

CAUL/CONZUL Library Value and Impact Community of Practice.

Report for the period 2017- 2020

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1. Background

This paper provides an overview of the evolution and development of the CAUL/CONZUL Library Value and Impact Community of Practice and its plans for 2021.

The purpose of the paper is to update the CAUL Board on the value and impact community which has been regularly meeting and in continuous operation since its inception in May 2017 and currently includes members representing 32 Australian and five New Zealand University libraries.

The strategic demands on members of the Community have significantly increased over the last 4 years, as new opportunities and contexts, heightened challenges and increasing competition in the sector have required the adoption of new approaches in delivering their expert services.

Responses to our annual members survey, and the interactions evident in the regular meetings show that the Community of Practice has provided confidence and connection to practitioners who are often the sole operators in their library. Members contact each other outside of meetings to discuss current issues and the trust that has developed amongst members has seen *Open Librarianship* in action – with generous sharing of a myriad of solutions, templates, tools and analyses along with collegial discussion of future priorities (mindful of respecting commercial in confidence matters).

This paper provides an overview of the:

- Initial establishment, Terms of Reference and governance of the Community
- Evolving purpose and operations
- Key issues and strategic topics of note
- Outcomes, annual surveys, and practicing the talk with continuous improvement.

The group is keen to continue its practice, with many strategic topics for 2021 meetings already scheduled and presenters/co-presenters self-nominated.

The recent acknowledgement of the CAUL Board¹ for four active founding members to co-convene the group, pending CAUL's CoP review, is welcomed. Simon Hart (U Otago), Joanna Lee (QUT), Kaye Sullivan (Monash) and Alison Wallbutton (Massey) take on this role, which is a continuation of their exceptional contribution to the Community throughout its development.

The Community of Practice has reached a level of maturity that is quite remarkable, with its value even more evident throughout the challenges of 2020 with the group joining forces to share experiences and find new ways to evidence the value and impact of their libraries amidst a global pandemic. They are an effective, self-managing group with Library Value and Impact their driving goal and common connection.

¹ Email from Mark Sutherland to Sue Owen, 9 Feb 2021, 11.25am: All the Board members have now confirmed by flying minute that they endorse your recommendation for ... the CoP after your departure, as an interim arrangement until the review of CAUL's CoP's has been undertaken by the new Director, which is likely to only be towards the end of this year...

2. Initial establishment, Terms of Reference and governance

The genesis of the CAUL/CONZUL Library Value and Impact Community of Practice emanated from the 2016 CAUL Quality and Assessment Advisory Committee, which identified in its 2017 Annual Plan that a community of practice could be a suitable mechanism for achieving a key element of CAUL's mission: "to enhance the value and capacity of Australian university libraries"², a priority shared by CONZUL. A strategic initiative to build the capability of practitioners in this growing area of strategic importance to academic libraries began, with Linda Palmer, Massey University (CQAAC member) and Sue Owen, Monash University (co-opted member of CQAAC) electing to establish the group.

Two inputs contributed to the initial establishment. A CAUL Forum in March 2016 on Library Assessment by Stephen Town, UK provided a potential list of interested participants. In 2015, CAUL had commissioned the development of the [CAUL Principles and Guidelines for Australian Higher Education Libraries](#) which was released online in September 2016, providing "a framework for describing and assessing the role and functioning of contemporary university libraries"³.

A library quality practitioner at Massey – Alison Wallbutton and at Monash – Kaye Sullivan were invited to join Linda and Sue in forming a working party to discuss the issues and opportunities in setting up the Community of Practice, and to allocate responsibilities to get the new group underway.

As this was one of the early CAUL/CONZUL Communities of Practice, it required a lot of self-direction in establishing an appropriate Terms of Reference (Appendix 1) and engaging interested practitioners across Australia and New Zealand to commit to the new community.

Many early members were the first to occupy a dedicated quality role in their organisation and feedback indicated that the group valued a level of anonymity in their contributions, as they ventured into new territory and bravely shared the challenges that they were facing.

Resources shared by the group were rich exemplars of the latest practice and innovative solutions and were labelled by the contributor as public and OK to share, or private for practitioners' individual use. Numerous topics were discussed that broadened the knowledge and thinking of the group, and the shared resources were invaluable in furthering that understanding and supplementing their ability to try new approaches.

