Strategic Priorities 2015-18

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Adviser to the LIBER Board

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Library Strategy

6 Key Performance Areas

1. User Experience
2. Staff, Equality and Diversity
3. Finance, Management Information, Value for Money
4. Systems and Processes
5. Sustainable Estate
6. Communication, OA, Outreach

Conclusions
UCL LIBRARY SERVICES

Content

- Library Strategy
  - 6 Key Performance Areas
    1. User Experience
    2. Staff, Equality and Diversity
    3. Finance, Management Information, Value for Money
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    6. Communication, OA, Outreach

- Conclusions

Plaster Relief by John Flaxman, Flaxman Gallery, UCL
Library Strategy 2015-18

- Overseen by Leadership Team
  - *not* Senior Management Team
- 6 Key Performance Areas
- Linked to [UCL 2034](http://ucl.ac.uk/2034)
Content

- Library Strategy
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- Conclusions
1. User Experience

- UCL has used 4 measures
  - National Student Survey (NSS)
  - Student Barometer (SB) / International Student Barometer (ISB)
  - Postgraduate Taught Experience Survey (PTES)
  - Postgraduate Research Experience Survey (PRES)

- Most important is NSS
  - Will form part of TEF (Teaching Excellence Framework)

- NSS 2016
  - Overall UCL scored an 85% satisfaction rating
    - Up 1%
  - Library (q16) scored 88% - same as 2015
  - Sector average = 87%
  - Library score was 2nd highest score for all 23 NSS questions
Content

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Plaster Relief by John Flaxman, Flaxman Gallery, UCL
2. Staff, Equality and Diversity

- Leadership Team was Highly Commended in THELMAs (Times Higher Education Leadership and Management Awards) 2016

- 2016 Staff Survey in UCL
  - 88% of respondents said they understood how their work contributes to the Library

- Whole staffing complement restructured to reflect 2015-18 Strategy
Content

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- Conclusions
### 3. Finance, Management Information, Value for Money

<table>
<thead>
<tr>
<th>Institution</th>
<th>FTE Students</th>
<th>Total Library spend</th>
<th>Grant as % of total University expenditure</th>
<th>Total Information spend per student FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCL (incl. IOE)</td>
<td>30,419</td>
<td>£25,890,259</td>
<td>1.81%</td>
<td>£303</td>
</tr>
<tr>
<td>RLUK MEAN</td>
<td>19,718</td>
<td>£12,442,299</td>
<td>1.93%</td>
<td>£261</td>
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<tr>
<td>Imperial</td>
<td>15,532</td>
<td>£10,749,930</td>
<td>1.33%</td>
<td>£392</td>
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<tr>
<td>King’s London</td>
<td>22,807</td>
<td>£13,034,892</td>
<td>1.96%</td>
<td>£232</td>
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<tr>
<td>Oxford</td>
<td>20,256</td>
<td>£40,842,291</td>
<td>2.50%</td>
<td>£403</td>
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<tr>
<td>Cambridge</td>
<td>18,875</td>
<td>£25,125,520</td>
<td>n/a</td>
<td>£448</td>
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<tr>
<td>Edinburgh</td>
<td>26,592</td>
<td>£14,449,895</td>
<td>1.44%</td>
<td>£240</td>
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<tr>
<td>Manchester</td>
<td>35,370</td>
<td>£20,736,890</td>
<td>2.22%</td>
<td>£263</td>
</tr>
</tbody>
</table>

*SCONUL Strategic Benchmarking Data 2014-15*
### 3. Finance, Management Information, Value for Money

<table>
<thead>
<tr>
<th>Institution</th>
<th>Total loans per FTE student</th>
<th>Staff spend per FTE student</th>
<th>Article downloads per FTE student</th>
<th>E-Book section requests per FTE student</th>
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</thead>
<tbody>
<tr>
<td>UCL (incl. IOE)</td>
<td>14</td>
<td>£369</td>
<td>241</td>
<td>95</td>
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<tr>
<td>RLUK MEAN</td>
<td>17</td>
<td>£275</td>
<td>232</td>
<td>166</td>
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<tr>
<td>Imperial</td>
<td>8</td>
<td>£252</td>
<td>346</td>
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<tr>
<td>King’s London</td>
<td>13</td>
<td>£236</td>
<td>260</td>
<td>134</td>
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<tr>
<td>Oxford</td>
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<td>£999</td>
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<td>358</td>
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<td>Cambridge</td>
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<td>£671</td>
<td>374</td>
<td>166</td>
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<tr>
<td>Edinburgh</td>
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<td>£243</td>
<td>261</td>
<td>182</td>
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<tr>
<td>Manchester</td>
<td>10</td>
<td>£274</td>
<td>233</td>
<td>55</td>
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</table>

