UCL Library Services & Current Strategy

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Contents

- Review of Library Strategy 2011-14
- 2015-18 Library Strategy: Strategic context
- KPAs for new Library Strategy
- Discussion

Plaster Relief by John Flaxman, Flaxman Gallery, UCL
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Plaster Relief by John Flaxman, Flaxman Gallery, UCL
Achievements in 2011-14

- Student Experience
- Research Support
- Support for Healthcare
- Space Management
- Widening Participation and Public Engagement
- Sustained NSS scores
- Open Access
- Cruciform Hub
- Space developments and enlargement of estate
- Calendar of Public Engagement events
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2015-18 Library Strategy: Strategic Context

- New UCL Strategy sets goals for next 20 years
- Professional Services is devising its own strategy…
  - Which the UCL Library Services Strategy should complement
- Important that all UCL strategic thinking is thus joined up
Principal themes:

1. Academic leadership grounded in intellectual excellence
2. A global leader in the integration of research and education, underpinning an inspirational student experience
3. Addressing global challenges through our disciplinary excellence and distinctive cross-disciplinary approach
4. An accessible, publicly-engaged organisation that fosters a lifelong community
6. Delivering global impact through a network of innovative international activities, collaborations and partnerships.

Key enablers:

A. Giving our students the best support, facilities and opportunities
B. Valuing our staff and delivering on equality and diversity
C. Financing our ambitions
D. Delivering excellent systems and processes in support of UCL’s vision
E. Maintaining a sustainable estate to meet our aspirations
F. Communicating and engaging effectively with the world
# UCL Library Services

## Draft Strategy for UCL Professional Services

### Our Vision:
Enabling excellence at London’s Global University; transforming the staff and student experience through innovative solutions that provide excellent, efficient and integrated professional services to meet UCL’s ambition.

### Our Key Objectives & Supporting Initiatives:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Initiatives</th>
</tr>
</thead>
</table>
| **We will help give UCL’s students the best support, facilities & opportunities** | • A world-class digital library to support the growing research and educational needs of UCL  
• Improved quality, consistency and accuracy of student recruitment communications  
• A new International Centre for Object-Based Learning, in partnership with the institute of Education and others  
• New learning and research spaces to transform the student and researcher experience at UCL |
| **We will help ensure that staff are valued and deliver on equality and diversity** | • Improved support for talent management and succession planning  
• A review of internal transfer and exchange policies for professional services staff at UCL  
• ‘Inclusive Design’ principles built into Estates programmes  
• The development and introduction of competency frameworks and best practice leaders for each PG ‘job family’  
• Implementation of improved performance management practices |
| **We will contribute to financing UCL’s ambitions** | • Financial operating performance driven up to an annual surplus of 6.6% of total income  
• A fundraising Campaign aiming to raise >£600 million to help finance UCL’s ambitions  
• Estates and Funding Strategy implemented, with funding for a £1.2bn capital programme  
• Strengthened systems and policies for all fundraising across UCL  
• A review of UCL’s financial model to ensure that it supports UCL 2034 |
| **We will deliver excellent systems and processes in support of UCL’s vision** | • Embedding ‘open access’ approaches to research and education outputs  
• Improved management information provision via ‘MyFinance’, ‘Research Information Management’ and new student info systems  
• High performance research data services  
• A new HR system that supports performance management  
• Systems to ensure compliance with all relevant national and international regulations |
| **We will maintain a sustainable estate to meet UCL’s aspirations** | • Delivering a transformational capital programme to meet UCL’s aspirations  
• Sustainable investment in, and improved facilities and management of, the UCL estate  
• An innovative educational and cultural hub, including residential accommodation, on the Olympic Park  
• Excellent technology-enabled learning spaces  
• Driving an improved safety culture across all of UCL’s activities |
| **We will help UCL communicate and engage effectively with the world** | • Further engagement with UCL Partners and overseas collaborators  
• Further reinforcements to UCL’s global brand  
• An alumni relations programme with a real focus on international communities  
• A transformation of the Bloomsbury Theatre into a venue for innovative research engagement activity  
• A pop-up café and ‘Museum of the Future’ in Stratford acting as a public face for UCL |

### Our Commitments:
- We are committed to systematically delivering excellent and efficient customer service. We always put our customers’ needs at the heart of our endeavours.
- We are committed to **collaborating** with our colleagues across divisions and departments. We work openly and collegially, sharing information whenever we can.
- We are committed to **learning** from our experiences and working in accordance with relevant best practices. We base our decisions on data and evidence whenever possible.
- We are committed to maintaining an inclusive and professional environment in which all colleagues can flourish.

### Our Aspirations:
- We will strive to help secure UCL’s future. We will show leadership, plan strategically and take the initiative. We will focus our resources to deliver truly world-class services in the areas that have the greatest impact on UCL’s mission.
- We will strive to work with external partners, dismantle internal obstacles to collaboration and transform UCL Professional Services into a coherent and integrated community.
- We will strive to **innovate**, think creatively and continuously challenge and improve upon the status quo.
- We will strive to take personal responsibility, empower others, and place trust in our colleagues.

