Deakin Library Plan 2022-2025

Accelerating Ideas to Impact

DEAKIN UNIVERSITY

deakin.edu.au/library

Deakin University CRICOS Provider Code: 00113B

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Acknowledgement of Country

The Library acknowledges the Traditional Custodians of our lands and waterways.

Deakin libraries are built on the unceded lands of the Wadawurrung people of the Geelong region, the Wurundjeri and Boon Wurrung people of the greater Melbourne region, and the Gunditjmara people of Western Victoria.

We pay respects to Elders past and present.

Foreword

by Professor Liz Johnson

Deputy Vice-Chancellor Academic

Deakin Library operates at the core of Deakin University. It is the hub of a knowledge ecosystem that seeks excellence in both education and research.

Academic libraries epitomize scholarship. In 1990, Ernest Boyer captured the essence of academic scholarship in his celebrated paper Scholarship Reconsidered: Priorities of the Professoriate. Boyer described four kinds of scholarship – discovery, integration, application and teaching – advocating all as equally important and interdependent. This description of academic practice is still powerful today and helps to explain why libraries are so central to their universities. Libraries develop, manage and curate knowledge for and from all forms of scholarship. They help people – students, teachers, researchers, professional staff and partners – to engage with knowledge and use it to further all forms of scholarship. They help people understand knowledge and how it is used.
No wonder our community places our library at the heart of Deakin University!

Deakin Library exemplifies Deakin's values.
It is a people place – inclusive and ethical. Our library welcomes its community to beautiful on-campus libraries and engaging digital spaces. It encourages multi-dimensional interactions with knowledge, with teachers and mentors, and with peers and colleagues. It understands the diversity of our communities and their needs – with help at the elbow to all from the newest learner to the most seasoned researcher. It is a partner for lifelong learning.

Deakin Library is inspirational – excellent and dynamic. Its collections are treasures that create new scholarship and build excellence. Its spaces, connections and people foster those wonderful moments where something new fires the imagination or sheds light on sticky problems.
It ensures that knowledge is shared respectfully and with care.

Deakin Library is ambitious in a rapidly changing world – brave and sustainable. It looks forward to further develop a library that can adapt to an uncertain future and grow its sector leadership. It celebrates its strengths, embraces innovation with purpose and seeks to contribute at all levels from local communities to national discussion.

There is no doubt that the rapid rate of change in the world and in higher education pose serious challenges for Deakin and its Library. Global connectivity has revolutionised the flow and creation of information and has defined new winners and losers. University libraries play a crucial role in democratising information and giving learners, researchers and communities the tools to use it to create positive impact.
As education and research shift in response to external change, our library also needs to grow and adapt.

This Library Plan lays out a transformational pathway for Deakin Library to reimagine itself as the hub of an ideas ecosystem that has profound and long-lasting impact. The Plan has been created through a truly collaborative process involving all Library staff and our wide community. It identifies strengths, opportunities to improve and potential for innovation that will make the Deakin Library a key driver for our University mission. Its combination of broad thinking, evidence-based practice, community input and deep expertise has created an outstanding guide for the development of our Library.

I am delighted to commend this Plan to the Deakin community.

[1] Boyer, E. L. (1990). *Scholarship reconsidered: Priorities of the professoriate*. Princeton University Press, 3175 Princeton Pike, Lawrenceville, NJ 08648.

Deakin University aims to be a catalyst for positive change for the individuals and the communities it serves. It aspires to be recognised as Australia's most progressive university.

Preamble to the Deakin University Act 2009

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Message from the University Librarian

Deakin Library occupies a unique space within the University, sitting right at the nexus of learning, teaching and research. From their earliest beginnings libraries have existed to support the creation of new ideas, acting as a forum for their examination and collective consideration. It is in this context and with this strong intent that Deakin Library provides services, spaces, resources, experiences and expertise to directly enable the success of everyone at Deakin – students, academics, researchers, alumni and professional staff.

