



Sustainable and collaborative development of research support services

University Library
Service commun
de la documentation

Cécile SWIATEK CASSAFIERES

University Librarian, Library Director

<https://orcid.org/0000-0003-1066-4559>

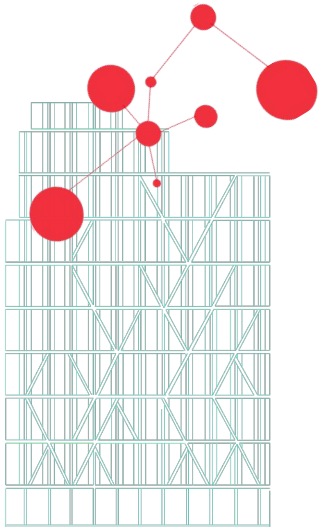
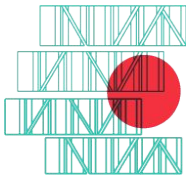


Who am I?

Cécile Swiatek Cassafieres

*University Librarian,
Library Director*

Université Paris Nanterre, France

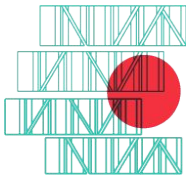
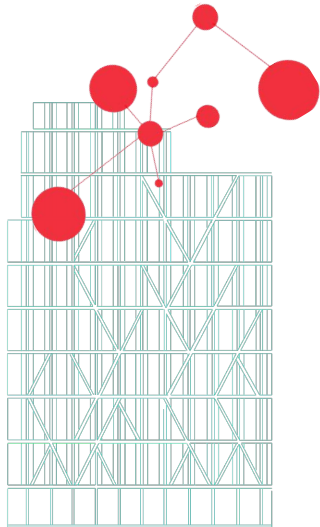


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I am interested in accessible knowledge, information skills, pedagogy and digital innovation in higher education. Member of the Executive Board of the European league of research libraries (libereurope.eu) and SPARCEurope, former Secretary General of the French academic libraries association ADBU (adbu.fr, 2016-2021), I take a curious and critical look at Open Education issues through my work at SPARCEurope, OEGlobal and with the UNESCO.

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SPARCEurope Board Member <https://sparceurope.org/>

UNESCO Expert for OER and OS Recommendations

HER Expert for OER

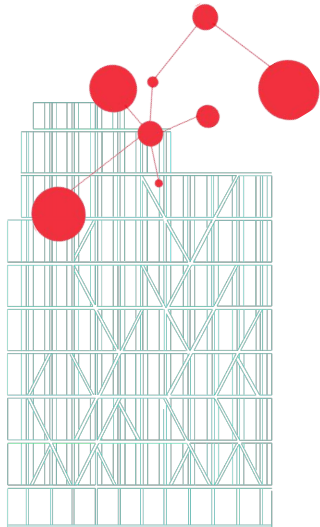
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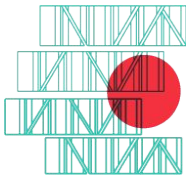
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“Service commun de la documentation” (Education Code)



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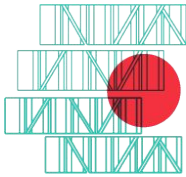
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A foreword - Key elements

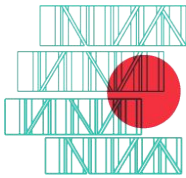
Libraries : 3 pillars

- Documentary resources & repositories (publication repository, PhD and Master thesis, data repository...)
- services platform & mediation
- Living (and valorisation) spaces

Libraries : 8 areas of action reproducible method

- research
- initial training
- lifelong learning and ongoing upskilling for staff
- digital spectrum
- documentation
- cultural activities
- scientific promotion
- dialogue between science and society

Sustainable and collaborative development of research support services at the university library



Welcome to the Université Paris Nanterre

Building a sustainable portfolio of resilient interdepartmental services

Laying solid organisational and tactical foundations

- Key elements
- Choosing to invest
- Impact and clear benefits

Robustness, sustainability and resilience of strategic services

- Networking
- Knowledge management
- Skills development
- Individual and organisational resilience

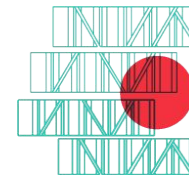
“Knowledge hubs” and the capacity for collaborative action

- Team collaboration and community involvement: two ideal pillars
- The role of the library: the ultimate knowledge hub and a great community builder

Trajectory: a promising future

Concluding remarks : lessons learnt and methodology replication

Welcome to the Université Paris Nanterre



L'université s'engage pour la science ouverte !

