



**University College Dublin**

**Quality Improvement Plan**

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UCD Library

September 1, 2022

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## 1. Introduction

UCD Library underwent a Periodic Quality Review process during the 2021-2022 academic year. As part of this process, the Library submitted a Self-Assessment Report (SAR) in January 2022. This was shared with the Peer Review Group who conducted a remote site visit between Monday April 4 and Friday April 8, 2022.

### The Review group members were:

Professor Jason Last, Dean of Students, UCD (Chair)

Mary Staunton, Communications Manager, UCD (Deputy Chair)

Jeremy Upton, Director of Library and Collections, University of Edinburgh

Dr Anja Smit, University Librarian, Utrecht University

The site visit took place via zoom and was followed by an 'in person' site visit on Wednesday May 4, 2022, which was attended by the Review Group Chair and Deputy Chair.

Preparation for the Quality Review site visit came at a time of significant change and challenge for the Library, including the ongoing impact of the COVID-19 pandemic and changes and vacancies in the Library Executive Team. However, these changes and challenges also presented opportunities for the Library as the development of the SAR and the Peer Review Group Site Visit coincided with the launch of a new library strategy and the appointment of a new University Librarian.

The Review Group Site Visit was both positive and constructive. The Library welcomes the group's endorsement of the Library's strong engagement with the communities we serve, particularly students; the acknowledgement of library staff's ongoing commitment, dedication and expertise; and recognition that the library is currently delivering above and beyond expectations.

Following the site visit, the Review Group submitted their report which included 21 commendations and 27 recommendations. On receipt of the report, the Library prepared an initial response to the review groups' prioritised recommendations and planning is now underway to address all the recommendations in the Quality Review Report, through the development of this Quality Improvement Plan (QIP).

To do this, the Library will convene a Library Quality Improvement Committee. Members of this group will be drawn from the SAR Co-ordinating committee (SAR CC) and the wider library staff and will include representation of all units and grades and will be led by a member of Library Executive.

## Categories

1. Recommendations concerning academic, organisational and other matters which are entirely under the control of the unit
2. Recommendations concerning shortcomings in services, procedures and facilities which are outside the control of the unit
3. Recommendations concerning inadequate staffing, and/or facilities which require recurrent or capital funding

## Timescale

- A. Recommendation already implemented
- B. Recommendations to be implemented within one year
- C. Recommendations to be implemented within five years
- D. Recommendations which will not be implemented

Report	RG Recommendation	Category (see list above)	Action Taken/Action Planned/Reason for Not Implementing	Timescale (see list above)
<b>PLANNING, ORGANISATION AND MANAGEMENT</b>				
2.11	The Review Group recommends that the Library engages in constructive dialogue with the University with a view to clarifying, and revising, the budget model for the Library such that it is aligned to benchmarked institutions and is indexed to increases in its service provision.	2	<ol style="list-style-type: none"> <li>(1) The University Librarian and Deputy Librarian met with the Bursar in May 2022 to begin discussions on how to identify the best way to evolve the budget model to improve service provision by reviewing current gaps in light of institutional benchmarking</li> <li>(2) The University Library and Deputy Librarian met with the Financial Director for Academic Affairs in May, June and September 2022 to clarify the current library financial position and establish clearer practices and procedures around finances within the Library</li> <li>(3) In September 2022 new cost centre allocations for the Library were agreed</li> </ol>	B/C
2.12	The Review Group recommends that the Library uses the opportunity of the new strategy and changes in leadership to review and create an organisational structure that supports devolved decision-making and facilitates further cooperation between units and teams. The process should take the opportunity to create more consistent job titles and review responsibilities.	1	<ol style="list-style-type: none"> <li>(1) In May 2022, the University Librarian, with support from UCD HR and the Acting Registrar and Deputy President, developed a Project Initiation Document (PID) to support the review and development of the organisational structure. The project has been broken into two phases.</li> <li>(2) The first phase includes the recruitment of a Deputy Librarian and two newly specified Associate Librarian positions. The Deputy Librarian was recruited in August 2022 and commenced on September 1, 2022. The</li> </ol>	B