The governance of the group was appropriately communal, with members volunteering to chair meetings, take notes and monitor chat. Topics were suggested by the members, and where possible, the member interested in a topic developed the proceedings, invited colleagues or guests to co-present and tailored the session to incorporate any questions from members, posted to a shared Padlet.

3. Evolving purpose and operations

The first year of operation saw the Community of Practice welcoming new members at almost every meeting, and establishing useful communication channels, meeting platforms and logistics (e.g. Google docs, Zoom, 1-2.30pm AET meetings to suit working hours from Dunedin through to Joondalup). Early

² CAUL, **Principles and Guidelines for Australian Higher Education Libraries** (2016) Retrieved 16/2/2021 from <https://www.caul.edu.au/sites/default/files/documents/best-practice/principles-guidelines2016public.pdf> p 3.

³ ibid

round robin sessions enabled members to come to understand the issues of colleagues and to connect outside the meetings to discuss shared interests in greater depth.

The CQAAC group that initiated the Community of Practice was not continued in 2017, with the Principles and Guidelines offering the primary point of connection with the Community's original creation. The group familiarised themselves with the content of the Principles and Guidelines, and took up the challenge of drafting Indicators, choosing the more complex path of establishing three levels of maturity for each indicator. Members elected to work in depth on Guidelines which had been an element of their role and for which they could develop meaningful indicators. The consultant who created the Principles and Guidelines had not been tasked with creating Indicators, and as the group submitted their work, it became evident that Indicators were context-specific and could at best be indicative only.

The second and third year were informed by the first two annual surveys of members, where feedback on the Community's operations provided guidance for improvement and a range of member-suggested topics enabled meetings to be planned at least several months in advance. It was noted that a key group of members attended regularly and actively volunteered for meeting leadership roles and their commitment ensured the community was a success for all, with less active participants benefitting from the CAUL-administered email list and access to the growing range of recorded presentations and shared resources. Some members, quiet achievers, excelled in improving the Google platform, moving all the documentation to a Google site and taking on the role of welcoming and registering new members, along with booking the year's meetings in advance and trouble-shooting any system issues. The Community owes a debt of gratitude to Danielle and Kaye for this.

The fourth year saw a strong start to the year's program, then dashed by the global pandemic, with the March and April meetings cancelled due to everyone's focus on local requirements and a rapid shift to working from home. The Community re-grouped in June 2020 to share experiences and 'come up for air'. A call for new members through the CAUL newsletter and direct email to University Librarians refreshed and renewed the membership, with over 85% of Australian and 63% of New Zealand libraries currently represented in the Community.

4. Key issues and strategic topics

As noted, members of the Community of Practice nominate the topics that most interest them or that they have recently explored along with strategies that they have initiated and would like to share. Some meetings have included guest presenters, including Andy Priestner (UX), Nigel Penny (Strategy Mapping), Angus Cook (Transformative Publisher Agreements) and Lincoln Tong (ADP) and these are promoted as open meetings for anyone to attend.

Meetings have been held via Zoom every six weeks, with the Community holding its 28th meeting on 17 Feb 2021. The full schedule of meetings, including the key issues and strategic topics discussed are provided in Appendix 2, page 7.

5. Outcomes, annual surveys and continuous improvement

The Terms of Reference of the Library Value and Impact Community of Practice notes that:

"the purpose of this Value and Impact Community of Practice is to create a structure that allows library staff in university libraries to promote good practice and build common capability in planning, performance, evaluation, and measurement across a range of library activity. The challenges of this work include the development of assessment tools, methods, quality principles and guidelines, standards, and policies and procedures that reflect the essence of

university libraries in Australia and New Zealand”

To assess our achievement towards this purpose, the group under Simon Hart’s leadership adopted a range of performance measures (Appendix 3) grouped by use or activity, satisfaction and impact along with several ungrouped indicators. These performance measures have not only enabled the Community to monitor progress but also provided members with an example of good quality practice. The Community owes a debt of gratitude to Simon for his tireless contribution.

