University College Dublin

REVIEW GROUP REPORT

Accepted by the UCD Governing Authority at its meeting of 11 May 2023

Table of Contents

2

Key Findings of the Review Group

Key Findings of the Review Group

The Review Group has identified a number of key findings in relation to areas of good practice operating within the Library and areas which the Review Group would highlight as requiring future improvement. The main section of this Report sets out all observations, commendations and recommendations of the Review Group in more detail. A list of all commendations and recommendations is set out in Appendix 1.

Please note that the numbers below refer to the relevant paragraph in the body of the Report.

Examples of Good Practice

The Review Group identified a number of commendations, in particular:

2.6   The Review Group wishes to specifically acknowledge the role of the Associate Librarian in managing the SAR and strategy formulation processes during a time of significant change and while taking on additional senior responsibilities.

2.7   The Review Group commends the Library for its dedicated and professional Library Senior Management Team, which took on expanded decision-making responsibilities in the absence of two of the executive team. This team is now well placed to move forward with implementing the Library Strategy and the Quality Improvement Plan.

4.5   The Review Group commends the Library on making the most of their resources and achieving so much within budget constraints, as well as in the context of the COVID-19 pandemic, and changes in the senior leadership of the Library. This is clear from the SAR and was confirmed in sessions with the Library staff and in the comments from sessions with students, faculty and professional colleagues. The Library is clearly delivering above and beyond expectations.

5.4   The Review Group commends the Library on its welcoming and very helpful staff, and especially their customer service and expertise; the Review Group frequently heard high praise from users and colleagues in the stakeholder meetings. The Library continued to provide a safe space for students throughout lockdown. It is well connected to its users and colleagues within UCD - the College Liaison Librarians are invaluable in this regard.

5.5   The Review Group commends the Library on its consistent and high quality data-informed communications and engagement with stakeholders, which was also commended by students and faculty.

Recommendations for Future Improvement

The Review Group would suggest that the following recommendations be prioritised:

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.

2.12   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.

2.13   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.

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.

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.

5.8   The Review Group recommends that the Library develops a cohesive plan to encompass both internal and external communication.

1.   Introduction and Context

Introduction

1.1   This report presents the findings of the Periodic Quality Review of the UCD Library, University College Dublin, which was undertaken in April-May 2022. The Library response to the Review Group Report is included as Appendix 2.

The Review Framework

1.2   Irish Universities have collectively agreed a framework for their quality review and quality improvement systems, which is consistent with both the legislative requirements of the *Qualifications and Quality Assurance (Education and Training) Act 2012*, and international good practice (e.g. *Standards and Guidelines for Quality Assurance in the European Higher Education Area, 2015*). Quality reviews are carried out in academic, administrative and support service units.

1.3   The purpose of Periodic Quality Review is to assist the University to assure itself of the quality of each of its constituent units, and to utilise learning from this developmental process in order to effect improvement, including:

- To monitor the quality of the student experience, and of teaching and learning.
- To monitor research activity, including management of research activity; and assessing the research performance with regard to research productivity, research income, and recruiting and supporting doctoral students.
- To identify, encourage and disseminate good practice, and to identify challenges and how to address these.
- To provide an opportunity for units to test the effectiveness of their systems and procedures for monitoring and enhancing quality and standards.
- To encourage the development and enhancement of these systems, in the context of current and emerging provision.
- To inform the University's strategic planning process.
- The output report provides robust evidence for external accreditation bodies.
- The process provides an external benchmark on practice and curriculum.
- To provide public information on the University's capacity to assure the quality and standards of its awards. The University's implementation of its quality procedures enables it to demonstrate how it discharges its responsibilities for assuring the quality and standards of its awards, as required by the *Universities Act 1997* and the *Qualifications and Quality Assurance (Education and Training) Act 2012*.

The Review Process

1.4   Typically, the review model comprises four major elements:

- Preparation of a Self-Assessment Report (SAR);
- A visit by a Review Group that includes UCD staff and external experts, both national and international. The site visit normally will take place over a two or three day period;
- Preparation of a Review Group Report that is made public;

- Agreement of an action plan for improvement (Quality Improvement Plan) based on the Review Group Report's recommendations. The University will also monitor progress against the Quality Improvement Plan.

Full details of the review process can be found on the UCD Quality Office website: www.ucd.ie/quality.