Like Deakin itself, Deakin Library has a strong track record of innovation and excellence. It has extremely high rates of satisfaction from both students and staff and is well regarded across the sector for its innovative and client-focused approach to services, spaces and collections. However academic libraries, like the higher education institutions they support, are facing a range of complex and disruptive challenges. These challenges require active transformation and a steadfast focus on the future.

As we emerge from the pandemic years, and with our University's new strategic plan now firmly in place, it is time to chart a new course for the Library's future. Building on our strong foundation, and our position 'at the heart of the university', we must now consider opportunities for us to play an even more active and visible role in the transformation of learning, teaching and research at Deakin – as well as supporting new ways of working and deepening our engagement with the broader community. By leveraging Deakin's strengths in digital innovation, harnessing the power of partnerships and collaboration, and embracing the principles of openness and equity to guide our transformation, Deakin Library aspires to be a key driver of Deakin's success into the future.

The future of the Library belongs to everyone at Deakin. It is for this reason that we have taken a co-design approach to shaping our new strategic direction. To develop this plan, we spoke to students, academics, professional staff, our alumni, and members of our local communities through a series of interviews, focus groups and co-design workshops. Working with our

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stakeholders, we explored a range of community-generated ideas about what the future of Deakin Library could and should be.

During the consultation process, I was struck by the deep emotional connection that so many students, academics and alumni have with the Library. Our community have consistently described the Library as being the beating heart of the university, and it is obviously dearly loved by those who use it. For these people, the Library is much more than its collection, and much more than a building – it is a symbol of scholarship itself that situates our community as a place of learning, meaning making and knowledge creation.

However, at the same time, we've heard that the Library remains an enigma to others, and that our systems or services don't fit new scholarly workflows as seamlessly as they once did. Even though the Library remains one of the busiest digital and physical spaces at Deakin, there is obviously still work to do to ensure everyone feels welcome. Our services, spaces and collections must continue to support both traditional and emerging forms of learning and research. We need to take a more inclusive and critical approach to the way we describe, curate and facilitate access to knowledge.

It is from this perspective and furnished with these valuable insights, that the Library is setting a course for the future that embraces both transformation and tradition. Our aim is to play an even more vital, energetic and purposeful role in the transformation of learning and research at Deakin. We are seeking to leverage the Library's unique role to expand and enrich our interactions with both local and global communities in support of Deakin 2030's Impact Themes.

In the next era of the Deakin Library, our plan is to not just be the heart of the university, but to be at the very centre of Deakin's ideas ecosystem. Actively contributing to the production of digitally-fluent graduates and accelerating ideas to impact through the design and delivery of strategic, innovative, sustainable and digitally-enriched services, collections and experiences. Our focus will be on facilitating both traditional and new ways of discovering, evaluating and engaging with Library collections – as well as with ideas, technology, expertise and community. In line with the aspirations of Deakin 2030 and the University's Guiding Plans, the Library will actively seek to foster rich intellectual and cultural exchanges across disciplines and between students, academics and the broader community.

Central to the achievement of this vision is the Library's capacity to harness digital as part of the continued transformation of its culture, capabilities, operations and services, and to embed principles of diversity and inclusion at the heart of everything we do.

In embarking on this transformation journey, we are seeking to become the benchmark in Australia for library excellence and innovation across the core pillars of student experience, education, employability, and research and innovation. We will deliver new services and programs that directly contribute to the achievement of Deakin 2030.

We look forward to working with you as we embark on this journey.

Hero Macdonald

University Librarian

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The Library towards Deakin 2030: Accelerating Ideas to Impact

Deakin 2030: Ideas to Impact sets out an ambitious direction for the university, and the Library is ideally positioned to play an active and direct role in accelerating the achievement of Deakin's aspirations.

