



LIBRARY COMMITTEE

Tuesday 5 February 2019

MINUTES

PRESENT:

Professor David Price (*Chair [for items 15-17.4]; Dr Paul Ayris (Chair [for items 17.5-26.1])*)
Dr Patti Adank [*for items 15-18.3]; Dr Richard Freeman; Dr Charles Inskip; Professor Diane*
Koenker; Mr Ben Meunier; Mr Martin Moyle; Professor Vivek Mudera; Professor Philip
Schofield

In attendance: Dr Sam Griffiths (The Bartlett – in lieu of Dr Sophia Psarra); Ms Olivia Whiteley
(Secretary to Library Committee)

Apologies for absence were received from Ms Stefanie Anyadi, Dr Simon Banks, Dr Mike Cope, Mr Farooq Dean, Ms Kate Pearce, Dr Sophia Psarra, Mr Saddiqur Rahman, Dr John Sabapathy, Professor Anthony Smith and Dr Hazel Smith.

Key to abbreviations

CESB	Central Estates Strategy Board
DORA	San Francisco Declaration on Research Assessment
EC	European Commission
FLC	Faculty Library Committee
IOE	UCL Institute of Education
ISD	Information Services Division
KPA	Key Performance Area
LC	Library Committee
LERU	League of European Research Universities
NSS	National Student Survey
OA	Open Access
PGR	Postgraduate Research
PGT	Postgraduate Taught
PRES	Postgraduate Research Experience Survey
PTES	Postgraduate Taught Experience Survey
RITS	Research IT Services
SLMS	UCL School of Life and Medical Sciences
UKRI	UK Research and Innovation

Preliminary business

15 **MINUTES OF 16 OCTOBER 2018 MEETING**

15.1 **Approved** – the Minutes of the Library Committee meeting held on 16 October 2018 [LC Minutes 1-14, 2018-19].

16 **MATTERS ARISING FROM THE MINUTES**

[see also 17, 18, 19 and 20 below]

16A **Report from the Pro-Vice-Provost (UCL Library Services)**

[LC Minute 5.4, 16.10.18]

16A.1 The Student Survey Working Group would be taking a student-centric approach to understand how students interact with the Library, based on student survey feedback. It was intended to use this in turn to enhance Library communications.

16B **Report on loans and other circulation activity**

[LC Minute 7.5, 16.10.18]

16B.1 It was noted that the task of seeking the assistance of the UCL Data and Insight Service to explore learner analytics related to the Library was in hand.

Matters for discussion

17 **REPORT FROM THE PRO-VICE-PROVOST (UCL LIBRARY SERVICES)**

[PAPER 2-11 (18-19)]

17.1 **Received** – the report at LC 2-11 (18-19), presented by Dr Paul Ayris, Pro-Vice-Provost (UCL Library Services).

17.2 The report at LC 2-11 (18-19) complemented the paper at LC 2-12 (18-19), which introduced the Library Services Strategy for 2019-2022, by focusing in part on the achievements of the previous Library Services Strategy, 2015-18. Of the 94 actions set out in this strategy, 79 had been completed within the target timeframe and a further 10 were fully expected to be delivered in the coming months, albeit outside of the strategy period. Four actions had not been fully completed as desired due to difficulties resulting from factors beyond the Library's control. Just one action, which was to find a long-term home for UCL Special Collections, could not be delivered as a decision regarding their future accommodation had not yet been taken.

17.3 Looking ahead, Library Services was set to accomplish many of the objectives of its 2019-22 Strategy by the end of March 2019, among them the following:

- a) **Communication, Open Science and Outreach (KPA 6):** The launch of the UCL Press megajournal platform, which was devoted broadly to environmental studies. In line with Open Science principles, there would be an open peer review process prior to publication and no charge to UCL authors.
- b) **Sustainable Estate (KPA 5):** The new Student Centre would open on 18 February 2019, providing a range of different student learning spaces available on a 24-hour, all-year-round basis. The Student Centre would act also as a hub for student enquiries and Library Services were therefore working with ISD and Estates to ensure cross-training of staff. The Student Centre was set to achieve accreditation as a model of sustainable design and reflected best practice in terms of learning space provision. With its opening, the new iteration of the Library Services Strategy would aim for 90% student satisfaction scores in key student surveys such as the NSS, PTES and PRES.