### Our Foundational Values:

<table>
<thead>
<tr>
<th>Mutual respect</th>
<th>Excellent service</th>
<th>Collaboration</th>
<th>Empowerment</th>
<th>Innovation</th>
</tr>
</thead>
</table>

RLUK Strategy

- 5 KPAs
  - A Collective Approach: Re-shaping the modern research library collection
  - Open Scholarship: Creating a new environment for the communication of research outputs
  - Nothing Hidden, Nothing Lost: Exposing and exploiting our collections
  - Mapping a Changing Research Landscape: The role of libraries in research and researcher training
  - A Creative Community: Nurturing leadership, innovation and skills throughout our libraries

Justinian’s ‘Pandects’. A parchment fragment from the 14th century.
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6 KPAs for new Library Strategy

1. Student Experience
2. Staffing, Equality and Diversity
3. Finance, Management Information, Value for Money
4. Systems and Processes
5. Sustainable Estate
6. Communications, Outreach and Open Access

A Box of Useful Knowledge
(Brougham Papers, UCL Library Services)
6 KPAs for new Library Strategy

1. Student Experience
2. Staffing, Equality and Diversity
3. Finance, Management Information, Value for Money
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A Box of Useful Knowledge
(Brougham Papers, UCL Library Services)
See http://www.flickr.com/photos/macspud/sets/72157627574709397/
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A Box of Useful Knowledge
(Brougham Papers, UCL Library Services)
## Staff Survey (2013)
### Highest scoring in the Library

<table>
<thead>
<tr>
<th>No.</th>
<th>Question</th>
<th>% positive</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>I understand how my work contributes to the objectives of my department/division</td>
<td>98</td>
</tr>
<tr>
<td>4</td>
<td>I understand how my work contributes to the success of UCL</td>
<td>96</td>
</tr>
<tr>
<td>1</td>
<td>I am interested in the work I do</td>
<td>91</td>
</tr>
<tr>
<td>69</td>
<td>I am happy to go the ‘extra mile’ at work when required</td>
<td>90</td>
</tr>
<tr>
<td>40</td>
<td>As long as I get my work done, I have a choice in deciding how I do my work</td>
<td>88</td>
</tr>
</tbody>
</table>
## Staff Survey (2013)
### Key Questions for the Library

<table>
<thead>
<tr>
<th>No.</th>
<th>Question</th>
<th>% positive</th>
<th>Variance from trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>My work gives me a sense of personal accomplishment</td>
<td>76</td>
<td>-7</td>
</tr>
<tr>
<td>62</td>
<td>I feel that my goals and objectives are aligned to those of UCL</td>
<td>64</td>
<td>-4</td>
</tr>
<tr>
<td>58</td>
<td>I am clear about the goals and objectives for my department/division</td>
<td>76</td>
<td>-5</td>
</tr>
<tr>
<td>43</td>
<td>I am treated with fairness and respect at UCL</td>
<td>81</td>
<td>+2</td>
</tr>
<tr>
<td>35</td>
<td>I am encouraged to show initiative and be proactive at UCL</td>
<td>55</td>
<td>0</td>
</tr>
</tbody>
</table>
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(Brougham Papers, UCL Library Services)
## Reading Lists@UCL
Digital Readings for all courses in Moodle (VLE)

<table>
<thead>
<tr>
<th>Faculty</th>
<th>Courses</th>
<th>Lists</th>
<th>Coverage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>ARTS</td>
<td>762</td>
<td>304</td>
<td>40%</td>
</tr>
<tr>
<td>BEF</td>
<td>397</td>
<td>119</td>
<td>30%</td>
</tr>
<tr>
<td>ENG</td>
<td>683</td>
<td>115</td>
<td>17%</td>
</tr>
<tr>
<td>FBRS</td>
<td>443</td>
<td>159</td>
<td>36%</td>
</tr>
<tr>
<td>FLS</td>
<td>301</td>
<td>139</td>
<td>46%</td>
</tr>
<tr>
<td>FPHS</td>
<td>153</td>
<td>22</td>
<td>14%</td>
</tr>
<tr>
<td>INT</td>
<td>42</td>
<td>27</td>
<td>64%</td>
</tr>
<tr>
<td>LAWS</td>
<td>137</td>
<td>99</td>
<td>72%</td>
</tr>
<tr>
<td>MEDSCI</td>
<td>336</td>
<td>182</td>
<td>54%</td>
</tr>
<tr>
<td>MPS</td>
<td>495</td>
<td>229</td>
<td>46%</td>
</tr>
<tr>
<td>SHS</td>
<td>710</td>
<td>328</td>
<td>46%</td>
</tr>
<tr>
<td>SSEES</td>
<td>257</td>
<td>96</td>
<td>37%</td>
</tr>
<tr>
<td><strong>Overall</strong></td>
<td><strong>4716</strong></td>
<td><strong>1819</strong></td>
<td><strong>39%</strong></td>
</tr>
</tbody>
</table>

**Target (14-15) 45%**
6 KPAs for new Library Strategy

1. Student Experience
2. Staffing, Equality and Diversity
3. Finance, Management Information, Value for Money
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5. Sustainable Estate
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LERU Roadmap for Research Data

- Overseen by Research Data Working Group
  Pablo Achard (University of Geneva)
  Paul Ayris (UCL, University College London)
  Serge Fdida (UPMC, Paris)
  Stefan Gradmann (University of Leuven)
  Wolfram Horstmann (University of Oxford)
  Ignasi Labastida (University of Barcelona)
  Liz Lyon (University of Bath)
  Katrien Maes (LERU)
  Susan Reilly (LIBER)
  Anja Smit (University of Utrecht)

Available at
Policy Development

- Case Study on Policy development from UCL
- Drivers
  - External funders
  - Need to inform researchers
  - Raise awareness of issues facing UCL researchers
- Identifies roles and responsibilities
- Data to be made open in the most open manner appropriate


- Researchers should have Data Management Plans
- LERU slams lack of data policies – Research Europe
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(Brougham Papers, UCL Library Services)
New UCL Student Centre (Summer 2018)

- 1,000 learning spaces
- No physical books
- Public-facing services
  - Student and Registry Services
- NSC to be run by the Library
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A Box of Useful Knowledge
(Brougham Papers, UCL Library Services)
Launch of UCL Press - 4 June 2015
UK’s first fully Open Access University Press
And finally…

- Thanks you for listening and visiting
- Happy to answer questions