À L'UNIVERSITÉ PARIS NANTERRE ▼

OUVERTURE DES PUBLICATIONS ▼

OUVERTURE DES DONNÉES ▼

SE FORMER ▼

AGENDA ▼



<https://www.parisnanterre.fr/>

<https://youtu.be/xtHfog4SUNs>

Paris Nanterre-Open science

<https://science-ouverte.parisnanterre.fr/>

Publication repository HAL

<https://hal.parisnanterre.fr/>

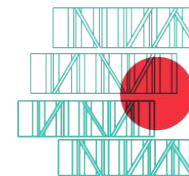
Research with society

<https://www.parisnanterre.fr/diffusion-scientifique/science-avec-et-pour-la-societe-1>

RDM at Paris Nanterre : local network, national Clusters "Atelier de la donnée"

<https://recherche.data.gouv.fr/en/page/data-management-clusters-generalist-services-throughout-france>

Welcome to the Paris Nanterre Library !



1 BU ouverte
6 jours/7,
65h30/semaine,
267 jours/an

Le Pixel



14 bibliothèques d'UFR
dont 4 intégrées sur les
4 campus

Les moyens de la BU et des bib. intégrées

Budget
1 557 842 euros



dont + **73%** de dépense
pour la documentation
43 euros / étudiant-e



95 agent-es

49 moniteur-trices
étudiant-es



Les collections



Environ **624 593**
ouvrages, **12 858**
documents achetés
en 2022

124 bases
de données
signalées



46 087 revues en ligne
721 abonnements à
des revues

12 854 films
et documentaires



10 344 thèses dont
2 259 en ligne



104 279
ebooks

Les services et les usages

905 911 entrées
dans l'ensemble
des bibliothèques



10 000 m²



2 200
places
de travail



28 salles
de travail
en groupe



86 636
prêts de
document



1 076 prêts de
matériel informatique
127 ordinateurs fixes



4 437 557
téléchargements
de documents
numériques



2 880 usagers formés
aux compétences
numériques et
informationnelles



plus de **8 375**
abonné-es



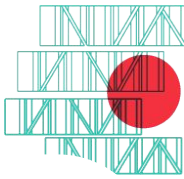
300 150 pages
vues sur le site web :
bu.parisnanterre.fr



**Une programmation culturelle
riche et diversifiée**

7 expositions
29 manifestations culturelles

Welcome to the Université Paris Nanterre



2 questions

Positioning the library in the research services sector

Ensuring, by design, sustainability and cooperation

while making the most of each partner's skills and expertise

3 drawers

French legal and regulatory framework

A specific case study

Working methods and collaboration

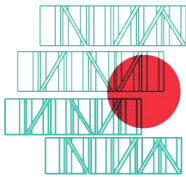
2 achievements

Data management cluster at Nanterre : ADN

Open Science Strategy and Roadmap at Nanterre : <https://science-ouverte.parisnanterre.fr/>



Learn more....



ADN - Data management cluster at Paris Nanterre

<https://recherche.data.gouv.fr/en/page/adn-supporting-data-in-and-with-nanterre-a-data-management-cluster-by-universite-paris-nanterre-france>

<https://science-ouverte.parisnanterre.fr/donnees-ouvertes-open-data/les-donnees-de-la-recherche/adn>

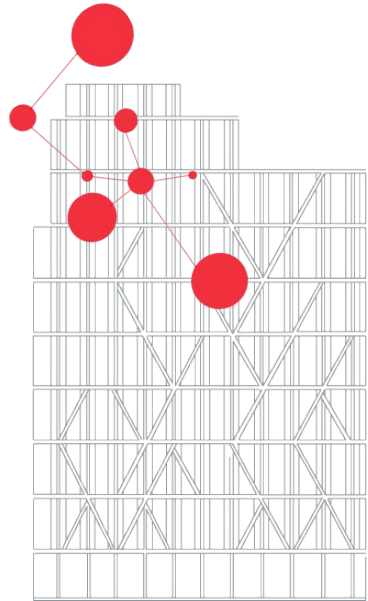
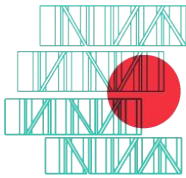
Open science at Paris Nanterre

<https://science-ouverte.parisnanterre.fr>

<https://www.focusopenscience.org/book/22paris/> and full recording on <https://vimeo.com/748884203>

Swiatek Cassafieres, C., & Le Guennec, M. (2022, septembre 27). université Paris Nanterre Open science strategy 2022-09-27. Focus on Open Science chapter xxxviii, Online : Paris Nanterre. Zenodo. <https://doi.org/10.5281/zenodo.7115904>