17.4 It was anticipated that the new Student Centre would generate increased demand for study spaces and the Library was therefore advised to consider how it would continue to address demand for provision in the future. It was suggested that Library Estate be brought back to LC as an item for discussion in the summer.

ACTION: Ben Meunier

17.5 The foreseen challenges for the 2019-22 Strategy period included the following: the long-term rehousing of UCL Special Collections; the potential impacts of Brexit on staffing and expenditure; the future management of e-learning space; and budgeting, which was expected to experience some reductions. An update on plans for the Library's absorption of budget reductions would be brought back to LC for discussion at a future meeting.

ACTION: Dr Paul Ayris

17.6 Highlighted as one of the activities of the new strategy period, colleagues in Library Services and RITS were working collaboratively to deliver a facility to enable UCL researchers to store their data and make it available for sharing and re-use. It was noted that many research funders had begun to mandate data storage in an institutional facility with sound curation; UKRI was reviewing its policy and it was possible that openness would become mandatory within their funding criteria. An update on UKRI's policy would be presented to LC at a future meeting.

ACTION: Dr Paul Ayris

17.7 During discussion, members of LC reflected briefly on the Library-related scores in recent student surveys, noting that the Library's performance was good but outranked by a number of other Russell Group institutions. While it was hoped that the new Student Centre would help to improve performance, it was suggested that the Library set its target not as an overall percentage, but rather in terms of the comparative Russell Group quartile range. This feedback would be taken on board by the newly-formed Library Services Survey Response Team [see also 20.2 below].

17.8 In response to LC's comments at the October 2018 meeting [*LC Minute 10.2, 16.10.18*], a revised version of the Library Services Risk Register was provided within the report at LC 2-11 (18-19).

18 UCL LIBRARY SERVICES STRATEGY 2019-2022

18A Library Services Strategy 2019-22

[*PAPER 2-12 (18-19)*]

18A.1 **Received** – an introduction to the UCL Library Services Strategy 2019-22, outlining the background to and preparatory and communication activities undertaken for the strategy, presented by Martin Moyle, Director of Services (Library Services).

18A.2 Library Services refreshed its strategy every four years, producing a plan that was managed through six KPAs, all of which linked to UCL 2034 and across which there were 80-100 specific action points. The paper at LC 2-12 (18-19) re-introduced LC to the Library Services Strategy 2019-22, draft proposals for which had already been discussed by LC at its June and October 2018 meetings. Following LC's approval of proposals in October 2018, the Library had moved to the stage of finalising its plans for implementation of the strategy.

18A.3 Highlighted activities of the 2019-2022 iteration of the Library Services Strategy included:

- Furthering the Library's commitment to the principles of Open Science, including and beyond the EC's agenda to incorporate also Open Education. Key actions for the strategy period included the development and provision of training, delivery of a platform for Open Access textbooks, initiation of Citizen Science projects and the launch of a UCL Press megajournal;
- Staff training to recognise and address wellbeing concerns. This was in light of the new Student Centre's 24-hour opening times;
- Cataloguing of redundant items held in storage, in preparation for their subsequent disposal; it was noted that these were largely donated portions of collections dating back to 1982 or earlier;
- Working with UCL Estates to establish a location for the re-housing of Special Collections.

18B UCL Library Services Strategy 2019-22 booklet

[*PAPER 2-12 (18-19) (Annex I)*]

18B.1 **Tabled** – a booklet produced to introduce UCL stakeholders to the Library Services Strategy 2019-22, at LC 2-12 (18-19) (Annex I). Ben Meunier, Director of Operations (Library Services), was invited to report briefly on the actions taken by the Library to communicate the strategy more widely.