			<p>two Associate Librarian posts have been advertised and are expected to be in place by January 2023.</p> <p>(3) Phase two has begun for the operational units reporting to the Deputy Librarian. Remaining units will commence phase two following the recruitment of the two Associate Librarians. Phase two is expected to be completed by September 2023</p>	
2.13	<p>UCD Archives, National Folklore Collections and Special Collections exist under the heading of Cultural Heritage which creates the opportunity for significant collaboration and synergistic use of resources. The Review Group recommends that the Library considers revisions to the organisational structure, with a dedicated lead, to drive collaboration, shared recruitment and shared use of resources across these teams.</p>	1	<p>(1) One of the Associate Librarian posts described in 2.12 will be a Director of Cultural Heritage. Once appointed they will lead collaboration, shared recruitment and shared use of resources across the teams</p>	B
2.14	<p>While there is a planning and administration unit within the Library, the degree to which those functions are integrated with the University's central units appears variable. The Review Group recommends that the Library reviews its engagement with the University's Estates, Finance, Procurement, IT and HR functions to leverage synergies of service provision.</p>	1	<p>(1) As part of the second phase of the organisational review described in 2.12 a 'key relationship' mapping exercise will be carried out. This should be completed by September 2023</p>	B
2.15	<p>The Review Group recommends that people managers within the Library are empowered to recruit for vacancies, working with the relevant HR partner.</p>	1	<p>(1) Greater empowerment and devolved decision making are a key driver in the current organisational review project.</p> <p>(2) The newly established Library Staff Development Group which meet monthly, are actively exploring supports for staff in managing and leading - particularly through mentoring and coaching.</p> <p>(3) Recruitment continues to proceed for all library vacancies as they arise.</p>	B
2.16	<p>The Review Group recommends that skills gaps are identified and filled on a priority basis as soon as possible. This should be done in the context of a succession planning process for both the known retirements and departures and to back up one-person roles to ensure continuity of expertise and competencies.</p>	1	<p>(1) Reviewing current and future skills needs are part of phase 2 of the organisational review project</p> <p>(2) Upcoming retirements are actively reviewed, and roles are redesigned as needed.</p> <p>(3) The Library Staff Development Group (which meets monthly) is actively identifying how staff can be supported in developing core professional competencies.</p>	B
2.17	<p>The Review Group recommends that Library Senior Management continue to make use of</p>	1	<p>(1) The Acting Registrar and Deputy Present has re-convened the UMT Library</p>	A

	the Library Strategy Group as positive support to help shape the direction of the Library and to provide advocacy		Strategy Group. The group met on August 29, 2022 to review recent library developments. A programme of topics and a schedule for the upcoming academic year were agreed	
<b>FUNCTIONS, ACTIVITIES AND PROCESSES</b>				
3.10	<p>The Review Group recommends that the Library looks for synergies and efficiencies in some areas/activities in order to advance other activities by:</p> <ul style="list-style-type: none"> <li>Promoting and organising support for digital-only services where possible instead of blended, for example self-check, e-only model for e-resources and online training</li> <li>Automating processes, for example integration of LMS acquisitions with UCD financial system</li> <li>Finding further synergies across units in the Library</li> <li>Reviewing the provision of mapping and geospatial services</li> </ul>	1	<ul style="list-style-type: none"> <li>The Library already operates a digital first policy in the acquisition of collections supporting teaching and research. As the James Joyce Library building is redeveloped it will allow a further move to self-service and e-only models. However, experience from the pandemic has demonstrated the value of in-person activities, particularly in training. Following the current UCD emphasis on the on-campus experience, the Library plans to maintain blended activities.</li> </ul>	C/D
		2	<ul style="list-style-type: none"> <li>The Library would ideally like to move to full integration with other university systems such as efinancials and hopes that the current Programme for Operations and Services Transformation (POST) will enable this. The University Librarian currently sits on the UMT Services Group which is the body leading the POST programme</li> </ul>	C
		1	<ul style="list-style-type: none"> <li>The current organisational review project aims to enable synergies across units and activities as much as possible</li> </ul>	B
		1	<ul style="list-style-type: none"> <li>Review of the geospatial services provision will be included as part of the current organisational review project</li> </ul>	B
3.11	The Review Group recommends sharing the functions of Digital Preservation and Digital Archivist across the heritage collections and the wider Library to optimise effectiveness and efficiency.	1	(1) The current organisational review project will bring all three cultural heritage units together under a dedicated lead, as described in 2.13. The aim is to then enable greater sharing of functions and expertise as well as optimise efficiencies	B

