The Library transforms lives through championing equitable access to and engagement with knowledge.
Acknowledgement of Country

Flinders University Library acknowledges the Traditional Owners and Custodians of the lands on which its campuses are located; these are the Traditional Lands of the Arrernte, Dagoman, First Nations of the South East, First Peoples of the River Murray & Mallee region, Jawoyn, Kaurna, Larrakia, Ngadjuri, Ngarrindjeri, Ramindjeri, Warumungu, Wardaman and Yolngu people. We honour their Elders past, present and emerging.

The Pelican (2009) and Snake (2021) tile artworks were created by commencing Aboriginal and Torres Strait Islander students. Designed by Associate Professor Ali Baker, these artworks feature native animals and plants significant to the community. Each cohort of students paints a section of the picture, creating a mosaic featured on the Yungkurrrinthe building that celebrates creativity, diversity, and unity of purpose.
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Welcome from the Chair of ULAC

It has been a delight to be invited to be part of the University Library Advisory Committee (ULAC).

This group creates an opportunity for highly engaging conversations with representatives from across the University.

ULAC covers the wide-ranging scope of Library operations across teaching, learning and research, as well as the invaluable contribution the Library is making to the University’s 2025 Agenda. It creates a dialogue between staff and students, establishing shared understanding of the resources and supports available, as well as any further opportunities to expand the Library’s offering.

It is a true example of collaborative practice.

Working with the Library on this Committee highlights many of the values of Flinders in action. Students are always at the centre of the Library’s approach – staff are creative and innovative in how they approach their work, and the team strives for excellence in all that they do, continually challenging themselves to enhance their service.

I am sure you will all agree we are lucky to have a Library that supports Flinders in this way.

Professor Romy Lawson
Deputy Vice-Chancellor (Students)
Message from the Library Leadership

We invite you to reflect on our journey, highlights and accomplishments in 2023. The Flinders University Library’s Impact Statement 2023 introduces the breadth of activities delivered in partnership across the University over the past year and how we are supporting The 2025 Agenda.

At the heart of these efforts are our values of integrity, courage, innovation and excellence, which resonate with Flinders University’s student-centred ethos.

Throughout these pages, we present both our achievements and the range of projects undertaken to advance the mission and vision of Flinders University. It is a fitting acknowledgement of the hard work, dedication and excellence of our Library staff and stakeholders in a year marked by opportunities and challenges.

Despite challenges such as rising operating costs and staffing shortages, our team has remained steadfast, and our exceptional services have been positively received. We actively collaborated with partners across the University to enhance research, learning, Library spaces and teaching activities. The positive feedback from staff and students is testament to the high standards the Library team strives to achieve in supporting our Flinders community.

One of our proudest achievements was receiving the Flinders Reconciliation Team Award, for a second time. This recognition acknowledges the dedicated efforts of the Library’s Reconciliation Action Plan (RAP) Working Group in supporting the University’s commitment to reconciliation.

We sincerely thank the students whose feedback and engagement have shaped our services and initiatives. We also extend our deepest gratitude to colleagues across the University for their collaboration and support. These contributions have been invaluable and we are truly grateful for your continued support and ongoing partnership.

We eagerly anticipate the opportunities ahead as we continue to serve and collaborate with you.
Reconciliation Action Plan and Indigenous Workforce Strategy

In 2023, we continued to see the impact of the Library’s commitment to advancing the University’s RAP and Indigenous Workforce Strategy.

At the national level, Library Leadership was actively engaged in the Council of Australian University Librarians’ Strategic Enabling Program, advocating to progress the From Decolonisation to Indigenisation Program.

Following the release of Flinders University’s Reconciliation Action Plan 2023–2025 in June, the Library RAP Working Group drafted its statement of commitment to reconciliation. This aligns the reconciliation goals of the Library with the actions and deliverables of the wider RAP.

Senior library staff participated in a culturally enriching Kaurna language workshop led by Jack Buckskin, gaining valuable insight into Kaurna geography and language, including delivering a Kaurna Acknowledgement of Country.

We actively engaged Indigenous perspectives through a series of outreach sessions, expanded curriculum requests, vibrant cultural displays, and active participation in the Indigenous Cadet Program.
The Library played a vital role in embedding appropriate use of Indigenous voices and perspectives. Highlights included:

- co-hosted two yarning circles with Dr Joanne Buckskin to support academics with appropriate use of terminology when writing and talking about Indigenous peoples
- discussed culturally sensitive and appropriate ways to select and evaluate information resources about and by Aboriginal and Torres Strait Islander authors.