Recognising the complexity of the challenges we now face as a society, Deakin 2030 requires the university to think and work in new ways – breaking down silos, working across discipline boundaries, challenging dominant paradigms. With a renewed focus on digital transformation, the Library – sitting right at the heart of the university and at the nexus of learning, teaching and research – is uniquely positioned to facilitate these connections. We can make a direct and valuable contribution to the delivery of Deakin 2030 and Deakin's Education and Employability and Research and Innovation Guiding Plans.

Library plan co-design project

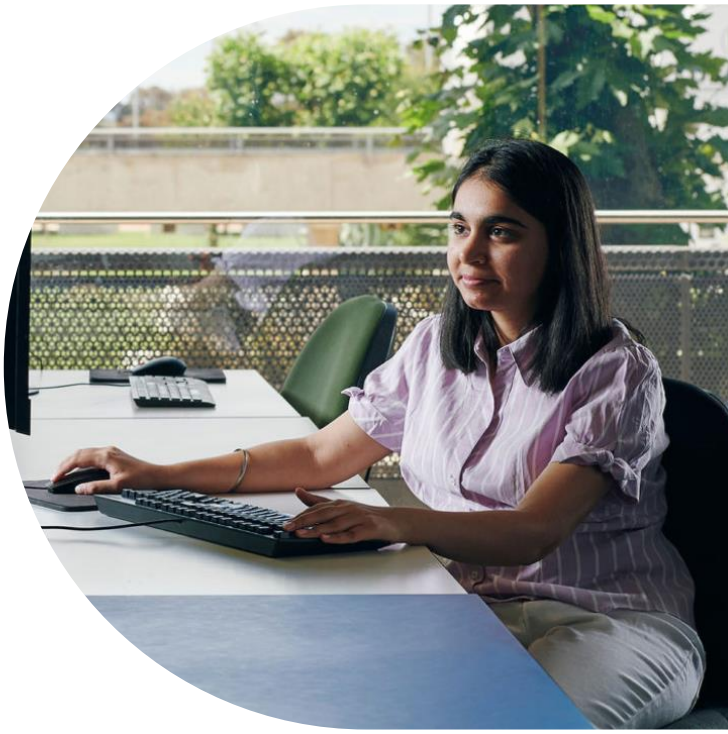
What we heard from the community

To inform the Library's future strategic direction, we initiated a major co-design project that engaged members from each of our key stakeholder groups – students, academics, alumni, professional staff, library staff, community members and other external partners. The purpose of this project was to explore perspectives on the library and to develop a shared vision for the library of the future. We sought to understand the experiences of students and researchers more deeply, in the context of their use of scholarly information for their learning and research. This was done through a range of user-experience and co-design methods including surveys, focus groups, 1:1 interviews and co-design workshops. The project explored what our users valued most about the Library and considered how the Library could expand its role within the university in the pursuit of Deakin 2030's goals and in the transformation of learning, research and community engagement.

Three key themes emerged from the co-design work:

The heart of the university

In almost every conversation, the Library was described as the 'heart of the university' – both literally and metaphorically. Students and academics alike discussed a deep emotional connection to the library as a place – at once both a symbolic and a physical place of scholarship, of learning and ideas. People reflected on the library being a safe place, a neutral place, a supportive place, a place of community and connection. It was these elements that have been deeply missed during periods of closure and lockdown over the last few years. In the online context, the digital library seemed to fill a much more pragmatic and transactional role in the life of students and academics. There was a strong desire from our community for the Library to consider new ways to build community and encourage connection in a digital context.



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A centre for ideas

Many of our stakeholders saw potential for the Library to play a more active role in encouraging interdisciplinary discourse, the exchange of ideas, and collaborating across traditional silos. There was a strong desire for the Library to move beyond being the 'passive' heart of the campus. From a space for deep individual scholarship, towards being a more active driver of discovery, debate and discourse, that enables students and the broader community to engage with Deakin research and researchers in new ways. Stakeholders described the future Library as being a 'centre for ideas', a 'living lab', and 'one stop discovery hub'. Somewhere that is less about consumption of existing resources and more about enabling active interaction with experts, outside of the classroom, to expose students and the broader community to new and different ways of thinking. The future Library was imagined as a knowledge making space, not just a knowledge finding space. The future Library was imagined as a shared resource for not just Deakin students and staff, but for community, alumni, and industry. The Library could become an active collaborator and facilitator of collaboration, by bringing people together to exchange and interact with ideas, technology and each other.

