



The Children's Book Council of Australia ACT Branch

&

The Library

University of Canberra

**Lu Rees Archives of Australian Children's Literature
Strategic Plan 2011-2015**

Prepared by the Strategic Plan Sub-committee

Approved by the

**Lu Rees Archives Management Committee
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TABLE OF CONTENTS

WHO WE ARE AND WHAT WE DO	3
EXECUTIVE SUMMARY	3
1 BACKGROUND AND PURPOSE	4
1.1 THE COLLECTIONS.....	4
1.2 OWNERSHIP.....	4
1.3 GOVERNANCE	4
1.4 STAFF	4
1.5 CLIENTS AND CORE SERVICES.....	5
2 AIM, MISSION, OBJECTIVES AND VALUES.....	5
AIM	5
MISSION	5
OBJECTIVES	5
VALUES.....	5
3 FINANCIAL AND IN-KIND SUPPORT	6
4 KEY CHALLENGES	6
4.1 STAFF	7
4.2 FINANCIAL RESOURCES	7
4.3 HOUSING THE COLLECTION.....	7
4.4 MONITORING THE ARCHIVES	7
4.5 PURSUIT OF OBJECTIVES	7
5 OPERATIONAL STRATEGY	9

WHO WE ARE AND WHAT WE DO

The Lu Rees Archives of Australian Children's Literature has been in existence since 1974. In that time, it has established a firm reputation among researchers, students, bibliographers, librarians and the general public as one of the most important collections of children's literature in Australia. Its significance derives partly from its exceptional diversity. The Archives not only has a substantial collection of Australian children's books, including translations, but also manuscripts, artwork, the papers of leading authors, illustrators and publishers, files of newspaper articles, reviews, publicity material and other printed ephemera, journals, theses and reference works. While the collection extends back to the mid-nineteenth century, its great strength dates from 1960. This period saw a huge increase in the number of children's books published in Australia, with new themes, genres and literary styles, as well as a new interest in children's literature as a field of scholarship.

As well as being a centre for research and study, the Archives has performed an important role in fostering an awareness of and enthusiasm for Australian children's literature in the general community. Publications such as its journal, *The Lu Rees Archives: Notes, Books and Authors*, regular exhibitions in Canberra and elsewhere, and talks and addresses have all contributed to its high reputation in the general community.

EXECUTIVE SUMMARY

The Lu Rees Archives Strategic Plan 2011-2015 details the development and purpose of the Archives and describes its collections, clients and services. The management structure discusses staffing, financial and in-kind support, governance, and how this strategic plan will be monitored. Future directions and challenges are highlighted. The plan concludes with an operational strategy to pursue the Archives' objectives. This Strategic Plan thus charts the development of the Archives, proposes a blueprint for its development and future endeavours and creates a watching brief over its directions.

The Archives is dedicated to achieving its mission to enhance the appreciation of Australian children's literature by collecting, preserving and making available wide-ranging resources. Three major challenges must be met to achieve this mission:

- permanent staff;
- adequate financial resources; and
- appropriate housing of the collection.

This Strategic Plan highlights achievements made possible through continuing financial and in-kind support from The Children's Book Council of Australia (CBCA), both ACT Branch and national, and our generous sponsor, the Library at the University of Canberra. Publishers, authors, illustrators and others have regularly donated to the Archives since the early 1980s. Our book collection increased from 1000 volumes in 1980 to over 20,000 by 2010. Our research files on authors and illustrators increased from 60 to over 380 in the same period. Between 1992 and 2010, the value of our Cultural Gifts donations exceeded \$1,000,000 dollars. We confidently predict a continuing enhancement of the Archives.

1 BACKGROUND AND PURPOSE

We are a research collection of Australian children's literature dedicated to collecting and promoting our resources.

1.1 The Collections

The Archives is a unique collection of resources related to Australian children's literature, with particular strengths in creating, editing and publishing. The Archives' 20,000 books include special strengths in multiple editions with 2400 scarce translations representing 53 languages. The 387 unique research files on authors and illustrators include critical commentary from the 1960s thus documenting for posterity developments over time.

