CURRICULUM VITAE. UPDATED NOVEMBER 2026

# Carlo Iacono

**University Librarian and Executive Director, Library Services, Charles Sturt University**

I lead the library, digital and information services of a university with six campus libraries. I advise on AI, copyright and information governance, and I write and speak about AI in higher education. More than 25 years in Australia and the United Kingdom, from systems administrator to executive.

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Based in Wagga Wagga, New South Wales. Australian and British citizen.

**25+**
years in library, information and digital services, in Australia and the United Kingdom

**6**
campus libraries led as one service, with about 80 staff and an A$16 million budget

**+190%**
resource sharing from 2021 to 2025 (4,024 to 11,670 transactions), with staffing down 4%

**150,000+**
unique views of my Aeon essay on literacy and screens

## Key skills

What I bring, and the work that shows it.

### Leading people through change

- Led six campus libraries through five years of change, with staffing down 4% and no growth in the executive layer.
- Rebuilt or started services in earlier roles, including restarting a law library that had been closed for five years, creating a central legal information service and doubling a team through a restructure.
- Develop leaders through mentoring, acting opportunities and performance planning. In the 2026 staff survey the Division was at or above the University benchmark in every category.

### Strategy into delivery

- Turn university strategy into annual operational plans with named owners, and report progress to every member of staff each quarter. When a plan exceeded capacity, narrowed it and said so.
- From 2021 to 2025, digital holdings rose 62%, resource sharing 190%, repository outputs 50% and study seating 36%, with all six libraries kept open.
- Implemented a shared service model with Student Support and Facilities Management, with joint positions and a shared service point.

### Commercial judgement and negotiation

- Member of the Council of Australian University Librarians' national publisher negotiation panel (2025 to 2026) and founding member of its Open Access Negotiation Strategy Committee. Declined a major publisher agreement at Charles Sturt on value-for-money grounds.
- Took stalled negotiations for a digital preservation portal to sign-off at more than 50% below the original projections. Negotiated increased access with legal publishers at no further cost, and supplier terms that saved about £25,000.
- Uses usage evidence to direct spending. On-demand AI literacy content was viewed far more often than workshops were attended, which guides where capability investment goes.

### Information governance, copyright and risk

- Responsible for Charles Sturt's compliance with the copyright statutory licence and its copyright policy. Advise on the copyright and licensing implications of AI platforms.
- Lead records compliance through the Regional Archives, and strategic and operational risk for the Division, including finance, staffing, service delivery and work health and safety.
- Have worked in regulated settings, including the Supreme Court of Queensland and funding-council reporting at the University of Bath.

### Research services and open scholarship

- As Head of Library Research Services at the University of Bath, led open access, research data, research analytics, archives and records through REF 2021, with bibliometric reporting to the Research Committee.
- Convened the working group behind Charles Sturt's university-wide research data management framework, which crosses the Research Office, IT and the Library.
- Repository outputs rose 50% from 2021 to 2025. Developed open scholarship and rights retention approaches.

### Communication and influence

- Invited keynotes and talks for learning and teaching, library, ICT, law and school audiences, including AWS Imagine and the launch of ALIA's Digital Literacy Webinar Series (both 2026).
- Gave the opening provocation to 60 leaders at the inaugural Castlereagh gathering (October 2025), and co-lead the higher education strand of the work that followed.
- Essay in Aeon with more than 150,000 unique views, and Hybrid Horizons on Substack, with about 3,000 subscribers and 4,400 followers. Recipient of the Making AI Human Award 2025.
- My writing has prompted public responses from Professor Rose Luckin, Dr Ulcca Joshi Hansen, Trevin Wax and Graham Stanley on AI in education, attention and writing.

### Inclusion and access

- I'm Charles Sturt University's Professional Staff Champion for Accessibility and Neurodiversity. I advocate within the University for neurodivergent staff, staff with disability and colleagues with related caring responsibilities. I want workplace adjustments to be easy to find and request, and the people who encounter barriers to have a say in which ones we tackle first.
  I served as Executive Sponsor of Charles Sturt's university-wide Accessibility and Inclusion Plan 2024–2025 and wrote its foreword.
- Made inter-library loans free, with delivery to home addresses, ended fines for lost items, and funded free first-year textbooks.
- Introduced a First Nations library cadetship, and embedded First Nations cultural safety across collections and services.