The Review Group

1.5   The composition of the Review Group for the Library was as follows:

- Professor Jason Last, Dean of Students, UCD (Chair)
- Mary Staunton, Communications Manager, UCD (Deputy Chair)
- Mr Jeremy Upton, Director of Library and University Collections, University of Edinburgh, UK (Extern)
- Dr Anja Smit, University Librarian, Utrecht University, The Netherlands (Extern)

1.6   Due to restrictions introduced in response to the COVID-19 virus, the Review Group undertook a virtual site visit of the Library in April 2022 and held meetings with the Registrar, Deputy President and Vice-President for Academic Affairs; University Librarian; Library Senior Management Team; SAR Co-ordinating Committee; Library Staff; Faculty; undergraduate and postgraduate students; and other University staff working in support units which interact with the Library. In-person site visits of some of the sites in the Library network took place in May 2022. The review site visit schedule is included as Appendix 3.

1.7   In addition to the Self-Assessment Report, the Review Group considered documentation provided by the Library and the University during the site visit.

1.8   This Review Group Report has been read and approved by all members of the Review Group.

Preparation of the Self-Assessment Report (SAR)

1.9   Following a briefing from the UCD Quality Office in April 2021, a Self-Assessment Report Coordinating Committee (SARCC) was established to prepare the Self-Assessment Report (SAR). The SARCC was representative of the key groupings within the Library.

1.10   The Quality Office lead for the review met the SARCC in September 2021 and following this the SARCC met on a fortnightly basis until December. From January 2022, the SARCC met weekly until the completion of the report.

1.11   In 2021, the Library developed a new strategy. The development of the new strategy included engagement with all Library staff, a SWOT analysis with contribution from all Library units and in-depth interviews with a wide range of stakeholders. Because of the close alignment of the strategic planning process and the quality review process, results from these activities have been used to inform the production of the SAR.

1.12   The final SAR was sent to the UCD Quality Office on 3 March 2022.

The University

1.13   University College Dublin (UCD) is Ireland's largest and most global university, founded in 1854. The University is primarily situated on a large modern campus about 4km to the south of Dublin city centre with its graduate business school on the nearby Blackrock campus.

1.14   The University Strategic Plan 2020-2024: Rising to the Future states that the University's mission is: "to contribute to the flourishing of Dublin, Ireland, Europe and the world through the excellence and impact of our research and scholarship, the quality of our graduates and our national and global engagement; providing a supportive community in which every member of the University is enabled to achieve their full potential".

1.15   The University is currently organised into six Colleges and 37 Schools:

- UCD College of Arts and Humanities
- UCD College of Business
- UCD College of Engineering and Architecture
- UCD College of Health and Agricultural Sciences
- UCD College of Science
- UCD College of Social Sciences and Law

1.16   As one of the largest universities on the island of Ireland, UCD supports a broad, deep and rich academic community in Science, Business, Engineering, Architecture, Health Sciences, Agriculture, Veterinary Medicine, Arts, Humanities, Social Sciences and Law. UCD has currently over 30,000 students on our Dublin campuses (approximately 18,000 undergraduates and 12,000 postgraduates), including over 7,200 international students from 139 countries. The University also has over 4,500 students studying UCD degree programmes on campuses overseas.

UCD Library

1.17   The Library supports overall University strategy in the areas of student experience, education, research, innovation, and promulgation of Irish cultural heritage. It sits at the centre of the University providing a space for learning and engagement alongside access to thousands of information resources critical to both student and faculty academic success. The Library also offers a range of innovative services and advanced technologies that support the student experience, teaching, learning and leading-edge research activities.

1.18   The Library's vision is to be the library of the future, connected to and part of a global information infrastructure; connecting communities by providing an inspiring and inclusive environment for learning, collaboration and knowledge creation; engaged as partners in education and research; engaging as leaders in library service development and the curation and preservation of our shared heritage.

1.19   The Library is the largest academic library in Ireland and currently is a member of a range of national and international professional bodies. The University Librarian is a board member of the Consortium of National and University Libraries (CONUL) and a member of the Irish University Association's Librarian Group (IUALG). The Library, along with many individual staff members, is also a member of the Library Association of Ireland (LAI); the UK Library

organisation, SCONUL; the association of research libraries in Europe, LIBER; and the International Federation of Library Associations (IFLA).