Documentation that is maintained for every meeting enables an annual assessment of many of these measures. In addition, members are invited to respond to an annual survey in December/January and results are reported and discussed at the first meeting of each year. The outcomes of the survey have established the priority topics for strategic presentations and identified guest speakers; taken the temperature of the group and established the extent of out-of-meeting connections; identified improvements to logistics such as reducing meetings from 90 minutes to one hour resulting in an increase in member attendance; noting ‘what works’ and ‘what could be improved’, celebrating the commitment of the group and hearing the benefits that the Community has brought to dozens of quality, planning, performance practitioners.

Each year, the Library Value and Impact Community of Practice has achieved or exceeded every performance measure.

A summary of the annual performance measures and survey responses can be provided for the years 2018-20, if this is of interest to members of the CAUL or CONZUL Board.

6. Final comment

The Library Value and Impact Community of Practice has proved a viable and effective approach to building the capability, confidence and connectedness of library staff engaged in quality, performance, planning, evaluation and communication goals in academic libraries in Australia and New Zealand. The Community of Practice provides members with the potential for leveraging their often small yet critical specialist resource to the greatest benefit of their university and their library. Their work in gathering evidence of value and impact, setting targets to direct improved performance and communicating outcomes to university and community stakeholders has never been more important than at this time of fiscal uncertainty.

The group is self-managed, self-funded and generous in its endeavour to build the value and impact of the library profession and its contribution to our organisations and wider communities.

The acknowledgement of the Boards of CAUL and CONZUL and their ongoing patronage of the Library Value and Impact Community of Practice would be appreciated.

APPENDIX 1 – Terms of Reference of the CAUL/CONZUL Library Value and Impact Community of Practice, established in 2017 and reviewed annually

LIBRARY VALUE AND IMPACT COMMUNITY OF PRACTICE

CAUL/CONZUL QUALITY AND ASSESSMENT ADVISORY COMMITTEE

TERMS OF REFERENCE

BACKGROUND

A Community of Practice (CoP) is defined as: “A group of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly.” CoP’s are usually informal, self-organising, and span across organisations.

To that end, the purpose of this Value and Impact Community of Practice is to create a structure that allows library staff in university libraries to promote good practice and build common capability in planning, performance, evaluation, and measurement across a range of library activity. The challenges of this work include the development of assessment tools, methods, quality principles and guidelines, standards, and policies and procedures that reflect the essence of university libraries in Australia and New Zealand.

OBJECTIVES

The objectives of the CoP will include:

1. To identify, gather, and seek agreement on community requirements
2. To provide an informal point of contact for library staff on the specific benefit or interest area that affects value and impact
3. To contribute collaboratively to building the capability of the wider library community in value and impact, and
4. To identify linkages and opportunities for collaborative strategic and technical projects.

Membership and Structure

Membership of the CoP is open to practitioners in university libraries with a quality / standards / analytics /communications or marketing role.

The CoP terms of reference will be reviewed every year in February and its continuation and form will be re-assessed.

Teleconference meetings will be held every 6 weeks using an agenda determined by the members, but which could include:

1. *Current Library Initiatives Roundtable: Where each member has 1 minute to describe what they are currently working on and how members can help each other*
2. *Focus Theme: Including presentations (as suggested by members) and discussion on a specific topic of interest. Presentations may be from CoP members, other staff or external SME's*
3. *Open Discussion: 20 minutes allocated to an open (but still moderated) discussion on any important topics*

Members will volunteer to chair meetings, take notes and monitor chat. The chair is responsible for:

- Facilitating group discussion to ensure that communication is appropriate and respectful
- Developing the agenda and/or objectives for the subsequent CoP meeting
- Sending out regular messages to all CoP members about the next meeting/activity.

* Unless otherwise agreed, any costs arising from activities under the CoP will be borne by the Member or participant that incurs them, and will be subject to the availability of funds, personnel, and other resources.