3.12	The Review Group recommends that the Library, in consultation with Estate Services, carry out a risk assessment of existing storage facilities for heritage collections and explore opportunities for space rationalisation to ensure the secure and long term preservation of collections.	3	<ul style="list-style-type: none"> <li>(1) A Capital Development Project for the James Joyce Library was approved by the UMT Capital development Group in June 2022</li> <li>(2) The project is on the Capital Development Project list and is awaiting approval by UMT and the Governing Authority</li> <li>(3) The project will include improved storage facilities for cultural heritage collections.</li> <li>(4) In May 2022, preliminary assessment of spaces was carried out by UCD Estate Services with a view to moving the National Folklore Collection into the James Joyce Library Building as part of the capital project</li> <li>(5) Library staff and UCD Estate Services are working on an architect's brief for the refurbishment of levels 1 and 2, including the transfer of the NFC to the James Joyce Library. The brief will be completed in December 2022 and an architect will be appointed in February 2023</li> </ul>	C
3.13	The Review Group recommends that the Library reviews the unused office and teaching spaces adjacent to UCD Archives and consider making them available to the Archives team.	2	<ul style="list-style-type: none"> <li>(1) The Capital Development Project for the James Joyce Library, as described in 3.12, includes exploring the use of the unused spaces in UCD Archives</li> </ul>	C
3.14	The Review Group heard from students that the information literacy training is helpful at several stages of their studies. This training should be embedded within undergraduate and graduate curricula.	2	<ul style="list-style-type: none"> <li>(1) While the Library agrees that embedding information literacy into the curriculum is very beneficial to students, there is currently no mechanism within current UCD structures to enable this. College Liaison Librarians support the information literacy needs of students, and where possible, deliver information literacy to students as part of the curriculum. However, with six College Liaison Librarians and over 3,000 modules it is not possible to become fully embedded as recommended.</li> <li>(2) The Library remains committed to continue delivering information literacy to students as widely as possible and the new Library strategy includes the development of digital resources that can be access from a range of resources including the UCD VLE, Brightspace, enabling faculty to embed as needed but also promoting self-directed learning by students</li> </ul>	D
<b>MANAGEMENT OF RESOURCES</b>				
4.11	The Review Group recommends that the Library works with the Bursar and the Finance Office to establish a clear understanding of the institutional budget process, to determine how it can access financial planning conversations and identify opportunities for additional funding.	2	<ul style="list-style-type: none"> <li>(1) As described in 2.11, the University Librarian and Deputy Librarian have begun to work with the Bursar and the Financial Director for Academic to clarify the current library position, establish clearer practices and procedures around finances within the Library and, identify the best way to evolve the budget model to improve service provision by reviewing current gaps in light of institutional benchmarking.</li> <li>(2) Library Executive are currently working on better understanding the</li> </ul>	B