**SCONUL Strategic Benchmarking Data 2014-15**
Content

- Library Strategy

- 6 Key Performance Areas
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- Conclusions

Plaster Relief by John Flaxman,
Flaxman Gallery, UCL
4. Systems and Processes

- Operational Impact Assessment now established
- To assess Faculty plans
- UCL Planning Working Group now looks at wider strategic issues in sector

<table>
<thead>
<tr>
<th></th>
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<tr>
<td>Headcount</td>
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<td>10.5</td>
<td>10.8</td>
<td>8.9</td>
<td>9.2</td>
<td>9.5</td>
<td>9.6</td>
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<td>FTE</td>
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<td>8.7</td>
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<td>7.4</td>
<td>7.7</td>
<td>7.9</td>
<td>8.0</td>
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</tbody>
</table>
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5. Sustainable Estate

- New home for UCL Special Collections?
- Investigating collaboration with other London institutions
- Feasibility of using Senate House Tower as location
- Availability of funding to support research, teaching & learning, outreach

George Orwell
Haggadah for the Passover
Content

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Plaster Relief by John Flaxman, Flaxman Gallery, UCL
6. Communications, Open Access & Outreach

RCUK Compliance

- Year 3 target, April 15 – March 16: 924 OA papers
- Performance at end March 2016: 991 papers (107% of target)
- Excludes UCL IOE (see following slide)
<table>
<thead>
<tr>
<th>Rank</th>
<th>Title</th>
<th>Downloads</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>How the World Changed Social Media</td>
<td>6,740</td>
</tr>
<tr>
<td>2</td>
<td>Marketing theories and concepts for the international construction</td>
<td>3,161</td>
</tr>
<tr>
<td>3</td>
<td>Machine learning for financial market prediction</td>
<td>2,107</td>
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<tr>
<td>4</td>
<td>Fatigue and fracture mechanics analysis of threaded connections</td>
<td>1,937</td>
</tr>
<tr>
<td>5</td>
<td>Social Media in an English Village</td>
<td>1,883</td>
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<tr>
<td>6</td>
<td>A study of the design of fluidized bed reactors for biomass gasification</td>
<td>1,878</td>
</tr>
<tr>
<td>7</td>
<td>Why are most buildings rectangular?</td>
<td>1,792</td>
</tr>
<tr>
<td>8</td>
<td>Effective design, configuration, and use of digital CCTV</td>
<td>1,735</td>
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</tbody>
</table>

2016 UCL Press
1990 Bartlett thesis
2012 Comp Sci thesis
1992 Mech Eng thesis
2016 UCL Press
1999 Chem Eng thesis
2006 Article
2009 Comp Sci thesis
Communications

- Communications Strategy for Library Strategy
- Communications Manager created as new post, starting Autumn 2016

**HIGHEST POSITIVE SCORING QUESTIONS**

<table>
<thead>
<tr>
<th>Question</th>
<th>% Positive</th>
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<tbody>
<tr>
<td>Q2. I understand how my work contributes to the objectives of my department/division</td>
<td>88%</td>
</tr>
<tr>
<td>Q3. I understand how my work contributes to the success of UCL</td>
<td>82%</td>
</tr>
</tbody>
</table>

UCL Staff Survey 2015
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Plaster Relief by John Flaxman, Flaxman Gallery, UCL
Conclusions

- 6 Implementation Plans (2015-18)
- 90 Action Lines to deliver the Strategy
- 81% Green or Completed

<table>
<thead>
<tr>
<th>KPAs 2015 - 18</th>
<th>Action Lines</th>
<th>Green</th>
<th>Amber</th>
<th>Red</th>
<th>New</th>
<th>Done</th>
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<tbody>
<tr>
<td>1</td>
<td>18</td>
<td>9</td>
<td>1</td>
<td>0</td>
<td>5</td>
<td>3</td>
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<td>13</td>
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<td>15</td>
<td>9</td>
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<td>5</td>
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<td>8</td>
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<td>0</td>
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<tr>
<td>6</td>
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<td>13</td>
<td>0</td>
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<td>-</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>65</strong></td>
<td><strong>8</strong></td>
<td><strong>0</strong></td>
<td><strong>9</strong></td>
<td><strong>8</strong></td>
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