Our Online Content Service saw a remarkable 200% increase in requests from teaching staff aiming to integrate Indigenous perspectives into the curriculum. This highlights the impact of our proactive promotion of resources incorporating Indigenous voices and knowledge, and our progress in increasing inclusivity and diversity in education.

We celebrated Indigenous perspectives and history during NAIDOC and National Reconciliation Week. Our team developed a culturally sensitive exhibition at our Bedford Park Campus and partnered with scholars from the College of Humanities, Arts and Social Sciences (CHASS) to host an inclusive yarning circle for the University community.

We continued to prioritise Indigenous and First Nations businesses in our procurement processes, drafting Library Purchasing Guidelines and an Indigenous Business Resource List for staff.
Enabling innovative education

The Library is committed to providing equitable access to information, transforming the engagement model and future-proofing our learning spaces.

Our team made significant progress towards ensuring equitable access to information and evolving our educational engagement strategy in 2023. This included transforming the Library’s engagement model to foster self-directed learning. We also collaborated with a range of partners, including Student Learning Support Services (SLSS), to achieve shared goals for enhancing students’ study skills.

### EQUITABLE ACCESS TO INFORMATION

- Partnering with Flinders academics, we produced seven new Open Educational Resources (OERs) in mental health, sports nutrition, sustainability, and employability, saving students and the University around $4 million.
- Three more OERs are in development, projected to save students an additional $85,000 in 2024 based on current textbook costs and student numbers.

### TRANSFORMING OUR SERVICE AND ENGAGEMENT

- Underscoring our dedication to continuously enhancing the quality and accessibility of our service, the Library developed and launched the Library Service Engagement Model (LSEM) to transform how we engage with Library users. The LSEM has received positive feedback from across the Flinders community.

“Thank you so much. I was overwhelmed and I understand the process so much better now!”

– Masters of Public Health student

The Patron Engagement team initiated Instagram takeovers on @heyflinders to showcase Library services such as drop-in sessions, workshops, self-help guides, online collections and study spaces. The takeovers featured student ambassadors – Student Library Officers and Indigenous Cadets – to support engagement with students.

We participated in ‘Ask Me Anything’ live segments on @heyflinders. These sessions enabled us to engage directly with students, addressing enquiries and promoting the Library’s resources. Each segment received over 500 views, indicating the effectiveness of this approach in connecting with students.
The Library successfully supported the transition to the new LMS (Learning Management System), Canvas, by leading the student experience. We initiated a multi-channel communication campaign using a student partner to create collateral which was activated in both semester 1 and 2 during key periods.

During the transition, the Flinders Learning Online (FLO) helpdesk assisted students across the new system and legacy platform (Moodle). Sixty-five per cent of queries in Semester 2 were resolved through Canvas support, allowing the FLO helpdesk to concentrate on Flinders-specific queries. This positive outcome ensured students received quick assistance when needed, and can receive specialised support from the Library when necessary.

“Thank you so much for all your work. It went really well, and I was very happy to see students excited about the tour... Hopefully, most of them will go back to the Special Collections!”

– Senior Lecturer, HASS

Students in the College of Humanities, Arts, and Social Sciences responded enthusiastically to a presentation highlighting the unique materials in the Library’s collections. The session included comprehensive search skills training for physical and online primary sources along with a guided tour of the Special Collections area, including the Bannon and Dunstan Collections.

“The Library at Flinders has been an extremely helpful tool for me as an online student. The way online students can still access everything so easily is amazing! Thank you!”

– Student feedback via the 2023 Library Services Satisfaction Survey
Embracing AI in education

In the modern university library, artificial intelligence (AI) is revolutionising the way users access information. Our Library has been at the forefront of empowering and informing the use of AI at Flinders through a range of initiatives.

The Library’s Artificial Intelligence Interest Group engaged with student perspectives on the challenges and opportunities of AI tools, welcoming four student representatives from the Flinders University Student Association (FUSA) Student Council. The Group also supported a student-led AI design sprint and collaborated with SLSS to develop Using AI for study sessions, addressing feedback on students’ awareness of AI usage and related policies.

In collaboration with SLSS, the Library created a suite of guides to build students’ confidence in using AI tools effectively and appropriately. This includes Using AI tools for Study, Using ChatGPT Quick Guide and a Good Practice Guide for staff.