Community and connection

In all the workshops and interviews, stakeholders reflected on the unique role that library staff play within the organisation in terms of building communities, facilitating networks and growing social capital. Academics particularly valued the way librarians enable connections between people, services and information, and expressed gratitude at librarians' commitment to working with them to solve their research problems. People also expressed concerns that library staff skillsets were potentially under represented, because many students and staff were unaware of how they could add value to academic scholarship and achievement. For many stakeholders, their connection to a librarian was one of their most valued and important institutional relationships – when they didn't know who to ask, they knew they could ask the Library. In an era of 'fake news' and increasing misinformation, library expertise is recognised as being even more important than ever. Our clients wanted to see this role expanded – to see the Library more visible and active within Deakin and its communities. These insights have directly informed the development of our new Library Plan.

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Our vision

Deakin Library will enable a vibrant, rich and inclusive ideas eco-system to flourish within Deakin, and contribute to the creation of a more informed, progressive and socially-just society globally.

Our principles

To deliver on this vision and become a truly next-generation library, we must redefine how the Library creates, delivers and captures value for Deakin, its students, researchers and community.

We will do this by being:

a Experience-centred

- Embracing human-centricity to redesign services, access and experiences, focusing on meeting students and researchers where they are
- Integrating new and emerging technologies in both physical and virtual environments to enrich experiences and inspire creation and connection
- Building collections, services, systems and spaces that incorporate diverse ways of knowing and that *actively include, rather than exclude*

b Smart

- Leveraging data to better understand clients, drive personalisation, support evidence-based decision making and negotiations
- Continually growing a talented, diverse workforce and developing deep expertise to support emerging services, and leveraging agile approaches to drive innovation and future-focused thinking
- Building strategic partnerships and fostering cross-functional collaboration, recognising the whole is always greater than the sum of its parts

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c Experimental

- Embracing a culture of purposeful, data-driven experimentation and empowering leaders and staff to test, learn and iterate ideas
- Acknowledging that bravery, risk-taking and failure are a necessary part of innovation
- 'Thinking big, starting small and knowing how to scale'

d Global

- Looking beyond Australia and beyond academic libraries for new benchmarks of client-centricity, community engagement, design, digital experience and service innovation
- Taking a networked, eco-system view – focusing on standards and interoperability to improve integrations and support new connections (both human and digital)
- Working both within the organisation as well as across borders and industries to influence our eco-system and actively create a more socially-just and equitable scholarly information landscape

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Our strategic priorities

Accelerating Deakin's global reach and impact

1

Impact is created through the generation, application and re-use of great ideas. A strategic approach to open education and open access to research has the potential to accelerate Deakin's global reach and impact. It can directly contribute to Deakin's aspiration of creating a more just and progressive society by removing barriers to information and maximising opportunities for engagement with Deakin's discoveries, educational resources and research outputs. Leveraging the Library's expertise in scholarly publishing and communication, and our unique role in enabling the discovery, curation and dissemination of scholarly information, the Library will work in partnership with stakeholders to further Deakin's open agenda and work towards a more sustainable scholarly publishing and information eco-system for the future.