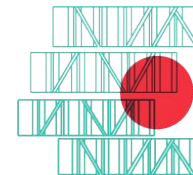
Building a sustainable portfolio of resilient interdepartmental services



Laying solid organisational and tactical foundations

Robustness and integration of services into a sustainable service strategy

“Knowledge hubs” and the capacity for collaborative action



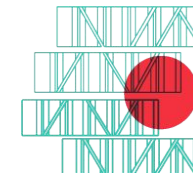
Laying solid organisational and tactical foundations

Key elements

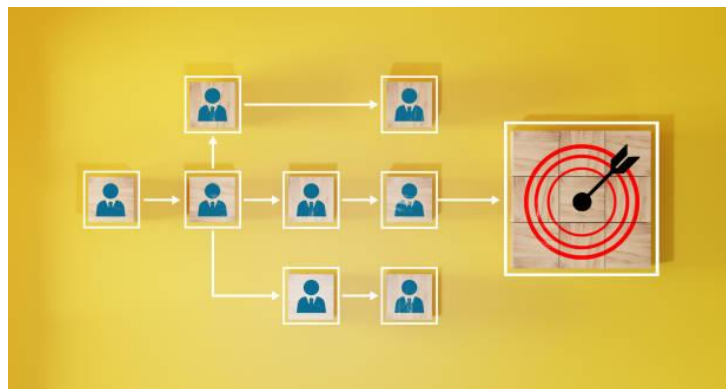
Choosing to invest

Impact and clear benefits

Key elements



Elements taken into account for the definition of services which the library provides or is part of

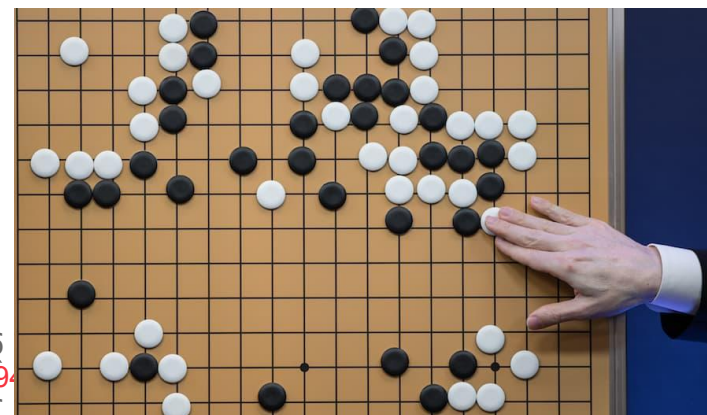


iStock

- Starting from scratch
- Getting to know each other
- State of the art at national, European and global level
- Establish a formalised and published institutional strategy (Rector)
- Feasibility study, swot
- Workload plan
- Raci
- Roadmap and indicators

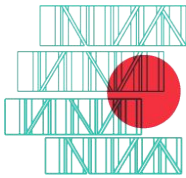
The library's tactical moves

- Political support
- Structured links with other departments
- Mutual support
- ⇒ **systematic, formal and known collaboration**
- Demonstrate our ability to last in this research landscape!



iStock

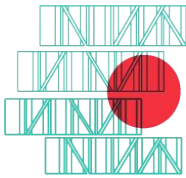
Choosing to invest



Plan, plan, plan

Train, train, train

Choosing to invest

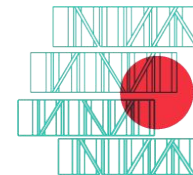


Plan, plan, plan
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Investing :

- Time in methodical planning
- Staff time and money in training and capacity building
- Energy in preparing, monitoring and consolidating organisational change
- Skills and competencies related to missions and expectations

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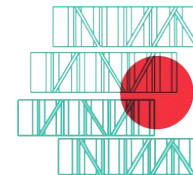


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- scope of action of each department/agent,
 - skills and strategic area of the “liaison” colleagues
 - clear tasks for the project managers and the support managers
 - reflection on the structuring of the service
 - clarification of each person's level of responsibility
 - clarification of expectations
 - support in assuming leadership roles
 - support in setting up the best liaison and communication channels
 - differentiating between strategic and operational levels

Choosing to invest



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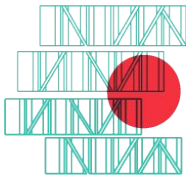
Libraries :

- regular update for every job description, especially during periods of rapid change
- updating the organisation chart accordingly (public)
- better adhesion of the whole team to changes and evolutions
- presentations, training or workshops to discover the new features

Benefits :