			institutional budget process.	
4.12	The Review Group recommends that the Library reflects digitisation as a core activity in its structures.	1	(1) The organisational review project, described in 2.12, will include the position of digitisation as a core activity in the Library structure.	B
4.13	The Review Group recommends that the Library focuses on prioritisation of areas for investment of resources, in light of existing constraints. For example, to find structural resources for digitisation, and to plan for the change in scholarly communication, including provision of access and publishing support.	1	(1) The implementation of the new Library Strategic Plan 2022-2025 will include the prioritisation of key strategic areas such as digitisation. (2) The current organisational review, described in 2.12, will enable structural resources for key areas including digitisation and the current changes in scholarly publishing	B
4.14	The Review Group believes the Library would benefit from an audit and better coordination of existing resources available to support digital activities, including digital preservation which are currently provided in separate pockets across the Library and other units at the University.	1	(1) Under the new library organisational structure, as described in 2.12, all digital activities will be brought together into a new directorate for Collections and Digital Services. The relevant Associate Librarian will then have full sight and responsibility for all digital activities and will conduct an assessment of all library activities and a review of digital material. (2) The implementation of this organisational change will effectively deliver the same result as an audit. The Associate Librarian will then be tasked with developing a digital preservation roadmap for the Library. Wider digital activities across the University could be considered in discussion with relevant units but this would follow the development of a library-wide plan. (3) A timeline for these activities will be established once the new Associate Librarian has been appointed and the new organisational structure is in place	C
4.15	The Review Group recommends that the Library continues to work closely with Estate Services to develop and improve the physical condition of the James Joyce Library. The Library should explore whether there is an opportunity to develop an overall five-year strategy for the whole library estate.	3	(1) As described in 3.12, a Capital Development Project for the James Joyce Library has been approved and will include Levels 1, 2 and 3 of the building (2) It will also include improved storage facilities for cultural heritage collections. (3) Library Executive will continue to work with colleagues in UCD Estate Services to develop an overall strategy for the whole library estate	C
4.16	The Review Group was surprised to note the lack of provision to support the ongoing conservation of heritage collections. The UCD collections contain materials in a variety of often difficult to manage formats. The Library is asked to consider developing a business case	2	(1) Following the appointment of an Associate Librarian as a dedicated lead for Cultural Heritage, as described in 2.13, the Library will begin to explore how to best implement a conservation programme. (2) This will be done in conjunction with the current organisational review, described in 2.12, and the review of library finances, as described in 2.11, to identify potential opportunities arising from retirements for investment	C

	for resources to deliver an on-going conservation programme which will ensure the long term survival of their unique, heritage collections given the national and international importance of the material.		of additional funding to recruit a conservator for UCD Library.	
4.17	In relation to Collection resources, the Review Group recommends that the Library develops clear policies in consultation with key stakeholders to establish needs and consider the future shape of collections to support teaching, learning and research. This will inform the debate around future budget allocation for the acquisition of materials.	1	(1) Following the appointment of an Associate Librarian for Collections and Digital Services, as described in 2.12, the Library will begin to develop policies and practices to shape the future of our collections in a way that includes consultation with key stakeholders	C
4.18	The Review Group observed that existing data management resources are used very efficiently, but are in need of planning for the coming years, certainly considering the development of open science practices and FAIR Data. This is especially true with regards to storage capacity for research data.	2	(1) The Library is currently recruiting two new data manager positions. While these are temporary, externally funded posts, as part of the organisational review project, as described in 2.16, capacity for supporting this area will be addressed. (2) The Library will continue to work with colleagues in UCD Research Services and UCD IT Services to address future infrastructure and training and service provision requirements. This is a long-term institutional requirement.	C
4.19	The Review Group encourages the Library to leverage learnings from the pandemic in terms of identifying how and where Library staff want to work. The Library should exploit the benefits of the University's hybrid working plan, once that plan is available to all.	2	(1) The Library's Hybrid Working Review group has made a series of recommendations to the Library Senior Management Team (LSMT). (2) Full implementation of any recommendations will follow the publishing of a formal university policy, expected in late 2022	B
4.20	The Review Group recommends that the Library team considers how best to integrate the work of the cultural heritage teams into the work of the wider Library to ensure that the value they can provide to the Library and the institution is well understood and that their needs are understood especially in the area of digital activities.	1	(1) The Associate Librarian for Cultural Heritage, (expected to be appointed in late 2022) along with Library Executive and Library Senior Management colleagues, will explore how to better integrate the Cultural Heritage team into the work of the wider Library. (2) Implementation of the new Library strategy should also facilitate this integration	B
4.21	The Library, working with UCD Foundation, should explore the possibility of raising philanthropic income to support Library	2	(1) The University Librarian met with colleagues in the UCD Foundation in June 2022 to discuss how philanthropic opportunities can be leveraged in support of the major capital development project confirmed for the James	C

