



# Strategic Plan 2023+

CAVAL 



## Acknowledgement of Country

CAVAL acknowledges the Boon Wurrung and Wurundjeri Woi Wurrung peoples of the Kulin Nation as the Traditional Custodians of the lands on which CAVAL's offices are located. We pay our respects to Elders past and present. CAVAL extends its respect to all Aboriginal, Torres Strait Islander, and First Nations Peoples.



## The Process

CAVAL's Strategic Plan 2023+ has been developed progressively during a time of major disruption, and in consultation with our board, staff, members, and partners.

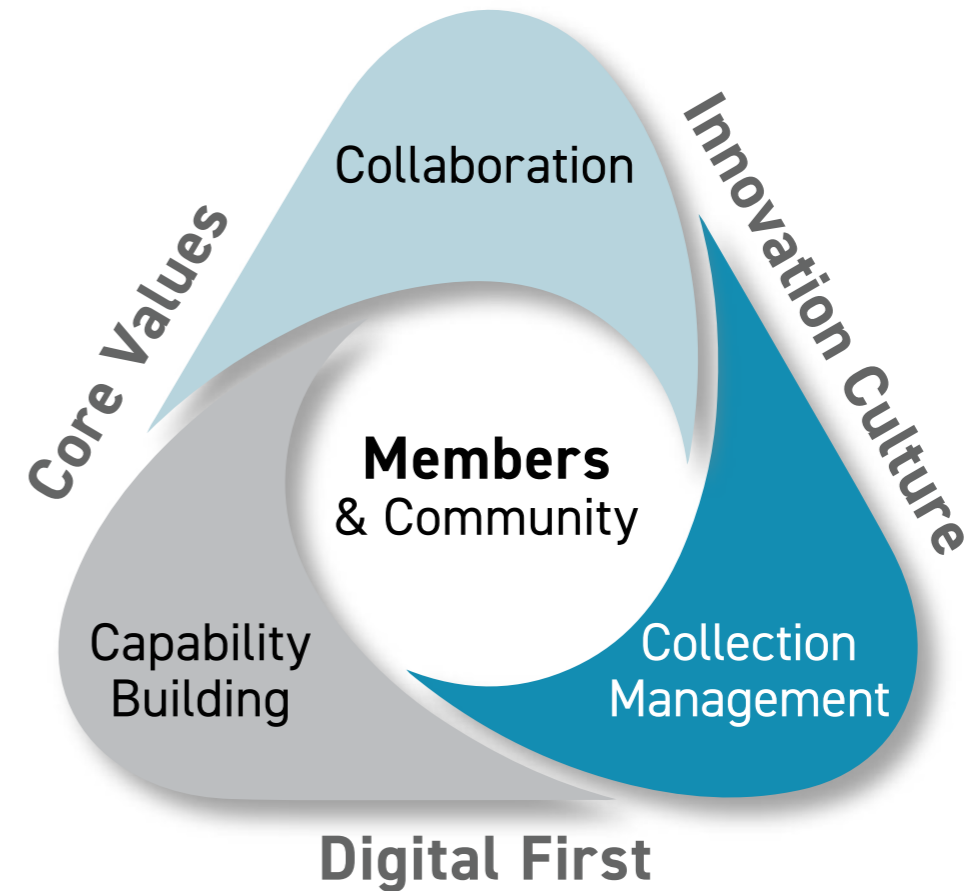
To achieve an effective working strategy, CAVAL conducted a series of strategic workshops which included integrating the outcomes of a successful Digital Strategy workshop. The Digital Strategy workshop was attended by the CAVAL Board, CAVAL management and staff, and crucial member stakeholders. Following the workshop, the team looked at the perception of the current digital environment at CAVAL and what it would look like in ten years. The digital environmental scan raised several themes, including a framework underpinning our strategy.

The workshops energised the team and were embraced as a bright future for the organisation. Further discussions with the leadership team, staff, members, and the Board set the right path, resulting in the collection of meaningful information on the values of the plan.



## Our Vision, Core Business, and Values

Planning sessions also focused on collaborating on the Vision Statement and how we see CAVAL in the future. Some valuable and insightful submissions gave a solid basis for forming the Vision for CAVAL. To support the planning sessions, surveys were run to assist in the breaking down of the Vision - "Who are we?", "What do we do?" and "How do we do it?"



## About our Strategy

**Our members and community are at the core of the CAVAL Strategic Plan 2023+**

The plan centres on our members and community and our commitment to addressing the wider community's needs, collaborating as partners, and optimising our value to the community.