- anchoring the reality of the changes
- making it possible to move on to the next stage

Impact and clear benefits



Observed benefits

- Strong sense of solidarity and team spirit within the Library... and with other university departments
- Tangible desire to find out more about research services and to be trained by them... and then to participate

Limited risks

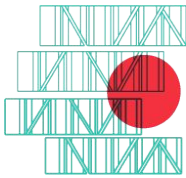
- no devastating volcanic eruptions
- neither are we sinking below sea level



Jubus Silver on Pixabay



CSITDMS on Pixabay



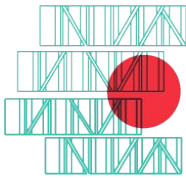
Robustness and sustainability of strategic services : working on individual and organisational resilience

Networking

Knowledge management

Skills development

Individual and organisational resilience

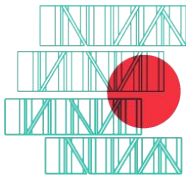


Ensuring individual and collective resilience through :

Networking

- An opportunity to exchange ideas and work with peers
- "Let off steam" and get advice
- Rewarding & challenging!

Individual and organisational resilience



Ensuring individual and collective resilience through :

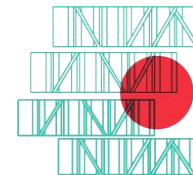
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Building skills together

- Emulation
- Concerted training plan
- Multi-year HR skills trajectory.

Individual and organisational resilience



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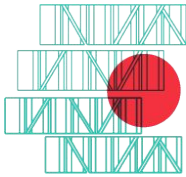
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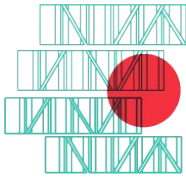
Knowledge management

- Collaborative working
- Formalising work frameworks and describing functional environments
- Written documentation: rules, procedures
- Sharing and collaborative tools: documents, distribution lists, milestones, reports.



“Network(ing) spirit” :
from the proof-of-concept stage onwards

- **aim (explicit)**
⇒ network into place
- **intention**
⇒ spirit, atmosphere (team)
⇒ welcoming (end users)



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⇒ spirit, atmosphere (team)
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An opportunity to exchange ideas and work with peers

example 1, Data management cluster team, ADN

<https://science-ouverte.parisnanterre.fr/donnees-ouvertes-open-data/les-donnees-de-la-recherche/atelier-de-la-donnee>

A fundamental driver of robustness

- example 2, <https://hal.parisnanterre.fr/> network of Lab liaisons



Networking

An opportunity to exchange ideas and work with peers

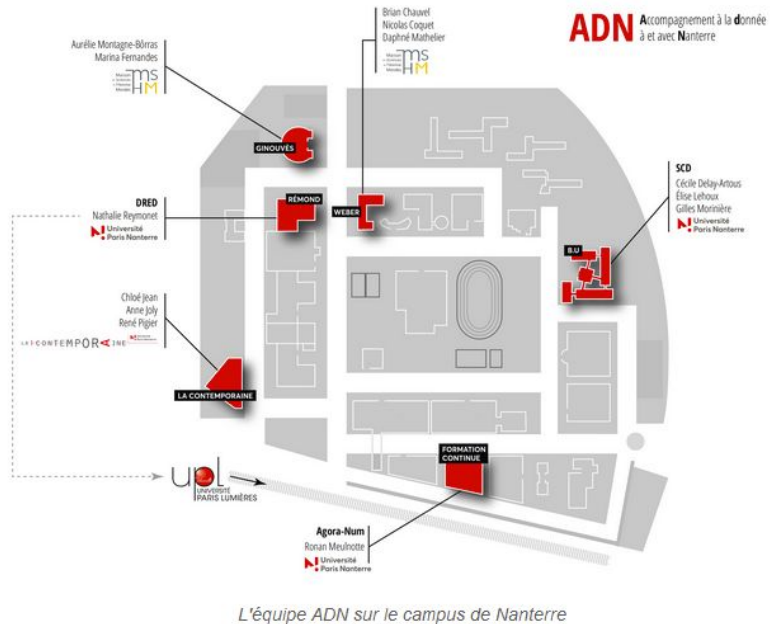
Example 1, Data management cluster team ADN
<https://science-ouverte.parisnanterre.fr/donnees-ouvertes-open-data/les-donnees-de-la-recherche/atelier-de-la-donnee>

Partners

Support,
Counselling
Expertise

Cet atelier regroupe :

- ▶ L'université Paris Nanterre, à travers son Service commun de la documentation (SCD) et la Direction de la recherche et des études doctorales (DRED)
- ▶ La Maison des Sciences de l'Homme Mondes
- ▶ La bibliothèque-archives-musée La contemporaine
- ▶ La ComUE Université Paris Lumière



D'autres acteurs de la communauté apportent leur concours et leur expertise aux initiatives d'ADN, comme Agora-Num ou le DPO de l'université Paris Nanterre.