1.20   Organisationally the Library resides in Academic Affairs, and the University Librarian reports to the Registrar, Deputy President and Vice-President for Academic Affairs.

2.   Planning, Organisation and Management

General Comments and Context

2.1   The Review Group agreed that the Library provides an excellent service to faculty and students within the budget and resource constraints under which it operates. The carefully budgeted, planned and executed services support the University's objectives for education, research and innovation.

2.2   The Irish cultural collections and archives are nationally recognised for their depth and scholarly contribution.

2.3   The Library offers a range of digital services and advanced technologies to support both the student experience and teaching, learning and leading-edge research activities with aspirations to provide a significantly expanded digital offering.

2.4   The Library has published a comprehensive strategic plan which was developed sequentially with the Self-Assessment Report, providing rich information to the review team in advance of the visit. The recent changes in strategic direction and the concomitant changes to the leadership team were an important context for considering and finalising the commendations and recommendations, particularly in the realm of planning, organisation and management.

2.5   The Review Group notes the 24.7% reduction in staffing that occurred in the years between 2009 and 2014 and further notes current vacancies, known retirements and the fact that only 15% of the Library staff are under the age of 40.

Commendations

2.6   The Review Group wishes to specifically acknowledge the role of the Associate Librarian in managing the SAR and strategy formulation processes during a time of significant change and while taking on additional senior responsibilities.

2.7   The Review Group commends the Library for its dedicated and professional Library Senior Management Team, which took on expanded decision-making responsibilities in the absence of two of the executive team. This team is now well placed to move forward with implementing the Library Strategy and the Quality Improvement Plan.

2.8   The Review Group notes that while the organisational structure of the Library is in need of revision, it is clear that Library staff have acted with agility, often across traditional departmental lines, in the best interest of the community they serve.

2.9   The Review Group commends the Library for the way in which the new strategy has been aligned with the University Strategy, with clear priorities and initiatives.

2.10   The Review Group commends the inclusion of equality, diversity and inclusion (EDI) principles within the strategy planning process and the ambitions to support the University's Widening Participation objectives.

Recommendations

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.

2.12   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.

2.13   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.

2.14   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.

2.15   The Review Group recommends that people managers within the Library are empowered to recruit for vacancies, working with the relevant HR partner.

2.16   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.

2.17   The Review Group recommends that Library Senior Management continue to make use of the Library Strategy Group as positive support to help shape the direction of the Library and to provide advocacy.

3.   Functions, Activities and Processes

General Comments and Context

3.1   The Library's activities cover a wide range of services for students and faculty. In addition, it should be noted that the Library serves a broader audience preserving, digitising and providing access to heritage collections of national significance. This context has an impact on the overall prioritising of activities.

3.2   Library services are increasingly developed and delivered in collaboration with other stakeholders across the University. This is true for digital services, which are better delivered collaboratively. Therefore, while recognising the Library's unique mission, continued collaboration is recommended as the default way of working.

3.3   The table below provides benchmark information, based on data provided in the Library Self-Assessment Report and data from Research Libraries UK (RLUK) Libraries.

Benchmark with RLUK Data in 2020-21

Metric	UCD	Research Libraries UK Mean
Library expenditure per student	€ 326 (K€ 9,764 / 30,000)	€ 581
Information expenditure per FTE student	€ 114.96 (year 18/19, 25.000 FTE student) Same budget € 2,813578 / 35,000 students = € 93.7	€ 266
Total Loans per FTE student	3.6 (109,070 / 30,000)	2.0
Library staff expenditure per FTE student	€ 204 (K€ 6,121 / 30,000)	€ 251
% staff expenditure of library budget	62,6 % (K€ 6,121 / K€ 9,764)	43.3%

In relation to the data above, the Review Group notes that there is a relatively larger expenditure on staff, and less on information. The Review Group also observes a relatively high percentage of loans.

Commendations

3.4   The Review Group notes that the LibGuides are excellently compiled and were complimented by faculty and students.

3.5   The Review Group is impressed by the ambition and breadth of services provided by the Research Repository and Open Access services, considering the resources available.

3.6   The Review Group appreciates the user-oriented character of the services, with provision in digital and analogue formats. The appointment of a Digital Learning Librarian is a sign of the Library's commitment to this area of work.

3.7   The Review Group notes that users commended the Library on being their 'safe space' on campus, crucial for their well-being and connection to UCD.