APPENDIX 2 – Register of the CAUL/CONZUL Library Value and Impact Community of Practice meetings – May 2017 – Dec 2021. Held at 1pm AET, via ZOOM

Meeting #	Date	Chair	Notetaker	Chat Monitor	Theme	Volunteer Presenter/s
2017						
1	24/5/2017	Sue Owen	Kaye Sullivan	Alison Wallbutton	Welcome; Introductions; CoP ToR; CoP Organisation; Round Robin issues	
2	26/6/2017	Kaye Sullivan	Joanna Logan	Simon Hart	CoP Performance Measures; the Student Voice; Documenting Quality initiatives; Reporting qualitative feedback.	Kaye Sullivan; Joanna Logan; Simon Hart
3	26/7/2017	Joanna Logan	Amanda Bellenger	Joanna Logan	Refurbished Space – performance measures; pre-post occupancy usage / value CAUL QAAC – input, expectations;	
4	6/9/2017	Amanda Bellenger	Simon Hart	Tatum McPherson-Crowie	CAUL Principles and Guidelines – intro	
5	18/10/2017	Sue Owen	Alison Wallbutton	Amanda Bellenger	Insync questions Library Scorecard CAUL Principles and Guidelines - development of Indicators	
6	29/11/2017	Alison Wallbutton	Nicole Sackers	Tatum McPherson-Crowie	Reflection – the CoP so far Recent Insync survey results CAUL Engagement Framework	
2018						
7	21/2/2018	Simon Hart	Antonia Mocatta	Joanna Logan	Social media trends Student satisfaction surveys CAVAL PDIG program	Simon Hart, U Otago Danielle Low, Monash
8	11/4/2018	Tatum McPherson-Crowie	Danielle Low	Simon Hart	Library Assessment Capability Maturity Model	Simon Hart, U Otago

					Review of CoP ToR	
9	23/5/2018	Simon Hart	Jane Pritchard	Nicole Sackers	Summary of outcomes/highlights from CAUL Statistics Forum; other examples of creative management & use of statistics to demonstrate value/impact?	CAUL Statistics Forum report back/insights - Joanna Logan, Kaye Sullivan, Nicole Sackers.
10	4/7/18	Nicole Sackers	Christian West	Stephen Gillespie	Learning from the Fishbowl Technique Impact Story Template	
11	15/8/18	Alison Wallbutton	Christian West	Cheryl Claridge	Planning next 6 months' activity Communications Plan Evidence-based practice presentation	
12	26/9/18	Alisa Howlett/Melissa Taylor	Joanna Logan	Nicole Sackers	Survey of A&NZ library communication methods Guest speaker: Communication and reporting in a business environment	Lincoln Tong Finance Director Australia & New Zealand, ADP
13	7/11/18	Joanna Logan	Danielle Low	Simon Hart	CAUL Principles and Guidelines – inclusive of NZ & Aust terminology – final. Reflections on 2018 Changes to CAUL Stats	
2019						
14	20/2/19	Simon Hart	Kaye Sullivan	Nicole Sackers	2018 Annual Survey Results The Culture of Assessment	Simon Hart U Otago
15	27/3/19	Sue Owen	Melissa Taylor	Cheryl Claridge	Developing a Planning and Reporting Framework Review of CoP ToR	

16	8/5/19	Sue Owen	Joanna Logan	Nicole Sackers	CAUL and CONZUL's direction in relation to Communities of Practice, key issues.	Guest, Robert O'Connor - Executive Director, CAUL
17	19/6/19	Simon Hart	Melissa Taylor	Simon & Melissa	Reporting – when is a dashboard the answer? Academic libraries are increasingly using dashboards to measure, monitor and manage strategic reporting and performance of key services, but are they a panacea? The presenters will cover considerations before using a dashboard, their use of dashboard tools, and key features of Excel, SharePoint, Tableau and Cascade.	Melissa Taylor (Victoria University of Wellington), Simon Hart (University of Otago), Antonia Mocatta (University of Sydney), Bronwen Taylor (University of Sydney)
18	31/7/19	Joanna Logan	Cheryl Claridge	Joanna & Cheryl	UN Sustainable Development Goals: Round robin: sharing and problem solving	
19	11/9/19	Alison Wallbutton	Danielle Low		UX – User Experience	Melissa Taylor arranged Andy Priestner – recorded presentation
20	23/10/19	Kaye Sullivan & Sue Owen	Kaye Sullivan & Sue Owen	Kaye Sullivan & Sue Owen	Strategic Planning and Strategy Mapping	Nigel Penny, formerly KPMG
21	4/12/19	Nicole Sackers & Tatum McPherson-Crowie	Nicole & Tatum	Nicole & Tatum	Insync Surveys, Conference Insights	
2020						
22	19/2/20	Simon Hart			CoP survey results, Round Robin 2019 -	All members

