located in an accessible, purpose-designed space;

3.7. The CDU Research Archive is established as a separate purpose built facility and jointly managed by the Library and FLEBA;
3.8. Research collections are available for harvesting online where allowed by copyright;
3.9. Collections on NT History, NT Indigenous, Timor Leste and Eastern Indonesia are recognised nationally and internationally.
3.10. Expert advice is provided on emerging ranking and quality measures such as bibliometrics and altmetrics.
3.11. Staff provide expert services face-to-face and online supporting selection and use of information resources, connecting researchers with the best sources of information available.
3.12. The Library provides expert advice and support services for Open Access publishing by CDU researchers.

4. By 2017 Library Services to support Secure Future will have the following characteristics:
4.1. Work force planning is more flexible employing more staff with professional qualifications from other areas, e.g. Teaching, Marketing, Statistics, IT and Instructional/Educational Technologists. Succession planning, multi-skilling, and more flexible structures and recruitment practices mitigate continuing high staff turnover.
4.2. Flexible working arrangements are available for some staff including working from home and shift work after hours;
4.3. Other sources of funding (entrepreneurial, philanthropic) are pursued to support specialist activities;
4.4. Links between library use and learning outcomes are regularly investigated through the use of Learning Analytics. Outcomes are used to drive improvements.
4.5. Internal projects and processes have measurable success criteria and KPIs associated with them.
4.6. Services are more flexibly delivered utilising collaboration, partnerships and outsourcing. Technology solutions are hosted and in-house where required.
4.7. Staff are known for their knowledge, agility, and innovation.
4.8. Library systems and technologies comply with CDU IT frameworks and standards;
    Library systems and technologies use existing IT infrastructure, services and support where possible.
4.9. Self-selected purchasing of books and ebooks from the best sources available (patron driven acquisition) is established and available to library clients.
4.10. Marketing and Communication Plans inform the Library’s engagement with clients.

4.11. Expert copyright services support flexible delivery of services online, and the
interests of CDU researchers and the University.

4.12. Innovation, creativity and staff engagement is driven through flexible structures and
programs, design thinking, and agile IT approaches.

4.13. Information Resources Allocation budget indexation and exchange rate protection is
in place to ensure sustainable access to information resources.

4.14. New initiatives taking place within the larger University community are actively
monitored and contributions made where required.
# Three Year plan acronyms list

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Explanation</th>
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<tbody>
<tr>
<td>ACIKE</td>
<td>Australian Centre for Indigenous Knowledge and Education</td>
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<td>ALLSP</td>
<td>Academic Language and Learning Support Program</td>
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<td>ATSILIRN</td>
<td>Aboriginal and Torres Strait Islander Library and Information Research Network</td>
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<td>BIITE</td>
<td>Batchelor Institute of Indigenous Tertiary Education</td>
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<td>BYO</td>
<td>Bring Your Own</td>
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<tr>
<td>CDUeData</td>
<td>CDU’s Research Data Management project</td>
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<td>eBooks</td>
<td>Electronic books</td>
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<td>ERA</td>
<td>Excellence in Research Australia</td>
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<td>eSpace</td>
<td>CDU’s Institutional Repository</td>
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<tr>
<td>FLEBA</td>
<td>Faculty of Law, Education, Business and Arts</td>
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<td>HE</td>
<td>Higher Education</td>
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<td>HERDC</td>
<td>Higher Education Research Data Collection</td>
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<td>IL</td>
<td>Information Literacy</td>
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<td>ILL</td>
<td>Inter Library Loan</td>
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<td>IT</td>
<td>Information Technology</td>
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<td>KPIs</td>
<td>Key Performance Indicators</td>
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<td>LAAL</td>
<td>Living Archive Aboriginal Languages</td>
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<td>MOOCs</td>
<td>Massive Open Online Courses</td>
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<td>NT</td>
<td>Northern Territory</td>
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<td>NTL</td>
<td>Northern Territory Library</td>
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<td>RDM</td>
<td>Research Data Management</td>
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<td>RFID</td>
<td>Radio Frequency Identification</td>
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<td>ROI</td>
<td>Return on Investment</td>
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<td>SWOT</td>
<td>Strengths Weaknesses Opportunities Threats</td>
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<td>USP</td>
<td>University Strategic Plan</td>
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<td>VET</td>
<td>Vocational Education and Training</td>
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