3.8   The Review Group strongly supports the strategy to move to cloud-based Software as a Service (SAAS) solutions for digital services as it enables flexible scaling of services to users' demand.

3.9   The Review Group was impressed with the level of student engagement with the Library as-a-place and its services. Therefore, it is clear that involvement of students in the development of the physical library space is successful now and will be in the future.

Recommendations

3.10   The Review Group recommends that the Library looks for synergies and efficiencies in some areas/activities in order to advance other activities by:

- 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
- Automating processes, for example integration of LMS acquisitions with UCD financial system
- Finding further synergies across units in the Library
- Reviewing the provision of mapping and geospatial services

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.

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.

3.13   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.

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.

4.   Management of Resources

General Comments and Context

4.1   The Library provides services from seven sites on two campuses. The James Joyce Library, located on the Belfield campus, is the main library for UCD and provides collections and services that support a wide range of campus stakeholders. UCD Archives is located in the James Joyce Library building but is outside of the 'library envelope' with separate access. It is in part adapted

and in part purpose-built, having as its nucleus a suite of environmentally controlled strongrooms. The National Folklore Collection is located in the adjoining Newman Building. Also located on the Belfield campus are three specialised libraries: the Health Sciences Library, a modern Library forming part of the Health Sciences building; the Veterinary Library, a modern library within the Veterinary Sciences Centre; and the Richview Library, housed partly in an older Victorian building, serving the Schools in the Richview area of the campus that focus on the built environment. The Blackrock Library is housed in a refurbished chapel and serves the UCD Michael Smurfit Graduate Business School at the Blackrock Campus. The Library also manages an off-site storage facility in Newstead on the Richview side of the Belfield campus.

4.2   As of January 2022, the Library had 117 members of staff - 105 Full Time Equivalent (FTE). As a result of recent staff departures and retirements, there were 10.4 FTE vacant positions, including the University Librarian. A newly appointed University Librarian joined the Library in late March 2022. Library Management is aware of a further six individuals (4.9 FTE) who intend to retire in the next 12 months.

4.3   The gender distribution of Library staff is currently 34% male and 66% female.

4.4   The Review Group heard evidence that the Library budget appears to be flat or reducing. It currently stands at less than 2% of institutional income. The Library has a range of client services which should grow relative to the number of clients served and have the ability to purchase collections accruing license fees which grow as the number of students grows. Therefore a flat or reducing budget leaves the Library seeking project funding to function. A clear example is digitisation; here recurrent project funding to digitise collections creates a burden of administration and an uncertainty of continuity. Because of these resource restraints, members of the academic community have lost their belief that the Library can provide the new resources they might need to support their teaching and research.

Commendations

4.5   The Review Group commends the Library on making the most of their resources and achieving so much within budget constraints, as well as in the context of the COVID-19 pandemic, and changes in the senior leadership of the Library. This is clear from the SAR and was confirmed in sessions with the Library staff and in the comments from sessions with students, faculty and professional colleagues. The Library is clearly delivering above and beyond expectations.

4.6   The Review Group noted the strong commitment in the Library to the use of data to inform decision-making and drive strategy. The Library has identified a broad range of data sources including surveys and user consultations

4.7   The Library is investing in initiatives to provide opportunities for training and upskilling of staff. The Review Group noted the creation of a staff development group in the Library to gather information about areas where there may be a need for further training.

4.8   The Library has worked well with the Bursar and Estates Team to link user feedback to projects which will improve the physical library environment. Recent investment has focussed on improving the heating and toilet facilities, issues highlighted by the student community.

4.9   The Review Group was particularly impressed with the plans for the refurbishment of Level 3 of the James Joyce Library, especially the attention to changing student needs.

4.10   The Library has made good use of project funding to support the delivery of improved service. A good example is the Collection Curation Project which has not only delivered improved collections and space but has also fostered excellent cross-library team working and collaboration.

Recommendations

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.

4.12   The Review Group recommends that the Library reflects digitisation as a core activity in its structures.

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.

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.

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.

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.

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.

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.

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.

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.

4.21   The Library, working with UCD Foundation, should explore the possibility of raising philanthropic income to support Library activities. The current scope of philanthropic giving is limited.

5.   User Communication and Perspectives

General Comments and Context

5.1   The Library is highly active and responsive across a number of communication channels, which were positively leveraged during the COVID-19 pandemic.