Université Paris Nanterre

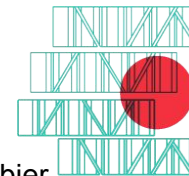
Networking

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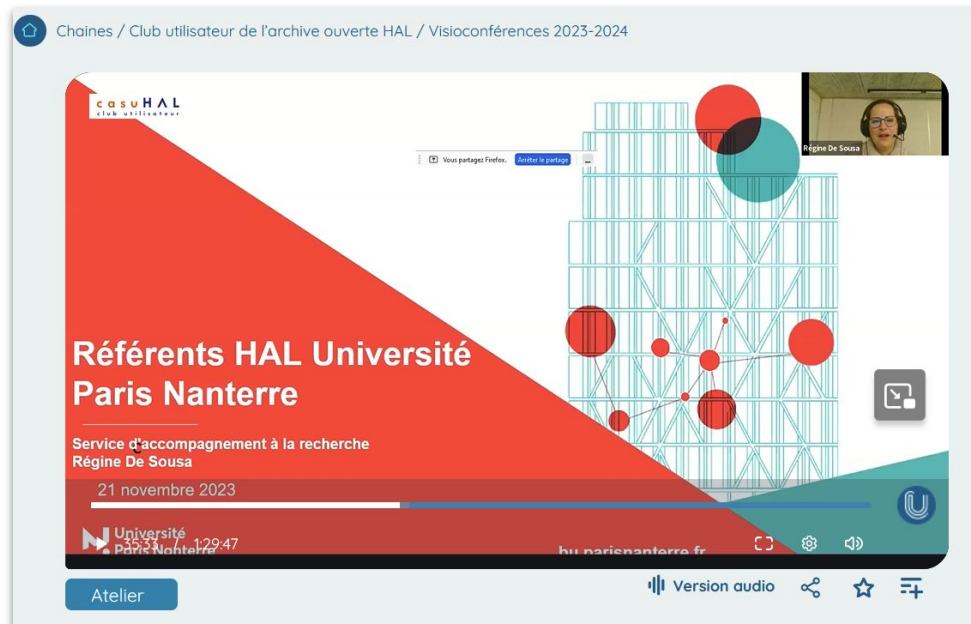
Example 2, <https://hal.parisnanterre.fr/> network of Lab liaisons

Institutional open portal / HAL national repository <https://hal.parisnanterre.fr/>

- Network of **50+ trained volunteer Lab liaisons**
- Researchers, engineers, research support and/or administrative staff
- Administered by Ms. Régine de Sousa from the Library Research support services team.

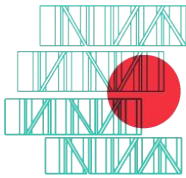


Gaëlle Chancerel, Audrey Schmitt, Régine De Sousa, François Gibier. CasuHAL. (2023, 21 novembre). *Démarrer sur HAL #2*, in *Visioconférences 2023-2024*. [Vidéo]. Canal-U. <https://www.canal-u.tv/148414>. (17 jan. 2024) Listen to Ms. Régine de Sousa on HAL (French language) 00:35:25 onwards <https://www.canal-u.tv/chaines/casuhall/demarrer-sur-hal-2?t=2125>



Canal-U screenshot

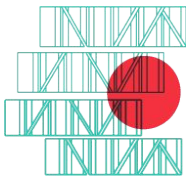
Knowledge management



From project management to change management
Managing knowledge in times of cultural change
Managing knowledge from top to bottom

- **Stop! Think! Act !**
- **Interplaying “Run” with “Build”**
- **Building up, passing on and sharing**

Knowledge management



From project management to change management Managing knowledge in times of cultural change

- Stop! Think! Act !



STOP and take the time to think about what you're going to do. What is the worst thing that could happen?



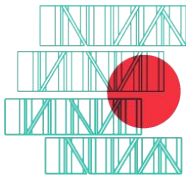
THINK about how you're going to do it. Is it the safest way? If not, how can you do it better? Do I have the right tools, training and equipment?



ACT in the safest way possible. Follow proper procedures, don't rush, and STOP if it can't be done safely!