The Archives holds some 125 rare books and a comprehensive reference collection including research theses. Full runs of all major journals relating to the literature, including a comprehensive run of the NSW *School Magazine* dating from 1916, support research. Seminal authors and illustrators have donated their personal papers, manuscripts and artwork. The records of two publishing houses, Omnibus Books and Walter McVitty Books, provide insights into Australian editing and publishing practices. Over 100 unique audio recordings, dating from the 1970s, cover the development of Australian children's literature. Our photograph collection features Australian creators from the 1960s enhanced by the Walter McVitty Photograph Archive, which provides unique insights into historical and contemporary creators. The full potential of these collections continues to be explored.

1.2 Ownership

The CBCA ACT Branch Inc owns the Lu Rees Archives and is the legal manager of its resources, policies and practices.

The collection is housed and supported by the Library, University of Canberra.

1.3 Governance

The Archives has strong accountability measures in place. Archives staff are responsible to the Lu Rees Archives Management Committee, which meets six times a year. Committee members represent the University of Canberra, other Canberra and national institutions, and the community. The Lu Rees Archives Administrative Officer prepares written reports and the Collections Development Manager presents progress on strategic projects and financial reports at each Management Committee meeting. Proceedings are recorded and archived. This Committee oversees policies, practices and expenditure and advises the University Librarian. Since its establishment in 1983, this committee has reported to The Children's Book Council ACT Branch Inc and since 1993 to the National Council of the CBCA.

Annual Reports and audited finances are presented to the Annual General Meetings of both the Branch and the national CBCA.

1.4 Staff

The Archives has three part-time staff members: the Collections Development Manager (voluntary); the Lu Rees Archives Administrative Officer (paid) and the Editor (voluntary) of its journal, *The Lu Rees Archives: Notes, Books and Authors*. The Collections Development Manager is in charge of the overall management and

strategic direction of the Archives. The Administrative Officer manages the day-to-day administration of the Archives. The Editor of the Archives' journal plans and produces an annual issue.

We have a strong volunteer base from the Canberra region and across Australia for larger projects. Between 2004 and 2009, our record of volunteer hours expended was the equivalent of a full-time employee working eight months of the year. Volunteers are highly valued for their specialist skills and knowledge, and their ongoing commitment.

1.5 Clients and Core Services

The Archives has a diverse range of clients including tertiary students, researchers in such disciplines as education, creative writing, languages, literature, history and graphic design, secondary school students, teachers, teacher-librarians, writers, illustrators, publishers, bibliographers, and members of the general community from around Australia and the world.

The Archives staff have extensive knowledge of and experience in researching Australian children's literature. Some of our services include subject indexing of Australian children's literature; creating guides to unpublished material; promoting the Archives' resources through our extensive website; promoting Australian children's literature through an annual journal and exhibitions; and responding to researchers. The Archives' capacity to support research is limited only by human resources.

2 AIM, MISSION, OBJECTIVES AND VALUES

Aim

We aim to provide resources for the study and research of Australian children's authors and illustrators, including both the literature and the historical and cultural context in which it was created.

Mission

We strive to enhance the appreciation of Australian children's literature by collecting, preserving and making available wide-ranging resources.

Objectives

We meet our aim and mission by:

- building a research collection of Australian children's literature for present and future researchers
- providing ready access to facilitate research
- providing efficient and effective research services to clients
- implementing preservation and conservation strategies for safeguarding the collection for posterity
- promoting the resources for study and research purposes
- networking proactively to build and maintain links with other organisations and collections
- securing financial resources for maintaining and developing the collection.

Values

We value Australian children's literature and express this through:

- nurturing the development of authors and illustrators

- partnering with publishers in the promotion of authors and illustrators
- documenting published and unpublished creations
- documenting and disseminating scholarly endeavours
- leading in the documentation of creative and scholarly endeavours
- creating systems to make resources readily accessible
- developing research strengths
- delivering quality reference services
- creating rewarding opportunities for volunteers
- recognising volunteer achievements
- providing learning experiences for students
- collaborating with related institutions in providing resources
- promoting resources through a website, publications and exhibitions.