18B.2 To accompany the paper at LC 2-12 (18-19), hard copies of a short booklet prepared by the Library's Communication Team to communicate the new Strategy to stakeholders within UCL were tabled at the meeting; the booklet was noted to be available also for download online¹ and would be provided in

¹ <https://www.ucl.ac.uk/library/about-us/ucl-library-services-strategy-2019-22>

hard copy to absent members of LC. It provided an overview of the new Library Services Strategy, outlining the Library's Mission, Values and Strategic Vision and identifying the main goals of the Strategy's six KPAs.

- 18B.3 In terms of additional communication activities, members of the Library Services Senior Management Team would meet on a termly basis with sabbatical officers from the Students' Union in order to communicate the Library's strategic priorities and align them with the Students' Union's activities. Stakeholders of the Library Services Strategy also included partners across the NHS Trusts and there would be some communication activities geared towards demonstrating the support that the Library could offer them. As a next step, the Director of Operations would produce a full communications plan to reach stakeholders and partners; there would also be a launch event held later in the spring term to celebrate the achievements of the previous strategy and present the goals for the next period.
- 18B.4 LC was invited to make suggestions for the forthcoming communications strategy; in addition, requests for Library Services to present the strategy objectives to faculty and departmental teaching committees were welcomed. It was queried whether a member of the Senior Management Team could present the strategy to the SLMS Education Board; Dr Ayris would liaise with Professor Mudera to arrange this.

ACTION: Dr Paul Ayris & Professor Vivek Mudera (to note)

19 **PLAN S**

[PAPER 2-13 (18-19)]

- 19.1 **Received** – the suite of papers at LC 2-13 (18-19) describing progress in implementing Plan S, presented by Dr Paul Ayris, Pro-Vice-Provost (UCL Library Services).
- 19.2 Securing full Open Access to funded research outputs as of 1 January 2020, with no embargo periods and author retention of copyright, was the aim of Plan S. The initiative was framed by the EC's Open Science agenda and fronted by ScienceEurope, an association of European funding bodies including UKRI and the Wellcome Trust. UCL was already making strides in implementing Open Science, including by publishing on a full OA basis via UCL Press, signing DORA and amending its academic promotions framework to align with Open Science values.
- 19.3 The impact of Plan S was to challenge a high proportion of current publishing practices, making them ineligible for research funding. Currently, payment of APCs for publishing research on an embargoed Open Access-basis in hybrid journals was an eligible cost for research funders. However, hybrid publishing had not delivered a fully OA environment. The principles of Plan S, in which full OA would need to be realised immediately and without the author assigning copyright to publishers, were incompatible with hybrid publishing models.
- 19.4 UCL held a Town Hall meeting on 8 January 2019, attended by approximately 120 academic staff, to discuss the principles, motivators and implications of Plan S. Notes of this meeting were included in the suite of papers for this item, at LC 2-13 (18-19) (Annex II). There had been near universal concern among attendees about the approach of Plan S, reservations being that Plan S lacked the input of

researchers, would be challenging to implement and could potentially harm research outputs by restricting authors' freedom of choice for publication. LC noted also that the learned societies, particularly those in the Arts, Humanities and Social and Historical Sciences, might struggle under Plan S to continue with their existing subscription-reliant business models. At [LC 2-13 \(18-19\) \(Annex III\)](#) was the UCL response to Plan S, which concluded that while UCL endorsed Open Access as the direction of travel for scholarly publishing, Plan S in its current form was highly problematic and required further elaboration with the input of universities and researchers.

- 19.5 During discussion, LC reiterated the concerns raised in the UCL response, including that Europe's relative contribution to worldwide outputs may not be significant enough to effect lasting change in a global publishing environment. LC members stressed the importance of modelling the business implications of Plan S, which could cause significant change to the landscape of scholarly publishing in Europe, and questioned the reaction of research funders to non-compliance, noting that this could be to reject new research proposals. LC noted the complexities of implementing such an approach where resulting outputs were based largely on long-term career research and funding accounted for only a small proportion of the relevant research activities.
- 19.6 The EC had opened up a period of consultation on Plan S, to close on 8 February 2019, in which all UCL colleagues were invited to submit individual responses if concerned about the initiative in its currently proposed form. An update on Plan S would be provided to LC at its next meeting and following the consultation.