5.2   Regular feedback is assessed and the Library team responds to changing circumstances.

5.3   The Library's client base is very broad and, given the lack of a dedicated communication resource, they focus on a small number of channels for their outward messaging.

Commendations

5.4   The Review Group commends the Library on its welcoming and very helpful staff, and especially their customer service and expertise; the Review Group frequently heard high praise from users and colleagues in the stakeholder meetings. The Library continued to provide a safe space for students throughout lockdown. It is well connected to its users and colleagues within UCD - the College Liaison Librarians are invaluable in this regard.

5.5   The Review Group commends the Library on its consistent and high quality data-informed communications and engagement with stakeholders, which was also commended by students and faculty.

5.6   The Review Group noted that ad hoc initiatives like the Irish Poetry Reading Archive and Period Poverty inter alia are opportunities for the Library to engage the broader community, generating positive feedback and enhancing the reputation of both the Library itself and, more broadly, of the University.

5.7   The Library has a highly active and responsive communications process with the University community which was positively leveraged during the COVID-19 pandemic. External communications are timely and well executed.

Recommendations

5.8   The Review Group recommends that the Library develops a cohesive plan to encompass both internal and external communication.

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.

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.

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.

UCD Library – Full List of Commendations and Recommendations

This appendix contains a full list of all commendations and recommendations made by the Review Group for the Library and should be read in conjunction with the specific chapters above.

Please note that the paragraph references below refer to the relevant paragraphs in the report text.

Planning, Organisation and Management

Commendations

2.6   The Review Group wishes to specifically acknowledge the role of the Associate Librarian in managing the SAR and strategy formulation processes during a time of significant change and while taking on additional senior responsibilities.

2.7   The Review Group commends the Library for its dedicated and professional Library Senior Management Team, which took on expanded decision-making responsibilities in the absence of two of the executive team. This team is now well placed to move forward with implementing the Library Strategy and the Quality Improvement Plan.

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organisational structure, with a dedicated lead, to drive collaboration, shared recruitment and shared use of resources across these teams.

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2.15   The Review Group recommends that people managers within the Library are empowered to recruit for vacancies, working with the relevant HR partner.

2.16   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.

2.17   The Review Group recommends that Library Senior Management continue to make use of the Library Strategy Group as positive support to help shape the direction of the Library and to provide advocacy.

Functions, Activities and Processes

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3.8   The Review Group strongly supports the strategy to move to cloud-based Software as a Service (SAAS) solutions for digital services as it enables flexible scaling of services to users' demand.

3.9   The Review Group was impressed with the level of student engagement with the Library as-a-place and its services. Therefore, it is clear that involvement of students in the development of the physical library space is successful now and will be in the future.

Recommendations

3.10   The Review Group recommends that the Library looks for synergies and efficiencies in some areas/activities in order to advance other activities by:

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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.

Management of Resources

Commendations

4.5   The Review Group commends the Library on making the most of their resources and achieving so much within budget constraints, as well as in the context of the COVID-19 pandemic, and changes in the senior leadership of the Library. This is clear from the SAR and was confirmed in sessions with the Library staff and in the comments from sessions with students, faculty and professional colleagues. The Library is clearly delivering above and beyond expectations.

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Recommendations

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.

4.12   The Review Group recommends that the Library reflects digitisation as a core activity in its structures.

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.

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.

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.

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.

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.

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.

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.

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.

4.21 The Library, working with UCD Foundation, should explore the possibility of raising philanthropic income to support Library activities. The current scope of philanthropic giving is limited.

User Communication and Perspectives

Commendations

5.4 The Review Group commends the Library on its welcoming and very helpful staff, and especially their customer service and expertise; the Review Group frequently heard high praise from users and colleagues in the stakeholder meetings. The Library continued to provide a safe space for students throughout lockdown. It is well connected to its users and colleagues within UCD - the College Liaison Librarians are invaluable in this regard.

5.5 The Review Group commends the Library on its consistent and high quality data-informed communications and engagement with stakeholders, which was also commended by students and faculty.

5.6 The Review Group noted that ad hoc initiatives like the Irish Poetry Reading Archive and Period Poverty inter alia are opportunities for the Library to engage the broader community, generating positive feedback and enhancing the reputation of both the Library itself and, more broadly, of the University.

5.7 The Library has a highly active and responsive communications process with the University community which was positively leveraged during the COVID-19 pandemic. External communications are timely and well executed.