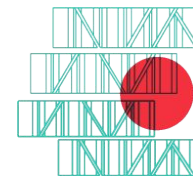
<https://thehorseportal.ca/stop-think-act>

Knowledge management

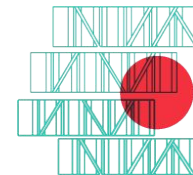


From project management to change management
Managing knowledge in times of cultural change

- Interplaying “Run” with “Build”

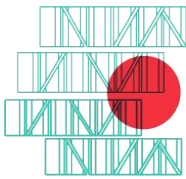


ludex on istockphoto.com



endemium

Knowledge management



From project management to change management: Managing knowledge in times of cultural change

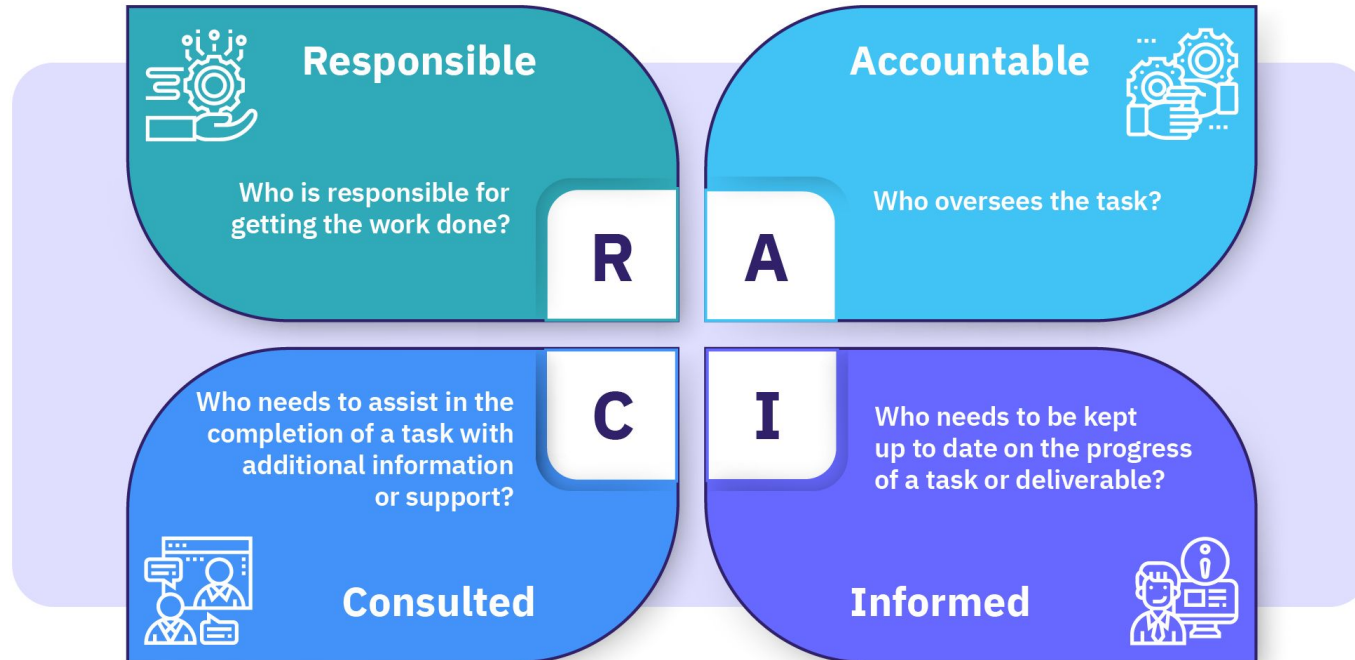
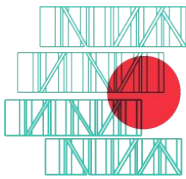
From top to bottom
of the organisation

- Building up, passing on and sharing

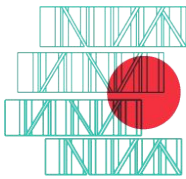
Using the collective
institutional
channels for direct
exchanges

- documenting
- formalising
- sharing
- adopting a narrative approach (storytelling)

What is a RACI Matrix?



