

**CHARLES STURT**  
UNIVERSITY



**Charles Sturt University**  
**Division of Library Services**  
**2010 Operational Priorities Plan**

**Statement of Context**

This Plan identifies only those strategic initiatives which will be initiated, or which will continue from 2009, in support of the *University Strategy 2007-2011* and *The Next Steps* standards and outcomes defined for learning and teaching, research and professional engagement at CSU 2009-2011. Underlying this Plan are the enabling Sectional Work Plans which specify the proposed actions, outcomes, timelines and operational responsibilities. In addition to the Priorities in this Plan, ongoing operational activities will continue and will be developed through application of the PIRI continuous improvement framework and the CSU Organisational Change and Renewal Framework. The planning hierarchy is shown in the Appendix. Resources will be allocated in order of priority to: maintaining essential services; enabling the Operational Priorities Plan; undertaking new initiatives within Sections.

The major initiatives for 2010 will be the continued development of the Institutional Repository (CRO) and associated ERA and HERDC compliance reporting in collaboration with the CR&GT and other stakeholders; the implementation of the Student Service Centre and consequential adjustments to Divisional structures and operations; and the implementation of outcomes for the Transitions Project.

Key Objective 1: Support of the CSU Course Plan		
Link to Course Plan	Context / planned outcomes / [Risks]	Responsibility within the Senior Management Team
<b>Course Profile Objective 1: Enhance the quality and Scope of CSU's profile of professional courses</b>		
CP 1.1 Enhance the quality of courses, including through...support facilities	CP 1.1.1 Develop electronic resources to allow greater depth and breadth in collections supporting courses, minimising duplication and maximising access. <b>[Risk: Competing priorities for research support F&amp;R1; budget constraints prevent acquisition of expected range of resources F&amp;R2]</b>	Director, Operations
	CP 1.1.2 Conduct CAUL Insync benchmark survey in 2010 to gauge fit between practice and student requirements. <b>[Risk: Insufficient take up across all cohorts may limit effectiveness of feedback Q&amp;E1]</b>	Director, Operations
	CP 1.1.3 Investigate use of LIBQUAL benchmark survey to allow international benchmarking (run in alternate years to Insync survey). <b>[Risk: Survey fatigue may reduce participation and reduce validity of results; inability to identify valid benchmark libraries Q&amp;E1]</b>	Director, Development
<b>Course Profile Objective 3: Improve demand from well qualified students</b>		
CP 3.1 Strengthen articulation pathways, including with TAFE, industry and private education providers	CP 3.1.1 Develop the TAFE partner library checklist and service level agreement in collaboration with the TAFE Relations Manager and other stakeholders. <b>[Risk: Inability to enforce arrangements with partner TAFEs Q&amp;E2; adverse effect on the student experience REP1]</b>	Executive Director Director, Operations
CP 3.4 Expand international collaborative programs and offshore programs, including Ontario	CP 3.4.1 Develop effective QA processes with international partner libraries <b>[Risk: Inability to enforce arrangements with partner organisations; reliance on third party assessment of the quality of service provision offshore Q&amp;E2; adverse effect on the student experience REP1]</b>	Executive Director Director, Operations
	CP 3.4.2 Develop partnerships for service delivery in Ontario. <b>[Risk: Inability to make effective reciprocal arrangements will impact the quality of the student experience in Ontario REP1]</b>	Executive Director Director, Operations
CP 3.5 Extend the availability of courses in DE and flexible modes	CP 3.5.1 Implement and evaluate delivery of books to DE students located offshore. <b>[Risk: Service may prove to be unsustainable S1; service may not meet student expectations for timeliness of delivery REP1]</b>	Director, Operations
<b>Course Profile Objective 4: Enhance access to CSU's professional courses</b>		
CP 4.3 Strengthen first year experience programs, especially for students from educationally disadvantaged backgrounds	CP 4.3.1 Actively contribute to the Transitions Project and successful implementation of its outcomes. <b>[Risk: Inability to sustain required services S1; lack of necessary skills to produce services required WFP1; inability to fund purchase of resources required F&amp;R2]</b>	Director, Operations