Our strategic development aligns our core businesses of **Collaboration**, **Capability Building** and **Collection Management** with our capability, programs, and values. It also strongly aligns with our capacities (staff and infrastructure) that are always available for the community.



## What is our Core Business?

Members, customers, and partners interact with CAVAL in a variety of ways to utilise our services to benefit their organisations. Defining the value of CAVAL has never been straightforward. It may be different in any given year and may even vary from customer to customer. It is because CAVAL in the last forty-five years, has evolved into a relevant and key driver in the global library environment, ever-expanding and diversifying.

At our core we are a member organisation that connects and provides services and collaboration opportunities to our members, the Victorian Universities. We have a large customer base beyond our membership helping create long term sustainability of these services and contributing value to the broader community.

Our conversations with these key stakeholders helped us consolidate our core services into three distinct categories: **Collaboration**, **Capability Building** and **Collection Management**.

### Collaboration:

We are always excited at the possibilities of collaboration our community offers. Forty-five years ago, CAVAL's first project was about collaborative cataloguing with five members participating. This led to a reciprocal borrowing pilot that went on to include fifteen libraries. We've had many strategic alliances within the community since then. Now, through collaboration with our partners and members and utilising our collection management skills, we are expanding our shared collection to create retention agreements and shared infrastructure to develop collective collections within our membership. This has potential to grow nationally.

This is the start of a something bigger where CAVAL will work with our members to achieve an outcome that doesn't just benefit the individual member but the broader community.

Our ReShare project is a good example of collaboration where you join the ReShare community to become a partner with us in the open collaboration space. We will see more and more libraries, consortia, developers, and open-source advocates join in as we go along.

### Partnerships:

1. Form Strategic Alliances
2. Actively build collaboration and engagement between member and non-member institutions, industry partners and thought leaders



### Capability Building:

#### Professional Development services:

1. Local, relevant, cost effective
2. Increase and expand mentoring and leadership
3. Rebuilding capacity and skills development
4. Practical content
5. Programs that forge professional networks and initiatives that support growth and innovation

#### Capability and Capacity Building:

1. We are adaptable and innovative
2. We are flexible and scalable
3. We have collaborative, agile and user-focused teams, supporting a culture of innovation

### Collection Management:

1. Cataloguing, processing and technical expertise holds value
2. Expertise and skillset could be used to train the next generation
3. Collection Management services: Resource Sharing and Collective Collections
4. Overlap analysis, weeding, logistics, consolidation, infrastructure management
5. National, Global Partners

## The Framework

Underpinning our Core Business, we base our priorities on the following areas:

### Reconceptualising Services

- Integration, continuous process improvement, and future member benefit

### Mindset

- Culture of innovation, digital first, continuous change, and inspired

### Integration

- External and internal connection, and communication

### Collaboration

- Collective benefit, shared solutions, and partnerships

## Our Strategic Priorities for 2023+

### Future of Storage - Collection Management/Collaboration:

- Develop a strategy to support national research collections
- Consult and further understand the current and potential future needs of members and non-members
- Develop a strategy for the management of storage facilities and the stewardship of print collections for the short, medium and long-term
- Facilitate sustainable collecting practices
- Work with CAVAL's members and community to optimise space utilisation in Libraries and CAVAL's storage facilities
- Facilitate collaboration with members and community to develop collections of excellence amongst the group

### Capability Building:

- Drive best practice principles for discovery
- Drive a culture of innovation and new and critical thinking
- Provide a clear path through platforms, consultancy, and workflows to increase the accessibility and discoverability of collections
- Build a future-ready workforce through professional development
- Develop a comprehensive competency framework for Academic Librarians
- Meet member and community-driven project needs by providing resourcing, professional development, and opportunities to connect and collaborate

### Resource Sharing & Collective Collections:

- Implement and provide a platform to support collaboration
- Complete FOLIO implementation to improve discoverability and accessibility of the CAVAL Shared Collection
- Provide a platform to enable efficient and unmediated inter-library loans and document delivery
- Utilise the platform to make data and member driven collection maintenance decisions
- Extend services to collective collections and collection management
- Create a Collective Collections Working Group to form sound policies in collection management within CAVAL's membership





## About Us

CAVAL was created in 1978 to promote co-operation between Victorian academic libraries for the benefit of its membership. Since then, it has evolved into a relevant and key driver in the global library environment, ever-expanding and diversifying. While members remain the core focus, the quality solutions and services offered by CAVAL provide benefit to libraries and educational institutions throughout Australia and Aotearoa New Zealand.