### AI strategy, governance and adoption

- As AI Strategy Development Adviser to Charles Sturt University (November 2023 to May 2024), led the AI strategic plan and roadmap, formulated the AI Principles and secured their approval, and contributed to a proposed university-wide governance structure.
- Member of the Australian Attorney-General's Department Copyright and Artificial Intelligence Reference Group. Gave evidence to the House of Representatives inquiry into generative AI in education (January 2024).
- Assess vendor AI proposals through one comparative governance lens rather than deal by deal. Drafted the Library's AI position statement and policy, believed to be the first of its kind in an Australian university library.

### Hands-on technology

- Programmed in the 1980s and 1990s and built PCs from the 1990s. First job out of university as a systems administrator, then a systems librarian.
- Led the creation and implementation of the Virtual Legal Library at the Supreme Court of Queensland, which brought online legal resources to remote and under-resourced users across the state, with publisher access negotiated at no further cost to the Library.
- Have built Copilot solutions, including a tool that analyses applications, and knowledge bases on ChatGPT and Claude, and contributed to Cogniti applications. Part of Charles Sturt's Copilot rollout.

## Experience

**November 2021 to present**

**University Librarian and Executive Director, Library Services**
Charles Sturt University, Wagga Wagga, New South Wales

Reports to the Provost and Deputy Vice-Chancellor (Academic). Leads directors and senior managers across client services, collections, scholarly communication, discovery and library systems, academic and information literacy, the Regional Archives and the University art collection, with six campus libraries, about 80 staff and an A$16 million budget.

- Plans and manages the Division's work and budget in line with the University's Strategic Plan, and reports progress to all staff each quarter.
- Leads the use of generative AI in library, administrative and teaching support activities, and coordinates copyright advice and risk management across the University.
- Also the University's AI Strategy Development Adviser from November 2023 to May 2024.

**April 2019 to October 2021**

**Head of Library Research Services**
University of Bath, United Kingdom

- Led open access, research data, research analytics, archives and records through REF 2021, DORA and the open access transition, with the Research Services budget and funding-council reporting.
- Took stalled negotiations for a digital preservation portal to sign-off at more than 50% below the initial projections, delivering a cloud-based archive.
- Led the discovery, implementation and management of a booking application for the Library, then the whole University, in response to coronavirus.

**August 2014 to April 2019**

**Principal Librarian, Collection and Services**
Supreme Court of Queensland

- Second in charge to the Supreme Court Librarian, leading a statewide service for the judiciary, the Queensland Law Society, the Bar Association and the public, with nine direct reports and management support for a further 13 staff.
- Led the creation and implementation of the Virtual Legal Library, bringing online legal resources to remote and under-resourced users across Queensland, with increased publisher access negotiated at no further cost.
- Created the 'Collaborative Workplace' values document, the basis of the Library's recruitment and performance review framework, and moved the current awareness service online, saving more than A$20,000 a year.

**July 2013 to July 2014**

**Academic Group Services Manager (Arts, Education and Law)**
Griffith University

- Created and implemented an online Library Capability Framework to assess information service skill sets, and presented the paper 'How does the information team of today become the information team of tomorrow?' at the 35th IATUL Conference in Helsinki, June 2014.
- Doubled the team through a restructure, negotiated services with Deans, Deputy Deans and Heads of School, and implemented a new performance management system.

### Earlier roles

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| **2011 to 2013** | **Allens Linklaters, Sydney.** Library Site Co-ordinator. |
| **2009 to 2014** | **Practical Law Company, United Kingdom.** Head of Information, in a consultancy role from Australia from 2011. |
| **2003 to 2009** | **Boodle Hatfield, United Kingdom.** Research and Library Manager. |
| **1999 to 2003** | **Denton Wilde Sapte.** Systems Librarian. |
| **1996 to 1999** | **Richard Ellis Property Consultants.** Systems Administrator. |

## Sector and national roles

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| **2025 to present** | **Castlereagh Statement.** Contributor to the cross-sector call to action on AI in Australian education and training, and co-lead of the higher education strand of the work that followed. Gave the opening provocation at the inaugural gathering, University of Sydney. |
| **2025 to 2026** | **Council of Australian University Librarians.** Member of the national publisher negotiation panel, and founding member of the Open Access Negotiation Strategy Committee. |
| **2024 to present** | **Attorney-General's Department.** Member of the Copyright and Artificial Intelligence Reference Group. |
| **2024** | **Parliamentary inquiry into generative AI in education.** Gave evidence to the House of Representatives Standing Committee on Employment, Education and Training, and helped prepare Charles Sturt's submission. |