3 FINANCIAL AND IN-KIND SUPPORT

The CBCA ACT Branch Inc supports the Archives with a small donation and contributes funds towards particular projects. The Branch also encourages donations of funds and volunteer time, and promotes the Archives through its newsletter. Since 1993 the National Executive of the CBCA, representing Branches in all States and Territories, has provided an annual grant to fund the part-time Administrative Officer.

The Library has sponsored the Archives with in-kind resources since 1980 when the collection was deposited there. A formal Agreement, signed in 1991 and renewed in 2003, between the University and the Children's Book Council ACT Branch Inc details support and responsibilities.

Since 1981, the majority of Australian publishers have donated their children's books. Several publishers of serials annually donate these to the Archives. Authors and illustrators donate unique material to the Archives including overseas editions, artwork, manuscripts and personal papers, either as outright gifts, or as donations under the Cultural Gifts Program. Materials donated are acknowledged in the annual Archives' journal and Annual Report. We are eligible to receive monetary and other donations as we hold deductible gift recipient status from the Australian Taxation Office, which also classifies the Archives as a tax-exempt charity.

We actively pursue partnerships with local, national and international organisations and businesses to create exhibitions, participate in collaborative programs, enhance our expertise and expand our capabilities. We also apply to various granting bodies to support our objectives and programs.

4 KEY CHALLENGES

The Archives is dedicated to achieving its mission to enhance the appreciation of Australian children's literature by collecting, preserving and making available wide-ranging resources for posterity. Three major challenges must be met to achieve this mission:

- permanent staff;
- adequate financial resources; and

- appropriate housing of the collection.

Unless these challenges are met, the Archives cannot fully achieve its mission.

4.1 Staff

The Archives continues to apply for grants to undertake special projects. Grants, however, cannot provide funds for expanding the administrative staff, respond to increasing number of researchers or support long-term projects to their full potential. A full time administrative position is a priority. Therefore, the Archives aims to have a paid full-time Administrative Officer by 2015.

Another challenge is the position of Collections Development Manager. This is a demanding and important position that provides the vision, leadership, and commitment required to sustain the Lu Rees Archives. Therefore, the Archives aims to have a paid part-time Collections Development Manager by 2015.

4.2 Financial Resources

Small archives, such as the Lu Rees Archives, are unlikely to generate sufficient funds from its activities to be self-funding. The Archives will thus continue to require financial support to achieve its objectives. Given the Archives' achievements over the last three decades and the ongoing support from individuals and organisations, the Lu Rees Archives is positioned to become one of the world's leading research collections of Australian children's literature. To secure this envisioned future, a stable income source, such as provided by an endowment fund, is a strategic goal of the Lu Rees Archives. Therefore, the Archives aims to create an endowment fund of \$1,000,000 by 2020.

An important outcome of this strategic plan is the recommendation that a working party must be established to pursue the financial aims outlined above.

4.3 Housing the Collection

The Library at the University of Canberra has provided a suite of rooms for the Archives since 1980. These provide office space for staff and volunteers, and specialist rooms where the book collection, art cabinets, and a compactus house much of the collection under archival conditions and security. In addition, the Library provides storage in the basement. As part of the Agreement, the Library provides the resources required to house material appropriately, including shelving and archival supplies. Presently, however, the Archives is nearing capacity, both in the amount and type of storage in order to ensure this valuable collection survives for posterity. The Library and the Archives should together create a plan to cater for future growth and development.

4.4 Monitoring the Archives

The first meeting of the Archives' Management Committee each year includes a general consideration of the Strategic Plan. Archives' staff propose up to 25 objectives to be pursued during the year, drawn from the Strategic Plan, These are discussed and ratified, with progress reported mid-year and at the end of the year in the Annual Report.