CAVAL actively builds collaboration and engagement between member and non-member institutions, industry partners and thought leaders through its leading services, programs that forge professional networks and initiatives that support growth and innovation.

### Business Hours

Monday to Friday

9.00am to 5.00pm

Closed public holidays  
except Labour Day and  
Melbourne Cup Day

Closed between  
Christmas Day and  
New Year's Day



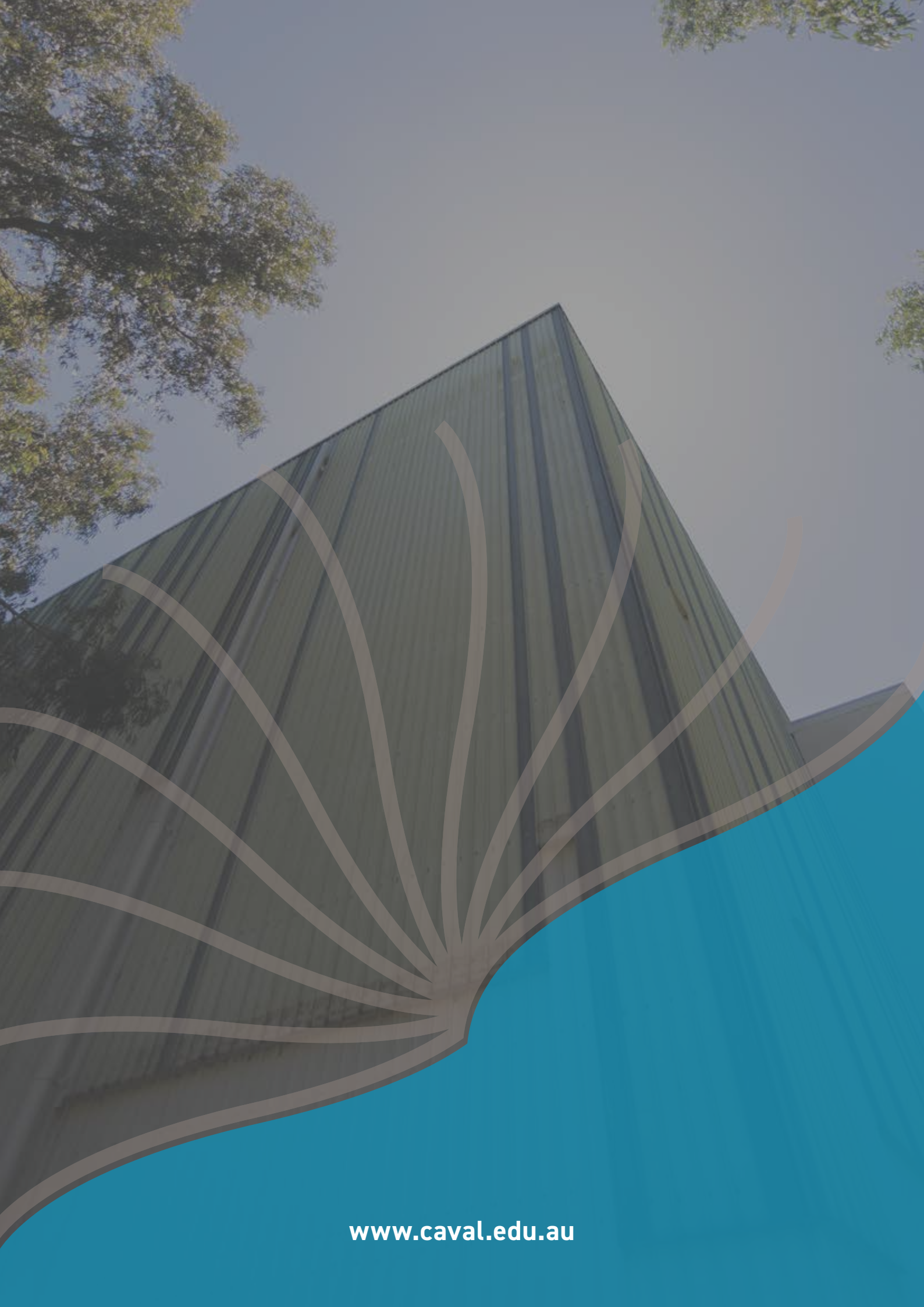
### CAVAL Ltd

4 Park Drive Bundoora  
Victoria 3083 Australia

T +61 3 9450 5500

F +61 3 9459 2733

E [caval@caval.edu.au](mailto:caval@caval.edu.au)



[www.caval.edu.au](http://www.caval.edu.au)