ACTION: Dr Paul Ayris

20 **LIBRARY SERVICES SURVEY RESPONSE PROCESS**
[PAPER 2-14 (18-19)]

- 20.1 **Received** – the report at [LC 2-14 \(18-19\)](#), presented by Martin Moyle, Director of Services (Library Services).
- 20.2 In response to the discussion of LC at its last meeting, the paper at [LC 2-14 \(18-19\)](#) was intended to provide an overview of the aims and objectives of the Library Services Survey Response Team, formed by the Library Services Senior Management Team in 2018-19 and tasked with advising on performance, trends and appropriate actions based on student feedback, primarily received via surveys. Surveys within the scope of the Team's remit included the following: New to UCL; Student Experience Survey; NSS; PRES; and PTES.
- 20.3 Moving forward, LC would receive at each spring term meeting a progress report on Library surveys; on LC's advice, this would include a benchmark against the Russell Group scores. Via the work of the Team to analyse the results of surveys covering all student levels, it was intended to form a composite view of the student experience over the course of the student lifecycle. It was noted by LC that not all surveys received the same level of response and that relative response rates could be noted in forthcoming reports. LC suggested considering setting minimum response rates and offering incentives to increase engagement.

ACTION: Martin Moyle

Other matters for approval or information
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21 **PROJECT BIDDING IN UCL LIBRARY SERVICES**

[PAPER 2-15 (18-19)]

21.1 **Received** – a summary of the Library’s progress in project bidding applications at LC 2-15 (18-19).

22 **UPDATED CONSTITUTION AND MEMBERSHIP**

[PAPER 2-16 (18-19)]

22.1 **Received** – the updated constitution and membership of Library Committee at LC 2-16 (18-19).

23 **REPORTS FROM WORKING GROUPS**

[PAPER 2-17 (18-19)]

23.1 Since the previous meeting of LC, LC Officers had received the Minutes of the following Working Groups of LC:

- Bibliometrics Working Group – 20 November 2018;
- Open Science Platform – 26 July 2018;
- Publications Board – 9 July 2018.

24 **REPORTS FROM FACULTY LIBRARY COMMITTEES**

[PAPER 2-18 (18-19)]

24.1 Since the previous meeting of LC, LC Officers had received the Minutes of the following FLCs or Faculty-level Committees:

- Built Environment Faculty Library Committee – 22 November 2018;
- Built Environment Faculty Research Degrees Committee – 19 November 2018;
- Built Environment Faculty Teaching Committee – 26 November 2018;
- Laws Faculty Library Committee – 5 June 2018 and 6 December 2018.

25 **LIBRARY ESTATE**

25.1 As a matter of other business, LC noted that Library estate plans for the Stanmore site remained fluid in light of challenges presented by the estate and budget. The Royal Free site was also under consideration for space development. It was suggested that some modelling of the various space options and service provision at these sites was needed and could be brought to LC at a future meeting by the Director of Operations (Library Services), who would also liaise with UCL Estates and Professor Mudera regarding learning space constraints in the Faculty of Medical Sciences more generally. Members of LC also raised queries regarding increasing learning spaces for PGR

students, noted that Library Services would be supporting the Doctoral School in considering various options and suggested an integrated approach. The Library Estate report intended for the next meeting of LC [see 17.4 above] would provide an update on these activities. It was noted that occupancy sensors in the new Student Centre were expected to help facilitate a better understanding of space use by PGR students.

ACTION: Ben Meunier

26 DATE OF NEXT MEETING

26.1 The next meeting of LC would take place on Tuesday 14 May 2019 at 10.00am in the Haldane Room.

OLIVIA WHITELEY

Secretary to the Library Committee

Governance Support Officer, Academic Services, Student and Registry Services

Telephone 020 3108 8214, UCL extension 58214, email: o.whiteley@ucl.ac.uk

7 May 2019