4.5 Pursuit of Objectives

This strategic plan concludes with an operational strategy to pursue the Archives' objectives expressed earlier. These objectives are presented under six broad headings

including: Financial Aspects; Collection Development; Access; Service to Clients; Preservation and Conservation; and Marketing and Promotion. The table outlines strategies to achieve the objectives, performance measures, the timeframe within which these shall be achieved and those responsible for carriage of the objectives. The annual objectives pursued during the year will reflect current priorities and capacity to deliver. In this way, the Archives continuously pursues short and long term goals.

5 OPERATIONAL STRATEGY MC = Lu Rees Archives Management Committee; CDM = Collection Development Manager; LRA Staff = Lu Rees Archives Administrative Officer; Library = the Library, University of Canberra

Objectives	Strategies to achieve objectives	Performance measures	Timeframe	Responsibility
<i>Financial Aspects</i>	<i>Financial Aspects</i>	<i>Financial Aspects</i>	<i>Financial Aspects</i>	<i>Financial Aspects</i>
F1 secure financial stability	FS1 seek permanent funding FS2 seek corporate sponsors FS3 make sponsorship approaches to relevant organisations FS4 promote Archives as worthy of endowment FS5 seek benefactors FS6 attract funds for Visiting Scholar	FP1 permanent funding secured FP2 corporate sponsors secured FP3 organisation sponsors secured FP4 package to promote Archives developed FP5 benefactors secured FP6 funds for Visiting Scholar secured	FT1 ongoing FT2 ongoing FT3 ongoing FT4 ongoing FT5 ongoing FT6 ongoing	FR1 MC FR2 MC FR3 MC FR4 MC FR5 MC FR6 MC
F2 acquire resources for projects	FS7 apply for grants	FP7 grants received	FT7 one annually	FR7 CDM, MC
F3 develop sources of self-generated income	FS8 identify & develop saleable products	FP8 saleable products developed	FT8 ongoing	FR8 MC
F4 seek funds for multidisciplinary projects	FS9 seek relevant collaborative partners	FP9 partners found	FT9 ongoing	FR9 CDM, MC
F5 broaden support base	FS10 investigate developing individual & institutional subscriptions	FP10 subscriptions instituted	FT10 ongoing	FR10 MC
<i>Collection Development</i>	<i>Collection Development</i>	<i>Collection Development</i>	<i>Collection Development</i>	<i>Collection Development</i>
C1 represent the published works of Australian children's authors & illustrators	CS1 build complete collections of major creators and representative collections of other creators	CP1 Muir, White & NLA bibliographies checked; creator & publisher contacted	CT1 ongoing	CR1 LRA, CDM
C2 demonstrate developments in authors' & illustrators' work	CS2 seek donations of relevant research resources	CP2 sources identified & acquired	CT2 ongoing	CR2 LRA, CDM

Objectives	Strategies to achieve objectives	Performance measures	Timeframe	Responsibility
<i>Collection Development</i>	<i>Collection Development</i>	<i>Collection Development</i>	<i>Collection Development</i>	<i>Collection Development</i>
C3 provide resources about the creative process	CS3 collect pre-publication material (manuscripts, galleys, proofs, dummies, in-process & completed artwork, examples of editing process CS4 pursue donations under Cultural Gifts Program	CP3 appropriate donors targeted & donations acquired CP4 achieve at least 2 donations	CT3 annually CT4 annually	CR3 LRA, CDM CR4 CDM, LRA
C4 represent research literature	CS5 collect higher degree theses, published & unpublished research	CP5 theses, unpublished and published research acquired	CT5 ongoing	CR5 LRA, CDM
C5 represent secondary literature	CS6 seek complimentary copies of Australian journals & published critical works	CP6 acquire 85% of such material	C6 annually	CR6 LRA, CDM
C6 document the critical reception of creator's works	CS7 collect reviews, articles and award material	CP7 50% of files updated from prioritised list	CT7 annually	CR7 LRA, CDM
C7 foster view of Archival resources as a shared national collection	CS8 develop & maintain relationships with related institutions	CP8 relationships established	CT8 ongoing	CR8 MC
<i>Access</i>	<i>Access</i>	<i>Access</i>	<i>Access</i>	<i>Access</i>
A1 provide bibliographic access to published material	AS1 catalogue resources onto UC Millennium Library System	AP1 outstanding items below 20% of those received	AT1 annually	AR1 Library
A2 facilitate use of related resources	AS2 house related materials in close proximity AS3 give space-examine resources	AP2 materials stored in close proximity AP3 appropriate space provided	AT2 monitor AT3 monitor	AR2 Library, LRA AS3 Library, LRA
A3 provide access to resources	AS4 maintain & update databases AS5 add manuscripts to <i>Libraries Australia</i> AS6 create finding aids	AP4 databases reviewed & updated AP5 manuscripts added to <i>Libraries Australia</i> AP6 one created	AT4 annually AT5 annually AT6 annually	AR4 LRA AR5 LRA AR6 LRA
A4 offer research links to related collections	AS7 identify websites of interest-include on the Archives' website	AP7 websites added to Archives' website	AT7 annually	AR7 LRA