Recommendations

5.8 The Review Group recommends that the Library develops a cohesive plan to encompass both internal and external communication.

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.

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.

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.

UCD Library
Response to the Review Group Report

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 Self-Assessment Report (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 development of the new library strategy included engagement with all library staff, a SWOT analysis with contribution from all Library units and in-depth interviews with a wide range of stakeholders. The output of these activities informed the development of the SAR, resulting in strong engagement from library staff and the broader library user community. Consequently, the task of developing the SAR, while challenging, was a valuable and reflective exercise for the Library. It enabled us to review our broad range of services and facilities from a number of perspectives, explore opportunities and evaluate how to best implement our new strategy.

The Review Group Site Visit was both positive and constructive. The Library welcomes the group's endorsement of our 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.

The Library wishes to thank the Review Group for their time, expertise and commitment to the review process and will now carefully consider their recommendations during the Quality Improvement Planning Process.

The Library has begun to plan how to best address the recommendations in the Quality Review Report, and many actions are already underway. These include reviewing and creating a new organisational structure; identifying a dedicated lead for Cultural Heritage; working with colleagues in UCD Estate Services to address storage and preservation needs of Cultural Heritage collections; and working with the Bursar to establish a clear understanding of the institutional budget process to inform financial planning conversations and identify opportunities for additional funding.

With specific reference to the prioritised recommendations identified by the Review Group, the Library's initial proposals/comments are outlined below:

Recommendation 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

> Proposal/Comment: The Library welcomes the Review Group's recommendation to engage with the university to clarify and revise the current budget model. We recognise the need for constructive engagement in order to address current budgetary constraints and the University Librarian has already held initial conversations with the Bursar to identify an effective approach to address these issues. The Library also welcomes the Review Group's recommendation to benchmark UCD Library's budget allocation with similar academic libraries to inform these conversations and plans to address this over the coming months.

Recommendation 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.

> Proposal/Comment: The Library welcomes the recommendation to review and create an organisational structure that supports devolved decision making. We recognise that the current organisational structure can create 'bottlenecks' in decision making. The Library agrees that the development of a new organisational structure will support cooperation between units and teams and will better facilitate the delivery of the new library strategy. The Library Executive Team has already begun to develop a Project Plan for the review and development of the organisational structure, with support from UCD HR and the Acting Registrar and Deputy President.

Recommendation 2.13: 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.

> Proposal/Comment: The Library welcomes the recommendation to create a dedicated lead for Cultural Heritage. While there is already some sharing of resources, we recognise the potential for much greater collaboration between the three Cultural Heritage Units. We anticipate that the creation of a dedicated lead will result in a better and deeper understanding of practices across the three units and help to further integrate and embed Cultural Heritage into UCD Library's processes and culture. The Library Executive Team will address the appointment of a lead for Cultural Heritage as part of the organisational structure Project Plan described above.

Recommendation 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.

> Proposal/Comment: The Library acknowledges the need to prioritise investment. We interpret the 'structural resources' mentioned above as the broad range of resources including staffing, finance and technical infrastructure. To date, external funding opportunities have been used to deliver some core library functions. As a result, specific projects have influenced the prioritisation of library activities. However, through the implementation of the new library strategy, the Library plans to identify priority areas for investment and plan accordingly.

Recommendation 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.

> Proposal/Comment: The Library welcomes the recommendation from the Review Group to develop clear policies to shape collections. We acknowledge the challenge in identifying 'key stakeholders', particularly in relation to the broad range of disciplines across the university. As part of the implementation of the new library strategy, the library will initiate a process to

establish a framework for developing a clear collection development policy across the library collections.

Recommendation 5.8: The Review Group recommends that the Library develops a cohesive plan to encompass both internal and external communication.

Proposal/Comment: The Library welcomes the Review Group's recommendation to develop a cohesive communications plan. We recognise that many library communications can be responsive or of an 'ad hoc' nature and acknowledge the need to improve internal library communications. Planning of the communications portfolio will be considered as part of the organisational review, referenced above.

Site Visit Timetable - UCD Library

SESSION 1
Review Group Briefing Meeting

Friday, 4 March 2022	
All times are local Irish time	
09:30-10:00	Introductions: UCD Quality Office Lead briefing to Review Group members on the quality process; Run through technical platform, collaborative spaces, and any practicalities.
10:00-10:10	Break
10:10-11:00	Review Group Chair to lead discussion on preparation of Preliminary Comments on the Self-Assessment Report (SAR), preparations for the site visit, timetable, initial observations, information requests.