	activities. The current scope of philanthropic giving is limited.		Joyce Library building. Ongoing discussions regarding individual projects continue.	
<b>USER PERSPECTIVE</b>				
5.8	The Review Group recommends that the Library develops a cohesive plan to encompass both internal and external communication.	1	(1) Once the full Library Executive Team are in place, as described in 2.12, the Library will recruit a dedicated Communications and Outreach Manager (expected early 2023) who will lead the development of a cohesive communications plan for the Library.	B
5.9	The Review Group recommends that internal communication processes, including the Library Intranet, should be reviewed to ensure consistency of message and channel to achieve full coverage across all Library staff, including new recruits. The process should include a robust feedback loop to ensure learnings are taken on board and applied.	1	(1) This will be done as part of the development of a communications plan as described under 5.8. (2) The Library Staff Development Group are currently developing clear onboarding communications for new recruits	B
5.10	The Review Group recommends that the Library engages with stakeholder groups to measure communication efficiency and effectiveness, identify new channels and react to user feedback. The new resource for Library communications will be invaluable to lead this planning process.	1	(1) This will be done as part of the development of a communications plan as described under 5.8.	B
5.11	The Review Group recommends that the Library engages with faculty at an early stage in programme planning to ensure a proactive approach to acquisitions and shaping collections.	2	(1) This will be an ongoing process, led by the Associate Librarian for Collections and Digital Services, as described in 4.17	C



### 3. Prioritised Resource Requirements

This section should only contain a list, prioritised by the Quality Improvement Committee, of recommendations outlined in the Review Group Report, which require additional resources. The planned action to address each recommendation with an estimate of the cost involved should also be included:

Prioritised Recommendation		Required Resources	Plan
4.15	The Review Group recommends that the Library continues to work closely with Estate Services to develop and improve the physical condition of the James Joyce Library. The Library should explore whether there is an opportunity to develop an overall five-year strategy for the whole library estate.	Funding for Capital Development – Current estimate between €14m and €20m	The Library is working with the Bursar to identify a budget for the current refurbishment projects.
4.16	The Review Group was surprised to note the lack of provision to support the ongoing conservation of heritage collections. The UCD collections contain materials in a variety of often difficult to manage formats. The Library is asked to consider developing a business case for resources to deliver an on-going conservation programme which will ensure the long term survival of their unique, heritage collections given the national and international importance of the material.	Funding for Conservation – salary for conservator estimate €40k p/a	Will be incorporated into annual staff planning for the Library and may require additional payroll funding
4.14	The Review Group believes the Library would benefit from an audit and better coordination of existing resources available to support digital activities, including digital preservation which are currently provided in separate pockets across the Library and other units at the University.	Funding for 'digital activities including digital preservation cannot be identified until audit is complete	Undergo review for digital activities including digital preservation needs following appointment of Director of Collections and Digital Services in late 2022
2.11	The Review Group recommends that the Library engages in constructive dialogue with the University with a view to clarifying, and revising, the budget model for the Library such that it is aligned to benchmarked institutions and is indexed to increases in its service provision.	Cannot be identified until benchmarking exercise is complete	Undergo benchmarking exercise – led by Director of Collections and Digital Services