Key Objective 2: Support of the CSU Research Plan		
Link to Research Plan	Context / planned outcomes / [Risks]	Responsibility within the Senior Management Team
<b>Research Plan Objective 1: Produce research outputs of high quality and impact.</b>		
RP 1.5 Develop and maintain an Institutional Repository of research outputs	RP 1.5.1 Complete the development of the Institutional Repository (CRO) and associated reporting requirements for ERA and HERDC in 2010. <b>[Risk:</b> Failure to meet ERA compliance requirements <b>COMP1</b> ; conflict with requirements for enterprise level research management system may affect resource allocation <b>F&amp;R1</b> ]	Director, Development
	RP 1.5.2 Implement open access to CRO research outputs, management information (e.g. publications by researcher) and researcher-focussed data outputs (e.g. hit rates). <b>[Risk:</b> Competition for resources with other high priority projects may delay this project <b>F&amp;R1</b> ; inability to showcase CSU research to the world <b>REP2</b> ; lack of value added incentive for researcher deposit to CRO <b>COMP2</b> ]	Director, Development
	RP 1.5.3 Implement CRO Project Stage 2 – Digital Theses. <b>[Risk:</b> Competition for resources may delay this project; inability to fully meet Academic Senate mandate for digital deposit of research theses <b>COMP2</b> ]	Director, Development
	RP 1.5.4 Continue to monitor and participate in planning for developments relating to a CSU ePress. <b>[Risk:</b> Inability to design sustainable ePress model <b>S1</b> ]	Director, Development
	RP 1.5.5 Investigate and develop strategies and systems for preserving and providing access to research data. <b>[Risk:</b> Inability of CSU to comply with conditions of research grants <b>COMP1</b> ; loss of access to critical research data <b>BUSCON1</b> ; adverse effect on CSU's research reputation <b>REP2</b> ]	Director, Development
<b>Research Plan Objective 3: Identify and support major areas of research strength</b>		
RP 3.2 Enhanced library facilities in our areas of research strength.	RP 3.2.1 Review and strengthen Faculty Liaison support in Wagga Wagga. <b>[Risk:</b> Competing priorities within salary ceiling may affect ability to support high priority research centres and groups at Wagga Wagga <b>F&amp;R2</b> ]	Director, Operations
<b>Research Plan Objective 8: Increase the amount of RTS funding and support Research Higher Degree Students (RHDS)</b>		
RP 8.3 Designated areas for RHDS will developed in each of the Libraries and Library staff will target support towards RHDS	RP 8.3.1 Continue development of services supporting RHD students, including document delivery. <b>[Risk:</b> Inability to provide and sustain timely access to individual RHDS needs may adversely affect RHD recruitment and completions <b>REP1</b> ]	Director, Operations
	RP 8.3.2 Include researcher spaces into Learning Commons developments in Bathurst and Wagga in 2010. <b>[Risk:</b> Provision of inappropriate spaces may adversely affect RHDS experience <b>REP1</b> ]	Director, Operations

Key Objective 3: Support of the CSU Learning and Teaching Plan		
Link to Learning & Teaching Plan	Context / planned outcomes / [Risks]	Responsibility within the Senior Management Team
<b>Learning &amp; Teaching Objective 2: Creation of a more accessible and effective learning environment</b>		
LT 2.1 Develop the flexible and distance learning resources of CSU, including the OLE, to enhance the learning environment	LT 2.1.1 Develop and pilot a model for embedding information resources, information literacy skills and research skills into curriculum materials. <b>[Risk: Failure in uptake will adversely affect the student experience REP1; lack of skills may affect ability to deliver services WFP1]</b>	Director, Operations
	LT 2.1.2 Implement PRIMO – a single portal to the full range of library resources. <b>[Risk: Ongoing cost of maintenance and support F&amp;R2; failure to encourage take-up may adversely affect student experience REP1; services may be disrupted during system implementation BUSCON2]</b>	Director, Operations
LT 2.2 Strengthen learning communities, including those which link on and off campus students, including through the Learning Commons	LT 2.2.1 Complete the implementation of the Bathurst and Wagga Wagga Learning Commons refurbishments. <b>[Risk: Insufficient funding to accomplish optimal solution F&amp;R2; adverse effect on student experience REP1; services may be disrupted during implementation BUSCON2]</b>	Director, Operations
	LT 2.2.2 Develop a sustainable model for a Learning Commons and equivalence of library services in Ontario. <b>[Risk: Insufficient space to support growing numbers; inadequate staffing F&amp;R2; adverse effect on student experience REP1];</b>	Director, Operations
	LT 2.2.3 Develop a sustainable model for a Learning Commons and equivalence of library services in Dubbo. <b>[Risk: Insufficient space to support growing numbers F&amp;R2; inadequate staffing; adverse effect on student experience REP1; inability to support Indigenous Education Centre REP3];</b>	Director, Operations
LT 2.6 Review calendar to remove overlapping sessions	LT 2.6.1 Review and redesign services as required to support the implementation of the Unified Session Model. <b>[Risk: Inability to support Residential Schools REP1; difficulty implementing system changes due to shorter breaks BUSCON2]</b>	Director, Operations
<b>Learning &amp; Teaching Objective 3: Strengthen partnerships with the professions and industry in learning and teaching</b>		
3.3 Improve recognition and support for professional and practicum educators	LT 3.3.1 Enhance library support for professional and practicum educators in collaboration with EFPI and PEN initiatives. <b>[Risk: Adverse effect on practicum placement positions for CSU students REP4; failure to meet license requirements COMP3]</b>	Director, Operations
	LT 3.3.2 Implement walk-in access to licensed databases. <b>[Risk: DIT security requirements adversely affect service delivery REP4; failure to meet license requirements COMP3]</b>	Director, Operations