SESSION 2
Review Group Planning Meeting; and
SESSION 3
Meeting with Head of Unit
(Organisation/Management of Resources/Strategy)

Monday, 4 April 2022	
All times are local Irish time	
14:00-15:00	SESSION 2, Review Group Planning Meeting Preliminary Comments and areas for discussion, Timetable Review, assignment of Review Group roles for meetings/questions, additional information requests
15:00-15:45	SESSION 3, Meeting with Head of Unit
15:45-16:00	Review Group only – Key observations & preparation for next session

SESSION 4
Core Activities & Stakeholder Feedback

Tuesday, 5 April 2022	
All times are local Irish time	
09:00-09:45	SESSION 4.1, Stakeholder meeting – SAR Co-ordinating Committee
09:45-10:00	Review Group only – Key observations & preparation for next session
10:00-10:30	SESSION 4.2, Stakeholder meeting – Library Executive
10:30-11:00	SESSION 4.3, Stakeholder meeting – Library Senior Management Team
11:00-11:15	Review Group break – Key observations & preparation for next session
11:15-11:45	SESSION 4.4, Stakeholder meeting – Library Unit, Collection Services
11:45-12:00	Review Group break – Key observations & preparation for next session
12:00-12:45	Session 4.5. Stakeholder meeting – Acting Registrar, Deputy President, and Vice-President for Academic Affairs
12:45-14:00	Review Group – Break for lunch
14:00-14:30	SESSION 4.6, Stakeholder meeting – Library Unit, Cultural Heritage
14:30-15:00	SESSION 4.7, Stakeholder meeting – Library Unit, Client Services
15:00-15:15	Review Group – Key observations & preparation for next session
Wednesday, 6 April 2022	
14:00-14:30	SESSION 4.8, Stakeholder meeting – Library Unit, Research Services
14:30-15:00	SESSION 4.9, Stakeholder meeting – Library Unit, Planning and Administration
15:00-15:15	Review Group – Key observations & preparation for next session
15:15-15:45	SESSION 4.10, Stakeholder meeting – New Staff (hired within last 5 years)
15:45-16:00	Review Group – Key observations & preparation for next session
16:00-16:30	SESSION 4.11, Stakeholder meeting – UCD Academic Staff
16:30-17:00	SESSION 4.12, Stakeholder meeting – Undergraduate, Taught Postgraduate and Research students
Thursday, 7 April 2022	
09:00-09:45	SESSION 4.13, Stakeholder meeting – Finance Director, HR Partner, HR Resourcing Consultant
09:45-10:00	Review Group break – Key observations & preparation for next session
10:00-11:00	SESSION 4.14, Stakeholder meeting – UCD Professional Staff
11:00-11:30	Review Group break – Key observations & preparation for next session
16:00-18:00	Review Group de-brief

SESSION 5
Exit Presentation

Friday, 8 April 2022	
All times are local Irish time	
10:00-11:00	Review Group only – preparation for Exit Presentations
11:00-11:20	SESSION 5.1, Review Group key findings (commendations and recommendations) University Librarian; Associate Librarian; UCD Director of Quality
11:20-11:30	Review Group break
11:30-11:50	SESSION 5.2, Review Group key findings (commendations and recommendations) University Librarian; ; Associate Librarian; all Library staff; UCD Director of Quality
11:50-12:20	Review Group only – Remote Site Visit close out & next steps

SESSION 6
Review Group Drafting Session

Thursday, 21 April 2022	
All times are local Irish time	
10:00-11:00	Review Group Drafting Session

IN-PERSON TOUR

Wednesday, 4 May 2022	
All times are local Irish time	
15.30-18:30	Review Group Chair & Review Group Deputy Chair; Guided by University Librarian and Associate Librarian ● Meet at the concourse entrance (outdoors) to the James Joyce Library ● Tour of the James Joyce Library & UCD Archives ● Tour of National Folklore Collection ● Tour of Veterinary Library

Wednesday, 11 May 2022	
All times are local Irish time	
16.30-17:30	Review Group Chair visited the Library and adjacent spaces at UCD Michael Smurfit Graduate Business School.