Professor Adela McMurray, Dean of Research, and Prashant Pandey, Director of Library Services, submitted to the South Australian Parliament’s Select Committee on Artificial Intelligence (Submission No. 25, SA Parliament website). It highlights the possibilities of AI in the state and emphasises the importance of responsible AI development and deployment.

The Library supported students to critically assess ChatGPT’s accuracy and relevance within a legal framework. As well as participating in a workshop on the program, Library staff developed reflective questions for a lesson plan and revised the final assessment rubric to evaluate students’ use of ChatGPT.

The Library hosted highly regarded Educator and Digital Expert, Julian Ridden, who delivered an interactive session on AI, attracting more than 100 attendees in person and online from across the University.
As part of our commitment to enhance student and staff understanding of AI tools and support the curriculum, Library staff were involved in several events:

Members of our Artificial Intelligence Interest Group mentored attendees to help shape their ideas as part of the student–led **AI Design Sprint initiative**. This event gave students the chance to develop their critical thinking skills and network with others.

We attracted around 100 viewers for an informal live Instagram session on @hey_flinders jointly hosted with SLSS, answering questions about AI as part of **Skills Week**.

We were invited to contribute to the Data and Digital Literacy Workshop in the Horizon program to support students’ understanding of AI tools and include references to recent AI developments in the updated lesson plan.
Advancing research excellence

The Library is committed to ensuring FAIR principles, transforming our engagement model, developing as knowledge experts.

The Library’s enhanced service model provided equitable access to expertise, supporting researchers through workshops and digital resources. From national initiatives to local events, we have continued to demonstrate our commitment to advancing research excellence at Flinders.

We successfully developed and implemented the University’s inaugural Open Access Policy and associated procedures, in collaboration with Governance, Legal & Risk, and the Deputy Vice Chancellor (Research) Office.

We supported researchers to take up Open Access publishing via Read and Publish agreements, achieving a saving of $1.5m publication fees for the University.

We achieved a 40% cost-saving for researchers, enhancing the diversity of the University’s statistical software availability through licensing the Stata 17 SE statistical package.

As part of our initiative to consolidate researcher training, we established dedicated support for Nutrition Honours students, resulting in seven publishable searches.

The Library celebrated Open Access Week 2023, where Library Director Prashant Pandey launched the University’s inaugural Open Access Policy. Deputy Vice Chancellor (Research) Professor Rob Saint AM marked the event with a ceremonial cutting of the cake.

This was followed by a vibrant panel discussion of invited speakers, chaired by Associate Director Liz Walkley Hall. Panel members comprised Prashant Pandey, and Flinders Professors Richard Maltby and Corey Bradshaw, Associate Professor Erin Morton, and Dr Hila Dafny. They offered valuable insights from their diverse academic disciplines to highlight the profound research impact of Open Access.

“I wanted to thank you for arranging to spend time with our Honours students recently. ... None of them felt they needed any more support after spending time with you. So, thank you! We appreciate your time and expertise.”

- Senior Lecturer, Nutrition and Dietetics
We held Pitch-Perfect ResearchNow Profiles, our inaugural interactive workshops co-delivered with Information & Digital Services (IDS). Attendees were guided by Library experts on highlighting their research and expertise on ResearchNow to make it as informative, engaging, and ‘pitch–perfect’ as possible.

In 2023, the Library built on its commitment to research data management by adding a further 86 open datasets to the Repository of Open Access Datasets (ROADS).

Since its launch in October 2021, ROADS has made available more than 250GB of research data across 233 datasets, which have collectively been downloaded more than 40,000 times.

Our library team was acknowledged for its role in the Health Studies Australian National Data Asset (HeSANDA) project by the Australian Research Data Commons (ARDC), improving access to health research data.

Flinders University Library (as a member of the Council of Australian University Librarians) entered into several agreements with publishers to deliver Flinders researchers with waived Article Processing Charges (APCs) when publishing Open Access in selected journals.

Growth & reach:

<table>
<thead>
<tr>
<th>2022:</th>
<th>2023:</th>
</tr>
</thead>
<tbody>
<tr>
<td>49 datasets</td>
<td>86 datasets</td>
</tr>
</tbody>
</table>

Read & Publish

| 13 agreements | 333 Read & Publish articles |
Achieving shared goals through partnerships

The Library is committed to future-proofing learning spaces, providing equitable access to information, and improving record management practices.