Skills development



Ensuring 3 levels of upskilling (individual / team / service) to underpin:

- the sustainability and scalability of services
- the resilience of individuals and teams

Two combined approaches
each one at our 3 levels

- **organisational transformation**

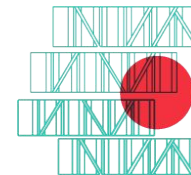
⇒ from “castle” to “network”

- **real expertise**

⇒ taking up challenges

⇒ dynamic networking

Skills development



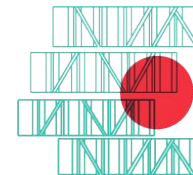
Ensuring 3 levels of upskilling (individual / team / service) to underpin:

ADN : Data management Cluster skills

- **ADN DM Cluster skills**
 - new RDM skills for some and/or others
 - team and experts upskilling programme built together (+Clusters national network)
- **ADN organisation support staff**
 - development and consolidation of the existing service into a policy framework
 - good KM, strategic view
- **Benefits derived from active networks: LIBER (RDM), RDA, DM Clusters France**
 - motivating colleagues to progress further
 - reflective feedback (trajectory ; choices)
 - getting used to multilingualism (metadata)

HAL repository Lab Liaisons skills

- **Liaisons : beginners and intermediate**
 - Professional culture of research results openness
 - Legal environment & Intellectual property
 - Economic ecosystem scholarly comm° / public°
 - Indicators and evaluation frameworks
 - Operational and technical skills
 - Soft skills for collaboration
- **Network leader (repository admin.)**
 - Soft skills in network steering and management
 - Increased technical and legal skills : up to expertise
 - Ability to plan a service strategy
 - Public communication and representation skills

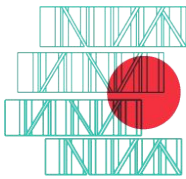


Libraries as “Knowledge hubs” ; Building up the capacity for collaborative action

Team collaboration and community involvement: two ideal pillars

The role of the library: the ultimate knowledge hub and a great community builder

Team collaboration and community involvement: two ideal pillars



The Library bet on a systemic collective approach of Research topics and services

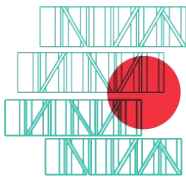
- **Leading a group of professionals**
- **Animating communities of users**

If we (librarians at Nanterre) can't immediately ensure the commitment of communities of Researchers, our first step is to constantly seek to stimulate a collective.

⇒ Findings

- **Undeniable benefits of collaboration at all levels (as demonstrated)**
- **A culture evaluation and management to be emphasised**

The role of the library: the ultimate knowledge hub and a great community builder



Our experience shows that ...

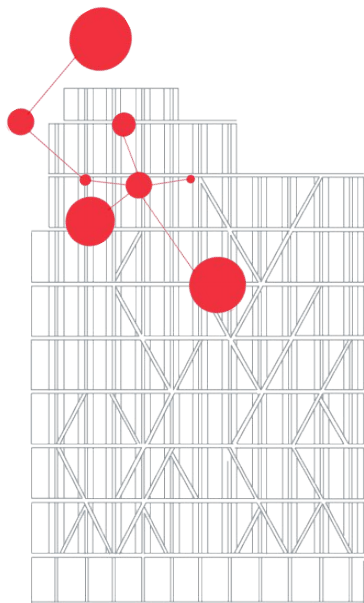
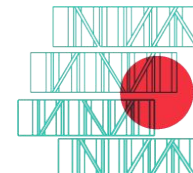
- Libraries as hubs of knowledge and
 - The holistic approach / systemic management of libraries
- ... are a key vector of robustness, because
- the services are designed and the teams are structured in line with the Libraries' overall strategy, which is integrated into and supports that of the university.
 - Strategies are aligned from the outset with national (PNSO) & European strategies.
 - The actions carried out by and with the libraries are organised around fundamental missions and are based on roadmaps discussed annually with the institution and the Rector's office ; they are taking into account the partners' shared vision.
 - are integrated in a 3-year trajectory: financial trajectory, HR trajectory.

See the “Focus on Open Science” webinar co-organised by Paris Nanterre with University College London (UCL) Office for Open Science; UCL Global Engagement Office, and Scientific Knowledge Services :

<https://www.focusopenscience.org/book/22paris/> and

Cécile Swiatek (2022) “Université Paris Nanterre Open science strategy 2022-09-27”. *Focus on Open Science chapter xxxviii*, Université Paris Nanterre; UCL Sep 2022, Nanterre, France. [⟨10.5281/zenodo.7115904⟩](https://doi.org/10.5281/zenodo.7115904). [⟨hal-03848605⟩](https://hal.archives-ouvertes.fr/hal-03848605)

Trajectory: good results bring a promising future (1/3)

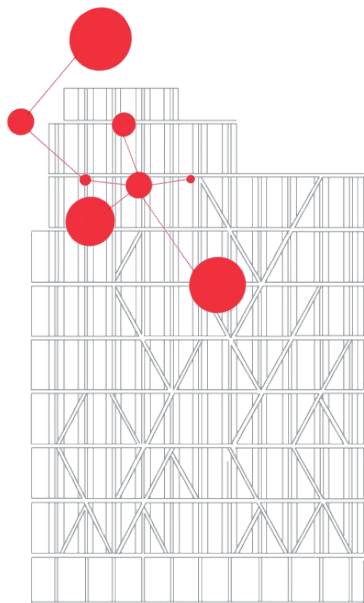
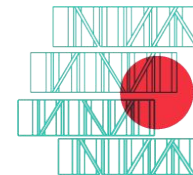


In just a few years, the library has gone from providing research support services to offering a portfolio of support services. It's a success story!