Objectives	Strategies to achieve objectives	Performance measures	Timeframe	Responsibility
<i>Service to Clients</i>	<i>Service to Clients</i>	<i>Service to Clients</i>	<i>Service to Clients</i>	<i>Service to Clients</i>
S1 provide efficient & effective collection management & reference services	SS1 increase provision of administrative staff SS2 identify proportion of staff time for reference services SS3 prioritise type & level of reference services to match staff resources	SP1 administrative staff increased to full time SP2 reference service time calculated SP3 appropriate reference services determined	ST1 end 2015 ST2 end 2011 ST3 start 2012	SR1 MC SR2 MC, CDM, LRA SR3 MC, CDM, LRA
S2 satisfy all information & research requests both on & off campus	SS4 provide staff to satisfy requests	SP4 95% of requests satisfied	ST4 annually	SR4 LRA, CDM
S3 serve needs of local, national & international researchers	SS5 provide electronic communication SS6 record & use research requests to determine, guide & enhance services	SP5 electronic communication provided SP6 research requests guide forward planning	ST5 annually ST6 annually	SR5 LRA, Library SR6 LRA
S4 attract researchers	SS7 offer Visiting Scholar position	SP7 Visiting Scholar position offered & filled	ST7 2015	SR7 MC, sponsors
<i>Preservation & Conservation</i>	<i>Preservation & Conservation</i>	<i>Preservation & Conservation</i>	<i>Preservation & Conservation</i>	<i>Preservation & Conservation</i>
P1 provide appropriate environmental conditions	PS1 work towards standard environmental measures	PP1 targets set & implemented	PT1 end 2012	PR1 Library
P2 protect against pest infestation	PS2 provide quarantine area for receiving and checking material	PP2 area provided	PT2 end 2011	PR2 Library
P3 store resources appropriately	PS3 use standard conservation techniques & archival storage	PP3 standards followed	PT3 ongoing	PR3 MC
P4 preserve individual resources	PS4 ensure appropriate handling & storage of resources	PP4 standards followed	PT4 ongoing	PR4 MC, LRA
P5 safeguard staff & clients in event of emergency	PS5 follow library's plan for evacuation & staff	PP5 LRA staff trained & procedures followed	PT5 end 2011	PR5 LRA
P6 safeguard collections in event of emergency	PS6 institute measures to safeguard priority items PS7 decide priorities-procedures	PP6 determine measures PP7 items & procedures decided	PT6 end 2011 PT7 end 2011	PR6 MC PR7 MC