## Talks and keynotes

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| 29 Nov to 2 Dec 2026 | **ASCILITE 2026, Brisbane.** ‘The apprenticeship layer: what assessment reform cannot secure on its own’. Forthcoming. |
| Ongoing | **AI in Education Community of Practice.** ‘Carlo’s Corner’, a regular segment. |
| Sep 2026 | **CAVAL Professional Development Interest Group.** ‘The Scarce Goods’. |
| Jul 2026 | **ALIA national Digital Literacy Webinar Series.** Launch keynote on AI and the future of libraries. |
| 15 Jun 2026 | **Griffith University Library.** ‘From Curiosity to Confidence’. |
| 7 May 2026 | **University of Wollongong, Assessment Reimagined series.** Provocation, ‘What Happens to Being Human in the Age of AI?’ |
| Apr 2026 | **AWS Imagine, Brisbane.** Keynote, ‘What AI Revealed About Universities and What It Demands of Them’. |
| Feb 2026 | **AI in Education Symposium, University of Technology Sydney.** Senior leaders’ session, with pre-reading circulated to attending leaders. |
| Nov 2025 | **RAILS Conference.** Keynote, ‘The Centaur Librarian’. |
| Oct 2025 | **Inaugural Castlereagh gathering, University of Sydney.** Opening provocation to 60 leaders. |
| Oct 2025 | **CAULLT Online Conference.** ‘The Post-Authenticity University: Liberation of the Assessor’. |
| Oct 2025 | **AI in Education podcast.** Guest, and recipient of the Making AI Human Award 2025. |
| Oct 2025 | **James Cook University Library, Open Access Week.** Panel, ‘Open Access and Copyright in the age of AI’. |
| Jun 2025 | **Deakin University, Centre for Research in Assessment and Digital Learning (CRADLE).** ‘Assessment Must Die for Learning to Live’. |
| Jun 2025 | **Australasian Council of Deans of Information and Communications Technology (ACDICT).** ‘Generative AI in Higher Education’. |
| May 2025 | **CEnet Future: Forward.** Keynote, ‘Resistance is Futile: Supporting Teachers to Lead AI Integration’. |
| Apr 2025 | **Adobe, London.** ‘Shaping the Future of HE in an AI enabled world’. |
| Jan 2025 | **AI in Action podcast.** Guest, ‘AI in Modern Libraries’. |
| 2024 | **IFLA Information Futures Summit, Brisbane.** Panel, ‘AI and I’. |

## Writing and research

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| Jul 2026 | **arXiv preprint.** ‘The Half-Lives of Generative-AI Evidence: A 40-Record Audit, a Claim-Currency Framework, and a Reflexive Case of Frontier-Model-Assisted Research’. |
| Jun 2026 | **Journal of Graduate Medical Education.** With Anthony R. Artino Jr, ‘Disclosure Is Necessary; Intellectual Ownership Is Essential: Artificial Intelligence and Scholarly Writing’. |
| Feb 2026 | **Aeon.** ‘What we think is a decline in literacy is a design problem’, with more than 150,000 unique views. |
| 2024 | **TLN Journal, 31(2).** With Danny Y.T. Liu and Mark A. Bassett, ‘Engaging with Generative AI in Education: Four Important Mindset Shifts’. |
| Since 2024 | **Hybrid Horizons: Exploring Human-AI Collaboration.** A Substack publication with about 3,000 subscribers and 4,400 followers. Each post is a collaborative creation between human and AI. |
| In progress | **Research, not yet published.** Where AI capability stands and where it is heading, using frontier models, including an article proposing ‘artificial general capability’ as a term beside AGI. The forecasting series AI 2031 has begun appearing on Hybrid Horizons. |

## Education

MSc Information Management, University of Sheffield, 1996.

BA (Hons) Economics and Social History, University of Liverpool, 1994.

Continuing development: psychosocial risk training (2026); senior executive, change management and project management training; IFLA and sector conferences.

Last updated November 2026. References are available on request.