To support these goals, we continued to connect and partner across the University and the wider community in 2023. We have remained committed to creating a welcoming atmosphere in our space and at the University. This included work experience programs and inclusive projects such as LGBTQIA+ History Month displays.

As part of our commitment to innovation and accessibility, we continued to focus on cutting-edge technology, preservation efforts and external collaborations.

INITIATIVES AND PARTNERSHIPS

We established the University Library Advisory Committee (ULAC) in 2023 to ensure the Library can respond to evolving academic needs and aspirations. Led by the Deputy Vice Chancellor (Students) as Chair and the Chief Research Officer as Deputy Chair (representing the Deputy Vice Chancellor (Research)), the Committee comprises diverse stakeholders from across the University.

The Committee informs and guides the development of Library collections, facilities and services, and also serves as a thinktank for feedback, strengthening connections between the Library and wider Flinders community.

Invited by Flinders academic Dr Stacey Henderson, we participated in the Science Fiction and Space Symposium held at the University in August.

The Library’s presentation showcased the Allan Bray Science Fiction Collection, held in our Special Collections, complementing the conference theme exploring the impact of science fiction on space, technology and popular culture.

We partnered with Archaeology Topic Coordinators to curate a student showcase at the entrance of the Central Library. The exhibit featured a compelling array of clay artefacts, student project photographs, and carefully selected archaeological pieces from our collection, creating a visually stunning display to highlight the diverse talents of our student community.
ENGAGING WITH OUR COMMUNITY

Fostering inclusion is a cornerstone principle for the Library. It ensures we can offer equitable access to information, support diversity, promote a sense of belonging, and ultimately, strengthen our communities.

Our initiatives in 2023 demonstrated the Library’s commitment to providing a welcoming environment for individuals from diverse backgrounds and with diverse needs.

We introduced engaging activities for prospective students at Open Days, such as the popular duck hunt activity. Visitors spent time exploring library spaces and our collections, with the sensory space a highlight for many high school students.

We transformed several areas in the Library across campuses into pop-up sensory spaces designed to support people with sensory needs. Initiated by the Flinders Neurodivergent Study Support and Advocacy (FNSSA) group, these experiential spaces have received excellent feedback from students.

We hosted the Honourable Emily Bourke MLC Assistant Minister for Autism in South Australia shared insights into the feedback received and emphasised the significance of the sensory spaces for student wellbeing.

Australian Hearing dogs Garth and Frodo, from the Lions Hearing Dogs Australia, visited our Central, Sturt and Tonsley Libraries as part of Wellbeing Week. They attracted many new faces to the Library, with positive feedback from students.
In October, we partnered with the Flinders Pride Network to celebrate LGBTQIA+ History Month by showcasing material from our collection, including historical photos and excerpts from Queer Editions of the Empire Times student publication. Library staff also showed their support on Wear it Purple Day.

The Library collaborated with campus partners to help support our sexually and gender diverse student community, including meeting with the FUSA Queer Officer, Student Experience, and Health and Counselling services staff. Library staff also undertook training to better support our users.

We embraced the Welcome Here Project, an initiative aimed at fostering inclusive environments for LGBTQIA+ people in businesses and services across Australia. Rainbow stickers now adorn our Central, Medical, Sturt and Tonsley Library spaces, with staff also wearing badges to show their support.

The Library Services Satisfaction Survey* received more than 1000 responses from students and academics as well as professional staff, revealing:

- our Library holds top spot in the Innovative Research Universities group
- overall user satisfaction has increased (from 5.98 to 6.08 out of 7)
- our weighted benchmark score has risen from 83.6 to 83.9
- we maintained a top-ranking position in the first quartile among benchmarked university libraries.

*Conducted by InSync, June 2023

Several of our InSync Survey competition winners have collected their prizes and we are always grateful for their feedback!
**Evolving Library Spaces**

We established a Library Spaces Working Group to inform a **Feasibility Plan** for Library spaces at Bedford Park, Tonsley and the City Campus. By identifying and understanding modern academic library trends and principles, the Group contributed to creating contemporary, inspiring environments while aligning with a digital-first approach.

Artwork has been installed outside Special Collections on Level 3 at the Central Campus. The artworks were created using images held in our collection and feature John Bannon, Don Dunstan, Eleanor Yelland, and Bert and Mary Evatt. This is a great way to both promote our collections and enhance the space.

We **responded to student feedback** to develop a Library space at the Tonsley Campus. It has been well-received in its first year, particularly by Science and Engineering students, and now services an average of 60 students each day.