Awareness of our expertise and our ability to bring together or mobilise partners and join expert groups enables us to launch bold and sometimes innovative projects such as :

- **Exemplary financial support and participation in the governance of infrastructures & networks conducive to Open Science : EOSC, OPERAS, RDA,**
- **Interfacing the university's HR management system with ORCID,**

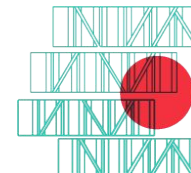
Trajectory: good results bring a promising future (2/3)



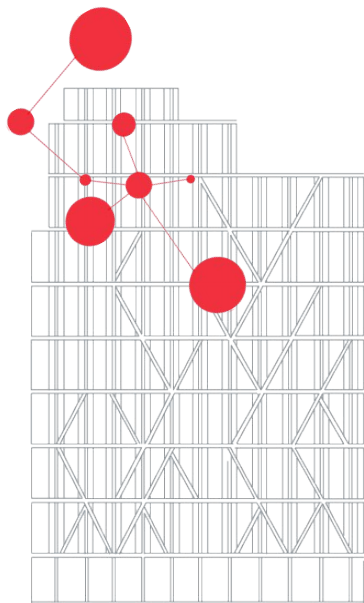
Our regular and active participation in expert groups involved in thinking about or defining institutional, national, European and international documentary, digital, cultural or research strategies enables us to work within the openness ecosystem field (open science, OERs, PIDs), and be solicited for national and international expertise.

- **Open Science : Europe and International College of the National Committee for Open Science, LIBER, UNESCO Global Partnership,**
- **Open Educational Resources : OER expertise at ReiSO, strategic group in relation with the HER Ministry,**
- **Strategies linked to permanent identifiers: Comex member ORCID-France,**
- **Expertise: UNESCO; National Fund for Open Science assessment; steering committee and participation in the Data Gouv Research Resource Centre.**

Trajectory: good results bring a promising future (3/3)



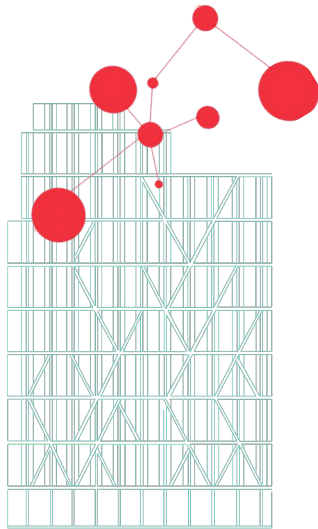
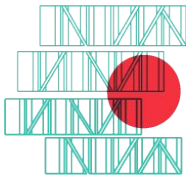
A good indicator of success is strong demand to:



- **Host major and national or European events**
 - Focus on Open Science 2022;
 - #JNF 2025 for teaching and information literacy training by university libraries;
 - CasuHAL yearly national days 2026 for and by HAL users representatives.
- **Making expert presentations**
 - Focus on Open Science Chapter in 2022,
 - CasuHAL webinar,
 - OS Monitoring Framework for the French universities vice-rectors in charge of Open Science / "France Universités".
- **Participating in or organising national training courses for library directors on open science, or some University Alliances WG on OERs,**
- **Participation in national panels for civil service competitions for documentation and library careers.**

Concluding remarks :

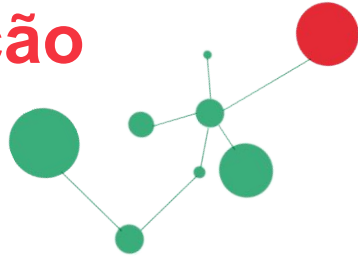
Lessons learnt and methodology replication



From now on, our vision and the image of the library and the services it provides needs to be periodically renewed and enriched

- **inspiration > design > services > routine**
- **planning > training > mastering skills sets and competencies > increasing expertise**
- **following an existing framework > trend spotting > trend monitoring > prospecting**

**Thank you for your attention
obrigado pela atenção**



See you soon at the library !

Discover our [Library spaces and services](#)

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