1. Accelerating Deakin's global reach and impact

Strategic objectives

Education and employability

1. Championing the adoption of Open Education practices across Deakin
2. Developing services and infrastructure to accelerate the transition towards widespread use of open education resources (OERs)

Research and innovation

3. Maximising the impact and reach of Deakin's research through a sustainable enterprise approach to Open Access and the development of infrastructure and services to support open access publishing
4. Optimising systems and services to publish, manage, curate, benchmark and showcase Deakin's research outputs and contribute to grant success

Community and industry engagement

5. Working with key partners across to the sector to advance Australia's Open Access agenda
6. Contributing to the development of the new CAUL OER Collective

2022–23 priority projects

1. Implementation of the OER Roadmap
2. Open Education Practice (OEP) Centre for Open Educational Excellence (CoOEE) project
3. Establish a University Open Access Taskforce addressing policy, procedure and practices
4. Develop a Scholarly Communication and Research Services Framework

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Our strategic priorities

Nurturing a vibrant scholarly community

The Library will embrace its role at the nexus of learning and research to nurture a vibrant scholarly community and support the creation of a digitally-fluent university. Our librarians will continue to work in partnership with academics to drive innovation in curriculum, and forge new partnerships with professional staff so that both our students and staff thrive throughout their lifelong learning and career journeys as active and informed global digital citizens.

Through the continued transformation of our spaces, services, collections and programs, we will enable new ways of discovering and engaging with ideas, information and expertise that cross traditional boundaries. We will pioneer the blending of tradition and innovation and of digital and physical environments to enhance the student experience, enable scholarship and maximise community engagement and connection. Recognising our multi-faceted role in supporting the student experience, learning and teaching innovation, and research performance, the Library will work closely with partners across the Deputy Vice-Chancellor Academic and Deputy Vice-Chancellor Research portfolios to ensure an integrated approach to Library-led initiatives and maximise the value and richness of our contributions.

2. Nurturing a vibrant scholarly community

Strategic objectives

Education and employability

1. Driving the creation of a digitally-fluent university through innovative programs, services and partnerships
2. Expanding engagement with students-as-partners to provide a more integrated approach to services supporting education, entrepreneurship and employability
3. Planning for the transformation of library spaces to enrich the student experience and support next-generation learning and research

Research and innovation

4. Enabling research excellence and maximising impact, through the provision of expert training and support programs
5. Expanding research partnerships and developing infrastructure to innovate discovery and systematic searching

Community and industry engagement

6. Expanding our role as an intellectual and cultural institution by showcasing Deakin's unique and valuable collections and scholarly outputs through innovative exhibitions and public programming
7. Partnering with Advancement to expand the Library's alumni offering and strengthen engagement with the alumni community

2022–23 priority projects

1. Library Master Planning including Program of Works
2. Library and Archive Residency Program
3. New Library model for public programs, exhibitions and partnerships with cultural heritage organisations/Events and exhibitions partnership map
4. GLO 3 Digital Literacy
5. Develop Library Partner working model
6. Refresh the History of Deakin website / Prepare for 50th anniversary exhibition
7. Review the experience of commencing students and scope, develop and implement a range of enhanced responses

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Our strategic priorities

Advancing human-centred and inclusive knowledge systems and spaces

3

Library and knowledge work is not neutral. The structures and ideologies underpinning many library systems, protocols, practices and spaces are based on white, colonial and patriarchal ways of knowing. These protocols and practices continue to shape our engagement with information and knowledge today. Deakin Library is committed to critically analysing its own practices and systems, to uncover and dismantle aspects that enable and perpetuate systemic biases and exclusionary practices. Demonstrating a fundamental commitment to equity, diversity and inclusion, and to amplifying diverse voices and ways of knowing, the Library will embrace critical librarianship approaches in its mission to create a more human-centred, global, diverse, inclusive and relevant knowledge eco-system and library service.