Key Objective 4: Support of the Institutional Development Plan		
Link to Institutional Development Plan	Context / planned outcomes / [Risks]	Responsibility within the Senior Management Team
<b>Institutional Development Plan Objective 2: Sustainability: Develop an integrated plan that promotes financial, social and environmental sustainability</b>		
IDP 2.1 Ensure the responsible stewardship of physical, human and financial resources	IDP 2.1.1 Work with stakeholders to develop a digital preservation plan for the sustainable preservation of CSU's collections of digital objects. [Risk: Loss of critical resources and IP <b>BUSCON1</b> ]	Director, Development
	IDP 2.1.2 Implement effective processes for budget development, allocation and monitoring at cost centre level. [Risk: Inability to support good management decision-making <b>Q&amp;E3</b> ]	Manager, Business Services
<b>Institutional Development Plan Objective 3: Service Alignment: Develop a consistent approach to service delivery across the University</b>		
IDP 3.1 Ensure services are efficient and effective and that they are aligned with CSU's mission and key objectives of teaching, learning and research	IDP 3.1.1 Actively contribute to the implementation of the Student Service Centre and consequential adjustments to Divisional structures and processes. [Risk: Adverse effect on student experience <b>REP1</b> ]	Director, Operations
	IDP 3.1.2 Complete development of the cashless library through extended use of the CSU Card. [Risk: Cash handling consumes resources <b>Q&amp;E4</b> ; Security less than optimal <b>H&amp;S1</b> ]	Manager, Business Services
	IDP 3.1.3 Investigate and implement suitable benchmarking systems in Collection Services. [Risk: Inability to identify valid comparator organisations <b>Q&amp;E1</b> ]	Director, Operations
IDP 3.2 Ensure change is underpinned by continuous improvement and quality assurance	IDP 3.2.1 Implement a sustainable and compliant records management system for the Division. [Risk: Resources not available to implement required records management system <b>F&amp;R1</b> ; ineffective records management adversely affects knowledge management and quality of service <b>BUSCON1</b> ]	Director, Development Manager, Business Services
	IDP 3.2.2 Develop and implement effective management information systems to enhance cost centre decision making. [Risk: Inability to support GOOD management decision making <b>Q&amp;E3</b> ]	Director, Development Manager, Business Services
	IDP 3.2.3 Review and improve the Division's asset management system. [Risk: Loss of assets <b>COMP2</b> ; inability to fully fund asset replacement system leads to increased incidence of occupational injury <b>H&amp;S2</b> ]	Manager, Business Services
	IDP 3.2.4 Complete the implementation of the Division's quality framework. [Risk: QA processes ineffective <b>Q&amp;E5</b> ]	Director, Development Director, Operations Manager, Business Services
	IDP 3.2.5 Implement changes to practice highlighted by the AUQA audit 2009. [Risk: Adverse effect on CSU reputation <b>REP5</b> ]	Executive Director Director, Development Director, Operations Manager, Business Services
<b>Institutional Development Plan Objective 4: Workforce Planning:</b>		
Undertake workplace planning that considers current and future human resource implications	Refer to Division of Library Services Workforce Plan 2010	Director, Development

**APPENDIX: PLANNING AND RESOURCES HIERARCHY**