This collaboration between Flinders and SALHN aims to foster collaboration and encourage new research opportunities, as part of a 12-month trial period.

We engaged with The Southern Adelaide Local Health Network (SALHN) Research Hub to trial a Research Hub hosted at our Medical Library at Flinders Medical Centre.

Our team contributed to a **global research study** exploring the future of academic libraries. We offered significant insights on the evolving needs of academic libraries, students and staff, as well as the wider community. The study was conducted by Andrew Harrison, Consulting Principal at Warren and Mahoney, an esteemed international architectural and interior design practice.

“The Library has been instrumental to my success at Uni! I generally work from home, and I have never had a problem accessing literature online. When I do come into the Library, it’s a pleasant space to be in, and I can always find a spot to get the things done that I need to.”

- Nursing and Health Science Postgraduate student

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**Flinders Library Impact Statement 2023**
The Library’s Digitisation Lab undertook a range of projects including one with Dr Robinson, Flinders Microbial Ecologist, and another with Midwifery student Mahlee. Mahlee required a teaching aid – a uterus – for a presentation assignment. With support from our team, she not only produced the model, but also authored a detailed report offering insights to refine the process for future requests to use this technology.

The Library played a critical role in migrating the globally recognised Motion Picture Producers and Distributors of America (MPPDA) Digital Archives. We collaborated with CHASS colleagues Professor Richard Maltby, Liz Larkin and Nicholas Godfrey to migrate the database and developed a webpage providing historical context for the collection. This has ensured ongoing access to its 35,000 pages.

Much of Professor Maltby’s work comprises the only surviving copy of the material in this archive. Since the 1990s, hundreds of scholars across the world have used this valuable and historically significant resource.

“I have found the MPPDA archive to be such a valuable teaching and research tool... Please pass along my regards and appreciation to Prof. Maltby, and thanks again for your good efforts in restoring this remarkable resource.”

- Assistant Professor (Department of History), Saint Joseph’s University, Philadelphia

“Thank you so much for confirming this important collection is available again with an improved and safe infrastructure.”

- Liaison Librarian (Cinema Studies and Writing & Rhetoric), University of Toronto
Integrating new ideas and innovations

In the ever-evolving landscape of library services, we continue to pioneer innovative approaches to enhance accessibility, usability, and efficiency. Through the following initiatives, the Library has continued to embrace cutting-edge technologies and methodologies. This allows us to provide seamless access to resources while upholding the highest standards of information management and governance.

The new OpenAthens authentication system was **used over 5.7 million times** in 2023. OpenAthens is proving reliable and user-friendly, allowing all staff and students **seamless and secure access** to our vast collection of one million online Library resources.

The Unstacked visualisation tool brings the Library’s usage data to light to illustrate the real-time utilisation of our extensive digital content and collection. This data highlights a crucial, but sometimes invisible, element of how the Library serves and supports the University and wider community. Last year, Unstacked showcased some impressive results, revealing that users **accessed over one million resources** across 2023.

We refined and transitioned online training materials to Canvas following the upgrade of the University’s electronic document and records management system, Content Manager. This will better support those using Content Manager, as well as enable us to uphold University **record-keeping practices**.

Our team oversaw the seamless transfer of FlinSafe long-term temporary and permanent archive records into Content Manager, in **collaboration** with IDS and Work Health and Safety (WHS).

We completed over **54 special requests** for archive content, including items for anniversary events such as the commencement of Drama and Environmental Health disciplines, biographical research on former Chancellor **Sister Deirdre Jordan**, and information on the origin of disciplines to assist with tender submissions.

The results we provided for the new version of the South Australian State Records self-assessment tool will become the **benchmark** for evaluating and improving our information governance.
Enhancing our expertise and culture

The Library empowers our University community to navigate the future of scholarly communication by enabling Library staff to evolve as knowledge experts.

Our dedicated and talented staff were at the heart of the Library’s achievements in 2023. Together, we progressed the Library’s goals while upholding our values of diversity, inclusivity, collaboration and professional growth.

We embraced newcomers and bid farewell to retirees and those pursuing new paths, while strengthening team bonds through frequent social engagements.

TEAM ACHIEVEMENTS: STAFF AWARD NOMINATIONS AND WINS

Our efforts to cultivate a vibrant workplace were acknowledged in our nominations for esteemed University staff awards.