3. Advancing human-centred and inclusive knowledge systems and spaces

Strategic objectives

Education and employability

1. Partnering with academics to curate and embed First Nations Knowledges in curriculum
2. Working with students to develop critical capabilities in managing and working with digital data, information and collections

Research and innovation

3. Critically interrogating library protocols and practices and dismantling those that perpetuate exclusionary ideologies
4. Auditing collections, metadata, systems and services through a diversity and inclusion lens

Community and industry engagement

5. Enabling the Deakin community to engage with new perspectives and diverse voices through new co-curricular public programs and experiences
6. Designing library spaces (both digital and physical) to promote accessibility, engagement, inclusion and cultural safety

2022–23 priority projects

1. First Nations Collection protocols and associated procedures and initiatives
2. Introduce measure for Library staff knowledge, capability and cultural intelligence
3. Develop a framework for Inclusive Library Spaces
4. Discovery and discoverability roadmap
5. Create a dynamic UX and insights repository, as part of university-wide licensing arrangement
6. Deliver online Experience Lab presence
7. Web refresh focusing on Squiz and UX/UI alignment
8. Remediation of Metadata and Discovery Platforms

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Our strategic priorities

Leading the stewardship of Deakin's information and data resources

4

Deakin Library will continue to lead information governance across Deakin and work with key partners to enable the effective stewardship of our strategic information and data resources. The Library will ensure that maximum value is derived from institutional information assets – including Research Data and learning objects – and that our compliance obligations are met systematically and efficiently, reducing the administrative burden for both professional staff and academics. We will cultivate and enrich our position as a trusted custodian for Deakin's unique and valuable collections (including records and archives) to ensure Deakin's own history and heritage is understood, celebrated and preserved.

4. Leading the stewardship of Deakin's information and data resources

Strategic objectives

Education and employability

1. Maximising the value and re-use of Deakin-created digital learning objects
2. Critically reviewing print collections to balance high-quality working collections with spaces for student learning and collaboration

Research and innovation

3. Leading the development of Deakin's Research Data Management Service and the optimisation of RDM infrastructure
4. Strengthening information governance across Deakin to increase compliance, manage risk and ensure maximum value is derived from our information assets

Community and industry engagement

5. Developing robust frameworks for selection, evaluation, digitisation, curation, preservation and de-selection of archival and special collections
6. Establishing and strengthening strategic partnerships with local cultural heritage institutions to ensure a cohesive and collaborative approach to engaging the local community in celebrating Deakin's history

2022–23 priority projects

1. Library Collection Transformation and Governance Framework
2. Establish a Research Data Management Taskforce
3. Development of a strategy for research data management at Deakin
4. Selection and implementation of an Archival Management System
5. Lead a program of Information Governance uplift

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Our strategic priorities

Building a strong, diverse and future-focused library organisation

5

Over the next five years, we will focus on transforming the way we work to deliver a robust and future-focused Library organisation, based on a culture of data-driven experimentation and human-centred innovation. Recognising that our people are our greatest asset, we will invest in strengthening our leadership performance and staff engagement, increasing diversity and nurturing and retaining talent. We will accelerate the digital uplift of our processes and workflows, and mature our approach to analytics and evaluation to ensure our organisation delivers maximum value to Deakin into the future.

Building a strong, diverse and future-focused library organisation

Strategic objectives

The way we work

1. Embedding a student and academic voice in Library governance
2. Leveraging new technologies and best-practice approaches to modernise processes for collection analysis and performance evaluation, to enable more effective negotiation and decision-making
3. Building a data-driven approach to service management and innovation
4. Embracing a culture of experimentation and empowering leaders and staff to test, learn and iterate ideas
5. Growing a talented, diverse workforce and developing deep expertise to support emerging services

2022 priority projects

1. Implement new governance model (groups formed, memberships confirmed)
2. Produce a service management framework
3. Scope and implement new project management and evaluation frameworks/ Training and Support
4. Review and make recommendations on key areas of infrastructure with regard to efficiency and innovation
5. Review and implement project addressing working spaces
6. A cross-functional working group to explore and communicate implications, benefits and risks of generative AI
7. Students as Partners Framework – Library Student Assistants
8. Develop a Deakin Library Diversity, Equity and Inclusion Action Plan

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