Objectives	Strategies to achieve objectives	Performance measures	Timeframe	Responsibility
<i>Preservation & Conservation</i>	<i>Preservation & Conservation</i>	<i>Preservation & Conservation</i>	<i>Preservation & Conservation</i>	<i>Preservation & Conservation</i>
P7 maintain awareness of preservation & conservation issues	PS8 maintain relationship with UC's Cultural Heritage & other institutions' conservation units	PP8 relationships established	PT8 ongoing	PR8 CDM, LRA
<i>Marketing & Promotion</i>	<i>Marketing & Promotion</i>	<i>Marketing & Promotion</i>	<i>Marketing & Promotion</i>	<i>Marketing & Promotion</i>
M1 raise profile within stakeholder groups (CBCA, UC, other Australian universities, National Library of Australia, National Gallery of Australia, ACT Library Service, etc)	MS1 support & cross-promote publications, web resources of related organisations MS2 make representation & provide material at relevant conferences & events MS3 provide news items for specialist, interest-group, general media, e-news MS4 include LRA in UC library materials MS5 provide hotlinks within website MS6 inform institutions with interests in Australian children's literature of material held & encourage use	MP1 Archives promoted in at least 2 publications MP2 materials provided to at least 2 conferences and events MP3 news items provided to at least 2 outlets MP4 LRA included in library materials MP5 hotlinks reviewed and maintained MP6 institutions identified & information sent	MT1 annually MT2 annually MT3 annually MT4 as materials are updated MT5 ongoing MT6 ongoing	MR1 MC MR2 LRA MR3 MC MR4 Library MR5 LRA MR6 MC, LRA
M2 communicate with existing & potential donors	MS7 maintain active correspondence with existing & potential donors MS8 disseminate journal MS9 develop public profile through media; improve profile among stakeholders	MP7 three-five creators targeted MP8 journal disseminated MP9 LRA profiled in 2 outlets/stakeholders groups	MT7 annually MT8 annually MT9 annually	MR7 CDM, LRA MR8 J MR9 MC

Objectives	Strategies to achieve objectives	Performance measures	Timeframe	Responsibility
<i>Marketing & Promotion</i>	<i>Marketing & Promotion</i>	<i>Marketing & Promotion</i>	<i>Marketing & Promotion</i>	<i>Marketing & Promotion</i>
M3 publicise growth & direction of Archives to general public	MS10 publish a journal MS11 organise exhibitions MS12 arrange openings & talks MS13 regularly update promotional material MS14 seek publicity opportunities in media	MP10 journal published MP11 one exhibit organised MP12 one opening and talk arranged MP13 material updated MP14 opportunities achieved	MT10 annually MT11 biennially MT12 annually MT13 annually MT14 annually	MR10 J MR11 LRA, CDM MR12 MC, CDM, LRA MR13 LRA MR14 CDM
M4 increase researchers' awareness of LRA	MS15 maintain & enhance website MS16 create hyperlinks to research & literature websites MS17 encourage mutual cross-promotion through web links MS18 Provide material to relevant conferences MS19 publish a journal MS20 include referred section MS21 seek theses & research MS22 require researchers to acknowledge LRA MS23 researchers to write for journal	MP15 website enhanced MP16 at least 2 hyperlinks created/updated MP17 contact with related websites made & links achieved MP18 material provided MP19 journal published MP20 inform writers MP21 theses & research identified & acquired MP22 acknowledgment appears MP23 identify researchers	MT15 annually MT16 annually MT17 annually MT18 annually MT19 annually MT20 annually MT21 annually MT22 ongoing MT23 annually	MR15 LRA MR16 LRA MR17, LRA, CMD MR18 LRA MR19 J MR20 J, CDM MR21 LRA MR22 LRA MR23 LRA, CDM
M5 promote excellence in research in Australian children's literature	MS24 partner to offer award & recognise research MS25 offer Visiting Scholar MS26 offer student experience	MP24 partner identified & award started MP25 Visiting Scholar offered MP26 one experience completed	MT24 start 2012 MT25 start 2012 MT26 annually	MR24 MC MR25 MC MR26 CDM, LRA
M6 build and maintain links with other organizations & collections	MS27 Identify organizations with similar aims, exchange information MS28 target an institution for a collaborative project	MP27 target 3 over 3 years MP28 plan projects	MT27 1 per year MT28 complete 1 every 3 yrs	MR27 CDM, LRA MT28 CDM, LRA