					year in review, CoP Plan for 2020	
-	1/4/20	Meeting suspended – settling in, working from home			Topics held for later in the year	
-	13/5/20	Meeting suspended – situations varied			Topics held for later in the year	
23	24/6/20	Sue Owen, Alison Wallbutton	Sue and Alison	Sue and Alison	Welcome back Round Robin – lockdown, isolation, travel bans	All members
24	5/8/20	Simon Hart, Cheryl Claridge	Catherine Wills	Nicole Sackers	Capability / Competency Frameworks	Simon Hart, Uni Otago Cheryl Claridge, Federation
25	16/9/20	Kaye Sullivan, Catherine Wills, Joanna Logan	Sarah Cahill		Business Process Improvement	
26	28/10/20	Alisa Howlett, Sarah Cahill	Alisa and Sarah	Alisa and Sarah	CAUL 2020-2022 initiatives, transformative agreements & performance-based funding measures	Angus Cooke, Director Content Procurement, CAUL
27	9/12/20	Simon Hart	Emily Pyers	Tatum McPherson-Crowie	2020 COVID-19 Roundup / Plan for 2021 and annual survey launched	All members
2021	Plans already in place					
28	17/2/21	Sue Owen	Alison Wallbutton	Alison and Sue	Customer Satisfaction measures and 2020 CoP Survey results.	Kathryn Jarvie and Tanya Bramley, RMIT Simon Hart, Otago
29	31/3/21				Round Robin	All members
30	12/5/21				Lens.org – Open Access Dashboards	Mark Garlinghouse, lens.org
31	23/6/21				Project Management	Kaye Sullivan
32	4/8/21				Reporting Solutions	Alisa

						Howlett, Joanna Logan
33	15/9/21					
34	27/10/21				Process Mapping	Annika McGinley, Kaye Sullivan, Catherine Wills
35	8/12/21					

APPENDIX 3

Performance Measures for the Library Value and Impact Community of Practice, established in 2017 and collected annually

Created by Simon Hart, University of Otago, Dunedin.

Measures grouped by theme:

Use:

- At least three online meetings are held annually, as indicated through the meeting agendas that are available to the CoP.
- At least 50% of the members of the Library Value and Impact CoP's participate in each online meeting, as indicated by the meeting attendance.
- 75% of the CoP members report that they have had informal contact with other members of the CoP on issues of specific benefit or interest areas that affects value and impact, as indicated by results of an evaluation of the CoP members at the end of the first 12 months.

Satisfaction:

- 10 examples of issues of specific benefit or interest areas that affects value and impact as indicated by results of an annual survey of the CoP members.
- 75% of the CoP members indicate the Library Value and Impact CoP contributes collaboratively to building the capability of the wider library community in value and impact, as indicated by results of an annual survey of the CoP members.

Impact:

- 6 examples on how the Library Value and Impact CoP contributes collaboratively to building the capability of the wider library community in value and impact, as indicated by results of an annual survey of the CoP members, are reported.
- 3 examples that identify linkages and opportunities for collaborative strategic and technical projects amongst community participants, as indicated by results of an annual survey of the CoP members, are reported.
- 75% of CAUL/CONZUL: Quality and Assessment Advisory Committee acknowledge the benefit of the CoP as indicated by the results of informal data gathering.
- 50% of Library directors whose staff participate in the Library Value and Impact CoP's identify specific examples of the value and impact of their staff members' involvement in the CoP as indicated by the results of informal data gathering.

Not assigned a theme:

- Five of the Library Value and Impact CoP's requirements, that have been identified and gathered from within the community, are agreed upon by the end of 2017, as indicated in the notes from the communities November meeting.
- A review of the Library Value and Impact CoP's requirements is carried out at the end of the first 12 months, through a process of identifying, gathering, and seeking agreement on the communities requirements, and is reported via the notes from the communities meetings.

Not collected to date