The annual Flinders University Professional Staff Awards recognised and celebrated several Library staff members who are contributing to the University’s vision and mission to change lives and change the world.

PROFESSIONAL DEVELOPMENT

Our team was proactive in their professional development, with 95% attending in-house sessions. In 2023, we welcomed nine guest speakers from across Flinders including Flinders Academy; Disability & Counselling; Humanities, Arts and Social Sciences; and the Australian Science & Mathematics School (ASMS).

The Inaugural Library Staff Triumph and Recognition (STAR) Awards were offered, to acknowledge the meaningful work of Library staff members in supporting our mission and formally recognise effort, teamwork and innovation.
Library staff were nominated for the inaugural **Council of Australian University Librarians** awards across three of its four categories: Indigenous Leader, Indigenous Cadet (Library), Emerging Leader and Outstanding Library Team.

**15 Library–led professional development sessions**

*Between March and December 2023*

- Deep Dive into Read & Publish
- A Day in the Life of Patron Engagement and Digital Library Strategy
- Tech Tips
- Get to Know Flinders Academy
- Waddle or Wheel to Sturt
- Get to Know Our Students
- A Day in the Life of Collection Strategy & Research Engagement
- Deep Dive into User Experience (UX)
- Get to Know Disability & Counselling
- Indigenous Knowledges Yarning Circle
- A Day in the Life of Information Management Strategy & Education Engagement
- Waddle or Wheel to Tonsley
- What We Learnt in 2023
- A Day in the Life of the Randoms
- Library Spaces Spectacular

We were pleased to see a 29% increase in applications from 2022 for professional development opportunities, with 77% of Library staff engaging in development activities.

Our participation in mentoring programs thrived in 2023:

- Two staff members served as mentees and three as mentors in the University’s Professional Mentoring Program.
- Externally, two Library staff were nominated and accepted as mentors and two as mentees in the CAVAL Cross-Institutional Library Mentoring Program.

Staff also engaged in external opportunities throughout the year, both as presenters and delegates:

**THETA conference** in Brisbane:

- ‘Embracing Disruption’ chaired by Walkley Hall
- ‘Teaching to the attention economy: how Flinders University Library enhanced its engagement with students’ presented by Heidi Savilla
- ‘Implementing AI in Higher Education: Examining Benefits and Requirements* (*Everything you ever wanted to know but were afraid to ask)*’ presented by Sarah Barkla
- ‘Transforming an equitable student experience: a systemised approach’ presented by Liz Hounslow

**CAUDIT Managers Program** hosted by Murdoch University and UWA in Perth, attended by two Library staff.
Two tertiary students successfully completed requirements for their work placements with the Library. We welcomed a student from Charles Sturt University pursuing a Master of Information Studies (Librarianship) and a Flinders University student participating in Work Integrated Learning (WIL) for Computer Science.

Our team invited more than 35 students to work alongside us to learn about Library operations and become Library ambassadors. They developed their skills in roles as Student Library Officers, Student Library Assistants, Work Integrated Learning (WIL) participants, Indigenous cadets, and work experience students.

Our Indigenous Cadet Program continued to thrive, providing invaluable experiences across all facets of the Library. We are actively exploring options for further Indigenous employment opportunities, including identified positions and student employee roles.

Our High School Work Experience Program introduces students to the wide range of career opportunities in academic libraries, offering practical insights and the chance to speak with staff about roles and career pathways. During this year, we conducted a comprehensive review to ensure we could support students to make the most of the program within their timetables.
What’s next

1. **Transform the Library’s engagement model to foster independent scholarship**
   - Enhance student and researcher engagement and learning
   - Deliver on actions in University Research Support plans 2023–2025

2. **Future-proof active learning spaces**
   - Deliver a Library Experience for Rural and Remote students and staff
   - Provide welcoming and inclusive library spaces

3. **Empower staff to develop as knowledge experts**
   - Support professional development opportunities for continuous learning at every level

4. **Co-develop improved records management processes with partners across the University**
   - Provide a comprehensive records management lens to processes and systems across the University

5. **Use evidence-based decision making to maximise value and equitable access to information**
   - Develop the processes and infrastructure to use data and user feedback to review existing resources, and purchase new resources to be cost-effective and aligned with current teaching and research needs
   - Actively develop our support and promotion of Open Access options in research and education

6. **Ensure the Library holdings of Flinders’ research outputs are compatible with FAIR & CARE principles**
   - Develop a comprehensive approach to metadata and management of research outputs across the University